

Infrastructure Ontario Strategic Conservation Plan

N00249 Guelph Correctional Centre



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Contributors

IO HERITAGE STAFF

Infrastructure Ontario

1 Dundas Street West, Suite 2000

Toronto, Ontario M5G 2L5

Tel: (416) 327-3935

Fax: (416) 212-1131

email: Abbey.Flower@infrastructureontario.ca

HERITAGE CONSULTANT TEAM

Stevens Burgess Architects Ltd.

40 St. Clair Avenue East, Suite 301

Toronto, Ontario M4T 1M9

Tel: (416) 961-5690

Fax: (416) 972-6417

email: office@sba.on.ca

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Executive Summary

The Ontario Heritage Act (OHA) *Standards and Guidelines for the Conservation of Provincial Heritage Properties* (S&G; 2010) requires ministries and prescribed public bodies to prepare a Strategic Conservation Plan (SCP) for recognized provincial heritage properties under their care and/or control. The former Guelph Correctional Centre at 785 York Road, Guelph is managed by Infrastructure Ontario (IO) and under title to the Ministry of Infrastructure. The property is recognized by the Ministry of Infrastructure (MOI) as a Provincial Heritage Property of Provincial Significance (PHPPS) under the OHA Part III.1, the Standards and Guidelines for the Conservation of Provincial Heritage Properties (S&Gs).

This SCP for the Guelph Correctional Centre was developed by IO, and Stevens Burgess Architects, with advice from MTCS to provide guidance on conserving the cultural heritage value of the property leading up to and during the proposed disposition of the property. The role of this SCP is to establish an overall heritage framework for the continuous conservation of the property's cultural heritage value and heritage attributes, both while under and upon leaving provincial title and beyond.

The Guelph Correctional Centre has been well maintained and is generally in good condition, having undergone few major alterations. The proposed disposition will provide for a continued care and maintenance of the property with the key goal: to extend the lifespan of the property while conserving and celebrating its cultural heritage value or interest.

As a result of the conservation strategies outlined in this SCP, the following recommendations are made:

- A building envelope study that includes all buildings currently identified in the SCHV as heritage attributes should be completed within the next year.
- A baseline survey of the landscape and associated heritage features to identify approaches to maintenance, rehabilitation and repairs should be completed within one year.
- Base Building Assessments are to be completed within the bi-annual schedule and will include a comprehensive lands component.
- Demolition of the Greenhouse (B13465) due to current conditions and health and safety concerns, following completion of a Heritage Impact Assessment and implementation of any immediate mitigation measures (including detailed heritage recording) and upon consent of the Minister of MTCS as required under the S&Gs.
- Disposition of the property according to the disposition strategy as outlined in sections 4.4.1 and 5.2 below, which includes SCP approval, completion of Category B EA for disposition, identification of appropriate and legally binding heritage protection measures, and seeking MTCS Minister's Consent.

1.0 Introduction

A Conservation Plan for the Guelph Correctional Centre (GCC) was prepared by IO in 2009. Following enactment of the S&Gs under the OHA, the conservation plan was approved with conditions by MTCS in 2012. These recommended conditions were reviewed and are incorporated into this updated strategic conservation plan for the property. The SCP takes into account any changes that have occurred to and on the property since the previous conservation plan, the current status as a vacant and surplus property, and the decision to dispose of the property. The document sets out recommendations to guide the continuing care and management of the cultural heritage value of the property from now up to its transfer from provincial control.

As part of the MTCS approval of the 2009 Conservation Plan, three conditions were included:

1. An updated conditions assessment for the buildings not covered in the 2009 appendices, including the dormitories, Tower and Corridor, C Cells, the Dining Hall, the Library and Canteen, and the Greenhouse;
2. Principles for use of the Greenhouse complex, or rationale for demolition and removal;
3. Detailed condition as of features in the cultural heritage landscape, including built features (bridges, stone walls, etc.) and natural features (trees and other vegetation), along with the recommendations for conservation through preservation, restoration, rehabilitation or maintenance.

All of these conditions have been met and integrated into this updated SCP as follows:

1. An updated conditions assessment of all heritage attributes, including the buildings noted above, is included in section 3.2. These conditions will be reviewed, assessed and updated as appropriate on a regular basis as part of IO's Base Building Assessments (as per section 4.3).
2. Recommendations relating to demolition of the greenhouse complex are outlined below in sections 4.2.2 and 5.1.
3. Conditions of the landscape attributes are included in section 3.2.2 and the associated recommendations stemming from the conservation strategies are outlined in section 5.1.

Since the MTCS approved 2009 Conservation Plan, two buildings have been demolished: the Cannery Storage and Laundry Buildings. Neither of these buildings were identified heritage attributes of the property. Their removal was required to facilitate environmental remediation of contamination on the property. MTCS approval for these demolitions was granted on October 28, 2016 and the buildings were removed in the winter of 2017. Additional demolitions may be recommended to facilitate further environmental remediation or reduce provincial costs and liability while the property remains in provincial control. Section 3.4.5 below outlines the heritage conservation strategies for proposed demolitions on the property, and any demolitions will require MTCS minister's consent prior to their removal.

Several key issues have shaped the conservation strategies outlined within this SCP, primarily that the property has been declared surplus and there is no identified provincial program use for the property. All buildings on the property are currently vacant and coupled with the size of the property, pose challenges with relation to security and safety. The continued use of the GCC grounds, primarily the walking trails, by the general public as park lands is supported by the conservation strategies while the property remains in provincial ownership. Lastly, the strategies outlined within this SCP are centered on the decision to dispose of the property to address the lack of provincial use compared to the cost to maintain the property while vacant.

Following the April 2018 Management Board of Cabinet's Realty Directive (see Section 3.3.1), this SCP ensures and directs the conservation strategy for the property is in alignment with the Directive, specifically, the overarching conservation strategies for the GCC are as follows:

- As per applicable law, directives and policies: Maintain all identified heritage building and landscape attributes in a mothballed state;
- As per principles and planning processes: Reduce liability wherever possible through environmental remediation and demolitions, as appropriate or required;
- As per supporting provincial interests: Consider the potential for realty to be used to support community use and community hubs, wherever possible; and
- As per disposition of realty and open market sales process: Prepare the property for disposition through circulation and sale, including establishing appropriate long-term heritage protection mechanisms to ensure conservation of its cultural heritage value after sale.

2.0 Statement of Cultural Heritage Value

The Guelph Correction Centre's Statement of Cultural Heritage Value (SCHV) was developed through heritage identification and evaluation studies undertaken by IO, and was refined and finalized in 2016 as part of the MTCS Minister's Consent application for demolition of the Cannery Storage and Laundry buildings. The Guelph Correctional Centre's cultural heritage value and heritage attributes provide the starting point for developing the conservation strategies included in this SCP. The Guelph Correctional Centre property and the following SCHV is included on the List of Provincial Heritage Properties maintained by MTCS.

2.1 Description of Property

The Guelph Correctional Centre (Guelph Reformatory) consists of approximately 90 hectares of property located within the city limits of Guelph and includes a set of buildings constructed in the 1910s and 20s for operations, detention, industrial activities and farming. The property combines ornamental and working landscapes.

The historic buildings consist of a set of interconnected structures comprised of two residences, a two-and-a-half-storey administration building in the Beaux-Arts tradition, two three-storey cell blocks, two three-storey dormitories, a tower and corridor, a kitchen, and two dining halls; a large three-storey industrial workshop constructed of concrete and stone; and a greenhouse complex. The identifying names and numbers of these buildings are: B13430 Administration Building; B13431 Tower & Main Corridor; B13432 B Cells; B13433 T Dormitory; B13434 C Cells; B13435 C Dormitory; B13441 Library & Canteen; B13442 Large Dining Hall; B13450 Machine Shop Building; B13465 Greenhouse; B13498 Willowbank Hall (former Engineer's Residence); and B13499 Ontario Board of Parole Office (former Superintendent's Residence).

The ornamental landscape fronts York Road and extends from the road to the front of the administration building and the detention complex. It is located on gently sloping ground rising up to the centre of the property. The ornamental landscape features man-made ponds and watercourses, park-like grounds, lawns, mature trees, gardens, stone fences, remnants of gates along York Road, and the main road to the administration building. The working landscape includes field patterns to the northeast of the main building complex and the eastern drive extending from York Road.

2.2 Cultural Heritage Value

The Guelph Correctional Centre is one of Canada's largest and most intact examples of a correctional facility designed specifically to address late-19th- and early-20th-century ideas concerning the use of incarceration to reform rather than punish criminal behaviour. It is also a good example of the work of John M. Lyle, one of Canada's best-known architects and an accomplished practitioner noted for his Beaux-Arts designs. The landscape expresses its purposeful use to support and rehabilitate the prison population. The result of prison activity was a well-organized site with a rich collection of rustic landscape features which added significantly to the function and scenic value of the property.

The Guelph Correctional Centre was designed to fulfill the requirements of a reform program to be used by the province to reduce recidivism among youthful offenders. The program required extensive facilities for prison work, as well as a series of specialized interior spaces for segregation and programming. The reform ideas were not only expressed in the functional organization of the facility and in its industrial and farming facilities, but also in the architectural treatment of the main buildings by John M. Lyle, who chose to use a simple Beaux-Arts approach to the exterior treatment. The greenhouse complex (B13465) illustrates most clearly the industrial-scale farming operation that characterized the institution for almost 60 years. The landscape setting of the Guelph Correctional Centre also expresses

the reform program of the institution in the organization of its spaces and in the elements constructed by prison labour.

The Guelph Correctional Centre was recognized as a provincial heritage property of provincial significance under Part III.1 of the OHA in June 2008.

2.3 Heritage Attributes

Heritage attributes that support the cultural heritage value include but may not be limited to:

- the interconnected historic buildings identified as B13430 Administration Building; B13431 Tower & Main Corridor; B13432 B Cells; B13433 T Dormitory; B13434 C Cells; B13435 C Dormitory; B13441 Library & Canteen; B13442 Large Dining Hall; B13450 Machine Shop Building; B13465 Greenhouse; B13498 Willowbank Hall (former Engineer's Residence); and B13499 Ontario Board of Parole Office (former Superintendent's Residence)
- the organization of the property as a whole into a hierarchy of spaces, with the public grounds at the front, the main detention complex at the center and support and work areas located behind and to the sides of the main complex
- the location of the detention area at the top of a hill with open areas and clear sight lines around the main detention complex
- the consolidation of industrial buildings in one area
- the public and internal circulation patterns on the property
- the ornamental grounds of the institution, as seen in its: stone walls, fences, stairs and gates; terraced gardens in the vicinities of the former superintendent's residence and Willowbank Hall; ponds; bridges; watercourses; gateposts along York Road; and mature trees planted along roads
- the functional qualities of the organization of the detention complex that are associated with its correctional use, including: the placement of the administration building at the head of the complex; the contained, internal loop system of basement-level and above-ground passages between buildings, providing alternative access and observation points for staff, the compact, quadrangle arrangement of the main units, in keeping with an educational model; the narrow, linear plan of each unit, providing access to natural light and ventilation; and the few and controlled exterior access points
- the symmetry of the main detention complex as built in 1911-5
- the domestic appearance of the entrance cottage (B13498, Willowbank Hall) and the former Superintendent's Residence (B13499)
- the graceful, exterior shape of the dormitory blocks (B13433 and B13435), specifically in the use of curved window bays and the large scale of the original window openings of the dormitory blocks
- the spatial organization of the cell blocks (B13432 and B13434) into single cells located along one side of the corridor, with window openings on both sides of the blocks
- the aesthetic qualities of the Beaux-Arts tradition, as seen in the original design executed by John Lyle, and evident in the Administration Building (B13430) in: the bold scale of the cornice; the regular placement of windows; the exterior articulation of the fireplaces at either end of the building; and the symmetry of the overall design
- the Machine Shop Building (B13450), including: its stone exterior; the scale and position of its original openings; and surviving original windows and doors constructed by prison labour at Guelph and other provincial correctional centres
- the greenhouse (B13465)

