

CHAIR:

N. IANNICCA

MEMBERS:

P. BROWN

G. CARLSON

B. CROMBIE

D. DAMERLA

S. DASKO

G. S. DHILLON

J. DOWNEY

C. FONSECA

P. FORTINI

A. GROVES

J. INNIS

J. KOVAC

M. MAHONEY

S. MCFADDEN

M. MEDEIROS

M. PALLESCHI

C. PARRISH

K. RAS

P. SAITO

R. SANTOS

I. SINCLAIR

R. STARR

A. THOMPSON

P. VICENTE



The Council of the
Regional Municipality of Peel
REVISED AGENDA

Date: Thursday, April 25, 2019

Time: 9:30 AM

Place: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

For inquiries about this agenda or to make arrangements for accessibility accommodations including alternate formats, please contact:

Christine Thomson at (905) 791-7800, ext. 4582 or at
christine.thomson@peelregion.ca.

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1. **ROLL CALL**
2. **DECLARATIONS OF CONFLICTS OF INTEREST**
3. **APPROVAL OF MINUTES**
 - 3.1. April 11, 2019 Regional Council meeting
4. **APPROVAL OF AGENDA**
5. **PUBLIC ANNOUNCEMENTS SPONSORED BY A MEMBER OF COUNCIL**
6. **CONSENT AGENDA**
7. **DELEGATIONS**
 - 7.1. **Matthew Colley, Partner, Deloitte LLP**, Regarding the Financial Scenario Analysis of the Service Delivery Models Completed to Inform the Regional Governance Review **(As requested at the April 11, 2019 Regional Council Meeting)** **(Presentation now available)** (Related to 19.1)
8. **STAFF PRESENTATIONS**
 - 8.1. Update of the Long Term Financial Planning Strategy (Related to By-law 31-2019)
Presentation by Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer
 - 8.2. Region of Peel Climate Change Master Plan Update
Presentation by Christine Tu, Director, Office of Climate Change and Energy Management
 - 8.3. Strategic Priorities of Peel's Early Years and Child Care Service System Plan: 2019-2024
Presentation by Suzanne Finn, Director, Early Years and Child Care and Nakiema Palmer, Manager, Early Years and Child Care
9. **ITEMS RELATED TO ENTERPRISE PROGRAMS AND SERVICES**
Chaired by Councillor C. Fonseca or Vice-Chair Councillor K. Ras
 - 9.1. Budget Policy and Reserve Management Policy Compliance Update - December 31, 2018 (For information)

- 9.2. Members of Council 2018 Business and Newsletter Expenses (For information)
- 9.3. Proposed Road Closure and Transfer of Region Owned Lands on the East Side of Regional Road 50 (Highway 50), South of Queensgate Boulevard, Town of Caledon, Ward 5 (Related to By-law 30-2019)
- 9.4. Report of the Audit and Risk Committee (ARC 2/2019) meeting held on April 4, 2019
- 9.5. Report of the Diversity, Equity and Anti-Racism Committee (DEAR-1/2019) meeting held on April 4, 2019

10. COMMUNICATIONS

- 10.1. **Robert Serpe, Executive Director, The Regional Municipality of Peel Police Services Board**, Letter dated April 16, 2019, Providing a Copy of the Peel Police Services Board Resolution and Report titled “2018 External Funding Assistance - Public Police Programs” (Receipt recommended)
- 10.2. **John MacKenzie, Chief Executive Officer, Toronto and Region Conservation Authority**, Letter dated March 27, 2019, Providing Notice of Meeting to Approve the 2019 Non-Matching Levy for Toronto and Region Conservation Authority (Receipt recommended)

11. ITEMS RELATED TO PUBLIC WORKS

Chaired by Councillor A. Groves or Vice-Chair Councillor P. Fortini

- 11.1. Lake Ontario Collaborative Group Update
- 11.2. Closed Circuit Television Truck, Parts and Service

12. COMMUNICATIONS

13. ITEMS RELATED TO HEALTH

Chaired by Councillor J. Downey or Vice-Chair Councillor D. Damerla

- 13.1. 2018 Children and Youth Oral Health Program Annual Update (For information)
- 13.2. 2019-2022 Multi-Sector Service Accountability Agreement and Additional Base Funding for Community Support Services
- 13.3. 2019-2022 Long Term Care Service Accountability Agreement and Additional Base Funding for Long Term Care Homes
- 13.4. Overview of Health System Transformation – A Region of Peel Perspective (For information)

14. COMMUNICATIONS

15. ITEMS RELATED TO HUMAN SERVICES

Chaired by Councillor M. Medeiros or Vice-Chair Councillor G.S. Dhillon

- 15.1. Extension for Peel Homelessness Services Contracts

16. COMMUNICATIONS

17. ITEMS RELATED TO PLANNING AND GROWTH MANAGEMENT

Chaired by Councillor M. Palleschi or Vice-Chair Councillor A. Thompson

18. COMMUNICATIONS

19. OTHER BUSINESS

- 19.1. **Bonnie Crombie, Mayor, City of Mississauga**, Memo dated April 17, 2019 Providing Questions for Deloitte from the City of Mississauga (Receipt recommended) (Related to 7.1)

- 19.2. Update on the Provincial Budget (Oral)
Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

20. NOTICE OF MOTION/MOTION

21. BY-LAWS

Three Readings

- 21.1. By-law 30-2019: A by-law to stop-up, close and deprive of its character as part of the public highway those lands described as Part of Lot 5, Concession 7, Town of Caledon (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38392, known as part of Regional Road 50 (Highway 50). (Related to 9.3)
- 21.2. By-law 31-2019: A by-law establishing financial management principles to provide guidance towards the goal of ensuring the long term Financial Health of The Regional Municipality of Peel, and to repeal By-law 49-2013. (Related to 8.1)

22. IN CAMERA MATTERS

- 22.1. Proposed Property Acquisition Regional Road 14 (Mayfield Road) Widening from Regional Road 7 (Airport Road) to Regional Road 150 (Coleraine Drive) - City of Brampton, Ward 10 and Town of Caledon, Wards 2, 4 and 5 (A proposed or pending acquisition or disposition of land by the municipality or local board)

22.2. Human Services Pilot Program (The security of the property of the municipality or local board and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board)

23. BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

24. ADJOURNMENT



**THE COUNCIL OF
THE REGIONAL MUNICIPALITY OF PEEL
April 11, 2019**

Regional Chair Iannicca called the meeting of Regional Council to order at 9:31 a.m. in the Council Chamber, Regional Administrative Headquarters, 10 Peel Centre Drive, Suite A, Brampton.

1. ROLL CALL

Members Present:

P. Brown	M. Mahoney
G. Carlson	S. McFadden
B. Crombie*	M. Medeiros
S. Dasko	M. Palleschi
G. Dhillon	C. Parrish
J. Downey	K. Ras
C. Fonseca	P. Saito
P. Fortini	R. Santos
A. Groves	I. Sinclair
N. Iannicca	R. Starr
J. Innis	A. Thompson
J. Kovac	P. Vicente

Members Absent: **D. Damerla** **Due to personal matters**

Also Present: J. Smith, Acting Chief Administrative Officer; C. Matheson, Commissioner of Corporate Services; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; M. Wong, Acting Regional Solicitor; S. Jacques, Chief Planner; A. Farr, Acting Commissioner of Public Works; J. Sheehy, Commissioner of Human Services; N. Polsinelli, Commissioner of Health Services; Dr. J. Hopkins, Medical Officer of Health; K. Lockyer, Regional Clerk and Director of Legal Services; C. Thomson, Legislative Specialist; S. Valteau, Legislative Technical Coordinator; H. Gill, Legislative Technical Coordinator

2. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

* See text for arrivals

◆ See text for departures

★ Denotes alternate member

3. APPROVAL OF MINUTES

3.1. March 28, 2019 Regional Council meeting

Moved by Councillor Parrish,
Seconded by Councillor McFadden;

That the minutes of the March 28, 2019 Regional Council meeting be approved.

Carried 2019-295

4. APPROVAL OF AGENDA

Moved by Councillor Parrish,
Seconded by Councillor McFadden;

That Motion - Item 20.1 listed on the April 11, 2019 Regional Council agenda be withdrawn;

And further, that the agenda for the April 11, 2019 Regional Council meeting be approved, as amended.

Carried 2019-296

5. PUBLIC ANNOUNCEMENTS SPONSORED BY A MEMBER OF COUNCIL

Councillor Thompson advised that he and Councillor Brown, along with Councillor Innis in her capacity as Chair of the Toronto and Region Conservation Authority Board of Directors, were pleased to attend the recent announcement by the Minister of Infrastructure and Communities of over \$22 million in federal funding for erosion protection in the City of Toronto and the Regions of York and Peel.

6. CONSENT AGENDA

Moved by Councillor Thompson,
Seconded by Councillor Brown;

That the following matters listed on the April 11, 2019 Regional Council Agenda be approved under the Consent Agenda:

- 11.1. Baby-Friendly Initiative Designation Options Analysis
- 11.2. Public Health Vision Screening in Peel Schools

- 15.1. Report from the Regional Clerk Regarding the Public Meeting held on March 28, 2019 to Inform the Public and to Obtain their Input with Respect to the Proposed North West Brampton Policy Area Shale Resources Policies Regional Official Plan Amendment (ROPA)
- 17.1. 2019 Final Levy By-law
- 17.3. Regional Development Charges Update - 2018
- 17.6. 2018 Annual Transparency and Accountable Government Report
- 17.7. Report of the Regional Council Policies and Procedures Committee (PPC-1/2019) meeting held on March 21, 2019
- 17.8. Report of the Debt Issuance Committee (DEBT-1/2019) meeting held on March 28, 2019
- 18.1. Francois-Philippe Champagne, Minister of Infrastructure and Communities, Letter dated March 27, 2019, Regarding Additional Federal Gas Tax Funds Provided to the Region of Peel
- 18.2. Steve Clark, Minister of Municipal Affairs and Housing, Letter received April 2, 2019, Regarding the Region of Peel's Participation in the Ministry's Development Charges Consultation with the Municipal Sector and the Multi-stakeholder Consultation
- 22.1. Closed Session Report of the Regional Council Policies and Procedures Committee meeting held on March 21, 2019
- 22.2. Beckett-Sproule Feedermain Update (Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board)

In Favour	P. Brown; G. Carlson; S. Dasko; G. Dhillon; J. Downey; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; M. Palleschi; C. Parrish; K. Ras; P. Saito; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 22
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	B. Crombie; D. Damerla	2

Carried 2019-297

RESOLUTIONS AS A RESULT OF THE CONSENT AGENDA

11.1. Baby-Friendly Initiative Designation Options Analysis

Received 2019-298

11.2. Public Health Vision Screening in Peel Schools

Moved by Councillor Thompson,
Seconded by Councillor Brown;

That the Ontario Public Health Standards Child Visual Health and Vision Screening Protocol be partially implemented by promoting the availability of a free annual comprehensive eye examination by an optometrist to parents and caregivers of young children;

And further, that the Regional Chair write a letter on behalf of Regional Council, to the Minister of Health and Long-Term Care, requesting changes to the Child Visual Health and Vision Screening protocol that reflect the scientific evidence and build on OHIP-funded comprehensive eye exams;

And further, that a copy of the Regional Chair's letter be sent to the Chairs of Ontario's Boards of Health.

Carried 2019-299

15.1. Report from the Regional Clerk Regarding the Public Meeting held on March 28, 2019 to Inform the Public and to Obtain their Input with Respect to the Proposed North West Brampton Policy Area Shale Resources Policies Regional Official Plan Amendment (ROPA)

Received 2019-300

17.1. 2019 Final Levy By-law

Moved by Councillor Thompson,
Seconded by Councillor Brown;

That the Region of Peel, as an upper-tier municipality, adopt the property tax rate calculation adjustment, as outlined in the report of the Commissioner of Finance and Chief Financial Officer, titled "2019 Final Levy By-law", for the purpose of determining the tax revenue that is used to establish the allowable maximum 2019 revenue limit (2019 notional tax revenue);

And further, that the 2019 Operating Budget be adjusted to include the technical adjustment, as outlined in the subject report;

And further, that the necessary by-law be presented for enactment, to both adopt the property tax rate calculation adjustment, and apportion the 2019 Regional net

levy requirement of \$1,085,398,270 to the Cities of Brampton and Mississauga and the Town of Caledon, in accordance with the Council-approved apportionment formula, attached as Appendix I to the subject report.

Carried 2019-301

Related to Resolution 2019-326

17.3. **Regional Development Charges Update - 2018**

Received 2019-302

17.6. **2018 Annual Transparency and Accountable Government Report**

Received 2019-303

17.7. **Report of the Regional Council Policies and Procedures Committee (PPC-1/2019) meeting held on March 21, 2019**

Moved by Councillor Thompson,
Seconded by Councillor Brown;

That the report of the Regional Council Policies and Procedures Committee (PPC-1/2019) meeting held on March 21, 2019 be adopted.

Carried 2019-304

1. ELECTION OF CHAIR AND VICE-CHAIR

RECOMMENDATION PPC-1-2019:

That Councillor Parrish be elected Chair of the Regional Council Policies and Procedures Committee, for a term ending November 14, 2020, or until a successor is appointed by Regional Council.

Approved 2019-305

RECOMMENDATION PPC-2-2019:

That Councillor Sinclair be elected Vice-Chair of the Regional Council Policies and Procedures Committee, for a term ending November 14, 2020, or until a successor is appointed by Regional Council.

Approved 2019-306

2. **DECLARATIONS OF CONFLICTS OF INTEREST - Nil**

3. **APPROVAL OF AGENDA**

RECOMMENDATION PPC-3-2019:

That the agenda for the March 21, 2019 Regional Council Policies and Procedures Committee meeting, be approved.

Approved 2019-307

4. **DELEGATIONS - Nil**

5. **REPORTS**

5.1. **Regional Council Policies and Procedures Committee Work Plan**

RECOMMENDATION PPC-4-2019:

That the work plan, as proposed in Appendix II to the report of the Commissioner of Corporate Services, titled "Regional Council Policies and Procedures Committee Work Plan" be approved, as amended;

And further, that the work plan be a flexible document that may be adjusted to include additional matters as requested;

And further, that staff be directed to include information regarding meeting processes and rules of procedure, with respect to Regional Council's consideration of applications under the Planning Act, R.S.O. 1990, in the Procedure By-law review report to be brought forward to a future Committee meeting.

Approved 2019-308

5.2. **Member Appointment to the Peel Police Services Board**

RECOMMENDATION PPC-5-2019:

That a quorum of at least seven Committee members are required during the applicant interview sessions for Appointment to the Peel Police Services Board;

And further, that alternates are not permitted for the interview sessions;

And further, that attending Committee members must remain for the duration of the interview session;

And further, that interviews may be scheduled on the same day as other Regional Council business.

Approved 2019-309

6. COMMUNICATIONS - Nil

7. OTHER BUSINESS

7.1. Notice of Motion from Councillor Parrish Regarding the Role of the Regional Chair

RECOMMENDATION PPC-6-2019:

That staff be directed to include information regarding the role of the Regional Chair, with respect to the sharing of information to Council as a collective whole, in the Council Code of Conduct review report to be brought forward to a future Committee meeting.

Approved 2019-310

8. IN CAMERA MATTERS

This item was dealt with under Resolution 2019-314

17.8. Report of the Debt Issuance Committee (DEBT-1/2019) meeting held on March 28, 2019

Received 2019-311

18.1. Francois-Philippe Champagne, Minister of Infrastructure and Communities, Letter dated March 27, 2019, Regarding Additional Federal Gas Tax Funds Provided to the Region of Peel

Received 2019-312

Related to Resolution 2019-322

- 18.2. **Steve Clark, Minister of Municipal Affairs and Housing**, Letter received April 2, 2019, Regarding the Region of Peel's Participation in the Ministry's Development Charges Consultation with the Municipal Sector and the Multi-stakeholder Consultation

Received 2019-313

Council opted not to move into closed session to consider the following matters:

- Closed Session Report of the Regional Council Policies and Procedures Committee meeting held on March 21, 2019
- Beckett-Sproule Feedermain Update (Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board)

- 22.1. **Closed Session Report of the Regional Council Policies and Procedures Committee meeting held on March 21, 2019**

Moved by Councillor Thompson,
Seconded by Councillor Brown;

That the Closed Session Report of the Regional Council Policies and Procedures Committee meeting held on March 21, 2019, be adopted.

Carried 2019-314

- 22.2. **Beckett-Sproule Feedermain Update (Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board)**

Received 2019-315

AGENDA ITEMS SUBJECT TO DISCUSSION AND DEBATE

7. DELEGATIONS

- 7.1. **Daniele Zanotti, President and Chief Executive Officer, United Way Greater Toronto (UWGT)**, To Acknowledge Employee Contributions to UWGT in 2018 by Region of Peel and Peel Regional Police Employees

Received 2019-316

Related to Resolution 2019-317

Councillor Crombie arrived at 9:46 a.m.

Regional Chair Iannicca stated that in 2018, the United Way Greater Toronto funded 53 non-profit agencies in the Region of Peel to provide over 88 programs and services to individuals and families in crisis. He welcomed Daniele Zanotti, President and Chief Executive Officer and Raj Chandegra, Associate Manager Corporate Donor Relations, of the United Way Greater Toronto.

Janette Smith, Acting Chief Administrative Officer, on behalf of the entire leadership team of the Region of Peel, commended the employees of the Region who for more than 40 years, have raised funds for the United Way. In the past 10 years, \$3.4 million has been raised through the Region of Peel Employee Campaign. Many Region of Peel and Peel Regional Police employees also spend their personal time volunteering and providing financial support within their home communities.

Janette Smith acknowledged the 2018 Campaign Chairs, Peel Regional Police Campaign Chairs and Co-Chairs and the Region's leadership donor Co-Chairs. In 2018, the combined funds raised by Region of Peel and Peel Regional Police employees totaled \$387,517. She thanked the employees for a tremendous act of caring and congratulated Regional staff for being recognized by the United Way as Gold Level Leaders.

Daniele Zanotti noted the impact United Way programs have on individuals and communities. He highlighted the experience of Moe who grew up living in and out of social housing and at age 15, moved to Malton. Moe's family accessed several United Way programs to help make ends meet and Moe joined an IT workforce program, attended post-secondary education and obtained an internship with an IT company. Moe was a graduate of the first cohort of the United Way IT Network Program.

Daniele Zanotti extended a special thank you to the 2018 Campaign Chairs, Co-Chairs and Committee members, union members and the Peel Regional Police team.

Daniele Zanotti recognized Regional Council who championed the integration of the United Way of Peel Region with United Way Toronto and York Region, provided that more funds could be raised and invested and more people helped locally. The United Way Greater Toronto's first joint campaign, lead by over 60 volunteers, including David Szwarc, Chief Administrative Officer for the Region of Peel, raised a record \$110.3 million, making it the largest United Way in the world.

Item 17.5 was dealt with.

17.5. 2018 Region of Peel Employee United Way Campaign

Received 2019-317

Related to Resolution 2019-316

8. STAFF PRESENTATIONS

8.1. 2018 Operating Financial Triannual Performance Report - Year End (Unaudited)

Presentation by Norman Lum, Director, Business and Financial Planning

Received 2019-318

Related to Resolution 2019-319

Moved by Councillor Ras,
Seconded by Councillor Thompson;

That the 2018 surplus management actions, as outlined in the report of the Commissioner of Finance and Chief Financial Officer, titled “2018 Operating Financial Triannual Performance Report – Year End (Unaudited),” be implemented.

In Favour	P. Brown; G. Carlson; S. Dasko; G. Dhillon; J. Downey; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; M. Palleschi; C. Parrish; K. Ras; P. Saito; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 22
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	B. Crombie; D. Damerla	2

Carried 2019-319

Related to Resolutions 2019-318 and 2019-320

Norman Lum, Director, Business and Financial Planning, presented the following highlights related to the 2018 operating financial performance report:

- The 2018 year-end operating budget had an overall surplus of 1.6 per cent which is within the budget accuracy target range
- Capital work is progressing as planned
- Non-residential Development Charges revenues are behind target

Norman Lum reviewed staff’s recommendation for surplus management actions to improve financial flexibility and reduce the need to issue debt:

Regional Tax

- \$6.3 million to reduce the debt that needs to be issued for the Seniors Health and Wellness Village
- \$0.5 to fund Emerald Ash Borer tree removal costs in Conservation Authorities

Utility Rate

- \$9.8 million to support the state of good repair of water and wastewater infrastructure
- \$4.9 million to address the impact of weather events

Councillor Ras undertook to provide Norman Lum with information regarding the Local Enhancement and Appreciation of Forests (LEAF) organization that provides one time rebates under its Backyard Tree Planting Program. Councillor Ras noted that other jurisdictions have partnered with the non-profit organization and there may be opportunities for the Region of Peel as well.

Item 17.4 was dealt with.

17.4. 2018 Capital Performance and Impact on Capital Reserves and Reserve Funds

Received 2019-320

Related to Resolutions 2019-319

9. ITEMS RELATED TO PUBLIC WORKS

Chaired by Councillor A. Groves

9.1. Clean Water Act Requirements - Source Water Protection Implementation Update

Received 2019-321

In response to questions from Councillor Sinclair, Andrew Farr, Acting Commissioner of Public Works, undertook to include an explanation of the difference between the Lake Ontario Collaborative Group and the Lake Ontario Lakewide Action and Management Plan in an upcoming report to Regional Council.

Councillor Sinclair requested that he be kept informed of any developments related to the disposal of imported fill, noting that Caledon is vulnerable to contaminated fill poisoning its water tables.

10. COMMUNICATIONS - Nil

11. ITEMS RELATED TO HEALTH

These items were dealt with under Consent.

12. **COMMUNICATIONS - Nil**

13. **ITEMS RELATED TO HUMAN SERVICES - Nil**

14. **COMMUNICATIONS - Nil**

15. **ITEMS RELATED TO PLANNING AND GROWTH MANAGEMENT**

Chaired by Councillor M. Palleschi

This item was dealt with under Consent.

16. **COMMUNICATIONS - Nil**

17. **ITEMS RELATED TO ENTERPRISE PROGRAMS AND SERVICES**

Chaired by Councillor C. Fonseca

17.2. **Additional One-Time Federal Gas Tax Funding - 2019**

Moved by Councillor Parrish,
Seconded by Councillor Medeiros;

Whereas a Municipal Infrastructure Top-Up was announced as part of the Federal Budget on March 19, 2019;

And whereas, \$41.3 million is expected to be awarded to the Region of Peel through this top-up;

And whereas, there has been a long-standing practice of sharing Federal Gas Tax funds with Peel's lower tier municipalities;

And whereas, the recommendation from staff in report 17.2-1 is contrary to past practice where the Region of Peel has transferred a majority of the Federal Gas Tax funding it receives to its three local municipalities;

And whereas, the Region has historically retained 17% of the Federal Gas Tax to fund the delivery of TransHelp Service and the Active Transportation Plan, with the remaining 83% transferred to Mississauga, Brampton and Caledon proportionately based on census data from Statistics Canada;

Therefore be it resolved that, the Region of Peel once again transfer 83% of the Top-Up Federal Gas Tax to its lower tier municipalities, the proportions based on the most recent Statistics Canada census data available;

And further, that the necessary by-law be presented for enactment.

In Favour	P. Brown; G. Carlson; B. Crombie; S. Dasko; G. Dhillon; C. Fonseca; P. Fortini; A. Groves; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; M. Palleschi; C. Parrish; K. Ras; P. Saito; R. Santos; I. Sinclair; R. Starr; P. Vicente	Total 20
Opposed	J. Downey; J. Innis; A. Thompson	3
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	D. Damerla	1

Carried 2019-322

Related to Resolution 2019-312

In response to a question from Councillor Parrish, the Commissioner of Finance and Chief Financial Officer confirmed that the Anaerobic Digestion Facility is an eligible project for gas tax funding as prescribed by the current Municipal Funding Agreement.

Councillor Parrish placed a motion to transfer 83 per cent the additional gas tax funding to the local municipalities.

Councillor Thompson stated that Region of Peel staff should work with local municipal Chief Financial Officers to discuss the disbursement of additional gas tax funding, prior to reporting to Regional Council with recommendations.

Councillor Innis noted that during the last term of Council, an ambitious waste diversion target was established and she suggested that it would be financially prudent to decrease the Region's debt for the Anaerobic Digestion Facility.

The Regional Clerk noted that the motion placed by Councillor Parrish should include a clause that the appropriate transfer by-law be presented for enactment at the next Regional Council meeting.

Councillor Brown stated his support for the motion placed by Councillor Parrish, noting that the Region of Peel has the ability to carry the financing costs for the Anaerobic Digestion Facility.

17.4. **2018 Capital Performance and Impact on Capital Reserves and Reserve Funds**

This item was dealt with under Resolution 2019-320

17.5. **2018 Region of Peel Employee United Way Campaign**

This item was dealt with under Resolution 2019-317

18. COMMUNICATIONS

These items were dealt with under Consent.

19. OTHER BUSINESS

- 19.1. **Bonnie Crombie, Mayor, City of Mississauga**, Email dated March 30, 2019 and the Regional Chair's Response Dated April 2, 2019, Regarding the Deloitte Report, Email from Mayor Crombie dated April 3, 2019 Providing a Copy of the City of Mississauga's Resolution 0079-2019 Regarding the Regional Governance Review

Received 2019-323

Related to Resolution 2019-325

Councillor Parrish placed the following motion.

Moved by Councillor Parrish,
Seconded by Councillor Saito;

Whereas the Province of Ontario established a Regional Governance model in 1974 for selected municipalities, but not all, as a means of regulating growth as well as providing cost savings through economies of scale;

And whereas, under this system the three municipalities that make up the Region of Peel have experienced varying degrees of growth, with Mississauga currently achieving "built out status" with a population approaching 800,000, making it the third largest city in Ontario and sixth in Canada;

And whereas, Mississauga has the financial and administrative capacity to govern its own affairs, as well as a jobs to population ratio that ensures a thriving, self-sufficient economy will continue well into the future;

And whereas, the current provincial government is currently reviewing regional governance with an eye to introducing possible changes;

And whereas, the City of Mississauga Council has unanimously supported, in principle, a resolution to make Mississauga an independent, single-tier and self-sufficient City - similar to two larger and many smaller municipalities across Ontario;

And whereas, the Regional Chair and the senior staff derive their authority solely from twenty-four elected representatives from all three municipalities that make up the Council of the Region of Peel;

And whereas, through a variety of actions not approved nor shared with all 24 members of Peel Council, the Chair and senior staff have formulated and put

forward a position on behalf of Peel Council to the province's advisors on regional governance that is directly opposite to that of 50% of its members;

And whereas, the matter of regional governance and specifically the future of the Region of Peel, and its member municipalities, is of utmost importance at this time;

Therefore be it resolved, that the Regional Chair and staff cease all activities, studies and public statements related to the current Provincial Government Review;

And further, that the Regional Chair and staff seek specific direction from Council in the matter of Peel remaining a Region comprised of three municipalities, or any other configuration agreed to by Council, before any further comments - verbal or written - are made related to the subject of regional governance.

Councillor Parrish stated that any member of Regional Council who is asked about Regional Council's position regarding regional governance should respond that Regional Council is divided on the issue. She placed a motion to direct that the Regional Chair and Regional staff cease all activities, studies and public statements related to the provincial government review and requiring that specific direction from Council be received before any further comments are made related to the subject of regional governance. Councillor Parrish stated that the Council of the City of Mississauga has felt passionately about it separating from the Region of Peel since 2003.

A video compilation provided by Councillor Parrish was shown that consisted of statements made by Regional Chair Iannicca during his tenure as a Councillor for the City of Mississauga on the issue of regional governance.

On a point of order, Councillor Medeiros stated that no context was provided with respect to the video excerpts being shown and he requested that the video be stopped and that Council resume debate of the issue.

Regional Chair Iannicca noted that the video clips shown were comments he made during discussions related to increasing the size of Regional Council, and that in recent years, the Region has served all its municipalities well. He stated that through his recent tenure as Chair of Credit Valley Conservation, his perspective of the Region of Peel and the Town of Caledon has evolved.

Councillor Thompson stated that members took an oath as Regional Councillors and elected Regional Chair Iannicca to be the Chief Executive Officer (CEO) of the Region of Peel and that he has been fulfilling that role.

Councillor Thompson stated that, in his opinion, the motion placed by Councillor Parrish is contrary to section 6.1.8 of the Region of Peel Procedure By-law which states "that a motion which requires the exercise of a power or powers by Council or committee which are not within the jurisdiction of Regional Council (*ultra vires*), shall not be in order". He stated that the Regional Chair's role is legislated under the *Municipal Act, 2001*, as amended.

In response to a question from Councillor Parrish, Michelle Wong, Acting Regional Solicitor, stated that the Regional Chair has two roles, being the head of the Council and as the CEO of the Region of Peel and that, as CEO, he has a mandate by statute that cannot be derogated. She read out section 226.1 of the *Municipal Act* which sets out the role of the head of council as CEO.

Kathryn Lockyer, Regional Clerk, stated that the motion placed by Councillor Parrish is out of order in relation to the Chair for the reasons stated by the Acting Regional Solicitor. The Regional Clerk stated that the motion is broad as written and that the Minister of Municipal Affairs and Housing requested that the Region of Peel host a public consultation meeting on May 8, 2019 regarding regional government. The motion as written would restrict the CAO from communicating with staff. The review of regional government is a provincial process, it would be difficult for staff to restrict actions as identified in the too broad motion, as presented.

Regional Chair Iannicca stated that he had no properly constituted motion before him and inquired if there was any other motion on this topic.

Councillor Brown placed a motion that the Region of Peel obtain an analysis of the financial contributions of each local municipality, as well as, the cost of dissolution of the Region of Peel.

Councillor Parrish stated that such a motion focuses only on the financial aspects and does not consider Mississauga's civic pride and long-stated desire to become an independent city. She also expressed concern that the Regional Chair did not have authority to instruct staff to hire Deloitte to conduct an analysis. She stated that an appropriate motion to consider would be one that states that no regional position be put forth regarding Mississauga's desire to leave the Region of Peel.

The Acting Regional Solicitor stated that the Regional Chair has authority to direct the commissioning of reports. The Chief Administrative Officer and Chief Financial Officer have obligations to support the Regional Chair in the exercise of his statutory duties, up to their delegated authority limits.

In response to questions from Councillor Parrish, Janette Smith, Acting Chief Administrative Officer, advised that the provision of the report from Deloitte was directly negotiated due to their expertise, with the full authority under the procurement by-law and she confirmed that staff regularly procure external professional expertise. She also advised that procurements are reported tri-annually to Council.

Councillor Groves noted that, at the time the Regional Chair made the statements contained in the video clip, he was a Mississauga Councillor, speaking in defense of that city and that, as Regional Chair, he represents all three municipalities and must act in the best interest of the Region of Peel.

Councillor Groves indicated her support for the motion placed by Councillor Brown, stating that it focuses on the financial impacts of any changes to regional governance.

Councillor Crombie questioned the Regional Chair's authority to commission the Deloitte report without Council having taken a position on the issue.

Councillor Crombie stated that the City of Mississauga fundamentally disagrees with the information contained in the Deloitte report and believes that it was wrong for the Regional Chair to share the report only with the Mayor of Brampton.

In response to a question from Councillor Brown, the Regional Chair confirmed that he would have provided a copy of the Deloitte report to the Mayor of Mississauga if such a request had been received. The report was shared to all members of Council and the public at the end of March.

Councillor Innis requested a friendly amendment to the motion to include a timeframe for the analysis to be completed, which was accepted.

Councillor Palleschi called the question.

Councillor Crombie requested a 10 minute recess.

Regional Council recessed at 11:23 a.m.

Regional Council reconvened at 11:39 a.m.

Members Present:	P. Brown	M. Mahoney
	G. Carlson	S. McFadden
	B. Crombie	M. Medeiros
	S. Dasko	M. Palleschi
	G. Dhillon	C. Parrish
	J. Downey	K. Ras
	C. Fonseca	P. Saito
	P. Fortini	R. Santos
	A. Groves	I. Sinclair
	N. Iannicca	R. Starr
	J. Innis	A. Thompson
	J. Kovac	P. Vicente

Members Absent:	D. Damerla	Due to personal matters
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Also Present: J. Smith, Acting Chief Administrative Officer; C. Matheson, Commissioner of Corporate Services; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; M. Wong, Acting Regional Solicitor; S. Jacques, Chief Planner; A. Farr, Acting Commissioner of Public Works; J. Sheehy, Commissioner of Human Services; N. Polsinelli, Commissioner of Health Services; Dr. J. Hopkins, Medical Officer of Health; K. Lockyer, Regional Clerk and Director of Legal Services; C. Thomson, Legislative Specialist; S. Valteau, Legislative Technical Coordinator; H. Gill, Legislative Technical Coordinator

Councillor Palleschi withdrew his request to call the question.

Councillor Saito indicated her support for the motion placed by Councillor Brown, noting that she has received requests from residents for additional information.

Councillor Saito requested that the motion be amended to:

- replace consultation with the three area clerks with the four Chief Administrative Officers
- include an analysis of three governance options, not just dissolution
- include what, if anything would be owed to the local municipalities
- include an analysis of the local municipal financial positions as to what each is currently paying into the region

Councillor Saito also stated that an independent firm should conduct the analysis.

Councillor Crombie indicated her support for the motion, with the following five amendments:

- that the four CAO's establish the terms of reference
- that all options be evaluated equally and that the assumption that the Region continues to exist not be a starting point
- that the analysis include how much each municipality is currently contributing to the Region of Peel
- that an independent audit firm be used to conduct the research, other than Deloitte
- that the report be received by Regional Council by May 31st

Councillor Brown accepted the amendments requested by Councillor Crombie and clarified that the contributions of each local municipality should be determined on an annual basis and in the totality.

Councillor Crombie stated that the City of Mississauga received a legal opinion that no costs would be owed to each municipality upon dissolution.

Councillor Vicente agreed to Councillor Crombie's request to second the motion, as amended.

Moved by Councillor Brown,
Seconded by Councillor Crombie;

That the Region of Peel, in consultation with the four Chief Administrative Officers, set the Terms of Reference, do a financial analysis of the three options related to the future of the Region of Peel;

And further, that all options are evaluated equally;

And further, that the analysis include how much each municipality is currently contributing annually, and in totality, to the Region of Peel;

And further, that an independent audit firm be used to conduct this research other than Deloitte;

And further, that the analysis include an estimate of what would be potentially owed to each municipality upon dissolution;

And further, that the analysis be completed prior to the end of the consultation period;

And further, that in the interim, the Regional Clerk request that Deloitte attend the next Regional Council meeting;

And further, that any questions from any municipality for Deloitte be forwarded to the Clerk by Thursday, April 18, 2019 and they will be provided to Deloitte in advance;

And further, that the cost for Deloitte to prepare for and attend the April 25, 2019 Regional Council meeting, be authorized;

And further, that the cost of the analysis be authorized.

In Favour	P. Brown; G. Carlson; B. Crombie; S. Dasko; G. Dhillon; J. Downey; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; M. Palleschi; C. Parrish; K. Ras; P. Saito; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 23
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	D. Damerla	1

Carried 2019-324

The Regional Chair undertook to inform the Minister of Municipal Affairs and Housing that an analysis is to be conducted.

- 19.2. **Nando Iannicca, Regional Chair and Chief Executive Officer**, Letter dated April 9, 2019, Correspondence to Regional Council in Response to a Request for Information from Mayor Crombie, City of Mississauga, Regarding the Regional Governance Review

Received 2019-325

Related to Resolution 2019-323

20. NOTICE OF MOTION/MOTION

20.1. Motion from Councillor Parrish Regarding Funds for Paid Duty Policing

This item was withdrawn under Resolution 2019-296

21. BY-LAWS

Three Readings

By-law 28-2019: A by-law to adopt estimates of all sums required during the year 2019 for the purposes of the Regional Corporation and to provide a general levy and special levies on lower-tier municipalities, and to elect to adjust the total assessment for property in a property class with changes to the tax roll for 2018 resulting from various prescribed events.

Moved by Councillor Sinclair,
Seconded by Councillor Santos;

That the by-law listed on the April 11, 2019 Regional Council agenda, being By-law 28-2019, be given the required number of readings, taken as read, signed by the Regional Chair and the Regional Clerk, and the Corporate Seal be affixed thereto.

Carried 2019-326

Related to Resolution 2019-301

22. IN CAMERA MATTERS

These items were dealt with under Consent.

23. BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

Moved by Councillor Crombie,
Seconded by Councillor Brown;

That By-law 29-2019 to confirm the proceedings of Regional Council at its meeting held on April 11, 2019, and to authorize the execution of documents in accordance with the Region of Peel by-laws relating thereto, be given the required number of readings, taken as read, signed by the Regional Chair and the Regional Clerk, and the corporate seal be affixed thereto.

Carried 2019-327

24. ADJOURNMENT

The meeting adjourned at 12:00 p.m.

Regional Clerk

Regional Chair

Request for Delegation

FOR OFFICE USE ONLY

MEETING DATE YYYY/MM/DD 2019/04/25	MEETING NAME Regional Council
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Attention: Regional Clerk
Regional Municipality of Peel
10 Peel Centre Drive, Suite A
Brampton, ON L6T 4B9
Phone: 905-791-7800 ext. 4582
E-mail: council@peelregion.ca

DATE SUBMITTED YYYY/MM/DD
2019/04/17

NAME OF INDIVIDUAL(S)
Matthew Colley

POSITION(S)/TITLE(S)
Partner

NAME OF ORGANIZATION(S)
Deloitte LLP

E-MAIL mcolley@deloitte.ca	TELEPHONE NUMBER	EXTENSION
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REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)
Council's direction on April 11th for Deloitte to attend to present on the financial scenario analysis of service delivery models completed to inform the Regional governance review.

