

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, June 27, 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. June 13, 2019 Regional Council meeting

4. **APPROVAL OF AGENDA**

5. **PUBLIC ANNOUNCEMENTS SPONSORED BY A MEMBER OF COUNCIL**

6. **CONSENT AGENDA**

7. **DELEGATIONS**

7.1. **Deborah Martin-Downs, Chief Administrative Officer (CAO) and Jeff Payne, Deputy CAO and Director, Corporate Services, Credit Valley Conservation, Reporting to Regional Council on 2019 Budget Highlights and 2020 Budget Risks and Service Levels (Presentation now available)**

7.2. **John MacKenzie, Chief Executive Officer, Toronto and Region Conservation Authority, Reporting to Regional Council on 2019 Budget Highlights and 2020 Budget Risks and Service Levels (Presentation now available)**

7.3. **Cristina Zampiero, Resident, Regarding the Installation of 5G Wireless Infrastructure in Peel**

8. **STAFF PRESENTATIONS**

9. **ITEMS RELATED TO PUBLIC WORKS**

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

9.1. Provincial Highway Projects in Peel Region (For information) (Related to 16.1)

9.2. Review of Existing Flashing Speed Limit Zones and Amendment to Traffic By-law 15-2013 on Regional Road 6 (Embleton Road), City of Brampton, Ward 6 (Related to By-law 42-2019)

9.3. Amendment to the Region of Peel Traffic By-law 15-2013 to Remove the Time-of-Day Stopping Prohibitions on Regional Road 50 (Queen Street) from Regional Road 9 (King Street) to 50 Metres North of Mill Street – Town of Caledon, Ward 5 (Related to 10.1, 10.2 and By-law 43-2019)

9.4. Residential Water and Sewer Line Warranty Protection Program Update (For information)

10. COMMUNICATIONS

10.1. **Carey Herd, General Manager, Corporate Services and Town Clerk, Town of Caledon**, Letter dated May 30, 2019, Providing a Copy of the Town of Caledon Resolution Requesting the Region of Peel for All-Day Street Parking, Queen Street (Receipt recommended) (Related to 9.3, 10.2 and By-law 43-2019)

10.2. **Allan Thompson, Mayor, Town of Caledon**, Email dated June 18, 1999, Providing a Copy of the Petition in Support of the All Day Street Parking Pilot Program (Receipt recommended) (**A copy of the petition is available from the Office of the Regional Clerk for viewing**) (Related to 9.3, 10.1 and By-law 43-2019)

11. ITEMS RELATED TO HEALTH

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

11.1. Review of Peel Regional Paramedic Services' Divisional Model (Related to 20.1)

11.2. Community Paramedic at Clinic - Paramedic Services Update (For information)

11.3. Public Health Restructuring in Peel

11.4. Provincial 2019 Budget Announcements: Implications for Paramedic Services

11.5. Seniors Health and Wellness Village at Peel Manor: Procurement and Project Update

12. COMMUNICATIONS

13. ITEMS RELATED TO HUMAN SERVICES

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

13.1. Employment Services Transformation

14. COMMUNICATIONS

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

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

16. **COMMUNICATIONS**

- 16.1. **Aly N. Alibhai, Regional Director, Municipal Services Office – Central Ontario, Ministry of Municipal Affairs and Housing; Calvin Curtis, Acting Regional Director, Provincial Highways Management, Ministry of Transportation; and, Samir Adkar, Director, Energy Networks and Indigenous Policy Branch, Ministry of Energy, Northern Development and Mines, Letter dated June 21, 2019, Regarding Request for Notices of Development Applications in the GTA West Corridor and Transmission Corridor Identification Study Area (Receipt recommended) (Related to 9.1)**

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

Chaired by Councillor C. Fonseca or Vice-Chair Councillor K. Ras

- 17.1. **Request for Development Charges Relief - The Church of Archangel Michael and Saint Tekla (As requested at the June 13, 2019 Regional Council meeting)**

- 17.2. Energy Conservation and Demand Management Plan (For information)

18. **COMMUNICATIONS**

- 18.1. **Michael Yake, Vice President - Senior Credit Officer/Manager, Moody's Canada Inc., Email dated June 18, 2019, Regarding Municipal Sector Comments with Respect to the Provincial Funding Changes (Receipt recommended)**

- 18.2. **Ernst and Young LLP, Providing a Financial Impact Analysis of Service Delivery Models (Receipt recommended) (As requested at the May 23, 2019 Regional Council meeting)**

19. **OTHER BUSINESS**

20. **NOTICE OF MOTION/MOTION**

- 20.1. **Motion Regarding an Independent Review of the Paramedic Services Divisional Delivery Model (As requested by Councillor Sinclair) (Related to 11.1) (Deferred from the February 28, 2019 Regional Council meeting)**

21. BY-LAWS

Three Readings

By-law 42-2019: A by-law to amend the current times of operation of the flashing speed limit zone on Regional Road 6 (Embleton Road); and to amend By-law Number 15-2013 being a by-law to regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel. (Related to 9.2)

By-law 43-2019: A by-law to remove the stopping prohibitions on the east and west sides of Regional Road 50 (Queen Street) from Regional Road 9 (King Street) to a point 50 metres north of Mill Street; and to amend By-law Number 15-2013 being a by-law to regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel. (Related to 9.3, 10.1 and 10.2)

22. IN CAMERA MATTERS

- 22.1. Local Planning Appeal Tribunal Proceedings (Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose)

23. BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

24. ADJOURNMENT



**THE COUNCIL OF
THE REGIONAL MUNICIPALITY OF PEEL
June 13, 2019**

Regional Chair Iannicca called the meeting of Regional Council to order at 9:34 a.m. in the Council Chamber, Regional Administrative Headquarters, 10 Peel Centre Drive, Suite A, Brampton.

1. ROLL CALL

Members Present:

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

Members Absent:

J. Downey (C. Early★)	Due to personal matters
M. Palleschi	Due to other municipal business

Also Present: D. Szwarc, Chief Administrative Officer; M. Killeavy, Acting 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. Valleau, Legislative Technical Coordinator; H. Gill, Legislative Technical Coordinator; S. MacGregor, Legislative Assistant

2. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

* See text for arrivals

♦ See text for departures

★ Denotes alternate member

3. APPROVAL OF MINUTES

3.1. May 23, 2019 Regional Council meeting

Moved by Councillor McFadden,
Seconded by Councillor Medeiros;

That the minutes of the May 23, 2019 Regional Council meeting be approved.

Carried 2019-540

4. APPROVAL OF AGENDA

Moved by Councillor Thompson,
Seconded by Councillor Ras;

That the agenda for the June 13, 2019 Regional Council meeting include a communication item from the Town of Caledon regarding the appointment of an Alternate Member, to be dealt with under Items Related to Enterprise Programs and Services – Item 16.4;

And further, that the agenda for the June 13, 2019 Regional Council meeting be approved, as amended.

Carried 2019-541

Related to Resolution 2019-581

5. PUBLIC ANNOUNCEMENTS SPONSORED BY A MEMBER OF COUNCIL - Nil

Councillor Dhillon arrived at 9:37 a.m.
Councillor Fonseca arrived at 9:37 a.m.
Councillor Parrish arrived at 9:37 a.m.

6. CONSENT AGENDA

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the following matters listed on the June 13, 2019 Regional Council Agenda be approved under the Consent Agenda:

9.1. Update on the Peel Outdoor Smoking By-Law 20-2013 to Include Additional Settings, Substances and Products

9.2. *Healthy Menu Choices Act Compliance*

- 9.3. Report of the Health System Integration Committee (HSIC-1/2019) meeting held on May 16, 2019
- 11.1. Addressing the Issue of Food Donation in Response to a Delegation at Regional Council
- 14.1. Karen Ras, Chair; Tom Adams, Vice-Chair; and, Deborah Martin-Downs, Chief Administrative Officer, Credit Valley Conservation (CVC), Letter dated May 17, 2019, Regarding CVC's Comments to the Ministry of Natural Resources and Forestry on Focusing Conservation Authority Development Permits on the Protection of Peel and Property
- 14.2. Karen Ras, Chair; Tom Adams, Vice-Chair; and, Deborah Martin-Downs, Chief Administrative Officer, Credit Valley Conservation (CVC), Letter dated May 17, 2019, Regarding Modernizing Conservation Authority Operations, *Conservation Authorities Act* and Bill 108: *More Homes, More Choice Act, 2019*
- 14.3. Shira Babins, Manager of Policy, Municipal Finance Officers' Association of Ontario (MFOA), Email dated May 22, 2019, Regarding MFOA's Early Draft Submission and a Copy of MFOA's Draft Comments on Bill 108: *More Homes, More Choice Act, 2019* as Posted on its Website on May 31, 2019
- 14.4. Bonnie Crombie, Mayor, City of Mississauga, Letter dated May 29, 2019, Providing a Copy of the Mayor's Letter to the Chair of the Stand Committee on Justice Policy Regarding Mississauga's Response to Bill 108, *More Homes, More Choice Act, 2019*
- 14.5. Gary D. Scandlan, Director and Andrew Grunda, Principal, Watson & Associates Economists Ltd. (Watson), Email dated May 30, 2019, Providing a Copy of its Submission to the Province, Summarizing Watson's Perspectives with Respect to Bill 108 and its Potential Changes to the *Development Charges Act*
- 14.6. Association of Municipalities Ontario (AMO) Communications, Policy Update dated May 31, 2019, Regarding AMO's Submission on Bill 108: *More Homes, More Choice Act, 2019*
- 14.7. Dr. Jessica Hopkins, Medical Officer of Health, Region of Peel-Public Health, Letter dated May 31, 2019, Regarding Comments on the Proposed Changes to the *Environmental Protection Act* and the draft Excess Soil Regulatory Proposal and Amendments to the Record of Site Condition (Brownfields) Regulation
- 14.8. Association of Municipalities Ontario (AMO) Policy Update, dated June 7, 2019, Regarding Bill 108: *More Homes, More Choice Act, 2019* Receives Royal Assent with Several Amendments
- 15.1. Statement of Development Charges Reserve Funds - Fiscal 2018
- 15.2. Friends of PAMA Advisory Board Policy

- 15.3. Encroachment Agreement - 12700 Regional Road 50 (Highway 50) Town of Caledon, Ward 5 - Owner: 1544216 Ontario Ltd.
- 15.5. Report of the Committee Clerk regarding the Regional Council Policies and Procedures Committee (PPC-2/2019) meeting held on May 16, 2019
- 15.6. Report of the Government Relations Committee (GRC-1/2019) meeting held on May 16, 2019
- 15.7. Report of the Regional Council Policies and Procedures Committee (PPC-3/2019) meeting held on May 23, 2019
- 16.2. Nando Iannicca, Regional Chair, Memo to Regional Council dated May 28, 2019, Providing an Update on Provincial Budget Cuts
- 16.3. Christine Massey, Spokesperson, Fluoride Free Peel, Email dated June 7, 2019, Regarding a Fee Estimate with Respect to a Request for Access to Records
- 16.4. Carey Herd, General Manager, Corporate Services/Town Clerk, Town of Caledon, Letter dated May 30, 2019, Advising of the Appointment of an Alternate Member to Regional Council
- 17.1. Amendment to the Region of Peel Traffic By-law 15-2013 to Extend the North Limit of the Existing Heavy Truck Restriction on Regional Road 19 (Winston Churchill Boulevard) from Halton Road 10 (10 Sideroad) to Regional Road 14 (Mayfield Road), City of Brampton, Ward 6
- 18.1. Camille Mageau, Secretary, Canadian Section, International Joint Commission Canada and United States, Letter dated May 21, 2019, Responding to a Letter from Regional Chair Iannicca in Support of the Great Lakes and Cities Initiative Position Regarding the US Great Lakes Restoration Initiative
- 18.3. Cobi Lechem, Policy Advisor, Office of the Minister of the Environment, Conservation and Parks, Email dated June 7, 2019, Providing a Copy of the Minister of the Environment, Conservation and Parks Mandate Letter and News Release Announcing the Appointment of David Lindsay as Special Advisor on Recycling and Plastic Waste
- 22.1. Closed Session Report of the Regional Council Policies and Procedures Committee (PPC-3/2019) meeting held on May 23, 2019
- 22.2. May 23, 2019 Regional Council Closed Session Report
- 22.3. 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)

- 22.4. 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)
- 22.5. 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)

In Favour	P. Brown; G. Carlson; S. Dasko; G.S. Dhillon; C. Early★; C. Fonseca; P. Fortini; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; C. Parrish; K. Ras; P. Saito; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 20
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	B. Crombie; D. Damerla; A. Groves; M. Palleschi	4

Carried 2019-542

RESOLUTIONS AS A RESULT OF THE CONSENT AGENDA

- 9.1. **Update on the Peel Outdoor Smoking By-Law 20-2013 to Include Additional Settings, Substances and Products**

Received 2019-543

- 9.2. ***Healthy Menu Choices Act Compliance***

Received 2019-544

- 9.3. **Report of the Health System Integration Committee (HSIC-1/2019) meeting held on May 16, 2019**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the report of the Health System Integration Committee (HSIC-1/2019) meeting held on May 16, 2019, be adopted.

Carried 2019-545

1. ELECTION OF THE CHAIR AND VICE CHAIR

RECOMMENDATION HSIC-1-2019:

That Councillor Fonseca be elected Chair of the Health System Integration Committee, for a term ending November 14, 2022 or until a successor is appointed.

Approved 2019-546

RECOMMENDATION HSIC-2-2019:

That Councillor Vicente be elected Vice-Chair of the Health System Integration Committee, for a term ending November 14, 2022 or until a successor is appointed.

Approved 2019-547

2. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

3. APPROVAL OF AGENDA

RECOMMENDATION HSIC-3-2019:

That the agenda for the May 16, 2019 Health System Integration Committee meeting be approved.

Approved 2019-548

4. DELEGATIONS - Nil

5. REPORTS

5.1. Overview of the Health System Integration Committee

Received 2019-549

5.2. Overview of the Health System Directions and Current Health Policy Priorities - A Region of Peel Perspective

Presentation by Brian Laundry, Director, Strategic Policy & Performance

Received 2019-550

5.3. **Questions for the Province With Respect to Public Health Unit Modernization**

Received 2019-551

6. **COMMUNICATIONS - Nil**

7. **IN CAMERA MATTERS - Nil**

8. **OTHER BUSINESS**

8.1. **Provincial Announcements Related to Public Health and the Paramedic Services System**

Received 2019-552

11.1. **Addressing the Issue of Food Donation in Response to a Delegation at Regional Council**

Received 2019-553

14.1. **Karen Ras, Chair; Tom Adams, Vice-Chair; and, Deborah Martin-Downs, Chief Administrative Officer, Credit Valley Conservation (CVC), Letter dated May 17, 2019, Regarding CVC's Comments to the Ministry of Natural Resources and Forestry on Focusing Conservation Authority Development Permits on the Protection of Peel and Property**

Received 2019-554

14.2. **Karen Ras, Chair; Tom Adams, Vice-Chair; and, Deborah Martin-Downs, Chief Administrative Officer, Credit Valley Conservation (CVC), Letter dated May 17, 2019, Regarding Modernizing Conservation Authority Operations, Conservation Authorities Act and Bill 108: *More Homes, More Choice Act, 2019***

Received 2019-555

Related to Resolutions 2019-603, 2019-605 and 2019-556 to 2019-606 inclusive

14.3. **Shira Babins, Manager of Policy, Municipal Finance Officers' Association of Ontario (MFOA), Email dated May 22, 2019, Regarding MFOA's Early Draft Submission and a Copy of MFOA's Draft Comments on Bill 108: *More Homes, More Choice Act, 2019* as Posted on its Website on May 31, 2019**

Received 2019-556

Related to Resolutions 2019-603, 2019-605, 2019-555 and 2019-557 to 2019-606 inclusive

- 14.4. **Bonnie Crombie, Mayor, City of Mississauga**, Letter dated May 29, 2019, Providing a Copy of the Mayor's Letter to the Chair of the Standing Committee on Justice Policy Regarding Mississauga's Response to Bill 108, *More Homes, More Choice Act, 2019*

Received 2019-557

Related to Resolutions 2019-603, 2019-605, 2019-555, 2019-556 and 2019-558 to 2019-606 inclusive

- 14.5. **Gary D. Scandlan, Director and Andrew Grunda, Principal, Watson & Associates Economists Ltd. (Watson)**, Email dated May 30, 2019, Providing a Copy of its Submission to the Province, Summarizing Watson's Perspectives with Respect to Bill 108 and its Potential Changes to the *Development Charges Act*

Received 2019-558

Related to Resolutions 2019-603, 2019-605, 2019-555 to 2019-557 inclusive and 2019-559 to 2019-606 inclusive

- 14.6. **Association of Municipalities Ontario (AMO) Communications**, Policy Update dated May 31, 2019, Regarding AMO's Submission on Bill 108: *More Homes, More Choice Act, 2019*

Received 2019-559

Related to Resolutions 2019-603, 2019-605, 2019-555 to 2019-558 inclusive and 2019-560 to 2019-606 inclusive

- 14.7. **Dr. Jessica Hopkins, Medical Officer of Health, Region of Peel-Public Health**, Letter dated May 31, 2019, Regarding Comments on the Proposed Changes to the *Environmental Protection Act* and the draft Excess Soil Regulatory Proposal and Amendments to the Record of Site Condition (Brownfields) Regulation

Received 2019-560

Related to Resolutions 2019-603, 2019-605, 2019-555 to 2019-559 inclusive, 2019-561 and 2019-606

- 14.8. **Association of Municipalities Ontario (AMO) Policy Update**, dated June 7, 2019, Regarding Bill 108: *More Homes, More Choice Act, 2019* Receives Royal Assent with Several Amendments

Received 2019-561

Related to Resolutions 2019-603, 2019-605, 2019-555 to 2019-560 inclusive and 2019-606

15.1. **Statement of Development Charges Reserve Funds - Fiscal 2018**

Received 2019-562

15.2. **Friends of PAMA Advisory Board Policy**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That Corporate Policy G30-01 be revised as outlined in Appendix I to the report of the Commissioner of Digital and Information Services, titled "Friends of PAMA Advisory Board Policy";

And further, that 50 per cent of new membership fees be directed to the Friends of PAMA Advisory Board for the purposes of fundraising and donor growth.

Carried 2019-563

15.3. **Encroachment Agreement - 12700 Regional Road 50 (Highway 50) Town of Caledon, Ward 5 - Owner: 1544216 Ontario Ltd.**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the encroachment of four fence structures, two signs, landscaping, eight trees, sanitary sewer sampling manhole and sanitary service, detector check valve chamber, valve and boxes and water service on Regional Road 50 (Highway 50), adjacent to the property known municipally as 12700 Highway 50, Caledon, be permitted in accordance with the terms and conditions contained in an Encroachment Agreement between The Regional Municipality of Peel and 1544216 Ontario Ltd.;

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

Carried 2019-564

Related to Resolution 2019-620

15.5. **Report of the Committee Clerk regarding the Regional Council Policies and Procedures Committee (PPC-2/2019) meeting held on May 16, 2019**

Received 2019-565

15.6. **Report of the Government Relations Committee (GRC-1/2019) meeting held on May 16, 2019**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the report of the Government Relations Committee (GRC-1/2019) meeting held on May 16, 2019 be adopted.

Carried 2019-566

1. ELECTION OF CHAIR AND VICE-CHAIR

RECOMMENDATION GRC-1-2019:

That Councillor Innis be appointed Chair of the Government Relations Committee for the term ending November 14, 2022 or until a successor is appointed.

Approved 2019-567

RECOMMENDATION GRC-2-2019:

That Councillor Ras be appointed Vice-Chair of the Government Relations Committee for the term ending November 14, 2022 or until a successor is appointed.

Approved 2019-568

2. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

3. APPROVAL OF AGENDA

RECOMMENDATION GRC-3-2019:

That the agenda for the May 16, 2019 Government Relations Committee meeting be approved.

Approved 2019-569

4. DELEGATIONS - Nil

5. **GOVERNMENT RELATIONS UPDATE (Oral)**
Discussion led by Keith Medenblik, Manager, Strategic Public Policy and External Relations

Received 2019-570

6. **REPORTS**

- 6.1. **2019 Government Relations Committee: Proposed Approach and Activities**

RECOMMENDATION GRC-4-2019:

That the approach and priorities identified in the report of the Commissioner of Corporate Services titled "2019 Government Relations Committee: Proposed Approach and Activities" be approved.

Approved 2019-571

- 6.2. **2019 Association of Municipalities of Ontario (AMO) Annual Conference**

RECOMMENDATION GRC-5-2019:

That the approach outlined in the report of the Commissioner of Corporate Services titled "2019 Association of Municipalities of Ontario (AMO) Annual Conference", be endorsed.

Approved 2019-572

- 6.3. **Region of Peel's 2019 Federal Election Strategy**

RECOMMENDATION GRC-6-2019:

That the federal election strategy outlined in the report of the Commissioner of Corporate Services titled "Region of Peel's 2019 Federal Election Strategy" be approved.

Approved 2019-573

7. **COMMUNICATIONS**

- 7.1. **2019 Region of Peel Federal Pre-Budget Submission**

Received 2019-574

7.2. **2019 Region of Peel Provincial Pre-Budget Submission**

Received 2019-575

8. **IN CAMERA MATTERS - Nil**

9. **OTHER BUSINESS**

9.1. **Provincial Announcements Related to Public Health and the Paramedic Services System**

Received 2019-576

15.7. **Report of the Regional Council Policies and Procedures Committee (PPC-3/2019) meeting held on May 23, 2019**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the report of the Regional Council Policies and Procedures Committee (PPC-3/2019) meeting held on May 23, 2019, be adopted.

Carried 2019-577

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

2. **APPROVAL OF AGENDA**

RECOMMENDATION PPC-7-2019:

That the agenda for the May 23, 2019 Regional Council Policies and Procedures Committee meeting, be approved.

Approved 2019-578

3. **DELEGATIONS - Nil**

4. **REPORTS - Nil**

5. **COMMUNICATIONS - Nil**

6. **OTHER BUSINESS - Nil**

7. IN CAMERA MATTERS

- 7.1. Selection of Applicant for Appointment to the Peel Police Services Board** (Personal matters about an identifiable individual, including municipal or local board employees)

This item was dealt with at the May 23, 2019 Regional Council meeting under Resolution 2019-537

- 16.2. **Nando Iannicca, Regional Chair**, Memo to Regional Council dated May 28, 2019, Providing an Update on Provincial Budget Cuts

Received 2019-579

- 16.3. **Christine Massey, Spokesperson, Fluoride Free Peel**, Email dated June 7, 2019, Regarding a Fee Estimate with Respect to a Request for Access to Records

Received 2019-580

- 16.4. **Carey Herd, General Manager, Corporate Services/Town Clerk, Town of Caledon**, Letter dated May 30, 2019, Advising of the Appointment of an Alternate Member to Regional Council

Received 2019-581

Related to Resolution 2019-541

- 17.1. **Amendment to the Region of Peel Traffic By-law 15-2013 to Extend the North Limit of the Existing Heavy Truck Restriction on Regional Road 19 (Winston Churchill Boulevard) from Halton Road 10 (10 Sideroad) to Regional Road 14 (Mayfield Road), City of Brampton, Ward 6**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the existing heavy truck restriction on Regional Road 19 (Winston Churchill Boulevard) be extended north from Halton Road 10 (10 Sideroad) to Regional Road 14 (Mayfield Road);

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

And further, that the Ontario Ministry of Transportation, Region of Halton, Town of Halton Hills, City of Brampton, Halton Regional Police and Peel Regional Police be notified.

Carried 2019-582

Related to Resolution 2019-620

- 18.1. **Camille Mageau, Secretary, Canadian Section, International Joint Commission Canada and United States**, Letter dated May 21, 2019, Responding to a Letter from Regional Chair Iannicca in Support of the Great Lakes and Cities Initiative Position Regarding the US Great Lakes Restoration Initiative

Received 2019-583

- 18.3. **Cobi Lechem, Policy Advisor, Office of the Minister of the Environment, Conservation and Parks**, Email dated June 7, 2019, Providing a Copy of the Minister of the Environment, Conservation and Parks Mandate Letter and News Release Announcing the Appointment of David Lindsay as Special Advisor on Recycling and Plastic Waste

Received 2019-584

Council opted not to move into closed session.

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the Closed Session Report of the Regional Council Policies and Procedures Committee meeting held on May 23, 2019, be adopted;

And further, that the May 23, 2019 Regional Council Closed Session report be received;

And further, that the recommendations contained within the confidential reports relating to items 22.3 to 22.5 inclusive, listed on the June 13, 2019 Regional Council agenda, be approved and become public upon adoption.

Carried 2019-585

- 22.1. **Closed Session Report of the Regional Council Policies and Procedures Committee (PPC-3/2019) meeting held on May 23, 2019**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That the closed session report of the Regional Council Policies and Procedures Committee (PPC-3/2019) meeting held on May 23, 2019, be approved.

Carried 2019-586

22.2. **May 23, 2019 Regional Council Closed Session Report**

Received 2019-587

22.3. **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)**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That The Regional Municipality of Peel, as Purchaser, enter into an Agreement of Purchase and Sale with Antonio Santilli and Karen Santilli, as Vendor, on legal terms satisfactory to the Regional Solicitor, for the purchase of a fee simple interest and a permanent easement interest in the lands described as follows:

- A fee simple interest in the lands described as Part of Lot 1, Registered Plan 406 and Part of Lot 17, Concession 10 Northern Division, City of Brampton (formerly Township of Toronto Gore), Regional Municipality of Peel, designated as Part 1 on Reference Plan 43R-38746.
- A permanent easement interest in the lands described as Part of Lot 1, Registered Plan 406 and Part of Lot 17, Concession 10 Northern Division, City of Brampton (formerly Township of Toronto Gore), Regional Municipality of Peel, designated as Part 2 on Reference Plan 43R-38746.

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 or appropriate for that purpose;

And further, that the funds be financed from Capital Project 13-4065.

Carried 2019-588

22.4. **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)**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That The Regional Municipality of Peel, as Purchaser, enter into an Agreement of Purchase and Sale and Release with London Excavators and Trucking Limited, as Vendor, on legal terms satisfactory to the Regional Solicitor, for the purchase of:

- A fee simple interest in the lands described as Part of Lot 1, Concession 4, Town of Caledon (formerly Township of Albion), Regional Municipality of Peel, designated as Parts 1 and 2 on draft reference plan 17-B7071-22N prepared by Young & Young Surveying Inc.

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 or appropriate for that purpose;

And further, that the funds be financed from Capital Project 13-4065.

Carried 2019-589

22.5. **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)**

Moved by Councillor Thompson,
Seconded by Councillor Starr;

That The Regional Municipality of Peel, as Purchaser, enter into an Agreement of Purchase and Sale and Release with Adriano Iori, Genevieve Iori, Gaetano Iori, Anna Iori and Rose Iaboni, as Vendor, on legal terms satisfactory to the Regional Solicitor, for the purchase of:

- A fee simple interest in the lands described as Part of Lot 17, Concession 11 Northern Division, City of Brampton (formerly Township of Toronto Gore), Regional Municipality of Peel, designated as Parts 1, 3 and 4 on Reference Plan 43R-38667.

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 or appropriate for that purpose;

And further, that the funds be financed from Capital Project 13-4065.

Carried 2019-590

AGENDA ITEMS SUBJECT TO DISCUSSION AND DEBATE

7. DELEGATIONS

- 7.1. **Chris McCord, Interim Chief, Peel Regional Police**, Presenting an Overview and Status Report Regarding Provincial Adequacy Regulations

Received 2019-591

Councillor Damerla arrived at 9:41 a.m.

Councillor Crombie arrived at 9:46 a.m.

Councillor Groves arrived at 9:52 a.m.

Chris McCord, Interim Chief, Peel Regional Police (PRP), provided an overview of PRP's incidence response workload trends including citizen-initiated events, calls to the communications centre, fatal collisions and traffic enforcement, and violent crimes. He highlighted investigative-based projects that resulted in the seizure of high capacity magazines, ammunition, firearms, drugs and currency, as well as, the enforcement of illegal dispensaries that resulted in the seizure of 5.8 kg of illicit marijuana that was packaged and ready for sale. The 2019 gun amnesty program resulted in 129 firearms and 269 pounds of ammunition being safely surrendered for destruction. Chief McCord outlined 2018 recruiting activities, noting that 6,605 people attended targeted recruitment forums. Technology and equipment enhancements were made in several areas and the contract for policing service to the Greater Toronto Airports Authority was renewed.

The Chief outlined the 2020 budget forecast, noting that while the Region of Peel's target budget increase is 3.4 per cent, PRP's workload demands have increased.

Recent PRP accomplishments include the receipt of the Canadian Forces Liaison Council Employer Support Award for the Most Supportive Employer in Ontario, the MarCom Platinum Award for Website Design and Development, and the Intercultural Dialogue Institute GTA Public Heroes Award which was received by PRP's Equity and Inclusion Team. The Marine Unit's fleet was upgraded with the addition of Marine2, a boat that is fast, agile and equipped with the most up-to-date electronics and devices that will better enable the Unit to respond to calls for service and provide enhanced enforcement.

In response to a question from Councillor Medeiros, Chief McCord stated that when Toronto Police increased the budget for its gun amnesty program, there was an increase in the number turned in however, these are legally held firearms and not the ones that are generally used in crimes. He noted that citizens may contact PRP any time regarding unwanted firearms and ammunition and an officer will pick them up, without consequence to the citizen.

In response to a question from Councillor Brown, Chief McCord advised that most federal funding is allocated to projects and that PRP has submitted grant applications under the Community Safety and Policing Initiative for every project and initiative it is undertaking. The provincial funding cut of \$2.6 million in 2020 is equivalent to funding for 17 officers. He stated that he would welcome advocacy efforts by Regional Council.