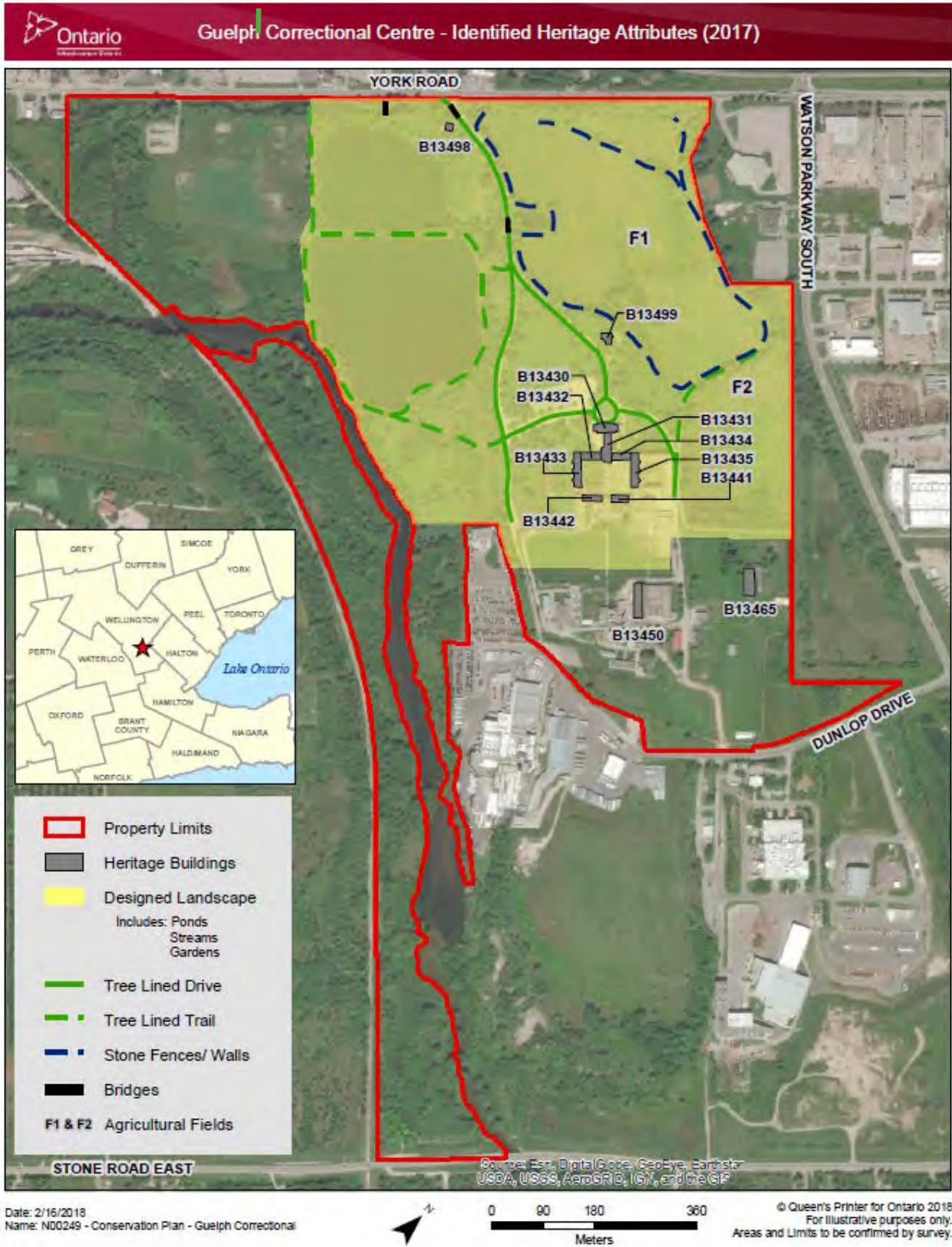


Figure 1: Guelph Correctional Center – Identified Heritage Attributes (2017)

3.0 Condition Assessment

3.1 Program Needs and Use

The Guelph Correctional Centre (GCC) was fully decommissioned in 2001 and by 2014 the Ministry of Community Safety and Correctional Services had fully left the site. All buildings are now vacant and no future program needs or uses have been identified for the site and the property has been declared surplus to the needs of the provincial government. As a result, and following the MBC Realty Directive, the province is taking steps to dispose of the property. A full history of the use of the GCC property can be found in the 2006 Cultural Heritage Evaluation of the property.

3.2 Physical Condition

The current conditions noted below are a result of a visual inspection of the property, information from the MTCS approved 2009 Conservation Plan, current 2017 Base Building Assessments, and interviews with facility management service providers (see Appendix B). This information provides baseline data for the development of appropriate conservation strategies. Updated Base Building Assessment reporting and technical studies are conducted as part of regular property maintenance (see section 4.3 Maintenance/ Capital Repairs for detailed description of base building assessment reporting, Capital Repair project identification, and prioritization direction). Recommendations stemming from the conditions noted below are articulated in section 5.0 Action Plan.

In order to assess current condition of the heritage attributes a site visit was conducted by Kelly Gilbride and Ashley Stewart of SBA on March 30, 2017 escorted by Simeon Dyck, Assistant Facilities Manager CBRE Ltd for IO Property and Land Management Services, and Gordon Lohead, Site Security.

3.2.1 Property Overview

The GCC maintains its original arrangement of the main detention complex structures with the industrial area to the rear and set within a surrounding open-space landscape. Associated 2017 site and building photographs are included in Appendix A. The conditions of all building and landscape attributes that contribute to the cultural heritage value of the property are documented in the tables below (Section 3.2.5).

Overall physical conditions of the property are as follows:

- All buildings have been mothballed with adequate heat and base utilities maintained. Currently there is no water infiltration and issues regarding mould, asbestos and lead paint have been addressed. IO standard facility maintenance planning has continued following mothballing and 24-hour security has remained consistent since the property was vacated.
- The property, including all buildings, is vacant. Public access to the grounds and walking trails has remained open with regular maintenance to the walking paths and updated signage installed to maintain safety.
- Environmental assessments conducted for the property have confirmed areas of environmental concern. Issues with respect to mould and some toxic substances, such as asbestos and lead paint, have been addressed. Implementation of the strategy for environmental remediation of in-ground contamination is ongoing, which may include future recommendation of building demolitions.

3.2.2 Landscape

The designed landscape is depicted on Figure 3 and retains a high degree of integrity. The majority of the identified designed landscape of provincial significance is made up of the open greenspace fronting

the Administration Building. The landscape retains its original setting, organization and design, and includes several built attributes, such as dry laid stone walls, wet laid stone walls, concrete bridges, and weirs.

The heritage attributes of the designed landscape are in a similar condition to the last inspection that was completed as part of the 2013 Adaptive Reuse Study (see Appendix B). The landscape and its features are largely unchanged, with the exception of natural regrowth within the agricultural fields over the years and deterioration from the elements. Visual relationships among the landscape and buildings are also largely unchanged, with minor changes due to tree and vegetation growth within the designed landscape.

The tree-lined drive from York Road is physically unchanged, however vehicular access is now restricted along this route due to concerns regarding load bearing capacity of the bridges for emergency vehicles. A new access road from Dunlop Drive was constructed in 2016. York Road route will be maintained and the bridges have the capacity to be rehabilitated as part of future adaptive reuse.

See section 3.2.5 for a summary table on the condition for each landscape attribute. Any associated recommendations are included in section 5.0. The Base Building Assessments outlined in Section 4.3 will include a lands component to address ongoing maintenance and repair requirements for the landscape.

3.2.3 Archaeology

Stage 1 and Stage 2 archaeological assessments are complete for the entire property and all reporting finalized (see Appendix B for a list of all reports). The former GCC is considered free of archaeological concern and no further archaeological work is recommended. All archaeological assessment reports were submitted to MTCS and the reports have been entered into the Ontario Public Register of Archaeology Reports.

3.2.4 Buildings

Building conditions at the GCC were assessed in detail between December 2016 and March 2017 as part of the most recent Base Building Assessments. A subsequent review of all building heritage attributes was conducted during the 2017 property visit by SBA. The condition of building attributes and their specific components that contribute to the cultural heritage value of the property are summarized by component in the tables below (Section 3.2.5). A summary of overall building conditions is included in this section. The majority of identified heritage building attributes retain a high degree of integrity and have capacity for viable and effective adaptive reuse, as confirmed by the 2013 Adaptive Reuse Study. At the time of the 2017 site visit recent changes were observed to the heritage structures included reroofing, boarding of lower windows, disentanglement of the structures from the central Power House and installation of centrally located new boilers within the basement of the Tower and Corridor.

As part of mothballing measures after approval of the 2009 Conservation Plan and following full departure of MCSCS in 2014, issues relating to water infiltration, mould, asbestos and lead paint were addressed. Heating, lighting and security are currently maintained throughout the buildings, with the exception of Willowbank Hall and the Greenhouse.

Willowbank Hall (B13498) has experienced a degree of degradation, however the 2013 Adaptive Reuse study for the GCC confirmed that Willowbank Hall is a viable candidate for rehabilitation. Once vacant, its location away from the main complex and vacant made Willowbank Hall easily accessible to wildlife, which created health and safety concerns. To address these issues all services (heat, electricity and plumbing) were taken off-line; the chimney was dismantled, with stones numbered and stored in the

basement for reconstruction; all interior doors were wrapped and stored in the basement; and the windows were boarded up with plywood. Due to lack of services and health and safety concerns Willowbank Hall is not included within the regular security walk-throughs but was included the 2017 Base Building Assessments.

The MTCS approved 2009 Conservation Plan noted that the Greenhouse (B13465) had degraded to such an extent that the cost of repair would be much greater than replacement and it was recommended for demolition (see sections 3.4.2 and 4.2.2). Since that time the structure has degraded further with walls and roof partially collapsed. Due to these conditions this building was not entered within the 2017 site visit.

All other buildings not included within the SCHV are not identified as heritage buildings by IO and MOI, nor do they contribute to the provincial heritage significance of the property as a whole. As the focus of the SCP is in defining the conservation strategies for maintaining and upholding the cultural heritage value of the property, section 3.2.5 provides a summary of conditions for all defining heritage attributes, both buildings and landscape features, as identified in the SCHV. Detailed building conditions assessments for all buildings and all building components, both heritage and non-heritage, are conducted through the bi-annual IO Base Building Assessments. The Base Building Assessments should be referenced directly for buildings condition information, component lifespans, and subsequent recommendations and cost estimates, in tandem with the conservation strategies outlined in this SCP.

3.2.5 Conditions Summary Tables

The current conditions of attributes that contribute to the cultural heritage value of the property are summarized in the tables below, including a table for each contributing building as well as a table for the landscape attributes. The descriptions provided include observations made during the 2016-2017 inspections and 2017 site visit. Any associated recommendations are included in section 5.0. The conditions of each element are described as poor, fair or good, and are defined as:

Poor – Requires attention. Identified as one of the three capital repair planning categories (as outlined in section 4.3.2 *Capital Repairs*)

Priority 1 = Health and Safety

Priority 2 = Code Compliance and Legislative Requirements

Priority 3 = Imminent Breakdown

Fair – Requires ongoing maintenance, repair and/or applicable studies, as identified and recommended, through the Base Building Assessments

Good – No action required beyond continued maintenance and monitoring through Base Building Assessments.

Property and Designed Landscape		
Includes organization of the property as a whole; location of the detention area at the top of a hill with open areas and clear sight lines around the main detention complex; public and internal circulation patterns on the property; ornamental grounds as seen in the stone walls, fences, stairs and gates and terraced gardens in the vicinities of the former superintendent's residence and Willowbank Hall (Photos: Appendix A, p. 1-6)		
Component	Condition	Description
Arrangement & Design	Good	The overall articulation and organization of the property is unchanged. The sightlines to and from the hill-top detention complex are also largely unchanged. Minor changes in sightlines are solely from natural vegetation growth.
Circulation	Good	Tree-lined drive from York Road is physically unchanged and vehicular access is restricted. A new access road from Dunlop Drive was constructed in 2016. Public use continues within the pedestrian pathways and trails. Trails are well maintained and were recently refurbished.
Stone Features	Fair	Both dry and wet laid limestone (rubble stone) walls show localized areas of structural deterioration. Stone fences, stairs and gates show weathering and some localized areas of deterioration.
Bridges	Fair	Concrete bridges along York Road entrance no longer have the weight tolerance to support emergency vehicles. As a result the York Road entrance is now closed and new vehicular access from Dunlop Drive was constructed in 2016.
Weirs	Fair	Not assessed in 2017, no specific concerns noted during 2009 Conservation Plan or previous condition assessments.
Ornamental Plantings	Good	Includes terraced gardens around the residences. Perennial plantings are allowed natural growth, overall grounds are well maintained.
Mature Trees	Good	Variety of ornamental and natural species. In general are well maintained with natural growth and minor loss due to weather and age.