A formal presentation will accompany my delegation Yes No

Presentation format: PowerPoint File (.ppt) Adobe File or Equivalent (.pdf)
 Picture File (.jpg) Video File (.avi,.mpg) Other

Additional printed information/materials will be distributed with my delegation : Yes No Attached

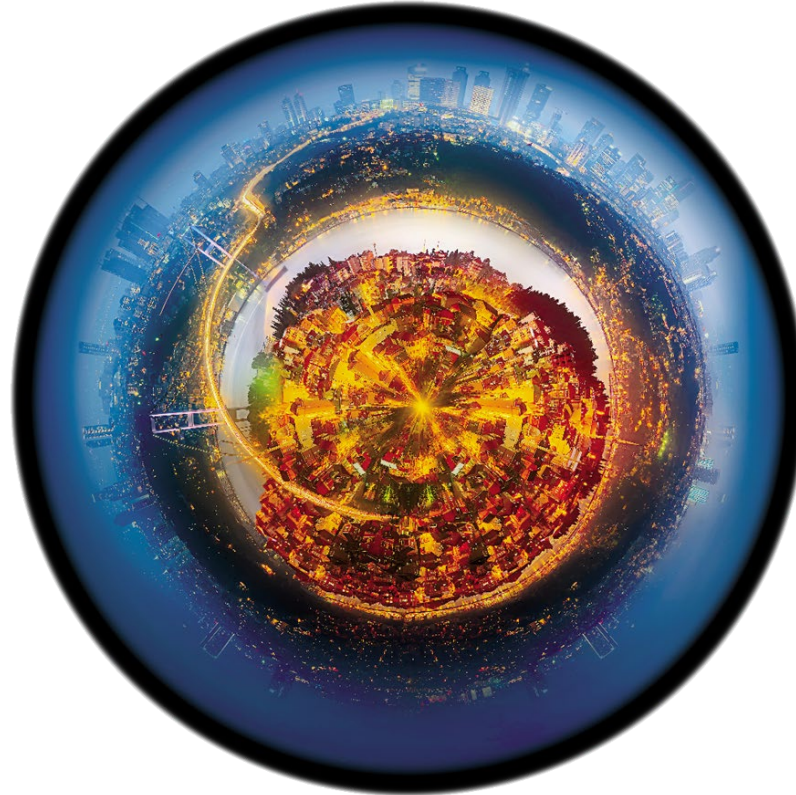
Note:
Delegates are requested to provide an electronic copy of all background material / presentations to the Clerk's Division at **least seven (7) business days prior** to the meeting date so that it can be included with the agenda package. **In accordance with Procedure By-law 9-2018 delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides).**

Delegates should make every effort to ensure their presentation material is prepared in an [accessible format](#).
Once the above information is received in the Clerk's Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda.

Notice with Respect to the Collection of Personal Information
(Municipal Freedom of Information and Protection of Privacy Act)

Personal information contained on this form is authorized under Section 5.4 of the Region of Peel Procedure By-law 9-2018, for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before Regional Council or a Committee of Council. The Delegation Request Form will be published in its entirety with the public agenda. The Procedure By-law is a requirement of Section 238(2) of the *Municipal Act, 2001*, as amended. Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority. All Regional Council meetings are audio broadcast via the internet and will be posted and available for viewing subsequent to those meetings. Questions about collection may be directed to the Manager of Legislative Services, 10 Peel Centre Drive, Suite A, 5th floor, Brampton, ON L6T 4B9, (905) 791-7800 ext. 4462.

Please complete and return this form via email to council@peelregion.ca



**Financial Impact Analysis of Service
Delivery Models**

Presentation to the Regional Council

April 25, 2019

Independence at Deloitte

Independence

Independence is integrity, professional skepticism, intellectual honesty, and objectivity—freedom from conflicts of interest



Deloitte is the external auditor for the Regional Municipality of Peel (the Region). As a result, we are **required to comply with independence requirements** established by the Chartered Professional Accountants Canada, Canadian Auditing Standards, and our firm.



In considering our independence for this engagement, we have been clear with Region staff that we **cannot advocate on behalf of the Region**. Therefore our report does not make recommendations to the Regional Council or the Region's administration on which governance model is most suitable for the Region.



Our analysis focuses on how each of the governance options may impact the Region and local municipalities. To maintain an objective and neutral position, we have relied on case studies, case law, and publicly available information to support the analysis that was performed.

Project Methodology

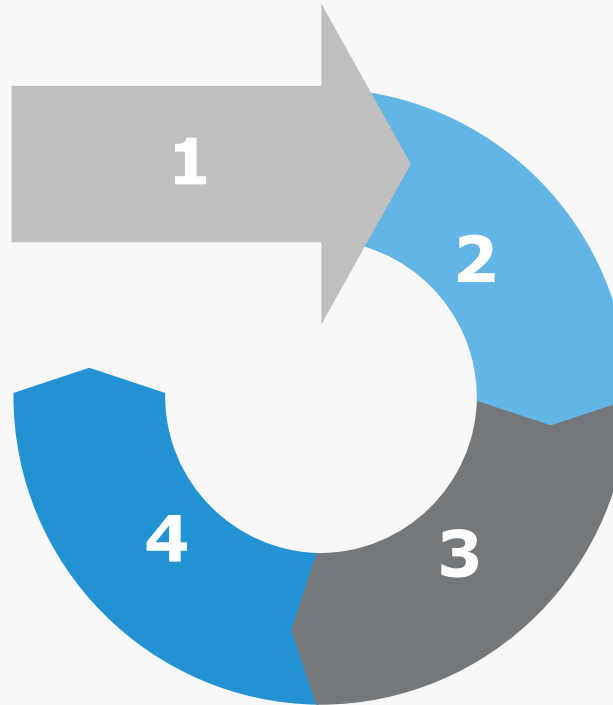
For each of the proposed governance options, our project team used the following methodology:

Phase 1: Design the framework

- Reviewed consolidated expenditures for 2017 and identify significant services provided by the Region and the Locals
- Determine reasonable delivery models for significant services under each scenario

Phase 4: Analyze implications

- Integrate assumptions with key findings identified in steps 2 and 3 to consider the financial implications over a 10-year period
- Translate the financial impacts of each of the options by illustrating how they will impact the individual taxpayer / ratepayer, as well defined financial metrics.



Phase 2: Compile the data

- Develop a deep understanding of the in-scope services through review of financial data (e.g. budgets, financial information return, and financial statements)
- Explore potential approaches with the Region's employees, and gather their input regarding key assumptions which could be used
- Consider past experiences presented by case studies

Phase 3: Develop assumptions

- Consider how changes in the overall service delivery model would financially impact the Region and the Locals, as well as the overall services
- Determine key areas, which would be significantly affected by the proposed options, such as changes to the ownership of tangible capital assets, allocation of long-term debt, and personnel

Overview of Services

When preparing for our financial analysis, we reviewed the services provided at the regional level and by each of the local municipalities.

Service	Peel	Locals
Water / wastewater	✓	
Storm water		✓
Roads	✓	✓
Waste collection & disposal	✓	
Parks & recreation		✓
Police ¹	✓	
Paramedics	✓	
Fire		✓
Transit ^{2,3}	✓	✓

Service	Peel	Locals
Long-term care	✓	
Social assistance / welfare	✓	
Social housing	✓	
Children's services	✓	
Libraries		✓
Licensing		✓
Economic development		✓
Planning & development	✓	✓
Parking		✓

Note 1: Peel Regional Police serve Brampton and Mississauga, while Caledon is served by a contract with the Ontario Provincial Police.

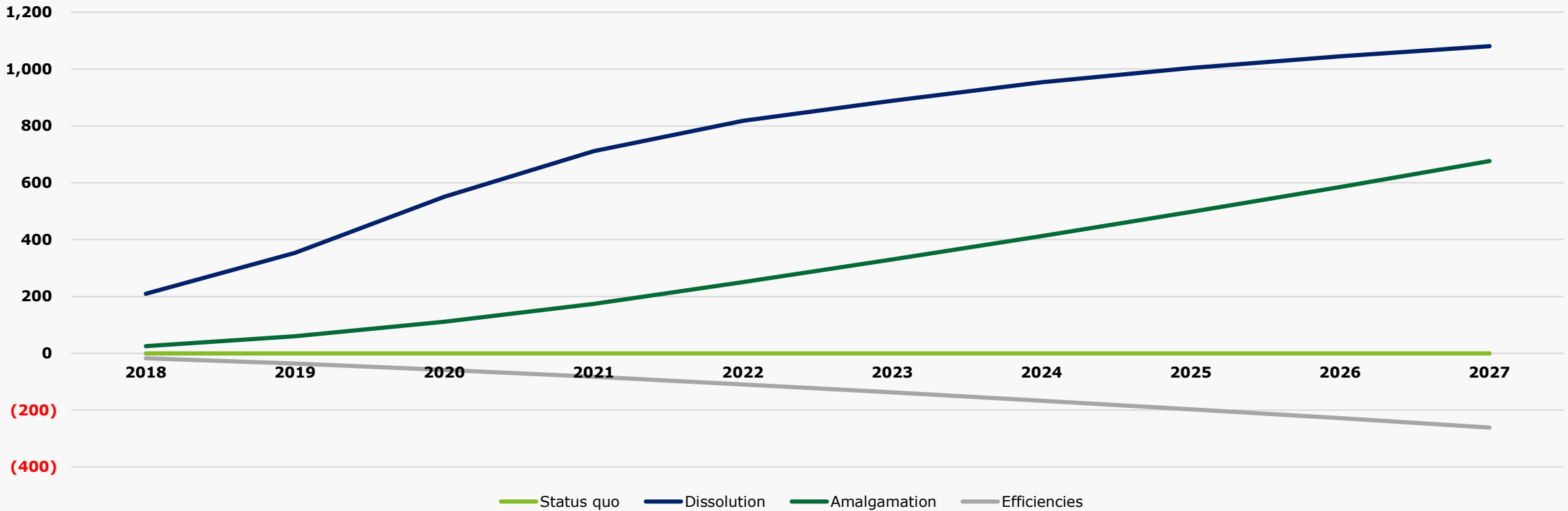
Note 2: Caledon does not currently provide transit services.

Note 3: the Region provides only accessible transportation services to residents with physical, cognitive, visual, sensory or mental health disabilities.

Results of the Financial Analysis

While dissolution does require a more significant up front investment (one time costs), the cumulative change in tax levies over time under amalgamation demonstrates that amalgamation has the potential to be more costly over time as the impacts of harmonization are more significant and are not expected to be reversed.

Cumulative changes in tax levies as compared to status quo - overall (\$ millions)



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DATE: April 18, 2019

REPORT TITLE: **UPDATE OF THE LONG TERM FINANCIAL PLANNING STRATEGY**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

RECOMMENDATION

That the updated Long Term Financial Planning Strategy, Financial Condition Scorecard and Financial Management By-law as outlined in the report of the Commissioner of Finance and Chief Financial Officer, titled “Update of the Long Term Financial Planning Strategy”, be approved.

REPORT HIGHLIGHTS

- The Long Term Financial Planning Strategy (the “Strategy”) was approved in 2013 to ensure the long term financial sustainability of Regional services with a refresh to be conducted for each term of Council.
- An independent assessment conducted by Ernst & Young determined that;
 - Over the past 5 years, there has been an overall improvement in Peel’s fiscal health demonstrating a financially strong Region that has been able to achieve the objectives of its financial strategy.
 - Through actions guided by the financial condition scorecard and application of the Strategy, Peel has maintained its Triple “A” credit rating through an evolving economy and a period of rapid population growth.
 - Compared to peer jurisdictions around Canada, Peel’s Long Term Financial Planning Strategy is more mature and comprehensive.
- Minor updates to the Strategy and Financial Condition Scorecard are recommended to monitor key risk areas such as the changing nature of employment and reliance on Provincial funding.
- Implementation of the actions guided by the Long Term Financial Planning Strategy and Financial Condition Score will help Peel maintain its high credit rating.
- Peel is currently assessed as AAA/Aaa by Standard & Poor’s Global Ratings and Moody’s Investors Service, making Peel one of only four municipalities to attain that rating from two credit rating agencies.

DISCUSSION

1. Background

In April 2013, Regional Council approved the Long Term Financial Planning Strategy (the “Strategy”) to address the increasing financial pressure that Peel's growing and evolving community is putting on its services and programs. The Strategy applies a disciplined, comprehensive and integrated approach that identifies and manages the risks to the Region's long term financial sustainability and credit rating. To implement the Strategy, a Financial Management By-law was established to govern all financial policies and by-laws including the Development Charges, Procurement and User Fee By-laws, the Reserve Management, Budget, Asset Management, Investment, Debt, and Energy Hedging policies; and Cash Management Strategy.

To assess the Region's financial health, an annual financial condition scorecard was developed that utilizes financial performance indicators in three key areas; financial sustainability, financial vulnerability and financial flexibility.

To ensure the Long Term Financial Planning Strategy remains relevant and reflects priorities, Council directed that the Strategy (see Appendix I) be refreshed with each term of Council.

2. Assessing the Long Term Financial Planning Strategy

a) The Strategy has positively impacted financial health

After five years (2013 – 2017) of having the Strategy in place, an independent assessment by Ernst & Young concluded (see Appendix II) that it has helped to improve Peel's overall financial condition. Below are highlights of the assessment:

- There has been an overall improvement in financial health as measured by the existing Strategy, demonstrating a fiscally healthy Region that has been able to achieve the stated objectives of its financial strategy
- Through its actions as a result of monitoring the Financial Condition Scorecard and applying the Strategy over the past five years, Peel has been able to maintain its AAA/Aaa by Standard & Poor's Global Ratings and Moody's Investors Service, even through a rapidly growing population and an evolving economy.
- Compared to peer jurisdictions around Canada, Peel's Long Term Financial Planning Strategy is more mature and comprehensive

b) Financial Indicators show improvements and some continuing risks

Legend: On Track ■ On Track But Declining Trend ■ Off Track ■

	Indicator	2013	2014	2015	2016	2017
Sustainability	AAA Rating	AAA	AAA	AAA	AAA	AAA
	Tax rate in line with inflation	1.3%	1.5%	1.9%	1.9%	2.3%
	100% Adequate Capital Reserves (Tax)	1% infra levy approved	1% infra levy approved	1% infra levy approved	1% infra levy approved	1% infra levy approved
	100% Adequate Capital Reserves (Utility)	6% infra levy approved	7% infra levy approved	3.5% infra levy approved	3.5% infra levy approved	3.5% infra levy approved
	Focus GTA Survey Value for Tax	N/A	N/A	77% residents satisfied	75% residents satisfied	75% residents satisfied
Vulnerability	Less than 20% DC rate increase	Less than 20%	20%	2.9%	Less than 20%	5.4%
	< 50% of Budget funded by property tax	48%	46%	46%	45%	44%
	35%-45% Non Residential Tax Revenue	38.3%	38.3%	37.6%	37.2%	36.7%
	100% Compliance With Investment Policy	Compliant	Compliant	Compliant	Compliant	Compliant
Flexibility	5% - 10% Rate Stabilization Reserve (Tax)	15.8%	15.5%	15%	12%	11.5%
	Cash to fund 12 month debt payments	Yes	Yes	Yes	Yes	Yes
	5% - 10% Rate Stabilization Reserve (Utility)	7%	3.6%	3.1%	7%	7.3%
	Annual debt payments <25% own source revenue*	7.6%	9.1%	8.3%	8.1%	8.9%

* Reflects the impact of actual debt issuance.

To determine the effectiveness of the Strategy, Peel's financial health was also assessed against its existing Financial Condition Scorecard which includes financial indicators that are aligned to different risk areas. As seen in the table above, 10 of the 13 financial indicators demonstrate that Peel's financial health has improved since the Council implemented the Strategy in 2013. The remaining three indicators highlight continuing risk around the adequacy of capital reserves for both tax supported and utility rate supported services and the declining proportion of property taxes from the non-residential sector.

3. Future Trends and Risks to Financial Health

While the Strategy has positively impacted Peel's overall financial health over the past five years with most indicators on track, the assessment highlighted some key risks to Peel's long term financial condition.

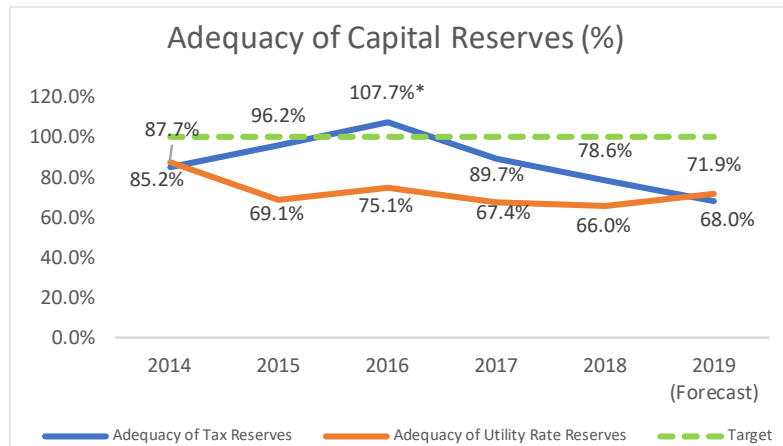
a) Sustainability

i) Aging Infrastructure

The overall state of good repair of Peel's aging infrastructure is currently "Good" due to Council's commitment to its corporate asset management program. However, capital requirements critical for service delivery continue to increase. This has largely been driven by two factors; new infrastructure added to address growth and Council priorities, as well as updated condition assessments on existing assets such as those within the Wastewater service. To ensure that Peel's infrastructure portfolio is maintained, assessed and supported, it is recommended that Peel continue to mature its current asset management program to an over-arching enterprise asset management strategy. In addition, to better reflect the risk of its aging infrastructure, an indicator from Peel's Infrastructure Status and Outlook Report was added to the Financial Condition Scorecard.

ii) Reserve Adequacy

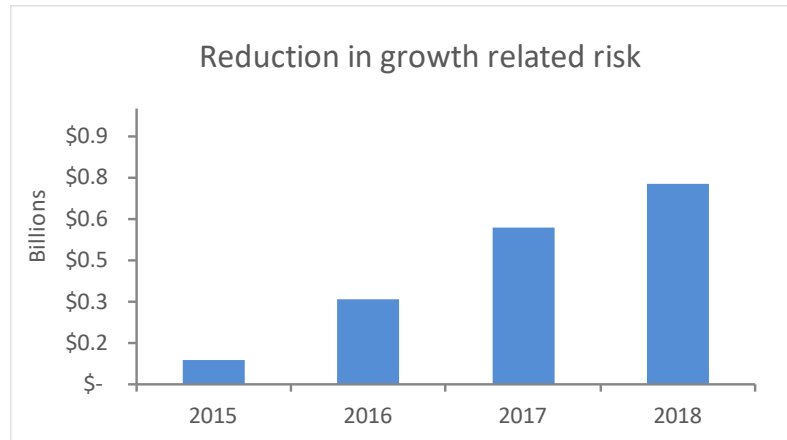
Over the past five years, Council has approved increases to the annual contributions to both the tax supported and utility rate supported capital reserves. However, the gap between the reserves and the forecasted infrastructure requirements continues to experience a funding shortfall. This has largely been driven by two factors; increasing infrastructure needs for Council priorities such as Affordable Housing and Waste Diversion and updated condition assessments for assets typically with life cycles greater than 20 years. To ensure the sustainability of Peel’s capital plan, an adjustment to extend the reserve adequacy assessment period from ten to twenty years for both the tax and utility rate supported programs has been made.



b) Vulnerability

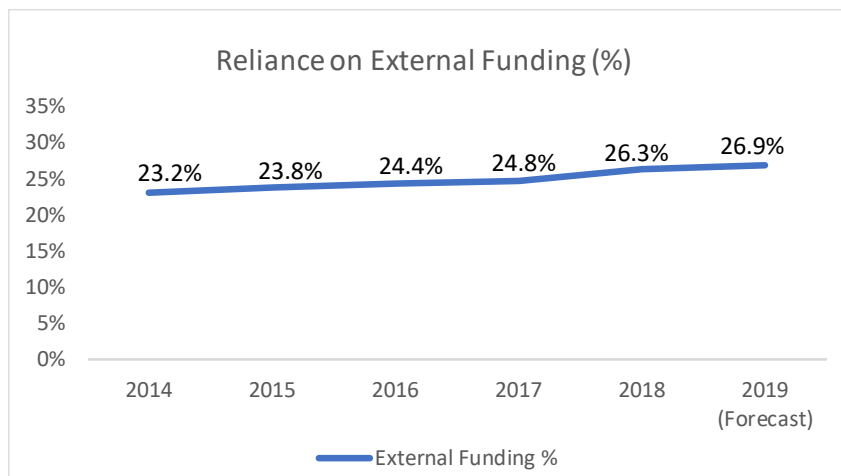
i) Managing Growth

Peel’s Growth Management Program, is working closely with its stakeholders to improve the alignment of the capital expenditures and DC revenue to the growth plan. This led to a total deferred debt and expenditure reductions totaling \$728 million compared to the 2015 DC Background study. While Peel’s population continues to grow, the employment numbers forecast by the Province are not being realized, largely driven by the changing nature of employment. To ensure that there is continued focus on growth management and development charges, an indicator that monitors the risk associated with debt financing growth has been added to the Financial Condition Scorecard.



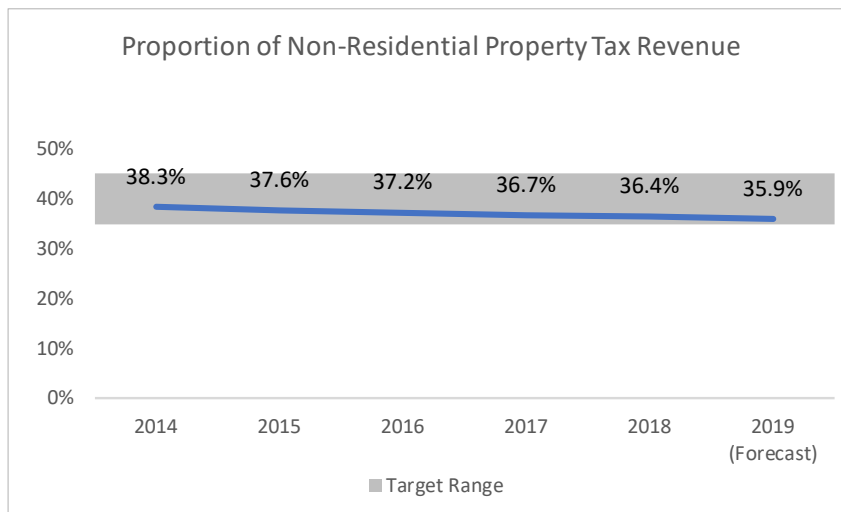
ii) External Funding Risk

Peel is mandated to deliver many Provincial programs such as Child Care, Housing, Ontario Works, Paramedic Services and Public Health. Funding related to these and other programs have increased significantly over the past five years from \$419.5 million in 2013 to \$570.0 million in 2017, an increase of 36 per cent. This increased funding has supported Peel in its provincially legislated obligations. However, with changes in government, there is increased risk that funding to Peel will be constrained despite population growth and existing shortfalls in current funding levels. To ensure Peel's provincial funding risk is mitigated, an indicator that focuses on external funding reliance has been added to the Financial Condition Scorecard.



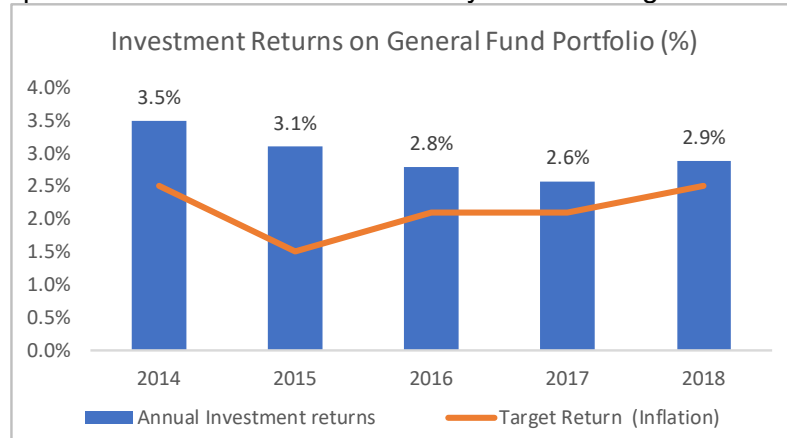
iii) Declining Proportion of Non-residential Revenue

Over the past five years, the proportion of tax revenue from the non-residential sector has steadily declined from 38.3 per cent to 36.4 per cent. This indicates that the tax burden is shifting from the non-residential sector to the residential sector. If this trend continues, affordability of services will become increasingly challenging for Peel residents.



iv) Maximizing Investment Returns

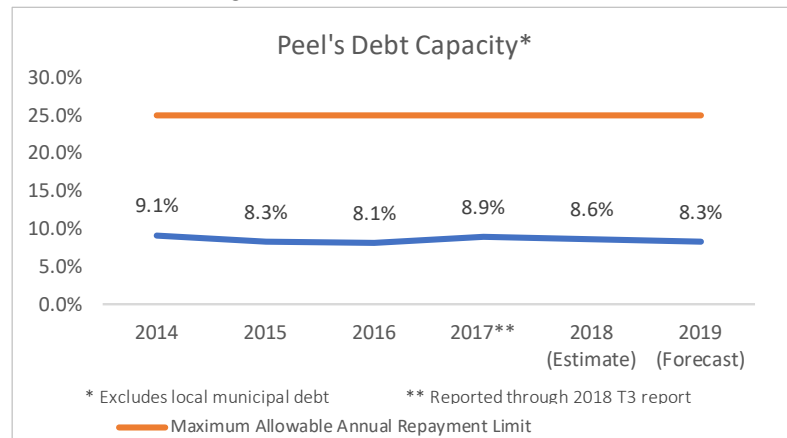
To help offset the pressures and risks from external revenue and to preserve the value of existing reserves, it is critical to manage cash effectively. In May 2017, an updated Cash Management Strategy was approved to optimize returns on investment. To monitor the returns, a new indicator on Investment Returns has been added. This indicator will help to drive and measure the performance of Peel’s investment portfolio which helps to preserve the value of Peel’s money over the long run.



c) Flexibility

i) Inter-Generational Equity

As Peel’s population continues to grow and age, there is an increase in both the service demands and complexity from an evolving community. Many of Peel’s services are infrastructure intensive requiring significant assets for service delivery such as an anaerobic digestion facility for waste diversion, stations for paramedic services or additional affordable housing for low income residents. To finance these and other Council priorities, it may require leveraging additional debt. The use of debt for new services also enables the costs of these new services to be paid by the generation that benefit from them. To ensure that Peel retains sufficient flexibility to utilize debt, a new indicator measuring debt capacity has been added. In addition, an indicator measuring overall liquidity has been added to monitor Peel’s high credit rating and lower borrowing costs associated with that rating.



4. Actions to address risks

Based on the results of the 2019 Financial Condition Scorecard (Appendix III), a number of actions, grouped under three key themes, have been identified for implementation.

i) Dealing with service level pressures

As Peel's population continues to grow and age, there will be increased service level pressures with many services requiring infrastructure for service delivery. There will also be increased pressure for additional infrastructure needs due to regulatory changes, and other evolving community needs including increased affordable housing. In addition, Peel's infrastructure, valued at almost \$28 billion, continues to age amplifying the risk to service delivery.

Therefore, to better manage the risk of service level pressures, staff is undertaking a number of activities:

- a) Implement the Asset Management Strategy to be ISO55000
- b) Develop a Capital Financing Strategy to better use funding resources such as capital reserves, debt, development charges and external funding
- c) Update the Debt Policy to ensure flexibility for capital priorities

ii) Decline in Non-Residential Tax Revenue

As presented to Council on March 28, 2019 in the report titled, "The Changing nature of Employment and Implications for Fiscal Health and Municipal Sustainability", Peel's economic environment has undergone a significant change since the last economic downturn. There has been a shift from manufacturing or goods production to the service sector. This change ultimately reduces the total revenue received from the non-residential sector as service based businesses generally have smaller property footprints.

As mentioned earlier, the proportion of non-residential property tax has been declining resulting in a greater share of the tax burden falling on the residential sector. The Mowat Centre, who conducted the research study to better understand the impact of these changes on municipalities and the risks to financial sustainability, concluded that the proportion of residential income spent on property tax is likely to rise; and the fiscal health and sustainability of municipalities are at risk.

Therefore, to mitigate the risk of the declining proportion of non-residential tax revenue and impact of the changing nature of employment, staff has the Council approved recommendation to:

- a) Work with the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) to educate senior levels of government and develop an advocacy strategy

iii) Increased Reliance on External Funding

The proportion of the annual operating budget funded by property tax has slowly declined largely driven by increases in the level of external funding Peel has been receiving. As presented in the 2019 Budget, 27 per cent or \$670 million of the Region's

operating expenditures is funded by external funding. This included an assumption for a provincial funding increase of \$11.85 million to address inflation and service demand growth in the provincial mandated programs. In addition, there is additional risk driven by programs mandated or downloaded to Peel for which appropriate funding levels are currently not provided, such as Social Housing, the one year delay in Paramedic funding or the underfunding of the Public Health programs. In order to minimize vulnerability, Peel must mitigate the risk of service disruptions or service level reductions from funding freezes or insufficient funding.

Therefore, to mitigate the risk associated with external funding, staff is undertaking the activity to:

- a) Develop an advocacy strategy to obtain/retain fair share funding from the Province and monitor the levels of external funding to ensure there is sufficient flexibility in the reserves to minimize significant service disruptions.

CONCLUSION

The Long Term Financial Planning Strategy has helped Peel remain financially healthy since its adoption in 2013. The updated Strategy and 2019 Financial Condition Scorecard include a number of actions that will help Peel remain financially sustainable over the long term and retain its current Triple "A" credit rating from Moody's and S & P, one of only four municipalities to attain that rating from two credit rating agencies.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

APPENDICES

- Appendix I – Region of Peel Long Term Financial Planning Strategy
- Appendix II – Ernst & Young Fiscal Health Assessment
- Appendix III – 2019 Financial Scorecard

For further information regarding this report, please contact Norman Lum, Director, Business & Financial Planning, 905-791-7800 ext. 3567 or email Norman.Lum@peelregion.ca.



Regional Municipality of Peel

Long Term Financial Planning Strategy

2019



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Message from the Commissioner of Finance and Chief Financial Officer

The Region of Peel provides critical services to its residents with a strategic goal of building a Community for Life. In 2013, we adopted our first Long Term Financial Planning Strategy (the "Strategy") to ensure the long-term financial sustainability of these services to best serve the residents and businesses in Peel. Since then, the Strategy has guided our fiscally responsible and evidence-driven decision making. We improved service excellence and maintained our Triple-A credit rating, all these years as one of only twelve municipalities in Canada to achieve that benchmark.

In the past five years, Peel Region has evolved and grown considerably: almost 100,000 more people live in Peel, with a total population of 1,481,400. In addition, 173,000 businesses operate in the region and the changing economy is impacting the nature of employment and how land is used. These trends are expected to continue going forward.

To withstand the increased financial pressure of these changes on services and programs, we have refreshed our Long Term Financial Planning Strategy to ensure Peel remains financially sustainable and is able to manage and mitigate risks impacting our fiscal health.

As a financial lens to be applied to planning, the Strategy supports Term of Council priorities, the Region's strategic objectives, and critical initiatives across the Region.

The updated strategy will continue guiding our decision making and further strengthen our ability to deliver value to the taxpayers of Peel today and into the future.



Stephen VanOfwegen
Commissioner of Finance, CFO



Background

The Region of Peel (the “Region”) is recognized as a leader among Canadian municipalities in delivering effective and efficient services and is the only municipality to achieve the Platinum Excellence, Innovation and Wellness Award from Excellence Canada for outstanding end-to-end achievements of its systems of management and public service delivery. Through its “Community for Life” vision, the Region has made a commitment to work with its residents and businesses to create a healthy, safe, and connected community. The Region provides community and infrastructure services to almost 1.5 million people and over 173,000 businesses in Brampton, Caledon and Mississauga. Peel is made up of three diverse local municipalities and many more cultural, economic and social communities. The Region works closely with its local municipal partners and various levels of government to ensure services are delivered effectively.

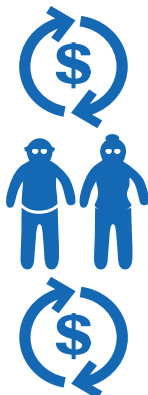
The Long Term Financial Planning Strategy provides a consistent lens to help evaluate the long-term financial impact of proposed changes to services and service levels to the community.



Introduction to the Long Term Financial Planning Strategy

Since 2013, the Region of Peel has been guiding their policy decisions based on fundamentals set out in its Long Term Financial Planning Strategy. The purpose of the Strategy is to ensure the long-term financial sustainability of Regional services and maintain the Region of Peel's high-quality credit rating.

Over the past seven years, Peel Region has changed substantially, as indicated by six key macro trends:

- 
- Rapidly growing and aging population (The Region's population is expected to grow at the rate of 20,000 per year)
 - Aging infrastructure currently valued at almost \$28 billion and growing
 - Adverse effects of climate change and changing weather patterns
 - Changing economy that impacts employment
 - Constantly evolving legislation and regulatory environment
 - Rapidly changing technology which impacts how the Region connects with residents and delivers services

These challenges are poised to place increased financial pressures on the Region to continue delivering its targeted outcomes and maintain desired service levels. With this in mind, an independent assessment was undertaken in 2018 to review the change in the Region's financial health, and review its 2013 Long Term Financial Planning Strategy. The review included the fundamental principles of the Strategy, and its performance and application, to ensure that it reflects the current and foreseeable economic realities of the Region.

As an outcome of the review process, it was noted that the Strategy and its underlying pillars and principles have served the Region well over the years. Amendments have been made to align the Strategy with the current Strategic Plan, the changing trends affecting the Region, and the changing needs of its residents and businesses.

In order to help Peel maintain its excellent financial health, updates to the Strategy considered the current challenges faced by the Region and lessons learned from impacted stakeholders. The updates reinforce a proactive approach to financial management, increasing the understanding of the impact of decisions made by the Region and have the foresight to prepare for the impacts of external influences, so that planning for programs, services and financial needs can be done accordingly.

LTFPS Purpose and Outcome

The Region of Peel has consistently managed its finances well, which has been reflected in its consistently high credit ratings. The Strategy is intended to serve as a guide for the Region's services in developing financial plans, budgets, and service strategies that optimally balance target outcomes with fiscal prudence. The Strategy is a financial lens that is applied in undertaking a disciplined approach to managing risk and preparing for the future.



Purpose

To guide fiscally responsible, evidence-driven decision making and ensure long-term financial sustainability of Regional service outcomes to best serve the residents and businesses in Peel.



Outcome

Regional services are financially sustainable.



Pillars of the Strategy

The Long Term Financial Planning Strategy is founded on balancing the following three pillars.

Each of the pillars is defined below:



1. Financial Sustainability:

The Region's ability to provide and maintain planned service levels and infrastructure assets without unplanned increases in rates or disruptive cuts to services.



2. Financial Vulnerability:

The degree to which the Region is dependent on external funding sources that it cannot control; it is the level of risk that could impact the ability to meet existing financial obligations and commitments, including the delivery of Regional services.

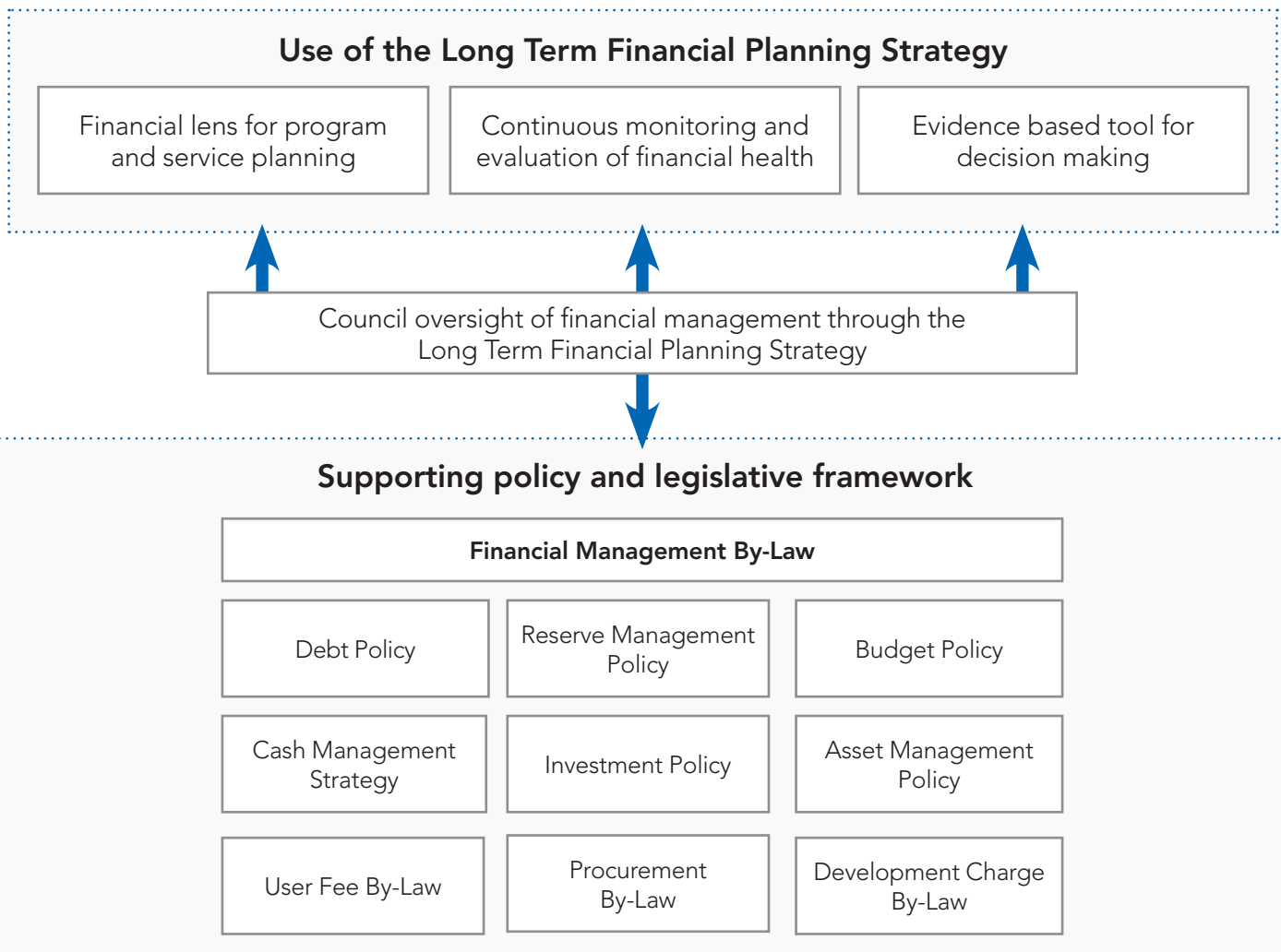


3. Financial Flexibility:

The Region's ability to change either debt levels or taxes and utility rates to meet financial obligations and ensure intergenerational equity.