Councillor Brown inquired what the impact to the judicial system would be if PRP did not provide court security and prisoner transport beyond provincially funded levels. Chief McCord stated that PRP is mandated to provide that service, even if provincial funding is cut. Failure to provide these programs would result in prisoners being unable to get to their court appearance and that cases could be dismissed if not heard within required timelines. He also noted that additional courtrooms will be added in Brampton and it is not yet known whether there will be an increase in provincial funding provided to support them.

Councillor Parrish noted that Malton is served by 21 Division which is located a significant distance away from the Malton community. She advised that Malton citizens have commenced a petition asking for a divisional presence in Malton.

Chief McCord advised that should PRP receive direction from the Police Services Board, a financial and business case would be conducted to determine how to move forward. He noted that there are also significant growth demands in north Brampton.

In response to a question from Councillor Crombie, the Chief advised that in order to deal with the provincial funding cuts, adjustments have been made to PRP's service delivery. Peel Regional Police would present options to the Police Services Board and take its direction for presenting the Budget to Regional Council.

In response to a question from Regional Chair Iannicca, the Chief stated that the Canadian Centre for Diversity and Inclusion submitted its inclusivity assessment of PRP to the Police Services Board earlier this year. The report included recommendations and PRP has developed a plan to address the recommendations and will be hiring an Inclusion Specialist to guide the PRP in taking the organization to the next level.

7.2. **Harkirat Singh, Owner in Condo, Peel Condominium Corporation 621,**
Regarding High Water Bill

Withdrawn 2019-592

7.3. **Douglas Kwan, Co-Executive Director, Mississauga Community Legal Services and Jack Fleming, Executive Director, North Dufferin Community Legal Services,** Requesting Support Against Cuts to Legal Aid

Received 2019-593

Related to 2019-594

Douglas Kwan, Co-Executive Director, Mississauga Community Legal Services and Jack Fleming, Executive Director, North Dufferin Community Services, stated that Legal Aid Ontario provides services for low income Ontarians in areas including criminal law, family law, child protection law, mental health law and refugee and immigration law. Community legal clinics help vulnerable people with the basic essentials of life: keeping a roof over their head and some income to put food on the table. Community legal clinics are small, non-profit corporations with community based, volunteer boards of directors, have capped budgets and no deficits. Services include housing law, Ontario Works, Ontario Disability Support Program (ODSP), immigration law and employment law.

The provincial government has cut funding to Legal Aid Ontario by \$133 million, a 35 per cent reduction retroactive to April 1, 2019. The annual reduction will reach \$164 million by 2021. Legal Aid Ontario is cutting funding to community legal clinics by 16 per cent this year and much deeper cuts are anticipated after that. The Ministry of the Attorney General's budget was cut by seven per cent in 2019, but 86 per cent of that reduction is being taken from Legal Aid Ontario.

The delegates requested that Regional Council pass a motion opposing cuts to the funding for Legal Aid Ontario and write a letter to the Premier and the Attorney General asking that the cuts to Legal Aid Ontario be reversed.

Members of Regional Council indicated their support for passing the requested motion.

Councillor Santos suggested that the issue be included with the Region's other advocacy efforts with the provincial government, noting that if women and families do not have access to legal aid, the number of domestic violence crimes, including murder, may increase.

In response to a question from Councillor Carlson, Douglas Kwan stated that a recent report indicated that for every dollar spent on legal aid, six dollars are saved in other government expenditures.

In response to a question from Councillor Brown, Douglas Kwan advised that the majority of legal aid certificates are issued for criminal issues, family issues and mental health issues.

Councillor Brown suggested that the three Mayors should also sign the letter to be sent by Regional Chair Iannicca. He further suggested that the letter highlight the misinformation from the province that Legal Aid has helped 10 per cent fewer clients despite receiving increased funding in recent years.

In response to a question from Councillor Starr, the delegates noted that the majority of cases handled in their community legal clinics are residential tenancy issues. Douglas Kwan confirmed that they are advocating and speaking with MPs regarding federal funding for immigration and refugee cases.

Douglas Kwan noted that the Region of Peel provides funding to community legal clinics who assist Ontario Works clients transition from Ontario Works to the ODSP. That funding assists with the costs of obtaining medical reports required for ODSP.

Councillor Starr suggested that the motion include a statement that other funding sources be examined and that the motion be sent to local MPs, as well as MPPs.

Item 20.2 was dealt with.

20.2. Motion Regarding Funding of Legal Aid Ontario and Community Legal Clinics

Moved by Councillor Damerla,
Seconded by Councillor Medeiros;

Whereas the funding that the Ontario government provides to Legal Aid Ontario has been cut this year by \$133 Million (a 35 per cent reduction in provincial funding), with cuts rising to \$164 Million (45 per cent) by 2021-22;

And whereas, the community legal clinics funded by Legal Aid Ontario are therefore facing a severe funding cut;

And whereas, Peel’s community legal clinics, through their legal services, help low income residents of Peel with the most basic necessities of life;

And whereas, the community legal clinics in Peel, and the services of Legal Aid Ontario, are vital resources for Peel’s low income residents;

Therefore be it resolved, that:

1. Council expresses its strong support for Ontario’s community legal clinics, which are funded by Legal Aid Ontario to assist vulnerable Ontarians.
2. Council expresses its strong support for Legal Aid Ontario, which provides legal services to low income Ontarians.
3. Council expresses its strong opposition to the funding cuts imposed on Legal Aid Ontario by the provincial government.
4. Council calls on the Province of Ontario to reverse the funding cuts to Legal Aid Ontario.
5. Council calls for other funding sources for Legal Aid Ontario.

And further, that the Regional Chair send a letter, on behalf of Regional Council, to the Premier of Ontario and the Attorney General of Ontario to convey Council’s position;

And further, that a copy of the letter and this resolution be sent to all Peel-area MPs and MPPs.

In Favour	P. Brown; G. Carlson; B. Crombie; D. Damerla; S. Dasko; G.S. Dhillon; C. Early★; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; 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>	M. Palleschi	1

Carried 2019-594

Related to Resolution 2019-593

- 7.4. **Rob El-Sayed, Consultant and Nabih Youssef, Board President, Church of Archangel Michael at Saint Tekla - Brampton Coptic Church**, Requesting a Review for Development Charges on Places of Worship and a Grant to Offset Development Charges at 12091 Hurontario Street, Brampton

Referred to Finance for report to the next meeting of Regional Council 2019-595

Rob El-Sayed, Consultant and Nabih Youssef, Board President, Church of Archangel Michael at Saint Tekla – Brampton Coptic Church, advised that in 2009, phase one of the Brampton Coptic Church was built. Since that time, the Church’s parishioners have been raising funds to complete phase two of the project, which will include a gym and child care centre for use by the community, not only members of the Church. Since 2009, the Region of Peel portion of the Development Charges (DCs) has increased from \$94 per square metre to \$224 per square metre. Rob El-Sayed requested that the 2009 DC rate be applied to phase two of the project.

In response to questions from Councillor Brown, Rob El-Sayed advised that a portion of land owned by the Brampton Coptic Church had been previously sold to the Region of Peel and that the Church and Region share an access road. The Church leadership agreed to a recent request from the Region of Peel to utilize a portion of its land for a construction project.

Councillor Brown asked that the request of Brampton Coptic Church be referred to staff to report to the next meeting of Regional Council with the history of the Church’s property development.

Councillor Saito requested that the report to the next Regional Council meeting include a summary of requests for DC relief from other places of worship, over the past five years, that were denied by Regional Council and what granting those requests would cost. She further requested details regarding the City of Brampton’s policy for approving grants related to the DCs.

8. STAFF PRESENTATIONS

- 8.1. **Water and Wastewater Infrastructure Planning and Servicing Growth to 2041 - Integrating with the Growth Management Strategy**

Received 2019-596

Related to Resolution 2019-597

- 8.2. **Adoption of the Region of Peel’s Long Range Transportation Plan**
Joint Presentation for 8.1 and 8.2 by Steve Ganesh, Strategist, Transportation and Imran Motala, Manager, Water and Wastewater, Infrastructure Planning

Received 2019-597

Related to Resolutions 2019-596 and 2019-598

Moved by Councillor Vicente,
Seconded by Councillor Thompson;

That the Region of Peel’s Long Range Transportation Plan 2019, be approved;

And further, that a copy of the joint report of the Commissioners of Public Works and Health Services, and the Medical Officer of Health, titled “Adoption of the Region of Peel’s Long Range Transportation Plan”, be forwarded to the City of Brampton, the Town of Caledon, and the City of Mississauga for information.

In Favour	P. Brown; D. Damerla; S. Dasko; G.S. Dhillon; C. Early★; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; K. Ras; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 19
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	G. Carlson; B. Crombie; M. Palleschi; C. Parrish; P. Saito	5

Carried 2019-598

Related to Resolution 2019-597

Imran Motala, Manager, Water and Wastewater Infrastructure Planning, described the guiding principles for the development of the Water and Wastewater Master Plan to:

- Maximize use of existing infrastructure
- Integrate growth and state of good repair works to minimize disruption to communities
- Strategically oversize key infrastructure to allow for future growth beyond the planning horizon
- Consider impacts of climate change

Imran Motala provided highlights of the water and wastewater servicing strategies and advised that staff plan to finalize the Capital Plan in July 2019, host Public Information Centres in Fall 2019, and submit the final Master Plan in the first quarter of 2020.

Steve Ganesh, Strategist, Transportation, stated that the Long Range Transportation Plan (LRTP) is a five year plan that guides transportation planning and infrastructure needs in the Region of Peel and sets out the blueprint to accommodate anticipated growth to 2041. The Plan serves as the basis for recommended Transportation Infrastructure programming; the basis for the Transportation Capital Budget and 10-year program; and, input into the Development Charges (DC) Background Study and By-law update. He highlighted the estimated costs of

planned road widenings to 2041, as well as for pedestrian and cycling infrastructure. The objectives of the LRTP will be achieved through a five-prong approach:

- Advocacy
- Securing funding
- Transportation Regional Office Plan Policy Amendment
- Road network improvements and active transportation infrastructure
- Execution of component strategies

Councillor Thompson noted that Metrolinx has announced that GO Transit will be discontinuing two routes from Bolton as of June 29, 2019, and that this decision will have a huge impact on the Region of Peel, Town of Caledon, and northeast Brampton. He requested that staff at the Region of Peel work with staff at the Town of Caledon and City of Brampton to advocate for the continuance of the routes, in support of the Region of Peel and Town of Caledon's Transportation Master Plans.

In response to a question from Councillor Santos, Imran Motala stated that without mitigation strategies to address climate change, the Region of Peel would need to invest significantly in new pipes.

The Chief Administrative Officer (CAO) noted that staff would be reporting to Regional Council in the Fall with the complete Climate Change Master Plan.

Councillor Ras suggested that consideration should be given to setting aggressive water consumption reduction targets that would help protect the environment and the Region's assets.

In response to a question from Councillor Ras, the CAO advised that Bill 108 could result in the slowing down of development which would significantly impact DC revenues in both Peel and York Regions. The Region of Peel would have to borrow money to build the infrastructure that is needed before development can occur.

Councillor Groves requested that she be kept informed regarding negotiations related to the Environmental Assessment for Coleraine Drive, as well as discussions related to the transit hub at Mayfield Road and Highway 50.

In response to a question from Councillor Sinclair, the CAO advised that there have been discussions among staff regarding the implications of acquiring lands that form part of Orangeville Railway right-of-way.

Item 20.1 was dealt with.

20.1. Motion Regarding Funds for Paid Duty Policing

Moved by Councillor Dhillon,
Seconded by Councillor Brown;

Whereas on December 13, 2018, Regional Council approved that the Region of Peel allocate funding in the 2019 budget to be distributed to the Cities of

Brampton and Mississauga for redistribution to qualifying community events, to be administered by the local municipalities based on their criteria;

And whereas, the Sikh Remembrance Parade is a Brampton parade in celebration of the 5th Sikh Guru Arjan Dev who was a martyr and compiled the first official edition of the Sikh scripture;

And whereas, the Sikh Remembrance Parade requires paid duty police officers;

Therefore be it resolved, that \$13,484 be added to the amount transferred to the City of Brampton for paid duty officers for the Sikh Remembrance Parade in Brampton, June 9, 2019, to be funded from 2019 reserves;

And further, that the Sikh Remembrance Parade in Brampton be added to the festivals that continue to qualify for future allocation of Regional funds, to be approved during budget deliberations.

In Favour	P. Brown; B. Crombie; D. Damerla; S. Dasko; G.S. Dhillon; C. Early★; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; C. Parrish; K. Ras; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 21
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	G. Carlson; M. Palleschi; P. Saito	3

Carried 2019-599

Councillor Santos departed at 12:35 p.m. due to other municipal business.

Moved by Councillor Thompson,
Seconded by Councillor Brown;

That in accordance with section 1.1.3 of the Region of Peel Procedure By-law 9-2018, as amended, section 6.1.9 be waived in order to permit the consideration of a motion regarding the elimination of GO Transit routes.

In Favour	P. Brown; B. Crombie; D. Damerla; S. Dasko; G.S. Dhillon; C. Early★; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; C. Parrish; K. Ras; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 20
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	G. Carlson; M. Palleschi; P. Saito; R. Santos	4

Carried by a two-thirds majority 2019-600

Moved by Councillor Thompson,
Seconded by Councillor Groves;

Whereas Metrolinx is eliminating GO Transit Route 38 and 38A which has a huge impact on the Region of Peel and Town of Caledon as well as impacting Northeast Brampton on Highway 50;

Therefore be it resolved, that the Region of Peel work with the Town of Caledon and City of Brampton on lobbying and advocating for the continuance of Bolton GO in support of the Region of Peel and Town of Caledon's Transportation Master Plans;

And further, that the Regional Chair write a letter on behalf of Regional Council to the Minister of Transportation urging that Metrolinx work with the Region of Peel and Town of Caledon to continue the service.

In Favour	P. Brown; B. Crombie; D. Damerla; S. Dasko; G.S. Dhillon; C. Early★; C. Fonseca; P. Fortini; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden; M. Medeiros; C. Parrish; K. Ras; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 20
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	G. Carlson; M. Palleschi; P. Saito; R. Santos	4

Carried 2019-601

8.3. **Peel Art Gallery, Museum and Archives (PAMA) Update: Future Forward**
Presentation by Marty Brent, Manager, Peel Art Gallery, Museum and Archives

Received 2019-602

Marty Brent, Manager, Peel Art Gallery, Museum and Archives (PAMA), provided an update on PAMA's commitment to community for life and summarized the services, partnerships and impact PAMA has made over the past year. She stated that diversity, inclusivity, connectivity and collaboration are the core values embedded in PAMA's culture and practice.

PAMA's Future Forward Strategy builds on three pillars: community engagement; institutional leadership; and, commitment to innovation and good business through an integrated and visitor-centric planning model.

Marty Brent thanked Members of Regional Council for their continued support of PAMA's development.

Councillor Vicente noted that Marty Brent would be retiring in the near future and he thanked her for her many years of service to the Region of Peel.

Councillor Kovac acknowledged Marty Brent's service to the Region of Peel and encouraged PAMA staff to explore opportunities to partner with the Art Gallery of Mississauga.

Regional Chair Iannicca advised that for more than four decades, Marty Brent has been instrumental in the development of heritage and exhibition space, museum policies and museum communities, not just for the Region of Peel, but across Ontario. Her career has been shaped by a deep belief and commitment to the ideal that our quality of life is enriched by arts and culture in their many forms. Under Marty's guidance, PAMA has been an essential partner in bringing to life cultural celebrations in the Region of Peel. On behalf of Regional Council, Regional Chair Iannicca expressed appreciation to Marty Brent for her exceptional work and wished her every success.

Regional Council recessed at 12:58 p.m.

Regional Council reconvened at 1:33 p.m.

Members Present:

G. Carlson	J. Kovac*
B. Crombie	M. Mahoney
D. Damerla	M. Medeiros*
S. Dasko	C. Parrish*
C. Early★	K. Ras
C. Fonseca	P. Saito
P. Fortini*	I. Sinclair
A. Groves♦	R. Starr
N. Iannicca	A. Thompson♦
J. Innis*	P. Vicente

Members Absent:

P. Brown	
G.S. Dhillon	
J. Downey (C. Early★)	Due to personal matters
S. McFadden	
M. Palleschi	Due to other municipal business
R. Santos	Due to other municipal business

Also Present: D. Szwarc, Chief Administrative Officer; M. Killeavy, Acting 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; S. MacGregor, Legislative Assistant

Item 8.7 was dealt with.

- 8.7. **Steve Jacques, Chief Planner and Director, Regional Planning and Growth Management**, Memo dated June 7, 2019, Regarding Update on *Bill 108: More Homes, More Choice Act*, 2019
Presentation by Tara Buonpensiero, Principal Planner; and Adrian Smith, Manager, Regional Planning and Growth Management

Received 2019-603

Related to Resolutions 2019-605 and 2019-555 to 2019-606 inclusive

Councillor Innis arrived at 1:38 p.m.
Councillor Kovac arrived at 1:38 p.m.

Moved by Councillor Thompson,
Seconded by Councillor Vicente;

Whereas *Bill 108, More Homes, More Choice Act* was passed by the Legislative Assembly of Ontario and received Royal Assent on June 6, 2019;

And whereas, the Region of Peel provided comments to the Province in advance of the June 1, 2019 comment deadline identifying significant concerns with Bill 108 pertaining to changes proposed to the *Development Charges (DC) Act*, *Planning Act* and *Local Planning Appeal Tribunal (LPAT) Act* that would negatively affect the Region financially, remove tools available to municipalities to plan healthy and complete communities and result in less weight being placed on municipal council decisions on matters before the LPAT;

And whereas, Bill 108 could delay or stop investment in critical growth-related infrastructure and result in property tax and utility rate payers making up for lost DC infrastructure revenue which is contrary to the principal that growth should pay for growth and could lead to less housing being built;

And whereas, the Region of Peel is disappointed that Bill 108 was passed without sufficient consultation or regard for comments provided by upper and lower tier municipalities, the Association of Municipalities of Ontario, the Municipal Finance Officers' Association, and other organizations;

Therefore be it resolved, that the Ministry of Municipal Affairs and Housing be requested to provide extensive consultation on the regulations that will implement Bill 108, to ensure any objective for increasing the housing supply in Ontario communities can be reasonably achieved while reflecting sound local housing growth, community planning including LPAT consideration of municipal council decisions, and financial sustainability principals;

And further, that the Regional Chair request a meeting with the Minister of Municipal Affairs and Housing to further communicate the Region's position;

And further, that a copy of this resolution be forwarded to the Premier, the Minister of Municipal Affairs and Housing, and all Peel MPPs, for information.

In Favour	G. Carlson; B. Crombie; D. Damerla; S. Dasko; C. Early★; C. Fonseca; J. Innis; J. Kovac; M. Mahoney; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 16
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; G.S. Dhillon; P. Fortini; A. Groves; S. McFadden; M. Medeiros; M. Palleschi; R. Santos	8

Carried 2019-604

Adrian Smith, Manager, Integrated Planning and Tara Buonpensiero, Principal Planner, Regional Planning and Growth Management, provided an overview of the key changes and implications of Bill 108: *The More Homes More Choice Act*. Bill 108 made changes to 13 Acts, six of which were determined to be of primary interest to the Region of Peel, including the *Development Charges Act*, *Planning Act*, *Local Planning Appeal Tribunal Act*, *Conservation Authorities Act*, *Environmental Assessment Act* and the *Endangered Species Act*. Staff provided comments to the province on each of the six Acts in accordance with provincial deadlines.

Staff have identified key potential concerns that are counter to the principle of growth paying for growth. There are other changes included in the Bill that provide opportunities and incentives that may result in development of more housing in a range of forms. It is not possible to assess the full implications of the Bill until additional information becomes available.

Changes to the *Development Charges Act* could have the effect of delaying or stopping investment in critical growth related infrastructure that may result in the need for the property tax or utility rate payer to make up for lost revenues. Changes may also adversely affect the Region's finances and pose risks to the Region's debt capacity which impact financial flexibility over the long term and its Triple A credit rating.

Tara Buonpensiero detailed other changes made through Bill 108 and its potential implications. Over the spring and summer, staff will be participating in consultation with the province on proposed regulations related to the *Development Charges Act*, *Planning Act*, and the Community Benefits Charge. Final guidance on the regulations from the province is not expected until the Fall, 2019.

Item 13.1 was dealt with.

13.1. **Implications of *Bill 108: More Homes, More Choice Act, 2019***

Moved by Councillor Thompson,
Seconded by Councillor Vicente;

That the comments outlined in the joint report of the Acting Commissioner of Public Works; the Commissioner of Finance and Chief Financial Officer; and, the Commissioner of Human Services, titled “Impacts of Bill 108: *More Homes, More Choice Act, 2019*” and contained in Appendices I and II, be endorsed;

And further, that a copy of the subject report be forwarded to the local municipalities, the Ministry of Municipal Affairs and Housing; the Ministry of the Environment, Conservation and Parks; and the Ministry of Natural Resources and Forestry;

And further, that the Region of Peel work with the Association of Municipalities of Ontario, the Municipal Finance Officers Association and other stakeholders, to raise the awareness of the Province, regarding the potentially adverse impacts of Bill 108 to the Region of Peel and other municipalities.

In Favour	G. Carlson; B. Crombie; D. Damerla; S. Dasko; C. Early★; C. Fonseca; J. Innis; J. Kovac; M. Mahoney; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; A. Thompson; P. Vicente	Total 16
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; G.S. Dhillon; P. Fortini; A. Groves; S. McFadden; M. Medeiros; M. Palleschi; R. Santos	8

Carried 2019-605

Related to Resolutions 2019-603 and 2019-555 to 2019-559 inclusive

Councillor Thompson departed at 1:55 p.m.

Councillor Fortini arrived at 1:57 p.m.

Councillor Medeiros arrived at 1:59 p.m.

Item 14.9 was dealt with.

14.9. **Steve Clark, Minister of Municipal Affairs and Housing**, Letter dated June 7, 2019, Providing an Update on the *More Homes, More Choice Act, 2019*; Ontario’s Housing Supply Action Plan

Received 2019-606

Related to Resolutions 2019-603, 2019-605, 2019-555 to 2019-561 inclusive

8.4. Community for Life 2018 Annual Report

Joint Presentation for 8.4 and 8.5 by Steve Saric, Director, Corporate Strategy Office

Received 2019-607

Related to Resolution 2019-608

8.5. Term of Council Priorities 2018-2022

Moved by Councillor Innis,
Seconded by Councillor Kovac;

That the seven recommended Term of Council Priorities for the 2018-2022 term, as informed by community feedback and outlined in the report of the Commissioner of Corporate Services, titled “Term of Council Priorities 2018-2022”, be approved.

In Favour	G. Carlson; B. Crombie; D. Damerla; C. Early★; C. Fonseca; P. Fortini; J. Innis; J. Kovac; M. Mahoney; M. Medeiros; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; P. Vicente	Total 16
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; S. Dasko; G.S. Dhillon; A. Groves; S. McFadden; M. Palleschi; R. Santos; A. Thompson	8

Carried 2019-608

Related to Resolution 2019-607

Steve Saric, Director, Corporate Strategy Office, provided an overview of Regional Council’s 20 year Strategic Plan and presented the recommended Term of Council Priorities for the 2018 – 2022 term of Council. In 2015, Regional Council developed a new Strategic Plan with a 20-year outlook and vision to carry the Region into the future and achieve the vision of a Community for Life. The Strategic Plan was informed through extensive engagement with the community.

The Term of Council Priorities represent actions to support the achievement of the Community for Life vision in four year increments, and are developed through community input; demographic, economic and population health data; Regional Council approved plans; and, local municipal plans and priorities. The following are the recommended Priorities for 2018 – 2022:

- Transform housing service delivery
- Enhance supports for employment
- Enhance seniors' supports and services
- Advance community safety and well-being
- Expand community mobility
- Build environmental resilience
- Improve service and confidence

8.6. **Update on Townhome Waste Collection (Oral)**

Presentation by Norman Lee, Director, Waste Management

Received 2019-609

Related to Resolutions 2019-610, 2019-611 to 2019-613 inclusive and 2019-614

Norman Lee, Director, Waste Management, provided a history of Council decisions related to the conversion of townhome complexes to cart-based waste collection. He noted that in May 2018, Regional Council paused the conversion process and directed staff to review the process and report back to Regional Council with recommendations on how to proceed. Since that time, staff reached out to townhouse residents to obtain feedback using various techniques, including surveys, focus groups and site visits. Two open houses were scheduled in June 2019 to provide another opportunity for residents to provide input, however, the June 3, 2019 open house did not work well.

Staff will continue to review feedback, conduct site visits, consider alternatives and develop recommendations, and will present the findings and recommendations to the Waste Management Strategic Advisory Committee (WMSAC) and Regional Council. No additional conversions, except as agreed upon, will take place until Regional Council has considered the findings and provided direction to staff.

Councillor Mahoney noted that it was embarrassing for Councillors to hear about the open houses from residents, instead of being informed by staff and that when the conversions were paused, Regional Council anticipated that staff would report back with alternative solutions, which has not happened. The placement of bins in front of garages is contrary to the City of Mississauga Property Standards By-law and is not an appropriate solution. He cautioned that forcing people to utilize the bins will hamper waste diversion efforts as people will stop recycling and participating in the organics programs. Councillor Mahoney suggested that focusing on multi-residential properties would be more effective in achieving diversion targets.

Councillor Saito placed a motion that staff immediately cease all further implementation of the cart system in all townhouse complexes. She stated that the motion could be amended should the City of Brampton and Town of Caledon wish to continue with implementation of the cart system.

The Chief Administrative Officer suggested that staff report to the WMSAC with a consultation plan that will guide future decisions on townhome conversions in order to maximize diversion in those complexes.

Councillor Innis noted that at the beginning of the project to convert to a cart-based waste collection system, many residents were opposed to the change but have since changed their opinion. She suggested that staff could work with each condominium board to determine what works best for them. She noted that if the eventual goal is to move to a fully automated system, plastic bags would not be able to be used for collection.

Regional Chair Iannicca expressed concern that offering alternatives to some townhome complexes would result in a double standard, as during the last term of Council, residents had no choice but to participate in cart-based collection.

Items 18.2, 18.4, 18.5, 18.6 and 20.4 were dealt with.

- 18.2. **Michael Burke, Al Bennett, Terry Sloan, Scott Wonnell and Susan Soenderop, Board of Directors, Enclave on the Park, Peel Standard Condominium Corporation No. 879, City of Mississauga**, Letter dated June 5, 2019, Regarding the June 3, 2019 Region of Peel Townhouse Conversation on Cart-Based Collection

Received 2019-610

Related to Resolutions 2019-609, 2019-611 to 2019-613 inclusive and 2019-614

- 18.4. **Margaret Miller, Director, Peel Condominium Corporation #488**, Letter dated June 6, 2019, Providing a Copy of a Petition in Opposition to the Region of Peel's Proposed Conversion of Bi-Weekly Cart-Based Collection for Townhouses

Received 2019-611

Related to Resolutions 2019-609, 2019-610, 2019-612, 2019-613 and 2019-614

- 18.5. **Petition from the Peel Condominium Corporation #495**, Petition Received June 10, 2019, Providing a Copy of a Petition in Opposition to the Region of Peel's Proposed Conversion of Bi-Weekly Cart-Based Collection for Townhouses

Received 2019-612

Related to Resolutions 2019-609, 2019-610, 2019-611, 2019-613 and 2019-614

- 18.6. **Amanda Passmore, Resident, on behalf of the Townhome Owners at Glen Erin Drive, City of Mississauga**, Email dated June 10, 2019, Providing a Copy of a Petition in Opposition to the Region of Peel's Proposed Conversion of Bi-Weekly Cart-Based Collection for Townhouses

Received 2019-613

Related to Resolutions 2019-609, 2019-610, 2019-611, 2019-612 and 2019-614

20.4. **Motion Regarding Waste Bins in Townhouse Complexes**

Moved by Councillor Saito,
Seconded by Councillor Mahoney;

Whereas the Council of The Regional Municipality of Peel endorsed a goal of 75 per cent diversion of waste by 2034;

And whereas, the use of waste, recycling and organic carts were part of the program;

And whereas, the cart program was not rolled out to multi-residential complexes at the start of the program due to potential space limitations;

And whereas, when Waste Management staff proceeded to implement the cart system in some of these complexes, they met much concern and opposition resulting in complaints to Members of Council;

And whereas, about half of the townhouse complexes in the Region of Peel have been converted to the cart program;

And whereas, in 2018 several Councillors held public sessions with staff to discuss with residents that resulted in little or no support for the program;

And whereas, in 2018 Council directed staff to pause the implementation and to survey residents directly and gather opinion and input before coming back to Council;

And whereas, staff held a public session on June 3, 2019 that attracted a large number of upset and angry residents most of whom opposed the program;

And whereas, residents reported that they felt the Region of Peel was moving ahead to implement the card system despite Council's direction;

And whereas, it is clearly shown that residents in some townhouse complexes cannot accommodate the carts on their properties without creating issues which includes violation of the City of Mississauga and City of Brampton Property Standards By-laws;

And whereas, making waste diversion very difficult and inconvenient will be contrary to the goal of reaching 75 per cent diversion;

Therefore be it resolved, that Regional staff immediately cease all further implementation of the cart system in all townhouse complexes;

And further, that staff report to the Waste Management Strategic Advisory Committee on alternative townhouse waste diversion strategies;

And further, that the subject report include a consultation plan for engaging the townhouse residents.