B13430: Administration Building		
Includes the aesthetic qualities of the Beau x-Arts tradition, original design executed by John Lyle; the bold scale of the cornice; the regular placement of windows; the exterior articulation of the fireplaces at either end of the building; and the symmetry of the overall design. (Photos: Appendix A, p. 7-8)		
Component	Condition	Description
Foundation Wall and Footings	Good	Consists of concrete elements and 12 foot foundation wall. Localized areas of non-structurally significant deterioration. Overall foundation is functioning as intended with no signs of structural degradation.
Shell/Super-Structure	Good	This system is functioning as intended. No signs of wood rotting, structural soft spots, or visible sagging.
Roof Construction & Coverings	Good	Roof construction is steel reinforced concrete and is functioning as intended. Roof coverings are a modified bitumen system and were replaced in 2016 as part of interim mothballing measures.
Exterior Walls	Fair	There are areas of exterior masonry deterioration in the limestone cladding, including failing mortar joints, cracked masonry units and corroded lintels. This is particularly true of upper parapet areas, but localized points throughout as well.
Openings: Doors & Windows	Fair	The ground floor window and door openings were covered with plywood in 2016 as part of interim mothballing measures. No original windows remain but the openings remain in the same size, configuration and placement as the original design. The main entrance includes an oak wood door (possibly original) with a single pane of glass. The door had been sealed with plywood (fully reversible) to prevent vandalism and maintain integrity.
Cornice and Decorative Elements	Poor: Priority 3	Precast stone cornices retains the original location and bold scale and stone decorative elements (keystones, crest, etc.) remain in situ. However, these components are particularly deteriorated, in need of repair and some replacement, due to freeze-thaw exposure.
Exterior Articulation and Arrangement	Fair	No changes have been made to the articulation and arrangement of the building as a whole. Fireplaces remain at either end of the building reflecting the exterior

		arrangement and chimneys. Fireplaces are no longer in use but are well maintained. No degradation of orange brick interior and some masonry deterioration of limestone cladding on the exterior (see Exterior Walls above).
Overall Aesthetic Quality	Good	Beaux-Arts design and style remains unchanged. Any minor alterations to the current aesthetic as part of mothballing, such as boarding of windows, is fully reversible.

B13431: Tower and Main Corridor

Includes functional qualities and organization of the detention complex associated with its correctional use; contained, internal loop system of basement-level and above-ground passages between buildings, providing alternative access and observation points for staff; the overall symmetry of the main detention complex (Photos: Appendix A, p. 7, 9)

Component	Condition	Description
Foundation Wall and Footings	Good	Consists of concrete elements and 12 foot foundation wall. Overall foundation is functioning as intended with no significant deficiencies identified, with the exception of some foundation water infiltration.
Shell/Super-Structure	Good	This system is functioning as intended. Minor deterioration was identified in the tower, no structurally significant deficiencies were noted
Roof Construction & Coverings	Good	Roof construction is steel reinforced concrete and is functioning as intended. Roof coverings are a modified bitumen system and were replaced in 2016 as part of interim mothballing and ongoing maintenance.
Exterior Walls	Fair-Poor: Priority 2	The limestone cladding has localized areas of heavily deterioration, especially at the lowest and uppermost levels, and below projections such as sills or string courses.
Openings: Windows	Fair-Poor: Priority 3	The ground floor window and door openings were covered with plywood in 2016 as part of the interim mothballing measures. No original windows remain on the ground floor, however upper windows may be original. There is evidence of corrosion, inappropriate sealant repairs, broken glazing, gaps, replacement polycarbonate lights, and inoperable hardware. All openings remain in the same size, configuration and placement as the original design.
Cornice	Poor: Priority 3	Precast stone retains the original location and bold scale. Some areas are particularly deteriorated, in need of repair and some replacement.
Articulation and Arrangement	Good	No changes have been made to the articulation and arrangement of the building as a whole. The symmetry is maintained along with all internal circulation passages, access, and observation points.

B13432: B Cells & B13434: C Cells

Includes the spatial organization into single cells located along one side of the corridor, with window openings on both sides of the blocks; the narrow, linear plan of each unit, providing access to natural light and ventilation; the overall symmetry of the main detention complex (Photos: Appendix A, p. 9-10)

Component	Condition	Description
Foundation Wall and Footings	Good	Consists of concrete elements and 12 foot foundation wall. A secondary concrete foundation wall has been constructed to the outside of the original foundation wall, sloping to the exterior, to support brick overlay. Overall foundation is functioning as intended with localized areas of non-structurally significant concrete deterioration noted.
Roof Construction & Coverings	Good	Roof construction is steel reinforced concrete and is functioning as intended. Roof coverings are a modified bitumen system and were replaced in 2016 as part of interim mothballing and ongoing maintenance.
Exterior Walls	Good	Original limestone cladding is covered by a brick overlay. Where sections are visible, small amount of cracking and mortar degradation was noted. Within the brick overlay, localized areas of spalling and mortar deterioration was observed. It appears that bottom-of-wall drainage provisions may be inadequate to fully allow moisture to escape from the new air cavity at window lintels and top of foundation.
Openings: Windows	Fair-Poor: Priority 3	The ground floor window and door openings were covered with plywood in 2016 as part of the interim mothballing measures. Window openings remain in the same size, configuration and placement as the original design. Sills show some cracking

		but are in generally fair condition. Some windows are showing signs of condensation and leaks, requiring rehabilitation and re-glazing.
Cornice	Fair-Poor: Priority 3	Limestone and precast detailing retains the original location and bold scale. The top cornice of precast concrete at the stone-clad areas has areas of spalling and deterioration
Cell Arrangement	Good	No changes have been made to the articulation and arrangement of the building as a whole. The symmetry is maintained and cells within the block remain in their original configuration.

B13433: T Dormitory & B13435: C Dormitory
 Including the graceful, exterior shape of the dormitory blocks, specifically in curved window bays and large window openings; the narrow, linear plan of each unit, providing access to natural light and ventilation; the overall symmetry of the main detention complex (Photos: Appendix A, p. 9)

Component	Condition	Description
Foundation Wall and Footings	Good-Fair	Consists of concrete elements and 12 foot foundation wall. Overall foundation is functioning as intended with localized areas of minor concrete spalling noted on the original foundation. A secondary concrete foundation wall has been constructed to the outside of the original foundation wall, to support brick overlay. The top of wall extends above grade and localized areas of concrete deterioration are noted; a portion of interior foundation wall reinforcing steel is exposed. Grading and growth of shrubs at the base of the building have caused water to collect and cause deterioration of the building base. Deterioration is not yet structurally significant.
Shell/Super-Structure	Fair	Generally functioning as intended. Masonry interior partition walls were identified as not restrained at the top. These walls could be prone to overturning. Lateral restraints may need to be installed.
Roof Construction & Coverings	Good	Roof construction is steel reinforced concrete and is functioning as intended. Roof coverings are a modified bitumen system and were replaced in 2016 as part of interim mothballing and ongoing maintenance.
Exterior Walls	Fair-Poor: Priority 3	Original limestone cladding is covered by a brick overlay. Where sections are visible degradation was noted in areas around the cornice. Within the brick overlay, there is a lack of adequate detailing and water infiltration was noted on B13435.
Openings: Windows	Fair-Poor: Priority 3	The ground floor window and door openings were covered with plywood in 2016 as part of the interim mothballing measures. Moderate putty and paint failure and corrosion of steel was noted. All window openings remain in the same size, configuration and placement as the original design.
Cornice	Poor: Priority 1	Concrete precast detailing retains the original location and bold scale. Advanced levels of corrosion have resulted in severe concrete spalling due to steel corrosion. There is risk of falling concrete in these locations. (north elevations)
Exterior Arrangement	Good	No changes have been made to the exterior arrangement of the building as a whole. The symmetry is maintained through the curved window bay configuration.

B13441: Library and Canteen & B13442: Large Dining Hall
 Includes functional qualities and organization of the detention complex associated with its correctional use; the overall symmetry of the main detention complex (Photos: Appendix A, p. 10)

Component	Condition	Description
Foundation Wall and Footings	Good	Consists of concrete elements and 12 foot foundation wall. This system is functioning as intended.
Shell/Super-Structure	Good	This system is functioning as intended. The ceiling cracking identified appears to be limited to the plaster finishes.
Roof Construction & Coverings	Good	Roof construction is steel reinforced concrete and is functioning as intended. Roof coverings are a modified bitumen system and were replaced in 2016 as part of interim mothballing and ongoing maintenance.
Exterior Walls	Poor: Priority 2	Construction is of brick with concrete masonry (CMU) backup, earlier finish between these is unknown. Some 1970s veneer brick are in poor condition, overall is functioning as intended
Articulation and Arrangement	Good	No changes have been made to the articulation and arrangement of the building as a whole. The symmetry and core functional qualities are retained.

B13450: Machine Shop		
Includes stone exterior; the scale and position of original openings; surviving original windows and doors constructed by prison labour; organization of the property as a whole into a hierarchy of spaces; functional qualities and organization of the complex as associated with its correctional use (Photos: Appendix A, p. 10)		
Component	Condition	Description
Foundation Wall and Footings	Good-Fair	Consists of concrete elements and 5 foot foundation wall. Where the foundation wall is exposed above grade some deterioration of the mortar joints was noted. Overall is functioning as intended.
Roof Construction & Coverings	Good	Roof construction is steel reinforced concrete and is functioning as intended. Roof coverings are a modified bitumen system and were replaced in 2016 as part of interim mothballing and ongoing maintenance.
Exterior Walls	Fair	Limestone walls have areas of exterior masonry deterioration, including: sills, cornices, parapets, and both steel and masonry lintels. A portion of the east wall is now interior the connecting addition of the Woolen Mill building.
Openings: Doors & Windows	Good	This system is functioning as intended. Concrete masonry was used to seal or reduce the size of building openings (possibly ca. 1950s). Infill is reversible.
Articulation and Arrangement	Good	No changes have been made to the articulation and arrangement of the building as a whole. The symmetry and core functional qualities are retained.

B13465: Greenhouse		
As part of the greenhouse complex; organization of the property as a whole; functional qualities and organization of the complex as associated with its correctional use (Photos: Appendix A, p. 10)		
Component	Condition	Description
Form/Massing	Poor: Priority 3	Structural elements have begun to collapse. Condition documented in 2009 CP and 2011 Mothball Study as in poor or compromised condition and beyond repair. Condition has worsened since.
Roof Construction	Poor: Priority 3	Partially collapsed, allowing exposure to elements and access to wildlife. Condition is beyond repair.
Exterior Walls	Poor: Priority 3	Partially collapsed, allowing exposure to elements and access to wildlife. Condition is beyond repair.
Openings: Doors & Windows	Poor: Priority 3	Structural elements partially collapsed, allowing exposure to elements and access to wildlife. Condition is beyond repair.
Articulation and Arrangement	Fair	The form design and location of the building remains unchanged, however several structural elements are partially collapsed.