How the Strategy Guides the Financial Policy Framework

The Strategy guides the Region's financial by-laws and policies to ensure a holistic and integrated fiscal management approach. The table below provides an overview of the framework.



The Strategy, policies, by-laws and financial tools will continue to enhance Regional Council's ability to make decisions on policies, services and service levels by:

- Providing the long-term financial impact of these decisions;
- Identifying emerging risks and trends earlier; and
- Understanding how and when decisions and/or events may change the Region's financial condition

Financial Principles of the Strategy

The Strategy is built on nine financial principles, grouped under one of the three financial pillars. Each principle governs a specific financial aspect and the principles collectively address how the Region manages its fiscal health. No attempt should be made to prioritize the principles, but instead, they should be used in an integrated fashion to achieve a balance amongst the financial pillars. These principles guide Regional Council and staff when making decisions related to service and program planning. Long-term, short-term, in-year planning and ad-hoc decisions will be evaluated on financial terms to ensure adherence to these principles. The following is a detailed description of each financial principle:



Financial Sustainability

Respect the tax payer – Achieve reasonable and responsible tax rates to ensure that Regional Council's highest priority services are maintained. The Region will strive to deliver its desired service outcomes without placing undue financial pressures on its tax payers.

Ensure the Capital Plan is sustainable – Capital reserves and reserve funds are funded to levels to enable the Capital Plan. Capital expenditures should be continually reviewed in the context of affordability, and the operating impact of capital should be sustainable and affordable.

Manage assets – Replace or maintain assets over their lifecycle in a timely manner to enable service delivery.

Deliver value for money – Continuously find efficiency and quality improvements to manage and deliver services.



Financial Vulnerability

Users pay where appropriate – Ensure that the users of services pay for the services, and balance growth-related investments with revenue to achieve intergenerational equity where possible.

Work with local municipalities to manage growth and support economic viability of the community – Work together with local municipalities to ensure that the Region continues to be a desirable area to live, work, and play.

Make responsible investments – Maintain an investment portfolio that balances the safety of principal and maintenance of liquidity while striving to obtain returns that benefit residents and businesses.



Financial Flexibility

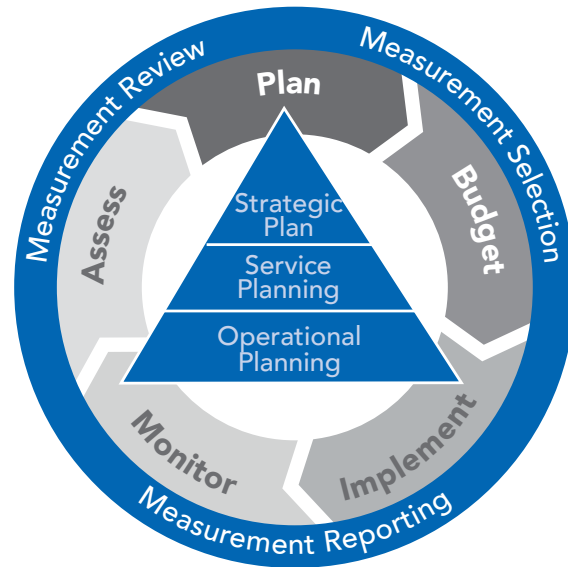
Mitigate significant fluctuations in tax and utility rates – Implement ways to smooth and maintain tax and utility rates to provide financially stable and predictable environments for residents and businesses.

Borrow when appropriate for capital infrastructure – Maintain an affordable level of debt required to achieve desired service levels while minimizing the impact of borrowing to the tax payer and ensuring intergenerational equity.

Implementation and Integration of the Strategy

The Region of Peel employs an Integrated Planning Framework for the development of long and short terms plans. As illustrated, the framework covers Strategic Planning (20-year Regional Strategic Plan, Term of Council Priorities), Service Planning (Service Plans or Master Plans with a 5- to 10-year horizon), and Operational Planning (1- to 2-year plans).

The Strategy will be used to inform all plans, and policies, developed by the Region so that decisions include a financial impact evaluation. This will ensure that, to the extent possible, only plans that adhere to the Strategy's principles will be considered.



The Region of Peel has also adopted new policies and strategies across various domains since the implementation of the Long Term Financial Planning Strategy, examples are:

- In 2013, Peel established the Growth Management Program to reduce the risk to the financial sustainability of the Development Charge Program. As identified in the Term of Council priorities in 2013, the objective of this program is to manage Peel's financial risk associated with servicing growth
- In 2017, the Corporate Social Responsibility Strategy was developed, which put additional emphasis on environmental sustainability. The Term of Council priorities includes a commitment to "Adapt to and Mitigate the Effects of Climate Change" as improving resiliency to climate change has increasingly become more important to Peel
- In 2017, the Cash Management Strategy was approved by Council. Through the implementation, the Region will actively manage its investment portfolio to optimize investment returns and will continue to use debt efficiently to provide greater flexibility while minimizing borrowing costs

Monitoring and Reporting

Monitoring and reporting are critical elements of the execution of a strategy. Long-term financial health is achieved when the financial pillars are balanced. Performance indicators allow the Region to track the extent to which these pillars are in balance.

The indicators and their respective targets reflect the changing economic, political, and demographic climate in the Region. In-year monitoring and reporting will measure the performance of implementing the Strategy, identify risks and corrective actions as required.



Pillar 1: Financial Sustainability

The Region's ability to provide and maintain planned service levels and infrastructure assets without unplanned increases in rates or disruptive cuts to services.

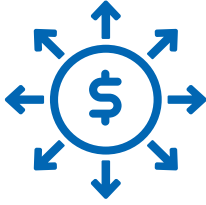
Principle	Indicator	Description	Target
<ul style="list-style-type: none"> • Respect the tax payer • Ensure the Capital Plan is sustainable • Manage assets • Deliver value for money 	Tax rate increase	Measures if the tax rate increases are reasonable for residents.	1–3%
	Capital reserves as a % of 20 year Capital Plan (tax and utility rate)	Identifies if financing the Region's asset portfolio is sustainable through sufficient tax and rate supported reserves. A higher percentage implies higher adequacy of capital reserves to fund the capital plan.	100%
	Asset Health Score	Measures asset health to Council's approved level of service.	Good



Pillar 2: Financial Vulnerability

The degree to which the Region is dependent on external funding sources that it cannot control; it is the level of risk that could impact the ability to meet existing financial obligations and commitments, including the delivery of Regional services.

Principle	Indicator	Description	Target
<ul style="list-style-type: none"> • Users pay where appropriate • Work with local municipalities to manage growth and support economic viability of the community • Make responsible investments 	Reduction in growth related risk	Measures the amount of debt risk that has been mitigated through revenue or expenditure management.	Increasing
	Reliance on external funding	Measures external funding and grants as a percentage of the Region's total revenue. A lower percentage implies that the Region is less reliant on external funds (e.g. provincial and federal grants and transfers) and is able to manage its operations through its own source revenue thereby reducing its vulnerability to the unpredictable nature of these external funds.	TBD
	Proportion of non-residential tax revenue	Measures property tax revenues from the Industrial, Commercial, and Institutional sector as a % of the total operating tax revenue. A decreasing percentage will cause a shift in taxes to the residential sector.	35%-45%
	Investment returns	Measures the earned income on the General Fund Portfolio generated through investing activities. The goal is to meet or exceed the "target return" in order to improve Reserves and Reserve Funds.	Above inflation



Pillar 3: Financial Flexibility

The Region's ability to change either debt levels or taxes and utility rates to meet financial obligations and ensure intergenerational equity.

Principle	Indicator	Description	Target
<ul style="list-style-type: none"> Mitigate significant fluctuations in tax and utility rates Borrow when appropriate for capital infrastructure 	Debt capacity	Measures the ratio of net Regional debt charges to own-source revenue. A lower ratio implies lesser risk for the Region.	<25%
	Reserve adequacy	Measures the number of months the Region can meet its expenses through its reserves. A higher ratio implies that the Region's reserves can sustain its operations for a longer period of time without revenue inflow.	5%-10%
	Liquidity	Measures if the Region has enough liquidity to pay off its debt obligations. A higher ratio implies that the Region is better equipped to meet its liabilities.	>120%

These indicators and their targets will not be static and will be reviewed and revised as needed to ensure the indicators provide proactive measures of the Region's fiscal health. Events including, but not limited to, change in Term of Council priorities, socio-economic or political risks, changes to external funding may trigger a review of the Long Term Financial Planning Strategy to assess the validity of these indicators. This may lead to indicators or targets being added, removed, or modified as required to ensure they provide an accurate representation of the financial health of the Region.

Long Term Financial Planning Strategy Overview



PURPOSE

To guide fiscally responsible, evidence-driven decision making and ensure long term financial sustainability of Regional service outcomes to best serve the residents and businesses in Peel.



OUTCOME

Regional services are financially sustainable.

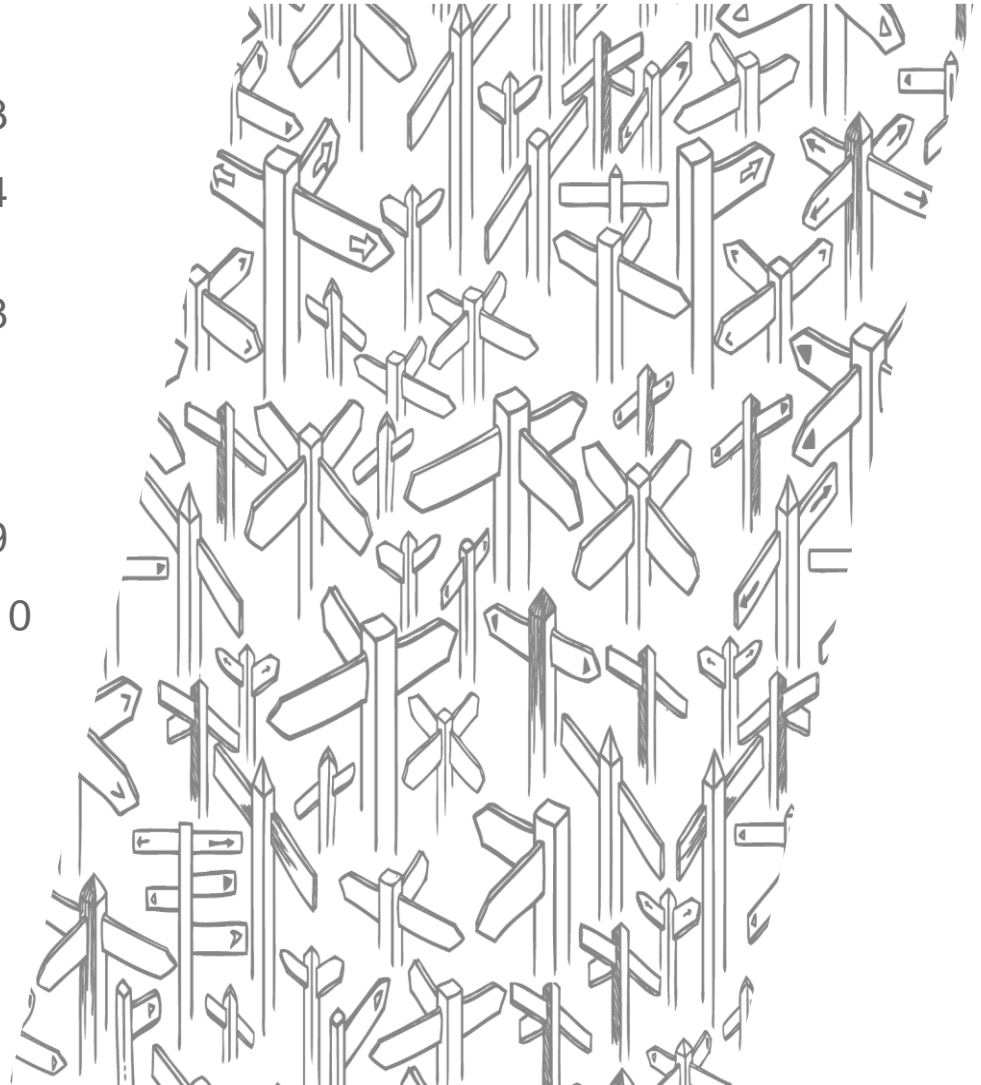
Financial Pillars	Financial Principles		Indicators
<p>Financial Sustainability</p>	<p>Respect the tax payer</p> <p>Manage assets</p>	<p>Ensure the Capital Plan is sustainable</p> <p>Deliver value for money</p>	<ul style="list-style-type: none"> • Tax rate increase • Capital Reserves as a % of 20 Year Capital Plan (tax and utility rates) • Asset Health Score
<p>Financial Vulnerability</p>	<p>Users pay where appropriate</p> <p>Make responsible investments</p>	<p>Work with local municipalities to manage growth and support economic viability of the community</p>	<ul style="list-style-type: none"> • Reduction in growth related risk • Reliance on external funding • Proportion of non-residential tax revenue • Investment returns
<p>Financial Flexibility</p>	<p>Mitigate significant fluctuations in tax and utility rates</p>	<p>Borrow when appropriate for capital infrastructure</p>	<ul style="list-style-type: none"> • Debt capacity • Reserve adequacy

8.1-23



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Fiscal Health Assessment Summary



Overall

- ▶ There has been an **overall improvement in financial health** measured by the existing LTFPS, showcasing a fiscally healthy Region that has been able to achieve the stated objectives of its financial strategy.
- ▶ Through its actions as a result of monitoring the scorecard and applying the LTFPS over the past 5 years, Peel has been able **maintain its AAA/Aaa credit rating from Moody's and S&P**, even through a rapidly growing population and evolving economy.
- ▶ Compared to peer jurisdictions around Canada, Peel's Long Term Financial Planning Strategy is more **mature and comprehensive**. Therefore, updates as part of the LTFPS refresh are related to re-aligning with the Region's 2015-2035 Strategic Plan, integrating the strategy with the Integrated Planning Framework, and incorporating forward-looking quantifiable indicators.

Fiscal Health Assessment based on LTFPS Financial Scorecard

- The following table illustrates the Region's progress in financial health in the five years post implementation of the LTFPS by using the financial scorecard. The Region has witnessed general improvement in most indicators according to the LTFPS scorecard which indicates that the LTFPS has performed well against its own parameters.

Legend: On Track ■ On Track But Declining Trend ■ Off Track ■

	Indicator	2013	2014	2015	2016	2017
Sustainability	AAA Rating	AAA	AAA	AAA	AAA	AAA
	Tax rate in line with inflation	1.3%	1.5%	1.9%	1.9%	2.3%
	100% Adequate Capital Reserves (Tax)	1% infra levy approved	1% infra levy approved	1% infra levy approved	1% infra levy approved	1% infra levy approved
	100% Adequate Capital Reserves (Utility)	6% infra levy approved	7% infra levy approved	3.5% infra levy approved	3.5% infra levy approved	3.5% infra levy approved
	Focus GTA Survey Value for Tax	N/A	N/A	77% residents satisfied	75% residents satisfied	75% residents satisfied
Vulnerability	Less than 20% DC rate increase	Less than 20%	20%	2.9%	Less than 20%	5.4%
	< 50% of Budget funded by property tax	48%	46%	46%	45%	44%
	35%-45% Non Residential Tax Revenue	38.3%	38.3%	37.6%	37.2%	36.7%
	100% Compliance With Investment Policy	Compliant	Compliant	Compliant	Compliant	Compliant
Flexibility	5% - 10% Rate Stabilization Reserve (Tax)	15.8%	15.5%	15%	12%	11.5%
	Cash to fund 12 month debt payments	Yes	Yes	Yes	Yes	Yes
	5% - 10% Rate Stabilization Reserve (Utility)	7%	3.6%	3.1%	7%	7.3%
	Annual debt payments <25% own source revenue*	7.6%	9.1%	8.3%	8.1%	8.9%

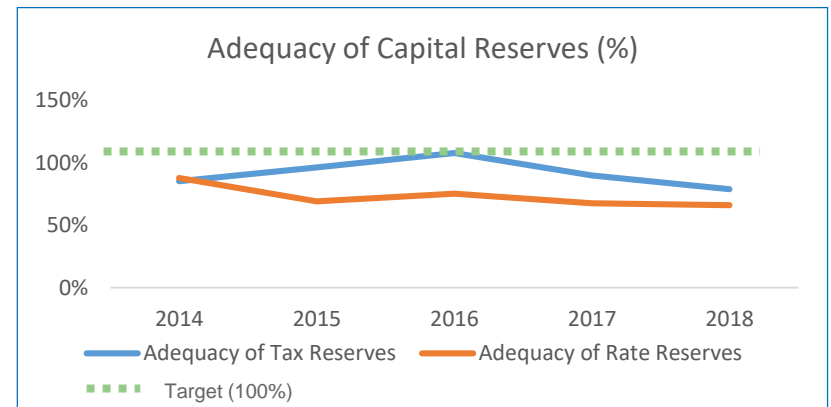
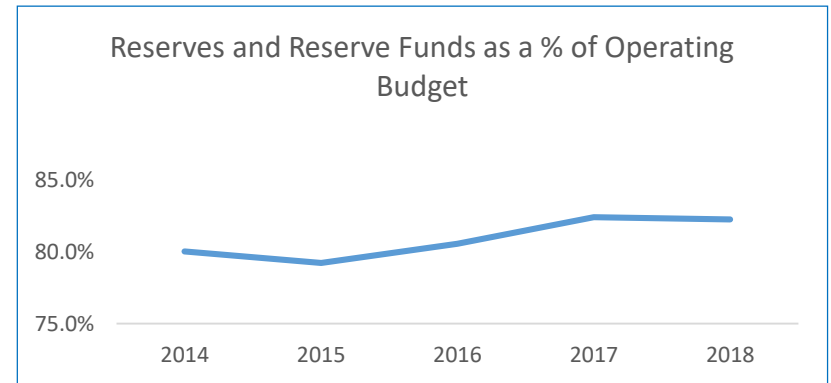
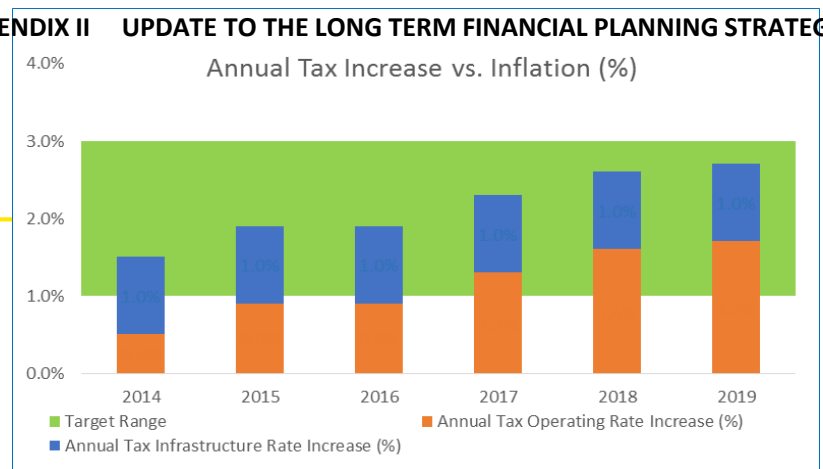
* Reflects the impact of actual debt issuance.

Fiscal Health – Financial Sustainability



Financial Sustainability

- ▶ Peel has been successful in keeping the tax rate in line with inflation over the last five years.
- ▶ Overall increase in reserves and reserve funds to ensure the needs of the capital plans can be met.
- ▶ The Strategy has identified shortfalls in the capital reserves, a corrective action has been to increase infrastructure levies to satisfy the needs as the capital plans continue to grow.

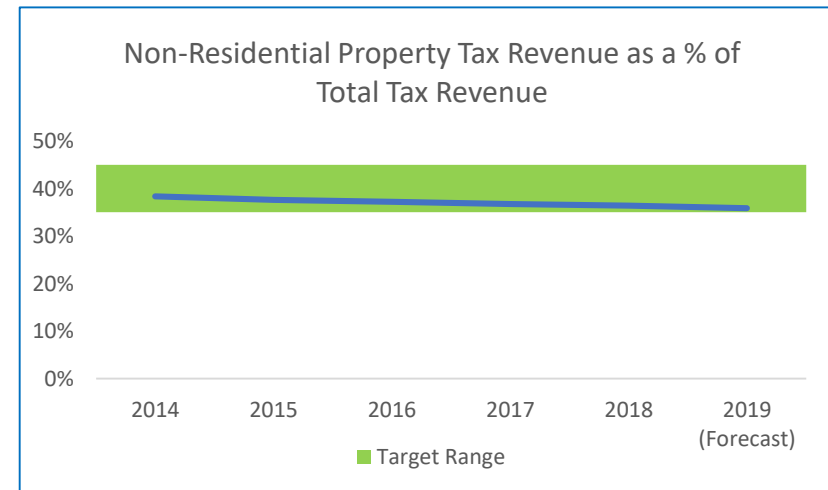
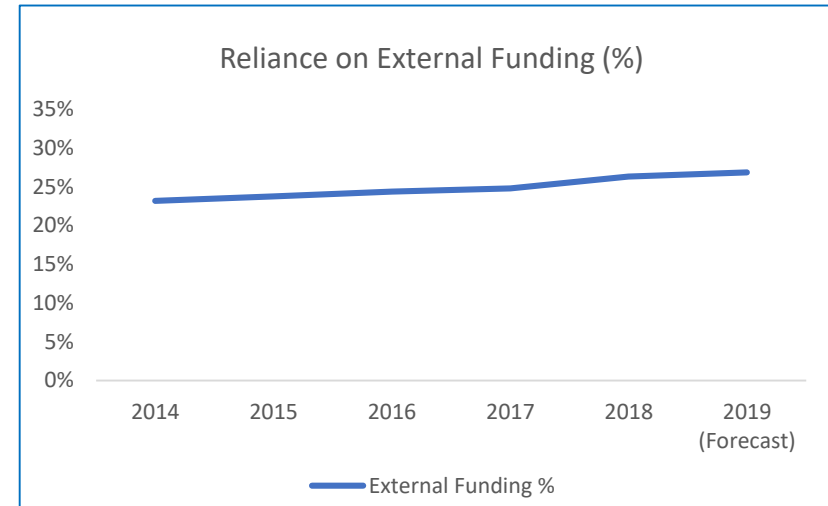


Fiscal Health – Financial Vulnerability



Financial Vulnerability

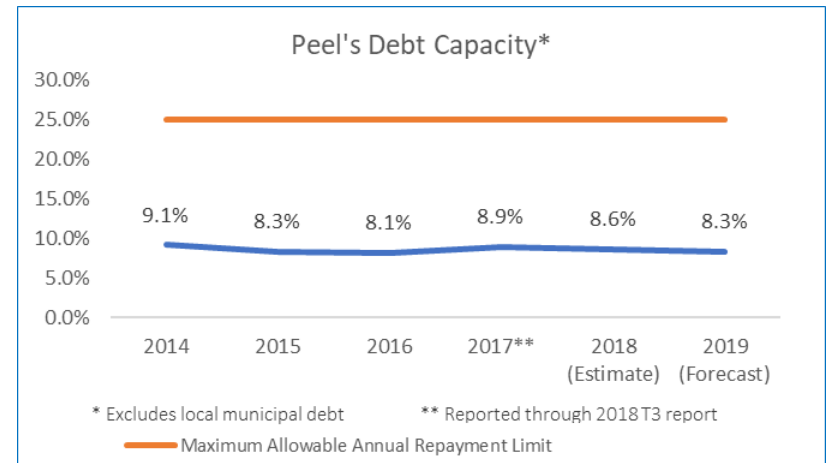
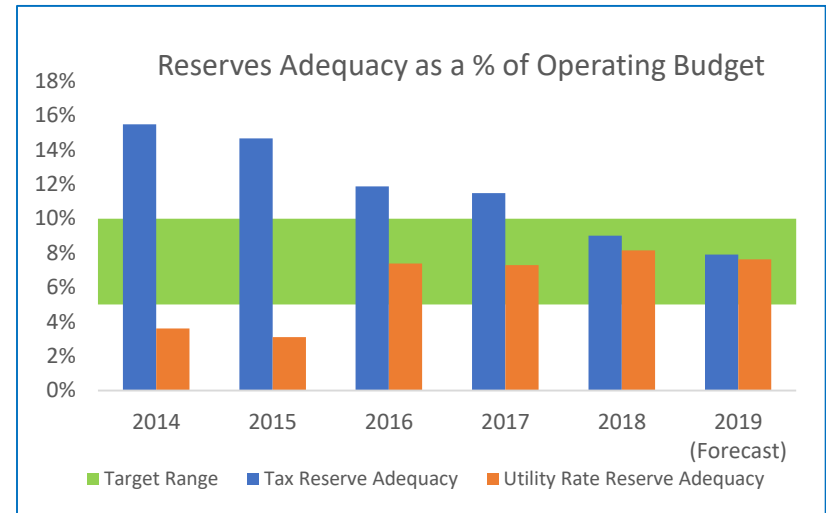
- ▶ Rising reliance on external funding increases the Region's vulnerability to external economic factors.
- ▶ Decreasing proportion of property tax revenues from the non-residential sector as a result shifts the tax burden to the residential sector.



Fiscal Health – Financial Flexibility

Financial Flexibility

- ▶ Peel has made progress in ensuring its tax and utility rate reserves fall within the target of 5-10% of the Region's operating budget.
- ▶ Peel's debt capacity has increased, resulting in Peel's flexibility to meet capital intensive infrastructure needs.



Fiscal Health Risks Identified

While most measures of fiscal health, as defined and monitored by the LTFPS are on track, the following three risks, were identified and require further attention as part of the fiscal health assessment:

Dealing with service level pressures

There is increased pressure for additional infrastructure needs due to regulatory changes, higher demand for services in Regional services, and other community changes. In addition, aging infrastructure will continue to amplify this risk.

Decline in non-residential tax revenue

Non-residential tax revenue has declined over the last decade, and the decline has continued even after the implementation of the LTFPS. This is a result of the changing nature of employment coupled with pressures from the gap in revenue from the non residential sector, causing a shift of the tax burden to residents.

Increased reliance on external funding

Reliance on external funding has marginally increased over the years since the implementation of the LTFPS. With uncertainty related to funding from the upper levels of government, Peel's reliance on such funding for committed programs exposes the Region to seek other sources of funding to maintain service levels

The Updated Strategy ^{8.1-31}

Upon the independent review of the existing Strategy, industry peer review and benchmarks, Peel's current Strategy has been effective. With further understanding of the existing pressures on Peel and from rethinking better ways of monitoring Peel's financial position, the updated LTFPS has clarified its messaging and the updated Scorecard reflects forward looking and trending capabilities.

Purpose

To guide fiscally responsible, evidence-driven decision making and ensure long-term financial sustainability of Regional service outcomes to best serve the residents and businesses in Peel.

Outcome

Regional services are financially sustainable.



Financial Sustainability

- ▶ Respect the tax payer
- ▶ Ensure the Capital Plan is sustainable
- ▶ Manage assets
- ▶ Deliver value for money



Financial Vulnerability

- ▶ Users pay where appropriate
- ▶ Work with local municipalities to manage growth and support economic viability of the community
- ▶ Make responsible investments



Financial Flexibility

- ▶ Mitigate significant fluctuations in tax and utility rates
- ▶ Borrow when appropriate for capital infrastructure

Updates to the Scorecard Indicators

	Refreshed Indicators	Changes	Description	Rationale
Sustainability	Tax rate increase	Updated	Measures if the tax rate increases are reasonable for residents.	Sets a reasonable range for inflation.
	Capital Reserves as a % of 20 Year Capital Plan (tax and utility rates)	Updated	Identifies if the Region's asset portfolio is sustainable through sufficient tax and rate supported reserves to fund it.	Reflects the update to the change from a 10 Year to 20 year Utility rate supported Capital Plan.
	Asset Health Score	New	Measures the ability to maintain asset health to Council's approved level of service.	Added to monitor Peel's \$28 billion in assets.
Vulnerability	Reduction in growth related risk	New	Measures the amount of debt risk that has been mitigated through revenue or expenditure management.	Added to focus on issues facing Growth Management.
	Reliance on external funding	New	Measures external funding and grants as a percentage of the Region's total revenue.	Added to monitor risk associated with services that are externally funded.
	Proportion of non-residential tax revenue	Carried Over	Measures property tax revenues from the Industrial, Commercial, and Institutional sector as a % of the total operating tax revenue.	No change.
	Investment returns	New	Measures the earned income on the General Fund Portfolio generated through investing activities.	Indicator that shows that responsible investments are being made with returns that protect purchasing power and earn returns based on acceptable risk levels.
Flexibility	Debt capacity	Updated	Measures the ratio of net Regional debt charges to own-source revenue. A lower ratio implies lesser risk for the Region.	Leading indicator to ensure the Region maintains its high credit rating.
	Reserve adequacy	Carried Over	Measures the balance of unrestricted budgetary fund reserves as a % of operating budget.	No change.
	Liquidity	Updated	Measures upcoming 4 month average forecast of cash and liquid assets (as on 31st December) as a % of 12 months debt service	Refined indicator description.

2019 Financial Scorecard

<h3>Summary of Financial Health</h3>		<h3>2018 GTA Survey Score</h3>	<h3>Independent Assessment by Credit Agencies</h3> <p>Aaa AAA</p>
Financial Sustainability	Maintained services and infrastructure with affordable tax increases. Increasing service pressures from growing population and aging infrastructure.		
Financial Vulnerability	Obtained additional external funding for cost-shared services. Increasing risk due to a change in government and increasing residential tax burden.		
Financial Flexibility	Maintained liquidity to meet the Region's obligations. Increasing need to leverage debt for service enhancements and intergenerational equity.		

Legend — On track Off target

Financial Principles	Indicator	Target	2018 Performance	Risk	Summary of Action
Financial Sustainability					
<p>Respect the tax payer</p>	Tax rate increase	1–3%	<input checked="" type="checkbox"/> Tax rate increases have been in line with inflation	Negative	Action: 2020 budget target to Council and working with external agencies Impact: 2020 budget increase to be in line with inflation
<p>Ensure the Capital Plan is sustainable</p>	Capital Reserves as a % of 20 Year Capital Plan (tax and utility rates)	100%	<input checked="" type="checkbox"/> Tax: The gap between capital needs and available reserves is increasing <input checked="" type="checkbox"/> Utility: The gap between capital needs and available reserves is decreasing, but not adequate	Tax: Negative Utility: Negative	Tax Action: 1% infrastructure levy in 2019 for tax rate Utility Action: 5% infrastructure levy in 2019 for utility rate Tax and Utility Impact: Reduce gap between capital needs and available reserves
<p>Manage assets</p>	Asset Health Score	Good	<input checked="" type="checkbox"/> Assets are maintained to Council's approved service levels	Neutral	No Action
<p>Deliver value for money</p>					
Financial Vulnerability					
<p>Users pay where appropriate</p>	Reduction in growth related risk	Increasing	<input checked="" type="checkbox"/> There has been increased reduction in debt risk	Positive	Action: Update the DC Background Study Impact: Updated DC Background Study will identify future debt financing risk
<p>Work with local municipalities to manage growth and support economic viability of the community</p>	Reliance on external funding	TBD	<input checked="" type="checkbox"/> Over the past five years the proportion of external funding has increased	Negative	Action: Assess impact of Provincial Budget announcement Impact: Minimize service disruptions
<p>Make responsible investments</p>	Proportion of non-residential tax revenue	35–45%	<input checked="" type="checkbox"/> Proportion of non-residential tax revenue is declining	Negative	Action: Research the drivers of the decreasing revenue, including the changing nature of employment Impact: Identify advocacy positions and viable revenue tools
	Investment returns	Above inflation	<input checked="" type="checkbox"/> Investment returns have consistently been above inflation	Neutral	Action: Identify opportunities to maximize returns Impact: Maximize returns on Regional reserves
Financial Flexibility					
<p>Mitigate significant fluctuations in tax and utility rates</p>	Debt capacity	Below 25%	<input checked="" type="checkbox"/> Annual Repayment Limit has been stable, below maximum acceptable limit	Neutral	Action: Update Debt Policy Impact: Ensure Debt Policy is reflective of current environment
<p>Borrow when appropriate for capital infrastructure</p>	Reserve adequacy	5-10%	<input checked="" type="checkbox"/> Tax: Reserve adequacy has lowered into the recommended target range <input checked="" type="checkbox"/> Utility: Reserve adequacy has increased into the recommended target range	Tax: Positive Utility: Positive	No Action
	Liquidity	>120%	<input checked="" type="checkbox"/> The Region continues to be very liquid	Neutral	Action: Continue to improve capital cash flow forecasting Impact: Maximize investment return on reserves



Update of the Long Term Financial Planning Strategy

Stephen VanOfwegen
Chief Financial Officer and Commissioner of Finance
Region of Peel



Background



2013

Long Term Financial Planning Strategy (the “Strategy”) approved



2013-2017

The Strategy applies a financial lens for decision making and reporting



2018

Independent assessment and review conducted



Independent Fiscal Health **Assessment**



Fiscal Health Assessment Summary



Overall

- ▶ There has been an **overall improvement in financial health** measured by the existing LTFPS, showcasing a fiscally healthy Region that has been able to achieve the stated objectives of its financial strategy.
- ▶ Through its actions as a result of monitoring the scorecard and applying the LTFPS over the past 5 years, Peel has been able **maintain its AAA/Aaa credit rating from Moody's and S&P**, even through a rapidly growing population and evolving economy.
- ▶ Compared to peer jurisdictions around Canada, Peel's Long Term Financial Planning Strategy is more **mature and comprehensive**. Therefore, updates as part of the LTFPS refresh are related to re-aligning with the Region's 2015-2035 Strategic Plan, integrating the strategy with the Integrated Planning Framework, and incorporating forward-looking quantifiable indicators.

Fiscal Health Risks Identified

While most measures of fiscal health, as defined and monitored by the LTFPS are on track, the following three risks, were identified and require further attention as part of the fiscal health assessment:

Dealing with service level pressures

There is increased pressure for additional infrastructure needs due to regulatory changes, higher demand for services in Regional services, and other community changes. In addition, aging infrastructure will continue to amplify this risk.

Decline in non-residential tax revenue

Non-residential tax revenue has declined over the last decade, and the decline has continued even after the implementation of the LTFPS. This is a result of the changing nature of employment coupled with pressures from the gap in revenue from the non residential sector, causing a shift of the tax burden to residents.

Increased reliance on external funding

Reliance on external funding has marginally increased over the years since the implementation of the LTFPS. With uncertainty related to funding from the upper levels of government, Peel's reliance on such funding for committed programs exposes the Region to seek other sources of funding to maintain service levels

Long Term Financial Planning Strategy 2019



Long Term Financial Planning Strategy Overview












PURPOSE

To guide fiscally responsible, evidence-driven decision making and ensure long term financial sustainability of Regional service outcomes to best serve the residents and businesses in Peel.



OUTCOME

Regional services are financially sustainable.

Financial Pillars	Financial Principles		Indicators
 Financial Sustainability	 Respect the tax payer	 Ensure the Capital Plan is sustainable	<ul style="list-style-type: none"> • Tax rate increase • Capital Reserves as a % of 20 Year Capital Plan (tax and utility rates) • Asset Health Score
 Financial Vulnerability	 Users pay where appropriate	 Work with local municipalities to manage growth and support economic viability of the community	<ul style="list-style-type: none"> • Reduction in growth related risk • Reliance on external funding • Proportion of non-residential tax revenue • Investment returns
 Financial Flexibility	 Mitigate significant fluctuations in tax and utility rates	 Borrow when appropriate for capital infrastructure	<ul style="list-style-type: none"> • Debt capacity • Reserve adequacy

2019 Financial Condition Scorecard



2019 Financial Condition Scorecard

Sustainability

Financial Principles



Respect the
tax payer










Ensure the Capital
Plan is sustainable



Manage assets



Deliver value
for money

	Indicator	Target	2018 Performance	Risk Outlook
	Tax rate increase	1-3%		Negative
	Capital Reserves as a % of 20 Year Capital Plan	100%	Tax  Utility 	Tax: Negative Utility: Negative
	Asset Health Score	Good		Neutral

2019 Financial Condition Scorecard

Vulnerability

Financial Principles










Users pay where appropriate



Work with local municipalities to manage growth and support economic viability of the community



Make responsible investments

	Indicator	Target	2018 Performance	Risk Outlook
	Reduction in growth related risk	Increasing		Positive
	Reliance on external funding	TBD		Negative
	Proportion of non-residential tax revenue	35-45%		Negative
	Investment returns	Above inflation		Neutral

2019 Financial Condition Scorecard

Flexibility

Financial Principles



Mitigate significant fluctuations in tax and utility rates

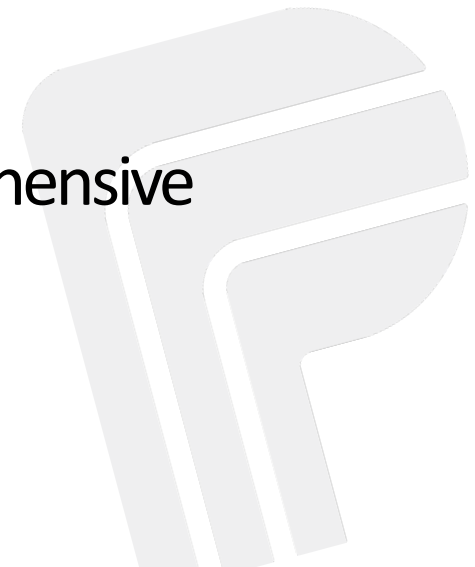


Borrow when appropriate for capital infrastructure

	Indicator	Target	2018 Performance	Risk Outlook
UPDATED	Debt capacity	Below 25%	<input checked="" type="checkbox"/>	Neutral
	Reserve adequacy	5-10%	Tax <input checked="" type="checkbox"/>	Tax: Positive
			Utility <input checked="" type="checkbox"/>	Utility: Positive
UPDATED	Liquidity	> 120%	<input checked="" type="checkbox"/>	Neutral

Long Term Financial Planning Strategy Summary

- The Long Term Financial Planning Strategy has guided decision making and had a positive impact on Peel's financial health
- Peel has maintained its AAA/Aaa credit rating
- Peel's financial strategy is mature and comprehensive



DATE: April 17, 2019

REPORT TITLE: **REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE**

FROM: Catherine Matheson, Commissioner of Corporate Services

RECOMMENDATION

That the five outcomes of the Climate Change Master Plan, as outlined in the report to the Commissioner of Corporate Services, titled “Region of Peel Climate Change Master Plan Update”, be endorsed in principle.