In Favour	G. Carlson; B. Crombie; S. Dasko; C. Early★; C. Fonseca; P. Fortini; J. Kovac; M. Mahoney; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; P. Vicente	Total 14
Opposed	J. Innis; M. Medeiros	2
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; D. Damerla; G.S. Dhillon; A. Groves; S. McFadden; M. Palleschi; R. Santos; A. Thompson	8

Carried 2019-614

Related to Resolutions 2019-609, 2019-610 and 2019-611 to 2019-613 inclusive

- 8.7. **Steve Jacques, Chief Planner and Director, Regional Planning and Growth Management**, Memo dated June 7, 2019, Regarding Update on *Bill 108: More Homes, More Choice Act, 2019*

Presentation by Tara Buonpensiero, Principal Planner; and Adrian Smith, Manager, Regional Planning and Growth Management

This item was dealt with under Resolution 2019-603

9. **ITEMS RELATED TO HEALTH**

These items were dealt with under Consent.

10. **COMMUNICATIONS - Nil**

11. **ITEMS RELATED TO HUMAN SERVICES**

This item was dealt with under Consent.

12. **COMMUNICATIONS - Nil**

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

13.1. **Implications of *Bill 108: More Homes, More Choice Act, 2019***

This item was dealt with under Resolution 2019-605

14. COMMUNICATIONS

- 14.9. **Steve Clark, Minister of Municipal Affairs and Housing**, Letter dated June 7, 2019, Providing an Update on the *More Homes, More Choice Act, 2019*; Ontario’s Housing Supply Action Plan

This item was dealt with under Resolution 2019-606

15. ITEMS RELATED TO ENTERPRISE PROGRAMS AND SERVICES

Chaired by Councillor C. Fonseca

15.4. Public Sector Network (PSN) Update and Budget

Moved by Councillor Vicente,
Seconded by Councillor Mahoney;

That the Public Sector Network 2019 Operating Budget attached as Appendix II to the report of the Commissioner of Digital and Information Services, titled “Public Sector Network (PSN) Update and Budget”, be approved in accordance with the PSN Partnership Agreement.

And further, that staff explore opportunities to generate revenue by making excess bandwidth available for private sector use.

In Favour	G. Carlson; B. Crombie; S. Dasko; C. Early★; C. Fonseca; J. Kovac; M. Mahoney; M. Medeiros; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; P. Vicente	Total 14
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; D. Damerla; G.S. Dhillon; P. Fortini; A. Groves; J. Innis; S. McFadden; M. Palleschi; R. Santos; A. Thompson;	10

Carried 2019-615

In response to a question from Councillor Vicente, the Commissioner of Digital and Information Services advised that the Public Sector Network (PSN) has sufficient capacity to allow for additional usage. The current policy governing the PSN does not allow for private sector users however, there is opportunity to consider expanding the PSN to the private sector.

Councillor Vicente stated that as long as the current users are not negatively impacted, staff should explore opportunities to generate revenue for municipalities by making excess bandwidth available for private sector use.

Councillor Saito noted that staff at the City of Mississauga have had issues accessing poles for relocation due to Bell’s fibre optics that are on Alectra poles and she suggested that Region of Peel staff consult with city staff to discuss the issues.

16. COMMUNICATIONS

16.1. **Steve Clark, Minister of Municipal Affairs and Housing**, Letter dated May 22, 2019, Advising of the Establishment of the Audit and Accountability Fund

Received 2019-616

Moved by Councillor Ras,
Seconded by Councillor Saito;

That in accordance with section 1.1.3 of the Region of Peel Procedure By-law 9-2018, as amended, section 5.8.1(b) be waived in order to permit the consideration of a motion arising from an item listed as correspondence.

In Favour	G. Carlson; B. Crombie; S. Dasko; C. Early★; C. Fonseca; J. Kovac; M. Mahoney; M. Medeiros; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; P. Vicente	Total 14
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; D. Damerla; G.S. Dhillon; P. Fortini; A. Groves; J. Innis; S. McFadden; M. Palleschi; R. Santos; A. Thompson;	10

Carried by a two-thirds majority 2019-617

Moved by Councillor Ras,
Seconded by Councillor Fonseca;

Whereas the provincial government is establishing the Audit and Accountability Fund to allow large municipalities to access funding to undertake line-by-line reviews of their operations;

And whereas, the reviews are to be led by independent third-party experts;

And whereas, the goal of the independent review is to review municipal service delivery expenditures to find efficiencies;

And whereas, the provincial government has indicated the areas of Public Health, Paramedics and Child Care will receive reduced funding or changed funding formulas effective for the 2020 budget;

And whereas, as those noted areas will have the funding affected, it would be most helpful to have any review for efficiencies target those areas where efficiencies would have the most impact on maintaining service delivery;

Therefore be it resolved, that the Chief Administrative Officer (CAO) and Chief Financial Officer (CFO) be directed to apply for the provincial funding from the Audit and Accountability Fund for an independent review of the areas of Public Health, Paramedics and Child Care to find efficiencies in those service delivery areas;

And further, that the CAO and CFO be authorized to procure the services of an independent audit firm to conduct the review within the limits of the funding provided by the provincial government for such a review;

And further, that the CAO and CFO provide the scope of work for the independent reviewer with the focus on finding efficiencies in the targeted areas and which may include other areas, such as long-term care, if enough funds are made available from the Audit and Accountability Fund;

And further, that the CAO and CFO provide or arrange to be provided to the independent reviewer any information within the control of the Regional Municipality of Peel that the independent reviewer requires to perform the review;

And further, that the independent review include a report to Council which may be used to inform the 2020 budget process.

In Favour	G. Carlson; B. Crombie; S. Dasko; C. Early★; C. Fonseca; J. Kovac; M. Mahoney; M. Medeiros; C. Parrish; K. Ras; I. Sinclair; R. Starr; P. Vicente	Total 13
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; D. Damerla; G.S. Dhillon; P. Fortini; A. Groves; J. Innis; S. McFadden; M. Palleschi; P. Saito; R. Santos; A. Thompson;	11

Carried 2019-618

Councillor Ras encouraged Regional Council to take advantage of the funds being made available to municipalities through the Audit and Accountability Fund to identify efficiencies in the programs most affected by provincial funding cuts, being public health, paramedic services and child care and suggested that other areas, such as long term care also be included if sufficient funds are made available.

17. **ITEMS RELATED TO PUBLIC WORKS**

18. **COMMUNICATIONS**

- 18.2. **Michael Burke, Al Bennett, Terry Sloan, Scott Wonnell and Susan Soenderop, Board of Directors, Enclave on the Park, Peel Standard Condominium Corporation No. 879, City of Mississauga**, Letter dated June 5, 2019, Regarding the June 3, 2019 Region of Peel Townhouse Conversation on Cart-Based Collection

This item was dealt with under Resolution 2019-610

- 18.4. **Margaret Miller, Director, Peel Condominium Corporation #488**, Letter dated June 6, 2019, Providing a Copy of a Petition in Opposition to the Region of Peel's Proposed Conversion of Bi-Weekly Cart-Based Collection for Townhouses

This item was dealt with under Resolution 2019-611

- 18.5. **Petition from the Peel Condominium Corporation #495**, Petition Received June 10, 2019, Providing a Copy of a Petition in Opposition to the Region of Peel's Proposed Conversion of Bi-Weekly Cart-Based Collection for Townhouses

This item was dealt with under Resolution 2019-612

- 18.6. **Amanda Passmore, Resident, on behalf of the Townhome Owners at Glen Erin Drive, City of Mississauga**, Email dated June 10, 2019, Providing a Copy of a Petition in Opposition to the Region of Peel's Proposed Conversion of Bi-Weekly Cart-Based Collection for Townhouses

This item was dealt with under Resolution 2019-613

19. **OTHER BUSINESS**

Regional Chair Iannicca advised that at the June 7, 2019 meeting of the Mayors and Regional Chairs of Ontario (MARCO), the Minister of Municipal Affairs and Housing (MMAH) advised that the MMAH would not be presenting on the Regional Government Review at the Association of Municipalities Annual Conference in August. The MMAH is expecting to pronounce on the matter in its entirety in November.

20. NOTICE OF MOTION/MOTION

20.1. Motion Regarding Funds for Paid Duty Policing

This item was dealt with under Resolution 2019-599

20.2. Motion Regarding Funding of Legal Aid Ontario and Community Legal Clinics

This item was dealt with under Resolution 2019-594

20.3. Motion Regarding the Regional Council Policies and Procedures Committee Member Composition

Moved by Councillor Parrish,
Seconded by Councillor Ras;

Whereas the Regional Council Policies and Procedures Committee is comprised of 12 members of Council, including the three local Municipal Mayors;

And whereas, meetings have had to be cancelled because of lack of quorum of seven members;

And whereas, Mayors are following demanding and heavy schedules;

And whereas, a quorum of five would be much more manageable;

Therefore be it resolved, that the three mayors become ex-officio on the Regional Council Policies and Procedures Committee, thereby reducing the quorum requirements to five members and assisting with scheduling regular meetings;

And further, that the Terms of Reference for the Regional Council Policies and Procedures Committee be amended.

In Favour	G. Carlson; B. Crombie; S. Dasko; C. Early★; C. Fonseca; J. Kovac; M. Mahoney; M. Medeiros; C. Parrish; K. Ras; P. Saito; I. Sinclair; R. Starr; P. Vicente	Total 14
Opposed		
Abstain <i>(counted as a no vote)</i>		
Absent <i>(from meeting and/or vote)</i>	P. Brown; D. Damerla; G.S. Dhillon; P. Fortini; A. Groves; J. Innis; S. McFadden; M. Palleschi; R. Santos; A. Thompson;	10

Carried 2019-619

20.4. **Motion Regarding Waste Bins in Townhouse Complexes**

This item was dealt with under Resolution 2019-614

21. **BY-LAWS**

Three Readings

By-law 39-2019: A by-law to extend the heavy truck restriction on Regional Road 19 (Winston Churchill Boulevard) from Halton Road 10 (10 Sideroad) to Regional Road 14 (Mayfield Road); and to amend By-law number 15-2013 being a by-law to regulate traffic on roads under the jurisdiction of the Regional Municipality of Peel.

By-law 40-2019: A by-law to provide for the Regional Corporation's consent to permit encroachments onto parts of Regional Road 50 (Highway 50), Town of Caledon.

Moved by Councillor Carlson,
Seconded by Councillor Crombie;

That the by-laws listed on the June 13, 2019 Regional Council agenda, being By-laws 39-2019 and 40-2019, 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 2019-620

Related to Resolutions 2019-564 and 2019-582

22. **IN CAMERA MATTERS**

These items were dealt with under Consent.

23. **BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL**

Moved by Councillor Dasko,
Seconded by Councillor Fonseca;

That By-law 41-2019 to confirm the proceedings of Regional Council at its meeting held on June 13, 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 2019-621

24. ADJOURNMENT

The meeting adjourned at 3:33 p.m.

Regional Clerk

Regional Chair

FOR OFFICE USE ONLY

MEETING DATE YYYY/MM/DD 2019/06/27	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 2019/06/09
--

NAME OF INDIVIDUAL(S) Deborah Martin-Downs and Jeff Payne

POSITION(S)/TITLE(S) Deborah - CAO and Jeff - Deputy CAO & Director, Corporate Services

NAME OF ORGANIZATION(S) Credit VALley Conservation (CVC)
--

E-MAIL deb.martindowns@cvc.ca and jeff.payne@cvc.ca	TELEPHONE NUMBER 9056701615	EXTENSION 235
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REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED) Mid-year budget presentation to Council

A formal presentation will accompany my delegation <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Presentation format: <input checked="" type="checkbox"/> PowerPoint File (.ppt) <input type="checkbox"/> Adobe File or Equivalent (.pdf) <input type="checkbox"/> Picture File (.jpg) <input type="checkbox"/> Video File (.avi, .mpg) <input type="checkbox"/> Other <input type="text"/>
Additional printed information/materials will be distributed with my delegation : <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> 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



**Credit Valley
Conservation**
inspired by nature

Annual Report and Mid-Year Update

To Peel Regional Council

June 27, 2019

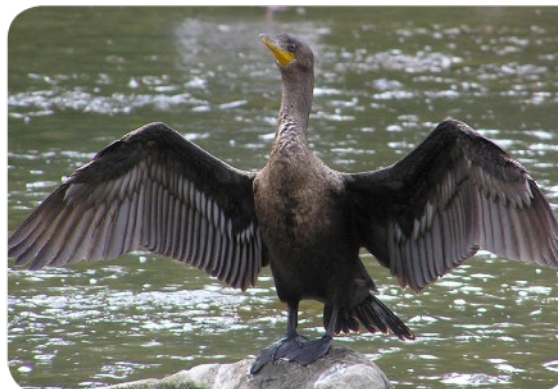
By Deborah Martin-Downs
Chief Administrative Officer



Outline

- Peel's Term of Council Priorities
- 2018-19 Program updates
- 2020 Budget
- Pressures

Priority – Build Environmental Resilience



2018 General Levy Projects

INPUT
\$8.3M

ACTIVITIES

- Land Acquisition Program
- Permit Applications
- Municipal Plan Review
- Conservation Area Management Plans
- Integrated Watershed Monitoring Program (IWMP)
- Watershed Naturalization and Reforestation
- Flood Management Program

OUTPUTS

- Managing Cheltenham Badlands raising CVC's current land holdings to 62 properties & nearly 7,100 acres
- Total of 579 development permits issued, planning applications reviewed & Environmental Assessments submitted for CVC review
- Belfountain Conservation Area Management Plan received NEC endorsement & CVC Board approval
- Monitored 72 stream sites, 30 forest sites, 18 wetland sites, 14 groundwater sites
- Planted 31,000+ trees & shrubs across watershed
- Issued 12 watershed safety & flood outlook statements
- Substantially completed floodplain mapping for the majority of Mississauga tributaries (pending) and Caledon Creek

OUTCOMES

- Protecting land in perpetuity.
- New development & redevelopment that successfully integrates natural & built elements.
- Conservation areas that provide accessible natural spaces, unique environmental experiences & an enduring love for our beautiful environment.
- Policy, practice & guidelines informed by science.
- Monitoring data that informs decisions, identifies trends & predicts emerging issues in environmental health.
- Increased canopy cover, habitat, carbon storage; improved air quality and heat resilience.





Resilience Through Partnerships - Cheltenham Badlands

2018 Watershed Projects

INPUT
\$2.3M

ACTIVITIES

- Watershed Health Reporting
- Headwaters Stewardship
- Natural Heritage Systems Science
- Natural Heritage Inventory
- Leaders for Clean Water, Headwaters
- Peel Rural Water Quality
- Restoration & Nursery Operations
- Ecosystem Goods & Services

OUTPUTS

- Supported 42 private land & stewardship projects
- Biological inventory of 1,600 acres of natural area
- inventory of 250 ha vegetation community & species and breeding bird species at 290 ha of natural areas
- Inventory bat species occurrence along 124 km of watershed roads
- Monitoring & knowledge transfer regarding stormwater facilities
- Leading development of Conservation Authority Natural Heritage System for Caledon & Peel
- Propagation of 78,000 units for planting projects
- 900 m of stream restored
- 15 aquatic & wetland projects monitored
- Expanded model assessing contribution of natural areas to stormwater services in Peel

OUTCOMES

- Plans & priorities for natural resources protection/restoration
- Development & sharing of scientific knowledge for improved decision making & inform policy
- Improved understanding of aquatic & terrestrial features to inform decision making & action
- Increased awareness & on-the-ground action by landowners to protect & enhance watershed health
- Development & sharing of scientific knowledge for improved decision making
- Improved public awareness & engagement
- Enhanced stormwater management
- Improvement of urban & rural landscapes
- Enhanced understanding of the value of municipal services provided by natural features to support Asset Management and Planning



Restoring More Resilient Streams

2018 Peel Climate Change

INPUT
\$9.6M
**Does not include \$477K for EAB*

ACTIVITIES

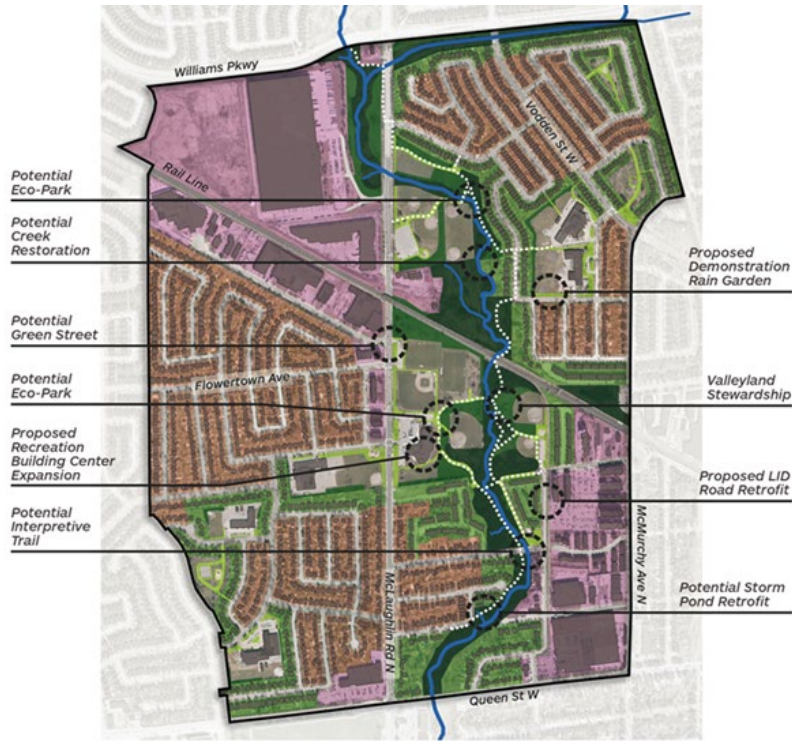
- Climate Change Vulnerability Assessment
- Flood Forecasting & Warning
- Real Time Water Quality
- Infrastructure, Performance & Risk Assessment
- Education/CYC
- Technologies (including LID)
- Rural Farm & Non-Farm Stewardship
- Urban Outreach & Restoration
- Water & Climate Change Risk Sciences
- Credit River Water Management Strategy Implementation

OUTPUTS

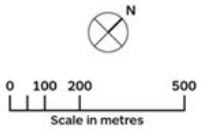
- maintenance of 31 stream flow, 11 water quality, 5 climate & 13 rain real time gauges
- Ongoing technical support to 66 partners for LID Implementation
- Ongoing LID monitoring of 11 sites, maintenance inspection of 12 sites
- Restoration: plantings (38k), stream (205m), wetland (0.2ha), 95 invasive species projects, grasslands (28 ha.)
- Participation in Peel Community Climate Change Partnership & lead the Flood Resiliency Strategy
- Innovative Tool Development to support municipal stormwater adaptation
- Enhanced flood forecasting tools
- New guidelines & training materials to aid contractors in integrating LID measures with Peel's Fusion Landscaping
- 51,000+ education program participants & 4,500+ volunteers implementing over 265 community projects
- 1,600+ engaged landowners (Projects: 13 corporate, 206 urban and 19 rural)
- Brampton SNAP action planning & implementation of 4 early action projects

OUTCOMES

- Improved human health & public safety, with fewer personal property losses.
- Sustainable surface water & groundwater, healthy aquatic & terrestrial ecosystems & protection for rare, threatened & endangered species.
- Increased jobs, productivity and/or revenue in agriculture, commerce and tourism.
- Targeted tree planting in priority urban neighbourhoods to mitigate heat vulnerability.
- Less damage to storm and sanitary systems, dams, channel works, roads & crossings.
- Ecosystem resilience to climate change & management recommendations for CVC's partners.
- Identified priority planting areas for improved ecosystem benefits.
- Enhanced climate change awareness & climate resiliency among residents who take action on-the-ground.
- Residents who understand the natural environment as a point of pride in our communities & a vital source of personal well-being & happiness.



- Existing Urban Forest
- Parks & Schoolground Greening
- Residential Green Corridors
- Shady Paths & Playgrounds
- Priority Projects
- Corporate, Commercial, High Rise Green Retrofits
- Residential Cool Water Zones
- Fletchers Creek Trail (existing)
- Fletchers Creek (existing)



Fletcher's Creek SNAP

Resilient Green Infrastructure

- Mississauga Road LID constructed in 2018; monitoring established
- Target for the site is treating 90% of stormwater (25mm), resulting in downstream protection
- Similar designs monitored by CVC demonstrate success in meeting design targets



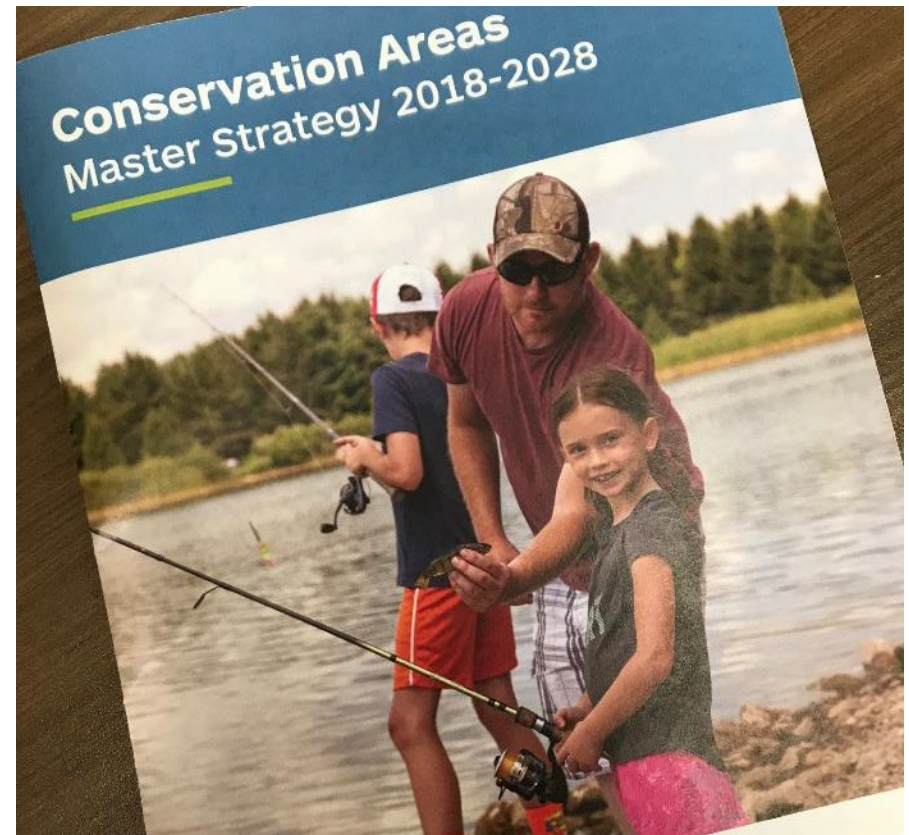
2018 Infrastructure Projects

INPUT
\$2.9M

ACTIVITIES	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> • Infrastructure/ Major Maintenance, CAs & Dams • Flood Risk Mapping • Core 10 (Conservation Area Lands) Projects • Enforcement Program • Corporate Initiatives 	<ul style="list-style-type: none"> • Completed hydrologic modelling and completed/undertaking flood hazard and risk mapping for 14 Lake Ontario tributaries • Undertaking assessment of flood risk for the Credit River watershed upstream of Mississauga • Work at Island Lake Dam to meet current design requirements • Detailed design of Belfountain Dam and Head Pond EA preferred option • Boardwalk replacements at Rattray Marsh, completion of Warwick Conservation Centre and partnering with OHT on Badlands • Corporate Asset Management Plan work with Peel Staff • Protect lands through inspection and enforcement patrols • Digital transformation deliverables continue including gauge network (WISKI) upgrade, financial system upgrades and network improvements 	<ul style="list-style-type: none"> • Enhanced tools for flood forecasting and warning • Improving public safety • Improved conservation area visitor experiences through ongoing state of good repair investments and partnerships • Improved decision making and budget forecasting for our asset management needs • Projects are advanced through the use of alternative funding sources • Reduced liability exposure with regular monitoring, enforcement and safety checks • Improved operational efficiency through technology

Well-Managed Conservation Areas

- Conservation Areas Master Strategy approved by CVC Board
- Belfountain Management Plan approved by NEC
- CA revenue above target – exceeding \$1 million
- Total number of visits in 2018 estimated to be 741,000



Opening Warwick Conservation Centre June 14, 2019



2020 Forecast from 2019 Budget – 2020 Budget In Progress

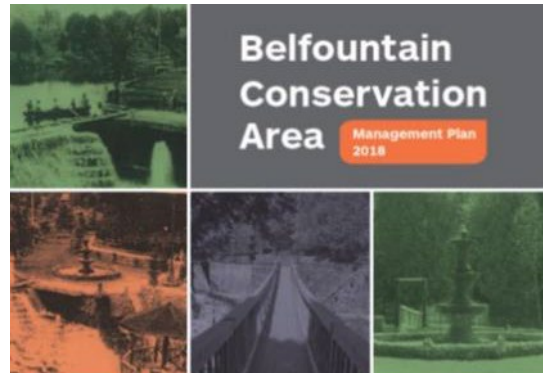
Peel Portion (\$,000)	2020 Forecast As presented January 2019	2020 Adjusted In progress as of June 2019	2020 ** Impact Section 39 Reduction	2020 Budget Section 39 Reduction	Future Forecast
General Levy	9,012 4.94%	9,100 5.96%	82	9,182 6.91%	?
Special Levy	16,589 8.50%	15,730 2.88%		15,730 2.88%	
Total	25,601 7.22%	24,829 3.99%	82	24,911 4.33%	?

** does not include Source Water Protection

2020 Budget – Current Status NOTES

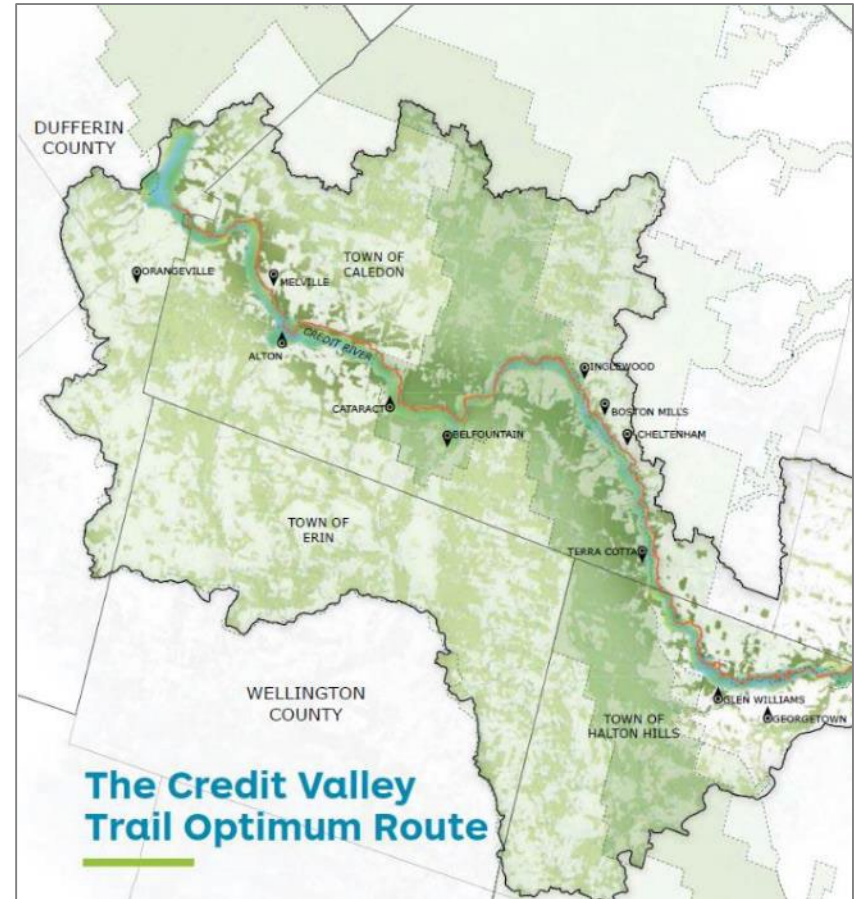
- Draft budget at **3.99%** (as of June 17, 2019)
- Reduction of **\$200K** currently required to meet Peel target
- **\$90K** in lost Section 39 funding (Provincial Base) included in draft budget (Peel's portion = \$82K)
- 2020 draft budget includes a reduction of 500k in capital for Belfountain
- Does not include Source Water Protection funding of **~\$225K**

Pressures



A Strategy for the
Credit Valley Trail

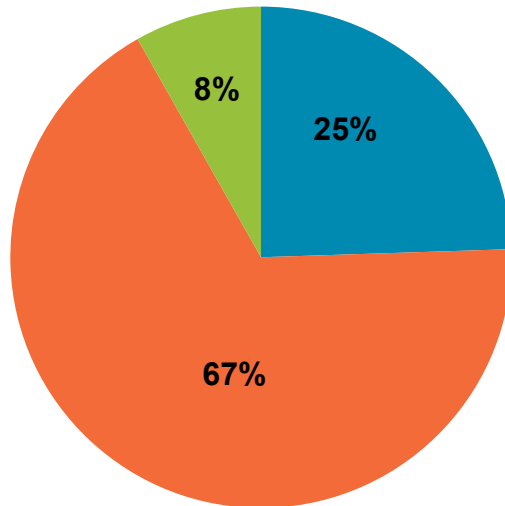
2017



Pressure – Credit Valley Trail

Climate Risk Methodology

% of Expenditure



2019 PROJECT CLASSIFICATION

■ Act ■ Invest ■ Sustain

ACT		\$2,564,246
# of Projects	<p>Respond to a life Threatening event or one that acutely compromises human health or safety</p> <p>Respond to an immediate impact that requires action with a high level of urgency (but not necessarily life threatening)</p> <p>Enhance a legislative requirement under the CA Act</p> <p>Implement direction or resolution from a municipal council or approved by TOCP/CA Board or aligned to council strategic priorities or targets</p> <p>Maximize emergency preparedness</p>	
4		
INVEST		\$7,050,493
# of Projects	<p>Produce a local measurable benefit through implementation; likely increase effectiveness Over long-term and/or with larger scale application</p> <p>Generate Knowledge to fill gaps or take advantage of emerging science to better manage imminent/identified risks that currently lack innovation or technical tools to resolve in the short term</p> <p>Address consequences or conditions that are becoming worse or increasing in financial or social costs</p> <p>Elevate awareness among residents, business, stakeholders and youth to drive attitudinal change with respect to human impacts on climate and the environment</p>	
14		
SUSTAIN		\$858,468
# of Projects	<p>Maintain watershed resilience, achieve outcomes and demonstrate effectiveness using current best practices</p> <p>Anticipate a potential impact, a shift in trend or to flag and emerging issue</p>	
2		

3-year Forecast from 2019 Budget

Peel Portion (\$M)	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast
General Levy	8,588 3.59%	9,012 4.94%	9,320 3.41%	9,626 3.29%
Special Levy	15,289 3.73%	16,589 8.50%	17,726 6.86%	18,529 4.53%
Sub-Total	23,877 3.68%	25,601 7.22%	27,046 5.64%	28,155 4.10%
One-Time Special Levy: EAB	460 -3.54%	420 -8.70%	420 0.00%	400 -4.76%
TOTAL	24,337 3.53%	26,021 6.92%	27,466 5.55%	28,555 3.97%

2020 Provincial Funding Impact

Grant Program	2020 Forecast Gross Expenditures	2020 Forecast Provincial Funding	2020 Revised Forecast Provincial Funding	Peel's Portion of Change in 2020 Forecast Provincial Funding	Type of Provincial Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Sec 39	\$9,012	185	96	82	Reduction

Revised 3-Year Forecast

Peel Portion (\$M)	2019 Approved Budget	2020 Revised Forecast	2021 Revised Forecast	2022 Revised Forecast
General Levy	8,588 3.59%	9,095 5.90%	9,402 3.38%	9,708 3.25%
Special Levy	15,289 3.73%	16,589 8.50%	17,726 6.86%	18,529 4.53%
Sub-Total	23,877 3.68%	25,683 7.56%	27,128 5.62%	28,238 4.09%
One-Time Special Levy: EAB	460 -3.54%	420 -8.70%	420 0.00%	400 -4.76%
TOTAL	24,337 3.53%	26,103 7.26%	27,548 5.53%	28,638 3.96%

Reduction Required to Achieve Peel's 2020 Target

Peel Portion (\$M)	2019 Budget \$	2020 Revised Forecast \$	2020 Peel Target \$	Reduction to Meet Target	
				\$	%
General Levy	8,588 3.59%	9,095 5.90%	8,880 3.40%	215	2.36%
Special Levy	15,289 3.73%	16,589 8.50%	15,809 3.40%	780	4.70%
Sub-total	23,877 3.68%	25,683 7.56%	24,689 3.40%	994	3.87%
One-Time Special Levy: EAB	460 -3.54%	420 -8.70%	420 -8.70%	0	0%
TOTAL	24,337 3.53%	26,103 7.26%	25,109 3.17%	994	3.81%

inspired by nature



Request for Delegation

FOR OFFICE USE ONLY

MEETING DATE YYYY/MM/DD 2019/06/27	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
2019/05/15

NAME OF INDIVIDUAL(S)
John MacKenzie

POSITION(S)/TITLE(S)
Chief Executive Officer

NAME OF ORGANIZATION(S)
Toronto and Region Conservation Authority (TRCA)

E-MAIL	TELEPHONE NUMBER	EXTENSION
leena.eappen@trca.ca	(416) 661-6600	5254

REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)
TRCA to report to Regional Council on 2019 highlights, 2020 Budget and risks to service levels associated with achieving the budget targets.