B13498: Willowbank Hall		
Including domestic appearance; the organization of the property as a whole (Photos: Appendix A, p. 11-12)		
Component	Condition	Description
Foundation Wall and Footings	Good	Random coursed (rubble stone) limestone and mortar below grade, with speed tile and mortar above grade. Areas with small amount of mortar and parging deterioration noted. Overall is functioning as intended.
Roof Construction & Coverings	Good	Wood frame and rafter system. Localized deterioration noticed in some roof boards. Roof membrane, asphalt shingles and associated flashings were replaced within last 10 years and all elements are still functioning well.
Exterior Walls	Fair	Stucco, covered by painted plywood to help conserve the façade. Some cracking evident in the stucco on all faces of the building, however none of the cracks appear to be due to structural failures or movements. For health as safety, chimney was dismantled with stones numbered and stored in basement.
Openings: Windows	Fair	Wood frame windows, 8-over-8 panes, majority are likely original. Windows have been boarded in plywood as part of mothballing, health and safety, and conservation measures.
Arrangement and Appearance	Good	No changes have been made to the articulation and arrangement of the building as a whole. Core qualities are retained, alterations are reversible.

B13499: Superintendent's Residence		
Including domestic appearance; the organization of the property as a whole (Photos: Appendix A, p. 10-11)		
Component	Condition	Description
Foundation Wall and Footings	Fair	Random coursed (rubble stone) limestone and mortar, and masonry piers. Areas of mortar deterioration related to localized water migration on the uphill side of the building were repaired in 2016. Further study is needed to confirm any structural impacts.
Roof Construction & Coverings	Good	Wood truss system. Room membrane and asphalt strip shingles are in good repair and functioning well.
Exterior Walls	Good	Mixture of limestone cladding and stucco. Has localized areas of spalling and mortar deterioration.
Openings: Doors & Windows	Good	The windows are generally the original wood windows, most with modern aluminum storms, and some Georgian wired storms. Temporary exterior wood storm windows were added in 2016. The doors are generally the original wood glazed doors with modern aluminum storms. There are new fire-rated doors at the fire escape. The fenestration including exterior trim is generally in good condition with rehabilitation and reuse possible.
Arrangement and Appearance	Good	No changes have been made to the articulation and arrangement of the building as a whole. Core qualities are retained, alterations are reversible.

3.3 Legislative and Policy Considerations

The following is a summary of policy and legislation as it relates to the GCC property. The purpose of the summary is to ensure that future alterations to the property comply with the relevant municipal and provincial directives and regulations. For a list of acts, policies, plans and guidelines that can provide guidance for the conservation and protection of cultural heritage resources see Appendix D.

3.3.1 MOI/IO Mandate and Key Priorities

The Ministry of Infrastructure (MOI) has the authority to make recommendations and establish policy for the effective coordination and development of Realty across Government. The April 2018 MBC Realty Directive establishes principles and IO direction relating to the use of the Government's realty assets based on the management and disposition of realty through principles, requirements and responsibilities for the effective and efficient management of government realty. IO will follow the Directive as specifically applicable to the GCC property, including:

- **Applicable Law, Directives and Policies:** Ministries and provincial agencies that control realty must also comply with applicable legislation, regulations, constitutional conventions, and corporate directives and policies including those which address cultural heritage resources.
- **Principles:** The following principles guide the application of this Directive:
 1. Realty decisions are transparent and accountable. High ethical standards are maintained, avoiding real or perceived conflicts of interest.
 2. The appropriate structures and processes are in place to support horizontal government-wide coordination of recommendations and decisions.
 3. The government's realty inventory is aligned with provincial interests, including consideration of social (e.g. community needs), environmental and economic benefits.
 4. Realty decisions are forward-looking, sustainable, and support a focused, efficient, flexible and agile realty portfolio across government, and advance government wide interests, including use of realty for public purposes.
- **Support Provincial Interest,** including: Consider the potential for realty to be used to support community use and community hubs, wherever possible.
- **Planning:** Plan for and rationalize their realty portfolios on an ongoing basis, including dispose of realty no longer needed by or useful to the government.

- **Disposition of Realty:** Follow the Directive requirements for the disposition of realty, including the process that must be followed when surplus government realty is sold. This process is set out in three stages:
 1. Determining if realty is surplus to government;
 2. Circulating realty to ministries and provincial agencies for non-direct use; and
 3. Circulating realty to entities outside government.
- **Open Market Sales Process and Direct Sales:** Realty is to be offered for sale through an open process

In addition to the Realty Directive, IO's administrative and operational planning for infrastructure is also guided by the following:

- Ontario Infrastructure and Lands Corporation Act, 2011, S.O. 2011, c. 9, Sched. 32
- Memorandum of Understanding between Ontario Infrastructure and Lands Corporation and the Minister of Infrastructure
- Ontario Infrastructure and Lands Corporation Annual Business Plan and Annual Report
- Infrastructure Minister's Annual Mandate Letter (including responsibilities under the Province's Long Term Infrastructure Plan, Climate Change Action Plan, and managing the Realty Program in a manner that focuses on program needs and market value).

IO has been instructed to consider opportunities for reducing liability within the MOI real estate portfolio. Vacant properties that are declared surplus to government needs and have non-heritage buildings require a critical look at opportunities for liability reduction through demolition. In addition, due to the complexity of large campus properties, in some circumstance strategic and considered demolition may help to enhance overall value and marketability. Conversely, reduction of building footprint may help right-size and adapt campus properties to a future government use, should the opportunity arise.

3.3.2 MOI Public Work Class EA

The MOI Public Work Class EA establishes a planning and approval process for realty and public works projects related to the delivery of realty and infrastructure for government lands. A MOI Public Work Category B Class EA will be undertaken for any proposed disposition, demolition, new construction, or other activities as defined in the EA, on MOI controlled lands. This SCP will provide guidance to and inform the Class EA for any such undertakings proposed within the GCC.

3.3.3 Ontario Heritage Act

The Ontario Heritage Act R.S.O. 1990, c 0-18 (OHA) provides the framework, and may determine policies, priorities and programs, for the conservation, protection and preservation of Ontario's heritage. Under part III.1 of the Ontario Heritage Act the *Standards and Guidelines for Conservation of Provincial Heritage Properties* require all ministries and prescribed public bodies (including MOI and IO) to identify, protect and care for provincial heritage properties that are under their care and control. This SCP has been prepared in accordance with these *Standards & Guidelines*. The GCC property is a Provincial Heritage Property of Provincial Significance and as such requires MTCS Minister's Consent for disposition or demolition.

The OHA works with other legislation to address cultural heritage as an area of public interest, including the Environmental Assessment Act and the Planning Act. These acts, and regulations under these acts,

all are interlinked tools for the protection of cultural heritage resources, and provide the framework for this SCP's strategies and recommendations.

3.3.4 *Municipal Planning and Protections*

Under the City of Guelph's Official Plan most of the GCC property is zoned institutional within the larger context of the York District Lands. The Utility Area of the GCC, in proximity to the Waste Innovation Resource Centre and the Cargill Meat Solutions, is zoned Class III industrial. With the exception of the Machine Shop, the Utility Area is not identified as being of heritage value, however any demolitions or interventions undertaken in the area must not impact negatively upon the Machine Shop or the broader heritage value of the GCC (as required by the OP and PPS, Section 2.6.3).

In 2014 the City of Guelph adopted Official Plan Amendment 54, which includes the Guelph Innovation District (GID) Secondary Plan. The GCC forms a significant component of the GID lands. The GID Secondary Plan policies are premised on a vision and set of principles developed with community stakeholders, which includes ongoing protection and conservation of the heritage value of the property, while promoting innovative and integrated adaptive reuse of the buildings and lands. The GID Secondary Plan established a planning framework for a mixed use, sustainable residential and business district built in harmony with the natural and built heritage on site.

The City of Guelph also launched the *Community Energy Plan* which looked at strategies and actions to improve environmental measures on the whole of the York District Lands, of which the GCC forms a part. This planning initiative outlines environmental protective measures and energy-saving measures can enhance both the heritage and the real property value of structures.

3.3.5 *Municipal Heritage Recognition*

Through discussions and consultation with Steven Robinson, Heritage Planner at the City of Guelph, IO has confirmed the following heritage attributes of the provincially significant cultural heritage landscape at the Guelph Correctional Centre at 785 York Road in Guelph are currently listed (non-designated) on the City of Guelph's Municipal Register of Cultural Heritage Properties:

- Willowbank Hall (Engineer's House),
- Superintendent's Residence (Warden's House),
- The west half of the curved stone gates that originate at 895 York Rd.,
- All stone walls, and
- The overall landscape fronting the property, including:
 - curved garden walls
 - watercourses
 - streamside bank stonework and stone weirs
 - mature trees

These heritage resources were identified by a municipal study in the 1990s, when the GCC was still in operation and access within the facility was restricted.

3.3.6 *Ontario Heritage Trust Heritage Easement Agreement Assessment*

In order to confirm the available and most appropriate options for long term heritage protections and conservation at the GCC, IO requested that the OHT conduct a preliminary staff assessment of the property to determine whether GCC would be a viable candidate for an OHT heritage conservation easement. In 2013, OHT staff completed a preliminary assessment concluding that the property is a

viable candidate for an OHT heritage conservation easement under Part II of the Ontario Heritage Act, (clause 10 (1) (c)).

3.4 Future Plans and Needs (Opportunities and Constraints)

The property is no longer assigned a program use in the provincial portfolio. The property has been declared surplus, has undergone the mandated circulation process, and is now being offered on the open market. The intention is for the GCC to be conserved and utilized in an appropriate manner and usage following the property's change from provincial title.

3.4.1 Adaptive Reuse

An Adaptive Reuse Study was completed for the Guelph Correctional Centre in 2013. The study considered preservation, rehabilitation and general adaptive reuse for heritage features within the former GCC. The complex was assessed by qualified experts to test the viability for reuse of the buildings and confirmed the property has potential for repurposing as a college, or similar institutional use.

The Yorklands Green Hub (YGH) is a non-profit organization that advised the City in May 2014 that they are interested in a large portion of the GCC heritage landscape to develop an education, demonstration, and research program for adults to become engaged in sustainable use of water, energy and food. As of April 2018, YGH maintains an interest to secure 70 acres of the heritage property for innovative small-scale agricultural, energy and environmental sustainability initiatives, including the retrofit of the Superintendent's house as a centre for interactive educational programs, respecting the natural and cultural heritage components of the property.

YGH also requested that they be included as an integral component of the Guelph District Innovation Secondary Plan. The City agreed that there is alignment between YGH's interest for the lands and the Secondary Plan's land use vision and principles for the site. Development approvals under the OP and GID Secondary Plan may be required to support such a use post-transfer of the property. The interest expressed by YGH is preliminary and no formal discussions regarding interest as a purchaser have been initiated nor has any anticipated provincial role been identified to date.

Any adapted reuse of the property should consider opportunities for public presentation of the property's cultural heritage value through a comprehensive heritage interpretation plan. As there are currently no identified opportunities for adaptive reuse by the province, requirements for and subsequent approval of a heritage interpretation plan may be determined by the City of Guelph post-transfer.

It is noted that any planning activities, applications and approvals that may occur for the property post-transfer will no longer involve the province, and as such cannot be contemplated or regulated by this document (i.e., municipal zoning amendments, Official Plan amendments, Conservation Authority approvals, etc.), beyond that of ensuring appropriate heritage conservation and protection measures are established by the time of sale.

3.4.2 Potential Severances

In addition, the MTCS approved 2009 Conservation Plan recognized that the protection of the cultural heritage value and identified heritage attributes within the GCC would not be negatively impacted by selective and judicious land severances.

The GCC property is comprised of two non-contingent parcels. The primary core parcel is located on the east side of the Eramosa River and contains all buildings and the cultural heritage landscape. The secondary parcel located on the west side of the Eramosa River and is comprised of greenspace with no structures or development. This parcel of land offers no identified contribution to the heritage value of the GCC as a provincially significant property and as such may be considered to be severed and sold without any impact (no HIA requirement) to the heritage value of the GCC.

Any severances of the core GCC parcel that include heritage buildings or the cultural heritage landscape will consider both provincial and municipal heritage interests, will consider the heritage integrity of the property as a whole, and will require a continuous heritage protection framework under a consistent approval authority be maintained across all parcels that leave provincial control. Heritage Impact Assessments are required once proposed severance lines are determined in order to assess impacts to the cultural heritage value of the property, consider alternative options, and outline mitigation and conservation measures, as applicable.