REPORT HIGHLIGHTS

- The Region of Peel is positioned to drive climate change leadership in municipal government.
- The Region has committed to progressive climate change response through its Climate Change Statement of Commitment.
- The Region is developing a Climate Change Master Plan with five recommended outcomes: i) Reduce Emissions, ii) Be Prepared, iii) Build Capacity, iv) Invest, and v) Report and Monitor.
- The Climate Change Master Plan (the “Plan”) will align with the Region’s Corporate Social Responsibility Strategy and Long-term Financial Planning Strategy to position the needed climate change initiatives (new and existing), reach critical targets, achieve greater resilience, and enhance service outcomes in support of a resilient Community for Life.
- The Plan will be brought to Council for endorsement in Fall 2019.

DISCUSSION

The 2018 Intergovernmental Panel on Climate Change report warns that rising temperatures are having a profound effect on human and natural systems, including increases in droughts, floods, sea level rise and biodiversity loss. These changes are causing unprecedented risks to vulnerable persons and populations and the risk will increase exponentially in the future if not appropriately managed.

Mitigation of global greenhouse gas (GHG) emissions is vital to help avoid the more catastrophic weather events linked to global average temperature rise above 2 degrees Celsius. The Intergovernmental Panel on Climate Change is calling for a 45 per cent decrease in GHG emissions from 2010 levels by 2030 to keep global warming around a relatively manageable 1.5 degree Celsius increase. Although not the burden of any single entity, as the second largest municipality in Ontario, the Region must be prepared for a changing climate and contribute to slowing the rate of warming by reducing its GHG emissions.

REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE

The Ontario Provincial Budget 2019 is focused on advancing private sector investments by reducing energy costs, tax and regulatory burdens, and streamlining government approval processes across Ministries. The notable cut to the Ministry of Environment, Conservation and Parks by 38 per cent may eventually impact Peel's ability to fully address climate change as this ministry is responsible for delivering the Province's Environment Plan, which contains the commitments for fighting climate change. Multiple and recent postings on the Environmental Registry of Ontario (ERO) have spurred debate on how to address the collective threat of climate change; the Region has provided responses to past EROs and is in-process of working with Conservation Authorities (Toronto and Region Conservation Authority and Credit Valley Conservation) to understand implications to their core mandate and permitting responsibilities, which are the subjects of two active ERO postings. The Conservation Authorities are important partners with the Region and provide capacity to address issues like flooding and natural heritage system protection or restoration.

This rapidly evolving policy landscape presents the Region of Peel with an opportunity to build on its climate change experience and provide greater leadership to residents, businesses, and all municipalities. As a front-line service provider to many in the community, the Region will continue to 'lead by example' guided by a record of good governance and fiscal prudence while also responsive to the needs of future generations through a bold climate change plan.

1. Background

Climate Change Commitments

The Region of Peel has been addressing energy management and climate change for over a decade. In 2007, Regional Council adopted the Energy Management Plan, which set the foundation for integrating strong energy management principles into corporate practices. In this same year, the Region increased its capacity to deliver needed adaptation action by providing direct, annual climate change funding to Credit Valley Conservation and Toronto and Region Conservation Authority (a combined total of \$157,425,000 over past 11 years). Evolution on the issue of climate change resulted in Council endorsing the 2013 Energy and Environment Sustainability Strategy (Resolutions 2013 -180 and 2013 – 181) to replace the Energy Management Plan. This strategy provided an enabling framework to reduce corporate GHG emissions, ensure sustainable energy procurement and maintain regulatory compliance. While the Region has made and continues to make incremental progress on these fronts, the science on climate change has continued to evolve and even greater action is needed.

Over the past year, to avoid the more negative climate change projections, local governments around the world are declaring climate emergencies and calling on senior levels of government for a more urgent response. The climate emergency declaration is intended to accelerate municipal action to meet the urgency of climate change impacts and incorporate municipal-wide mobilization of action, including interdepartmental, intergovernmental and regional-wide coordination.

In 2017, by Resolution 2017-891, similar to the declaration of climate emergencies, Regional Council demonstrated its ongoing climate change leadership by endorsing the Climate Change Statement of Commitment (Appendix I). This Statement of Commitment ensures concrete action is taken to mitigate and adapt to the effects of climate change, provides tangible benefits for residents today, and ensures future generations will have access to resources that support a healthy, safe and connected community.

REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE

The endorsed Statement of Commitment sets forth the guiding principles and desired outcomes for Council to support a transition to a low carbon and resilient future. It aligns with the Community for Life vision and builds on the foundation of the 20-year strategic outcome to live in a community that is environmentally friendly. It acknowledges the Region's organizational long-term target to reduce GHG emissions 80 per cent below 1990 levels by 2050. Finally, it calls for the development of a Corporate Climate Change Master Plan to further define the Region's corporate responsibility and formalize the Region's position of leadership and comprehensive action plan for addressing climate change.

2. Region of Peel Climate Change Master Plan

The Climate Change Master Plan (the "Plan") proposes to set forth direction for how the Region will manage Regional assets, infrastructure, and services in a changing climate over the next decade, which provides clear comprehensive benefit to residents today and future generations. The Plan will have an organizational focus to compliment and support, not duplicate, the community climate change work being completed by local municipalities and conservation authorities as well as by Regional Waste Operations (through the Roadmap to a Circular Economy in the Region of Peel). The Plan will incorporate related Regional strategies, plans and projects such as the Inflow and Infiltration Strategy and Green Fleet Strategy that are already advancing climate work (see Appendix II for longer list of initiatives). Further, the Plan can strengthen the climate change connection to human health and human services through highlighting opportunities with other strategies that are in development or being implemented, such as the Peel Public Health Strategic Plan 2020-2030 and Peel Housing and Homelessness Plan.

This Plan is being developed following the Region's Corporate Social Responsibility Strategy that promotes consideration for environmental, social and financial benefits. The Plan intends to provide sufficient detail to decision-makers on how the challenge of climate change will be approached, yet still provide subject matter experts the flexibility to customize detailed project and work plans to achieve the intended climate change outcomes. The Plan development will be guided by four principles: balance, transparency, collaboration and innovation.

Staff are aligning the development of the Plan to five recommended outcomes. The proposed primary outcomes are to 'Reduce Emissions' and 'Be Prepared', which reflect the imperative to mitigate and adapt to the effects of climate change. The remaining three are supportive to the primary outcomes and are anticipated to enable success by providing direction to 'Build Capacity', 'Invest', and 'Monitor and Report' (see Table 1).

Table 1: Region of Peel Climate Change Master Plan Recommended Outcomes

Outcomes	Description
Primary	
Reduce Emissions	<i>A sustainable community is provided through progressive leadership committed to reducing the organization's GHG emissions to 45 per cent below 2010 levels by 2030; and a sustainable community for future generations is maintained</i>
Be Prepared	<i>A safe, secure and connected community is provided by ensuring Regional services and assets are more resilient to extreme weather events and future climate conditions</i>

REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE

Supporting	
Build Capacity	<i>Climate change is considered in all decision-making through organization-wide climate literacy, planning and accountability</i>
Invest	<i>Innovative and sustainable approaches are used to invest in climate change</i>
Monitor and Report	<i>Progress on addressing Regionally funded climate change work is consistently reported, available and widely understood</i>

Using the recommended outcomes of the Plan as a guide, the following sections serve to frame the approach and need for the Region to deepen and accelerate its climate change response.

Outcome: Reduce Emissions - *A sustainable community is provided through progressive leadership committed to reducing the organization's GHG emissions to 45 per cent below 2010 levels by 2030; and maintaining a sustainable community for future generations*

As the climate continues to rapidly change there is an increasing need to respond with bold solutions that will reduce GHG emissions from the following organizational sources; buildings, fleet and industrial processes. The best available science supports the target setting of 45 per cent reduction of GHGs below 2010 levels by 2030 to avoid dangerous warming in future decades. The Plan will explore fundamental assumptions on how the Region builds and operates infrastructure and assets, including employing net zero emission options.

Outcome: Be Prepared - *A safe, secure and connected community is provided by ensuring Regional services and assets are more resilient to extreme weather events and future climate conditions*

As extreme weather events are increasing in frequency and intensity across the region, attention needs to be paid to quantifying climate change vulnerabilities of Regionally owned assets and expanding green infrastructure. The Plan will explore the need to develop climate scenarios and other tools to further support capital planning, level of service reviews and weather-related emergencies.

Outcome: Building Capacity - *Climate change is considered in all decision making through organization-wide climate literacy, planning and accountability*

As the threat of climate change continues to heighten so must the Region's capacity to respond and make informed decisions. The Plan will consider outlining the actions to build capacity through a three-pronged approach that clarifies responsibilities, communicates knowledge, and equips staff.

Outcome: Invest - *Innovative and sustainable approaches are used to invest in climate change*

There is a clear need to invest more today to safeguard the future and be prepared for the inevitable climate change impacts in the near-term. Investing in climate change will align with

REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE

the principles of the Region's Long-term Financial Planning Strategy, consider full lifecycle costs, and embed climate change considerations into capital plans. Peel's recently updated Asset Management policy includes climate change considerations, which informs future capital planning for both new infrastructure as well as state of good repair.

In 2006, Regional Council established Reserve R1288 to dedicate toward energy management and climate change initiatives. This funding is being utilized to support a limited number of climate change initiatives. Future capital plans, fully informed by climate change requirements, will inform sustainable funding requirements. Peel's updated asset management plan ensures eligibility to access federal and provincial infrastructure funding opportunities that require a climate change lens.

Outcome: Monitor and Report- *Progress on addressing Regionally funded climate change work is consistently reported, available and widely understood*

It is a municipal best practice to validate the value and impact of Regional services and operations for businesses and residents. The Plan will explore comprehensive reporting mechanisms and key performance indicators that can appropriately encompass and connect climate change work by internal departments and the Conservation Authorities. Improving coordination, ensuring alignment to strategic priorities, and enabling reporting efficiencies will be central to defining this outcome.

Approach to Date

In Fall 2018, the Region retained the services of Sustainability Solutions Group to support the development of the Plan. This has been a highly inclusive process, involving all Director Leadership Teams and 87 Regional staff, covering 17 service outcomes. The full achievement of the proposed Plan outcomes will require both organizational-wide commitment and continued leadership from Regional Council; making opportunities to engage with Council and receive feedback highly valued and appreciated.

3. Next Steps

Given Regional Council's endorsement at this stage of Plan development, staff will work towards finalizing the Plan, including seeking stakeholder engagement with partner members of Peel's Community Climate Change Partnership, which has representation from all three lower municipalities and both conservation authorities. The Plan will be brought to Council for endorsement in Fall 2019.

CONCLUSION

Through the Plan, the Region of Peel will develop a common language and deep clarity for how to advance the organization's climate change agenda. This will lead to more robust and transparent decision-making; acceleration of the ability to achieve a resilient Community for Life; and deliver those benefits to residents and generations to come.



Catherine Matheson, Commissioner of Corporate Services

REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

APPENDICES

Appendix I - Climate Change Statement of Commitment

Appendix II - Current Climate Change Initiatives

For further information regarding this report, please contact Christine Tu, Director, Office of Climate Change and Energy Management.

Authored By: Christine Tu

CLIMATE CHANGE STATEMENT OF COMMITMENT

A. PREAMBLE

Climate change is one of the greatest challenges facing our global society. There is clear evidence that human induced climate change is having an increasingly negative impact on the environmental, economic and social conditions of our communities.

Effective responses to these trends will require a strong foundation of governance as well as coordinated action across multiple levels of government, community organizations and businesses.

Thinking about how we plan our communities while managing the impacts of climate change is important as we transition to a low carbon and resilient community. The Region of Peel is committed to leadership and action on this important societal issue, as concrete actions to mitigate and adapt to the effects of climate change will lead to a sustainable community for future generations.

B. PURPOSE

This policy statement is to convey to the residents of Peel Region the strong commitment of Regional Council with respect to climate change governance and action.

The commitment is aligned to Regional Council's vision of a Community for Life for Peel residents and the 20 year outcome to live in a community that is environmentally friendly. In addition, there is alignment with the Government of Ontario and Government of Canada's direction related to climate change and energy efficiency which supports the transition to a low carbon and resilient future.

The principles and outcomes as articulated in this policy will serve to establish a framework for collective action on climate change in Peel Region, as well as guide the Region's own action plans and strategies to mitigate and adapt to climate change.

C. SCOPE

The policy statement outlines Regional Council's commitment to addressing climate change.

CLIMATE CHANGE STATEMENT OF COMMITMENT

It sets out a framework of principles and expected outcomes that will guide the work of the Region in this important area of public policy.

D. POLICY STATEMENT

Regional Council will ensure concrete action is taken to mitigate and adapt to the impacts of climate change, to provide tangible benefits for residents today, and ensuring future generations will have access to resources that support a healthy, safe and connected community.

The following principles are reflective of Council's oversight to ensure progress in addressing climate change:

Engagement: Establishing a coordinated and collective approach to addressing climate change, since no one institution can solve this complex issue.

Balanced Approach: Strategies and actions will strike a balance between growth and environmental stewardship.

Transparency: Ensuring that the residents of Peel are aware of the long term outcomes expected by Council and receive regular reporting of progress.

Innovation: Encouraging innovative approaches and technologies to have the maximum impact on climate change.

The following are the expected outcomes:

1: Progress is made in addressing climate change, through:

- **Council Oversight:** This policy clearly outlines Council's position with respect to climate change and the expected outcomes. To support this direction, a climate change lens is applied to ensure that direction pursued in one area does not have unintended consequences on climate change. As well, regular reviews are conducted of climate change plans and strategies to ensure that progress is being made in relation to targeted outcomes and metrics.
- **Management Execution:** The Regional administration develops and implements a complementary policy direction and a climate change

CLIMATE CHANGE STATEMENT OF COMMITMENT

master plan to realize the vision and expectations of Regional Council.

- **Public Disclosure/Accounting:** Council reports annually to the community on climate change actions and impacts. As well an annual corporate inventory of greenhouse gas (GHG) emissions is provided in relation to a clearly established target and baseline.
- 2: Reduce the carbon footprint of Regional Operations and ensure Regional infrastructure can adapt to the effects of climate change.
- Develop and use green standards to further reduce emissions and support adaptation in our communities
 - Respond to changes in the climate through adaptation programs and a service sustainability approach
- 3: Implement collective, community action related to climate change.
- Together with our community partners, advance targeted measures in the form of a Peel Climate Change Strategy to achieve collective impact
 - Work with Region of Peel funded agencies, boards, and third party vendors to ensure alignment to the outcomes of this policy

APPENDIX II
REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE

Regional Municipality of Peel

Climate Change Mitigation and Adaptation related Strategies and Projects

STRATEGIES	DESCRIPTION
Official Plan Policy	<ul style="list-style-type: none"> • Overarching theme is sustainability, or meeting the needs of the present, without compromising the ability of future generations to meet their needs • Region's environmental imperative seeks to reduce greenhouse gas (GHG) emissions and other pollutants while promoting best practices of sustainable development • Recognizes the Region as municipal leaders in energy efficiency, citing support for policies to reduce reliance on carbon-based fuels, investing in renewable generation, and promoting energy conservation and demand management programs
Peel Climate Change Strategy (2011)	<ul style="list-style-type: none"> • Recognizes the urgent need to respond to climate change at the local level • Defined the potential impacts of climate change in Peel • Included mitigation strategies to reduce GHG emissions and adaptation strategies to prepare for and avoid community impacts
Energy Conservation and Demand Management Plan (2014)	<ul style="list-style-type: none"> • Produced in accordance with O.Reg. 397/11. • Four goals for energy planning: <ul style="list-style-type: none"> ○ Reduce GHG emissions to 80% below 1990 levels; ○ Ensure sustainable energy procurement; ○ Educate employees through energy awareness workshops; and ○ Proactive and responsive planning and leadership • Update coming in July 2019 <p><i>*now O. Reg 507/18</i></p>
Corporate GHG Inventories	<ul style="list-style-type: none"> • Includes energy and GHG emissions data for buildings and street lighting, vehicle fleet, wastewater and waste • Completed using Partners for Climate Protection (PCP) method, an initiative of the Federation of Canadian Municipalities (FCM) and ICLEI
Corporate Climate Change Statement of Commitment (2017)	<ul style="list-style-type: none"> • Endorsed by Regional Council • Outlined principles of <i>Engagement, Balanced Approach, Transparency, and Innovation</i> for Council to ensure progress on addressing Climate Change • Outlined expected outcomes of Council Oversight, Management Execution, and Public Disclosure/Accounting • Acknowledges GHG reduction target and need for annual reporting

**APPENDIX II
REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE**

Roadmap to a Circular Economy (2017)	<ul style="list-style-type: none"> • Developed to ensure that Peel’s waste management system can handle continuous growth to reach the 75% diversion target by 2034. • Aspirational goals: <ul style="list-style-type: none"> ○ A circular economy with zero waste from residential sources in the Region of Peel; and ○ Zero greenhouse gas emissions from residential waste management.
Green Fleet Strategy (2018)	<ul style="list-style-type: none"> • Outlines 15 actions to reduce GHG emissions in the Region’s fleet (excluding Police) • Short-term actions include identifying and capitalizing on idling reduction opportunities, right vehicle sizing, high ethanol content and biodiesel fuel, electric light-duty vehicles, and compressed natural gas heavy-duty vehicles. • In the long term the strategy highlights the potential for renewable natural gas (RNG) in heavy duty vehicles and increasing prevalence of battery electric vehicles
Water Efficiency Strategy (2013)	<ul style="list-style-type: none"> • The strategy looks to reduce community peak water demands, meet legislative water efficiency requirements, keep water demands consistent with the GTA and manage water system loss. <p><i>*Currently being updated</i></p>
Sustainable Transportation Strategy (2018)	<ul style="list-style-type: none"> • Builds on 2012 Active Transportation Plan • 2018-2022 timelines • Provides a framework for how the Region will: <ul style="list-style-type: none"> ○ increase the current 37% share of trips by walking, cycling, transit, carpooling and telework in Peel Region, to achieve a 50% sustainable mode share by 2041, ○ accommodate growth in a way that prioritizes environmental, societal and economic sustainability, and ○ contribute to a Regional transportation system that is safe, convenient, efficient, multi-modal, well-integrated and sustainable.
Community Vulnerability Assessments (2016-2018)	<ul style="list-style-type: none"> • Community-based vulnerability assessments completed across a variety of sectors: <i>Natural Systems, Community Services and Assets, Agricultural Systems, Climate Trends and Future Projections, and Water Infrastructure Systems</i>
Inflow and Infiltration (I/I) Reduction and Mitigation Strategy (In Progress)	<ul style="list-style-type: none"> • Aims to reduce the risk of basement flooding during severe weather events (caused by sewer backups). • Identifying mitigation plans in target areas for both inflow and infiltration across Peel • Implemented new sanitary sewer design and construction standards to ensure new and rehabilitated infrastructure works to reduce the risk of sewer back-ups due to severe weather events.
Wastewater Energy Security and Initiatives Study (In Progress)	<ul style="list-style-type: none"> • Evaluating technical solutions for district energy, heat recovery, on-site generation, treatment capacity constraints, and power reliability.

**APPENDIX II
REGION OF PEEL CLIMATE CHANGE MASTER PLAN UPDATE**

Peel Housing and Homelessness Plan (In Progress)	<ul style="list-style-type: none"> Provides direction for new affordable housing units with consideration for sustainable building design
2020-2030 Peel Public Health Strategic Plan (In Progress)	<ul style="list-style-type: none"> Includes climate change as a priority and potential health impacts

PROJECT TYPES	DESCRIPTION
High-Performance New Construction	LEED certification achieved for new builds in Paramedics and Affordable Housing building portfolios
Renewable Energy	Solar photovoltaics for electricity generation, solar thermal collectors for domestic hot water production, and solar walls for space heating applications
Electric Vehicles and Infrastructure	Electric vehicles have been added to the municipal fleet. Electric vehicle charging stations installed across Regional facilities for staff and fleet use
Enhancing Energy Performance in Existing Buildings	Capital upgrades and recommissioning work carried out across all building portfolios to enhance the efficiency of lighting, heating, ventilation, air conditioning, building envelope, and process loads
Street Lighting	Collaborated with Area Municipalities to convert street lights and traffic signals to Low Emitting Diode (LED) technologies
Sustainable Procurement	Bi-weekly waste collection contracted to two vendors with compressed natural gas fueled refuse trucks
Regional Roads Stormwater Management	Implemented low impact development (LID) technologies in the Mississauga Rd. expansion for better stormwater management
Regional Facilities Stormwater Management	Installed on-site stormwater management features (bio-swales, green roofs, etc.) at Paramedics, Community Recycling Centre, and Long Term Care sites.

Climate Change **Master Plan**



A bold path forward

Christine Tu,
Director, Office of Climate Change and Energy Management,
Corporate Services

<https://climateclock.net/>

Difficult decisions

Leaders face pressure from all angles

POLITICS

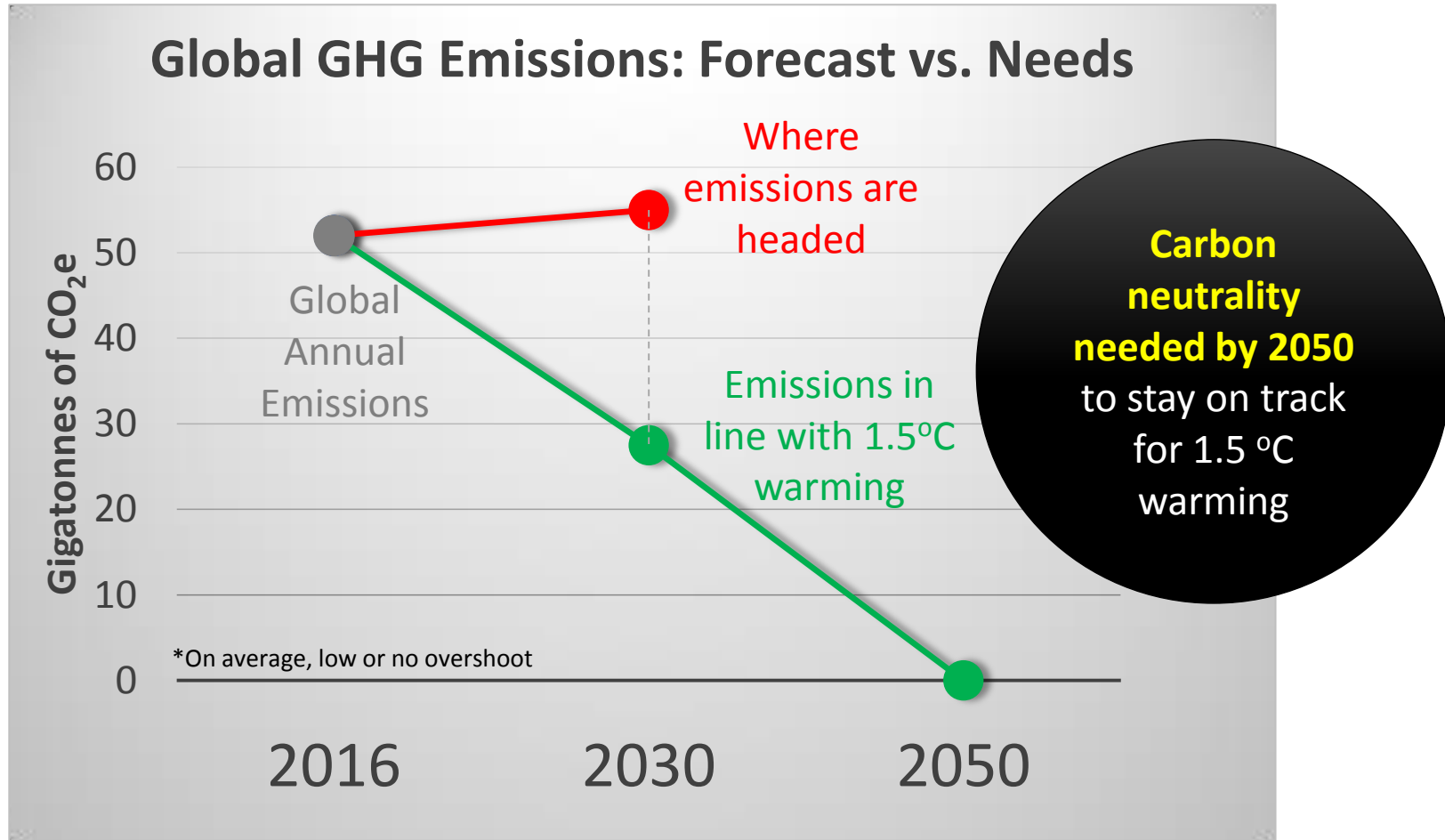
March 13, 2019 11:59 pm

Now that Kingston has declared a climate emergency, what does it mean?



Next decade matters

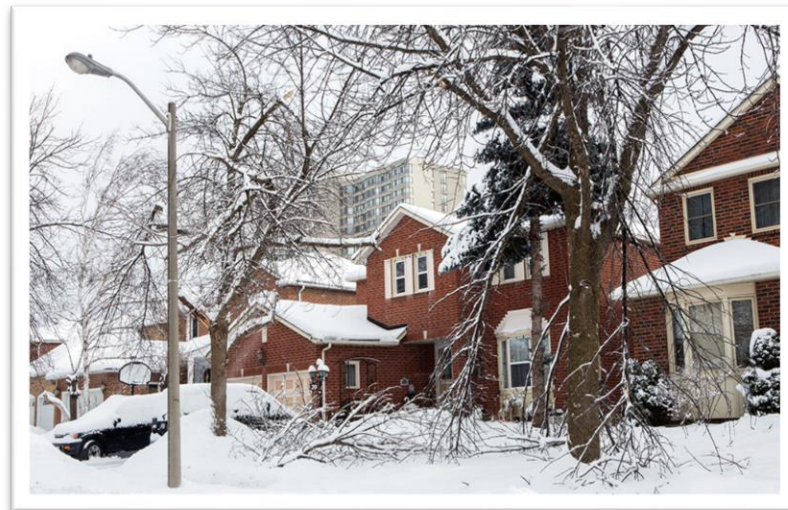
The world is not on track to limit the temperature rise to 1.5 °C

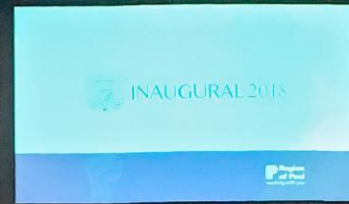


Next decade matters

The Region is not immune to the effects of climate change

By mid-century the Region is projected to be warmer, wetter and wilder





Previous decade counts

Leadership stepped up to the challenge

2017: Council's Statement of Commitment Endorsed

- Outlined **principles and desired outcomes** to ensure concrete action is taken
- Acknowledged **GHG Emissions Reduction Targets**
- Provided direction for **Climate Change Master Plan**



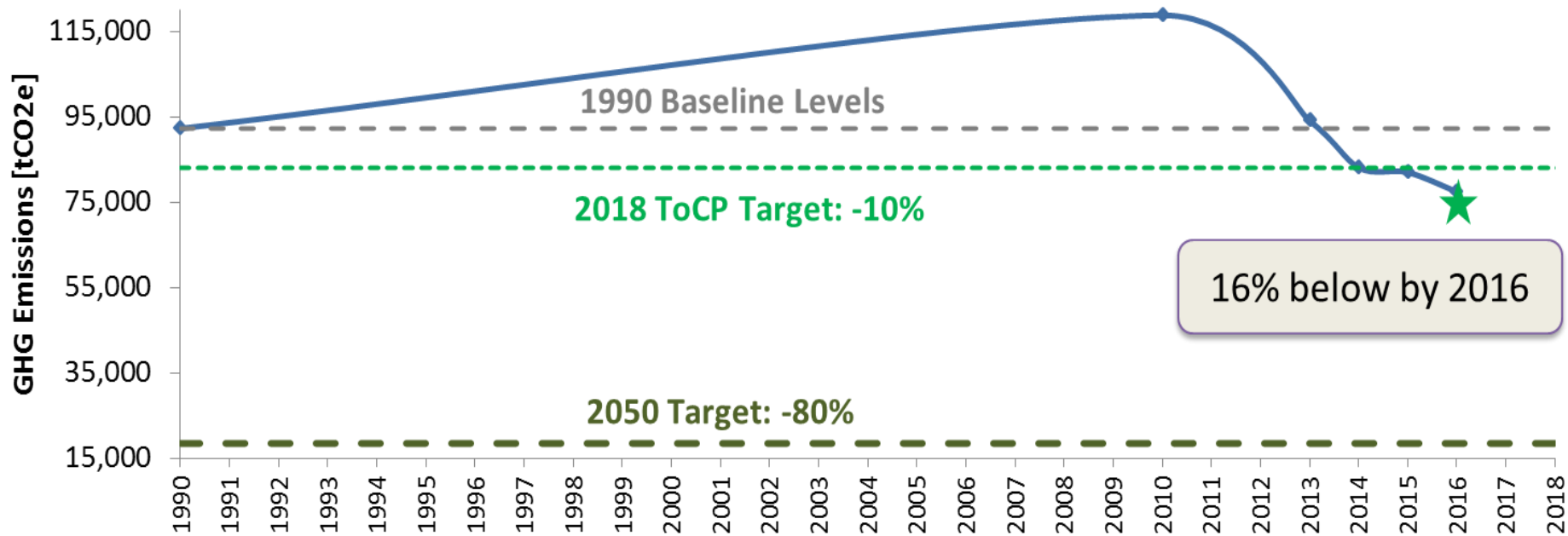
Previous decade counts

Important climate change actions at the Region



Previous decade counts

The Region's Organizational GHG Emissions are dropping



And counts even more!

From collaboration towards resilience



Path forward

Climate Change Master Plan

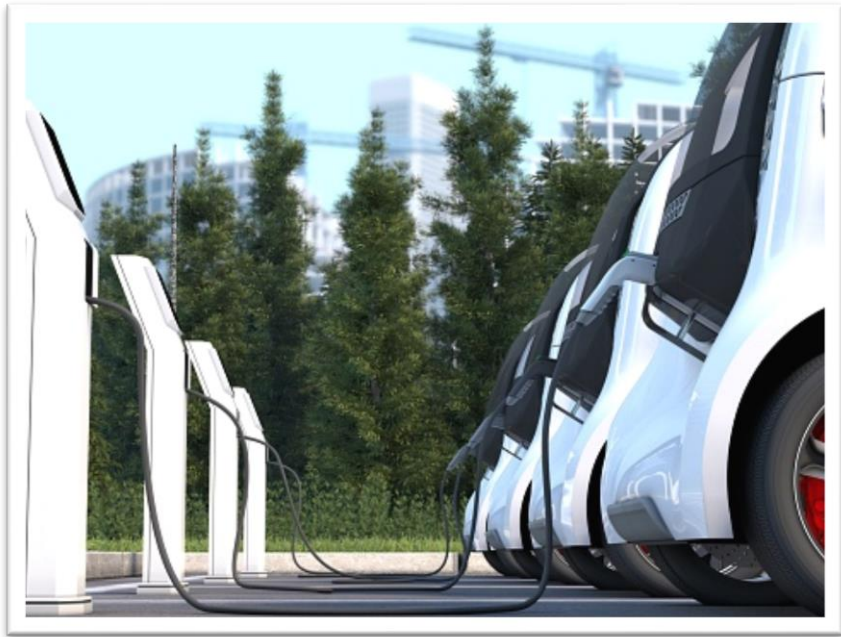
- Recommended Outcomes
- Proposed Targets
- Guiding Principles
- 10-year Horizon (2020-2030)
- Actions, Costs, Timelines & Roles



Path forward: Outcome # 1

The Region can *Reduce Emissions*

A sustainable community is provided through progressive leadership committed to reducing the organizational GHG Emissions are 45% below 2010 levels by 2030; and sustainable community for future generations



Path forward: Outcome # 2

The Region can *Be Prepared*

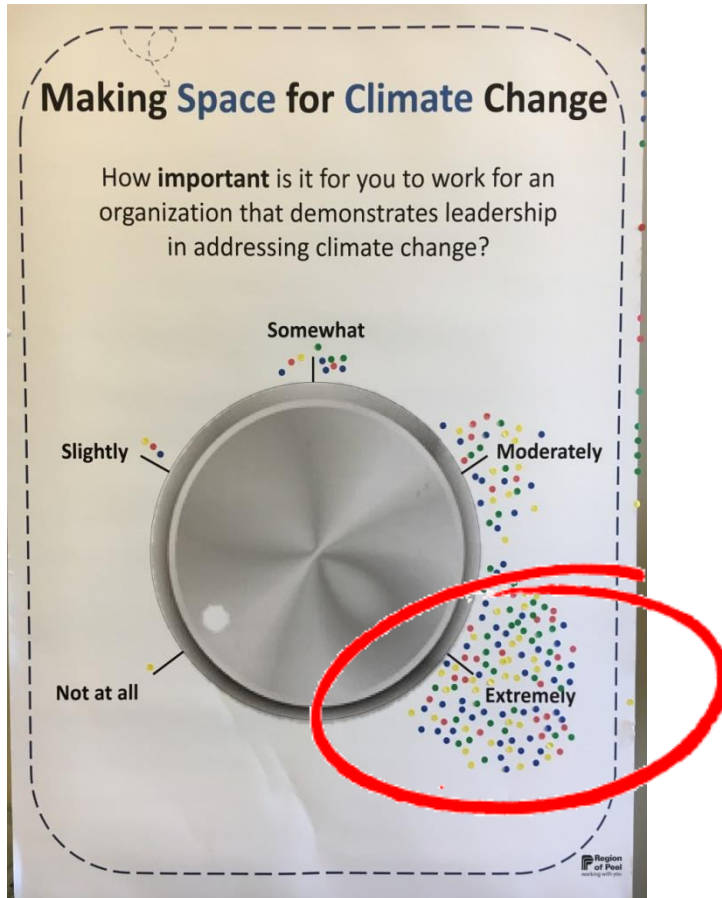
A safe, secure and connected community is provided by ensuring Regional services and assets are more resilient to extreme weather events and future climate conditions



Path forward: Outcome # 3

The Region can *Build Capacity*

Climate change is considered in all decision making through organization-wide climate literacy, planning and accountability



Path forward: Outcome # 4

The Region can *Invest*

Innovative and sustainable approaches are used to invest in climate actions



Path forward : Outcome # 5

The Region can *Monitor and Report*

Progress on addressing Regionally funded climate change work is consistently reported, available, and widely understood.



Path forward... recommended outcomes

#1 Reduce Emissions

#2 Be Prepared

#3 Build Capacity

#4 Invest

#5 Monitor & Report

Climate Change Master Plan for approval by Council, Fall 2019



Climate Change in Peel Region

<https://youtu.be/g57fbUv4wyE>



Community for Life

Living

Thriving

Leading



People's lives are improved in their time of need.



Communities are integrated, safe and complete.



Government is future-oriented and accountable.

Thank You!

DATE: March 28, 2019

REPORT TITLE: **STRATEGIC PRIORITIES OF PEEL'S EARLY YEARS AND CHILD CARE SERVICE SYSTEM PLAN: 2019-2024**

FROM: Janice Sheehy, Commissioner of Human Services

RECOMMENDATION

That the strategic priorities for Peel's Early Years and Child Care system, as outlined in the report of the Commissioner of Human Services titled "Strategic Priorities of Peel's Early Years and Child Care Service System Plan: 2019 - 2024", be approved;

And further, that the strategic priorities form the foundation of the Early Years and Child Care Service System Plan (2019-2024), which will be submitted to the Ministry of Education by June 30, 2019.

REPORT HIGHLIGHTS

- Peel Region has the second largest early years and child care system in Ontario.
- As the Service System Manager, the Region is required to develop a five-year plan for Early Years and Child Care Services that is done in consultation with families, service providers and community partners.
- To develop a comprehensive plan and properly assess the current and future needs for Peel's early years and child care system, the Region engaged with more than 4,000 families, 250 early years and child care staff, 50 community partners and 100 internal staff.
- As a result of the evidence and insights collected, several strategic priorities are recommended. Achievement of these priorities will support an Early Years and Child Care system that is affordable, inclusive, high quality, accountable and accessible; and is responsive to the feedback received from the community.
- There are no anticipated financial implications to the Region's budget, at this time.

DISCUSSION

1. Background

The Early Years and Child Care Service System Manager is responsible for planning, strategic supports, evaluation and oversight of Peel's Early Years and Child Care system. As the Service System Manager, the Region is mandated under the *Child Care and Early Years Act, 2014* to develop a five-year System Plan ("System Plan") in accordance with the Ministry of Education's guidelines. This System Plan, with implementation details, must be submitted to the Province by June 30, 2019.

STRATEGIC PRIORITIES OF PEEL'S EARLY YEARS AND CHILD CARE SERVICE SYSTEM PLAN: 2019-2024

The System Plan will serve as the road map for investments in Peel's Early Years and Child Care programs and services over the next five years (2019-2024). It will reflect the Region's vision of creating a Community for Life and the Early Years and Child Care division's mandate to support parental choice and promote child growth and development.

This report outlines the recommended Early Years and Child Care system priorities that were developed and validated in consultation with families, service providers and community partners. Subject to Council's approval of the priorities, staff will proceed with developing a comprehensive implementation plan that will be submitted to the Province by June 30, 2019.

2. Peel's Early Years and Child Care System

Peel's Early Years and Child Care system is the second largest early years and child care system in Ontario. In 2018, there were:

- 327 homes providing licensed child care
- 44,880 centre-based, licensed child care spaces for children 0-12 years of age
- 79,397 children and families served at 65 EarlyON sites
- Approximately 30 authorized recreation and skill building programs
- 16,887 children receiving fee subsidy support (note that the Region has not had a fee subsidy waitlist since 2013)
- 2588 children with special needs receiving resourcing support.

3. Approach to Establishing System Priorities

In developing and validating the priorities, Early Years and Child Care staff assessed the current and future system needs in Peel. This was done in consultation with families, service providers and key community partners, including both English and French school boards. Staff also reviewed demographic trends in Peel through an analysis of census and system data.

To ensure that the voices and needs of Peel's diverse residents were reflected in the planning process, the Region conducted parent/caregiver and service provider surveys, focus groups and learning circles. Special efforts were made to engage recent immigrants, low income families, families with children with special needs, and families that speak English as a second language.

The priorities recommended below reflect the direct input of more than 4,000 families, 250 early years and child care staff, 50 community partners and 100 internal staff from across Human Services and Health Services at the Region.