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

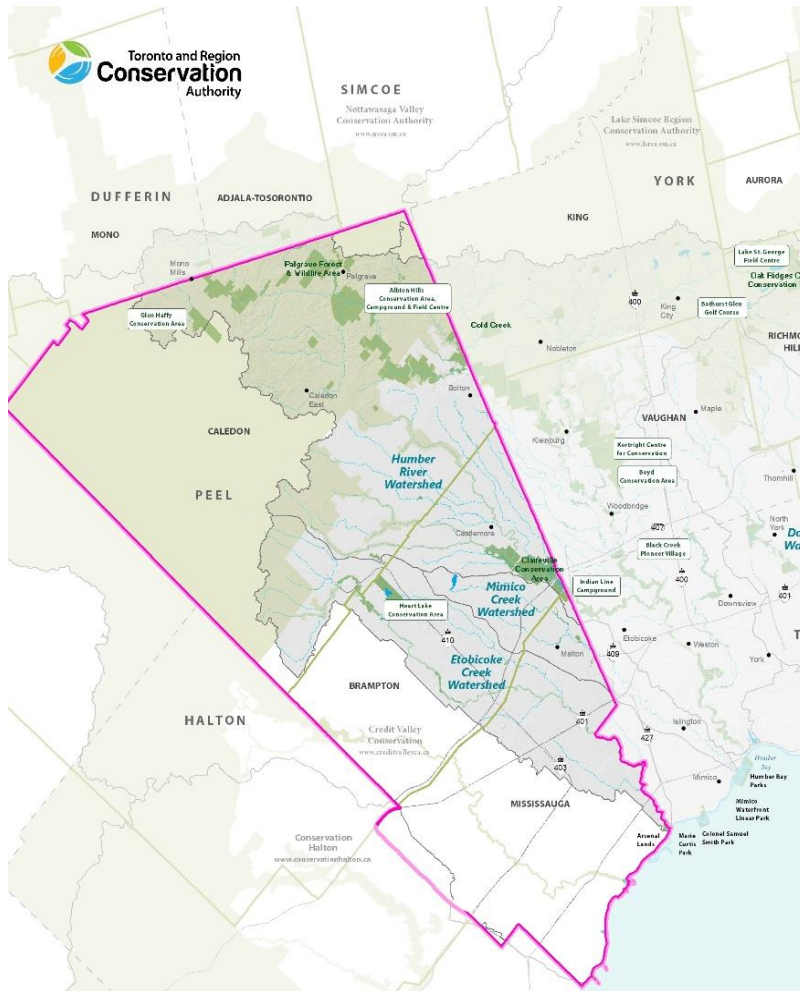
2019 Budget Highlights

Peel Region Council

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

June 27, 2019

Toronto and Region Conservation Authority



SERVICE AREAS

1. Watershed Studies and Strategies
2. Water Risk Management
3. Regional Biodiversity
4. Greenspace Securement and Management
5. Tourism and Recreation
6. Planning and Development Review
7. Education and Outreach
8. Sustainable Communities
9. Corporate Services

TRCA Transformation

OUR VISION

The quality of life on Earth is being created in rapidly expanding city regions. Our vision is for a new kind of community—The Living City—where human settlement can flourish forever as part of nature’s beauty and diversity.

OUR MISSION

To protect, conserve and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners.

OUR CORE VALUES

INTEGRITY

We are honest, ethical, and professional.

COLLABORATION

We achieve shared goals through a solution-oriented approach.

ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

RESPECT

We are equitable, fair and respectful while recognizing individual contributions and diversity.

EXCELLENCE

We maintain a high standard of performance and customer service, consistently striving to improve and produce quality work.

Watershed 2019

\$4,975,100 44 Projects

Outputs

- Increased coverage of real-time flood warning network
- Expand TRCA's 2D modelling coverage within the Spring Creek sub-watershed
- 4 studies in support of the Region of Peel's Municipal Comprehensive Review
- Ongoing Citizen Science activities
- 64 long-term terrestrial monitoring plots to monitor trends in birds, amphibians and vegetation
- 10 water quality monitoring sites
- 9 West Nile virus surveillance sites
- Organize and deliver 10 events and engage 500 participants in community based restoration initiatives
- Engage 8,300 students through *Watershed on Wheels*, *Aquatic Plant Planting* and *Yellow Fish Road Programs*
- 2,800 participants engaged in curriculum linked programs at language centers
- 55 PAIE participants accessing the program

Outcomes



Climate 2019

\$7,092,000 29 Projects

Outputs

- 559 infrastructure hazard site inspections
- 22 m of valley and shoreline protected at Peel Village Golf Course Sanitary Infrastructure Project
- Implementing Peel's 4 Sustainable Neighborhood Action Programs: Bramalea, West Bolton, Burnhamthorpe, County Court
- Organize and deliver 7 community planting and habitat events and workshops for residents
- Engage 90 participants through resident/homeowner workshops encouraging them to take action for community led climate change adaptation initiatives
- Increased delivery of GHG emissions reduction programs to PPG network

Outcomes



Infrastructure 2019

\$4,672,400 11 Projects

Outputs

- Reconditioning over 2 km of secondary trail at Claireville CA
- Continue user counts at 8 TRCA greenspace sites
- Inspect condition of and mitigate hazards for additional 800 ha of TRCA greenspace and 32 km of TRCA trails
- Complete road improvements at Claireville CA
- Complete the detailed design, removal and construction of the Albion Hills Field Centre loading dock
- Complete design and procurement of site security improvements at Heart Lake CA
- Complete conditions assessments and continuity reserve plans for Indian Line Campground, Albion Hills Field Centre and CA, Heart Lake CA, and Glen Haffy CA

Outcomes



Watershed Studies and Strategies

Highlights

Accessible online platform for
Watershed Report Cards

Standard climate dataset for watershed
planning

Green Natural Infrastructure Strategy -
Heat Vulnerability Mapping

- 6 research projects in-progress
- 4 knowledge sharing events
(2019 Target: 6)
- 4 Watershed Report Cards
(completed in 2018)



Water Risk Management

Highlights

Bolton Ice Jam Study

Bolton Berm Detailed Design

Peel Village Golf Course Sanitary
Infrastructure Protection Project

Derry Greenway Sanitary Encasement

- 12** real-time rain and stream gauges
- 8** remote rain and stream gauges monitoring stations
- 17** water quality and groundwater monitoring sites
- 31** erosion and infrastructure hazard site inspections
(2019 Target: 624)



Regional Biodiversity

Highlights

Jefferson, Jordan and Jayfield Parks
Natural Channel Project

Palgrave (Reddington) Wetland and
Valley Restoration Projects

King's Park Wetland and Stream
Restoration

150

meters of stream restoration
(planned)

11

hectares of wetland, meadow
and forest restoration *(planned)*

99

regional biodiversity
monitoring sites

155,908

plants supplied

1,535

ash trees removed
(2019 Target: 5,000)



Greenspace Securement and Management

Highlights

TRCA Regional Trail Strategy

Albion Hills Pedestrian / Maintenance
Vehicle Crossing

Claireville Management Plan- Public
Use Analysis

0.82 hectares acquired *(2019 Target: 3)*

34,000 recorded users at 8
greenspace sites *(2019 Target:
100,000)*

1,600 kilograms of waste removed
as a result of 6 work orders

600 hectares of greenspace
inspected and hazards
mitigated *(2019 Target: 1,400)*



**RETHINK
GREENSPACE TO
MAXIMIZE ITS
VALUE**

Tourism and Recreation

Highlights

New Events: Brampton Kite Festival,
Trail Fix Relay

Bolton Camp Multi-Use Trail Project

Energy efficient upgrades at Indian Line
Campground and Glen Haffy
Conservation Area

- 45,032** attendance at Peel Region parks *(2019 Target: 340,000)*
- 9** commercial filming productions
- 17** partner events *(planned)*
- 6,000** approximate attendance at Peel Children's Water Festival



Planning and Development

Highlights

Peel East-West Diversion Sewer

Employment lands in Caledon

Downtown Brampton Redevelopment

Comprehensive regulation mapping

Development Planning

79 development planning applications opened

52 Ontario Reg. 166/06 permits issued

Infrastructure Planning

21 infrastructure planning applications opened

21 Ontario Reg. 166/06 permits issued



Education and Outreach

Highlights

Nikibii Dawadinna Giigwag employment training program at Bolton Camp

Living Rivers - Changing Currents program

GIRLS CAN TOO at Bolton Camp

336	participating classes <i>(2019 Target: 615)</i>
8,531	students participating <i>(2019 Target: 19,698)</i>
298	multicultural connections program participants <i>(2019 Target: 2,800)</i>
29	teachers participating in professional development <i>(2019 Target: 170)</i>
24	school grants awarded <i>(2019 Target: 20)</i>



**FOSTER SUSTAINABLE CITIZENSHIP
CREATE COMPLETE COMMUNITIES
THAT INTEGRATE NATURE
AND THE BUILT ENVIRONMENT**

Sustainable Communities

Highlights

New Bramalea SNAP

Partners in Project Green's *Strategic Refresh 2019-2023*

Researching the thermal impacts of stormwater ponds on aquatic life

- 47** community events
(2019 Target: 116)
- 15** community retrofits
(2019 Target: 542)
- 25** formal Partners in Project Green business members
(2019 Target: 35)
- 8** new technologies being tested



Corporate Services

Highlights

Head office demolition and site preparation

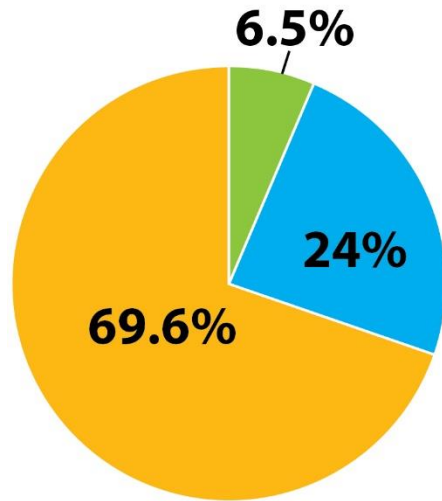
Electrical infrastructure upgrades at Glen Haffy Conservation Area

Heart Lake Conservation Area - New Watermain Installation Project

- 1,190** email and calendar accounts migrated from Lotus Notes to Microsoft Office 365
- 337** total inventory of assets in Peel Region
- 4** conditions assessments and continuity reserve plans planned for Conservation Areas in Peel Region



2019 Climate Risk Methodology



2019 PROJECT CLASSIFICATION

Act Invest Sustain

ACT	
# of Projects	
4	Respond to a life threatening event or one that acutely compromises human health or safety
	Maximize emergency preparedness
	Minimize chance of incurring significant financial cost
	Implement direction or resolution from a municipal council or approved by TOCP/CA board; aligned to council strategic priorities or targets
INVEST	
# of Projects	
21	Address consequences or conditions that are becoming worse or increasing in financial or social costs
	Generate knowledge to fill gaps, takes advantage of emerging science to better manage imminent/identified risks that currently lack innovative or technical tools to resolve in the short term
	Produce a local measureable benefit through implementation; likely increase in effectiveness over long-term and/or with larger scale applications
	Elevate awareness amongst residents, business, stakeholders and youth to drive attitudinal change with respect to human impacts on climate and the environment
SUSTAIN	
# of Projects	
4	Anticipate a potential impact, a shift in trend or flags an emerging issueal costs
	Maintain watershed resilience, achieves outcomes and demonstrates effectiveness using current best practices

Peel Climate Change Performance Measurement Consultant

Project Scope:

- Development of logic models, theory of change and key performance indicators for Peel Climate Change funded initiatives within TRCA and Credit Valley Conservation.

Key Stakeholders:

- Region of Peel
- Toronto and Region Conservation Authority
- Credit Valley Conservation Authority

Peel Climate Change KPI's RFP#10009527	Timeframe													
	April-19	May-19	June-19	July-19	Aug-19	Sept-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	March-20	April-20	
RFP Award and Agreement Execution	█													
Phase 1			█											
Phase 2				█										
Phase 3						█								
Phase 4										█				
Agreement End Date													█	

3-Year Forecast from 2019 Budget

Peel Portion (\$000)	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast
General Levy	1,917	1,980	2,045	2,112
	3.3%	3.3%	3.3%	3.3%
Special Levy	16,689	17,106	17,550	18,013
	4.8%	2.5%	2.6%	2.6%
Sub-Total	18,606	19,086	19,595	20,125
	4.6%	2.6%	2.7%	2.7%
One-Time Special Levy: EAB	50	25	50	25
TOTAL	18,656	19,111	19,645	20,150
	-8.9%	2.4%	2.8%	2.6%

2020 Provincial Funding Impact

Grant Program	2020 Forecast Gross Eligible Expenditures	2020 Forecast Provincial Funding	2020 Revised Forecast Provincial Funding	Peel's Portion of Change in 2020 Forecast Provincial Funding	Type of Provincial Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
MNRF S.39	5,700	744	400	42	Funding Reduction

Revised 3-Year Forecast

Peel Portion (\$000)	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast
General Levy	1,917	1,980	2,045	2,112
	3.3%	3.3%	3.3%	3.3%
Special Levy	16,689	17,097	17,541	18,004
	4.8%	2.4%	2.6%	2.6%
Sub-Total	18,606	19,077	19,587	20,116
	4.6%	2.5%	2.7%	2.7%
One-Time Special Levy: EAB	50	25	50	25
TOTAL	18,656	19,102	19,637	20,141
	-8.9%	2.4%	2.8%	2.6%

Reduction Required to Achieve Peel's 2020 Target

Peel Portion (\$000)	2019 Budget	2020 Forecast	2020 Peel Target	Reduction to Meet Target	
				\$	%
General Levy	1,917	1,980	-	-	-
		3.3%	-	-	-
Special Levy	16,689	17,097	-	-	-
		2.4%	-	-	-
Sub-Total	18,606	19,077	-	-	-
		2.5%	-	-	-
One-Time Special Levy: EAB	50	25	-	-	-
TOTAL	18,656	19,102	-	-	-
		2.4%	2.6%	-	-

Risks to Outcomes in Achieving 2020 Target

- Proposed changes to the Conservation Authorities (CA) Act and regulations may require adjustments to Memorandums of Understanding (MOUs) or Service Level Agreements (SLAs).
- Any services not deemed to be core may need to be captured in updated MOUs and SLAs with Peel and lower tier municipal partners

Thank You

Questions / Comments?

Request for Delegation

FOR OFFICE USE ONLY

MEETING DATE YYYY/MM/DD 2019/06/27	MEETING NAME Regional Council
---------------------------------------	----------------------------------

DATE SUBMITTED YYYY/MM/DD

2019/05/10

NAME OF INDIVIDUAL(S)

Cristina Zampiero

POSITION(S)/TITLE(S)

N/A

NAME OF ORGANIZATION(S)

N/A

E-MAIL

crissyzampiero@gmail.com

TELEPHONE NUMBER

(647) 686-1708

EXTENSION

REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)

Prior to the installation of 5G wireless infrastructure, I'd like to propose that a committee review it to assess health effects. There are literally thousands of peer reviewed studies on wireless radiation and health effects. There are protests being held worldwide, scientists, and concerned citizens have joined these groups resisting the installation of new 5G antennas.

A formal presentation will accompany my delegation Yes NoPresentation format: PowerPoint File (.ppt) Adobe File or Equivalent (.pdf) Picture File (.jpg) Video File (.avi,.mpg) OtherAdditional printed information/materials will be distributed with my delegation : Yes No Attached**Note:**

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**ITEMS RELATED TO
PUBLIC WORKS**

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For Information

DATE: June 17, 2019

REPORT TITLE: **PROVINCIAL HIGHWAY PROJECTS IN PEEL REGION**

FROM: Andrew Farr, Acting Commissioner of Public Works

OBJECTIVE

To provide an update on the status of Provincial highway projects within the Region of Peel.

REPORT HIGHLIGHTS

- By 2041, the Region of Peel will be home to approximately 2 million residents, increasing demand on transportation networks, and triggering the need for improvements to the Provincial Freeway Network in Peel.
- Currently, there are eight major 400-series highway projects that are either underway or recently completed, comprised of widening, extensions, the addition of carpool lots, transitways, and High Occupancy Vehicle lanes.
- To ensure this growth is managed effectively, Peel continues to advocate for key highway projects including the GTA West Highway Corridor and extension of Highway 427 to Highway 9.

DISCUSSION
1. Background

The Region of Peel's location at the heart of the Greater Toronto and Hamilton Area (GTHA) makes its transportation system one of the most frequently travelled. Every weekday morning during the peak hour, approximately 62,000 trips travel through Peel to destinations in other Regions to the east and west. In addition to facilitating through trips, Peel is home to Toronto Pearson International Airport, which handles approximately 50 per cent of Canada's air cargo.

To accommodate interregional travel and the safe and efficient movement of people and goods, Peel's arterial road system is supplemented by mainline tracks and facilities for Canada's two major railroads: Canadian National and Canadian Pacific, and the densest network of 400-series highways in the GTHA: Highways 401, 403, 407, 410, 427, and Queen Elizabeth Way (QEW).

By 2041, the Region of Peel will be home to approximately 500,000 additional residents and 250,000 additional jobs. As population and employment growth increases throughout the GTHA and new technologies and priorities emerge, improvements to 400-series highways are required to continue the efficient flow of people and goods.

PROVINCIAL HIGHWAY PROJECTS IN PEEL REGION

On February 14, 2019, staff committed to report to a future meeting of Regional Council with information regarding the status of Provincial highway projects within the Region of Peel, reaffirm previous Council positions on the need for key highway extensions such as Highway 427, and provide recommendations on any new Provincial projects that may be required based on the Region's Long Range Transportation Plan.

2. Status of Provincial Highway Projects in Peel

To accommodate anticipated future growth and reduce travel demand on Regional roads, the Region of Peel, along with other municipalities, has advocated for a number of key Provincial highway improvements that are either underway or recently completed (for detailed information regarding project features and status, see Appendix I).

Regional staff are also working closely with the Ministry of Transportation (MTO) to coordinate these projects with Regional water/wastewater infrastructure relocation and will report on the progress of work to Regional Council later in 2019.

(a) Highway 401 Widening – Hurontario to Regional Road 25 in Milton

Project Description: This widening comprised of two projects: (1) from Hurontario Street to the Credit River Bridge; and (2) from the Credit River in Mississauga to Regional Road 25 in Milton.

Outcome for Peel Region: These projects satisfy the Region's long-standing advocacy position for the widening of Highway 401 between the Highway 403/410 interchange and Trafalgar Road in Halton Region and have the potential to achieve the following outcomes for Peel:

- Alleviate interregional vehicular and truck trip demand from the Region's east-west arterial roads such as Steeles Avenue and Derry Road; and
- High occupancy vehicle (HOV) lanes, carpool lots, and bus bypass shoulders to support the Region's Long Range Transportation Plan and goal of a balanced mode share of 50 per cent vehicular travel and 50 per cent sustainable modes by 2041.

(b) Highway 407 Transitway – Brant Street in Oakville to Brock Street in Pickering

Project Description: This project is a 150 km long transitway for Bus Rapid Transit with the opportunity to convert to Light Rail Transit that spans from Brant Street in Oakville to Brock Street in Pickering.

Outcome for Peel Region: The 407 transitway supports the objectives in the Region of Peel's Official Plan, Long Range Transportation Plan, and Sustainable Transportation Strategy by providing reliable east-west rapid transit connections, and has the potential to provide the following outcomes for the Region:

- Ten potential transitway stations in Peel Region;
- Enhance cross regional mobility;
- Increase transit capacity to meet forecasted travel demand;
- Improve accessibility to existing and planned major urban centres, educational institutions, and other nodes of high demand; and
- Reduce automobile dependence and associated greenhouse gas emissions.

PROVINCIAL HIGHWAY PROJECTS IN PEEL REGION

(c) Highway 410 Widening – Highway 401 to Queen Street

Project Description: This widening featured the addition of one travel and one HOV lane in each direction bringing the 12 km portion of roadway to a total of 10 lanes.

Outcome for Peel Region: This project partially satisfies the Region's advocacy position to encourage MTO to widen Highway 410 from Highway 401 to Mayfield Road and has the potential to achieve the following outcomes for Peel:

- Facilitates the movement of goods and commuter traffic across the Region;
- Supports the Region's goal to balance vehicular and sustainable modes including carpooling by achieving a 50 per cent sustainable mode share by 2041.

(d) Highway 410 – Full Courtneypark Drive Interchange

Project Description: The Region of Peel, City of Mississauga and MTO are cost sharing to reconfigure the interchange from a partial to a full interchange. It will feature an on-ramp from Courtneypark Drive to Highway 410 northbound, and a new off-ramp from Highway 410 southbound to Courtneypark Drive.

Outcome for Peel Region: This project satisfies the Region's long-standing advocacy position to encourage and support the completion of the Courtneypark Drive/Highway 410 interchange and has the potential to achieve the following outcomes for Peel:

- Decreases the overall system delay by nearly 20,000 person hours per year along arterial roads in the area such as Dixie Road;
- Improves the flow of goods movement; and
- Accommodates future traffic volumes.

(e) Highway 427 Expansion Project – Widening and Extension

Project Description: This project includes the addition of a 6.6 km extension from Highway 7 to Major Mackenzie Drive and a 4 km widening from Finch Avenue to Highway 7 to eight lanes.

Outcome for Peel Region: This project satisfies the Region's Official Plan policy to encourage and support the early construction of the Highway 427 extension to Major Mackenzie and offers the following potential outcomes for Peel:

- Provide congestion relief along Highway 50 and Queen Street which is currently the preferred route for trucks travelling to and from the Canadian Pacific Vaughan Intermodal Terminal;
- Decrease truck traffic along residential segments of Highway 50; and
- Provide capacity for travel demand generated by future development and localized travel within the Region of Peel.

(f) Queen Elizabeth Way (QEW) – Widening & Full Dixie Road Interchange

Project Description: There are two projects along QEW. The first project consists of rehabilitation improvements to QEW from east of Cawthra Road to east of Dixie Road and includes the reconfiguration of the QEW/Dixie Road Interchange to a full

PROVINCIAL HIGHWAY PROJECTS IN PEEL REGION

interchange. The second project spans from west of Mississauga Road to Hurontario Street and includes a widening to eight lanes.

Outcome for Peel Region: The existing Dixie Road interchange requires travellers to use north and south service roads to access the QEW. Consequently, this project offers the following potential outcomes for Peel:

- Decrease commuter travel time; and
- Improve safety by eliminating the violation of driver expectations caused by the existing configuration, aligning with the Region's Vision Zero objectives.

3. Region of Peel Provincial Freeway Network Advocacy Positions

In addition to the advocacy efforts mentioned above, the Region of Peel currently has two major on-going advocacy efforts to complete the Provincial Freeway network in Peel:

GTA West Highway Corridor Environmental Assessment

Advocacy Effort: The Region of Peel has consistently communicated the need for the GTA West Corridor to MTO through written submissions, meetings with the Minister of Transportation at key conferences including the Associated of Municipalities Ontario (AMO) and Ontario Good Roads Association (OGRA), and advocacy through the Region's Provincial budget submissions.

The Environmental Assessment (EA) was initiated in 2008 and suspended in 2015 pending a review to examine the project in light of climate change commitments and emerging technologies, followed by a decision to cancel the EA in February 2018.

Notwithstanding, the Region of Peel sustained its advocacy efforts and a decision to resume the EA was announced in October 2018, followed by the continued depiction of the corridor in Schedules 2 and 6 of the recent amendment to the Growth Plan for the Greater Golden Horseshoe in May 2019 and a motion tabled on June 4, 2019 by Brampton West MPP Amarjot Sandhu to immediately resume the EA at the point it was suspended in 2015.

Regional staff continue to advocate for the Province to resume the GTA West Corridor EA process from where the previous EA was suspended and to move forward with completing the project expeditiously.

Outcome for Peel Region: The Region of Peel is expected to experience significant population and employment growth by 2041. Consequently, the outcome of this EA is significant to the Region of Peel for the following reasons:

- The Region of Peel must advance comprehensive land use and transportation planning to accommodate the designated population and employment growth forecasted for 2041 and advance development in the corridor;
- The presence of a highway within the GTA West Corridor has been used as a key assumption in developing the Region's Long Range Transportation Plan to identify future transportation infrastructure requirements in Peel; and
- A highway and transitway within the GTA West Corridor would facilitate the safe, efficient, and sustainable movement of people and goods through Peel, and support the Region's future economic vitality by serving as a catalyst for economic growth.

PROVINCIAL HIGHWAY PROJECTS IN PEEL REGION

Highway 427 Extension to Highway 9

Advocacy Effort: While Peel has been successful in advocating for the extension of Highway 427 to Major Mackenzie Drive, the Region continues to advocate for an extension to Highway 9 and beyond.

Since 2003, the Region of Peel has reiterated the need for this extension through a long-standing advocacy position in the Region's Official Plan, annual requests to the Minister of Transportation in response to the Ministry's Southern Highways Programs, and delegations to the Minister at the AMO and OGRA conferences.

More recently, on February 14, 2019, Regional Council endorsed a motion to request that MTO advance the planning, design, and construction of the extension of Highway 427 to Highway 9 and beyond in the 2019 Southern Ontario Highways Program.

Outcome for Peel Region: The Region of Peel continues to advocate for the northerly extension of Highway 427 to Highway 9 and beyond as it is significant to Peel for the following reasons:

- To complete the Provincial freeway network in Peel and provide highway-to-highway connections;
- The terminus of a major 400-series highway onto a municipal road, such as Queen Street or Major Mackenzie Drive, increases the vehicular and truck demand on a roadway which is intended to service a function of primarily intraregional travel; and
- As the Bolton area and communities in Dufferin County, Simcoe County and Orangeville grow and develop, additional travel demand from trucks and commuter traffic will further increase traffic demand and pose road safety challenges on communities along Regional north-south arterials such as Airport Road, Coleraine Drive, and Highway 50.

CONCLUSION

The Region of Peel's location at the heart of the GTHA, geographic home to the busiest international airport in Canada, and position as a goods movement hub, place unique challenges on Peel's arterial road system. To ensure that the service function of the Region of Peel's arterial road system to facilitate intraregional movement of people and goods is maintained, the Provincial transportation infrastructure must be in place to facilitate interregional traffic flow.