3.4.3 Realty Planning and Liability Reduction

As a vacant and surplus property that has several non-heritage buildings, the GCC may hold opportunity for liability reduction through demolition. Further, as a complex campus property, strategic and considered demolition may help to enhance overall value and marketability. Conversely, reduction of building footprint may assist the province in adapting the property to a future government use. The likelihood of finding a new public use for the GCC property is currently hindered further by the current square footage of vacant buildings.

Selective and judicious demolition of non-heritage buildings was identified as part of the Long-Term Actions/Strategies within the MTCS approved 2009 Conservation Plan. Specific to the 2009 Plan, and with the exception of the machine shop, all utility area buildings have not been identified as heritage attributes. The buildings in this area were not part of the original detention complex but were constructed as part of a later phases of improvements for trades and operations at the institution. Buildings in this area that are not identified to have heritage value by either the province or the municipality “can be removed from the site in a sustainable manner and without harm to the heritage buildings” (2009 Conservation Plan, p. 89).

Within the 2013 adaptive reuse study, only buildings evaluated as contributing to the provincial heritage value of the property, with the exception of the Greenhouse, are identified as candidates for effective adaptive reuse. The study recommended that all other buildings could be removed as part of improvement and optimizing reuse of the property. As such, the potential for finding a provincial or alternative reuse of these buildings is outweighed by the positive advantages for liability reduction and potential rejuvenation of the remainder of the buildings.

At the GCC, strategic demolition of non-heritage buildings can be considered, providing specific criteria are applied. Demolition should only be considered for buildings that are not identified as having heritage value by the city or the province. Proposed demolition of non-heritage buildings may require a Heritage Impact Assessment if they are connected to a building that is identified to have heritage value. Managing change to the property through proposed demolitions is discussed further in section 4.2.2.

4.0 Conservation Strategies

Conservation strategies recommend actions to manage and use the properties to support mandates, physical needs, key objectives and program requirements. Conservation strategies set out the goals or objectives for a property followed by general direction and short and long-term guidelines for their achievement. These guidelines in turn recommend appropriate actions and implementation timelines.

For the Guelph Correctional Centre (GCC) property, the SCP is to assist in the maintenance and continued care of the property's heritage attributes prior to the transfer from provincial title. The attributes, as documented in the SCHV, relate in principle to the form, massing, and materials of the GCC and the siting of the facility and surroundings on the property.

The following conservation strategies provide general direction and guidelines for the property's conservation, use, maintenance and disposal.

4.1 Conservation

To ensure that the cultural heritage value of the property will be conserved prior to the transfer from provincial title, the conservation strategies below have been developed for each of the guidelines identified below.

4.1.1 Updating the Strategic Conservation Plan

This SCP is an update to the 2009 Conservation Plan that was approved by MTCS with conditional recommendations. All of these conditions have been met and integrated into this updated SCP as follows:

1. An updated building conditions assessment of all heritage attributes identified in the SCHV is included in section 3.2. These conditions will be reviewed, assessed and updated as appropriate on a regular basis as part of IO's Base Building Assessments (as per section 4.3).
2. Recommendations relating to demolition of the greenhouse complex are outlined in sections 4.2.2 and 5.1
3. Conditions of the landscape attributes are included in section 3.2 and the associated recommendations stemming from the conservation strategies are outlined in section 5.1

The SCP is oriented towards maintenance and continued care of the property's heritage attributes in the interim leading up to disposition of the property. The intent is for the property to leave provincial title prior to the five year mark of this SCP approval. Should there be any change in Provincial direction to dispose of the property, IO would review and amend the Strategic Conservation Plan as necessary or every five years to monitor compliance.

The following conservation strategies include consideration of and direction for routine maintenance (inspection and monitoring scheduling), capital repairs or other actions and interim protection measures (based on conditions revealed in the conditions assessment, and prioritized as to urgency), and accessibility requirements, risk preparedness and emergency management plans (following current emergency and security protocols, and anticipating any need for security upgrades and servicing needs).

In the event that a revised/updated SCP is required, IO will engage the appropriate qualified persons, as identified by IO Heritage Staff, to:

- Produce, in consultation with IO, MTCS, and the City of Guelph, a revised SCP to ensure the protection and conservation of heritage attributes.
- Identify immediate, ongoing, short and long term action plans for the ongoing conservation of the cultural heritage value and heritage attributes of the property.
- Plan for the comprehensive review and assessment of conditions of the heritage features and materials and appropriate actions and treatments.
- Ensure alignment with approved property management practices.

4.1.2 Interim Protection Measures

Interim protection measures include strategies for stabilization, maintenance, mothballing, and securing the property against the weather, vandalism or any other threats. In general, the GCC is well maintained. Base Building Assessment (BBA) reporting will continue to be carried out while the property remains in provincial title. See Section 4.3 Maintenance/Capital Repairs for detailed description of BAA reporting, service provider responsibilities and oversight, Capital Repair project identification, and prioritization direction.

Stabilization

To address conditions identified as fair or poor (Section 3.2.5), the following stabilization measures are needed:

- A building envelope study to determine the appropriate mitigation efforts required to address potential concerns with exterior deteriorations, including heritage restoration. This recommendation is reflected in the current Base Building Assessments and will include all buildings identified as heritage attributes. The building envelope study must be completed with the input of a qualified person(s), such as a heritage architect, and should be completed within one year.
- A baseline survey of the landscape and associated heritage features, including stone walls, bridges, weirs, gardens and plantings. The study will include recommendations for approaches to maintenance, rehabilitation and repairs, including financial requirements and timeline for implementation based on conditions. This baseline study must be completed by qualified persons, such as a landscape architects and natural heritage specialist, and should be completed within one year.

For all stabilization projects and related studies, IO Heritage Staff will confirm requirements for qualified persons based on the nature and scope of the study required. IO will engage the appropriate qualified person to:

- Provide advice on the best methods, mitigation options and/or alternatives, as may be required, to ensure the protection and conservation of heritage attributes should they be impacted as part of any proposed stabilization project,
 - Specifically, provide direction with respect to projects potentially impacting the foundation wall and footings, building shell and superstructure, roof, exterior walls and any other identified heritage attributes.
- Prepare a Heritage Impact Assessment that identifies and advises on potential impacts on the cultural heritage value and heritage attributes of the site, in response to the defined project scope and approach.

Mothballing

To reduce exposure to risk and provide protections to life and property IO has implemented a mothballing strategy for the buildings identified as heritage attributes, including:

- secured vacant buildings against unauthorized entry
- maintained the Fire Life Safety and Security Systems
- maintained heating and cooling (HVAC) systems
- installed new roofs as required
- conduct annual fire alarm system inspection
- established 24 hour security with twice daily walk-throughs.

Regular property inspections and base building assessment reporting will identify any mothballing issues or concerns (i.e., condensation, broken windows etc.) and to ensure they are acted upon as per service provider project justification and project delivery practices/processes as required (see 4.3 Maintenance /Capital Repairs for detailed description of Capital Repair project identification and prioritization).

For any new or additional mothballing projects IO Heritage Staff will confirm requirements for qualified persons based on the nature and scope of the study required. IO or its service provider will engage the appropriate qualified person to:

- Provide advice on the best methods, mitigation options and/or alternatives, as may be required, to ensure the protection and conservation of heritage attributes should they be impacted as part of any proposed mothballing project (for example; painting of the plywood used to cover the window openings to reduce visual impact and discourage vandalism),
 - Specifically, provide direction with respect to projects potentially impacting the foundation wall and footings, building shell and superstructure, roof, exterior walls and any other identified heritage attributes.
- Prepare a Heritage Impact Assessment that identifies and advises on potential impacts on the cultural heritage value and heritage attributes of the site, in response to the defined project scope and approach.

4.1.3 Accessibility/Risk Preparedness and Emergency Management Plans

IO will continue to implement the IO Facilities Security Policy (2017), the Critical Environmental Incident Action Plan (2016), and the Fire Life Safety Program (2016) for this property while under provincial title. In combination, the above comprehensive program of emergency preparedness outlines how facilities will be protected to minimize potential risk from unauthorized and/or malicious activities, environmental accident and/or disaster (water, gas, etc.), and fire, in compliance with existing Ontario Fire Code legislations, laws and policies. The service provider is responsible to ensure that all plans and programs are developed and maintained at a high quality, in accordance with the Ontario Fire Code Div. B Section 2.8, Emergency Planning. Base building assessment requirements include service provider monitoring, upkeep and recommendations for upgrading of life safety systems to ensure ongoing protection of the property and building.

For any new/additional security measures IO Heritage Staff will confirm requirements for qualified persons based on the nature and scope of the study required. IO or its service provider will engage the appropriate qualified person to:

- Prepare a Heritage Impact Assessment that includes assessment and mitigation of potential security upgrades to ensure the protection and conservation of heritage attributes should they be impacted as part of any proposed security upgrade project,
 - Specifically, provide direction with respect to projects potentially impacting the foundation wall and footings, building shell and superstructure, roof, exterior walls, and any other identified heritage attributes.

- Where security lighting, systems, and their associated equipment are to be installed, engage a qualified person to:
 - Ensure the design compatibility of new elements.
 - Recommend the best methods for installations and ensure the integrity of the heritage materials is maintained. This advice should be completed during the design phase.
- In the event of an emergency, following all Fire Life Safety protocols have been met and the property is secure, assess the property through a updated base building assessment report and engage a qualified person to:
 - Determine appropriate actions, if required, to identify impacts to identified heritage attributes, as to their condition, replacement value, property value, and future direction for the property following such an event.
 - Undertake a comprehensive material conservation study to assess the condition of the heritage fabric, recommend a plan of action (i.e. repair, replace, re-use etc.) and define appropriate conservation treatments for the specific materials in order to retain as much of the heritage attributes as possible.

4.1.4 Archaeological Strategy

An archaeological strategy for the property is not required; the entire property is considered clear of archaeological concern. Stage 1 and 2 archaeological assessments were undertaken in 2006 through 2009 for the property (see Appendix B). The reports have been entered into the Ontario Public Register of Archaeological Reports, noting no further archaeological concerns. No further archaeological assessment is necessary at this time. However, in the event that archaeological resources are discovered, all work in the area will cease and a licensed archaeologist will be consulted to provide a report outlining next steps in accordance with Standards and Guidelines for Consultant Archaeologists.

4.2 Use

4.2.1 Program Use

The property is no longer assigned a program use in the provincial portfolio.

4.2.2 Managing Change

As a vacant property, the identified heritage buildings are protected through ongoing maintenance activities, which follow the conservation strategies outlined in *4.1.2 Interim Protection Measures*, *4.3.1 Routine Maintenance* strategies and *5.0 Action Plan* outlined below. Base Building Assessments identify any and all urgent repairs and longer-term maintenance schedules which will be followed while the property is under the care and control of the province.

Adaptive Reuse

The property is no longer assigned a program use in the provincial portfolio, as such, there is currently no potential for any new use or adaptive reuse of the property while under provincial title (such as changes, additions or alterations to existing buildings or landscapes, addition of new buildings or structures on the property, parking expansion or circulation).

Should there be any change in the Provincial decision to dispose of this property, the direction is to follow conservation strategy *4.1.1 Updating the Strategic Conservation Plan*. In the event of such a change, an updated Strategic Conservation Plan would consider conservation strategies specific to adaptive reuse and maintaining the cultural heritage value of the property and buildings, and would identify the requirements for Heritage Impact Assessments as part of detailed design. Any new

development that includes adaptive reuse of heritage attributes will also require communication and collaboration with the City of Guelph, including appropriate or applicable municipal planning applications and approvals.

The conservation strategies for any program of adaptive reuse or development that is proposed as part of or post-disposition will be guided by the heritage protection mechanisms to be implemented at title transfer as per section 4.4 Disposal, which will then come into effect with all the relevant heritage protections, guides and processes to direct such future actions as they relate to the property.

Demolitions

Should proposals for building demolition be brought forward in advance of sale, consideration for the nature and location of each building as outlined below will determine whether the proposed activity is in keeping with the conservation strategies and goals for the GCC property. As discussed in section 3.4.2, selective and considered removal of non-heritage buildings aligns with broader government initiatives and has the potential to reduce liability, increase market interest and increase adaptive reuse potential. Any demolitions must be considered judiciously and with sensitivity to the cultural heritage value of the property.