4. Strategic System Priorities (2019-2024)

The following evidence-based priorities will address both gaps and opportunities to move Peel's Early Years and Child Care system forward over the next five years. Achievement of these priorities will create positive outcomes and support building an affordable, inclusive, high quality, accountable and accessible Early Years and Child Care system in Peel. Appendix II provides the proposed details of how Regional staff will work to transform the existing system to one that reflects the strategic system priorities.

**STRATEGIC PRIORITIES OF PEEL'S EARLY YEARS AND CHILD CARE SERVICE SYSTEM
PLAN: 2019-2024**

The priorities, if approved by Regional Council, will form the basis of Peel's future Early Years and Child Care system. How those priorities are achieved, and the time frames for transformation, may be subject to change and are dependent on future provincial direction and funding levels.

Affordable

- i. Public funds are used to improve the affordability of licensed child care.

Families and service providers both clearly indicated a strong desire to prioritize funding to improve the affordability of licensed child care in Peel. Research suggests that for child care to be considered "affordable", families in Peel should spend no more than 11 per cent of their net household income on child care. A family with two young children in Peel currently spends approximately 35 per cent of their net income on child care. Families report that the cost of child care is the main factor that influenced their decision not to enrol their child in licensed care.

Inclusive

- ii. Early years and child care programs are inclusive of all children and families.

Families said that they require a responsive Early Years and Child Care system that meets their diverse needs. Some families of children with special needs expressed frustration at the ability of licensed child care programs to accommodate their children. Families and service providers also indicated there are opportunities to further develop the Early Years and Child Care system to adapt programs to reflect the cultural and linguistic needs of families in Peel.

High Quality

- iii. Service providers continuously improve Early Years and Child Care program quality.

Families and service providers identified the availability of high-quality programs as a critical priority for Peel's Early Years and Child Care system. Families define quality programs as those having a healthy, safe, welcoming and nurturing environment where children and their family have a sense of belonging.

Accountable

- iv. Early years and child care system management is future-oriented, responsive and accountable.

This priority addresses internal changes that the Region needs to make to reduce the red tape and administrative burden placed on service providers. It also speaks to the need to improve efficiencies in funding administration and reporting practices, as well as, bring greater accountability to how public funds are spent.

STRATEGIC PRIORITIES OF PEEL'S EARLY YEARS AND CHILD CARE SERVICE SYSTEM PLAN: 2019-2024

Accessible

- v. Families have access to accurate and up-to-date information about early years and child care programs.

Currently families say that they spend significant time searching for up-to-date information about early years and child care programs and they are not always equipped with the information they need to make informed decisions about child care. For example, many do not understand the difference between the various child care and early years program options available (e.g. licensed vs. unlicensed child care).

- vi. Families have access to early years and child care programs that meet their specific needs.

While Peel's Early Years and Child Care system has seen tremendous growth in the past ten years, there is still a gap between the forecasted demand for licensed child care and the availability of spaces. For example, currently only 63 per cent of the demand for care for children under four years of age is being met. In addition, families need access to a wider and more flexible range of programs (e.g. extended hours, weekend care). Parents and caregivers report that they sometimes struggle to find suitable programs that meet their needs. Families in search of child care said that they must put their name on multiple waitlists, years in advance, and some families who could benefit from fee subsidy are unaware of how to access the program.

Achievement of these priorities will require a shared commitment from all partners to build on existing strengths of the Early Years and Child Care system. Staff is encouraged by the commitment of families, service providers and key community partners to establish and validate these priorities. They will continue this engagement throughout the next five years to bring these priorities to life, while ensuring ongoing alignment with other Regional plans and strategic priorities.

Staff will update Council throughout the five-year period on progress to achieving the system priorities and associated outcomes for families and service providers.

FINANCIAL IMPLICATIONS

There are no financial implications from this report. The strategic priorities in the plan will inform how the Region will spend provincially allocated funds to meet the evolving needs of children and families in Peel.

At this time, details of the potential impact of the April 11th Provincial Budget announcements on funding allocations are not known. Staff will report back to Council once this information becomes available.

**STRATEGIC PRIORITIES OF PEEL'S EARLY YEARS AND CHILD CARE SERVICE SYSTEM
PLAN: 2019-2024**

NEXT STEPS

Pending Council approval of the recommendation, staff will develop a full Early Years and Child Care System Plan (2019-2024) inclusive of an implementation plan and a complete set of performance metrics. Staff will return to Council in June to share the completed plan as well as submit this plan to the Province in fulfillment of the legislative requirement. Staff will provide Council with annual updates on the achievement of the priorities identified.

CONCLUSION

The strategic priorities presented in this report are reflective of what was heard from and validated by parents, service providers and community partners and what was learned about the early years and child care system in Peel. They reflect the Region's commitment to evolve over the next five years to effectively and efficiently meet the changing needs of the community.

Approved for Submission:



J. Sheehy, Commissioner of Human Services and
Acting Chief Administrative Officer

APPENDICES

Appendix I - Priorities Graphic
Appendix II - Priorities Summary

For further information regarding this report, please contact Nakiema Palmer, Manager, Early Years and Child Care Services, ext. 5948, or nakiema.palmer@peelregion.ca.

Authored By: Alexandra Walsh, Advisor, Early Years and Child Care Services

Early Years and Child Care in Peel

Our Priorities for 2019–2024

The following **priorities** will transform Peel's Early Years and Child Care system over the next five years. They were developed and validated in consultation with families, service providers and community partners. Achieving these priorities will help further the Region's Vision of creating a Community for Life.

Priorities

Affordable

Public funds are used to improve the **affordability** of licensed child care

Inclusive

Early years and child care programs are **inclusive** of all children and families

Quality

Service providers continuously improve early years and child care program **quality**

Accountable

Early years and child care system management is future-oriented, responsive and **accountable**

Accessible

Families have **access** to early years and child care programs that meet their specific needs

Families have **access** to accurate and up-to-date information about early years and child care programs

Early Years and Child Care in Peel

Our Priorities for 2019–2024

The Region of Peel is responsible for planning, strategic supports, evaluation and oversight of Peel’s Early Years and Child Care System.

Peel’s Early Years and Child Care System



883

Home-based
Licensed
Child Care Spaces



44,880

Centre-based
Licensed Child
Care Spaces



79,367

Children and
Families Served at
65 EarlyON Sites

Who We Heard From

To plan for Peel’s Early Years and Child Care System we did extensive community engagement.



4,000

Families



250

**Early Years and
Child Care Staff**



50

**Community
Partners**



100

**Regional
Staff**

APPENDIX 1: EARLY YEARS AND CHILD CARE SYSTEM PLAN – PRIORITIES SUMMARY

Priority	What We Heard	How We Propose to Get There
i. Early years and child care programs are <i>inclusive</i> of all children and families	<p>Families said that they require a responsive Early Years and Child Care system that meets their diverse needs. Some families of children with special needs expressed frustration at the ability of licensed child care programs to accommodate their children.</p> <p>Similarly, child care service providers reiterated the need for greater supports and resources to allow them to effectively care for children with special needs. Families and service providers also indicated there are opportunities to further develop the Early Years and Child Care system to adapt programs to reflect the cultural and linguistic needs of families in Peel.</p>	<p>To implement this priority, Regional staff will re-envision the Special Needs Resourcing model for both licensed child care settings and EarlyON programs to ensure that regardless of where families live in Peel, they have access to high quality special needs resources.</p> <p>Staff will continue to work with Francophone, Indigenous and other cultural groups to ensure that culturally appropriate programs are available across Peel and that child care and early years programs are inclusive and welcoming of all families.</p>
ii. Service providers continuously improve Early Years and Child Care program <i>quality</i> .	<p>Families and service providers identified the availability of high quality programs as a critical priority for Peel's Early Years and Child Care system. Families define quality programs as those having a healthy, safe, welcoming and nurturing environment where children and their family have a sense of belonging.</p>	<p>To address this priority, Regional staff will first explore the role of the Region in advancing quality programs and establish greater accountabilities for providers who receive public funding. This will include ensuring active participation in a continuous quality enhancement program and creating a monitoring and evaluation framework for the delivery of quality EarlyON programs. Staff will also support service providers in accessing professional education opportunities that enhance program quality.</p>
iii. Public funds are used to improve the <i>affordability</i> of licensed child care	<p>Families and service providers both clearly indicated a strong desire to prioritize funding to improve the affordability of licensed child care in Peel. Research suggests that for child care to be considered "affordable", families in Peel should spend no more than 11% of their net household income on child care.</p> <p>A family with two young children in Peel currently spends approximately 35% of their net income on child care. Families report that the cost of child care is the main factor that influenced their decision not to enroll their child in licensed care.</p>	<p>Through this priority the Region would prioritize funding that helps reduce what families pay for licensed child care in Peel. This will be augmented by increased accountability measures to ensure that affordability funding received by service providers results in decreased fees for families.</p> <p>By providing affordability funding the Region can help reduce the burden of current child care costs. This may make licensed care child care a feasible option for families versus unlicensed, unregulated care where the quality of care is unknown.</p>

8.3-9

		Focusing on this priority also has an impact on the Region's efforts to reduce poverty and unemployment as families, especially women, are impacted by the high cost of care and some mothers report that they do not seek employment since the cost of child care does not make financial sense.
iv. Families have <u>access</u> to accurate and up-to-date information about early years and child care programs	Currently families say that they spend a significant amount of time searching for up-to-date information about early years and child care programs and they are not always equipped with the information they need to make informed decisions about child care. For example, many do not understand the difference between the various child care and early years program options available (e.g. licensed vs unlicensed child care).	Over the next five years staff will work with service providers and community partners to increase awareness of the licensed child care options and early years programs available in Peel. Staff will work to establish channels where all families can easily find accurate, just-in-time information to help them make informed choices about early years and child care programs. This work will be aligned with the Province's public campaign to increase awareness of licensed child care programs and of EarlyON Child and Family Centres.
v. Families have <u>access</u> to early years and child care programs that meet their specific needs	While Peel's Early Years and Child Care system has seen tremendous growth in the past ten years, there is still a gap between the forecasted demand for licensed child care and the availability of spaces. For example, currently only 63% of the demand for care for children under four years of age is being met. In addition, families need access to a wider and more flexible range of programs (e.g. extended hours, weekend care). Parents and caregivers report that they sometimes struggle to find suitable programs that meet their needs. Families in search of child care said that they must put their name on multiple waitlists, years in advance, and some families who could benefit from fee subsidy are unaware of how to access the program.	To address this priority, Regional staff will continue to work with community partners and municipal governments to explore opportunities to expand the Early Years and Child Care system to create more spaces and ensure that families have access to a variety of programs. Through this priority, staff will also work to enhance policies to be responsive to the needs of families including improving and building the awareness of the fee subsidy program.
vi. Early years and child care system management is future-oriented, responsive and <u>accountable</u> .	This priority addresses internal changes that the Region needs to make to reduce the red tape and administrative burden placed on service providers. It also speaks to the need to improve efficiencies in funding administration and reporting practices as well as bring greater accountability to how public funds are spent.	Staff will work to improve Early Years and Child Care funding programs with the implementation of a new funding administration technology, a robust accountability framework, and by streamlining existing community planning tables to ensure the voices of parents, service providers and community partners continue to be reflected in the system planning process.

Early Years and Child Care Service System Plan

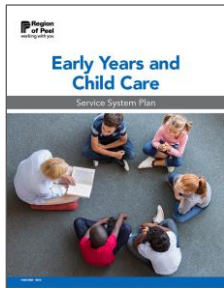
April 25, 2019



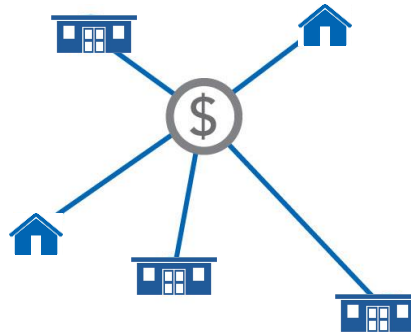
Suzanne Finn Director, Early Years & Child Care

Nakiema Palmer Manager, Early Years & Child Care

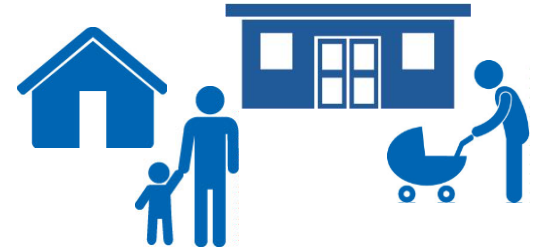
Mandate for Service System Manager



Responsible for evidence-based system planning



Accountable for the distribution of provincial funding to achieve system outcomes



Develop and administer local policies for the operation of child care and early years programs and services

Aligned to the Region's vision of **Community for Life** where everyone has access to the services and opportunities they need to thrive throughout each stage of their lives.

Requirements for Service System Plan

The **Child Care and Early Years Act, 2014** requires the Region to establish a Service System Plan.

Required Components:

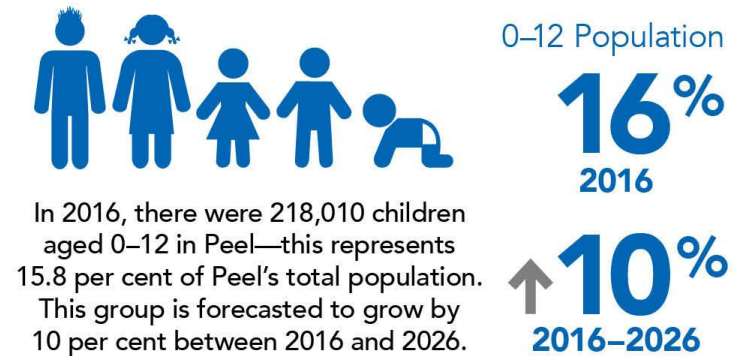
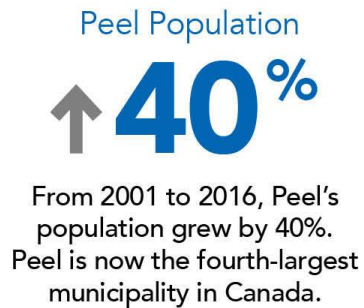
- Current State Assessment
- Community Engagement
- Strategic Priorities, Outcomes and Measurement
- Implementation Plan

Deadline to Submit to Province: June 30, 2019



Current State Peel at a Glance

Population Growth



Source: Statistics, Census of Canada, 2001, 2011 and 2016, Hemson Consulting Population Forecasts 2012, Peel Public Health 2011, Ontario Ministry of Health and Long-Term Care, 2011.

Current State Peel System

Peel's Early Years and Child Care System



883

Home-based
Licensed
Child Care Spaces



44,880

Centre-based
Licensed Child
Care Spaces



79,367

Children and
Families Served at
65 EarlyON Sites

Engagement at a Glance

Who We Heard From...

To plan for Peel's Early Years and Child Care System we did extensive community engagement.



4,000

Families



250

**Early Years and
Child Care Staff**



50

**Community
Partners**



100

**Regional
Staff**

Priorities

Affordable

Public funds are used to improve the **affordability** of licensed child care

Inclusive

Early years and child care programs are **inclusive** of all children and families

Quality

Service providers continuously improve early years and child care program **quality**

Accountable

Early years and child care system management is future-oriented, responsive and **accountable**

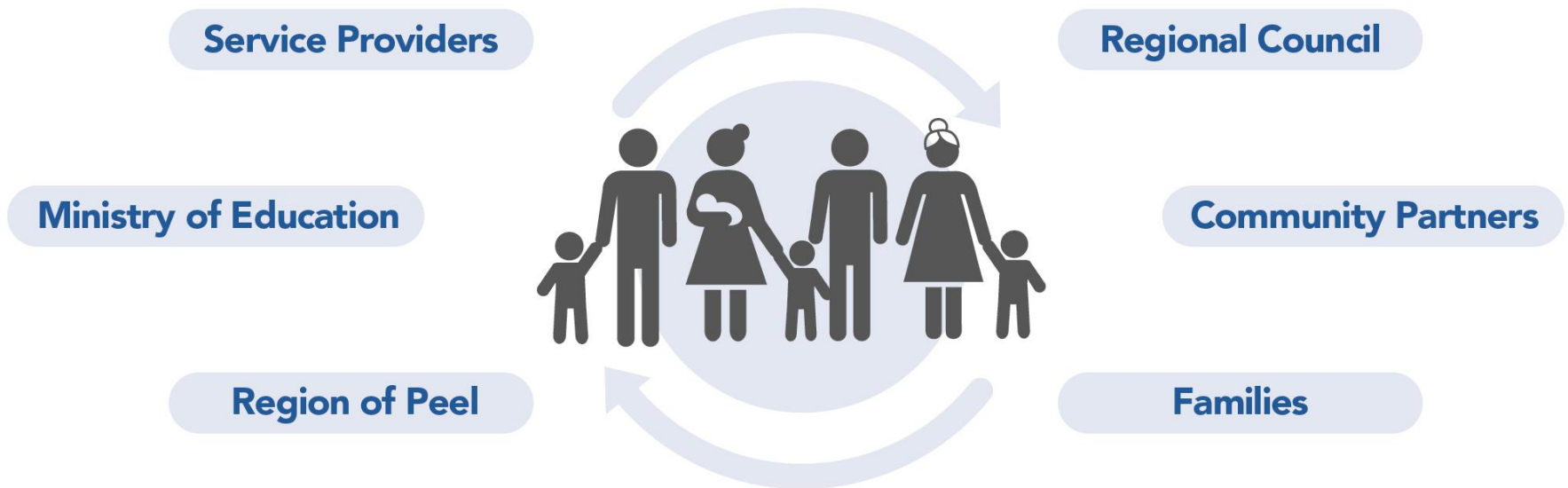
Accessible

Families have **access** to early years and child care programs that meet their specific needs

Families have **access** to accurate and up-to-date information about early years and child care programs

Ongoing Collaboration

Achievement of these priorities will require a **shared commitment** from all partners.



NEXT STEPS

- Complete implementation plan
- Council report in early June
- Submit Plan to Province by June 30, 2019
- Post Plan on Regional website
- Public launch
- Annual updates to Council
- Ongoing engagement with community



Questions?



Thank You



**ITEMS RELATED TO
ENTERPRISE PROGRAMS
AND SERVICES**

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For information

DATE: April 17, 2019

REPORT TITLE: **BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE - DECEMBER 31, 2018**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

OBJECTIVE

To provide an update on activities related to the use of delegated authority to adjust operating budget, capital budget, reserves and reserve funds, in accordance with the financial policies for the six-month period ending December 31, 2018.

REPORT HIGHLIGHTS

- The Budget Policy and Reserve Management Policy provide internal financial controls, administrative rules and delegated authority to staff to carry out day-to-day business and requires staff to report to Regional Council at a minimum of twice annually on the activities related to the use of delegated authority.
- Adjustments to the operating budget, capital budget and reserves were processed under Council delegated authority in accordance with the Budget Policy and Reserve Management Policy during the six months ending December 31, 2018.
- There were activities in 182 capital projects resulting in a net draw of \$101.4 million from reserves and reserve funds including Council approved additional draws from reserves totalling \$150.2 million
- The balance of the Tax Supported Rate Stabilization Reserve is 9.0 per cent of the total 2019 Tax supported operating budget, within the target range of five to ten per cent.
- The balance of the Utility Rate Stabilization Reserve is 8.1 per cent of the total 2019 Utility Rate supported operating budget and is within the five to ten per cent target range.

DISCUSSION
1. Background

The Budget Policy establishes financial controls and provides administrative rules and procedures for staff to apply in carrying out Regionally-controlled businesses; similarly the Reserve Management Policy provides guidance on the usage and management of reserves, reserve funds and specialty funds.

The objective of the Budget Policy and Reserve Management Policy is to provide an appropriate balance between financial control and operational efficiency. To achieve this, the policies delegate authority to staff to deal with day-to-day operations related to

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BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE -
DECEMBER 31, 2018

adjustments to the operating budget, the capital budget and reserves within prescribed parameters. This allows staff to respond to opportunities and issues in a timely manner to achieve operational efficiency while maintaining effective internal controls.

The Budget Policy and Reserve Management Policy require that staff report to Regional Council at a minimum of twice annually on the activities related to the use of delegated authority. The reporting requirements ensure that Regional Council is kept abreast of these activities. This report provides the second update for 2018 and specifically on the activities for the six-month period ending December 31, 2018, including reporting requirements as specified in these policies.

2. Operating Budget Changes Under Delegated Authority

Redeployments

Operating budget redeployments have the effect of changing the purpose for which the unexpended budget will be spent. There was one redeployment approved under Council delegated authority for the six months ending December 31, 2018. The redeployment was for the realignment of resources between Digital and Information Services and Heritage, Arts, and Culture based on service needs.

3. Capital Budget Changes Under Delegated Authority

a) Authorization to Commit a Project to Over Budget Expenditure

There were two budget increases totalling \$0.2 million approved under the delegated authority during the reporting period (see Appendix I (a)). Council approved additional budget increases of \$36.8 million for the same period (see Appendix I (b)).

b) Reduce Project Budget Requirements

Through active management of capital projects, there were ten project budget reductions totalling \$13.0 million approved under Council delegated authority for the six months ending December 31, 2018 (see Appendix II).

c) Redeployments

During the reporting period, eight capital budget redeployments in the amount of \$15.9 million were approved and processed. This includes six redeployments approved under Council delegated authority in accordance with the Budget Policy and two approved by Council (see Appendix III).

d) External Funding

During the reporting period, six budget increases totalling \$2.5 million were approved in accordance with the Budget Policy. These budget increase requests were fully funded by external funding with net zero cost to the Region of Peel (see Appendix IV).

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**BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE -
DECEMBER 31, 2018**

4. Capital Budget Financing Source Change

Capital Budget funding changes to 35 capital projects were approved by Council, resulting in an increased draw of \$86.4 million from internal reserves and a draw from DC reserves of \$27.0 million (see Appendix VI).

5. Emergency Financing for Capital Project Car Wash Reporting Stations (18-7802)

In October 2018, the existing car wash machine at Tomken Station experienced a malfunction that resulted in the machine being inoperative. The car wash is a key tool required for daily Paramedic Logistics Operation and replacement of the machine is highly recommended. Under the Budget Policy and due to the emergency nature, the Chief Financial Officer authorized the financing of this capital project in the amount of \$185,000 from the Ambulance Equipment Reserves (R2322).

6. Summary of Capital Project Activities Impacting Reserves and Reserve Funds

During the six months ending December 31, 2018, there were activities in 182 projects which impacted reserves and reserve fund projections. The activities fall into four broad categories:

- Projects closed during the reporting period
- Projects with increased budget requirements
- Projects with reduced budget requirements
- Projects with financing source change

The table below provides a summary of these capital activities.

Activity	No. of Projects	Net Budget (\$M)	Net Budget Increase/ (Decrease) (\$M)	Request from/(Return to) Reserves (\$M)		
				Internal Reserves	DC Reserves	Debt/ Other
a) Projects Closed						
Tax Supported	84	69.5	(9.3)	(5.6)	(3.7)	-
Utility Rate Supported	48	377.9	(26.7)	(5.7)	(21.0)	-
Subtotal	132	447.4	(36.0)	(11.3)	(24.7)	-
b) Projects Increased*	2	0.1	0.2	0.2	0.0	-
c) Projects Decreased*	10	95.0	(13.0)	(4.3)	(8.7)	-
Subtotal	12	95.1	(12.8)	(4.1)	(8.7)	-
Approved by Delegated Authority (a+b+c) Subtotal	144	542.5	(48.8)	(15.4)	(33.4)	-
d) Projects Increased*	3	3.5	36.8	36.8	0.0	-
e) Financing Change*	35	164.3	113.4	86.4	27.0	-
Approved by Council (d+e)	38	167.8	150.2	123.2	27.0	-
TOTAL	182	710.3	101.4	107.8	(6.4)	-

*Increase/Decrease represents ongoing work and remains active; the "Project Net Budget" of these projects in the above table refers to the Net Budget before increase or decrease.

**BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE -
DECEMBER 31, 2018**

The total impact of the above capital project changes is an overall net budget increase of \$101.4 million or 14.3 per cent of the total net budget of \$710.3 million. Of the \$101.4 million net budget increase, \$107.8 million was drawn from internal reserves and \$6.4 million was returned to DC reserve funds.

7. Changes to Reserves and Reserve Funds Under Delegated Authority

For the six-month period ending December 31, 2018, there were eight fund transfers between sub-reserves approved under Council delegated authority. Details are outlined in Appendix VI (as attached).

8. Status of Tax and Utility Rate Stabilization Reserves

The Reserve Management Policy requires that the balances of the Rate Stabilization Reserves for both Tax Supported services and Utility Rate Supported services be maintained within the range of five to ten per cent of their respective total annual operating budgets. Utilization of Rate Stabilization Reserves provides Regional Council with an effective tool to manage risk with tax rates and utility rates. Detailed 2018 surplus management activities for both Tax supported and Utility Rate supported services are reported in the companion report titled “2018 Operating Financial Performance Triannual Report – Year End (Unaudited)”.

i) Rate Stabilization Reserves – Tax

The balance of the Tax Supported Rate Stabilization Reserves as at December 31, 2018 was \$134 million reflecting the 2018 year-end recommended surplus allocations, or 9.0 per cent of the 2019 Tax Supported Operating Budget, which is in compliance with the prescribed requirement.

ii) Rate Stabilization Reserves – Utility Rate

The balance of the Utility Rate Supported Stabilization Reserves as at December 31, 2018 was \$43 million including the 2018 year-end recommended surplus allocations, or 8.1 per cent of the 2019 Utility Rate Supported Operating Budget, which is in compliance with the prescribed requirement.

CONCLUSION

The Budget Policy and Reserve Management Policy provide internal financial controls, administrative rules and delegated authority to staff to manage changes to the operating budget, capital budget, reserves and reserve funds.

The policies require staff report activities related to the use of delegated authority to Regional Council at a minimum of twice annually. This report satisfies the reporting requirements of these policies for the six-month period ending December 31, 2018.

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BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE -
DECEMBER 31, 2018



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

APPENDICES

- Appendix I (a) – Budget Increase Approved by Delegated Authority
- Appendix I (b) – Budget Increase Approved by Council
- Appendix II – Authorization to Reduce Project Budget Requirement
- Appendix III – Capital Budget Redeployments
- Appendix IV – External Funding
- Appendix V – Capital Budget Funding Change
- Appendix VI – Transfer of Funds between Sub Reserves

For further information regarding this report, please contact Norman Lum, Director, Business & Financial Planning, (905) 791-7800 ext. 3567 or via email Norman.Lum@peelregion.ca.

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**APPENDIX I
BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE
– DECEMBER 31, 2018**

APPENDIX I (a)

**Budget Increase Approved by Delegated Authority
(\$'000)**

Program	Number of Projects	Project Name	Amount	Reserve Category
Paramedics	1	Car Wash - Reporting Stations	185	Tax Supported Capital
Water	1	Orwell Street Watermain	25	Utility Supported Capital
Subtotal	2		210	

Appendix I (b)

**Budget Increase Approved by Council
(\$'000)**

Housing	1	Council Resolution #2018-585 Emergency Transitional Homes	3,500	Tax Supported Capital
	1	Council Resolution #2018-653 Indwell Community Homes - Supportive Housing	13,458	Tax Supported Capital
Waste Management	1	Council Resolution #2018-644 Peel Integrated Waste Management Facility (PIWMF) Equipment/Site Works (A new project with total expenditure of \$22.9 million net of \$3.1 million redeployed funds from 2 existing projects)	19,838	Tax Supported Capital
Subtotal	3		36,796	
Grand Total (APP. I a+b)	5		37,006	

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**APPENDIX II
BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE
- DECEMBER 31, 2018**

Authorization to Reduce Project Budget Requirement (\$'000)

Program	Number of Projects	Project Name	Original Net Budget	Revised Net Budget	Reduced Funds Approved	
					Amount	From Reserve Category
Transportation	1	Mavis Road - Steeles	11,330	9,424	1,906	Tax Supported Capital/Development Charges
Integrated Planning	1	Greenlands Securement	6,086	4,086	2,000	Tax Supported-Capital
Water	2	SCADA Projects	\$4,000	\$2,100	1,900	Utility Supported-Capital
	2	Alloa Pumping Station/Transmission Main	49,624	48,310	1,314	Development Charges
	4	Transmission Mains	24,036	18,186	5,850	Development Charges/Utility Supported Capital
Total	10		95,076	82,106	12,970	

9.1-8

**APPENDIX III
BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE -
DECEMBER 31, 2018**

**A. Capital Budget Redeployments Approved by Delegated Authority
(S'000)**

1. Unallocated Capital Financing Project Status

	# Projects	Transportation	Water	Wastewater
Balance at June 30, 2018		1,000	1,000	606
Less: Reallocations less than or equal to \$250,000	3		(275)	(250)
Balance at December 31, 2018	3	1,000	725	356

2. Redeployments from Envelope Projects

Program	# Projects	Project Name	Amount	Comments
Transportation	1	184103E Under Maintenance Envelope	15	To transfer funds from Under Maintenance Envelope to Project #024120 to cover the outstanding legal cost.
	2	184400 Annual Installation of Traffic Signals in Peel	410	Intersection of Mayfield and Heritage warranted for traffic light
Subtotal	3		425	
Total	6		950	

**B. Capital Budget Redeployments Approved by Council
(S'000)**

Program	Transfer From	Transfer To	Amount	Comments
Information Technology	157514 Network Infrastructure	167115 Refurbishment of the Council Chambers	80	Council Resolution # 2018-666
Waste Management	176305 Danbro Site Works	186305 Orenda Site Works	14,833	Council Resolution # 2018-740
Subtotal	2		14,913	
Total Number of Redeployments (A+B)	8		15,863	

9.1-9

**APPENDIX IV
BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE
- DECEMBER 31, 2018**

**External Funding - Capital Budget
(Net Zero Cost to the Region)
(\$'000)**

Program	Project	Project Name	Amount	Comments
Transportation	044060	Mayfield Road-from East of Dixie Rd. to East of Bramalea	\$207	To recognize revenue from the Developer Sandringham Place Inc. and SmartReit for the work completed on Mayfield Road, intersection at Haverhill road and intersection at Street 3.
	164517	Private noise wall conversion	75	To recover cost for the noise wall along Darcel, the City of Mississauga offset limit of \$75,000.
	174645	Hwy 50, Old Church - Hwy 9	745	To recover External Revenue from the Town of Caledon for Hwy 50 Phase 1 Road Improvements and Developer's security deposit.
	184165	Derry Rd. Multi Use Trail Terragar/GlenErin	938	The MTO, through the Ontario Municipal Commuter Cycling program (OMCC), will fund up to 80% of eligible capital costs for active transportation (AT) infrastructure projects for a total of \$938,400.00 MTO Contribution relating to this specific project. The 20% matching funding from the Region was approved through 2018 Budget.
Wastewater	082205	West Trunk Sewer Twinning	401	The City of Mississauga requested ROP to construct a bridge to meet the City's future needs resulting in a cost sharing agreement.
	162908	G.E. Booth Wastewater Treatment Plant - TOX/Biosolid Rehabilitation	127	Deficient work completed by Suez Water Technologies & Solutions resulted in the Region to utilize Reltech International Inc to complete the deficiency for \$126,654.80. Suez Water will be paying the Region this unexpected cost in full.
TOTAL	6		2,494	

9.1-10

**APPENDIX V
BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE
- DECEMBER 31, 2018**

**Capital Budget Financing Change Approved by Council
(S'000)**

Program	Project	Project Name	Net Budget	Decrease/(Increase/Draw)		
				Internal Reserves	DC Reserves	External Funding
Roads	104020	Council Resolution #2018-828 Dixie Road - Queen Street to Bovaird Drive	12,499		(207)	207
Roads	074030	Council Resolution #2018-828 The Gore Road Castlemore to Mayfield	30,482		(871)	871
Water	131392	Council Resolution #2018-828 400mm/300mm Watermain - Heartlake Road	8,944	8,944	(8,944)	
Water/Wastewater	32 Projects	Council Resolution #2018-828 Various Infrastructure Funded Projects	112,340	(95,340)	(17,000)	112,340
Total	35		164,265	(86,396)	(27,022)	113,417

9.1-11

**APPENDIX VI
BUDGET POLICY AND RESERVE MANAGEMENT POLICY COMPLIANCE UPDATE
- DECEMBER 31, 2018**

**Transfer of Funds between Sub Reserves
For the Period of July 1 - December 31, 2018**

Program	Transfer From	Transfer To	Amount (\$'000)	Reason for Transfer
Corporate Services	R0230	R1010	34,500	To transfer funding from the General Government Capital Reserve to other sub capital reserves within the same portfolio, which are in deficit position or insufficient to support forthcoming related capital requirements.
	R0230	R0210	18,600	
	R0230	R2311	10,300	
	R0230	R01920	1,000	
	R0230	R1922	3,100	
Conservation Authorities	R1250	R1265	482	To transfer funding between Tax Supported Rate Stabilization Reserves to support Conservation Authorities addressing the Emerald Ash Borer impacts as approved in 2018 budget.
Water	R0271	R0241	20,482	To transfer funding from Capital Finance Stabilization York-Peel Water reserve to Capital Finance Stabilization Reserve-Water to reflect the terms of the existing contract.
Wastewater	R0272	R0242	1,302	To transfer funding from Capital Finance Stabilization York-Peel Wastewater Reserve to Capital Finance Stabilization Reserve-Wastewater to reflect the terms of the existing contract.

For Information

DATE: April 17, 2019

REPORT TITLE: **MEMBERS OF COUNCIL 2018 BUSINESS AND NEWSLETTER EXPENSES**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

OBJECTIVE

To provide additional information regarding the expenses disclosed to Regional Council on March 28th on the statutory “2018 Statement of Remuneration and Expenses” corporate report.

REPORT HIGHLIGHTS

- Finance provided the “2018 Statement of Remuneration and Expenses” report to Regional Council on March 28, 2019.
- Further information was requested regarding the breakdown of Regional newsletters, conferences and other expenses.
- Details are provided regarding the 2018 Regional newsletters and Members of Council’s 2018 term business expenses.

DISCUSSION

The Business Expense Accounts for Members of Council policy governs Members of Council’s business expenses including newsletter costs. This policy was recently updated and took effect as of January 1, 2018. Members of Council are given a term allowance for the four-year term which is currently \$23,260. This term allowance covers items such as business travel, training, conferences, meals, home office expenses and constituent expenses. Newsletter costs of one newsletter per Member of Council per year is covered under a separate account within the Region’s Council Administration operating budget and is not part of the term allowance expenses.

Issuing newsletters regarding Regional issues is considered an essential communication function. Expenses related to newsletters may include postage, letterhead, envelopes, printing, photocopying, photos and slides, as per the policy, but generally are limited to printing costs and Canada Post delivery costs. The Regional budget allows for one newsletter per Member of Council per year and the costs are determined by the number of households. In an election year, no Regional newsletters are distributed or any expenses reimbursed relating to newsletters from May 1st to the end of the Council term.

MEMBERS OF COUNCIL 2018 BUSINESS AND NEWSLETTER EXPENSES

Newsletter costs were disclosed in the “2018 Statement of Remuneration and Expenses” and were included as part of the column labelled “conferences and other expenses”. Expenses for 2018 have been detailed in the attached Appendix I of this report. Newsletter quantities and the newsletter costs are listed for each Member of Council. Newsletter quantities vary from ward to ward based on number of households.

CONCLUSION

This report provides additional information regarding the business and newsletters expenses incurred by Members of Council during 2018.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

APPENDICES

Appendix I - 2018 Breakdown of Newsletters, Conferences & Other Expenses

For further information regarding this report, please contact Stephanie Nagel, Director, Corporate Finance and Treasurer, extension 7105

APPENDIX I
MEMBERS OF COUNCIL 2018 BUSINESS AND NEWSLETTER EXPENSES

9.2-3

Region of Peel - Members of Council
Breakdown of 2018 Newsletters, Conferences & Other Expenses

	<u>Regional Newsletters</u>		<u>Conferences & Other Expenses \$</u>	
	<u>Newsletter Quantity</u>	<u>Newsletter Expenses</u>		
<u>Current Members of Council 2018-2022</u>		<u>Postage \$</u>	<u>Printing \$</u>	
N. Iannicca	25,525	3,207.60	3,989.54	
B. Crombie	250,080	31,780.67	18,050.57	
J. Downey	6,875	774.68	1,322.09	3,891.79
C. Fonseca	28,750	3,588.57	2,694.47	
A. Groves	9,225	1,072.64	1,484.57	2,308.52
J. Innis				424.02
J. Kovac	41,300	5,186.57	6,772.63	
M. Mahoney				2,517.55
S. McFadden	22,625	2,846.61	5,937.41	1,300.00
M. Medeiros	48,230	6,112.85	4,360.71	1,483.67
M. Palleschi	51,275	6,482.88	5,019.16	
C. Parrish	16,700	1,019.64	5,876.65	4,502.85
K. Ras				2,852.56
P. Saito	27,025	3,378.69	2,740.84	2,347.09
R. Starr	28,950	3,644.28	5,127.69	5,998.04
A. Thompson	29,925	3,700.76	2,945.21	2,303.20
<u>Former Members of Council 2014-2018</u>				
F. Dale				375.00
D. Cook				2,428.04
G. Gibson *	18,550	2,354.47	1,692.58	2,177.12
L. Jeffrey				4,858.89
G. Miles	41,850	5,165.85	3,886.11	
E. Moore *	18,550	2,354.47	1,692.58	2,230.55
B. Shaughnessy	9,730	1,184.93	1,605.10	2,644.13
J. Sprovieri	39,575	4,639.93	3,407.85	1,337.83

Notes:

Only Members of Council with expenses are shown on this statement.

Expenses paid directly by the Police Services Board, Credit Valley Conservation, Toronto & Region Conservation, AMO & FCM boards are not reflected on this statement.

Conferences and Other Expenses are travel and registration costs to attend conferences and training; costs of business meals; home office expenses; and other constituent expenses.

* Councillor Gibson and Councillor Moore issued a newsletter together and expenses were shared evenly.