Andrew Farr, Acting Commissioner of Public Works

Approved for Submission:



D. Szwarc, Chief Administrative Officer

PROVINCIAL HIGHWAY PROJECTS IN PEEL REGION

APPENDICES

Appendix I - Summary of Highway Projects in Peel

Appendix II - Map of Provincial Highway Projects in Peel

For further information regarding this report, please contact Tina Detaramani, Manager, Strategic Policy & Projects, Transportation Division, extension 4420, Tina.Detaramani@peelregion.ca.

Authored By: Richa Dave, Principal Planner, Strategic Policy & Projects, Transportation Division, extension 5075, Richa.Dave@peelregion.ca.

Reviewed in workflow by:

Financial Support Unit

**APPENDIX I
PROVINCIAL HIGHWAY PROJECTS IN PEEL**

No.	Highway Project	Description	Status & Expected Completion
1	Highway 401 Widening – Hurontario to Credit River Bridge	<p>Widening of Highway 401 from Hurontario Street to the Credit River Bridge to a total of 12 lanes.</p> <p>Key project features include:</p> <ul style="list-style-type: none"> including one High Occupancy Vehicle (HOV) lane in each direction. 	Currently in construction with an anticipated completion date of 2020
2	Highway 401 Expansion Project – Credit River Bridge to Regional Road 25 in Milton	<p>18 km long widening of Highway 401 that spans from the Credit River in Mississauga to Regional Road 25 in Milton.</p> <p>Key project features include:</p> <ul style="list-style-type: none"> 12 lane core-collector system from the Credit River to Winston Churchill Boulevard; 10 lanes from Winston Churchill Boulevard to the Highway 407/401 interchange; 12 lane core collector system from the Highway 407/401 interchange to James Snow Parkway; 10 lanes from James Snow Parkway to west of Regional Road 25; Median HOV lane; The expansion of the existing Mississauga Road carpool lot; The creation of a new carpool lot at Winston Churchill Boulevard; and Sufficient platform width for the potential implementation of a bus bypass shoulder. 	Currently in detailed design stage. Construction is expected to start in Winter 2019 with an anticipated completion date of late 2022.
3	407 Transitway – Brant Street in Oakville to Brock Street in Pickering	<p>150 km long transitway for Bus Rapid Transit with the opportunity to convert to Light Rail Transit that spans from Brant Street in Oakville to Brock Street in Pickering. For planning and phasing purposes, the corridor is divided into four segments, two of which are within the Region of Peel.</p> <p>The first segment spans from Hurontario Street to Highway 400. The Transit Project Assessment Process (TPAP) for this segment is complete and the project features:</p> <ul style="list-style-type: none"> 23.7 km of dedicated transitway; and Planned stations in Peel Region along this corridor include: Hurontario Street Station, Dixie Road Station, Airport Road Station, Goreway Drive Station, and Highway 50 Station. <p>The second segment spans from Brant Street in Oakville to Hurontario Street. This segment is currently in the planning stage (pre-TPAP) which is expected to conclude in 2019. This segment features:</p> <ul style="list-style-type: none"> 43 km of dedicated transitway; Potential planned stations (still being evaluated) in Peel Region along this corridor include Mavis Road, Mississauga Road, Winston Churchill Boulevard, Derry Road and Britannia Road. 	<p>The transit project assessment process (TPAP) for the first segment (Hurontario Street to Highway 400) is complete.</p> <p>The second segment (Brant Street to Hurontario Street) is anticipated to be completed and approved in mid-2020</p>
4	Highway 410 – Highway 401 to Queen Street	<p>The Ministry of Transportation completed the widening of Highway 410 from Highway 401 to Queen Street. This project featured:</p> <ul style="list-style-type: none"> The addition of one travel in each direction; and 	Completed in Fall 2018

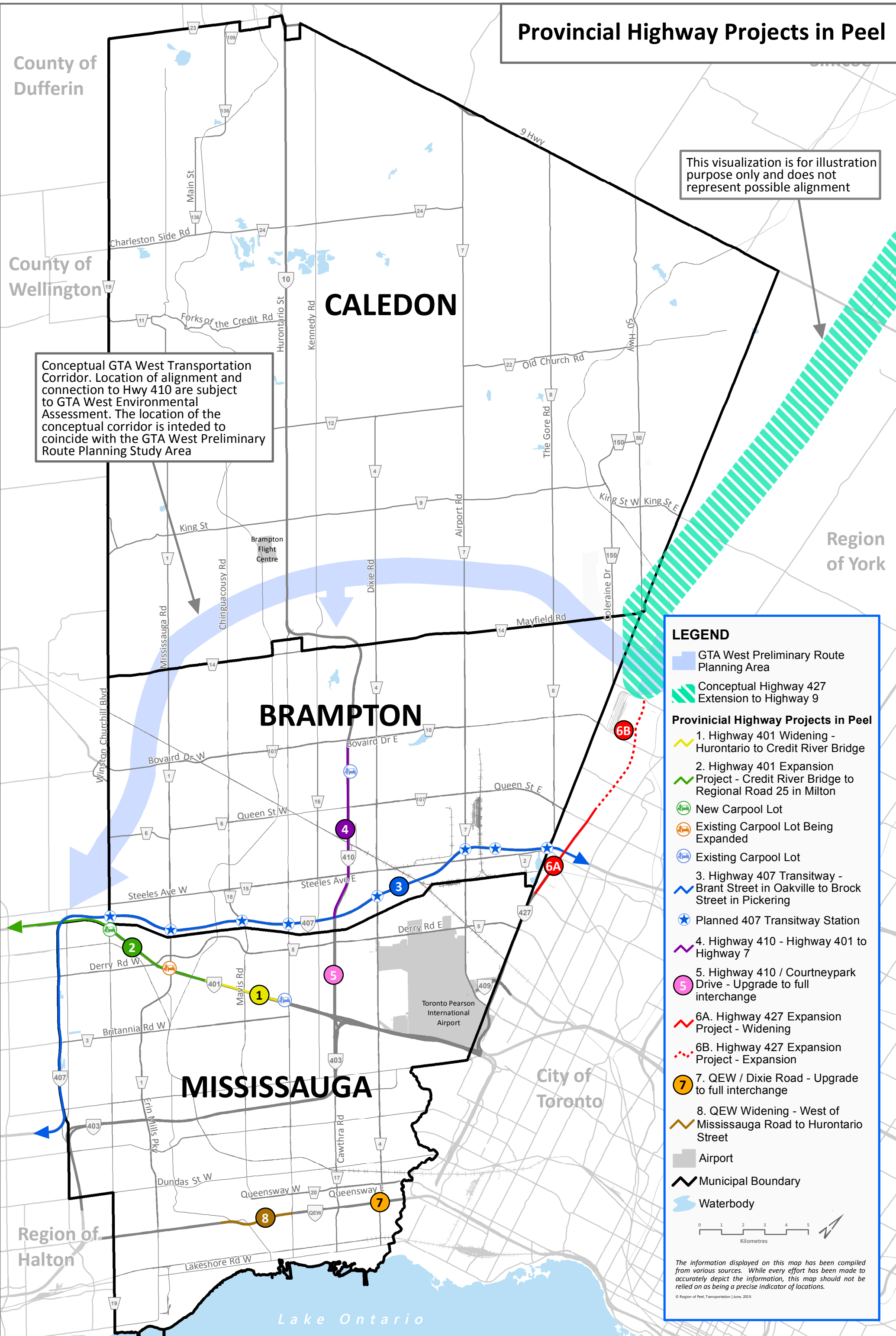
**APPENDIX I
PROVINCIAL HIGHWAY PROJECTS IN PEEL**

		<ul style="list-style-type: none"> The addition of one HOV lane in each direction bringing the 12 km portion of roadway to a total of 10 lanes. 	
5	Highway 410 – Full Courtneypark Interchange	<p>The Ministry of Transportation, Region of Peel, and City of Mississauga are cost sharing to reconfigure the Highway 410 and Courtneypark Interchange from a partial interchange to a full interchange. The new interchange will feature:</p> <ul style="list-style-type: none"> On-ramp from Courtneypark Drive to Highway 410 northbound; A new off-ramp from Highway 410 southbound to Courtneypark Drive; and The south side of the Courtneypark structure will be widened as a provision to accommodate future two new traffic lanes and a multi-use trail. 	Construction is anticipated to start in Summer 2019
6	Highway 427 Expansion Project	<p>The Highway 427 Expansion Project includes the addition of a new 6.6 km extension from Highway 7 to Major Mackenzie Drive. This extension includes:</p> <ul style="list-style-type: none"> Eight lanes from Highway 7 to Rutherford Road; Six lanes from Rutherford Road to Major Mackenzie Drive; and Three interchanges: Langstaff Road, Rutherford Road and Major Mackenzie Drive <p>In addition to the extension, this project also includes a 4 km widening from Finch Avenue to Highway 7 to eight lanes.</p>	Currently in construction with an anticipated completion date of 2021.
7	Queen Elizabeth Way (QEW) – Cawthra Road to east of Dixie Road	<p>The Ministry of Transportation is currently undertaking the Detail Design and EA for rehabilitation improvements to QEW from east of Cawthra Road to east of Dixie. This project includes:</p> <ul style="list-style-type: none"> The replacement of the QEW/Dixie underpass Reconfiguration of the QEW/Dixie Road Interchange to a full moves interchange; and Modifications to municipal roads. 	Currently in detailed design stage with an anticipated completion date of 2022. Construction is anticipated to complete in 2025
8	Queen Elizabeth Way (QEW) / Credit River - West of Mississauga Rd. to Hurontario Street	<p>The QEW/Credit River Expansion Project extends approximately 3 km between west of Mississauga Rd. and Hurontario Street.</p> <p>Key project features include:</p> <ul style="list-style-type: none"> Expanded bridge crossing the Credit River. Widening for future eight-lane cross section plus auxiliary lanes. Replacement of Mississauga Road overpass and improvements/reconfiguration of interchange and ramps. Active transportation structures in E-W direction along Credit River Bridge and N-S direction over QEW. 	Construction is anticipated to start in Summer 2020.

Provincial Highway Projects in Peel

This visualization is for illustration purpose only and does not represent possible alignment

Conceptual GTA West Transportation Corridor. Location of alignment and connection to Hwy 410 are subject to GTA West Environmental Assessment. The location of the conceptual corridor is intended to coincide with the GTA West Preliminary Route Planning Study Area



LEGEND

- GTA West Preliminary Route Planning Area
- Conceptual Highway 427 Extension to Highway 9

Provincial Highway Projects in Peel

- 1. Highway 401 Widening - Hurontario to Credit River Bridge
- 2. Highway 401 Expansion Project - Credit River Bridge to Regional Road 25 in Milton
- New Carpool Lot
- Existing Carpool Lot Being Expanded
- Existing Carpool Lot
- 3. Highway 407 Transitway - Brant Street in Oakville to Brock Street in Pickering
- Planned 407 Transitway Station
- 4. Highway 410 - Highway 401 to Highway 7
- 5. Highway 410 / Courtneypark Drive - Upgrade to full interchange
- 6A. Highway 427 Expansion Project - Widening
- 6B. Highway 427 Expansion Project - Expansion
- 7. QEW / Dixie Road - Upgrade to full interchange
- 8. QEW Widening - West of Mississauga Road to Hurontario Street

- Airport
- Municipal Boundary
- Waterbody

0 1 2 3 4 5
Kilometres

The information displayed on this map has been compiled from various sources. While every effort has been made to accurately depict the information, this map should not be relied on as being a precise indicator of locations.
 © Region of Peel, Transportation | June, 2019.

DATE: June 18, 2019

REPORT TITLE: **REVIEW OF EXISTING FLASHING SPEED LIMIT ZONES AND AMENDMENT TO TRAFFIC BY-LAW 15-2013 ON REGIONAL ROAD 6 (EMBLETON ROAD) CITY OF BRAMPTON, WARD 6**

FROM: Andrew Farr, Acting Commissioner of Public Works

RECOMMENDATION

That the existing times of operation for the flashing 40 kilometres per hour speed limit zone on Regional Road 6 (Embleton Road) in the City of Brampton, from 250 metres west of Cliffside Drive to 270 metres east of Heritage Road be revised to operate from 8:45 a.m. to 9:45 a.m. and 3:00 p.m. to 4:00 p.m. on school days, effective September 3, 2019;

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

And further, that the City of Brampton and Peel Regional Police be so advised.

REPORT HIGHLIGHTS

- Regional staff contacted nine (9) school principals in the vicinity of flashing speed limit zones on Regional roads to request comment on updating the times of operation for the existing flashing speed limit zones to better suit the school's daily activities.
- Eight (8) school principals requested that the existing times of operation remain the same.
- The principal at Huttonville Public School located on Regional Road 6 (Embleton Road) in the City of Brampton requested a minor revision to the times of operation of the flashing speed limit zone for the school.

DISCUSSION

1. Background

On an annual basis, the Region of Peel reviews flashing speed limit zones to ensure that these are reflective of current school needs. In the latest review, principals in the vicinity of the flashing speed zones on Regional roads were asked to comment on whether the current time(s) of operations suit their school's daily activities or if not, what changes should be made to better suit their needs.

REVIEW OF EXISTING FLASHING SPEED LIMIT ZONES

2. Findings

The principal of Huttonville Public School on Embleton Road requested a revision to the times of operation for the flashing speed limit zone signs for the school due to school schedule changes in the 2019/2020 school calendar year. Proposed changes are minor and are shown in Appendix 1 and the table below.

The requested change to the times of operation for the flashing speed limit zone sign is as follows:

<u>Regional Road</u>	<u>School</u>	<u>Existing</u>	<u>Proposed</u>
1	Alloa Public School	7:15 a.m. to 9:15 a.m. 3:15 p.m. to 5:45 p.m. on school days	No change
4	St. Marguerite d'Youville Secondary School	7:30 a.m. to 5:00 p.m. on school days	No change
6	Huttonville Public School	8:45 a.m. to 9:45 a.m. 2:45 p.m. to 3:45 p.m. on school days	8:45 a.m. to 9:45 a.m. 3:00 p.m. to 4:00 p.m. on school days
8	Castlemore Public School	8:30 a.m. to 9:30 a.m. 11:30 a.m. to 12:30 p.m. 3:15 p.m. to 4:00 p.m. on school days	No change
9	Macville Public School	8:00 a.m. to 4:15 p.m. on school days	No change
9	Herb Campbell Public School	8:30 a.m. to 4:15 p.m. on school days	No change
14	Mayfield Secondary School	7:30 a.m. to 3:30 p.m. on school days	No change
50	Palgrave Public School	7:30 a.m. to 5:00 p.m. on school days	No change
136	Alton Public School	8:00 a.m. to 3:30 p.m. on school days	No change

Road Safety Strategic Plan

Road safety is a priority in the Region of Peel. Council adopted the Vision Zero framework where no loss of life is acceptable. Through the Vision Zero process staff will implement actions to continually strive to improve safety to eliminate motor vehicle collisions causing injury and death.

The adjustment for flashing school zone limit is consistent with and supports the move towards Vision Zero.

REVIEW OF EXISTING FLASHING SPEED LIMIT ZONES

CONCLUSION

An amendment to the Region of Peel Traffic By-law 15-2013 is required to reflect the requested time changes to the operation of the flashing speed limit zone, in the vicinity of Huttonville Public School on Embleton Road from 8:45 a.m. to 9:45 a.m. and 3:00 p.m. to 4:00 p.m. on school days, effective September 3, 2019.



Andrew Farr, Acting Commissioner of Public Works

Approved for Submission:



D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I – Map of Huttonville Public School Flashing Speed Limit Zone

For further information regarding this report, please contact Denise Dang, Technical Analyst, extension 7853, denise.dangwilliams@peelregion.ca.

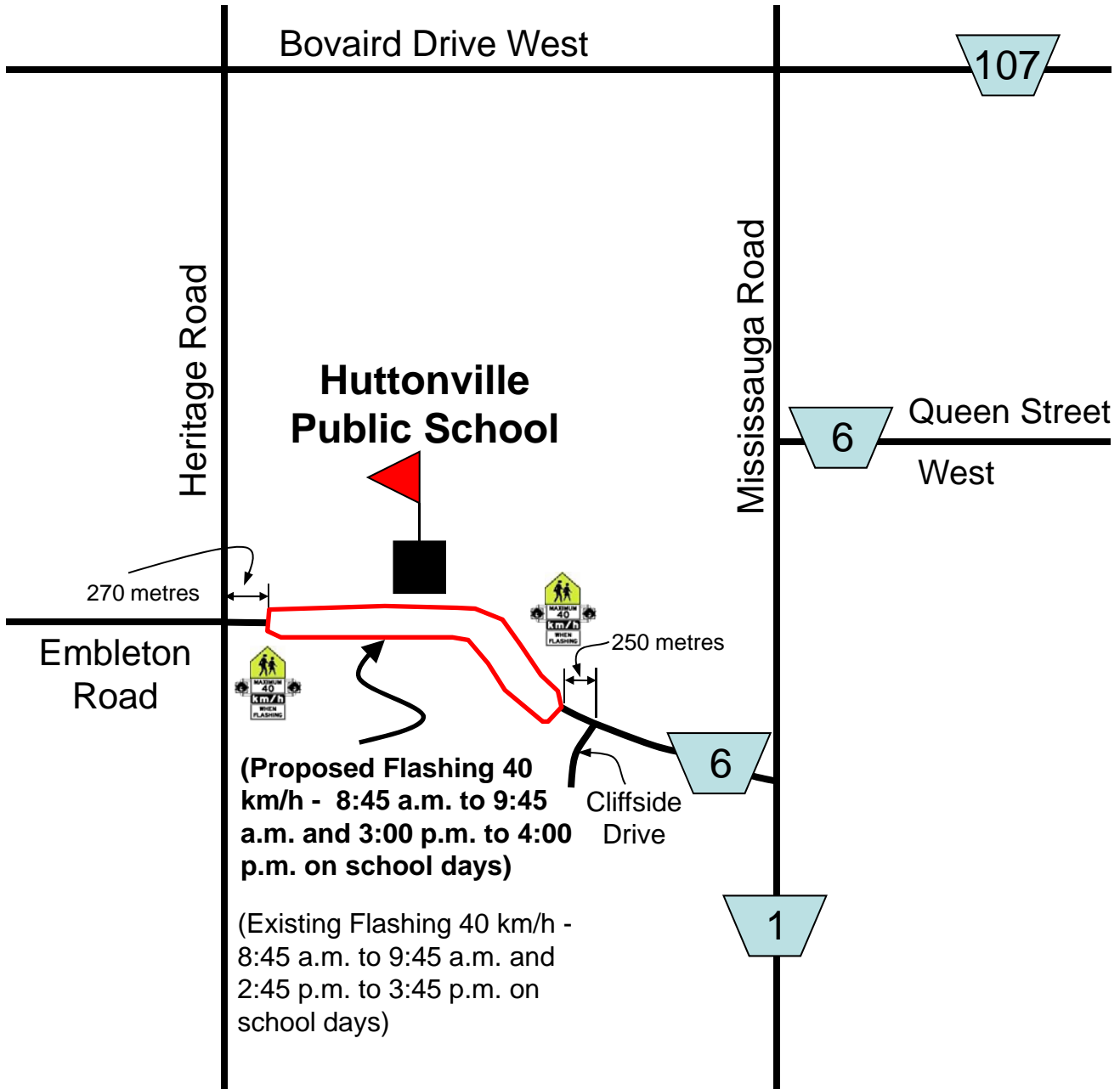
Authored By: Denise Dang

Reviewed in the workflow by:

Financial Support Unit

APPENDIX I

REVIEW OF EXISTING FLASHING SPEED LIMIT ZONES
AND AMENDMENT TO TRAFFIC BY-LAW 15-2013 ON
REGIONAL ROAD 6 (EMBLETON ROAD)
CITY OF BRAMPTON, WARD 6



Not to Scale

DATE: June 18, 2019

REPORT TITLE: **AMENDMENT TO THE REGION OF PEEL TRAFFIC BY-LAW 15-2013 TO REMOVE THE TIME-OF-DAY STOPPING PROHIBITIONS ON REGIONAL ROAD 50 (QUEEN STREET) FROM REGIONAL ROAD 9 (KING STREET) TO 50 METRES NORTH OF MILL STREET – TOWN OF CALEDON, WARD 5**

FROM: Andrew Farr, Acting Commissioner of Public Works

RECOMMENDATION

That the request of the Town of Caledon to the Region of Peel to implement an all-day on-street parking pilot for one year on Regional Road 50 (Queen Street) from Regional Road 9 (King Street) to 50 metres north of Mill Street, as recommended in the Bolton Transportation Master Plan, be approved;

And further, that the time-of-day stopping prohibitions on the east and west sides of Regional Road 50 (Queen Street) from Regional Road 9 (King Street) to 50 metres north of Mill Street be removed;

And further, that staff provide a progress report to Regional Council on the traffic and safety impacts after the six and twelve-month points of the pilot project;

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

And further, that the Town of Caledon and Ontario Provincial Police (Caledon East detachment) be notified.

REPORT HIGHLIGHTS

- The Bolton Transportation Master Plan includes a vision for Downtown Bolton to create a pedestrian-friendly built environment and offers recommendations for an interim and ultimate solution for the downtown core.
- In 2018 Regional Council received a resolution from the Town of Caledon requesting that the Region of Peel implement all-day on-street parking on Queen Street and staff held a Public information Centre to seek public feedback.
- On September 13, 2018 staff presented a report to Regional Council updating the work done so far in Downtown Bolton, the implications of all-day on-street parking and summarized the feedback received from the public.
- The September 13, 2018 report concluded that a decision on all-day on-street parking

REMOVE TIME OF DAY STOPPING PROHIBITIONS ON REGIONAL ROAD 50 IN BOLTON

on Queen Street be deferred until the Town of Caledon had an opportunity to consider the feedback received from the public.

- On May 30, 2019, Regional Council received a new resolution from the Town of Caledon requesting that the Region of Peel implement a one-year pilot of all-day on-street parking on Queen Street.
- Staff support the one-year pilot of all-day on-street parking on Queen Street as per Resolution 2019-89 from the Town of Caledon.
- The pilot will provide an opportunity to encourage traffic to utilize the Emil Kolb Parkway instead of going through Downtown Bolton.

DISCUSSION**1. Background**

In 2015, the Region of Peel worked in partnership with the Town of Caledon to enhance transportation through and around Bolton for all modes by developing the Bolton Transportation Master Plan. The Bolton Transportation Master Plan provides a framework to guide the development of future transportation infrastructure in Bolton, as well as a vision and a set of recommendations specific to the area of Downtown Bolton, developed in consultation with the area's residents and businesses.

The Bolton Transportation Master Plan

Downtown Bolton is centered on the intersection of Queen Street and King Street and is home to several commercial businesses, business offices and institutional uses. Queen Street is used for both traffic traveling through and to the downtown core. The Bolton Transportation Master Plan's vision for Downtown Bolton is to shift the focus from moving cars and trucks through the downtown core to a more pedestrian friendly environment. This is consistent with the recommendations in the Region's Sustainable Transportation Strategy and is based on the concept of complete streets, which is a street designed to be safe and comfortable for all users, including pedestrians, cyclists, motorists and individuals of all ages and capabilities.

To achieve this vision, the Bolton Transportation Master Plan recommends an interim and ultimate solution for the downtown core. One of the recommendations in the interim solution is all-day on-street parking on Queen Street.

- In 2018 Regional Council received a resolution from the Town of Caledon requesting that the Region of Peel implement all-day on-street parking on Queen Street. Staff held a Public Information Center to gauge public interest on the recommendation.
- On September 13, 2018 staff presented a report to Regional Council providing an update on the work done so far, the implications of all-day on-street parking and summarizing the feedback received from the public. The Report concluded a decision be deferred until the Town of Caledon had an opportunity to consider the feedback received from the public.
- On May 30, 2019, The Region of Peel received Resolution 2019-89 from the Town of Caledon requesting that the Region of Peel implement a one-year pilot project of all-day on-street parking on Queen Street in Downtown Bolton (Appendix I).

REMOVE TIME OF DAY STOPPING PROHIBITIONS ON REGIONAL ROAD 50 IN BOLTON

The Bolton Transportation Master Plan recommended a phased approach to implement the ultimate solution in Downtown Bolton. The implementation of the Emil Kolb Parkway, the Downtown Bolton Truck Restrictions, and the Traffic Signal Reconfigurations as the initial phases of the plan have resulted in a decrease of vehicular and truck traffic through the downtown core. The next phase of the enhancements is the implementation of all-day on-street parking in Downtown Bolton.

The ultimate solution recommended in the Bolton Transportation Master Plan is to re-purpose the existing road cross-section to accommodate two vehicle travel lanes, cycling lanes in both the northbound and southbound directions, curb bump-outs to reduce pedestrian crossing distances, and all-day on-street parking on the east side of Queen Street. The Bolton Transportation Master Plan recognizes that achieving the ultimate solution is a long-term process and will require an Environmental Assessment and recommends an interim solution, which can be implemented in a shorter timeframe. This interim solution includes all-day on-street parking in both directions.

Currently, there are time-of-day stopping prohibitions that govern on-street parking, with stopping in the curbside southbound lane prohibited in the weekday morning commuter peak hours (6 am to 9 am) and stopping in the curbside northbound lane prohibited in the weekday evening commuter peak hours (4 pm to 7 pm).

2. Proposed Direction

Given the recommendations in the Bolton Transportation Master Plan, the previous work accomplished with the construction of the Emil Kolb Parkway, the Truck Restrictions and the Traffic Signal Reconfigurations as well as Town of Caledon Resolution 2019-89, staff supports a one-year pilot project for all-day on-street parking on Queen Street in Downtown Bolton.

Staff will undertake traffic studies to monitor the pilot and provide progress reports to Council after the six and twelve-month points of the project.

a) Performance Measures

The pilot project will be monitored by tracking key traffic performance measures through the Downtown core on Queen Street as well as potential by-pass routes. This will include tracking travel times, traffic volumes, speeds and queueing. The performance measures will be compared to data gathered before the pilot as well as tracking the performance as the pilot unfolds and as traffic patterns adjust.

b) By-pass

The preferred by-pass route option of Coleraine Drive and the Emil Kolb Parkway will be closely monitored by the Region as well as other possible by-pass routes such as Albion Vaughan Road, Caledon King Townline, Columbia Way, Evans Ridge, Silvervalley Drive and Kingsview Drive with the assistance of the Town of Caledon.

c) Collisions

Collision statistics will be monitored in partnership with the Caledon detachment of the Ontario Provincial Police.

REMOVE TIME OF DAY STOPPING PROHIBITIONS ON REGIONAL ROAD 50 IN BOLTON

d) Response Times

Emergency Services will be requested to provide updates to the Region regarding response times during the pilot project.

Staff will look to improve the operation and safety of the pilot project as it unfolds and as required which may include changing signal timings, signage, pavement markings and lane configurations.

Variable Message Signs will be used to advise motorists of the change to downtown Bolton with an option to include travel time information.

3. Impacts on Adjacent Roads and Downtown Bolton

As the vision for the Downtown Bolton area comes to fruition and the downtown core becomes more pedestrian friendly, it is expected that vehicular traffic currently going through Downtown Bolton will divert to surrounding roadways. Modelling results show that the removal of the time of day restrictions will result in an initial increase in queuing lengths and delay for both directions of traffic in the AM and PM peak periods.

It is anticipated that due to the increase in delay, traffic traveling through the downtown core will divert to Coleraine Drive/Emil Kolb Parkway or Albion-Vaughan Road. While Albion-Vaughan Road, and specifically the Albion-Vaughan Road and King Street intersection, has limited capacity to take on additional volumes, Coleraine Drive and Emil Kolb Parkway have enough capacity to provide relief for commuters to by-pass the downtown core. It is also anticipated that some traffic will divert onto surrounding residential streets to avoid delays in the Downtown Core. Communication efforts will focus on the travel time benefits to through traffic using the Emil Kolb Parkway as an alternative to Highway 50.

Town of Caledon Fire Services, the Ontario Provincial Police, and Peel Paramedics were contacted to better understand how the removal of the time of day restrictions may affect their operations. Caledon Council was advised of no significant concerns from both Caledon Fire Services and Peel Paramedics Services. The Ontario Provincial Police advised however of the possibility that increased gridlock could contribute to aggressive driving but may also get drivers to use the bypass.

Other impacts of the implementation of all-day on-street parking in Downtown Bolton would include a reduction in vehicle speeds, increased street-level activity, increased parking access to Downtown businesses during peak periods, and the movement towards a complete street design.

CONCLUSION

Staff supports the one-year all-day on-street parking pilot project on Queen Street from King Street to 50 metres north of Mill Street and will monitor key traffic performance measures such as volumes, speeds, travel time collisions, emergency service response times, as well as feedback from the public and business community. Staff will provide progress reports to Council after the six- and twelve-month points of the pilot project.

9.3-5

REMOVE TIME OF DAY STOPPING PROHIBITIONS ON REGIONAL ROAD 50 IN BOLTON

An amendment to the Region of Peel Traffic By-law 15-2013 is required to implement the all-day on-street parking on Queen Street.



Andrew Farr, Acting Commissioner of Public Works

Approved for Submission:



D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I – Town of Caledon Resolution 2019-89

For further information regarding this report, please contact Kyle Van Boxmeer, Specialist - Traffic Operations, Traffic and Sustainable Transportation, 905-791-7800 Ext. 7849 or by email kyle.vanboxmeer@peelregion.ca.

Authored By: Kyle Van Boxmeer

Reviewed in workflow by:

Financial Support Unit



May 30, 2019

Via Email and Regular Mail

Ms. Kathryn Lockyer, Regional Clerk
Region of Peel
10 Peel Centre Drive
Brampton, ON L6T 4B9

Dear Ms. Lockyer:

RE: REQUEST TO REGION OF PEEL FOR ALL-DAY STREET PARKING – QUEEN STREET

I am writing to advise that at the Council meeting held on May 28, 2019 Council adopted a resolution regarding a Request to the Region of Peel for All-day Street Parking – Queen Street. As stated in the resolution, the Town of Caledon requests that the Region of Peel implement all day street parking on Queen Street.