Previous studies, including the MTCS approved 2009 Conservation Plan and the 2013 adaptive reuse study, identify specific buildings or groupings of buildings that can be considered for future demolition without impact to the cultural heritage value of the property as a whole. The remainder of this section considers demolition at GCC for these different types of buildings, and identifies specific requirements both in advance of confirming demolition as an approach and in advance of carrying out any demolition activities. In addition, as GCC is identified as a PHPPS and following the *Standards and Guidelines for the Conservation of Provincial Heritage Properties*, should demolition of any building be considered prior to sale MTCS Minister's Consent is also required in advance of demolition activities.

Isolated Non-Heritage Buildings

Isolated non-heritage buildings are buildings that have no identified heritage value (provincial or municipal) and are free standing from an identified heritage building. Prior to considering demolition as an approach for this type of building, municipal heritage interest must be confirmed.

The following isolated buildings are not currently included within the SCHV, but could be identified by the City in future: New Gym (B13446), Chapel (B13447), Powerhouse (B13451), Wood Kiln Building (B13455), Paint Shed (B13458), Stores Building (B13459), Lumber Storage (B13460), Implement Buildings 1 & 2 (B13462 & B13461), Garage (B13463), Industrial Building (B13465), Greenhouse Stores (B13467), Services Building (B13469), Barn (B13473/B90677). Whether the City of Guelph considers these individual buildings to hold local or region heritage value can be confirmed by contacting the city heritage planner (see also Municipal Heritage Recognition, Section 3.3.7).

Selective removal of isolated non-heritage buildings at the GCC aligns with broader government initiatives and will result in several positive outcomes, including reduction of liability, removal of structures at risk due to vacancy, reduction of costs associated with capital maintenance and repair, value enhancement and increased adaptive reuse opportunities.

These isolated buildings are included within those identified in the 2013 adaptive reuse study as buildings that could be removed as part of improvement and optimization of the property. In addition, these buildings are also included in the MTCS approved 2009 Conservation Plan as buildings that can be removed "without harm to the heritage buildings" and could be demolished in support of incremental

development plans. Demolition of isolated non-heritage buildings would have no impact on the cultural heritage value of the overall GCC property.

Demolition of isolated non-heritage buildings is in keeping with the conservation strategies, future plans and opportunities, and overall long-term vision of the GCC property. This SCP addresses the potential impacts and outlines recommendations and mitigation requirements for demolition of isolated non-heritage buildings. As a result, a Heritage Impact Assessment would not be required for demolition of these buildings providing the following are confirmed:

- Building(s) contemplated for demolition have not been identified as having heritage value or interest to the province (see Section 2.0).
- Building(s) contemplated for demolition have not been identified as having heritage value or interest to the municipality, including written confirmation from the City of Guelph.
- Building(s) contemplated for demolition are not connected to any building(s) identified as having heritage value or interest by the province or municipality.
- In order to insure demolition will not inadvertently impact neighbouring heritage buildings, the demolition plan must include identification of any neighbouring heritage buildings to be avoided and specifications for all activities to be contained within appropriate construction fencing.

As noted, in instances where all the above is confirmed and demolition of an isolated non-heritage building is proposed MTCS Minister's Consent is still required. All of the information above must be documented in both the application for MTCS Minister's Consent and the Public Work Class Environmental Assessment for the proposed demolition activity.

Connected Non-Heritage Buildings

Connected non-heritage buildings are buildings that have no identified heritage value (provincial or municipal) and are structurally linked to an identified heritage building. Prior to considering demolition as an approach for these buildings, municipal heritage interest must be confirmed.

The following connected buildings are not currently included within the SCHV, but could be identified by the City in future: D Cells (B13436), K Corridor (B13437), Staff Dining Hall (B13438), Assessment Centre (B13439 & B13440), Kitchen (B13443), Clothing Dispensary (B13444), Tunnel (B13448), Woollen Mill Building (B13449). Whether the City of Guelph considers individual buildings to hold local or region heritage value can be confirmed by contacting the city heritage planner.

Selective removal of connected non-heritage buildings at the GCC aligns with broader government initiatives and will result in several positive outcomes, including reduction of liability, removal of structures at risk due to vacancy, reduction of costs associated with capital maintenance and repair, value enhancement and increased adaptive reuse opportunities.

These buildings are included within those identified in the 2013 adaptive reuse study as buildings that could be removed as part of improvement and optimization of the property. In addition, these buildings are also included in the MTCS approved 2009 Conservation Plan as buildings that can be removed "without harm to the heritage buildings" and could be demolished in support of incremental development plans.

Demolition of connected non-heritage buildings is in keeping with the conservation strategies, future plans and opportunities, and overall long-term vision of the GCC property. However, while these buildings are not specifically identified as contributing to the heritage value of the property, their

demolition has the potential to impact a connected heritage building. As a result, a Heritage Impact Assessment is required for demolition of any connected non-heritage building in order to inform demolition planning, identify risks and alternative options, outline mitigation measures and determine specifications for reparations of the heritage building or landscape.

Heritage Buildings

Generally, demolition of any building identified by the province or the municipality as having heritage value will be avoided. Demolition of heritage buildings will be considered only as a last resort and under specific circumstances related to health and safety risks, or where environmental risks necessitate the need to remove buildings for contaminant removal and/or containment. Environmental risks are identified by the appropriate environmental assessments conducted by the qualified environmental specialists, pursuant to the Environmental Assessment Act. Results of the assessments and recommended remediation measures are reviewed and approved by IO.

A Heritage Impact Assessment and MTCS Minister's Consent will be required in all instances where demolition of a heritage building is being considered except in emergency situations, such as natural disasters which have caused the structural integrity of the building to be deemed irreparable. The HIA will assess the level of risk to the cultural heritage value of the property, include discussions with the City of Guelph, consider all alternative options, and provide mitigation measures.

The MTCS approved 2009 Conservation Plan and subsequent studies have noted that condition of the greenhouse (B13465) has deteriorated to such an extent that the cost of repair would be greater than replacement. As a result, and for health and safety reasons, the Greenhouse is recommended for demolition with limited impact on the cultural heritage value of the property as a whole. As part of this consideration, it is recommended that the greenhouse building be replaced with a structure of similar design, massing and style as part of any future adaptive reuse of the property. As the greenhouse is identified as contributing to the heritage value of the property, a Heritage Impact Assessment and MTCS Minister's Consent is required prior to implementing a demolition plan. The HIA must address recommendations for removal and replacement, as well as address alternative and mitigation options and align with the advice provided in MTCS Information Bulletin #3 Heritage Impact Assessments for Provincial Heritage Properties. The HIA must provide the strategy for implementing the comprehensive documentation of the greenhouse (including requirements for qualified persons, accepted practices for heritage documentation, accountability, reporting and timelines).

4.3 Maintenance/Capital Repairs

4.3.1 Routine Maintenance

Routine maintenance (inspection and monitoring) and capital repair are key components of IO's role in property management for the province. Under the Infrastructure Asset Management Framework (2012) IO, on behalf of MOI, manages the land and associated buildings.

Base Building Assessments

Condition evaluations, termed Base Building Assessments, are conducted on a bi-annual basis, citing the observed conditions of the building components; identify need for near-term corrective actions and repairs; and validate years remaining for life cycle renewals/replacements, along with validation of the inventory and gathering of relevant performance metrics. Building systems and components are prioritized within the buildings, so that there is a focus on key components and systems for which failure would seriously impede the building's functionality. These key system components are monitored and

tracked through monthly and annual operating reports: life-safety, cladding/fenestration, foundation, roof, electrical, elevator, and HVAC.

Base building assessment reporting identifies any and all urgent repairs and maintenance schedules which will be followed while the property is under the care and control of IO, the purpose of which is to:

- identify immediate, ongoing, short and long term action plans, including associated financial requirement, for the ongoing conservation of the cultural heritage value and heritage attributes of the property.
- plan for the comprehensive review and assessment of conditions of the heritage features and materials and appropriate actions and treatments.

Base buildings assessments currently address landscape components on an ad-hoc basis in association with a central or adjacent building on the property. In order to more effectively manage the landscape prior to disposition, it is recommended that a lands component be created to comprehensively address the ongoing maintenance and repair requirements for all landscape attributes within the property.

IO's Property and Land Management Services Provider (PLMSP) perform condition assessments on all assets, to be inspected on an annual basis. The PLMSP Agreement defines the function, responsibilities and expectations with regards to the PLMSP providing comprehensive asset management and capital investment planning for the properties in the portfolio. The key elements are as follows:

- Perform annual building condition evaluations to provide a condition assessment report of each building and review and update the ten-year capital plans.
- Work directly in IO's Asset Management System, including: data input from condition assessment reports; updates to building status; updates to building components; and updates to the 10-Year Plan.
- Review projects entering the tactical window (1 to 3 years) from the 10-Year Plan, augmented with projects resulting from current year building inspections and prepare/update project justifications.

IO provides regular oversight to its service providers through training of technical specialists, review and approval of project justification and scopes of work, regular project meetings and annual auditing of performance and fulfillment of legislative requirements. IO staff involved in providing advice and oversight include, but are not limited to:

- Project Services Managers
- Portfolio Real Estate Managers
- Environmental Specialists
- Heritage Specialists
- Safety & Security Specialist
- Regulatory Compliance Specialist
- Sustainability Specialists

For any routine maintenance projects which have the potential to impact an identified heritage component/ attribute, IO will engage the Service Provider on a project by project basis to require that the appropriate qualified person is included in the project team to:

- Ensure that the base building assessment identification of immediate, ongoing, short and long term action plans for the ongoing conservation of the cultural heritage value and heritage attributes of the property are being followed, as prescribed in the reporting.

- Provide advice on the best methods, mitigation options and/or alternatives, as may be required, to ensure the protection and conservation of heritage should they be impacted as part of any proposed key system component maintenance project,
 - Specifically, provide direction with respect to projects potentially impacting the foundation wall and footings, building shell and superstructure, roof, exterior walls and any other identified heritage attributes.
- Prepare a Heritage Impact Assessment that identifies and advises on potential impacts on the cultural heritage value and heritage attributes of the site, in response to the defined project scope and approach.

4.3.2 Capital Repairs

The Capital Repair Program is intended to fund the repair and replacement of base-building components, essential in an integrated, lifecycle approach for effective stewardship of infrastructure assets to maximize benefits and manage risk.

Capital repair project prioritization is applied as to urgency, following the key systems identified prior:

- Priority 1 Health & Safety
 - Project requirements that mitigate existing safety hazards, prevent accidents that may cause physical injury to building occupants and/or eliminate health hazards.
- Priority 2 Code Compliance & Legislative Requirements
 - Project requirements to ensure building components are in compliance with all current codes and legislation (including those specific to heritage).
- Priority 3 Imminent Breakdown
 - Project requirements to mitigate imminent breakdown of critical building components.

In the event that maintenance/capital repair projects are to impact an identified heritage component/attribute, IO will engage a qualified person to:

- Provide advice on the best methods, mitigation options and/or alternatives, as may be required, to ensure the protection and conservation of heritage should they be impacted as part of any proposed maintenance/capital repair project,
 - Specifically, provide direction with respect to projects potentially impacting the foundation wall and footings, building shell and superstructure, roof, exterior walls and any other identified heritage attributes.
- Prepare a Heritage Impact Assessment that identifies and advises on potential impacts on the cultural heritage value and heritage attributes of the site, in response to the defined project scope and approach.

4.3.3 Maintenance Alterations

In the event of the introduction of new systems or materials for health and safety requirements, energy-saving upgrades, building performance upgrades, security upgrades, servicing needs as part of the on-going maintenance and conservation of the property, applicable advice under each relevant Conservation Strategy direction in this SCP must be followed with respect to the potential that any such project is to impact an identified heritage component/attribute. Advice regarding mitigation of any potential heritage impacts and requirements for appropriate qualified persons will be provided by IO Heritage Staff.

4.4 Disposal

Lack of occupancy of the GCC is being addressed by the current plans for disposition of the property. Since the property became vacant, a future public use for the property has not been identified. At this time it is in the best interest for both reduction of liability and heritage conservation to find new life for the property through a disposition strategy that will ensure the protection of its cultural heritage value.