DATE: April 16, 2019

REPORT TITLE: **PROPOSED ROAD CLOSURE AND TRANSFER OF REGION OWNED LANDS ON THE EAST SIDE OF REGIONAL ROAD 50 (HIGHWAY 50), SOUTH OF QUEENSGATE BOULEVARD – TOWN OF CALEDON, WARD 5**

FROM: Catherine Matheson, Commissioner of Corporate Services
Janette Smith, Commissioner of Public Works

RECOMMENDATION

That the lands described as Part of Lot 5, Concession 7, Town of Caledon, (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R- 38392, be stopped-up, closed and deprived of its character as a public highway or street;

And further, that the necessary by-law be presented for enactment;

And further, that the fee simple interest in the lands described as Part of Lot 5, Concession 7, Town of Caledon (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38392 be declared surplus to the needs of The Regional Municipality of Peel upon passing of a by-law to stop-up, close and deprive the land of its character as public highway or street;

And further, that The Regional Municipality of Peel, as Vendor, enter into an Offer to Purchase Agreement with Villalago Residences Inc., as Purchaser, for the transfer of the fee simple interest in the lands described as Part of Lot 5, Concession 7, Town of Caledon, (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38392 (the “Subject Lands”);

And further, that the Office of the Regional Solicitor be authorized to complete the transaction including the execution of all documents, affidavits, statutory declarations and undertakings required.

REPORT HIGHLIGHTS

- The Regional Municipality of Peel (“the Region”) has jurisdiction over and is the registered owner of the Subject Lands located within the Highway 50 right-of-way.
- Council approval is required to stop-up and close and declare surplus the Subject Lands and, as Vendor, to enter into an Offer to Purchase Agreement with Villalago Residences Inc., as Purchaser, for the transfer of the fee simple interest in the Subject Lands.

9.3-2

PROPOSED ROAD CLOSURE AND TRANSFER OF REGION OWNED LANDS ON THE EAST SIDE OF REGIONAL ROAD 50 (HIGHWAY 50), SOUTH OF QUEENSGATE BOULEVARD – TOWN OF CALEDON, WARD 5

DISCUSSION

1. Background

The Region owns a 0.047 acre (0.019 hectare) daylight triangle on the east side of Regional Road 50 (Highway 50) at the former intersection with 5th Sideroad, south of Queensgate Boulevard, Caledon.

In connection with development application 21T-16003C, Villalago Residences Inc. approached the Region to inquire if approximately .019 acres (77 square metres), being a portion of the Region's daylight triangle, could be declared surplus to the Region's needs and transferred to them at market value.

Regional staff completed an internal circulation to determine if there were any objections to the stopping-up, closing and disposal of the Subject Lands. As a result of the circulation, it was determined that the Region's Public Works Department had no objection to the transfer of the Subject Lands to Villalago Residences Inc. provided that the Town of Caledon had stopped-up, closed and declared 5th Sideroad surplus to their needs.

Villalago Residences Inc. also approached the Town of Caledon to inquire if a portion of untravelled 5th Sideroad (the "Town's Lands") could be declared surplus to the Town of Caledon's needs and transferred to them. The Town's Lands were stopped-up and closed by the Town of Caledon By-law 2018-67, passed July 10, 2018. The Town subsequently transferred the Town's Lands to Villalago Residences Inc. on October 23, 2018.

An internal appraisal estimates the market value of the fee simple interest in the Subject Lands at \$2,000,000/acre x .019 acres = \$38,000.00.

The Offer to Purchase Agreement is based on the Region's standard form.

2. Road Closure

The Subject Lands are required to be stopped-up, closed and deprived of their character as public highway, by enacting a by-law prior to being declared surplus.

3. Transfer of Lands

Regional By-Law 23-95 establishes procedures governing the sale and disposition of real property. Pursuant to By-law 23-95, the following shall apply to the Subject Lands:

1. In accordance with Subsection 3(a), the Subject Lands are classified as having no general demand or market.
2. In accordance with Subsection 4(a), an internal appraisal was obtained.
3. In accordance with Subsection 4(b), the only transferee is Villalago Residences Inc.

Notice to the public of the proposed transfer will be given by posting of a Public Notice from April 22, 2019 to April 25, 2019 inclusive in the front lobby of Suite A and B of Regional Headquarters at 10 Peel Centre Drive, Brampton, as well as on the Notice Page of the Region's web site, as designated by the Regional Clerk.

9.3-3

PROPOSED ROAD CLOSURE AND TRANSFER OF REGION OWNED LANDS ON THE EAST SIDE OF REGIONAL ROAD 50 (HIGHWAY 50), SOUTH OF QUEENSGATE BOULEVARD – TOWN OF CALEDON, WARD 5

FINANCIAL IMPLICATIONS

The estimated net proceeds of \$38,000.00 from the sale of the fee simple interest in the Subject Lands will be deposited into the Roads Capital Reserve (R0210).



Catherine Matheson Commissioner of Corporate Services



Janette Smith, Commissioner of Public Works

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

APPENDICES

Appendix I – Property Sketch

For further information regarding this report, please contact Lori-Ann Thomsen, Manager, Real Property and Facility Acquisitions, Real Estate, extension 7636, lori-ann.thomsen@peelregion.ca

*Authored By: Lisa Masters
RC-19043.00*

*Reviewed in workflow by:
Financial Support Unit
Legal Services*



PROPOSED ROAD CLOSURE AND TRANSFER OF REGION OWNED LANDS ON THE EAST SIDE OF REGIONAL ROAD 50 (HIGHWAY 50), SOUTH OF QUEENSGATE BOULEVARD - TOWN OF CALEDON, WARD 5





THE REGIONAL MUNICIPALITY OF PEEL

AUDIT AND RISK COMMITTEE

MINUTES

ARC - 2/2019

The Region of Peel Audit and Risk Committee met on April 4, 2019 at 11:00 a.m., in the Regional Council Chambers, 5th Floor, Regional Administrative Headquarters, 10 Peel Centre Drive, Suite A, Brampton, ON.

Members Present: S. Dasko; N. Fairhead; C. Fonseca; N. Iannicca; K. Ras; R. Santos; I. Sinclair; R. Starr; H. Zuberi

Members Absent: Nil.

Also Present: J. Smith, Acting Chief Administrative Officer; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; C. Matheson, Commissioner of Corporate Services; A. Farr, Acting Commissioner of Public Works; N. Polsinelli, Commissioner of Health Services; J. Sheehy, Commissioner of Human Services; P. O'Connor, Regional Solicitor; S. Nagel, Treasurer and Director of Corporate Finance; M. Morris, Director, Enterprise Risk and Audit Services; J. Jones, Committee Clerk; T. Kobikrishna, Legislative Assistant; S. Blemanno, Legislative Assistant

Chaired by Ron Starr.

1. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

2. APPROVAL OF AGENDA

RECOMMENDATION ARC-6-2019:

That the agenda for the April 4, 2019 Audit and Risk Committee meeting include an oral update from Member Neil Fairhead, regarding "Rising Insurance Costs due to the Impact of Water Based Damage Resulting from Climate Change", to be dealt with under Other Business – Item 7.1;

* See text for arrivals

◆ See text for departures

And further, that the agenda for the April 4, 2019 Audit and Risk Committee meeting, be approved as amended.

3. DELEGATIONS - Nil

4. REPORTS

4.1. Sewer Inspection and Surcharge Collection Process Audit

Received

In response to a question from Councillor Ras regarding inspection documentation, Andrew Farr, Acting Commissioner of Public Works stated that the implementation of new technologies now provides that inspectors have the ability to document the circumstances and outcomes at the time of their inspection; and, that information can be archived, retrieved and compared to other locations.

In response to questions from Councillor Ras, Councillor Fonseca and Member Zuberi regarding the acceptance of gifts with a value of less than \$50, Andrew Farr noted that the matter outlined in the report was a single event and that the Employee Code of Conduct has subsequently been revised to provide that employees across the organization are not permitted to accept any gifts, regardless of value.

4.2. 2018 Fraud Information

Received

In response to a request from Councillor Ras to provide more context around identified issues, Michelle Morris, Director, Enterprise Risk and Audit Services, stated that future reports will include more detailed information with respect to specific incidents.

In response to a question from Councillor Ras regarding the nine referrals to the Peel Regional Police with respect to Human Services subsidy fraud, Janice Sheehy, Commissioner of Human Services clarified that these incidents are not staff related; they are incidents of alleged fraud that are committed by external parties. She also noted that staff will report back to the Committee with an overview of the process and how these alleged frauds are discovered. Michelle Morris noted that future reports will differentiate between occupational fraud (internal) and fraud committed against the Region of Peel by external parties.

4.3. Enterprise Audit Services Information Technology Risk Assessment and 2019 Risk Based Work Plan Update

Received

In response to a question from Councillor Fonseca regarding definition of risk, Michelle Morris, Director, Enterprise Risk and Audit Services, explained that projects outlined in the report were defined as medium or high risk and that no projects were identified as critical. She clarified that projects identified as having medium risk could have a moderate impact on operations; projects identified as having high risk could potentially impact the success of operations.

In response to a question from Member Zuberi regarding staffing resources required to implement an IT Security and Management audit, Michelle Morris noted that the audit will be co-sourced; meaning the project will be contracted to an external IT auditor and that Enterprise Risk and Audit Services will provide the scope and manage the contract.

In response to a question from Member Fairhead regarding the use of best practice standards and information quality, Sean Baird noted that the Region employs different standards, as required, to address a broad range of topics; and, that the Region will consider opportunities to put new standards in place, as needed. He noted that the Region considers information quality with respect to internal protocols and would do the same in an audit process.

4.4. Asset Management Policy Update Presentation by Sam Sidawi, Director, Enterprise Asset Management

Received

RECOMMENDATION ARC-7-2019

That the updated Asset Management Policy (F10-06), outlined in Appendix I of the report from the Commissioner of Finance and Chief Financial Officer, titled "Asset Management Policy Update," be approved.

Sam Sidawi, Director, Enterprise Asset Management, provided an overview of the Region's asset management program and the proposed updates to the Asset Management Policy. He reviewed the Regions increasing capital needs with respect to aging infrastructure, increased asset portfolio due to growth, climate change and provincial regulatory compliance requirements.

In response to a question from Councillor Sinclair regarding the purpose of the policy updates, Sam Sidawi noted that the updates provide compliance with provincial regulation and also allow the Region to continue to be an industry leader.

In response to questions from Councillors Fonseca and Dasko regarding potential asset management duplication, Sam Sidawi clarified that the policy provides guidance with respect to Region owned assets and that staff collaborate with other municipalities to ensure there is no duplication of effort.

In response to a question from Councillor Dasko regarding future innovation, Sam Sidawi noted the Region subscribes to ISO 55000 to ensure leading asset management practices are in place and that the corporation continues to move forward toward global best practices.

In response to a question from Councillor Sinclair regarding compliance with the Provincial Policy Statement, Sam Sidawi stated that alignment and compliance with the regulation is embedded in the Asset Management Policy.

In response to questions from Member Zuberi regarding the scope of the policy and data gaps, Sam Sidawi stated that the policy only includes those assets that depreciate and therefore does not include land. He noted that the Region has a good understanding of the data gaps and that full compliance is required by 2023.

5. COMMUNICATIONS - Nil

6. IN CAMERA MATTERS - Nil

7. OTHER BUSINESS

7.1. Rising Insurance Costs Due to the Impact of Water Based Damage Resulting from Climate Change (Oral)

Received

RECOMMENDATION ARC-8-2019

That information regarding risk analysis for the Region of Peel with respect to potential financial and economic impacts of rising insurance costs due to the impact of water-based damage resulting from climate change, be provided in a report to a future Committee meeting.

Member Fairhead provided an oral update to the committee regarding the potential financial and economic impact of rising insurance rates as a result of damage from water through climate change. Member Fairhead noted: that an increase in insurance rates due to flooding and water damage could reduce discretionary household spending, potentially lowering business activity and affecting employment; and, that some types of insurance, such as flood plain, may become unsustainable, in the future, potentially impacting current homeowners. He also questioned if housing values are to change as a result of rising insurance costs, if there could be an impact on the property tax base.

Staff will report back to a future Audit and Risk Committee Meeting regarding potential risks for the Region of Peel, with respect to rising insurance costs and economic and financial impacts; and, Committee members will be notified when reports go to Regional Council from climate change and public works with respect to actions taken to prevent impacts on housing due to climate change.

8. NEXT MEETING

The next meeting of the Audit and Risk Committee is scheduled for May 2, 2019 at 11:00 a.m. in the Council Chamber, 5th floor, Regional Administrative Headquarters, Suite A, 10 Peel Centre Drive, Brampton, Ontario.

Please forward regrets to Jill Jones, Committee Clerk, and (905) 791-7800 ext. 4330 or at jill.jones@peelregion.ca.

9. ADJOURNMENT

The meeting adjourned at 12:01p.m.



**THE REGIONAL MUNICIPALITY OF PEEL
DIVERSITY, EQUITY AND ANTI-RACISM COMMITTEE**

MINUTES

DEAR - 1/2019

The Region of Peel Diversity, Equity and Anti-Racism Committee met on April 4, 2019 at 9:30 a.m., in the Regional Council Chambers, 5th Floor, Regional Administrative Headquarters, 10 Peel Centre Drive, Suite A, Brampton, ON.

Members Present: G.S. Dhillon*; J. Downey; N. Iannicca; J. Kovac; S. McFadden; R. Santos

Members Absent: D. Damerla (due to bereavement)

Also Present: J. Smith, Acting Chief Administrative Officer; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; C. Matheson, Commissioner of Corporate Services; N. Polsinelli, Commissioner of Health Services; J. Sheehy, Commissioner of Human Services; K. Lockyer, Regional Clerk and Director of Legal Services; J. Jackson, Director, Culture and Inclusion, J. Jones, Committee Clerk; and T. Kobikrishna, Legislative Assistant

J. Jones, Committee Clerk, presided.

1. ELECTION OF CHAIR AND VICE-CHAIR

RECOMMENDATION DEAR-1-2019:

That Councillor Downey be elected Chair of the Diversity, Equity and Anti-Racism Committee, for a term ending November 14, 2020, or until a successor is appointed by Regional Council.

RECOMMENDATION DEAR-2-2019:

That Councillor Santos be elected Vice-Chair of the Diversity, Equity and Anti-Racism Committee, for a term ending November 14, 2020, or until a successor is appointed by Regional Council.

Councillor Downey assumed the Chair.

* See text for arrivals

◆ See text for departures

2. **DECLARATIONS OF CONFLICTS OF INTEREST - Nil**

3. **APPROVAL OF AGENDA**

RECOMMENDATION DEAR-3-2019:

That the agenda for the April 4, 2019 Diversity, Equity and Anti-Racism Committee meeting, be approved.

4. **DELEGATIONS**

4.1. **Sophia Brown-Ramsay, Executive Director and Dr. Julian Hasford, Board Member, Black Community Action Network (BCAN), Regarding the Committee Name and Citizen Representation**

Received

Sophia Brown-Ramsey, Executive Director and Dr. Julian Hasford, Board Member, BCAN, provided an overview of: definitions of diversity, equity, anti-racism and associated terminology; the significance of the name of the committee; and, the importance of community involvement in anti-racist systemic change. They recommended that the committee name remain as the Diversity, Equity and Anti-Racism Committee; and, that the committee composition be revised to include three community representatives.

** Councillor Dhillon arrived at 9:45*

In response to a question from Regional Chair Iannicca regarding the process to add three community representatives to the committee membership, Juliet Jackson, Director, Culture and Inclusion, noted that staff will advertise the positions, request specific skills to ensure alignment with equity work, and ensure that there is equal representation from the local municipalities.

5. **REPORTS**

5.1. **Establishing the Mandate for the Diversity, Equity and Anti-Racism Committee**

RECOMMENDATION DEAR-4-2019:

That the Diversity, Equity and Anti-Racism Committee composition be amended to add three community members, one from each local municipality;

And further, that the Terms of Reference, as outlined in Appendix I of the report from the Commissioner of Corporate Services, titled "Establishing the Mandate for the Diversity, Equity and Anti-Racism Committee", be approved as amended.

5.2. Region of Peel's Diverse Community (Oral)

Presentation by Andrea Dort, Specialist, Peel Data Center

Received

Andrea Dort, Specialist, Peel Data Center, provided an overview of Peel's diverse community outlining: population breakdowns of visible minorities in Peel, changes in cultural diversity over time, and a breakdown of characteristics such as language, education, employment, commute, income and housing.

In response to a question from Councillor Dhillon regarding the breakdown of statistics, Andrea Dort noted that the statistics can be further broken down by individual minority groups with respect to specific characteristics such as income and employment.

In response to a question from Councillor Kovak regarding the definition of visible minority and the naming of specific minority groups, Andrea Dort explained that the definitions and naming practices come from Statistics Canada and are set out in the Federal *Employment Equity Act*, S.C. 1995, which is based on research completed in the 1980's.

In response to a question from Regional Chair Iannicca regarding the inability for minority persons to receive acknowledgement from professional associations for out of country employment credentials, Juliet Jackson, Director, Culture and Inclusion, agreed this is a valid concern. She noted that a report will be presented at the next Committee meeting which will provide information on how newcomers progress in the Region of Peel and will include a breakdown of related data.

6. COMMUNICATIONS - Nil**7. IN CAMERA MATTERS - Nil****8. OTHER BUSINESS - Nil****9. NEXT MEETING**

The next meeting of the Diversity, Equity and Anti-Racism Committee is scheduled for June 6, 2019 at 9:30 a.m. in the Council Chamber, 5th floor, Regional Administrative Headquarters, Suite A, 10 Peel Centre Drive, Brampton, Ontario.

Please forward regrets to Jill Jones, Committee Clerk, and (905) 791-7800 ext. 4330 or at jill.jones@peelregion.ca.

10. ADJOURNMENT

The meeting adjourned at 10:23 a.m.



The Regional Municipality of Peel
POLICE SERVICES BOARD
 10 PEEL CENTRE DR., BRAMPTON, ON L6T 4B9

TELEPHONE: 905-458-1340
 FACSIMILE: 905-458-7278
 www.pcelpoliceboard.ca

April 16, 2019

RECEIVED

April 16, 2019

REGION OF PEEL
 OFFICE OF THE REGIONAL CLERK

Ms. K. Lockyer
 Director and Regional Clerk
 Regional Municipality of Peel
 10 Peel Centre Drive
 Brampton, ON L6T 4B9

Dear Ms. Lockyer,

RE: RESOLUTION: #06-04-19 - 2018 External Funding Assistance-Public Police Programs

On April 12, 2019, the Regional Municipality of Peel Police Services Board considered a report dated March 4, 2019 from A/Deputy Chief R. Patrick, Corporate Services, providing the Board with the annual report on the external funding assistance received for the year 2018.

The following resolution was passed by the Board:

"That the information be received;

And further, that the Executive Director of the Police Services Board forward the 2018 External Funding Assistance - Public Police Programs report to Regional Council for information purposes."

In keeping with the Board's motion, I have enclosed a copy of the 2018 External Funding Assistance report to be provided to Regional Council as information.

Should you have any questions or concerns, please do not hesitate to contact the Board office.

Yours truly,

Robert Serpe
 Executive Director

c. Interim Chief C. McCord

Attach.

REFERRAL TO _____
 RECOMMENDED _____
 DIRECTION REQUIRED _____
 RECEIPT RECOMMENDED _____

06-04-19



FORWARDED TO
POLICE SERVICES BOARD

DATE 3/2/19

Ch. Cash
CHIEF OF POLICE

RECEIVED BY
PEEL POLICE SERVICES BOARD

DATE MARCH 7, 2019

REPORT
LOG No. 28 Police Services Board

FILE CLASS F12

For Decision

File Class: 1-02-02-01

Cross-Reference File Class: _____

DATE: March 4, 2019

SUBJECT: **2018 EXTERNAL FUNDING ASSISTANCE – PUBLIC POLICE PROGRAMS**

FROM: Randy Patrick, A/Deputy Chief, Corporate Services Command

RECOMMENDATIONS

IT IS RECOMMENDED THAT the 2018 External Funding Assistance – Public Police Programs report be received;

AND FURTHER THAT, the Executive Director of the Police Services Board forward the 2018 External Funding Assistance – Public Police Programs report to Regional Council for information purposes.

REPORT HIGHLIGHTS

- The review of the external funding assistance received during 2018 showed a total of \$14,136,881.60 in funding relating to the uploading of costs and grant funding for eleven programs and seven external secondments.

DISCUSSION

1. Background

The Peel Police Services Board policy, External Funding Assistance – Public Police Programs (PRP-FN-005), and Peel Regional Police Financial Procedure FIN-900: External Funding Assistance for Investigations and Public Police Programs require that external funding assistance of \$25,000 or more received for public police programs be reported to the Police Services Board annually. In addition, the Chief of Police is to report to the Board, on an exception basis, any external funding requests that he believes should be brought to the Board's immediate attention, including those programs or projects that may generate general public interest or response.

RECEIVED

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OFFICE OF THE CHIEF

2. Findings

The review of external funding assistance received during 2018 showed a total of \$14,136,881.60 in funding relating to the uploading of costs and grant funding for eleven programs and seven external secondments. The following is a summary of actual external funding assistance received from external agencies during the period January 1, 2018 to December 31, 2018.

Please note that the figures below are reported on a cash basis (i.e. when payments are actually received) and are impacted by the timing of payments and the different fiscal years of the agencies providing funding. Consequently, this will differ with the financial statements (accrual accounting) where revenue is matched with expenses. Specifically, in 2018, due to the Provincial Government review of grant funding programs, payments for the Community Policing Partnership (\$3,720,000) and Safer Communities One Thousand Officers (\$3,395,000) Grant programs were delayed until 2019.

(A) GRANTS/COST UPLOAD

In 2018, a total of \$11,388,430.77 in funding was received related to eleven grant/cost upload programs.

Of this total, \$10,048,795.19 was received through annual funding sources comprised of:

Safer Communities One Thousand Officers Grant ➤ Funding towards salary and benefits of 97 officers from the Ministry of Community Safety and Correctional Services	\$258,982.38
Firearms Grant ➤ Funding towards the costs of operating an office to assist citizens in complying with the national firearms registry.	\$209,750.00
Court Security and Prisoner Transportation Funding ➤ Court Security Costs including Prisoner Transportation uploaded to the Province and funded by the Ministry of Community Safety and Correctional Services.	\$9,580,062.81

Further, \$1,339,635.58 was received through reimbursement of one-time expenditures comprised of:

Provincial Anti-Violence Intervention Strategy – Guns and Gangs ➤ Funding for specialized rapid response teams to suppress gun and gang violence and crack down on illegal drug operations from the Ministry of Community Safety and Correctional Services	\$493,200.32
Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet ➤ Funding towards the implementation of the Provincial strategy to prevent the sexual abuse and exploitation of children via the internet from the Ministry of Community Safety and Correctional Services.	\$313,540.72
Youth in Policing Initiative ➤ Funding to hire 20 Peel Secondary School students under the Provincial Government's Youth Opportunities Strategy from the Ministry of Children and Youth Services (\$102,420.00) and funding to hire an additional 5 Peel Secondary students from the PSB Community Support and Recognition Fund (\$22,840.00).	\$125,260.00

Proceeds of Crime – Technical Investigations Initiative ➤ Proceeds of Crime funding to offset the maintenance cost of equipment used in the investigation of serious and/or organized crime from the Ministry of Community Safety and Correctional Services.	\$110,000.00
OPP – Ontario’s Strategy to End Human Trafficking ➤ Funding to partially offset officer salary expenditures to enhance investigations and prevention of human trafficking from the Ministry of Community Safety and Correctional Services.	\$104,400.00
Civil Remedies Grant – Project Rescue ➤ Funding for human trafficking investigators to conduct surveillance and intelligence gathering to identify potential victims and attempt to rescue them by incorporating a proactive approach to human trafficking investigations from the Ministry of Attorney General.	\$97,392.00
Reduce Impaired Driving Everywhere Program Grant ➤ Funding for additional officer hours for impaired driving enforcement from the Ministry of Community Safety and Correctional Services.	\$61,037.87
Peel School Boards – What if Everyone Did Something Campaign ➤ A partnership with Peel Regional Police, the Peel District School Board and the Dufferin-Peel Catholic District School Board to engage secondary school students in cyber-bullying awareness and intervention strategies in the form of a competition.	\$34,804.67

(B) EXTERNAL SECONDMENTS

In 2018, a total of \$2,748,450.83 was received through external secondments.

Of this total amount, \$1,905,080.48 represents full reimbursement of three secondments:

Peel Regional Police Association ➤ 6 Officers	\$1,073,181.36
Ontario Police College ➤ 4 Officers	\$648,449.98
Police Association of Ontario ➤ 1 Officer	\$183,449.14

Further, partial reimbursement totalled \$843,370.35 which consisted of four secondments:

OPP Repeat Offender Parole Enforcement (ROPE) ➤ 1 Officer	\$115,591.35
RCMP Integrated National Security Enforcement Team (INSET) ➤ 1 Officer	\$120,000.00
OPP Anti-Terrorism Unit ➤ 2 Officers	\$297,779.00
Canadian Mental Health Association (COAST) Peel Program ➤ 4 Officers	\$310,000.00

Approved for Submission:



Randy Patrick, A/Deputy Chief, Corporate Services Command

*For further information regarding this report, please contact Carr-Lynn Holmes at extension 4200 or via e-mail at Carr-Lynn.Holmes@pea1police.ca
Report authored by: Janet Noseworthy #1896C, Financial Analyst.*

G:\ACCOUNT\Report to Board\FIN900\2018\Public Police Programs\PSB Report - Public Police Programs.docx



March 27, 2019

Sent via email
kathryn.lockyer@peelregion.ca

Ms. Kathryn Lockyer
Regional Clerk and Director of Clerk's
Regional Municipality of Peel
10 Peel Centre Drive, 5th Floor
Brampton, Ontario, L6T 4B9

RECEIVED
March 27, 2019
REGION OF PEEL
OFFICE OF THE REGIONAL CLERK

Dear Ms. Lockyer:

Re: Notice of Meeting to Approve the 2019 Non-Matching Levy for Toronto and Region Conservation Authority

Pursuant to Ontario Regulation 139/96, (as amended by O.R.106/98), I hereby give notice that Toronto and Region Conservation Authority (TRCA) will be considering its 2019 budget including non-matching municipal levy on April 26, 2019.

In accordance with the "AMO/ACAO Protocol Pertaining to Non-Matching Municipal Funding of Watershed Programs", we are advising the Region of the date of the Board of Directors meeting at which the budget will be considered and that it may wish to direct its appointed representatives as to how they should vote with respect to the non-matching levy. The weighted voting procedure required under Regulation 139/96 provides that each member votes in proportion to their municipality's share of current value assessment, as modified.

TRCA's 2019 operating and capital levy requirements for the Region of Peel are in accordance with the funding approved by Regional Council in 2019 in the amount of \$18,656,500. TRCA staff has provided finance staff of the Region with detailed capital and operating budget information.

We appreciate the continuing support and cooperation of the Region in fulfillment of TRCA's vision for The Living City.

Yours very truly,

John MacKenzie, M.Sc.(PI) MCIP, RPP
Chief Executive Officer

- cc: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer
- Jennifer Innis, Chair, Board of Directors, TRCA
- Dipika Damerla, Member, Board of Directors, TRCA
- Chris Fonseca, Member, Board of Directors, TRCA
- Michael Palleschi, Member, Board of Directors, TRCA
- Rowena Santos, Member, Board of Directors, TRCA

REFERRAL TO _____
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 DIRECTION REQUIRED _____
 RECEIPT RECOMMENDED _____

**ITEMS RELATED TO
PUBLIC WORKS**

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DATE: April 16, 2019

REPORT TITLE: **LAKE ONTARIO COLLABORATIVE GROUP UPDATE**

FROM: Janette Smith, Commissioner of Public Works

RECOMMENDATION

That the Commissioner of Public Works be authorized to negotiate and execute a Memorandum of Understanding, on behalf of the Region of Peel, with the City of Toronto and Region of Durham outlining the governance structure and cost sharing approach for the implementation of Credit Valley-Toronto and Region-Central Lake Ontario Source Protection Plan Policies, on business terms satisfactory to the Commissioner of Public Works and on legal terms satisfactory to the Regional Solicitor.

REPORT HIGHLIGHTS

- Through provisions in the *Clean Water Act, 2006*, the Region of Peel, City of Toronto and Region of Durham are jointly responsible for implementing certain Lake Ontario based policies contained in the Credit Valley - Toronto and Region - Central Lake Ontario Source Protection Plan.
- A Memorandum of Understanding is being developed to establish an effective governance structure on how the municipalities will work together to implement the policies and to outline the cost sharing approach.
- Coordination of these responsibilities is essential to achieve the desired clean water protection and to achieve economic and operational efficiency. By working collaboratively, the costs to the individual municipalities are minimized compared to acting alone, and more extensive information can be gathered to better predict the movement of potential water quality threats.

DISCUSSION

1. Background

In 2006, the Ontario government passed the *Clean Water Act, 2006* (the Act). The Act established watershed-based source protection areas and created local multi-stakeholder source water protection committees tasked with the responsibility for developing source protection plans to protect current and future sources of municipal drinking water from contamination and overuse.

In 2014, the Credit Valley - Toronto and Region - Central Lake Ontario (CTC) Source Protection Committee fulfilled its legislated mandate and filed a source protection plan for the CTC Source Protection Region with the Ministry of the Environment, Conservation and

11.1-2
LAKE ONTARIO COLLABORATIVE GROUP UPDATE

Parks (the Ministry). The plan represented intensive collaboration among municipalities (Region of Peel, City of Toronto and Region of Durham), Conservation Authorities, First Nations, representatives from industry and from non-governmental organizations.

2. Lake Ontario Protection Policies

The CTC Source Protection Plan contains Lake Ontario Policies that focus on developing contingency plans for significant drinking water threats and enhanced contingency plans for spills which could be carried by lake currents towards water treatment plant intakes. While Lake Ontario is a high quality source of drinking water, its quality can be affected by large scale processes such as large storm events and unplanned releases from the many industrial and municipal facilities along the lakeshore and up the major tributaries feeding into the lake near these municipalities. The ability to respond in real time to the changes which can occur over the period of hours is essential to maintaining public safety and confidence in the drinking water supply.

The Region of Peel, City of Toronto and Region of Durham worked together with the Ministry and federal government to develop a program that, once implemented and maintained, would provide municipal drinking water plant operators with the necessary information about ongoing water quality in Lake Ontario to ensure that their drinking water can meet the highest level of safety.

The three CTC municipalities and the Ministry signed a Terms of Reference in March 2017 which established the Lake Ontario Collaborative Group (LOCG) and set out terms related to how the parties will work together to implement the actions and policies specified in the Source Protection Plan. While these terms focus specifically on mitigating threats to the drinking water quality in and around water treatment plants, staff will continue to pursue opportunities to influence water quality and source protection in a broader context across Lake Ontario. This could include initiatives such as the Lake Ontario Lakewide Action and Management Plan or the Great Lakes and St. Lawrence Cities Initiative.

The policy implementation process is a joint undertaking through a multi-agency collaborative approach for collecting, analyzing and sharing water quality data and computer simulation modelling of lake circulation and water quality impacts. Coordination of these responsibilities is essential to achieve the desired source protection and to achieve economic and operational efficiency. By working collaboratively, the costs to the individual municipalities are minimized compared to acting alone and more extensive information can be gathered to better predict the movement of potential water quality threats. This collaboration is also essential as Lake Ontario is a shared resource and actions require the involvement of many government agencies.

3. Proposed Direction

Staff from the three municipalities have developed a work plan for the implementation of the source protection policies as well as estimates for capital, operating and maintenance costs.

Recognizing that on-going dedicated resources are required to fulfil the Source Protection Plan policy requirements, staff reviewed options for program delivery including jointly outsourcing to a third party.

The preferred option is to leverage the current long-term relationship with the Ontario Clean Water Agency (OCWA). OCWA is currently supporting the municipalities in the procurement of qualified vendor(s) to provide a real-time model and decision support system service.

A Memorandum of Understanding (MOU) between the three municipalities is being developed to establish an effective governance structure on how the municipalities will work together within the LOCG. The MOU will also outline the municipalities' responsibilities to secure funding for their individual capital expenditures and their shared responsibilities to implement and maintain on-going activities outlined in the work plan as updated from time to time. Cost sharing of individual items, such as on-going program delivery, data management and decision support system services, will be predicated on the objective of achieving equitable cost sharing amongst the municipalities over the duration of the MOU.

To mitigate the significant cost of installing lake current and water quality real-time monitoring instruments several kilometers out in the Lake, staff from each municipality agreed to combine the installation with other intake related works each municipality has planned over the next 10 years. The City of Toronto is proceeding with a proof of concept with the first installation at the intakes of two of its water treatment facilities by 2022. Once the pilot is proven successful over a period of several years, Peel will follow with an installation at the Lorne Park water treatment plant no later than 2027. The capital and related operating cost for the Lorne Park water treatment plant installation, currently estimated at \$885,000, will be built in the future budget.

A 3-D hydrodynamic circulation model will be developed in 2020 in the estimated amount of \$500,000. The annual operating cost associated with the on-going model maintenance, data management and program management is estimated at \$150,000. Both costs will be shared equally with the City of Toronto and Region of Durham.

FINANCIAL IMPLICATIONS

There are sufficient funds available under currently approved capital to carry out the report direction. The annual operating cost of \$150,000 for on-going model maintenance will be built in the 2020 operating budget. Two thirds of the capital and operating costs associated with the model will be recovered from the City of Toronto and Region of Durham.

CONCLUSION

Staff will continue to ensure that the commitments under the CTC source water protection plan policies are being met in collaboration with the City of Toronto and the Region of Durham. An MOU is being developed to establish an effective governance structure on how the municipalities will work together within the Lake Ontario Collaborative Group and to outline the cost sharing approach. Coordination of these responsibilities is essential to achieve the desired clean water protection and to achieve economic and operational efficiency. By working collaboratively, the costs to the individual municipalities are minimized compared to acting alone, and more extensive information can be gathered to better predict the movement of potential water quality threats.



Janette Smith, Commissioner of Public Works

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

For further information regarding this report, please contact Liza Ballantyne, Manager, Water Treatment & Caledon Distribution at ext. 4260 or via email at liza.ballantyne@peelregion.ca.

Authored By: Liza Ballantyne, Manager, Water Treatment & Caledon Distribution

Reviewed in workflow by:

Financial Support Unit

DATE: April 15, 2019

REPORT TITLE: **CLOSED CIRCUIT TELEVISION TRUCK, PARTS AND SERVICE**

FROM: Janette Smith, Commissioner of Public Works

RECOMMENDATION

That the contract (Document 2019-274N) for the supply and delivery of one Closed Circuit Television (CCTV) truck including CCTV equipment and software be awarded to CUES Canada Inc. in the estimated amount of \$426,117 (excluding applicable taxes), in accordance with Procurement By-law 30-2018;

And further, that the contract include the provision for equipment and maintenance services provided by CUES Canada Inc. for five 12 month periods commencing April 1, 2019, subject to satisfactory performance, pricing, and available budget, in the estimated total amount of \$420,000 (excluding applicable taxes), in accordance with Procurement By-law 30-2018.

REPORT HIGHLIGHTS

- The Region of Peel performs closed-circuit television (CCTV) inspection and condition assessments of sanitary sewers for its state of good repair program, inflow and infiltration strategy, and new development and construction requirements.
- CUES Canada Inc. currently supplies CCTV trucks, parts and service, including the proprietary Granite software used for data collection and analysis.
- The Region added a third CCTV crew in 2017 but did not add a third vehicle.
- The addition of a third vehicle will increase the overall efficiency of the service and save \$56,000 per year.
- It is recommended that the Region purchase a new CCTV vehicle along with a five-year maintenance contract from CUES Canada Inc. to ensure continuity and compatibility with the existing program, training and overall system requirements.
- There are sufficient funds available in the 2019 budget to carry out the report's direction.

DISCUSSION

1. Background

The Region of Peel's provision of wastewater services includes the asset management and state of good repair of the wastewater collection infrastructure. Consisting of over 3,500 kms of pipelines and over 55,000 maintenance holes, the Region has developed a program to inspect and prioritize repairs in the system. This is achieved via the use of closed-circuit

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CLOSED CIRCUIT TELEVISION TRUCK, PARTS AND SERVICE

television (CCTV) camera systems. CCTV crews conduct field condition assessments and the gathered information is utilized for a multitude of purposes including:

- Asset management and State of Good Repair Planning
- Identification of Inflow and Infiltration sources
- Operation and maintenance activities of the system
- Pre and post inspection of newly constructed sanitary sewers

CCTV and condition assessment services are also provided to other internal service areas including capital construction, new development, and real estate. In-house CCTV services have also been provided to local municipalities in some instances.

The Region commenced CCTV inspections of the wastewater system in 2006 utilising external vendors exclusively. In 2012 the Region began performing in-house CCTV services and, since that time, has gradually taken on a greater percentage of inspection work from external vendors.

A review in 2016 demonstrated that the cost of the Region’s in-house service, on a per kilometer basis, is 30 per cent lower than contracted CCTV inspection vendors. In 2017 the Region expanded in-house services by adding a third crew operating two vehicles on a shift rotation basis. The third crew works in the late afternoon and evenings.

In 2018 staff reviewed the cost and performance impacts of adding the third crew. The analysis showed that the performance targets were met and projected financial savings were realized. However, operating three crews with two trucks poses challenges. Issues identified with operating a late afternoon/evening shift include:

- additional truck and hardware maintenance costs and repairs
- health and safety concerns of working in the dark and working during peak traffic times
- increased on-call supervisory staff costs

Staff has evaluated the lifecycle of procuring of a third CCTV truck. The cost-benefit analysis considered cost per CCTV meter, reduction of downtime (increased production) as follows:

Table 1. Lifecycle Cost-Benefit Analysis

	Unit price (\$ per meter)	Production in Kms		
		CURRENT (2 trucks + 3 crews)	New CCTV Truck Year 1	New CCTV Truck Year 2-10
Production:				
External Vendor	\$5.94	180 km	150 km	120 km
Region Operations	\$4.21	270 km	300 km	330 km
Program Cost: Cost per Year (Millions)				
Region Operations		\$1.14	\$1.26	\$1.39
External Vendor		\$1.07	\$0.89	\$0.71
TOTAL Program Cost		\$2.21	\$2.15	\$2.10
CURRENT*				
* Total program savings is \$559,100 over 10 years including consideration of new vehicle cost.				

11.2-3 CLOSED CIRCUIT TELEVISION TRUCK, PARTS AND SERVICE

The analysis considered the reduced use of contractors and the reduced downtime for Regional crews due to vehicle maintenance with an estimated additional 30 kms of in-house inspection in year one, and up to 330 kms in 2019 and 2020.