The resolution reads as follows:

Whereas downtown Bolton is a unique place, being a historically significant village both in built and natural form, home to several businesses and residents.

Whereas significant vehicular and pedestrian activity is drawn to downtown Bolton to patronize local businesses.

Whereas the community vision for downtown Bolton is to make it a people friendly and safe destination for people to shop, socialize and explore.

Whereas several documents support this vision for downtown Bolton, most notably the Bolton Transportation Master Plan Study (BTMP) - a collaborative study by both the Town of Caledon and the Region of Peel.

Whereas all day parking on Queen St. is a key short-term recommendation of the Bolton Transportation Master Plan Study.

Whereas the Emil Kolb Parkway, a north/south bypass for Bolton has capacity as an option for through car/truck traffic.

Whereas speed, truck traffic and safety concerns in the downtown core are being raised by the public.

Whereas a one-year pilot program will provide valuable data on all day parking.

Now therefore be it resolved that the Town request the Region of Peel to implement a one year, all day street parking pilot program on Queen St.

That staff be requested to evaluate the impact to residents, traffic and businesses and report back to share their findings.

**REMOVE THE TIME-OF-DAY STOPPING FROM REGIONAL ROAD 9
(KING STREET) TO 50 METRES NORTH OF MILL STREET**

That the Town continue to work with the Region of Peel see that all the recommendations contained within the Bolton Transportation Master Plan are implemented.

That staff be directed to contact the OPP, Fire and Emergency Services, Emergency Medical Services and Engineering staff to gather comments regarding the proposed one-year, all-day street parking pilot program and provide a memorandum for the May 28, 2019 Council meeting.

That the on-street parking pilot program measure at a minimum in the Bolton core area, the following:

1. The number of accidents;
2. Stacking back from the King Street intersection during rush hour at the beginning, middle and end of the pilot program;
3. Traffic counts;
4. Speed;
5. Business viability, including economic activity;
6. Response times for EMS; and
7. That any increased traffic be monitored during rush hour at Evan's Ridge through Silver Valley and Kingsview.

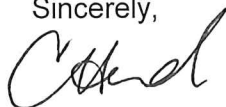
That traffic counts be conducted on Emil Kolb Parkway, Caledon King Townline, Caledon Vaughan Townline and Columbia Way.

That an update regarding the pilot program be provided to Council at the 6 month time-frame.

For more information regarding this matter, please contact Eric Chan, Manager of Transportation, Finance and Infrastructure Services at 905-584-2272, ext. 4076.

Thank you for your attention to this matter and we look forward to receiving your response.

Sincerely,



Carey Herd
General Manager, Corporate Services/Town Clerk
e-mail: carey.herd@caledon.ca

cc. Eric Chan, Manager of Transportation, Town of Caledon
Gary Kocialek, Director of Transportation, Region of Peel
Andrew Farr, Commissioner of Public Works, Region of Peel

For Information

DATE: June 18, 2019

REPORT TITLE: **RESIDENTIAL WATER AND SEWER LINE WARRANTY PROTECTION PROGRAM UPDATE**

FROM: Andrew Farr, Acting Commissioner of Public Works

OBJECTIVE

To provide an update on the status and success of the Region of Peel's Residential Water and Sewer Line Warranty Protection Program

REPORT HIGHLIGHTS

- In March 2016, Council authorized the Commissioner of Public Works to enter into an agreement for residential water or wastewater warranty protection plans with Service Line Warranties of Canada, Inc.
- In June 2018, via Resolution 2018-608, Council authorized the Commissioner of Public Works to extend the agreement for an additional five-year period and further, that staff report to Council on the program on an annual basis.
- To date, there have been 17,325 warranty enrollments:
 - 8,102 water service line warranties
 - 7,009 sanitary sewer line warranties
 - 2,214 in-home plumbing warranties
- There have been 1600 claims made to date with \$719,161 in cost avoidance for residents with zero claims denied.
- According to survey conducted by Service Line Warranties of Canada, Inc., there is a 98.05 percent customer satisfaction with the service.
- Staff concludes that Service Line Warranties of Canada, Inc. have met the outcomes and customer service metrics proposed in the agreement and the overall success of the program to date.

DISCUSSION
1. Background

Council authorized the signing of an agreement with Service Line Warranties of Canada Incorporated ("Service Line") at its meeting on March 31, 2016 and directed staff to report back to Council prior to the end of the initial term of the Agreement on the program performance and customer service measures as outlined in the Agreement. The Agreement with Service Line took effect October 1, 2016. Staff provided Regional Council with an interim update on the Service Line Warranty Protection Program in November 2017.

RESIDENTIAL WATER AND SEWER LINE WARRANTY PROTECTION PROGRAM UPDATE

In June 28, 2018 Council authorized the Commissioner of Public Works to extend the program for an additional five-year period on the same terms and further that staff report annually on the program, including customer service metrics.

Service Line provides scheduled and emergency repairs to private property side water service lines and sanitary sewer lines, thawing of frozen water service lines, and rodding of sanitary sewer lines due to root infiltration. In addition, the program provides basic restoration back to original grade.

2. Program Enrollment

The program in Peel has been in place for approximately 30 months and there have been 17,325 warranty enrollments:

- 8,102 water service line warranties
- 7,009 sanitary sewer line warranties
- 2,214 in-home plumbing warranties

There have been 1,600 claims made by Peel residents totaling \$719,161 in cost avoidance with zero claims being denied. Once a claim has been completed, Service Line provides the homeowner with a customer survey. Service Line has maintained a customer satisfaction rating greater than 98 percent since the beginning of the program.

Service Line provides the Region with various performance reports and regularly meets with Regional staff to ensure that the program continues to meet customer service and performance expectations of the Region. This includes reviewing the customer satisfaction scores, numbers of approved and denied claims, and whether claims were denied for legitimate reasons.

Staff remains confident that the customer service satisfaction metrics will continue to remain at 90 percent or higher and that all claims will be approved unless they have been denied for reasons listed under the terms and conditions of the contract.

3. Warranty Program Communications

Service Line plans program enrollment campaigns each spring, summer and fall which aligns best with the nature of the business and ensures that residents are aware that warranty services remain available. To maintain the privacy of Peel's customers, the Region has not provided Service Line with any of Peel's customers mailing information; this was purchased by Service Line through a private third-party vendor.

The table below summarizes the results of the enrollment campaigns to date including the number of inquiries and information requests received by Region staff.

Enrollment Campaign	No. of Letters Mailed	No. of Inquiries	Requests for More Information
July 2017 (water)	281,000	1,379	1,130
March 2018 (sewer)	281,000	323	103
February 2019 (water)	274,632	167	150

9.4-3

RESIDENTIAL WATER AND SEWER LINE WARRANTY PROTECTION PROGRAM UPDATE

The campaign letters are only mailed out to residents who have not already purchased a warranty product.

The foundation of the agreement with Service Line is the Region's endorsement of the program. This is demonstrated through marketing materials which the Region reviews and approves prior to distribution. Service Line is responsible for all costs of the marketing material production, postage and program administration.

Staff and Service Line continue to improve the program based on Council and customer feedback. Several adjustments were made to the spring 2018 and 2019 campaign communications for warranty enrollments. These included:

- Regional Council notification at least two weeks prior to mailings
- Clarification of agreement legitimacy by including Service Line's logo and the Region of Peel logo on correspondence
- Highlighting key information and adding commonly asked questions and answers
- Ensuring that residents who have already signed up for a warranty service do not receive a campaign letter.
- Customers now have the option to purchase a warranty either by cheque, debit or credit card at the time of signing up for a warranty. Previously the customers would be billed after signing up for a warranty.
- Service Line will be cancelling the follow up reminder letters to residents.
- A line was added in the campaign letter which urges homeowners to check with their own home insurance company prior to signing up with Service Line.

Staff will continue to meet with Councillor administrative assistants and executive assistants from each municipality once a year or as requested to review the program and answer commonly asked questions.

4. Agreement

The agreement with Service Line can be extended by the Region for two additional five-year terms, subject to Regional Council Approval.

Either party can terminate the agreement at any time without cause and without liability cost or penalty upon providing the other party with the prior written notice required.

FINANCIAL IMPLICATIONS

As part of the agreement, there is a five per cent royalty which Service Line provides back to the municipality for every warranty sold. This is meant to cover program administration costs to the Region. The Region negotiated higher warranty coverage for Peel residents in lieu of the royalty. As of May 2018, the royalty of \$93,414 has been reinvested into the program to continue to provide for lower warranty rates for Peel residents.

RESIDENTIAL WATER AND SEWER LINE WARRANTY PROTECTION PROGRAM UPDATE

Non-Exclusivity Provision of Service Line Agreement

As previously reported to Council, the agreement with Service Line contains a non-exclusivity provision which allows the Region the opportunity to contract with other parties for the same or similar services as those provided by Service Line.

CONCLUSION

The program is now entering its fourth year and is meeting the desired outcomes. The agreement with Service Line provides Peel residents with the opportunity to benefit from economies of scale of a Peel endorsed water and wastewater warranty protection plan. The warranty protection plan will help mitigate risks and unexpected costs of home ownership. Communication about the program will continue to be improved to ensure that residents better understand the warranty programs and the benefits of enrollment.



Andrew Farr, Acting Commissioner of Public Works

Approved for Submission:



D. Szware, Chief Administrative Officer

For further information regarding this report, please contact Anthony Parente, Acting General Manager, Water and Wastewater Divisions at ext. 7833 or via email at anthony.parente@peelregion.ca.

Authored By: Nectar Tampacopoulos, Manager, Water Division

Reviewed in workflow by:

Procurement
Financial Support Unit



May 30, 2019

Via Email and Regular Mail

Ms. Kathryn Lockyer, Regional Clerk
Region of Peel
10 Peel Centre Drive
Brampton, ON L6T 4B9

RECEIVED
May 30, 2019
REGION OF PEEL
OFFICE OF THE REGIONAL CLERK

Dear Ms. Lockyer:

RE: REQUEST TO REGION OF PEEL FOR ALL-DAY STREET PARKING – QUEEN STREET

I am writing to advise that at the Council meeting held on May 28, 2019 Council adopted a resolution regarding a Request to the Region of Peel for All-day Street Parking – Queen Street. As stated in the resolution, the Town of Caledon requests that the Region of Peel implement all day street parking on Queen Street.

The resolution reads as follows:

Whereas downtown Bolton is a unique place, being a historically significant village both in built and natural form, home to several businesses and residents.

Whereas significant vehicular and pedestrian activity is drawn to downtown Bolton to patronize local businesses.

Whereas the community vision for downtown Bolton is to make it a people friendly and safe destination for people to shop, socialize and explore.

Whereas several documents support this vision for downtown Bolton, most notably the Bolton Transportation Master Plan Study (BTMP) - a collaborative study by both the Town of Caledon and the Region of Peel.

Whereas all day parking on Queen St. is a key short-term recommendation of the Bolton Transportation Master Plan Study.

Whereas the Emil Kolb Parkway, a north/south bypass for Bolton has capacity as an option for through car/truck traffic.

Whereas speed, truck traffic and safety concerns in the downtown core are being raised by the public.

Whereas a one-year pilot program will provide valuable data on all day parking.

Now therefore be it resolved that the Town request the Region of Peel to implement a one year, all day street parking pilot program on Queen St.

That staff be requested to evaluate the impact to residents, traffic and businesses and report back to share their findings.

That the Town continue to work with the Region of Peel see that all the recommendations contained within the Bolton Transportation Master Plan are implemented.

That staff be directed to contact the OPP, Fire and Emergency Services, Emergency Medical Services and Engineering staff to gather comments regarding the proposed one-year, all-day street parking pilot program and provide a memorandum for the May 28, 2019 Council meeting.

That the on-street parking pilot program measure at a minimum in the Bolton core area, the following:

1. The number of accidents;
2. Stacking back from the King Street intersection during rush hour at the beginning, middle and end of the pilot program;
3. Traffic counts;
4. Speed;
5. Business viability, including economic activity;
6. Response times for EMS; and
7. That any increased traffic be monitored during rush hour at Evan's Ridge through Silver Valley and Kingsview.

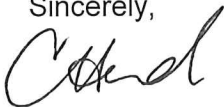
That traffic counts be conducted on Emil Kolb Parkway, Caledon King Townline, Caledon Vaughan Townline and Columbia Way.

That an update regarding the pilot program be provided to Council at the 6 month time-frame.

For more information regarding this matter, please contact Eric Chan, Manager of Transportation, Finance and Infrastructure Services at 905-584-2272, ext. 4076.

Thank you for your attention to this matter and we look forward to receiving your response.

Sincerely,



Carey Herd
General Manager, Corporate Services/Town Clerk
e-mail: carey.herd@caledon.ca

cc. Eric Chan, Manager of Transportation, Town of Caledon
Gary Kocialek, Director of Transportation, Region of Peel
Andrew Farr, Commissioner of Public Works, Region of Peel

Subject: FW: Relevant information for the July 11th Bolton all day parking report
Attachments: sandras_2019-06-18_13-54-40.pdf; sandras_2019-06-18_13-54-40_1.pdf

From: Allan Thompson <allan.thompson@caledon.ca>
Sent: June 18, 2019 2:11 PM
To: Farr, Andrew <andrew.farr@peelregion.ca>; Lockyer, Kathryn <kathryn.lockyer@peelregion.ca>
Subject: Relevant information for the July 11th Bolton all day parking report

Hi Andrew and Kathryn,

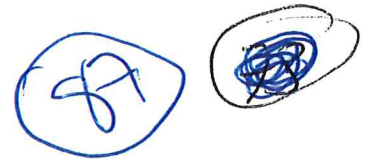
I'm attached two documents relevant to the July 11th Bolton all day parking report. One is the petition from local Bolton businesses and the other is the motion and amendment passed by Town Council.

Thanks, Allan

Allan Thompson, Mayor
Town of Caledon | [6311 Old Church Rd. | Caledon, ON L7C 1J6](http://6311.OldChurchRd.ca)
E. allan.thompson@caledon.ca
W: caledon.ca/mayor
T. [905-584-2272](tel:905-584-2272) Toll free. [1-888-225-3366](tel:1-888-225-3366)
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REFERRAL TO _____
RECOMMENDED _____
DIRECTION REQUIRED _____
RECEIPT RECOMMENDED _____



Bolton Community,

We have known for a long time that road safety is an issue all over Bolton, especially in the Bolton downtown/Valley area. There have been too many car accidents over the years including 3 in the last 4 weeks and summer hasn't even started. It has become apparent that it is an issue that we can no longer ignore.

Over the past three years there have been 53 collisions in the core, some quite serious and thankfully none fatal. It is important to make the safety of our children, seniors, youth and those living, working and visiting the area a priority. The time is now to take action to make the core safer for all so that we can help to minimize the number of accidents and their severity.

We as a community owe it to ourselves to have a safe, walkable, pedestrian-friendly space we can all enjoy.

Our Ask of You

We would like your support for the 1-year pilot project for ALL DAY parking for the crucial 170 metres on Queen Street, from King to Mills St. The pilot will give us accurate, definitive data to determine the impact this will have on the safety of all who visit, live and work in downtown Bolton.

I am confident the pilot will be successful in not only making the core safer but also bring socio-economic benefits of having a safe, walkable, family friendly, business supportive downtown core.

With much gratitude,

Name	Address	Signature	Location
			<input type="checkbox"/> North Hill
			<input checked="" type="checkbox"/> Downtown/Valley
			<input type="checkbox"/> South Hill
			<input type="checkbox"/> Caledon
			<input type="checkbox"/> North Hill
			<input checked="" type="checkbox"/> Downtown/Valley
			<input type="checkbox"/> South Hill
			<input type="checkbox"/> Caledon
			<input type="checkbox"/> North Hill
			<input type="checkbox"/> Downtown/Valley
			<input type="checkbox"/> South Hill
			<input checked="" type="checkbox"/> Caledon
			<input checked="" type="checkbox"/> North Hill
			<input type="checkbox"/> Downtown/Valley
			<input type="checkbox"/> South Hill
			<input type="checkbox"/> Caledon

**ITEMS RELATED TO
HEALTH**

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DATE: June 18, 2019

REPORT TITLE: **REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL**

FROM: Nancy Polsinelli, Commissioner of Health Services

RECOMMENDATION

That the review of Peel Regional Paramedic Services' Divisional Model, attached as Appendix II of the report of the Commissioner of Health Services to June 27, 2019 meeting of Regional Council, titled "Review of Peel Regional Paramedic Services' Divisional Model," be endorsed;

And further, given the consistent positive effects associated with the implementation of the Divisional Model, that the continued application of the Divisional Model be accepted and that the next 10-year capital facilities plan be based on the Divisional Model.

REPORT HIGHLIGHTS

- In January 2019, Peel Regional Paramedic Services' completed the full implementation of the Divisional Model, which occurred over a course of approximately ten years.
- The Divisional Model refers to the organization of paramedic reporting and satellite stations into a 'hub and spoke' configuration and introduction of new service and deployment processes intended to improve effectiveness and meet growing demand.
- In February 2019, Council directed staff to expedite an ongoing review of the implementation of the Divisional Model and report back in late Spring 2019. A full research report titled, "Review of the Peel Regional Paramedic Services' Divisional Model" (the "Review") is included in Appendix II and outlines the methods, approach and findings.
- Overall, the Review has demonstrated consistent positive effects associated with the Divisional Model in the four key areas of service efficiency, quality pre-hospital care, patient experience and paramedic well-being.
- Three specific areas for improvement highlighted in the Review include the need to: reduce response times for the highest acuity calls; improve the measurement of paramedic well-being and patient experience; and enhance data collection on the vehicle readying process.
- The report further suggests enhancing existing measurement and reporting practices through the development of a system-wide performance measurement and reporting framework.
- Paramedic Services management welcomes the findings of the Review and plans to initiate or continue implementation of activities that address the areas for improvement identified.

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL**DISCUSSION****1. Background**

In 2000, responsibility for land ambulance was downloaded from the Ministry of Health and Long-Term Care (Ministry) to single and upper-tier municipalities, including the Region of Peel. In 2006, Peel Regional Paramedic Services (Paramedic Services) commissioned the *HealthAnalytics* consulting firm to recommend appropriate service delivery models to meet the increasing health care needs of residents in Peel, respond to emergencies faster, improve efficiency, and achieve system sustainability.

The *HealthAnalytics* report recommended that the Region of Peel adopt a "Divisional Model" where paramedic facilities are organized into Districts, each with one reporting station and several satellite stations in a 'hub and spoke' configuration. Implementation of the Model in Mississauga and Brampton was approved by Regional Council in June 2007, and a 10-Year Capital Facility Plan (2008-2017) to support implementation of the Divisional Model was approved as part of the 2008 Region of Peel Budget. Due to growing call volumes across the entire system, expansion of the Divisional Model region-wide to include satellite stations in Caledon, was first referenced in 2008 and approved in 2013. As the 10-Year Capital Facility Plan was implemented, Regional Council received regular updates on progress regarding new and renovated facilities, and approved amendments to the Plan, based on new information and opportunities for savings and efficiencies.

The Region-wide implementation of the Divisional Model was completed in January 2019 with the opening of the Streetsville Reporting Station, and conversion of Caledon stations from standalone to satellite stations. The model is currently comprised of four reporting stations and 19 satellite stations. There are four new satellite stations planned to open in 2019. For reference, an overview of key milestones associated with the implementation of the Divisional Model is provided in Appendix I.

a) Reviewing Implementation of the Divisional Model

Throughout implementation of the Divisional Model, Paramedic Services management has committed to reporting on implementation once complete. In fall 2018, staff outside of Paramedic Services initiated a review of the implementation of the Divisional Model, for reporting to Regional Council planned for fall 2019. This work was intended to support the development of a comprehensive performance measurement and reporting framework that would enable Regional Council and Paramedic Services management to identify successes and opportunities for improvement within the system. Once in place, a comprehensive performance measurement framework would provide performance-related information at various levels of detail, improve transparency of decision-making, and enhance standardization of reporting.

At the February 28, 2019 meeting of Regional Council, the following notice of motion was tabled:

Whereas the current Paramedic Service Divisional Service Delivery Model has been based on a consultant's report and 10 Year Capital Plan in 2007;

And whereas, Paramedic Services 2019 Budget Project Number 19-7809 requests \$49,796,000 over the next 10 years for Ambulance Facilities Growth alone and \$116,131,000 in total for all Capital needs;

11.1-3

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

Therefore be it resolved, that the Chief Administrative Officer be directed to conduct an independent review of the Divisional Service Delivery Model implementation since 2007 to determine successes and areas where improvement and efficiencies may be found;

And further, that a 10 year Capital Plan be presented as part of the 2020 Budget based upon the findings of the independent review.

Regional Council passed a resolution that the motion be deferred until staff could report on their independent review of the Divisional Model in late Spring 2019 (Resolution 2019-222).

2. Overview of Review Approach and Findings

In keeping with Council direction, staff independent from Paramedic Services conducted an expedited review of the implementation of the Divisional Model to identify successes and areas for improvement. The full research report, titled "Review of the Peel Regional Paramedic Services' Divisional Model" is included in Appendix II.

The Review utilized a widely accepted framework for assessing system performance, the "Quadruple Aim Framework," to ensure a balanced and comprehensive approach to the analysis. The premise of the Quadruple Aim Framework is that the simultaneous pursuit of the four aims of service efficiency, quality of care, patient experience and provider well-being is necessary for optimal system functioning. In total, the Review includes analysis on 16 measures across the four aims. Limitations associated with data availability and quality, primarily because of the short time frame for report preparation, are noted in the Review. These limitations did not, however, prohibit the completion of a well-rounded assessment.

Overall, the Review has demonstrated consistent positive effects of the policy and program changes associated with the implementation of the Divisional Model. Table 1 below presents a high-level summary of some key successes.

Table 1: Key Successes

Aim	High Level Description of Successes Identified in the Review
Service Efficiency	<ul style="list-style-type: none">• Strategic placement of stations resulting in the system's increased ability to respond to emergencies in a timely manner. Most of the Region can be reached within eight minutes from the nearest paramedic station• Co-locating stations, resulting in an average reduction in building costs of \$300,000 per co-located station (currently 14 co-located stations).• Dedicated logistics technicians readying vehicles at each reporting station, saving 35 minutes per vehicle per shift.• A centralized inventory management system that reduces waste and improves organization, estimated savings of 21 per cent for inventory costs. - estimated total of \$2,416,000 (\$402,667/year) in savings since 2013 has been realized.

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

Quality pre-hospital care	<ul style="list-style-type: none"> • Increased compliance with Ministry standards, achieving full compliance in 2016 for the first time for the four key measures assessed. • Meeting response time targets for the majority (75 per cent) of calls in Peel.
Patient experience	<ul style="list-style-type: none"> • Client satisfaction survey results that indicate overall satisfaction with Paramedic Services, with scores above 90 per cent in the past two surveys.
Paramedic Well-Being	<ul style="list-style-type: none"> • Paramedic Services has held daily parades at over 90 per cent of shifts since 2017, enabling face-to-face interactions with management and team members • An average daily reduction of 55 per cent for end-of-shift overrun time, improving from 27 minutes to 12 minutes for each paramedic per shift between 2008 to 2019, reducing a key contributor to staff burnout.

In addition to these successes, the Review highlighted three main areas of improvement:

- **Reducing response time for CTAS 1 and CTAS 2 calls:** The Review highlights a need to continue to build on and explore new ideas to improve response times for high acuity calls ('Canadian Triage Acuity Scale' 1 and 2 calls). The Review recognizes that response times are impacted by a multitude of factors beyond the Divisional Model and Deployment Plan, including (but not limited to) growing call volume, inefficient patient triaging technology in dispatch centres, and offload delays in hospital emergency departments.
- **Improving the measurement of client experience and paramedic well-being:** The Review found that client satisfaction has remained high throughout the implementation of the Divisional Model, and very few response time-related complaints have been received. With a focus on measurement, the Review points to the need to enhance practices for obtaining client feedback. With respect to paramedic well-being, the Review highlighted ongoing efforts to ensure paramedics are recognized for their work and supported throughout their career. Further, expanding the reach of the surveys and/or increasing the scope of questions by including factors related mental well-being is recommended and Paramedic Services work ongoing in this area was referenced as a practice to build on.
- **Enhancing and continuing data collection on the vehicle readying process:** The Review highlighted successes associated with the 'Make Ready' process, as documented in a 2013 evaluation and pointed to the need to build on that evaluation and enhance data collection. Further understanding of the impact of current processes will support ongoing continuous improvements and reduce variability between technicians, stations and other factors.

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL**3. Paramedic Services Response to the Findings of the Review**

Paramedic Services welcomes the findings from the Review of the Divisional Model and is committed to addressing the identified areas to improve service delivery and overall performance. Next steps to address the areas of improvement are noted below.

a) Addressing Challenges Associated with Response Times

Paramedic Services is committed to building on the findings of the Review and will continue to look at all possible efficiencies to ensure that we continue to respond to calls in the community as fast as possible. This includes examining internal system efficiencies (those within our control) and external system efficiencies (those outside of our control). Staff will explore all factors that may affect response times based on future growth predictions and will continue to revise the Deployment Plan to reflect increasing call volume and the location of new stations. As Council is aware, more effective patient triaging at dispatch is critical to allocating paramedic resources to high acuity calls in an efficient manner. Paramedic Services will continue to support external system efficiencies through Regional advocacy on dispatch reform, with a focus on working with the Ministry to implement new triaging and communications technology in the Mississauga Central Ambulance Communication Centre.

Findings in this Review will also inform an ongoing assessment of the Response Time Framework and associated response times targets which will be presented to Regional Council in fall 2019.

b) Supporting Paramedic Well-Being

The Review recognizes Paramedic Services' efforts to date to support staff delivering front-line care, understanding that paramedic well-being is key to achieving effective service delivery and high patient satisfaction. Paramedic Services continues to focus on areas regarding critical incident response, peer support, suicide awareness and prevention, as well as implementation of the new Psychological Health and Safety Standards for Paramedic Services. The Review's proposals to expand existing paramedic satisfaction and patient feedback processes will assist with improvements in both these areas and will be implemented.

c) Vehicle Readying Measurement

Paramedic Services supports the Review's suggestion to enhance data collection on the vehicle readying process. A recent third-party assessment of this process recommended leveraging technology to ensure the accurate tracking of all inventory and to improve the way vehicles are processed. Staff are currently identifying appropriate next steps to action the findings of this assessment, and will do so within the context of the findings of the Divisional Model Review and with an eye to implementing other improvements.

d) Future Planning and Performance Measurement

The Quadruple Aim Framework used to review the implementation of the Divisional Model provides a useful foundation from which to continue to develop a system-wide performance measurement and reporting framework. As noted in the Review, Quadruple Aim provides an objective and balanced framework to assess four key factors that

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

collectively contribute to effective paramedic system performance: service efficiency, quality of care, patient experience and provider well-being.

Staff will pursue development of a new performance measurement and reporting framework that will build on Paramedic Services' existing annual performance reports to Council. These reports have included updates on the Council-approved Response Time Framework, compliance with medical protocols, client satisfaction, employee health and well-being and continuous improvement initiatives. Further, the application of the Quadruple Aim Framework will help identify new measures that should be reviewed to support operational improvements, system design and reports to Council. A report will update Council on the development and implementation of a comprehensive performance measurement framework for Peel Paramedic Services.

Findings from this Review will also inform planning to address existing and new pressures in Peel, such as population growth. For example, planning for the next 10-year capital plan will benefit by building on the successes of the Divisional Model and understanding where improvement can be made. At an appropriate time, Regional Council will receive a report providing an update on the approach and progress on the capital plan. The outcomes of the ongoing work related to capital planning will also be included the annual budget process to inform the ten-year capital plan forecast.

CONCLUSION

The Review of the Region of Peel Paramedic Services Divisional Model provides a comprehensive overview of the successes and challenges associated with the transition to this new operational service delivery model. It took a descriptive approach to analysis and demonstrated that there have been consistent positive effects associated with the implementation of the Divisional Model, as well as some areas that require further focus and improvement. Overall the success of the Divisional Model indicates that Paramedic Services should continue to organize its facilities and operations through this model.

Paramedic Services Management has acknowledged the findings of the Review and will develop a performance measurement framework to improve decision-making and reporting. Reports to Council in the coming months will summarize progress on initiatives intended to enhance services on behalf of the residents of Peel.



Nancy Polsinelli, Commissioner of Health Services

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

Approved for Submission:



D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I - Key Milestones in the Evolution of the Divisional Model

Appendix II - Final Review Report (PRPS Div Model Review) May 24 2019

For further information regarding this report, please contact Brian Laundry, Director of Strategic Policy and Performance, Ext. 2514 - Brian.Laundry@peelregion.ca.