Disposal of all or parts of the property is anticipated. The following process will ensure ongoing protection of the cultural heritage value or interest of the property. MTCS Minister's consent is required in advance of disposition. Minister's Consent under the S&Gs requires that best efforts to the extent possible in law be undertaken for any sale or other disposal agreement to ensure the ongoing legally binding protection of the property's cultural heritage value (such as designation under Part IV of the OHA, heritage conservation easement, etc.). The level of protection should be appropriate to the cultural heritage value of the GCC property.

4.4.1 Disposition Strategy

The following details the steps to ensure ongoing protection of the cultural heritage value or interest of the Guelph Correctional Centre:

1. MOI/IO to confirm disposal strategy for the property (through sale or long-term lease).
2. For disposition as a sale, MOI/IO to identify and confirm legally binding heritage protection mechanism(s) to ensure the long-term conservation of the property's cultural heritage value.
3. Undertake a MOI Public Work Category B Class EA for the property disposition, which will include stakeholder consultation and a 30 day public comment period.
4. Seek MTCS Minister's Consent prior to transferring all or part of the property from provincial control as per MTCS S&G Section F5. MTCS Minister's Consent must be received prior to completing the disposition.

5.0 Action Plan

The action plan below details the priorities for work and effective timelines for best efforts with respect to conserving and protecting the heritage value of the Guelph Correctional Centre as the province moves toward disposition of the property and for the lifespan of this SCP.

5.1 Priorities for Work

The following table outlines work priorities over the next one to two years in order to address conditions noted as fair or poor in section 3.2 above, including those identified as capital repair priorities 1-3. Actions are listed in general order of priority.

Action	Timeline	Description/Requirements
Interim Protection Measures: Building Envelope Study (BES)	2018-2019	<p>Scope to include all buildings identified as heritage attributes in the SCHV, as reflected in the current BBAs. Study will determine appropriate mitigation efforts and strategies to address concerns with component deterioration, including heritage restoration and repair of limestone components. IO Heritage must be contacted to confirm scope of work and identify appropriate qualified persons (including, but not limited to, heritage architect).</p> <p>Particular attention to the Tower and Main Corridor (B13431) is needed, including foundations assessment, monitoring for appearance of water infiltration, and localized areas of greater masonry deterioration.</p> <p>Scope to also include identification of financial requirements and recommended timeline for implementation of strategies for each building based on results. Appropriate funds for implementing these strategies should be allocated for the year following study completion (2019-2020). Project plan to be developed by service provider with review and approval by IO (including Project Services Managers, Portfolio Real Estate Managers, and IO Heritage).</p>
Interim Protection Measures: Landscape Baseline Survey (LBS)	2018-2019	<p>Scope to include survey of all landscape attributes, including stone walls, bridges, weirs, gardens and plantings. IO Heritage must be contacted to confirm scope of work and identify appropriate qualified persons (including, but not limited to, a landscape architect).</p> <p>Recommendations must include strategy for maintenance, rehabilitation and repairs, including financial requirements and timeline for implementation based on conditions. Appropriate funds for implementing these strategies should be allocated for the year following study completion (2019-2020).</p> <p>Project plan to be developed by service provider with review and approval by IO (including Project Services Managers, Portfolio Real Estate Managers, and IO Heritage).</p>
Liability Reduction & Managing Change: Greenhouse Demolition	2018-2020	<p>Due to condition of the greenhouse (B13465), it is recommended that next steps for demolition of the building begin as soon as possible. This includes:</p>

		<ul style="list-style-type: none"> • Heritage Impact Assessment (HIA), as described in section 4.2.2 above, by appropriate qualified persons (as identified by IO Heritage). • Comprehensive heritage documentation strategy, as outlined by the HIA and completed by appropriate qualified persons (as identified by IO Heritage and including, but not limited to, built heritage specialist). • Submission for MTCS Minister’s consent to demolish (consent is required prior to implementation of demolition plan) <p>Project plan to be developed by service provider with review and approval by IO (including Project Services Managers, Portfolio Real Estate Managers, and IO Heritage).</p>
<p>Routine Maintenance & Capital Repairs: Base Buildings Assessment</p>	<p>2019-2020</p>	<p>Updated Base Building Assessments (BBA) are required within the next 1-2 years (following BES), as per the bi-annual BBA schedule for each building. Project plan to be reviewed and approved by IO (including Project Services Managers, Portfolio Real Estate Managers, and IO Heritage).</p> <p>Scope of the updated BBAs should include:</p> <ul style="list-style-type: none"> • Recommendations, strategies and costing stemming from the results of the BES. • Additional of a comprehensive lands component to address heritage landscape attributes, including recommendations, strategies and costing stemming from results of the LBS <p>IO Heritage must be contacted to confirm scope of work and identify appropriate qualified persons (including, but not limited to, heritage architect).</p>

In addition to the above, the continued conservation of the cultural heritage value of the property, of the identified heritage attributes, and to avoid any loss or damage, will be achieved through conservation and maintenance activities enacted through IO by:

- Service Provider facility managers as per the regularly scheduled Base Building Assessment reporting and O&M repairs and maintenance schedules/activities.
- The continuation of a service provider schedule of regular property inspections.
- IO oversight of any changes to or development of the property while in provincial control (see section 8.0 for additional information on monitoring). Review, oversight of project scope and requirements by IO Heritage.

5.2 Effective Timelines

The proposed disposition action plan below details the steps and best efforts with respect to conserving and protecting the heritage value of the Guelph Correctional Centre property. The table below outlines the proposed sequence of realty activities as described in the Action Plan, providing timelines in broad terms.

Activity	Timeline	Target / Product
Property Monitoring & Maintenance	On-going	1. Regular inspections by: a. Security Staff, twice daily (except Willowbank Hall and Greenhouse due to health and safety risks) b. IO Service Provider, bi-annually 2. Complete priorities for work (2018-2020)
Strategic Conservation Plan	Spring 2018	Approvals (MOI/MTCS)
Identify Legally Binding Protection Method	Spring-Summer 2018	As per S&Gs Section F, Standard F2.
	Fall 2018	Finalize draft protection mechanism(s) using best efforts to the extent possible in law to ensure the ongoing, legally binding protection of the property's cultural heritage value in any sale or other disposal agreement, appropriate to the cultural heritage value of the property.
Class EA for Disposition	Summer 2018	Public Posting & completion in advance of Agreement for Purchase & Sale
Minister's Consent	Summer 2018	Minister's Decision (MTCS)
Transfer of Property	TBD	Execution and registration of heritage easement agreement(s) and/or registration of the heritage designation by-law on property title. Agreement for Purchase & Sale
Update Strategic Conservation Plan	2023	If property not sold, an update to this SCP is required no later than date shown.

The activities noted above are described as:

- *Property monitoring/maintenance*: this action will satisfy the conservation strategies associated with conservation and ongoing maintenance/capital repairs.
- *Strategic Conservation Plan*: the approved SCP will provide for the on-going care of the property while under provincial title, and direct the disposition strategy.
- *Legally Binding Protection*: this action will satisfy the SCP disposition strategy, satisfy MTCS S&Gs F.2 statutory requirement and provide for on-going protection for the property upon title transfer from provincial control.
- *Minister's Consent*: this action will satisfy MTCS S&Gs F.5 statutory requirement for the disposition of a Provincial Heritage Property of Provincial Significance.
- *Class EA for Disposition*: this action will satisfy the statutory requirement for a Category B Class EA for property disposition under the MOI Public Work Class EA process, and will supplement this SCP's community engagement component.

5.3 Special Qualifications

The selection of a "qualified person" will consider professionals with the following background: formal educational training in the relevant field and/or 10 years of experience (for lead heritage contractor), and a recent portfolio of comparable work. Where necessary, variations in what constitutes a "qualified person" for each trade or specialist will be indicated as required by the project scope of work document. IO Heritage Staff will provide advice, review scopes of work and confirm requirements for specific and appropriate qualified persons based on the nature of the project or study being undertaken.

6.0 Community Engagement

6.1 Engagement Contacts

- Ministry of Tourism, Culture, and Sport: Deborah Hossack
- Ministry of Infrastructure: Policy and legal staff within the Realty Policy Branch
- Ministry of Government and Consumer Services, Ontario Art Collection: Lani Wilson
- Ontario Heritage Trust: Beth Hanna, Kiki Aravopoulos, Thomas Wicks
- City of Guelph: Stephen Robinson, Senior Heritage Planner and Guelph Heritage Committee
- Six Nations of the Grand River Elected Council: Lonny Bomberry, Joanne Thomas

6.2 Engagement Summary and Results

6.2.1 Ministry

Ministry of Tourism Culture and Sport (MTCS)

The previous 2009 Conservation Plan for the GCC property was reviewed approved by the MTCS in December 2012. The approval was provided with three conditions or requests for more information to be addressed prior to submitting an application for Minister's consent. These conditions have been addressed as part of this updated Strategic Conservation Plan.

MTCS staff was engaged with respect to the OHT preliminary assessment of the GCC property. A meeting was held on September 20, 2013 with representatives of the Trust, Infrastructure Ontario and MTCS to discuss the preliminary heritage easement assessment and address any outstanding concerns resulting from the site visit and review of provided materials. At that time, MTCS did not have any additional comments.

In 2017, MTCS staff was engaged with respect to the property being declared surplus and the intent for the property to leave provincial control within the next five years. IO discussed the intent to update the Strategic Conservation Plan from the MTCS approved 2009 Conservation Plan in order to bring the property's heritage documentation up to current standards and address the plans for liability reduction and ultimate disposal of the property.

Ministry of Government and Consumer Services (MGCS): Ontario Art Collection

Although not identified as a heritage attribute, the MTCS approved 2009 Conservation Plan recommended that the graffiti or artwork murals present in the Lower Assembly Hall be assessed and documented. The Lower Assembly Hall is not identified as contributing to the heritage value of the property.

All murals have been documented by IO heritage staff and received the following advice from the Curator for the Ontario Art Collection. Information received suggests that the style is typical of Indigenous, or Indigenous inspired works, from the 1970s or 1980s. Each piece has been created directly onto a structural element. Three are created directly onto structural walls and are considered integral parts of the building. Based on advice from the Ontario Art Curator, it is recommended that these three murals remain with the building rather than attempting to remove or relocate. Attempts to remove these pieces would carry risk of further damage to the murals or the building. One mural is painted onto a boarded window covering and could potentially be removed and relocated with limited risk to the artwork, should a suitable and interested receiving community or organization be identified. IO provided

information about the murals as part of Indigenous consultation on disposition of the property and no further interest has been expressed to date.

Due to the location of the murals and their integration with the building fabric, the works are not currently recommended for removal due to risk to both the art and the building. The Government Art Collection/Archives of Ontario does not consider this artwork to be significant and do not warrant inclusion into the Ontario Art Collection.

6.2.2 Provincial Agency

Ontario Heritage Trust

In July 2013, Infrastructure Ontario requested the Ontario Heritage Trust (OHT) conduct a preliminary heritage easement assessment for the Guelph Correctional Centre. A site visit was conducted by Trust staff on August 7, 2013 to assess the property. Informed by a review of the reports provided by Infrastructure Ontario, the site visit, and discussions with IO and the Ministry of Tourism, Cultural and Sport (MTCS), Ontario Heritage Trust staff concluded that the former GCC is a viable candidate for protection with a Trust heritage conservation easement.

6.2.3 Municipality

City of Guelph

IO has been in discussion with the City of Guelph's Senior Heritage Planner, Stephen Robinson, to provide assurance that the province would be supportive of both Part IV OHA designation and a municipal easement as means to protect the site when the GCC lands leave provincial ownership (noting that a Municipal Heritage Conservation Easement cannot be applied to the property if the Municipality is the purchaser). The Municipality supports the provincial evaluation of the property and designation would include at minimum all heritage attributes currently identified by the province, and any additional cultural heritage landscape features, as well as interior and exterior attributes, as identified by the City of Guelph.