In Year 1 the overall program costs an additional \$375,000 when the cost of the additional truck is factored in (\$2.58M compared to status quo of \$2.21M). In Years 2 through 10 the program costs \$934,000 less than status quo. Over the 10 year cycle the cost difference is \$559,000, or \$55,900 per year.

Additional benefits in this analysis include mitigation of the health and safety concerns of working in the evening and reduced on-call supervisory costs. The existing arrangement of two trucks and three crews, has resulted in one crew working on a night shift.

In May 2019, staff will be providing Council with an update on the Region's inflow and infiltration strategy. The additional vehicle will also add additional support to the tracking and analysis of sources of inflow and infiltration that may result in basement flooding.

The historical and projected CCTV program (including the services of a new truck in 2019), is as follows:

Table 2. CCTV Kilometers Covered per Year

Year	Number of in-house CCTV trucks	Total km of sewer Inspected in-house	% Work Completed (Internal/ External)
2012	1	34	(27%/ 73%)
2013	1	120	(48%/ 52%)
2014	2	157	(40%/ 60%)
2015	2	174	(48%/ 52%)
2016	2	142	(40%/ 60%)
2017	2 (3 crews)	221	(50%/ 50%)
2018	2 (3 crews)	240	(59%/ 41%)
2019	3	300*	(67%/ 33%)
2020	3	330*	(73%/ 27%)

* The estimated production for CCTV inspections is an additional 30 km in 2019 and 2020 for an annual total of 330 km of in-house inspection by 2020.

The Region has set a performance target for in-house inspections of 300 km of sewer for 2019, and 330 km for 2020 and subsequent years. The performance target considers a new risk-informed approach to ensure CCTV inspection are performed more frequently on areas deemed to be "high risk" and less frequently on lower risk areas. This represents approximately 10 per cent of the Region's network of sewers per year.

Staff considered further eliminating the approximately 30% CCTV external production by the acquisition of a fourth truck and fourth crew. However, staff is recommending continuing with the progressive in-house capacity building, which has been successful since 2012. Staff plans to assess such further expansion in 2022, once the new arrangement is consolidated.

CLOSED CIRCUIT TELEVISION TRUCK, PARTS AND SERVICE**2. Proposed Process**

In accordance with Procurement By-law 30-2018, authority to award this contract requires Regional Council approval.

Based on the preceding information, staff is recommending the purchase of a third CCTV vehicle from CUES Canada Inc. (CUES) in the amount of \$426,117 (excluding applicable taxes) including a five-year equipment and maintenance contract in the amount of \$420,000 for the following reasons:

- CUES has provided an unsolicited offer at a 10 per cent discount on the standard purchase price.
- The vehicle is a new, demonstration vehicle and ready for immediate entry into service as opposed to a need to construct/ outfit a purchased vehicle.
- CUES vehicle is similar with current hardware and software utilized by Region CCTV staff offering interchangeability.
- CUES software is consistent and compatible with current Region of Peel software and licensing needs.
- The current software is closely integrated into the Region's State of Good Repair Program.
- The fixed cost maintenance contract would cover all Region CCTV vehicles, equipment and software that is significantly lower than the current as-needed service.

Staff does not recommend the consideration of alternative vendors or technology for the reasons noted above in addition to the following:

- Additional administration and technical staff would be required to administrate additional equipment and software. Consistency is recommended.
- Consistent equipment allows for equipment interchangeability and flexibility.
- 25% of downtime is related to truck maintenance. A consistent service vendor reduces this frequency.

Staff therefore recommend the acquisition of one additional CCTV truck from CUES Canada Inc. in the amount of \$426,117 (including hardware) and the provision of a five-year equipment and maintenance services contract in the estimated amount of \$420,000 (including the truck software component).

FINANCIAL IMPLICATIONS

There are sufficient funds available in the 2019 budget to carry out the report's direction. The acquisition of the third CCTV truck will not only mitigate any current health and safety concerns, but also generate an additional operating cost savings estimated at \$56,000 per year. The amount will reduce 2020 operating budget base accordingly.



Janette Smith, Commissioner of Public Works

11.2-5
CLOSED CIRCUIT TELEVISION TRUCK, PARTS AND SERVICE

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

For further information regarding this report, please contact Virginia Masut-Rowan, Supervisor, Wastewater Collection at ext. 4441 or via email at virginia.masut-rowan@peelregion.ca.

Authored By: Virginia Masut-Rowan

Reviewed in workflow by:

Procurement
Financial Support Unit

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**ITEMS RELATED TO
HEALTH**

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For Information

DATE: April 15, 2019

REPORT TITLE: **2018 CHILDREN AND YOUTH ORAL HEALTH PROGRAM ANNUAL UPDATE**

FROM: Nancy Polsinelli, Commissioner of Health Services
Jessica Hopkins, MD MHS Sc CCFP FRCPC, Medical Officer of Health

OBJECTIVE

To provide an update on 2018 children and youth oral health programming in Peel.

REPORT HIGHLIGHTS

- Oral health is an important component of overall health. Tooth decay is preventable.
- The oral health program provides various free dental services including dental screening, preventive dental services, and client case management.
- In 2018, nearly 97,000 children received a dental screening. Of the children screened approximately:
 - 38,000 children (39 per cent) had experienced tooth decay;
 - 12,000 children (12 per cent) had an urgent dental condition requiring dental treatment; and
 - 8,600 children (9 per cent) received preventive dental services from oral health staff.
- From 2008 to 2018, the percentage of screened children with an urgent dental condition has fallen from approximately 19 per cent to approximately 12 per cent and may be a result of a combination of factors such as enhanced prevention interventions, more intensive case management, new provincial standards, and the 2016 launch of the Healthy Smiles Ontario program.

DISCUSSION
1. Background

Oral health is an important component of overall health. Untreated tooth decay can lead to pain and infection which may result in difficulty eating, speaking and learning. Tooth decay is preventable. Good oral health is maintained through a combination of interventions such as community water fluoridation (at the population level), as well as oral health practices such as healthy eating, brushing/flossing and regular dental visits (at the individual level).

Dental care, apart from some in-hospital dental surgeries, is not covered under the Ontario Health Insurance Plan (OHIP). Access to dental care can be a challenge for low-income families. Approximately two thirds of Peel residents have dental insurance. For those with dental coverage, some may not be able to afford the co-payment or may have needs

2018 CHILDREN AND YOUTH ORAL HEALTH PROGRAM ANNUAL UPDATE

beyond the covered services. Some residents do not have dental insurance, or the ability to pay out of pocket. To help increase access to dental care, free dental services are provided by the oral health program to eligible children whose family is experiencing financial hardship.

2. Public Health Oral Health Services for Children and Youth

Public Health is required, under the Ontario Public Health Standards: Requirements for Programs, Services, and Accountability, to conduct dental screening in specified children and provide the Healthy Smiles Ontario program. Public Health also undertakes health promotion activities to help improve the oral health of children and youth. The provincially funded Healthy Smiles Ontario program provides free dental services for eligible children 17 years of age and under. Children may be eligible for the program if they are residents of Ontario and they are members of a household that meets the income eligibility requirements.

The oral health program provides various free dental services including dental screening, preventive dental services, and case management to assist clients with accessing dental services. Dental screening is cost-shared between the Region and the province. Preventive dental services and client case management are provincially funded.

Dental services are provided in various settings:

- At elementary schools;
- At fixed dental clinics with daytime, evening, weekend and walk-in appointments;
- On a mobile dental clinic; and
- Using portable dental equipment set up inside community locations.

An overview of dental screening and preventive dental services delivered by Public Health in 2018 is provided below.

a) Dental Screening

Oral health staff provide dental screening (e.g. a quick look inside the child's mouth) for children 0-17 years of age in select grades in Peel elementary schools and community clinics. Children identified to be in need of dental care may be eligible for free dental services if their family is experiencing financial hardship.

Oral health staff provide dental screening for children in JK, SK and Grade 2 in all publicly funded elementary schools and in additional grades depending on the school screening intensity level (i.e. high, medium or low). Oral health staff provide dental screening for children in all grades in high screening intensity schools. A strategy using local data and the Ministry of Health and Long-Term Care's "Oral Health Protocol, 2018" (or as current) is used to determine the school screening intensity level. Public Health community clinics also offer dental screening.

In 2018, nearly 97,000 children received a dental screening either at a school or in a community clinic. Of the children screened approximately:

- 38,000 children (39 per cent) had experienced tooth decay; and

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2018 CHILDREN AND YOUTH ORAL HEALTH PROGRAM ANNUAL UPDATE

- 12,000 children (12 per cent) had an urgent dental condition requiring dental treatment. Oral health staff notified and followed-up with the parents of these children to assist them with accessing dental services.

The number of children that received a dental screening has increased from nearly 58,000 in 2008 to nearly 97,000 in 2018. This is due primarily to an increase in resources targeting children in schools with the greatest need. Over this same time period, there was a decrease in the proportion of these children identified with an urgent dental condition. In 2008, approximately 19 per cent of screened children were identified with an urgent dental condition. By 2018, approximately 12 per cent of screened children were identified with an urgent dental condition. The decrease in the percentage of screened children with an urgent dental condition may be a result of a combination of factors such as enhanced prevention interventions, more intensive case management, new provincial standards, and the 2016 launch of the Healthy Smiles Ontario program.

b) Preventive Dental Services

Eligible children 0-17 years of age can receive preventive dental services (e.g. dental sealants, teeth cleaning and professionally applied topical fluoride).

In 2018, of the nearly 97,000 children screened, approximately 46,000 children (47 per cent) needed preventive dental services. Parents of all identified children were notified.

- Oral health staff provided preventive dental services to approximately 8,600 children.
- Approximately 4,800 children participating in the Healthy Smiles Ontario program received preventive dental services at the East Mississauga Community Health Centre and the Bramalea Community Health Centre.
- Parents of the remaining children identified in need of preventive dental services may go to private dentists for care. They may utilize dental insurance, access the Healthy Smiles Ontario program, or pay out of pocket for care.

3. Updates on Resolutions Relating to Oral Health

- a) Regional Council requested staff to provide an overview of the Childsmile program (Resolution 2018-360). Childsmile is a national program funded by the Scottish Government. The program is designed to improve the oral health of children in Scotland and reduce inequalities both in dental health and access to dental services. Childsmile combines targeted and universal approaches delivered in partnership with agencies in multiple settings.

Every child has access to a tailored program of preventive services, supervised tooth brushing for children aged 3-4 years in the nursery (kindergarten) setting and free tooth brushing supplies to support home care. Targeted support is provided to children and families in need. This includes home visits, referrals to public health, and community agencies. Preventive services, including fluoride varnish applications, are also offered in priority nursery and primary schools for children aged 3-8 years. Supervised tooth brushing is provided in priority primary schools for children aged 5-6 years.

The estimated cost of the nursery tooth brushing program component in Scotland was around £1.8 million per year. Staff have contacted Childsmile for further details including

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the total cost for all program components. Staff will need to review information on cost, and effectiveness of all program components to determine applicability to Peel Region. Staff are not making any recommendations because of the lack of available evaluation information.

- b) In 2018, Regional Council requested the Premier of Ontario and the Minister of Health and Long-Term Care to undertake toxicity testing necessary to reassure the public that use of hydrofluorosilicic acid in water fluoridation is safe and to take legislative responsibility for the regulation and administration of hydrofluorosilicic acid in water fluoridation across the province (Resolution 2018-752). Staff have received a response from the Premier of Ontario acknowledging receipt of Resolution 2018-752. Staff are still awaiting a response from the Minister of Health and Long-Term Care. Public Health continues to systematically and objectively monitor and appraise evidence on community water fluoridation and will advise Council, in its capacity as the Board of Health, of any significant changes to the evidence base.

CONCLUSION

Oral health is an important component of overall health. Access to dental care can be a challenge for low-income families. The oral health program provides free dental services for eligible children and youth in Peel. The oral health program will continue to focus efforts on preventing dental disease and increasing access to dental care. This will help to improve the oral health of children and youth in Peel while decreasing health inequities.



Nancy Polsinelli, Commissioner of Health Services



Jessica Hopkins, MD MHScc CCFP FRCPC, Medical Officer of Health

Approved for Submission:


J. Sheehy, Acting Chief Administrative Officer

For further information regarding this report, please contact Paul Sharma, Director, Chronic Disease and Injury Prevention, Ext. 2013.

Authored By: Katherine O'Rourke, Health Promoter, Chronic Disease and Injury Prevention

DATE: April 16, 2019

REPORT TITLE: **2019-2022 MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR COMMUNITY SUPPORT SERVICES**

FROM: Nancy Polsinelli, Commissioner of Health Services

RECOMMENDATION

That the Regional Corporation's duly authorized signing officers execute the 2019-2022 Multi-Sector Service Accountability Agreement (M-SAA) with the Central West Local Health Integration Network (Central West LHIN) for Community Support Services which includes adult day services, caregiver and crisis intervention support, respite care, nursing, social work, community paramedicine and a community bathing program in order to continue annual funding for the services, currently in the amount of \$3,976,783 for the 2019/2020 provincial fiscal year;

And further, that the Region's signing officers and the Director of Seniors Services Development be authorized to sign the Declarations of Compliance required under the M-SAA, provided that they are satisfied that the Declaration of Compliance for each compliance period is appropriate;

And further, that the Director of Seniors Services Development be authorized to sign all reports and other routine documents required to fulfill the Region's obligations under the M-SAA;

And further, that the 2019 Community Support Services operating budget be amended to include an increase of \$153,980 in provincial base funding to support expanded adult day services at Sheridan Villa and Tall Pines, as well as, increased staffing at Peel Manor to support waitlist management as described in Section 5 of the report of the Commissioner of Health Services titled "2019-2022 Multi-Sector Service Accountability Agreement and Additional Base Funding for Community Support Services".

REPORT HIGHLIGHTS

- The *Local Health System Integration Act, 2006* (the Act) requires that LHINs enter into a Service Accountability Agreement (Agreement) with all Health Service Providers as a condition for receipt of LHIN funding.
- The new Agreement and its accompanying schedules will be in effect from April 1, 2019 to March 31, 2022. It establishes the terms and conditions for Central West LHIN funding for the Community Support Services (CSS) provided at the Region's five long-term care centres.
- Under the proposed 2019-2022 Agreement, the Central West LHIN annual funding for the

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2019-2022 MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR COMMUNITY SUPPORT SERVICES

Region's CSS totals \$3.97M which covers base funding and was approved in the 2019 budget.

- Increased base funding of \$153,980 in 2019 covers requested staffing costs for an additional 1.5 FTE to increase capacity to deliver community dementia programs for people with dementia and their care partners.

DISCUSSION

1. Background

The Region operates a range of community support service programs for seniors in Peel. These programs are designed to support individuals to live in their own homes longer, reduce the number of emergency room visits and hospital admissions, and provide caregiver respite and support. The Region currently operates five adult day services, as well as caregiver and crises intervention supports, at each of the Region's long-term care centres: The Davis Centre, Malton Village, Peel Manor, Tall Pines and Sheridan Villa. In 2018, 479 unique clients were served by adult day services.

The Provincial government is moving forward with transforming Ontario's health system, as described in the report, "Overview of Health System Transformation – A Region of Peel Perspective". The LHINs are expected to be consolidated into the Ontario Health agency on a multi-year timeline. As a municipal health service provider who is accountable to the LHINs, there is no impact on existing accountability agreements. Once the LHINs are dissolved, the Region may be required to sign new agreements with Ontario Health or another identified oversight entity at that time.

Until these changes come into effect, the *Local Health System Integration Act, 2006 (Act)* continues to confer power to plan, integrate, coordinate and fund health services upon the LHINs. The Act requires that LHINs enter into an Agreement with all Health Service Providers (HSPs) to set out accountabilities and performance expectations. Under the proposed 2019-2022 Agreement, the Central West LHIN funding for the Region's CSS totals \$3,976,783 (excludes additional base funding in Section 4) for the provincial fiscal year 2019-2020

The Act was amended in December 2016 to include new statutory negotiation rights for HSPs. Staff utilized this new negotiation period to request an extension to the March 15, 2019 deadline until Regional Council approves execution of the 2019-2022 M-SAA with the Central West LHIN. This request was granted within the 90-day negotiation period. Staff did not negotiate any further changes to the M-SAA. As with previous M-SAAs, any concerns have been rectified with ongoing communication, meetings, and reporting.

2. Findings

The new Agreement and its accompanying schedules will be in effect from April 1, 2019 to March 31, 2022. It establishes the terms and conditions for Central West LHIN funding for the Community Support Services provided at the Region's five long-term care centres.

The structure and content of the 2019-2022 Agreement is substantially similar to the previous three Agreements. A review of the previous template Agreements by Legal Services raised several concerns that were outlined in previous reports to Council. The

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2019-2022 MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR COMMUNITY SUPPORT SERVICES

concerns related to: the extensive powers granted to the LHINs under the Agreement; the broad and unreviewable discretion afforded to the LHINs through the Agreement; open-ended terms of allowing the LHINs to arbitrarily change the funding or to unilaterally alter or expand the Region's obligations throughout the terms of the Agreement without providing corresponding funding; and the LHIN's power to discontinue funding or to unilaterally terminate the Agreement without any obligation to give notice or an opportunity to the Health Service Provider to remedy a perceived breach of its obligations.

Despite these concerns in previous Agreements, no negative outcomes have been experienced during the last three terms of the Agreement. In addition, no new concerns with the content of the 2019-2022 Agreement have been identified by Health and Legal Services staff. Effective collaboration has been established with the LHINs to ensure service coordination and community planning.

3. Performance Measurement Indicators and Reports

The LHINs' negotiate performance indicator targets with each service provider in alignment with pan-LHIN guidelines. The Community Support Services performance indicators are included in Appendix I.

The 2019-2022 Agreement requires that the Region report on specific core performance and explanatory indicators on a quarterly basis, as well as sector specific indicators. It is recommended that Council authorize the Director of Seniors Services Development to sign all reports required to fulfill the Region's reporting obligations.

4. Declaration of Compliance

The Agreement includes a requirement for Regional Council to issue an annual Declaration of Compliance to the LHIN declaring that the provider has complied with the terms of the Agreement. The annual Declaration must be signed by the individual(s) authorized by Regional Council, by resolution, to make the Declaration on Council's behalf. It is recommended that Regional Council authorize the Regional Chair and the Director of Seniors Services Development to sign if they are satisfied that the Declaration of Compliance for each compliance period is appropriate.

5. Additional Base Funding

It is estimated that about 228,000 Ontarians are living with dementia. As Ontario's population ages, it is expected that these numbers will rise to 255,000 people in 2020 and over 430,000 people by 2038. After the age of 65 the risk of being diagnosed with dementia doubles every five years.

In June 2017, the previous Ontario government announced that it was committing \$100 million over three years to an Ontario Dementia Strategy. These funds were being funneled through the LHINs under their Community Dementia Programs.

The Region of Peel was contacted by both the Mississauga-Halton and Central West LHINs in 2018 to apply for permanent base funding to increase capacity to deliver community dementia programs for people with dementia and their care partners.

2019-2022 MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR COMMUNITY SUPPORT SERVICES

a) Sheridan Villa Base Funding

Based on mapping done by the Mississauga Halton LHIN, it was determined that the South West Mississauga sub-Region of the Mississauga Halton LHIN has one of the lowest numbers of adult day spaces per 1,000 population (aged 75+). As a result of this, the Mississauga Halton LHIN felt it was important for the Region of Peel to increase the number of spaces available in the Adult Day Services at Sheridan Villa.

Increased base funding of \$25,000 will cover program costs and subsidies to support four (4) additional spaces for clients with dementia in Adult Day Services. This will allow increased access of service for clients in need who are currently on the Sheridan Villa waitlist.

b) Peel Manor Base Funding

Peel Manor's business case for the Community Dementia Strategy funding will expand the Coordinator position within Peel Manor Adult Day Services from its current part-time position to a full-time position. This in turn will facilitate and expedite program enrolment to address the current waitlist of 147 clients. This position will also improve access to services by managing and monitoring clients on the waitlist and ensure they are aware of both internal and external community services that would support them and their caregivers while awaiting placement in Adult Day Services.

Increased base funding of \$52,565 will cover staffing of a 0.5 FTE coordinator.

c) Tall Pines Base Funding

Tall Pines' business case for the Community Dementia Strategy funding will add an additional full-time support worker. As a result, this will expand capacity to include an additional 10 spots per week which will provide services to seven (7) unique clients annually. The impact of the program will increase capacity within the Brampton area for clients with dementia and allow caregivers the opportunity for additional days of respite.

Increased base funding of \$76,415 will cover staffing of a 1.0 FTE support worker.

Confirmation of base funding for the above proposals has been received and approved from both LHINs.

RISK CONSIDERATIONS

Considering the significant transformation to Ontario's health system, both the Central West and Mississauga Halton LHINs that serve Peel will be directly impacted. Specifically, the Region's Community Support Services are likely to be impacted given existing funding agreements with the LHINs. At this time, it is unknown how or on what timeline funding agreements would be impacted.

**2019-2022 MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL
BASE FUNDING FOR COMMUNITY SUPPORT SERVICES**

FINANCIAL IMPLICATIONS

Under the proposed 2019-2022 Agreement, the Central West LHIN annual funding for the Region's Community Support Services totals \$3.97M which covers base funding which was approved in the 2019 budget.

The new initiatives mentioned in Section 5 are an addendum to the Agreement. The requested staffing costs for 1.5 FTE are fully covered by the increased base funding of \$153,980 in 2019 and has no impact on the 2019 net regional budget. In future years, the annual inflation of the staffing costs will create net tax levy impact and will be included in the annual regional budget.

CONCLUSION

Staff recommends that Regional Council authorize the execution of the 2019-2022 M-SAA with the Central West LHIN to ensure continuation of funding.

The Central West and Mississauga Halton LHINs new base funding supports the continued provision of enhanced and expanded services for clients with higher and more complex care needs. This will enable them to "age in place" as well as allow the Region to continue supporting caregivers.



Nancy Polsinelli, Commissioner of Health Services

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

APPENDICES

Appendix I – Community Support Services Performance Indicators

For further information regarding this report, please contact Donna Kern, Director, Seniors Services Development, Ext. 2647, donna.kern@peelregion.ca.

Financial Support Unit

Legal Services

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APPENDIX I

2019-2022 MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR COMMUNITY SUPPORT SERVICES

Community Support Services Performance Indicators

Performance Indicators	2019-2020Target	Performance Standard
*Balanced Budget - Fund Type 2	\$0	>=0
Proportion of Budget Spent on Administration	15.1%	<=18.2%
**Percentage Total Margin	0.00%	>= 0%
Service Activity by Functional Centre (Refer to Schedule D2a)		
Number of Individuals Served (by functional centre- Refer to Schedule D2a)		

Explanatory Indicators
Cost per Unit Service (by Functional Centre)
Cost per Individual Served (by Program/Service/Functional Centre)
Client Experience
Percentage of Alternate Level of Care (ALC) days (closed cases)

Source: M-SAA (2019-2022) Schedule D1: Core Indicators

- * Balanced Budget Fund Type 2: Health Service Providers (HSP's) are required to submit a balanced budget
- ** No negative variance is accepted for Total Margin

DATE: April 17, 2019

REPORT TITLE: **2019-2022 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR LONG TERM CARE HOMES**

FROM: Nancy Polsinelli, Commissioner of Health Services

RECOMMENDATION

That the Regional Corporation's duly authorized signing officers execute the 2019-2022 Long Term Care Service Accountability Agreements (LSAAs) with the Mississauga Halton and Central West Local Health Integration Networks (LHINs) in respect of the long term care homes for which the Region of Peel holds the license to operate as issued by the Ministry of Health and Long Term Care, and any future amendments provided that the signing officer is satisfied that the amendments are appropriate in the circumstances;

And further, that the Region's signing officers and the Director of Long Term Care be authorized to sign the Compliance Declarations required by the LSAA, provided that they are satisfied that the Compliance Declaration for each compliance period is appropriate;

And further, that the Director of Long Term Care be authorized to sign all reports and other routing documents required to fulfill the Region's reporting obligations under the LSAA;

And further, that the Director of Long Term Care be authorized under the LSAAs to receive any funds that the Region may receive in the future to maintain current level of services and include them in annual budget;

And further, that the Long Term Care Division operating budget be amended to include the increase in base funding of \$32,128 to support expanding Behavioural Supports Ontario (BSO) staff at Sheridan Villa Long Term Care home.

REPORT HIGHLIGHTS

- The *Local Health System Integration Act, 2006* requires Local Health Integration Networks (LHINs) to enter into a Service Accountability Agreement (Agreement) with every Health Service Provider as a condition for receipt of LHIN funding.
- The Region of Peel has been presented with Agreements from the Mississauga Halton and Central West LHINs for the long term care homes for which the Region holds the license to operate.
- As in prior Agreements, the legal language contained in the 2019-2022 template Agreement will be common to all of Ontario's long term care homes operated by the for-profit sector, municipal government and not-for-profit organizations; the schedules attached to each Agreement will, in part, be specific to each long term care home.

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2019-2022 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR LONG TERM CARE HOMES

- Previous Agreements (2010-2013, 2013-2016 and 2016-2019) contained some clauses which were of concern to staff. These clauses remain in the 2019-2022 LSAA; however, staff note that no negative outcomes were realized during prior terms. Staff remain confident that the clause issues can continue to be effectively managed, notwithstanding the pending health care transformation process which is currently underway.
- The Region received additional annual base funding to support hiring of a new permanent 0.3 FTE Behavioural Supports Ontario (BSO) specialized staff at Sheridan Villa Long Term Care home.

DISCUSSION

1. Background

The Provincial government is moving forward with transforming Ontario's health system, as described in the report, "Overview of Health System Transformation – A Region of Peel Perspective". The LHINs are expected to be consolidated into the Ontario Health Agency on a multi-year timeline. As a municipal health service provider who is accountable to the LHINs, there is no impact on existing accountability agreements. Once the LHINs are dissolved the Region may be required to sign new agreements with Ontario Health or another identified oversight entity at that time.

Until these changes come into effect, the *Local Health System Integration Act, 2006 (Act)* continues to confer power to plan, integrate, coordinate and fund health services upon the LHINs. The Act requires that LHINs enter into a Service Accountability Agreement (Agreement) with all Health Service Providers (HSPs) to set out accountabilities and performance expectations. The Region of Peel's five long term care homes – Malton Village, Peel Manor, Sheridan Villa, Tall Pines and Vera M. Davis Centre – have received their 2019-2022 Long Term Care Service Accountability Agreements (LSAAs); the Agreement funds a total bed capacity of 703, which supported 904 residents in 2018. The new proposed LSAAs have been updated to align with Long Term Care sector performance indicators, ensure compliance with current law, policy and reporting requirements, and facilitate contract management.

The Act was amended in December 2016 to include new statutory negotiation rights for HSPs. Staff utilized this new negotiation period to request an extension to the March 31, 2019 deadline until Regional Council approves execution of the 2019-2022 LSAAs with the Central West and Mississauga Halton LHINs. This request was granted within the 90-day negotiation period. Staff did not negotiate any further changes to the LSAAs. As with previous LSAAs, any concerns have been rectified with ongoing communication, meetings and reporting.

2. Findings

The Region of Peel has been presented with the LSAA and accompanying Schedules, to be in effect from April 1, 2019 to March 31, 2022. This Agreement sets the terms and conditions for services at the five Long Term Care homes which are operated by the Region, specifically Malton Village, Peel Manor, Sheridan Villa, Tall Pines, and Vera M. Davis Centre.

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2019-2022 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR LONG TERM CARE HOMES

The LSAA is an Agreement that will be signed at this time by the local LHIN and the organization which holds the license to operate the home, as issued by the Ministry of Health and Long Term Care. The Regional Municipality of Peel holds the Ministry license for Malton Village, Peel Manor, Sheridan Villa and Tall Pines, and will therefore be presented with four Agreements to sign with the LHINs. Pursuant to the Ministry's direction and in accordance with Regional Council Resolution #2010-868, the long-term care home license for the Vera M. Davis Centre is held by Peel Housing Corporation. As a result, Peel Housing Corporation will be presented with the Agreement to sign with the LHINs for the Vera M. Davis Centre, in accordance with the Peel Housing Corporation corporate by-laws. The Region will, in accordance with Regional Council resolution #2010-868, continue to operate the Vera M. Davis Centre on behalf of Peel Housing Corporation. In addition, pursuant to Regional Council Resolution #2011-688, Regional Council will continue to serve as the Committee of Management for the homes established by the Regional Corporation and in a similar capacity for the Vera M. Davis Centre on behalf of Peel Housing Corporation.

a) Template Service Accountability Agreement

As was the case for the previous Agreements, one standardized template Agreement with fixed terms and conditions has been created by the LHINs to form the basis for all Agreements with all long term care providers across Ontario for 2019-2022. The intended purpose of a template agreement for all Health Service Providers has been to provide efficiencies for LHINs working with numerous providers, and to ensure a level of equality and consistency across all contracts.

The structure and content of this 2019-2022 Agreement is substantially similar to previous versions. Some changes have been made to bring the template up to date with current laws and policies. Further changes were made by updating all of the Schedules ensuring clarity and consistency. The 2018-2019 Agreement indicator slate will be carried over into the 2019-2020 Agreement performance schedule.

b) Review of the Agreement

A review of the original 2010-2013 template agreement by Legal Services raised several concerns, which were carried over into both the 2013-2016 and the 2016-2019 template Agreements, and which continue to be present in the 2019-2022 template Agreement. However, Regional funding may be at risk should the agreements not be signed. While concerns do exist, it is important to note that there have been no negative outcomes realized during prior terms and it is the opinion of staff that should an issue arise, it can be effectively managed as the Region of Peel continues to maintain a positive working relationship with the Mississauga Halton and Central West LHINs.

c) Schedules in the Agreement

Standard template Schedules have also been created for all LSAAs. It is anticipated that the Schedules will be refreshed in the fall of each year during the term of the Agreements to confirm the current year's planning assumptions and to update the planning assumptions for each remaining year of the Agreement.

The performance schedule of the LSAA identifies three types of indicators: performance, monitoring, and explanatory. Performance indicators have an associated target or benchmark. Recently added monitoring indicators are home-specific measures with no

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2019-2022 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR LONG TERM CARE HOMES

set targets, but may be monitored against provincial results. Explanatory indicators are connected to and help explain performance or monitoring indicators.

Quality and resident safety is one of three subsets of the indicator slate that is applicable to Municipal long term care homes. These monitoring indicators include: percentage of residents who fell in the last 20 days; percentage of residents whose pressure ulcers worsened; percentage of residents in daily physical restraints; and percentage of residents on antipsychotics without a diagnosis of psychosis. The results of these indicators are reported annually to Council. The 2018-2019 Accountability indicators will be carried over into the 2019-2020 Accountability performance schedules.

d) Reports

Like the 2016-2019 LSAA, the 2019-2022 Agreement imposes significant reporting obligations upon the health service provider. Some reporting obligations are specific, and some are general and unspecified, such as the obligation upon the provider to provide Reports to the LHIN. The Agreement requires Reports to be signed on behalf of the provider by an authorized signing officer. As was the case with the previous Agreements, it is recommended that Regional Council authorize the Director of Long Term Care to sign all reports and other routine documents required to fulfill the Region's reporting obligations under the LSAA.

e) Compliance Declaration

The 2019-2022 Agreement includes a requirement for Regional Council to issue a Compliance Declaration each year, declaring that the Region has fulfilled its obligations under the Agreement. The annual Compliance Declaration must be signed by the individual(s) authorized by Regional Council, by resolution, to make the Declaration on Council's behalf. As was the case with the previous Agreements, Regional staff are recommending that Council authorize the Region's signing officers and the Director of Long Term Care to sign the Compliance Declarations, provided that they have been satisfied that the Declaration of Compliance for each period is appropriate.

f) LHIN Legal Authority to Impose Agreement

The Region, as Health Service Provider of LHIN-funded services, is required to enter into an Agreement with the LHINs pursuant to section 20 of the *Local Health System Integration Act, 2006*. Failure to execute these Agreements may cause the funding to be disrupted.

3. Proposed Direction

Currently, funding by the Ministry of Health and Long-Term Care is dependent upon signing the Agreements. No problems arose during the previous three terms, and the Region has maintained a positive and productive relationship with the LHINs. Although the 2019-2022 template contains some clauses which were of concern in the previous three Agreements, staff are confident that should issues arise, they will be resolved, despite the current health system transformation.

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2019-2022 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT AND ADDITIONAL BASE FUNDING FOR LONG TERM CARE HOMES

Accordingly, staff recommends that Council authorize execution of the 2019-2022 Long Term Care Service Accountability Agreements for Malton Village, Peel Manor, Sheridan Villa, Tall Pines Long Term Care and Vera M. Davis Centre homes.

4. Additional Base Funding

On October 26, 2018, the Region received a funding letter from the Mississauga Halton LHIN advising of additional annual base funding in amount of \$32,128, effective April 1, 2018. This funding is provided to support the hiring of a new permanent Behavioural Supports Ontario (BSO) specialized staff at Sheridan Villa Long Term Care home. At regional staffing costs, this funding will result in an addition of a 0.3 FTE to cover staffing and benefit costs, complementing the existing 1.5 full time equivalent BSO resource currently assisting with managing care for residents with dementia and responsive behaviours.

Under previous LSAA's, the Region have received additional base funding to maintain current level of services. These additional increases are addendums to the LSAA in effect. Therefore, staff recommends that Council authorize the Director of Long Term Care to receive those funds in the future and include them in annual budget.

RISK CONSIDERATIONS

Considering the significant transformation to Ontario's health system, both the Central West and Mississauga Halton LHINs that serve Peel will be directly impacted. Specifically, the Region's five long term care homes will be impacted given the existing funding agreements with the LHINs. At this time, it is unknown how or when the 2019-2022 funding agreement will be impacted.

FINANCIAL IMPLICATIONS

The 2019 Budget reflects the funding based on the current LSAA. Regional budget in 2020 will include funding arrangement as determined by the LSAA 2019-2022.

The additional base funding in section 4 is an addendum to the current LSAA Agreement. The requested staffing costs for 0.3 FTE staff is fully covered by the new base funding of \$32,128 in 2019 and has no impact on the 2019 net regional budget. In future years, the annual inflation of the staffing costs will create net tax levy impact and will be included in the annual regional budget.



Nancy Polsinelli, Commissioner of Health Services

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**2019-2022 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT AND
ADDITIONAL BASE FUNDING FOR LONG TERM CARE HOMES**

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

For further information regarding this report, please contact Cathy Granger, Director, Long Term Care, 905-791-7800 x2000, cathy.granger@peelregion.ca.

Authored By: Daiva Tirilis

Reviewed in workflow by: Financial Support Unit, Legal Services

For Information

DATE: April 22, 2019

REPORT TITLE: **OVERVIEW OF HEALTH SYSTEM TRANSFORMATION - A REGION OF PEEL PERSPECTIVE**

FROM: Nancy Polsinelli, Commissioner of Health Services

OBJECTIVE

To provide an overview of Bill 74, *The People's Health Care Act, 2019*, including proposed changes to the structure and oversight of the health system and potential impacts on Regional programs and services.

REPORT HIGHLIGHTS

- On Tuesday, February 26, 2019, the Provincial government tabled *The People's Health Care Act, 2019* (Bill 74) to enable both functional and structural changes to the governance and oversight of Ontario's health system. As of April 18, 2019, Bill 74 was passed in the provincial legislature and enacted into law.
- Bill 74 enables the creation of a centralized agency to oversee the health system, called Ontario Health, which will subsume the governance of the 14 Local Health Integration Networks (LHINs), as well as several other provincial agencies. At a local level, health service providers will be organized within Ontario Health Teams, who will be responsible for delivering coordinated care across multiple services and supporting patient navigation. Provincial directions for Ontario Health Teams are in early stages and this model will be rolled out over several years.
- There is no impact on existing accountability agreements or the way that residents in Peel access care in the short term. In the medium to long-term, funding and accountability agreements with local health service providers, including Regional Long Term Care homes and Community Support Services, will fall under the authority of Ontario Health or another identified oversight entity.
- The 2019-2020 Provincial budget announced a commitment to modernize and integrate public health units, paramedic services, and ambulance dispatch centres. Additional information is needed to understand the full extent of these changes for Regional service delivery but there is a probability that Regional oversight for these services will be impacted, particularly the governance role for public health and paramedic services.
- Staff will continue to monitor the progress of Bill 74 as it comes into effect, as well as provincial directions related to health system transformation, and will identify opportunities to provide Regional insight and influence implementation to ensure Peel's perspectives and interests are considered.

OVERVIEW OF HEALTH SYSTEM TRANSFORMATION - A REGION OF PEEL PERSPECTIVE

DISCUSSION

1. Background

The Ministry of Health and Long-Term Care (Ministry) provides strategic direction and leadership for Ontario's publicly-funded health system, including resource allocation and planning for all publicly-funded health services in Ontario. Upper and single-tier municipalities are responsible for funding and delivering select health services in partnership with the provincial government. In Peel, this includes Public Health, Paramedic Services, Long Term Care and the Community Support Services programs.

Since 2006, Local Health Integration Networks (LHINs) have been responsible for system planning, integration, and funding for local health services. Currently, both the Central West and Mississauga Halton LHINs work with health service providers in Peel to coordinate home and community care, manage long term care placement, facilitate primary care planning (including improving access and connections between primary care and other parts of the health system), address issues that impact health equity, and maintain formal linkages with public health units.

Since the fall of 2018, the Provincial government has taken several steps to advance their vision for a more efficient, coordinated health care system. Appendix I provides an overview of recent provincial directions related to the health sector.

On Tuesday, February 26, 2019, the Provincial government tabled *The People's Health Care Act, 2019* (Bill 74) to enable both functional and structural changes to the governance and oversight of Ontario's health system. The stated goal for health system transformation is to streamline administration and provide accountable and local integrated care delivery focused on patients and specific local needs.

As of April 18, 2019, Bill 74 was passed in the provincial legislature and enacted into law.

2. Findings

a) Overview of the *People's Health Care Act, 2019*

Bill 74 will enact several functional and structural changes to Ontario's health system. Under the *Act* a single agency called Ontario Health will form by consolidating and merging duties of the LHINs (including the Central West and Mississauga Halton LHINs serving Peel), and the following six health care agencies:

- Cancer Care Ontario
- Health Quality Ontario
- eHealth Ontario
- Trillium Gift of Life Network
- Health Shared Services Ontario
- HealthForce Ontario Marketing and Recruitment Agency

With direction and funding from Ontario Health, Ontario Health Teams are to be comprised of local health service providers who self-organize into a partnership and governance structure that can deliver coordinated care and includes at least three of the following types of health services:

OVERVIEW OF HEALTH SYSTEM TRANSFORMATION - A REGION OF PEEL PERSPECTIVE

- Primary care
- Hospitals
- Home and community care
- Palliative care
- Residential long term care
- Mental health and addictions

It is anticipated that the transition to a mature future state will take several years and at this time, the Ministry is moving forward with an expression of interest process for groups of health service providers prepared to form an 'Ontario Health Team'.