**APPENDIX I
REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL**

Key Milestones in the Evolution and Implementation of the Divisional Model

Year	Key Milestone and Brief Description
2004	<ul style="list-style-type: none"> • “Peel Regional Ambulance Services Future Delivery Model” report to February 12, 2004 Regional Council recommends direct delivery of paramedic services by the Region of Peel (Resolution 2004-60). • Region begins direct delivery of ‘Peel Regional Paramedic Services’ in December 2004
2006	<ul style="list-style-type: none"> • “Paramedic Services Master Plan” presentation to February 23, 2006 Emergency and Protective Services Committee of Council (EPSC) by <i>HealthAnalytics</i> staff explains that work will assess present and future needs for paramedic services in Peel and provide a capital plan that will support the overall system direction. • “Paramedic Services Master Plan - Final Draft Report and Recommendation” presentation by <i>HealthAnalytics</i> staff to July 6, 2006 EPSC provides report findings.
2007	<ul style="list-style-type: none"> • “Feasibility Study Project: Facilities” presentation to June 7, 2007 EPSC. Regional Council adopts EPSC recommendation to assume Divisional Model (Resolution 2007-883). • Council declines certain <i>HealthAnalytics</i> recommendations regarding Response Time Framework (Resolution 2007-831). • “Paramedic Services 10 Year Capital Facility Plan” report to October 11, 2007 EPSC outlines plans for construction of 29 stations over 10 years, estimated at \$45 million. Full Plan to be included in 2008 Regional Budget. • Council recommends year-over-year modifications to the PRPS Deployment and Scheduling Plan to correspond to the development of new facilities planned over the next 10 years (Resolution 2007-1295).
2008	<ul style="list-style-type: none"> • “Paramedic Services – Facility Implementation Update” report to November 27, 2008 EPSC provides an update on co-located facilities. • Regional Council approves amendments to Divisional Model, including new station co-locations with other Regional and local municipal facilities (Resolution 2008-852).
2009	<ul style="list-style-type: none"> • “Update to 10 Year Facility Capital Plan” report to September 17, 2009 EPSC reduces reporting stations from six to four, and updates the financial plan to \$71.9 million to reflect new design and construction costs (Resolution 2009-1024).
2010	<ul style="list-style-type: none"> • “Paramedic Services 10 Year Facility Plan Update” report to April 29, 2010 EPSC.
2011	<ul style="list-style-type: none"> • “Paramedic Services 10 Year Facility Plan Update” to September 15, 2011 EPSC.
2012	<ul style="list-style-type: none"> • “Update: Paramedic Services 10 Year Facility Plan” report to September 20, 2012 EPSC.
2013	<ul style="list-style-type: none"> • “Paramedic Services 10 Year Facility Plan Update” report to October 17, 2013 EPSC. • “Proposed Changes to The Peel Regional Paramedic Services 10 Year Facility Capital Plan (2008-2017)” report to November 7, 2013 EPSC. Approves proposed changes to 10-Year Facility Capital Plan with 25 stations comprised of 4 Reporting Stations and 21 Satellite Stations in Brampton, Mississauga and

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	Caledon (Resolution 2013-1102).
2014	<ul style="list-style-type: none"> • “Current Status of the Paramedic Services 10 Year Facilities Capital Plan” to June 19, 2014 EPSC.
2016	<ul style="list-style-type: none"> • “Peel Regional Paramedic Services – Facilities Update” report to September 22, 2016 Regional Council informs of capital plan growth from \$71.9 million in 2009, to current \$107 million. • Airport satellite station opens.
2018	<ul style="list-style-type: none"> • “Regional Paramedic Services – Divisional Model Update” report to September 13, 2018 Regional Council provides an update on the implementation of the Paramedic Services Divisional Model, with a focus on paramedic deployment in Caledon.
2019	<ul style="list-style-type: none"> • “Peel Regional Paramedic Services – Council Update” report to February 28, 2019 Regional Council provides an overview of system performance and updates on full implementation of the Divisional Model. • Regional Council motion directing staff to conduct an independent review of the implementation of the Divisional Model is deferred until staff reports back in spring 2019 on assessment already in progress (Resolution 2019-222).

Review of Peel Regional Paramedic Services' Divisional Model

Prepared by: Strategic Policy and Performance, Health Services

June 27th, 2019

**APPENDIX II
REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL**

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1. EXECUTIVE SUMMARY

In 2007, Peel Regional Paramedic Services (PRPS) initiated a 10-Year Capital Facility Plan to move towards a "Divisional Model" of Paramedic Services. This model would strategically change the way that paramedic stations were placed and organized throughout Peel, with the goal of improving emergency response times, efficiency, and system sustainability. Implementation of the Divisional Model was fully realized in January 2019, which allows for a comprehensive assessment of the Model and the implementation process.

The purpose of this report is to present the findings of a review of the Divisional Model that was executed to analyze the extent to which the Model has achieved its goals.

The Quadruple Aim Framework was used to assess the Divisional Model. The premise of this framework is that optimal system performance is enabled through the simultaneous pursuit of the four Aims of service efficiency, quality pre-hospital care, patient experience and paramedic well-being. Sixteen measures grouped under these four Aims were used to determine successes and areas of opportunity.

The Review found that the Divisional Model supported system optimization within the Quadruple Aim categories:

- Improvements in **service efficiencies** have been attributed to the strategic placement of paramedic stations throughout Peel, as well as the new 'readying' processes for ambulances. Implementation of the Model has also resulted in reduced costs due to the co-location of stations and the centralization of staff.
- The data for **quality pre-hospital care** demonstrates increased compliance with Ministry of Health and Long-Term Care (Ministry) standards throughout implementation, with full compliance being achieved in 2016. Additionally, PRPS continues to meet response time targets for the majority (75%) of calls.
- **Patient experience** survey results have remained consistently positive throughout the implementation of the Model, and very few complaints have been received by PRPS regarding response times.
- The findings in support of **paramedic well-being** indicate that shift overrun time has decreased throughout implementation, while face-to-face interaction between front-line staff and management has increased.

Areas for improvement identified in the Review include reducing response times for Canadian Triage Acuity Scale (CTAS) 1 and CTAS 2 calls, improving measurement of paramedic well-being and client experience, and enhancing and continuing data collection on the vehicle 'readying' process.

PRPS will be challenged to address these areas for improvement given the continuing and projected population growth in Peel. Developing a comprehensive performance measurement framework would assist PRPS management, as well as Regional Council, with assessing ongoing system and operational performance, and supporting continuous improvement.

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REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

2. BACKGROUND

In 2000, responsibility for Paramedic Services was downloaded from the provincial Ministry of Health and Long-Term Care (Ministry) to single- and upper-tier municipalities, including the Region of Peel. In December 2004, the Region of Peel assumed direct operation of Peel Regional Paramedic Services (PRPS), and with Council direction began to examine paramedic service delivery options. The consulting firm *HealthAnalytics* was engaged to support this examination and recommend a model for station configuration and delivery of paramedic services in Peel. In their 2006 report, titled "Evaluation and Recommendations for Capital Planning and Development of the Peel Regional Paramedic Service," *HealthAnalytics* recommended that Peel Regional Paramedic Services adopt a "Divisional Model" to guide the placement of stations, as well as the development of policies and practices to ensure effective coverage and response to growing need in the Peel community.

In June 2007, Regional Council approved a recommendation from the Emergency and Protective Services Committee (EPSC), a Committee of Regional Council, to adopt the Divisional Model and to develop a 10-year capital plan for paramedic stations (Resolution 2007-883). An overview of the 10-Year Capital Facility Plan (Plan) was tabled with EPSC in October 2007. The Plan, which was approved as part of the 2008 Region of Peel Budget, outlined the development of six reporting stations and 19 satellite stations (14 stations being co-located with other services), at an estimated cost of \$45 million, which did not include an estimate of cost for purchasing land. Plan financing included a combination of reserves, development charges, and grants from senior levels of government. As implementation of the Plan proceeded, amendments to costs and financing were included as part of PRPS' annual capital budget.

Council received annual updates on the Plan through both EPSC and Regional Council reports between 2007 to 2019. These updates reported on progress regarding development and construction, detailed changes to site plans and building design features, and provided an overview of co-location agreements. They also outlined station opening dates as well as the retirement of replaced stations, and staff requests to authorize memoranda of understanding with Mississauga, Brampton and Caledon. Appendix A provides a complete list of all current stations in Peel and the year that they opened.

The decision to implement the Divisional Model region-wide was first approved by Council in 2008 through a Facility Implementation Update at the November 27, 2008 meeting of EPSC. By 2008, call volumes in Peel far exceeded those predicted by *HealthAnalytics* in 2006 (staff projection for 2008 was trending toward 80,000 calls, whereas *HealthAnalytics* did not project 80,000 calls would happen in Peel until 2017). In response, management began to make a series of changes to the 10-Year Capital Facility Plan aimed at increasing efficiency and capacity within the service. A report to November 7, 2013 EPSC approved changes to the 10-Year Facility Capital Plan and expanded the Divisional Model region-wide, with 25 stations comprised of four reporting stations and 21 satellite stations in Brampton, Mississauga and Caledon.

Other Plan amendments were made to increase efficiency and cost-effectiveness of the Divisional Model. Examples of amendments included:

- New station co-locations with other Regional and local municipal facilities (Resolution 2008-852) to reduce building costs.
- Reduction of reporting stations from six down to four (Resolution 2009-1024). This decision was based on a thorough assessment of the operational model and conclusion

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that the objectives of the Divisional Model could still be achieved, and additional efficiencies could be found if the Region shifted to having larger reporting station facilities serving larger districts.

Costs over the course of the Plan increased from \$45 million in 2007 (excluding land cost) to a final cost of \$107 million in 2016 (including land cost). Cost increases were attributed to updates to the station functional requirements, increasing land costs, and increasing construction costs (10.7% construction inflation index). Several reports to EPSC also noted when these costs were offset by cost savings due to reductions in the number of stations and the co-location of 14 of the new stations.

2.1 Overview of Service Delivery Model: The Divisional Model and Deployment Planning

The “Divisional Model” refers to how paramedic stations and staff are organized in Peel. Today, Peel is divided into four Districts (North West, North East, South West, and South East), each with one reporting station and several satellite stations (see Figure 1). This model replaced the existing 12 ‘standalone’ stations that the Region of Peel inherited from the Ministry in 2000. Reports to EPSC indicated that the original 12 stations were in rental facilities that were not in optimal locations. Further, most stations were older, not adequately designed and did not conform to modern building standards.

Under the previous station-based model, paramedics began and ended shifts at a ‘standalone’ station, and the cleaning and stocking of ambulances was the responsibility of individual paramedics as part of their shift. Under the Divisional Model, paramedics begin and end their shift at one of the four reporting stations, allowing time for crews to check in with their supervisor and other crews, and receive updates on service information (called ‘parade’) before being deployed into the community. Additionally, PRPS now employs 40 Logistics Technicians (10 at each of the four reporting stations), who are responsible for managing inventory (equipment and supplies) and cleaning and stocking ambulances, either before they are deployed with a crew, or mid-shift if required.

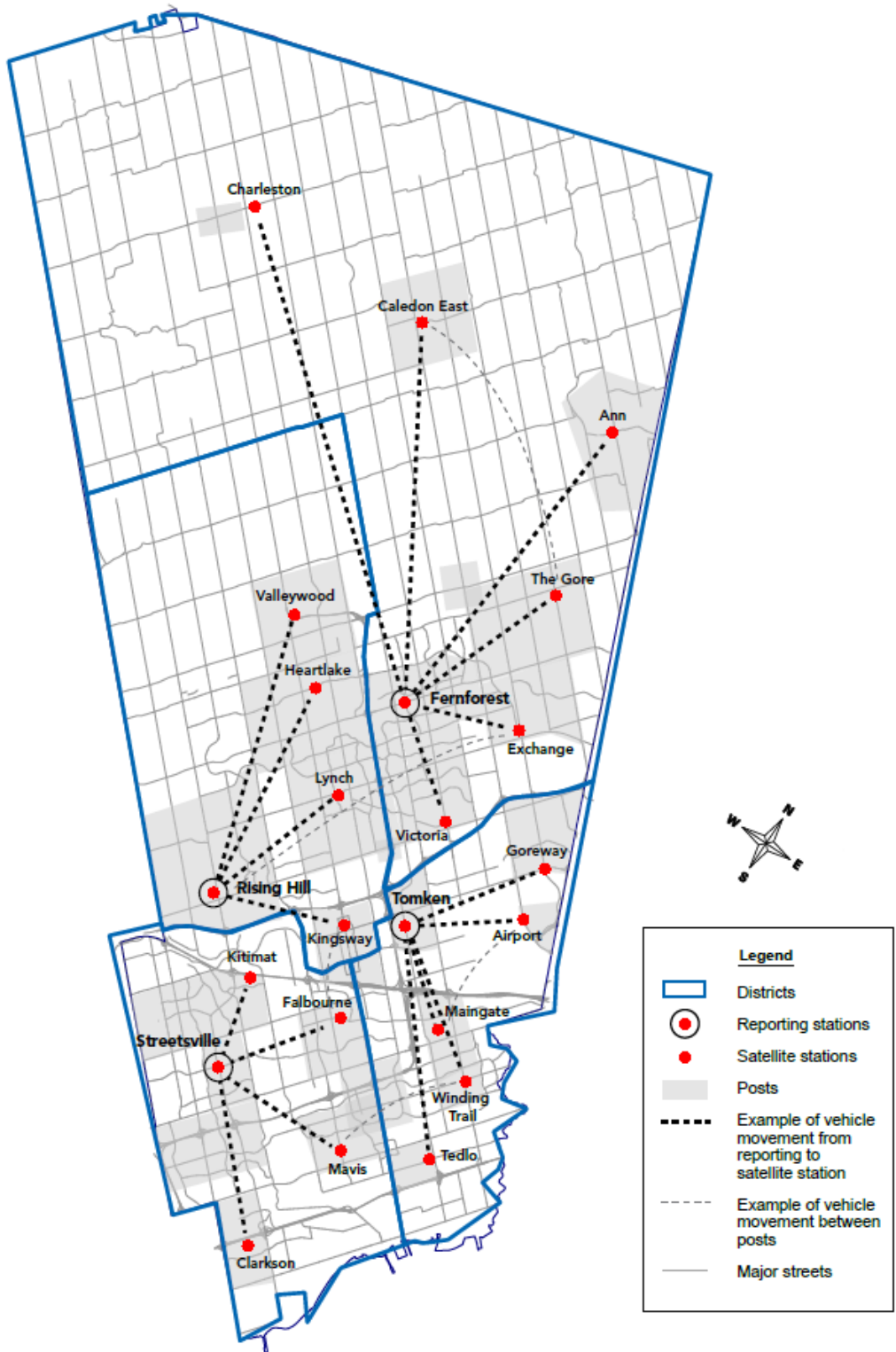
Separate from but connected to the Divisional Model is the “Deployment and Utilization Strategy” (Deployment Plan), which directs the movement of ambulances throughout the system and supports communication with the Ministry-operated Central Ambulance Communication Centre (CACC). The CACC handles all 911 calls for ambulance and controls the movement (deployment) of PRPS vehicles. The Deployment Plan determines “posts”, which are geographic locations where an ambulance or a Rapid Response Unit (RRU) is to be located to provide the quickest response to emergencies in the community. Primary posts for ambulances are satellite stations within their District. To assist with deployment, the CACC can view the deployment status (ready, on call, offload delay, meal break, end of shift), location, post, and destination of all PRPS vehicles within the system. PRPS can only see the location of vehicles that are on a call at any given time.

The Deployment Plan is a fluid document that is periodically updated to reflect changes in volume and location of calls (based on CACC data), and any other operational factors that impact where ambulance crews need to be posted. The ‘Deployment Working Group’ (comprised of PRPS management, paramedic union, paramedic staff and staff from CACC dispatch) meets quarterly to discuss CACC compliance with the Deployment Plan, and to recommend any changes to senior management. The current Deployment Plan (January 2019)

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reflects the full implementation of the Divisional Model and is published on the Region of Peel's intranet for full access by employees.

Figure 1: Visual Depiction of the Interaction Between the Divisional Model and Deployment Plan



**APPENDIX II
REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL****2.2 Implementation of the Divisional Model**

Implementation of the Divisional Model to its current state has been staged over time. With the building of reporting stations, paramedics were based at these stations (beginning with Tomken in 2012) where ambulances were cleaned and stocked by other staff. The full implementation of the Divisional Model was completed on January 14, 2019 with the opening of the Streetsville reporting station and the creation of four Districts (South West, South East, North West, and North East), each with its own reporting station; and a process was introduced to transition all paramedics to starting and ending shifts at reporting stations. The system now consists of four reporting stations and 19 satellite stations, with 4 additional stations that will be built by the end of 2019 (see Appendix A for full station list).

Implementation of the Divisional Model continues to adapt and respond to population growth and the corresponding increase in call volumes in Peel. Between 2006 and 2015 the average increase in call volumes was 4.5%. In recent years, ambulance call volume growth has increased by over 30% from 105,230 (2015) to 136,799 calls (2018). Appendix B details ambulance call volume growth from 2006 to present. New stations made possible through the Plan have positioned PRPS to be able to accommodate increases in the number of paramedics shifts and vehicles to meet the demands of increased call volume in the near term.

When the entire system in Peel is experiencing heightened stress due to call volume or other pressures that deplete PRPS' resources, the Deployment Plan provides direction to the CACC on where to post remaining ambulances to maintain Region-wide coverage. In addition, the *Ambulance Act, 1990* recognizes circumstances when CACCs must dispatch ambulance crews from neighbouring municipalities when they are the closest to an emergency. Paramedic services are expected to fully comply with these directions. In 2014, a new Ministry tool was introduced to ensure Region-wide coverage during periods of depleted resources. The current system alerts CACC staff when there are five or fewer ambulances across Peel and triggers new posting requirements outlined in the Deployment Plan. For example, in the most serious cases when the system is reduced to one available ambulance (called 'code black'), one vehicle is moved to a mobile post at Highway 10 and Steeles Avenue. Details outlining system pressures as evidenced by increases in call volume and data related to 'code capacity' and 'code critical' indicators are described in Appendix B.

**APPENDIX II
REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL****3. METHODOLOGY**

A review of the Divisional Model was initiated in January 2019 by staff within the Strategic Policy and Performance Division and supported by subject matter experts in PRPS (see Appendix C for a profile of the Project Team and Acknowledgements section for key contributors). A detailed overview of the key milestones and deliverables for this work are included in Appendix D. This section provides a high-level overview of the methods and approach taken to conduct a comprehensive assessment of the Divisional Model. A visual of this methodology and approach is provided in Figure 2 and is described throughout this section.

3.1 Identification of Divisional Model Objectives and Related Measures

The first step in assessing the Divisional Model was identifying its original objectives. This was accomplished through a detailed review of the recommendations outlined in the 2006 *HealthAnalytics* report, as well as recommendations, decisions and updates contained in historical Council and Committee reports related to the approval and implementation of the Divisional Model.

Six objectives of the Divisional Model were identified. They are:

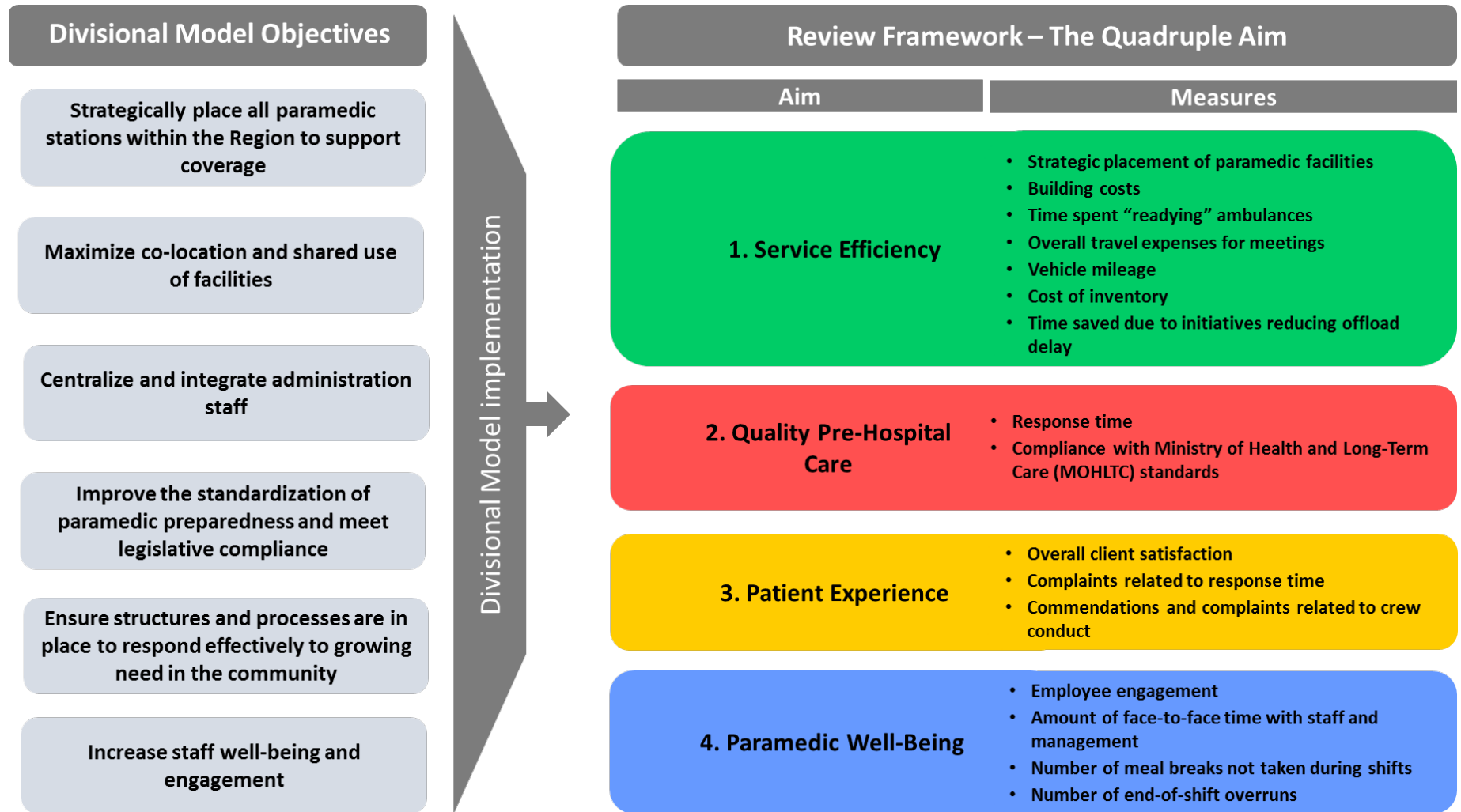
1. Strategically place paramedic stations within the Region to support coverage
2. Maximize co-location and shared use of stations
3. Centralize and integrate administrative staff
4. Improve the standardization of paramedic preparedness and meet legislative compliance
5. Ensure structures and processes are in place to respond effectively to growing need in the community
6. Increase staff well-being and engagement

Using these six objectives as the foundation, available data were reviewed to identify potential measures that could assess the achievement of these objectives. This process yielded 16 measures in total. Inclusion of the measures was determined by assessing if they were specific and relevant to the assessment of the Divisional Model, would lead to valid and reliable results, and the information was available and accessible to the project team. Timely access to data was particularly important for this review, given the tight timelines.

Some measures more closely adhered to these criteria, while others were proxies for what would ideally be measured. Details on existing gaps in data, including data collection and data quality, are noted throughout this report.

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Figure 2: Review Framework



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3.2 Application of the Quadruple Aim

To situate the review within a broader framework of system performance, the measures and objectives were mapped to the Quadruple Aim framework. The Quadruple Aim is a holistic framework that is “widely accepted as the compass to optimize health system performance” (Stefanacci, 2018, p. 33). It is derived from the original Triple Aim framework developed in 2008 by the Institute for Healthcare Improvement (IHI). These Aims are: (1) improving population health, (2) enhancing patient experience, and (3) reducing cost per capita (IHI, 2008). In 2014, Bodenheimer & Sinsky modified this concept and introduced a fourth Aim, caregiver well-being. According to this model, improving population health should be the main goal of a health system or service. However, positive progress on health outcomes is not possible without also achieving the secondary goals of enhanced patient experience, reduced costs, and caregiver well-being. In fact, all four Aims are deeply interconnected and must be simultaneously pursued; meaning that performance in any given area may impact performance in any or all other areas. For example, it has been proven that caregiver burnout often leads to poor patient experience and health outcomes, which can then result in increased costs and inefficiencies in the healthcare system (Bodenheimer & Sinsky, 2014).

Naturally, the quadrants of the Quadruple Aim must be adapted slightly to reflect the context within which they are being applied. To adapt to the Paramedic Services context, “reducing costs” was adjusted to “service efficiency” and “improving population health” was adjusted to “quality pre-hospital care”, “caregiver well-being” refers to “paramedic well-being” and “patient experience” was left unchanged. A detailed description of each of these Aims and how they have been defined and applied in this review is provided in Table 1 below.

Table 1: Description of the Quadruple Aim in the Peel Context

Aim	Meaning in the PRPS Context
Service Efficiency	Reducing costs and time inefficiencies to better meet the demands on the service. Optimizing staff and resources to gain the most benefit.
Quality Pre-Hospital Care	The provision of safe, timely and effective care as measured by response time to calls and maximizing care practices.
Patient Experience	Patients' level of satisfaction with the quality of care provided by PRPS and the experience of how it was received.
Paramedic Well-Being	The health and wellness of paramedics - the degree to which health and wellness of paramedic providers is maintained or improved and allows for a work-life balance.

3.3 Data Analysis and Limitations

Data included in this Review covered a time period up to March 2019 and as far back as 2008, if available and appropriate given the type of measure. Pre- and post-implementation data were analyzed to identify changes and improvements that had occurred as a result of the implementation of the Divisional model where possible. Data were extracted from various databases by the PRPS data team and transferred to the project team for analysis using various software, depending on the nature of the analysis (e.g. ArcGIS specialized software was used to analyze geospatial data). Detailed technical specifications have been documented for each measure outlining all calculations, data sources, reporting frequency, etc. (Appendix E). Once

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the data were analyzed, the project team met with subject matter experts to validate the findings and ensure accurate interpretation within the PRPS context.

It should be noted that this review was affected by certain data-related limitations. Some of the data used for this report, including those related to response times, is shared with PRPS by the Ministry. Historically, the Ministry has often transferred adjusted/updated data related to previous months in an unorganized and unscheduled manner and at various times throughout the year. It is unknown which data will be updated and when or if at all which can impact data quality and accuracy of reporting, especially when reporting mid-year, as was required for this report.

A second limitation relates to some of the data collected through paper forms (such as survey data on crew conduct) and/or manual data entry on electronic forms (such as meal claims). Data quality issues could have occurred due to human error and complete accuracy could not be ensured. Thirdly, some measures were affected by missing data fields in both the Interdev and ADRS databases¹, as well as in the internal PRPS systems. Missing data are noted throughout the findings section, where applicable, and potential impacts are highlighted. Finally, where direct measures were not available, assumptions and proxies were used which limited the strength of some findings.

Despite these limitations, this review provides a reliable and comprehensive assessment of the Divisional Model. To support continuous improvement and identify potential gaps, data concerns are noted throughout the findings section and mitigation strategies and next steps are noted.

¹ Interdev is a PRPS owned database that contains ePCR (electronic Patients Care Records). The data are entered in the system by the paramedics during a call. ADRS is a Ministry owned database that contains 911 call information such as unique identifier, location of call and type of a call. The two databases (Interdev, ADRS) have common elements but only ePCR contains medical information such treatment applied to a patient and medication.

APPENDIX II REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

4. FINDINGS

A descriptive approach has been taken to analyze the data contained in this report and present evaluative findings. Results are shown as charts, maps, and tables with accompanying description of patterns and trends. Inferential statistics that assess the significance of any differences have not been presented, although given the robust sample sizes involved, all such differences are likely to achieve statistical significance. The intention of this review is to highlight the effects of the Divisional Model which includes PRPS performance over time.

This section presents the findings within each Quadruple Aim category in the order of Service Efficiency, Quality Pre-Hospital Care, Patient Experience and Paramedic Well-Being.