Presently, the City of Guelph is also working on a Cultural Heritage Action Plan (CHAP), a program aimed at identifying cultural heritage landscapes throughout the City of Guelph. The GCC cultural heritage landscape, and associated landscapes on adjacent properties, will be included in the CHAP and within the City's updated GIS layers.

6.2.4 Indigenous Communities

IO engaged in February of 2013, on behalf of MOI, with the Mississaugas of New Credit, the Six Nations of the Grand River Elected Council, and the Haudenosaunee Confederacy Chiefs Council and provided an overview of the proposed disposition, including an archaeological update.

Six Nations Elected Council

Six Nations Elected Council (SNEC) expressed interest in the property and concerns regarding potential impacts to protected rights through disposition of the property. As part of correspondence between IO on behalf of MOI and SNEC, a meeting was held in November 2014 to discuss SNEC concerns regarding disposition of the former GCC property. The primary concern for the SNEC were surrounding environmental contamination and potential impacts to the Eramosa River and Grand River Watershed. IO provided additional information and environmental reports confirming the nature and location of contaminants on the property have not impacted the watersheds, as well as remediation planning to prevent further environmental impacts.

SNEC also requested additional information regarding the artwork murals located within the Lower Assembly Hall that are believed to have been completed by a First Nations artist or artists. IO provided additional information and photo documentation of the murals, including preliminary information received through initial outreach with the Ontario Art Curator. Following receipt and review of additional environmental and artwork information, no further questions, comments, concerns or interest were received from SNEC with respect to the artwork or proposed disposition of the property.

6.2.5 Public Stakeholders

Formal stakeholder engagement is being undertaken through the Class EA consultation process. This section will be updated following the completion of the Class EA process. To date there have been no comments or concerns from the general public in specific relation to the cultural heritage value of the property and the proposed disposition.

In the event of proposed activities that require a Heritage Impact Assessment, additional formal and detailed stakeholder and municipal consultation will be undertaken and fully documented within the HIA, and any comments received considered as part of developing the associated mitigation measures.

6.3 Engagement Measures/Considerations

Community interest in the GCC stems from its physical prominence, its long standing use as a public open space, and its historic significance to the community, the City of Guelph and Ontario. It is clear from engagement to date that the GCC is of significant heritage value to both the municipality and the province. As a result, best efforts must be made by the province to ensure on-going protection is established upon disposition of the property.

As described above, the province will make best efforts to ensure that either the City of Guelph and/or the Ontario Heritage Trust will hold a heritage conservation easement protecting the cultural heritage value of the property, either under Section 37 or Section 22 of the OHA respectively.

Further community and stakeholder engagement measures will be required, fulfilled and documented for any other activities considered while the property is in provincial control, whenever those activities have the potential for environmental or cultural heritage impacts. Comprehensive consultation and documentation is completed as part of the MOI Class EA for Public Work and for any activity that requires an HIA. Consultation results and feedback will be considered as part of any future HIA, including when formulating mitigation measures for specific activities.

7.0 Implementation

The Strategic Conservation Plan will be integrated in the future use of the property through the inclusion of the document in the Agreement of Purchase and Sale, as a supporting document to be reviewed by any prospective purchaser and as a guidance document provided to the successful purchaser.

This SCP has been reviewed and adopted by the MOI Heritage Committee and approved by MTCS as per the MTCS Standards & Guidelines for Conservation of Provincial Heritage Properties Section C.1.

MOI and IO will continue to commit to and ensure that relevant staff, service providers, contractors, consultants, lessees, occupants and decision makers are made aware of the content of the Statement of Culture Heritage Value and the conservation strategies as set out and recommended by the Strategic Conservation Plan, through established practices within both MOI Property Management Branch and IO Realty Portfolio Planning, through the Capital Planning team, and through established electronic notification and IO-service provider meeting schedules.

The SCP is filed electronically in IO's Livelink file structure as a permanent final report document and is therein accessible to all IO staff and IO Service Providers and with the MTCS property record in PastPort.

8.0 Monitoring

The actions and outcomes of the Strategic Conservation Plan will be monitored and reported on a regular basis through service provider inspections, reviews, and base building assessments, and includes, at a minimum (should the property remain in provincial title):

- a commitment to review and amend the Strategic Conservation Plan as necessary or every five years to monitor compliance and to ensure commitment to continual improvement.
- a commitment to document successes or problems arising from applying the Strategic Conservation Plan.

The continued application of conservation strategies directed at conservation of the building envelope through preservation and maintenance activities will be enacted through IO Service Provider facility managers as per the regularly scheduled Base Building Assessment reporting and O&M repairs and maintenance schedules/activities. These actions are reported on and will be collected and documented to inform the application of the SCP.

IO provides regular oversight to its service providers. This includes but may not be limited to:

- requirement for services providers to have technical specialists on staff
- IO training of technical specialists
- review and approval of project justification, project plans and scopes of work
- regular project meetings
- annual auditing program of performance and fulfillment of legislative requirements.

IO staff involved in providing advice and oversight include, but are not limited to:

- Project Services Managers
- Portfolio Real Estate Managers
- Environmental Specialists
- Heritage Specialists
- Safety & Security Specialist
- Regulatory Compliance Specialist
- Sustainability Specialists.

APPENDIX A: Site and Building Photographs



Entrance from York Road



Landscape along York Road



Willowbank Hall from York Road



Landscape along York Road (looking West)



Stone walls and watercourse along York Road (looking East)



Bridge crossing watercourse along York Road



Watercourse along York Road (looking West)



Remnants of Gate Post along York Road



Gate Posts along York Road



Watercourse along York Road



Willowbank Hall, stone bridge, stone wall along York Road



Mature Tree within the Public Grounds



Stone wall across from Willowbank Hall



Stone wall detail



Stone wall gate posts



Tree lined driveway



Pond (West portion of public grounds)



Landscape/Public Ground in front of GCC (looking North-West)



Landscape – Ponds and stone wall



Stone bridge



Stone wall lined watercourse



Stone wall and stone bridge



Pond



Watercourse



Stone walls, watercourse



Pond



View of GCC from Public Grounds (looking South-East)



View of GCC (Administration Building coming up driveway)



View from Administration Building (looking down driveway)



Clear sightlines from interior of Administration Building (looking North-West)



Clear sightlines from interior of Administration Building (looking South-West)



GCC from parking lot (looking South-East)



GCC from driveway (looking South-West)



North Elevation of Administration Building (B13430)



Entrance of Administration Building



Key stone detail



Stone detail



Cornice



Symmetry of design and placement of windows



West chimney



East Chimney



West Elevation - T Dormitory (B13433) (C Dormitory similar)



North Elevation of B Cells (B13432) and Tower & Main Corridor (B13431)



B Cells (B13432)



North Elevation of C Cells (B13434)



North Elevation of C Cells (B13434) and Tower & Main Corridor (B13431)



Window Type of B and C Cells(B13432 & B13434)



Machine Shop (B13450) – West Elevation



Machine Shop (B13450) – South Elevation



Exterior of Large Dining Hall (B13442)
(Exterior of Library & Canteen (B13441) similar)



Greenhouse (B13465) – South-West Elevation



Superintendent's Residence (B13499) - West Elevation



Superintendent's Residence (B13499) - South-East Elevation



Garden walls adjacent to Superintendent's Residence



Superintendent's Residence (B13499) - Front Entrance



Superintendent's Residence (B13499) - Garden walls



Superintendent's Residence (B13499) - Garden walls



Willowbank Hall (B13498) - South-West Elevation



Willowbank Hall (B13498) - North-East Elevation



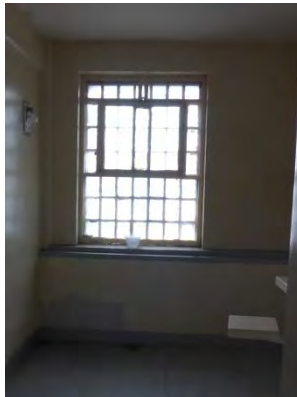
Willowbank Hall (B13498) – South-West Elevation



Corridor of C Cell (B13434) – Single Cells to the right and windows opening on the left



Typical Cell in C Cell (B13434) – Window type in prisoner cell



Typical Cell in C Cell (B13434) – Window type in prisoner



Typical Cell in C Cell (B13434) – Window type in prisoner cell

APPENDIX B: IO Reference Documents

Cultural Heritage Documents

Contentworks (2006) *Cultural Heritage Assessment Report: Former Guelph Correctional Centre (N00249), 785 York Road, Guelph Ontario*

Contentworks (2009) *Conservation Plan for the Guelph Correctional Centre Heritage Place, Ontario Realty Corporation*

Taylor Hazel Architects (2013) *Guelph Correctional Centre Adaptive Reuse Study*

Archaeological Reports

Archaeological Assessments Ltd. (2007) *Stage 2 Archaeological Assessment of Part of the Guelph Correctional Centre, 785 York Road, City of Guelph, Ontario Realty Corporation Project Number D00251*

Central Archaeology Group (2009) *Stage 2 Archaeological Property Survey Guelph Correctional Centre, Ministry of Energy and Infrastructure Part of Lot 12, Concession 1, Broken Front, East Side of Division G, Lots 3, 4, 5 inclusive of Concession 1 and Lots 3 and 4, Division C 785 York Road, City of Guelph, Geographic Township of Guelph, Wellington County.*

D.R. Poulton & Associates Inc, (2006) *Stage 1 Archaeological Component of the Cultural Heritage Assessment of the Guelph Correctional Centre (N00249), City of Guelph, Wellington County, Ontario*

Base Building Assessment Reports

B13430 – Administration Building, 785 York Road, Guelph (March 27, 2017)

B13431 - Tower & Main Corridor, 785 York Road, Guelph (December 20, 2016)

B13432 – B Cells, 785 York Road, Guelph (February 27, 2017)

B13433 – B Dormitory [T Dormitory], 785 York Road, Guelph (February 28, 2017)

B13434 – C Cells, 785 York Road, Guelph (March 10, 2017)

B13435 – C Dormitory, 785 York Road, Guelph (March 10, 2017)

B13441 – Library & Canteen, 785 York Road, Guelph (February 13, 2017)

B13442 – Large Dining Hall, 785 York Road, Guelph (December 21, 2016)

B13450 – Machine Shop Building, 785 York Road, Guelph (February 22, 2017)

B13498 – Willowbank Hall, 785 York Road, Guelph (March 23, 2017)

B13499 – Supts. Residence “Emslie”, 785 York Road, Guelph (March 30, 2017)

APPENDIX C: Supplementary Documentation

City of Guelph Official Plan <https://guelph.ca/plans-and-strategies/official-plan/>

City of Guelph Official Plan Amendment Number 54 (2014): [Guelph Innovation District](#)

APPENDIX D: Legislative and Guidance References

[Environmental Assessment Act](#), R.S.O. 1990, c. E. 18, last amendment 2010

<https://www.ontario.ca/laws/statute/90e18>

[Ontario Heritage Act](#) R.S.O. 1990, c 0-18, last amendment 2017

<https://www.ontario.ca/laws/statute/90o18>

[Ontario Infrastructure and Lands Corporation Act](#), 2011, S.O. 2011, c.9, Eched 32, last amendment 2017

<https://www.ontario.ca/laws/statute/11o09a>

[Memorandum of Understanding](#) (March 2015) Between The Minister of Economic Development, Employment and Infrastructure And The Chair on behalf of the Ontario Infrastructure and Lands Corporation

Ministry of Infrastructure [Public Work Class Environmental Assessment](#) 2012

<http://www.infrastructureontario.ca/Public-Work-Class-Environmental-Assessment/>

Ministry of Infrastructure: [Published plan and annual report](#) 2017-2018

Ministry of Tourism, Culture and Sport [Standards and Guidelines for Conservation of Provincial heritage Properties](#), 2010 (OHA Part III.1) http://www.mtc.gov.on.ca/en/heritage/heritage_s_g.shtml

[Premier's Annual Mandate Letter: Minister of Infrastructure](#) (September 2016)

<https://www.ontario.ca/page/september-2016-mandate-letter-infrastructure>

Realty Directive, Management Board of Cabinet, 2018 (Realty Policy Branch, Realty Division, Ministry of Infrastructure)