The first round of Ontario Health Teams will be announced in Fall 2019 and it is anticipated that there could be approximately five Ontario Health Teams in place before the end of the year. Learnings from early adopters will inform improvements to the Ontario Health Team model over time and the assessment process will be repeated until provincial coverage is achieved.

The government has indicated that upon maturity, there will be 30-50 Ontario Health Teams across Ontario, serving patient populations of 300,000-500,000; therefore, it is likely there will be multiple Ontario Health Teams serving residents within Peel Region. Patients will have a single point of contact within an Ontario Health Team to support navigating care and 24-7 access to service. Providers within Ontario Health Teams will share accountability for care coordination and performance, one integrated budget, and would benefit from partnerships with ancillary health and social services.

b) 2019-2020 Provincial Budget

On April 11, 2019 the Provincial government tabled the 2019-20 budget and signalled further changes to the health system that will result in savings of approximately \$350 million per year. In alignment with the government's plans to build a modern and sustainable health system, there were announcements of investments in front-line care, some of which include:

- Investing \$90 million for 1,100 beds and spaces in hospitals and in the community
- An additional \$384 million in 2019-20 (a 2% increase from last year) to address hospital capacity and support volume growth, as well as highly specialized treatments
- Approximately \$17 billion in capital grants over the next 10 years to modernize hospitals and increase their capacity
- Several upstream investments across the care continuum including the previous commitment to mental health and addictions services, home and community care funding, and free access to dental care for low income seniors.

The budget also signalled plans to modernize and consolidate 35 public health units into 10 regional public health entities, with 10 new regional boards with one common governance model by 2020-21. As a first step in 2019-20, the government will improve public health program and back-office efficiency and adjust the provincial-municipal cost-sharing of public health funding. Across Ontario, the government anticipates these

OVERVIEW OF HEALTH SYSTEM TRANSFORMATION - A REGION OF PEEL PERSPECTIVE

changes will lead to an annual savings of \$200 million from local public health units by 2021-22. Other public health services at the provincial level will also be impacted, including Public Health Ontario and the public health laboratory system.

While details on the integration of land ambulance operators and dispatch centres are not included in the budget document, the Association of Municipalities of Ontario (AMO) reports the government intends to consolidate 52 Paramedic Services into 10, and 22 dispatch centres into 10 centres. Confirmation is outstanding as of the writing of this report and further details about the rationale, timelines and directions for these potential changes have not been made available; however, through their Memorandum of Understanding with AMO, the Ministry has committed to work with the municipal sector to inform any changes. It is expected that working groups will be convened in the short term to support meaningful discussion about protecting and enhancing paramedic services.

The budget also notes the provincial government's commitment to provide the right tools and technologies to support paramedic service delivery, which is in alignment with Regional advocacy for dispatch reform.

c) Implications for the Region of Peel

Structural transformation of the health system achieved through Bill 74 will occur over several years and it is not anticipated that there will be any changes to the way that care is delivered or accessed by Peel residents in the short term. Over time, the Region will need to optimize integration of our services within this new structure. Additional directions outlined in the 2019-2020 provincial budget may have considerable impacts on the governance structure and local geography for public health and paramedic service delivery in Peel; however, more details are required to understand the full extent and impact of these changes locally.

i) Regional Perspective on Ontario Health Teams

According to available information, becoming part of an Ontario Health Team is voluntary at this time. The provincial vision is that all health service providers will self-organize towards becoming or joining an Ontario Health Team at maturity. Staff are reviewing guidelines as they become available and engaging with hospitals and other local care providers to determine the optimal role that the Region should play within this structure and whether to lead or partner with an Ontario Health Team or Teams. The Region's expertise and innovation in seniors care along the continuum and provision of related social services supports will be an asset to local integrated care planning and delivery.

ii) Seniors Services

The Region's five long term care homes and Community Support Services programs have existing accountability agreements with the LHINs. Once the LHINs are dissolved, the existing agreements may be assigned by the LHINs to the Ministry and, in turn, to Ontario Health or another identified oversight entity, or the Region may be required to sign new agreements with Ontario Health or another identified oversight entity at that time.

OVERVIEW OF HEALTH SYSTEM TRANSFORMATION - A REGION OF PEEL PERSPECTIVE

Further, waitlists for long term care placement and the Adult Day Services program are currently managed by the LHINs. In the short term, the LHINs will continue to manage waitlists and oversee funding and accountability agreements to ensure a seamless transition. Based on guidance documents made available, it is anticipated that, at maturity, responsibility for long term care and home care placement coordination may fall within the scope of Ontario Health Teams.

iii) Public Health

Proposed modernization and integration of public health units included in the Provincial budget will have a substantial impact on delivery and oversight of public health services given the provincial direction to reduce the number of health units. More detailed information is needed to understand the full impacts of this change both from a municipal and population health perspective. A report will be coming to Regional Council in May with further details about provincial plans to modernize public health.

Strong relationships between public health and Ontario Health Teams moving forward would help to ensure that health equity and the population health perspective remain a key component in health system planning locally.

iv) Paramedic Services

Paramedic Services are not referenced in Bill 74, and staff continue to work in partnership on local collaborative initiatives such as Community Paramedicine pilot program, currently funded by the Mississauga Halton LHIN. More recently proposed changes in the Provincial budget to integrate paramedic services within the health care system are likely to have implications for the Regional role in the delivery of paramedic services; however, details about provincial plans for integration remain unclear.

It appears the provincial government is prioritizing efforts to modernize and improve ambulance dispatch and alternative care delivery models such as alternate destinations for patient care.

3. Next Steps

Staff will continue to monitor the implementation of Bill 74, as well as provincial directions related to health system transformation more broadly, and will identify opportunities to provide Regional insight and influence direction to ensure Peel's perspectives and interests are considered.

The Health System Integration Committee of Regional Council will be an important forum for discussion of the Regional role in health system transformation and how Regional services may best be redesigned and delivered in the context of an evolving system.

Further, several of the Region's health-related policy and advocacy priorities remain relevant to current health system context. Opportunities to advance these positions through health system transformation continue to be explored and will be a focus of discussion at the upcoming Health System Integration Committee meeting.

OVERVIEW OF HEALTH SYSTEM TRANSFORMATION - A REGION OF PEEL PERSPECTIVE

RISK CONSIDERATIONS

Both the Central West and Mississauga Halton LHINs that serve Peel will be directly impacted by proposed health system transformation, which will translate into changes to the funding and oversight of associated Regional health services and partnerships. At this time, the number and geographic boundaries of future Ontario Health Teams within Peel are not known, the governance structures and reporting relationships are not finalized, and specific impacts for funding and oversight of Regional health services are not clear.

Proposed modernization and integration of public health and paramedic services announced in the provincial budget could also have considerable implications for the Region's role in public health and paramedic service delivery in Peel. Specific impacts remain unknown until further details are made available.

CONCLUSION

The Region of Peel is committed to working within the new provincial structure and working collaboratively with new and existing stakeholders to ensure the needs of Peel residents are met in support of our vision for Community for Life.

Staff will continue to monitor provincial directions and actively participate in information sessions related to health system transformation and provide further details about potential implications for Regional programs as more information becomes available.



Nancy Polsinelli, Commissioner of Health Services

Approved for Submission:



J. Sheehy, Acting Chief Administrative Officer

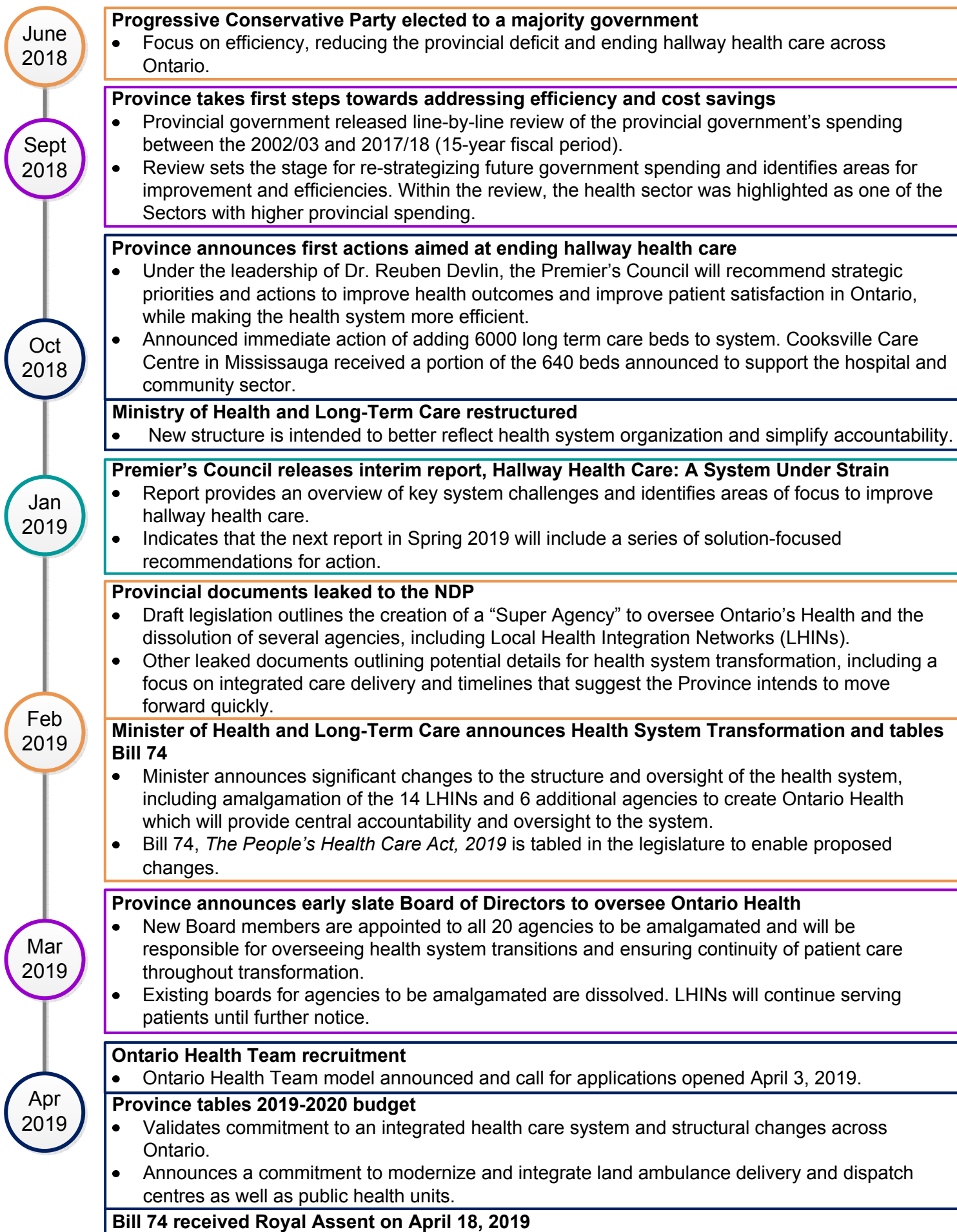
APPENDICES

1. Appendix I - Provincial directions related to health system transformation

For further information regarding this report, please contact Brian Laundry, Director, extension 2514, brian.laundry@peelregion.ca.

Authored By: Nicole Britten, Strategic Policy and Performance

Provincial directions related to Health System Transformation (June 2018 – Present)



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**ITEMS RELATED TO
HUMAN SERVICES**

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DATE: April 16, 2019

REPORT TITLE: **EXTENSION FOR PEEL HOMELESSNESS SERVICES CONTRACTS**

FROM: Janice Sheehy, Commissioner of Human Services

RECOMMENDATION

That the following contracts be extended for up to an additional eighteen (18) month term, ending December 31, 2020, for provision of Housing with Related Supports at Oliver House and Genesis Lodge in the amount of \$329,006; St. Leonard's Place (Peel) – Rotary Resolve House, in the amount of \$991,156; and provision of Transitional Housing at St. Leonard's Place New Leaf Program \$594,889 (value of the 2018 contracts).

REPORT HIGHLIGHTS

- Four purchase of service agreements with agencies that provide housing with supports and transitional housing will end June 30, 2019.
- Contract extensions are requested to enable staff to complete a full review of Homelessness Services. The review will ensure the services and programs support a Housing First approach that meets the outcomes of the Peel Housing and Homelessness Plan.
- The contract extensions are requested to avoid a disruption in services provided to homeless individuals in Peel.
- The current contracts for Oliver House and Genesis Lodge in the amount of \$329,006, for St. Leonard's Place (Peel) - Rotary Resolve House, in the amount of \$991,156, and for St. Leonard's Place New Leaf Program, in the amount of \$594,889 are being extended with no change in cost.
- There are sufficient funds in the Homelessness support service budget to cover the cost of these contract extensions.

DISCUSSION

1. Background

The Region of Peel has entered into four purchase of service agreements to provide supports to clients within the Homelessness System. These four contracts were originally executed in accordance with the Region's Purchasing by-law. Details are below.

EXTENSION FOR PEEL HOMELESSNESS SERVICES CONTRACTS

Housing with Related Supports:

Oliver House – a home offering 24-hour supervision and a supportive housing program for community residents who are homeless with psychiatric disorders.

Genesis Lodge – a home offering supervision and a supportive housing program for community residents who are homeless and have a mental health diagnosis.

St. Leonard's Place (Peel) - Rotary Resolve House – a facility that offers men a supportive living environment transitioning from federal institutions.

Transitional Housing:

St. Leonard's New Leaf Program – provides housing for up to two years and wraparound supports to men in the community who are overcoming homelessness due to mental illness and/or substance abuse.

2. Housing and Homelessness Review

As outlined in Peel's 10-Year Housing and Homelessness Plan, Peel is shifting to a Housing First approach to improve outcomes for homeless clients. Housing First is a recovery-oriented approach to ending homelessness. It focuses on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports as needed. This approach is considered a best practice in the sector.

Staff is currently reviewing housing with supports and transitional programs, and consulting with community stakeholders to determine what changes are needed to implement a Housing First approach. Staff is seeking Council approval to extend the existing purchase of service agreements for up to an additional eighteen (18) months, ending no later than December 31, 2020. The extension will ensure there is no break in service for these very vulnerable clients.

FINANCIAL IMPLICATIONS

The current contracts in the amount of \$329,006 for Housing with related supports at Oliver House and Genesis Lodge, \$991,156 for St. Leonard's Rotary Resolve House and \$594,889 for St. Leonard's New Leaf Program are being extended with no change in cost.

There are sufficient funds in the Homelessness Support Service budget to fund these contracts.

EXTENSION FOR PEEL HOMELESSNESS SERVICES CONTRACTS

CONCLUSION

Housing with related supports and transitional housing programs provide important services to some of the most vulnerable people in Peel. An extension to the purchase of service agreements with these service providers will ensure these clients continue to receive much needed supports and services, while staff complete a full program review.

Approved for Submission:



J. Sheehy, Commissioner of Human Services and
Acting Chief Administrative Officer

For further information regarding this report, please contact Aileen Baird, Director, Housing Services, ext. 1898 or aileen.baird@peelregion.ca.

Authored By: Leslie Moreau

Reviewed in workflow by:

Procurement
Financial Support Unit
Legal Services

City of Mississauga
Memorandum



Date: April 17, 2019
To: Kathryn Lockyer, Regional Clerk
From: Mayor Crombie
Subject: **Questions for Deloitte**

On April 11, 2019, Regional Council passed a Resolution requesting that Deloitte attend a future Regional Council meeting and that any questions from any municipality for Deloitte be forwarded to the Regional Clerk by Thursday, April 18, 2019. Please accept these questions on behalf of the City of Mississauga to be discussed at the April 25th meeting.

General

Overall, there are a significant number of caveats, statements, and inconsistent assumptions in the Deloitte Report which indicate upon review that conclusions drawn may not be accurate. This lack of information also at times made the Deloitte Report difficult to interpret.

- Can you confirm that had you been in contact with all four municipalities including having access to staff and information that this may have led to materially different conclusions?
- On **page 9 of the Deloitte Report** it states that “it should be noted that this information is not a complete set of data for each municipality and that our analysis may be impacted by data we were unable to obtain.” Can you confidently rely on the conclusions drawn in your report when you did not have access to any information from any of the three lower tier municipalities?

Process Questions

1. Did you ever point out to the Regional staff that the quality of the assumptions and conclusions in the report may be compromised because of lack of input from the “lowers”? If yes, what response were you given?
2. Who did you discuss the assumptions with, and who confirmed for you the assumptions to be used in the final report? Was there a terms of reference?

19.1-2

3. Was a draft of the Deloitte Report given to Regional staff for review before the final was issued? Were any of the assumptions or findings changed or challenged during the draft review stage?
4. On what date were you contacted by the Region and asked to commence the work?
5. How much will you be billing the Region of Peel in total for the work?
6. When you were advised you could not contact the lower tier municipalities for information, did you find that unusual?
7. Were you given instructions to model only the worst case scenario regarding amalgamation and dissolution?
8. Why didn't you consider multiple scenarios as part of your analysis?
9. Did you consult or obtain information from any of the lower tier municipalities when completing this report?
10. Were any instructions given to you regarding working with Watson & Associates? What process was followed for the two consultants in completing this work? Was the process shaped at all based on the value of the contract?

Technical Questions

(a) Dissolution

1. Deloitte chose to assume Water and Wastewater Services would be organized as a joint utility board. On the other hand, Deloitte assumed two separate police boards (Mississauga & Brampton) would be required. An existing legislated, arms-length Board already exists for Peel Regional Police. Why would a joint Board not be assumed? **(pgs. 20 & 21 Deloitte Report)** In your opinion, if a joint board was considered for police services would this have lessened the negative financial impact of dissolution from your conclusions for Mississauga and Brampton?
2. The tax rate analysis not shown for the dissolution scenario, although it is provided in the amalgamation scenario. Why? **(pg. 29 Deloitte Report)**
3. There is a general statement that one-time transition costs are not quantified in the report. Why, then, are transition costs of \$18.4 million included for contract termination of existing contracts in Waste Management Services? **(pg. 20 Deloitte Report)**
4. It was assumed that all existing contracts would be terminated at dissolution and renegotiated at a higher value. Why were softer transitions not assumed? e.g. exploring the assignment of existing contracts to the new entity? **(pg. 25 Deloitte Report)**

19.1-3

5. On **page 4 of the Deloitte Report** you state that “Mississauga benefits the most from dissolution, especially as it sees positive trends in financial metrics”. Are you saying that a dissolution model could be a positive municipal restructuring for Mississauga residents?
6. Did the reports you reviewed recommend against dissolution as a form of municipal restructuring?
7. You cited Montreal as an example of where de-amalgamation does not work. Is Montreal similar in circumstance to the current review underway in Peel to confidently rely on it to provide valuable insight? Is Montreal an instructive example?

(b) Amalgamation

1. Severance payment costs were assumed for all redundant positions. Why was a softer transition not assumed, taking into consideration a large number of employees are close to retirement, and could be offered termination incentives, to decrease the harmonization costs? Was any level of attrition taken into account in the model? **(pg. 30 Deloitte Report)**
2. Wage harmonization of salaries assumed all staff in common roles and positions would be subject to a step-up in wages up to the top of the bracket between the Region and the local municipalities. Why was this worst-case assumed? **(pg. 30 Deloitte Report)**
3. The amalgamation scenario assumed service levels would remain constant. Is this a realistic assumption, as it would likely lead to three different service levels in the new amalgamated city? Studies on amalgamation suggest that services level up over time. Was this built into your assumptions? **pg. 30 Deloitte Report)**
4. For all services, except Fire & Emergency Services, the combined impact of terminations and wage harmonization result in net cost increases. In the case of Fire & Emergency Services, the combined impact of terminations and wage harmonization result in net savings. This is assumed to be because wages are relatively harmonized now. However, the assumptions further state Caledon would maintain its culture of volunteer fire fighters. Would these not have to be made permanent, with significant increased wage costs? **(pg. 33 Deloitte Report)**

19.1-4

5. On **page 2 of the Deloitte Report** you state:
 - “While dissolution does require a more significant up front investment (one time costs), the cumulative change in tax levies over time under amalgamation demonstrates that amalgamation has the potential to be more costly over time as the impacts of harmonization are more significant and are not expected to be reversed”

Although you put the costs of dissolution and amalgamation at 1 billion and 676 million respectively, are you also stating that a dissolution could be better than an amalgamation for taxpayers in the long run?

6. Looking at your **Appendix D: Case Studies (pg. 56)**, you do not summarize the research that has been done on previous amalgamations in Ontario and across Canada. In your opinion was there a consensus or a strong position one way or another as to whether amalgamations have been shown to result in savings to taxpayers or service efficiencies based on previous examples?
7. In your Toronto and Ottawa case study examples on amalgamation (**pgs 56 and 57 of Deloitte**), you talk about cost savings realized by each by referencing studies done in 2001 and 2004 respectively. Were you not able to find more current data for a more up to date and long term analysis?

(c) Efficiencies

1. How was the list of proposed efficiencies generated? How did you arrive at the estimated savings of \$261 million (which is only shown on **page 2 of the Executive Summary**, but not in the body of the report)? Where in the report do you provide the analysis to back up that number.
2. The Deloitte report gives the example of technology upgrades made by the City of Toronto (1998-2000) after their Amalgamation. There have been rapid changes in technology over the last 19 years, and many of these technologies have already been adopted by the Region and the three local municipalities. Is this assumption reasonable? (**pg. 38 Deloitte Report**)

(d) Water & Wastewater Services

1. The Deloitte report mentions that under dissolution, the individual municipalities’ debt capacity would be negatively impacted as it would be allocated a share of a Utility Board’s assets and liabilities. Is this assumption reasonable, as the report does not mention anything about the local municipality’s offsetting water and wastewater revenue share, and therefore the ability to repay the debt burden from water/wastewater rates? (**pg. 3 Deloitte Report**)

19.1-5

2. In Appendix F, the allocation of the water local linear infrastructure between the three municipalities totals 111%, why? It should be 100%, as it is for the wastewater. **(pg. 70 Deloitte Report)**
3. In Appendix F, the State of Good Repair (SGR) Reserve is allocated funds based on billable flows yet the rate impacts are related to local linear infrastructure which has been allocated based on location. Shouldn't the SGR Reserve also be allocated based on the location of local linear infrastructure? **(pg. 70 Deloitte Report)**

(e) Development Charge Assumptions

1. The report assumed DC's for roads could be lost due to a shift from the region to local municipalities. Why would the road responsibilities and associated growth related improvements not be equally fundable via DC's at the local level? **(pg. 24 Deloitte Report)**
2. The DC analysis in Appendix F shows varying DC funded costs but no change in tax funded costs. Is this correct? **(pg. 69 Deloitte Report)**

THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 30-2019

A by-law to stop-up, close and deprive of its character as part of the public highway those lands described as Part of Lot 5, Concession 7, Town of Caledon (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38392, known as part of Regional Road 50 (Highway 50).

WHEREAS, the lands described in Schedule "A" to this by-law ("Subject Lands") are part of the Regional Road System and the Regional Corporation has jurisdiction over the Subject Lands pursuant to 52(3) of the *Municipal Act, 2001*, S.O. 2001, c.25 (the "*Municipal Act*");

AND WHEREAS, the Council of The Regional Municipality of Peel has by resolution passed on the 25th day of April, 2019 determined that the Subject Lands may be stopped-up and closed;

AND WHEREAS, the closure of the Subject Lands does not require any of the consents in Section 34(2) of the *Municipal Act*;

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. That those parts of the public highway described in Schedule "A" attached hereto, being the Subject Lands, are hereby stopped-up, closed and deprived of its character as public highway or street;

READ THREE TIMES AND PASSED IN OPEN COUNCIL this 25th day of April, 2019.

Regional Clerk

Regional Chair

SCHEDULE "A" TO BY-LAW NUMBER 30-2019

Being a By-law to stop-up, close and deprive of its character as part of the public highway those lands described as Part of Lot 5, Concession 7, Town of Caledon (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38392, known as part of Regional Road 50 (Highway 50).

Description of the Subject Lands

Part of PIN 14352-0266(LT)

Part of Lot 5, Concession 7, Town of Caledon (formerly Township of Albion), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38392.

THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 31-2019

A by-law establishing financial management principles to provide guidance towards the goal of ensuring the long term Financial Health of The Regional Municipality of Peel, and to repeal By-law 49-2013.

WHEREAS the Council of the Regional Corporation has, by resolution adopted on the 25th day of April, 2019, authorized a by-law establishing the financial principles to provide guidance towards the goal of ensuring the long term financial sustainability of The Regional Municipality of Peel;

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. Definitions in this by-law:

a) Financial Terminology

i) "Assets" means capital assets that are used to produce or provide goods or services. They have a useful life extending beyond one accounting period (e.g. a year), are used on a continuing basis and are not for sale in the ordinary course of operations;

ii) "Borrow" means the act of issuing debt or other financial instruments for the purpose of raising funds;

iii) "Capital Plan" means the combined Capital Budget and Capital Forecast;

iv) "Financial Health" means the overall financial condition as indicated by its Financial Flexibility, Financial Sustainability and Financial Vulnerability;

v) "Financial Flexibility" means the ability to change either debt levels or taxes and utility rates to meet financial obligations and ensure intergenerational equity;

vi) "Financial Sustainability" means the ability to provide and maintain planned service and infrastructure Assets without unplanned increases in rates or disruptive cuts to services;

vii) "Financial Vulnerability" means the degree to which an organization is dependent on external funding sources that it cannot control; it is the level of risks that could impact the

ability to meet existing financial obligations and commitments, including the delivery of services;

viii) "Reserve" means an unrestricted accumulation, at the direction of Council, of appropriations from net revenues;

ix) "Reserve Fund" means an accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund;

x) "Users" means residents and businesses who use a service or services provided by The Regional Municipality of Peel;

b) Organizational Structure

i) "Local Municipalities" means the City of Brampton, City of Mississauga and the Town of Caledon;

ii) "Council" means the Council of The Regional Municipality of Peel;

iii) "Chief Administrative Officer" means the employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Administrative Officer during the incumbent's absence or a vacancy in the office;

iv) "Chief Financial Officer" means the employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Financial Officer during the incumbent's absence or a vacancy in the office;

2. The Financial Principles for Financial Sustainability, to manage Financial Vulnerability and for Financial Flexibility set out in the first column of Schedule A to this by-law are adopted as principles to provide guidance towards the goal of ensuring the long term Financial Health of The Regional Municipality of Peel;
3. The Meanings attributed to the principles set out in Schedule A are to be considered for purposes of interpretation but shall not be considered to be exhaustive or prescriptive;
4. The Policy Alignments identified in Schedule A refer to the policy or legal instruments which are the primary means of advancing the corresponding principle;
5. The Chief Financial Officer shall undertake a review of this by-law not less frequently than once every seven years and report to Council the results of such review;

6. The Chief Administrative Officer, upon the recommendation in writing of the Chief Financial Officer, is authorized to create, implement, amend and revoke policies for the financial administration of The Regional Municipality of Peel which are consistent with the Financial Health principles adopted in this by-law;
7. By-law 49-2013 is hereby repealed;
8. Where policies for the financial administration of The Regional Municipality of Peel provide for a requirement of Council approval or a Council report being made, the approval may be given or the report may be made to the Interim Period Approvals Committee established under By-law 56-2008 or any successor by-law during any "Interim Period" as defined in that by-law;
9. This by-law may be referred to as the Region of Peel Financial Management By-law, 2019.

READ THREE TIMES AND PASSED IN OPEN COUNCIL this 25th day of April, 2019.

Regional Clerk

Regional Chair

SCHEDULE A

1. Financial Principles for Financial Sustainability

	Financial	Meaning	Policy Alignment
1.	Respect the Tax Payer	Achieve reasonable and responsible tax rates to ensure that the Regional Council's highest priority services are maintained. The Region will strive to deliver its desired service outcomes without placing undue financial pressures on its tax payers.	Budget Policy
2.	Ensure the Capital Plan is Sustainable	Capital Reserves and Reserve Funds are funded to levels to enable the Capital Plan. Capital expenditures should be continually reviewed in the context of affordability, and the operating impact of capital should be sustainable and affordable.	Reserve Management Policy
3.	Maintain Assets	Replace or maintain Assets over their lifecycle in a timely manner to ensure service level targets are met.	Asset Management Policy
4.	Deliver Value for Money	Continuously find efficiency and quality improvements to manage and deliver services.	Procurement By-law

Schedule 'A' to By-law 31-2019

2. Financial Principles for Financial Vulnerability

	Financial Principle	Meaning	Policy Alignment
5.	Users pay where appropriate	Ensure that the Users of services pay for the services, and balance growth-related investments with revenue to achieve intergenerational equity where possible.	Development Charge By-Law User Fee By-Law
6.	Work with Local Municipalities in being adaptable to growth and to support economic viability of the community	Work together with Local Municipalities to ensure that the Region continues to be a desirable area in which to live, work, and play.	Development Charge By-Law
7.	Make Responsible Investments	Maintain an investment portfolio that balances the safety of principal and maintenance of liquidity while striving to obtain returns that benefit residents and businesses.	Investment Policy

3. Financial Principles for Financial Flexibility

	Financial Principle	Meaning	Policy Alignment
8.	Mitigate significant fluctuations in tax and utility rates	Implement ways to smooth and maintain tax and utility rates to provide financially stable and predictable environments for residents and businesses.	Reserve Management Policy Budget Policy
9.	Borrow when appropriate for capital infrastructure	Maintain an affordable level of debt required to achieve desired service levels while minimizing the impact of borrowing to the tax payer and ensuring intergenerational equity.	Debt Policy Cash Management Strategy

**ADDITIONAL MATERIALS
DISTRIBUTED AT MEETING**



Update of the Long Term Financial Planning Strategy

Stephen VanOfwegen
Chief Financial Officer and Commissioner of Finance
Region of Peel



Background



2013

Long Term Financial Planning Strategy (the “Strategy”) approved



2013-2017

The Strategy applies a financial lens for decision making and reporting



2018

Independent assessment and review conducted



Independent Fiscal Health **Assessment**



Fiscal Health Assessment Summary



Overall

- ▶ There has been an **overall improvement in financial health** measured by the existing LTFPS, showcasing a fiscally healthy Region that has been able to achieve the stated objectives of its financial strategy.
- ▶ Through its actions as a result of monitoring the scorecard and applying the LTFPS over the past 5 years, Peel has been able **maintain its AAA/Aaa credit rating from Moody's and S&P**, even through a rapidly growing population and evolving economy.
- ▶ Compared to peer jurisdictions around Canada, Peel's Long Term Financial Planning Strategy is more **mature and comprehensive**. Therefore, updates as part of the LTFPS refresh are related to re-aligning with the Region's 2015-2035 Strategic Plan, integrating the strategy with the Integrated Planning Framework, and incorporating forward-looking quantifiable indicators.

Fiscal Health Risks Identified

While most measures of fiscal health, as defined and monitored by the LTFPS are on track, the following three risks, were identified and require further attention as part of the fiscal health assessment:

Dealing with service level pressures

There is increased pressure for additional infrastructure needs due to regulatory changes, higher demand for services in Regional services, and other community changes. In addition, aging infrastructure will continue to amplify this risk.

Decline in non-residential tax revenue

Non-residential tax revenue has declined over the last decade, and the decline has continued even after the implementation of the LTFPS. This is a result of the changing nature of employment coupled with pressures from the gap in revenue from the non residential sector, causing a shift of the tax burden to residents.

Increased reliance on external funding

Reliance on external funding has marginally increased over the years since the implementation of the LTFPS. With uncertainty related to funding from the upper levels of government, Peel's reliance on such funding for committed programs exposes the Region to seek other sources of funding to maintain service levels

Long Term Financial Planning Strategy 2019



Long Term Financial Planning Strategy Overview















PURPOSE

To guide fiscally responsible, evidence-driven decision making and ensure long term financial sustainability of Regional service outcomes to best serve the residents and businesses in Peel.



OUTCOME

Regional services are financially sustainable.

Financial Pillars	Financial Principles		Indicators
 <p>Financial Sustainability</p>	 <p>Respect the tax payer</p>  <p>Manage assets</p>	 <p>Ensure the Capital Plan is sustainable</p>  <p>Deliver value for money</p>	<ul style="list-style-type: none"> • Tax rate increase • Capital Reserves as a % of 20 Year Capital Plan (tax and utility rates) • Asset Health Score
 <p>Financial Vulnerability</p>	 <p>Users pay where appropriate</p>  <p>Make responsible investments</p>	 <p>Work with local municipalities to manage growth and support economic viability of the community</p>	<ul style="list-style-type: none"> • Reduction in growth related risk • Reliance on external funding • Proportion of non-residential tax revenue • Investment returns
 <p>Financial Flexibility</p>	 <p>Mitigate significant fluctuations in tax and utility rates</p>	 <p>Borrow when appropriate for capital infrastructure</p>	<ul style="list-style-type: none"> • Debt capacity • Reserve adequacy

2019 Financial Condition Scorecard



2019 Financial Condition Scorecard

Sustainability

Financial Principles



Respect the
tax payer










Ensure the Capital
Plan is sustainable



Manage assets



Deliver value
for money

	Indicator	Target	2018 Performance	Risk Outlook
	Tax rate increase	1-3%		Negative
	Capital Reserves as a % of 20 Year Capital Plan	100%	Tax  Utility 	Tax: Negative Utility: Negative
	Asset Health Score	Good		Neutral

2019 Financial Condition Scorecard

Vulnerability

Financial Principles










Users pay where appropriate



Work with local municipalities to manage growth and support economic viability of the community



Make responsible investments

	Indicator	Target	2018 Performance	Risk Outlook
	Reduction in growth related risk	Increasing		Positive
	Reliance on external funding	TBD		Negative
	Proportion of non-residential tax revenue	35-45%		Negative
	Investment returns	Above inflation		Neutral

2019 Financial Condition Scorecard

Flexibility

Financial Principles



Mitigate significant fluctuations in tax and utility rates

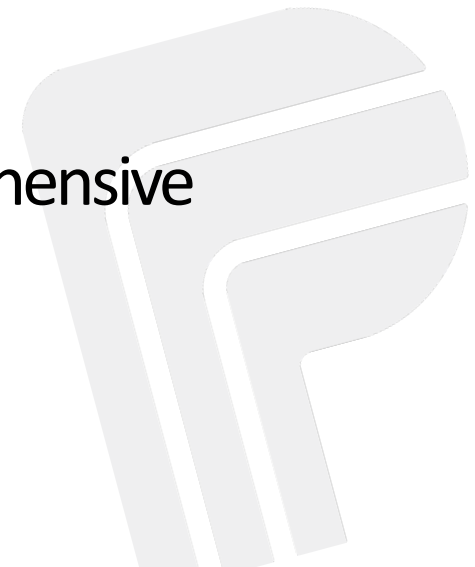


Borrow when appropriate for capital infrastructure

	Indicator	Target	2018 Performance	Risk Outlook
UPDATED	Debt capacity	Below 25%	<input checked="" type="checkbox"/>	Neutral
	Reserve adequacy	5-10%	Tax <input checked="" type="checkbox"/>	Tax: Positive
			Utility <input checked="" type="checkbox"/>	Utility: Positive
UPDATED	Liquidity	> 120%	<input checked="" type="checkbox"/>	Neutral

Long Term Financial Planning Strategy Summary

- The Long Term Financial Planning Strategy has guided decision making and had a positive impact on Peel's financial health
- Peel has maintained its AAA/Aaa credit rating
- Peel's financial strategy is mature and comprehensive



Provincial Budget: Impact on Funding for Peel



Provincial Budget Impact



Program	Gross Exp (\$M)	Prov Funding (\$M)	Net Exp (\$M)	Provincial Change
Long Term Care	99.7	39.3	36.7	1.7% increase - TBD
Paramedic Services	109.2	53.0	56.2	No change to 50/50 cost sharing
Social Assistance & Employment	267.9	241.9	25.9	
<ul style="list-style-type: none"> Addiction Services Initiative 				<ul style="list-style-type: none"> Reduction of \$0.5M

Provincial Budget Impact

Program	Gross Exp (\$M)	Prov Funding (\$M)	Net Exp (\$M)	Provincial Change
Public Health	93.9	62.0	28.3	
• Mandatory Cost Shared Programs	75.3	47.0	26.0	<ul style="list-style-type: none"> • Current – 75/25 • 2019 – 70/30 • 2021 – 60/40
• 100% Funded programs	7.5	6.9	0.6	<ul style="list-style-type: none"> • Current – 100% • 2019 – 70/30 • 2021 – 60/40
• Seniors' Dental	1.7	0.0	1.7	<ul style="list-style-type: none"> • Current – 100% Region funded • \$90M new funding for Ontario –TBD

Provincial Budget Impact

Program	Gross Exp (\$M)	Prov Funding (\$M)	Net Exp (\$M)	Provincial Change
Early Years & Child Care	204.7	187.5	17.2	
• Expansion Plan				<ul style="list-style-type: none"> • Current – 100% • 2019 – 80/20; \$5M decrease
• Fee Stabilization Support				<ul style="list-style-type: none"> • Reduced funding envelope by \$3.7M
• Administration Threshold Impact				<ul style="list-style-type: none"> • Current – 10% • 2019 – 5%
• Administration Funding Ratio				<ul style="list-style-type: none"> • Current – 100% • 2019 – 50/50

Provincial Budget Impact

Program	Gross Exp (\$M)	Prov Funding (\$M)	Net Exp (\$M)	Provincial Change
Housing & Homelessness	211.0	83.8	127.2	
<ul style="list-style-type: none"> Community Homelessness Prevention Initiative 				<ul style="list-style-type: none"> \$1.9M reduction
<ul style="list-style-type: none"> Home for Good 				<ul style="list-style-type: none"> No new funding
<ul style="list-style-type: none"> Investment in Affordable Housing 				<ul style="list-style-type: none"> No new funding
<ul style="list-style-type: none"> Canada-Ontario Community Housing Initiative 				<ul style="list-style-type: none"> \$1.1M increase - TBD
<ul style="list-style-type: none"> Ontario Priorities Housing Initiative 				<ul style="list-style-type: none"> \$7.4M increase - TBD