4.1 SERVICE EFFICIENCY

***Reducing costs and time inefficiencies to better meet the demands on the service.
Optimizing staff and resources to gain the most benefit.***

Several initiatives intended to yield service efficiencies were implemented as part of the Divisional Model; some of these initiatives have been shown by other Emergency Medical Services (EMS) agencies to create operational efficiencies and reduce cost (Washko, 2012). In these cases, service efficiencies also resulted in a more effective service, ensuring more time is allocated to providing timely, high quality pre-hospital care with limited and well-managed resources. The following measures have been reviewed to study service efficiencies:

- Strategic placement of paramedic stations
- Building costs
- Time spent “readying” ambulances
- Overall travel expenses for meetings
- Vehicle mileage
- Cost of inventory
- Time saved due to initiatives reducing offload delay

4.1.1 Strategic Placement of Paramedic Stations

A vital feature that supported the implementation of the Divisional Model was the development of a 10-Year Capital Facility Plan. This Plan outlined the design and construction of 23 paramedic stations, 14 of which are co-located. A co-located station is defined as one that shares space with either an external partner, such as William Osler Health System, or a Region of Peel Service/Office site. Four additional stations will be completed by the end of 2019. Strategic placement of paramedic stations was assessed by examining the:

- *Placement of paramedic stations*
- *Geographic coverage of paramedic stations*

PRPS and Council have tracked the development of the stations since the Divisional Model implementation. Map 1 shows the locations of the paramedic stations in April 2019, and whether they are co-located or not (see Appendix A). Although the geographic location of stations is relevant for facilitating deployment via CACC, it is important to note that the station is not always the site of deployment. Rather, deployment is based on a fluid network

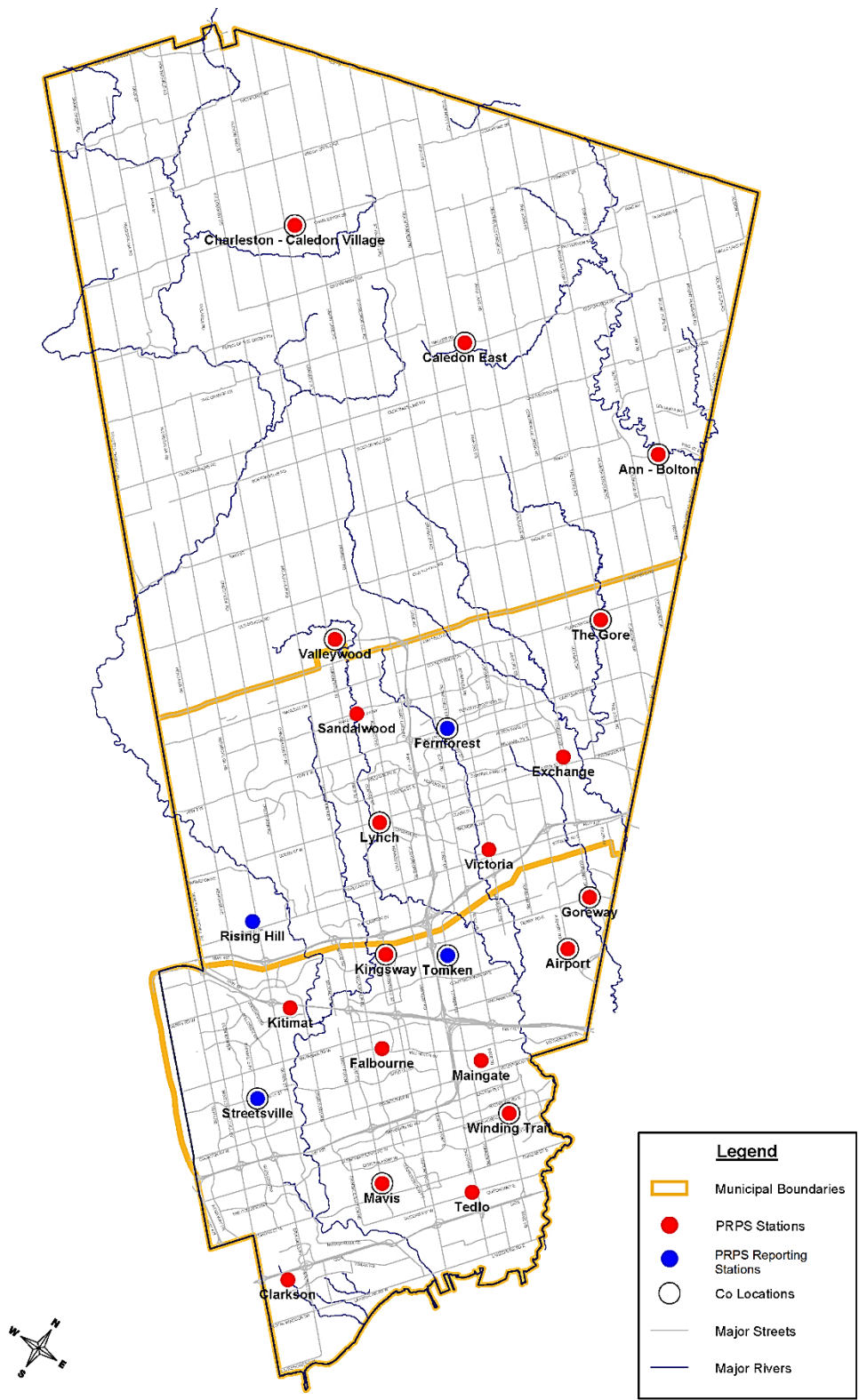
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where ambulances are constantly moving and not always physically located at a station (not waiting). Any assessment of the placement of paramedic stations needs to consider the fluidity of the deployment plan.

Reporting stations are where paramedics start and end their day and where ambulances are cleaned and restocked to support "readiness" for the road. Map 1 shows that stations are strategically spread across the Region, and, moreover, the four reporting stations (Tomken, Rising Hill, Fernforest and Streetsville) are in accessible locations for easy access to ready vehicles.

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Map 1: Location of Reporting and Satellite Paramedic Stations as of April 2019



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Geographic coverage of stations has been measured in the following two ways:

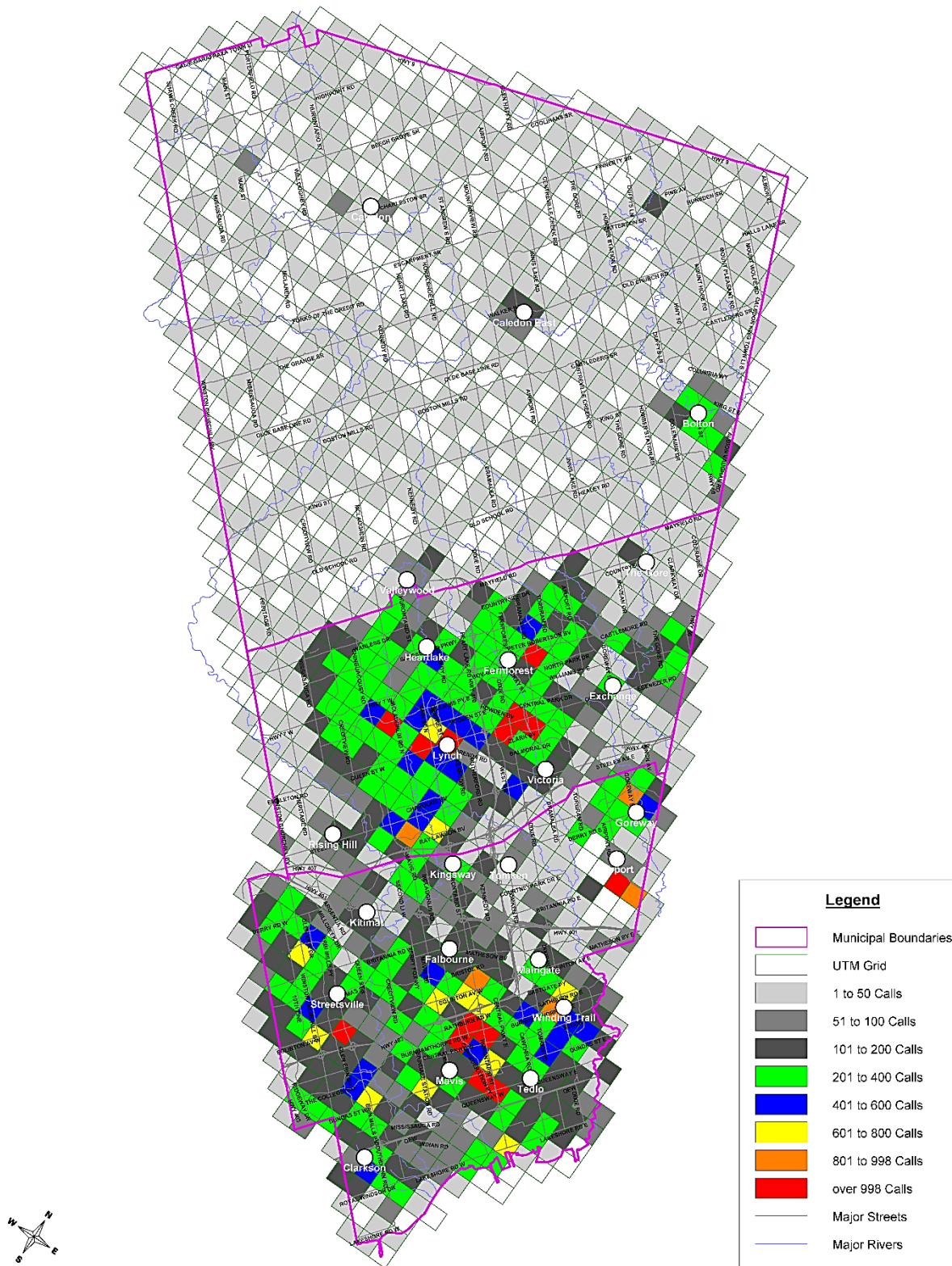
- *Comparing locations of stations against call volume*
- *Station travel time catchment areas.*

Map 2 shows the number of calls (call volume) in 2018 per Universal Transverse Mercator (UTM)² coordinate grid cell with the locations of all stations that are active as of February 2019. A visual comparison of the station locations versus call volumes enables an assessment of whether stations are located relatively near areas (UTM grid cells) of greater need due to higher populations. Although ambulances are deployed from their 'posts' and not always from a station, the strategic placement of stations supports optimal deployment patterns. Map 2 shows that stations are relatively close to areas with the highest call volumes, minimizing deployment distances and, by extension, response times.

² **UTM** is a system for projecting coordinates to locations on the surface of the Earth using a grid-like pattern to define areas.

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Map 2: 2018 Call Volumes per UTM Grid Cell and Locations of Reporting and Satellite Stations as of February 2019



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An ambulance's geographic coverage area also encompasses its spatial accessibility or extent of spatial reach; in other words, coverage includes the estimated amount of travel time that it will take for an ambulance to reach locations within specified areas. Station-level geographic coverage was assessed by examining the travel time from stations to determine the spatial reach. The following two maps, Maps 3 and 4, are meant to be read alongside each other to appreciate ambulance travel times in the context of Region of Peel land use (e.g., residential versus rural).

Map 3 shows travel time (in minutes) from the nearest paramedic station as of February 2019.

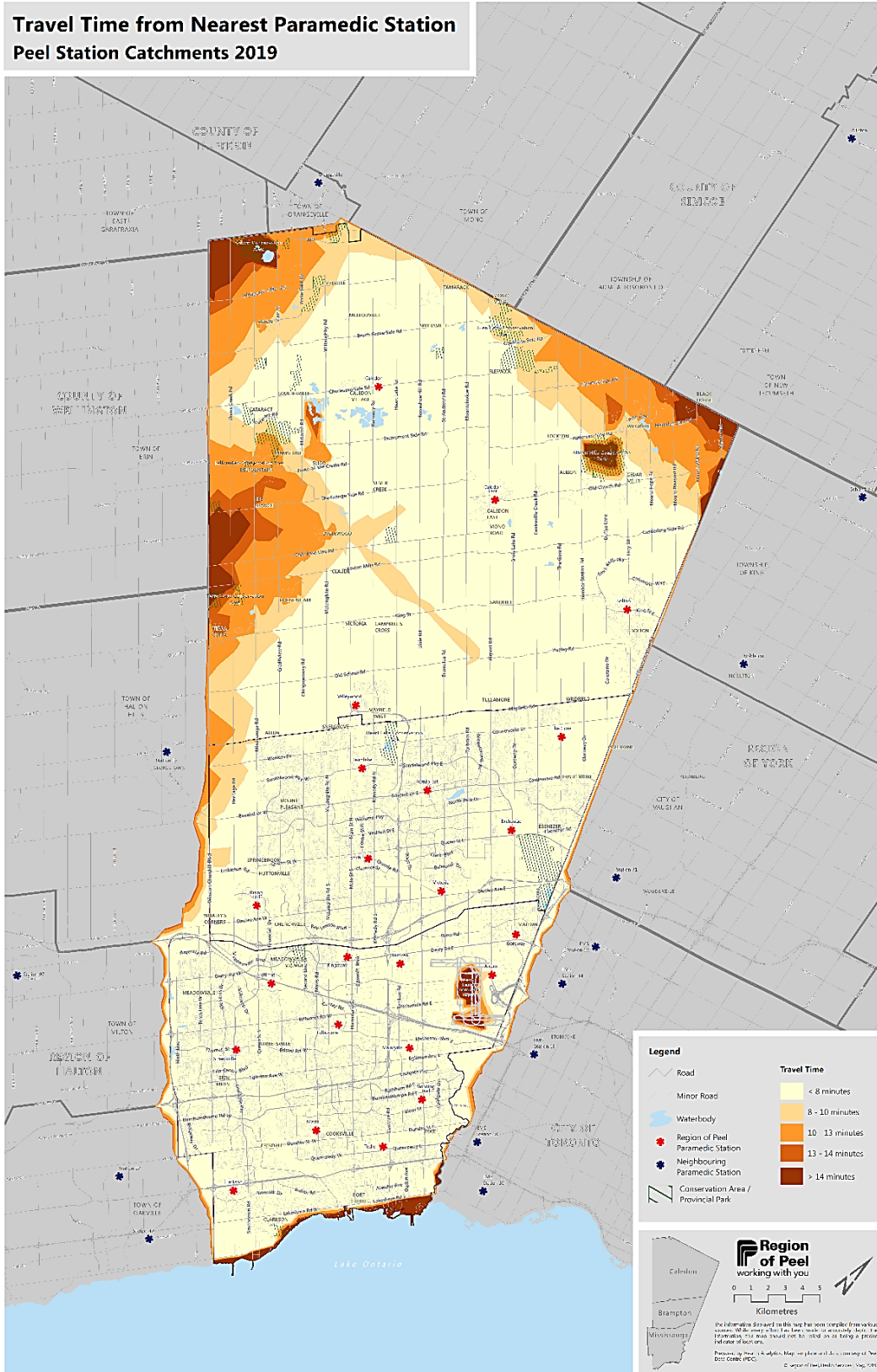
Overall, most of the Region can be reached within eight minutes from the nearest paramedic station denoted by red asterisks (under optimal road conditions, i.e., no traffic, road closures, construction detours, or inclement weather conditions that impact travel time, and assuming that ambulances are deployed from stations). Although there are pockets of areas that are not as accessible (with travel time over 14 minutes), these areas are found along the municipal boundary and conservation areas in Caledon where there are either no residents (no population resides in conservation areas/parks), or more sparsely distributed populations (farmlands/rural areas).

An examination of land use patterns across Peel shown in Map 4 demonstrates that rural/agricultural lands span most of Caledon, especially along the municipal borders, with settlements/cities distributed unevenly. Of note, areas surrounding the paramedic stations in Caledon are residential in nature (Map 4) and can be reached within eight minutes from the stations (Map 3).

Both Maps 3 and 4 also identify the locations of neighbouring paramedic stations (denoted by dark blue asterisks) that are (and have been) alternate sources of ambulances. To ensure seamless service, neighbouring ambulances are used when they are either closest to an emergency call, or during times of elevated system pressures. It is important to reiterate that ambulances can be deployed from any location, not just from a station. In this respect, the geographic reach from the paramedic stations indicates the Region is well-served, demonstrating a high level of station-level coverage under optimal conditions. That said, station-level coverage is only one factor that contributes to meeting response times; CACC and the fluidity model for deployment are key determinants of response time. Moving forward, CACC deployment should be investigated thoroughly for quality assurance of dispatch, and to further seek improvements in meeting response time targets.

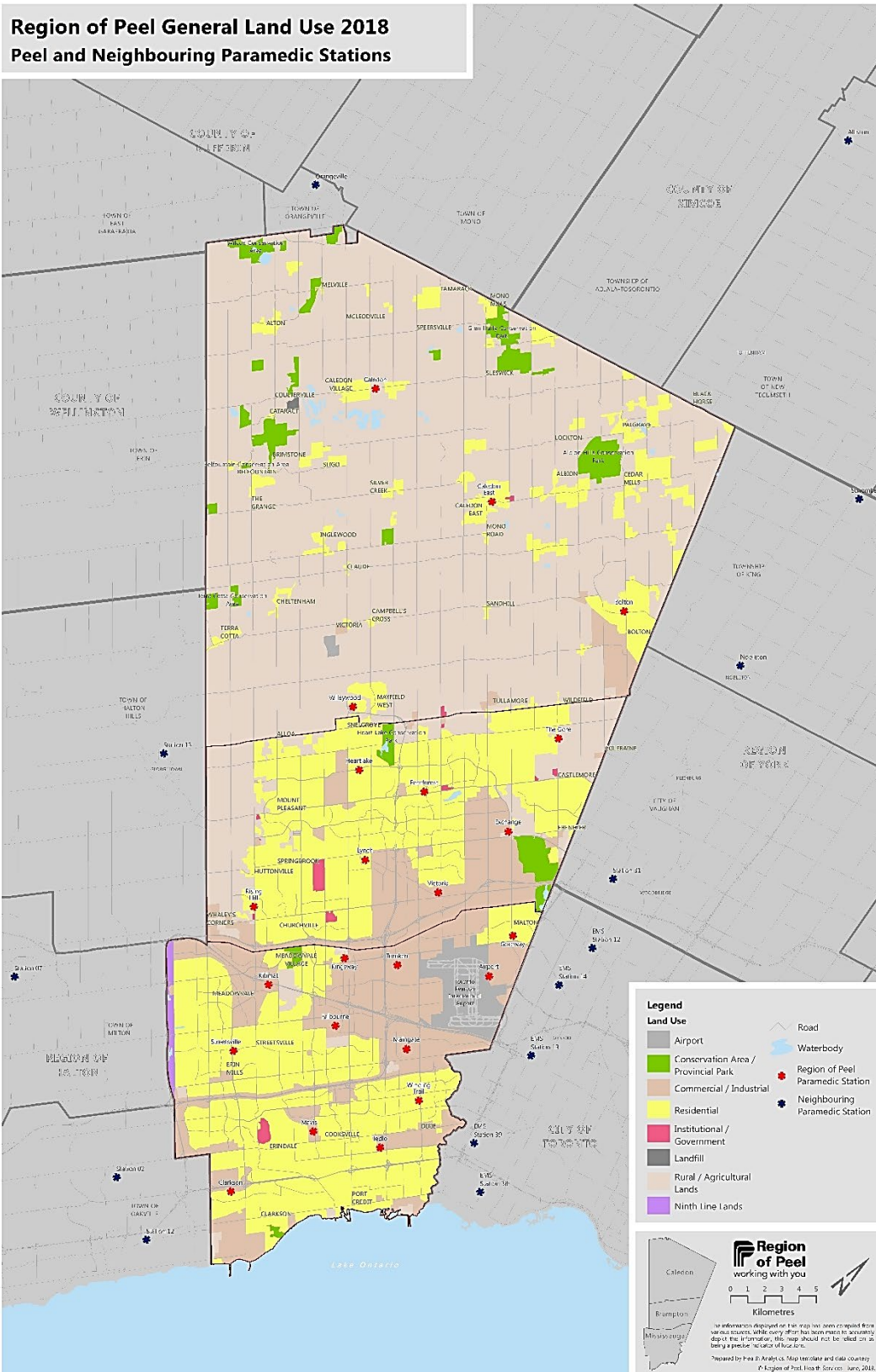
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Map 3: Travel Time from Nearest PRPS Reporting and Satellite Station as of February 2019



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Map 4: General Land Use 2018 with Region of Peel and Neighbouring Paramedic Stations as of February 2019



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4.1.2 Building Costs

The Divisional Model's use of co-located stations was intended to produce cost savings. As defined in section 1 a), a co-located station is defined as one that shares space with either an external partner such as a fire station, or a water treatment plant site, or a Region of Peel Service/Office.

As a result, the 14 co-located stations and 9 non-co-located stations have been built since 2011. The following Table 2 compares building costs of co-located versus non-co-located stations to determine if efficiencies have been realized; building costs are based on information from the Real Property Asset Management (RPAM) database. The stations compared were built in the same year and can have a maximum of two vehicles parked inside the station. With the exception of the non-co-located Exchange Station (294 sq. meters), which is larger in size compared to the Airport Station (250 sq. meters), the other non-co-located stations are either similar or smaller in building size compared to the co-located stations.

Table 2: Comparison of Building Costs Between Co-located vs Non-co-located Stations

		Co-located		Non-co-located		
	<u>Station</u>	<u>Year</u>	<u>Cost (in Millions)</u>	<u>Station</u>	<u>Year</u>	<u>Cost (in Millions)</u>
1	Winding Trail	2013	\$1.43	Victoria	2013	\$1.72
2	The Gore	2014	\$1.50	Heartlake	2014	\$1.82
3	Airport	2015	\$1.90	Exchange	2015	\$2.20
	Total Average		\$1.61			\$1.91

Note: Winding trail, 275 m²; Victoria, 248 m²; The Gore, 250 m²; Heartlake, 255 m²; Exchange Station, 294 m²; Airport Station 250 m²

Based on the year of construction, a comparison of building costs of co-located versus non-co-located stations demonstrates a cost savings of approximately \$300,000 per co-located station.

Another set of stations has been built by co-locating with Region of Peel sites, such as reservoirs or water treatment plants. The estimated cost savings for these stations is approximately \$350,000 per station; the stations are East Avenue (Byngmount Beach), Lorne Park, Sheridan Park (Erin Mills & the QEW/Herridge Reservoir land) and Kingsway (7120 Hurontario St).

The data demonstrate that a co-located station design yields building cost savings and is a more efficient use of financial resources.

4.1.3 Time Spent "Readying" Ambulances

Under the Divisional Model, the role of Logistics Technicians was created alongside the introduction of the *Make Ready Process* in 2012. This strategy has been employed by other EMS agencies to reduce paramedic time associated with restocking and vehicle readying and enables paramedics to be on the road longer (Washko, 2012). Having ready and clean ambulances supports CACC during the deployment process for meeting emergency needs and time targets.

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Prior to this process, paramedics had been allotted 30 minutes at the start of the shift and 15 minutes prior to the end of the shift to ready and restock ambulances. These functions have now been assumed by the Logistics Technicians, and paramedics are now only required to spend 10 minutes at the start of the shift for a shorter, modified vehicle check. Paramedics are no longer required to spend any time at the end of their shift for vehicle readying and restocking. In the 2013 *Make Ready Evaluation* conducted at Tomken Station, it was found that the process saved an average of 35 minutes per paramedic per vehicle.

The *Make Ready Process* also contributes to improved inventory control, standardization and compliance, as well as cleaner trucks. The process may also contribute to paramedic well-being, since they are no longer required to clean their vehicles following a serious incident.

It is suggested that the collection of these data be reinstated to continue to monitor effectiveness of the process over time, account for effects of process improvement, and assess time variations across stations.

4.1.4 Overall Travel Expenses for Meetings

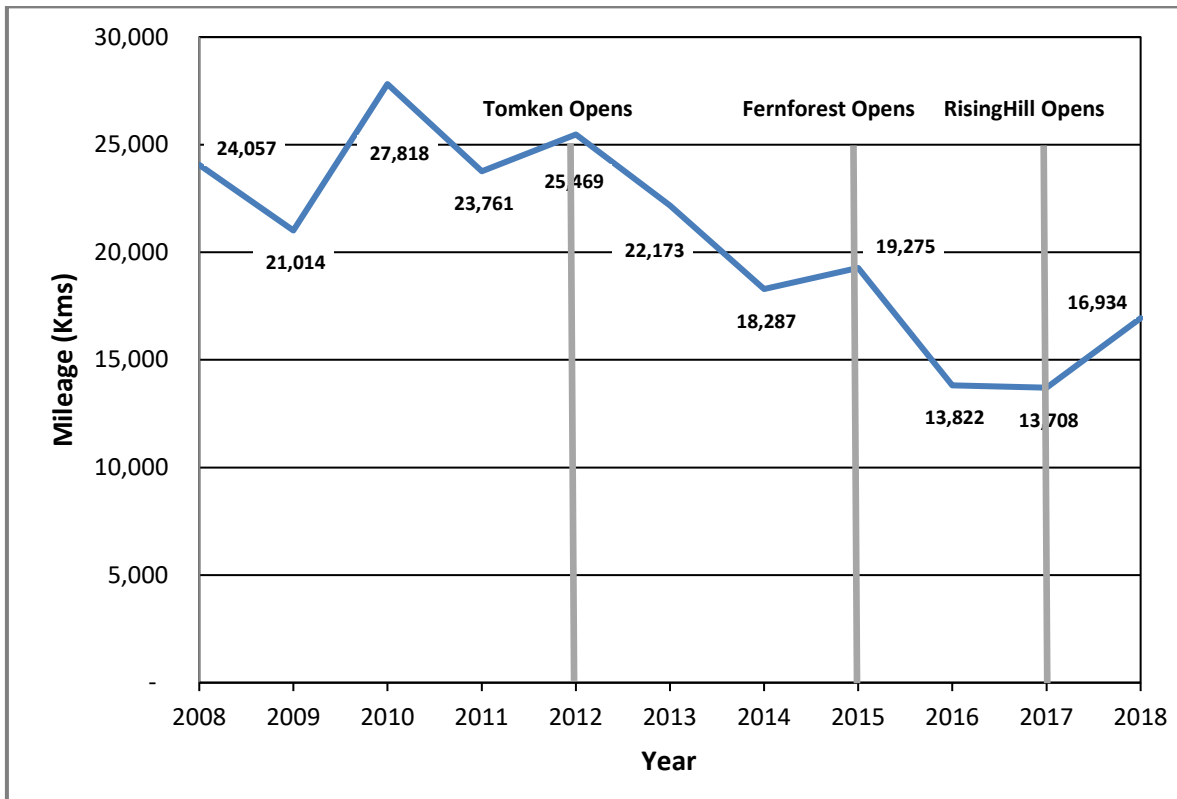
One of the objectives of the Divisional Model was to centralize and integrate administrative staff. Centralization of resources is often mentioned as a key component of long-standing efficient systems, with relevance to EMS organizations (Washko, 2012). To assess the financial effects of administrative staff centralization and integration, their overall annual mileage claims was examined.

Figure 3 illustrates a reduction in administrative staff annual mileage claims from 2008 to 2018. Overall, there is a downward trend in mileage claims from \$24,057 in 2008 to \$16,934 in 2018, with a difference of \$7,123 or a 30% reduction. A general pattern can be observed where travel expenses rise prior to the opening of new reporting stations, ranging from approximately \$1,000 to \$2,000 increases in claims, followed by a reduction of claims of up to \$7,000 after some openings (Tomken Station had the largest reduction after opening). Vertical lines represent when reporting stations Tomken, Fernforest, and Rising Hill officially opened. The trend in post-opening mileage claims reductions did not occur after Rising Hill opened (increased from \$13,708 in 2017 to \$16,934 in 2018) which may be more a function of the lead up to Streetsville opening (January 2019). Mileage claims for the years after the Streetsville's opening will need to be investigated to further verify this trend.

Overall, the data demonstrate that administrative staff are travelling less following the implementation of the Divisional Model and centralizing of resources.

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Figure 3: Annual Travel-related Expenses for Administrative Staff from 2008 to 2018



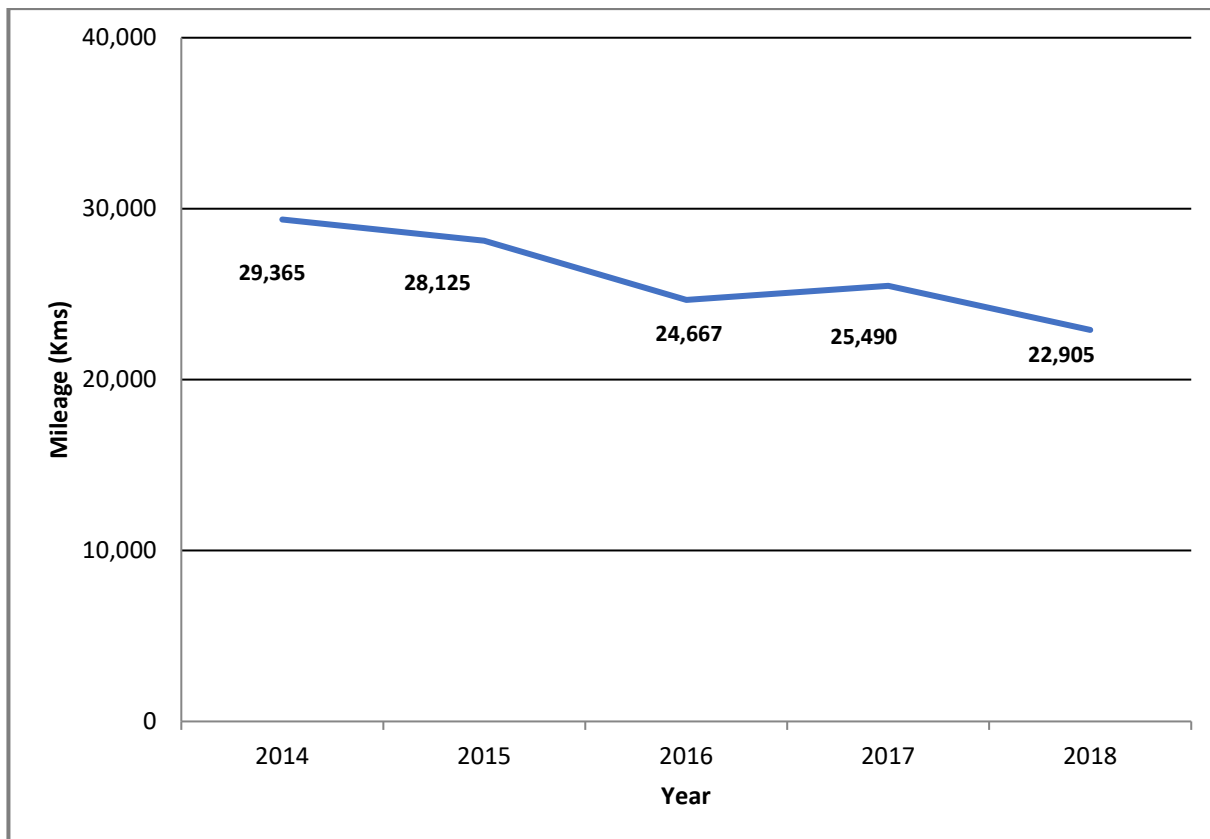
4.1.5 Vehicle Mileage

The strategic placement of stations under the Divisional Model was, in part, intended to improve the positioning of ambulances so that they would not need to travel as far to respond to emergency calls. One method to assess efficiency in ambulance placement is by measuring the average annual kilometres travelled per vehicle per year (vehicles include Ambulance – Patient Transport Unit (PTU), Emergency Response Unit (ERU), Emergency Support Unit (ESU) and administrative vehicles).

Figure 4 shows a reduction in the average mileage per vehicle from 29,365 kilometres in 2014 to 22,905 kilometres in 2018, amounting to a 22% reduction or 6,460 kilometres. This decline translates to reductions in fuel consumption, vehicle wear-and-tear, and greenhouse gas emissions. While there has been a reduction in vehicle mileage, it should be noted that CACC oversees vehicle deployment and a more detailed study is required to investigate potential efficiencies in the process.

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Figure 4: Average Kilometres per Fleet Vehicle per Year From 2014 to 2018



4.1.6 Cost of Inventory

Another service efficiency introduced as part of the Divisional Model was the centralization of inventory at the reporting stations and the implementation of the *OperativeIQ Inventory Management* software. Today only the four reporting stations house inventory, whereas, prior to the implementation of the Divisional Model, every station in the PRPS system housed inventory. The addition of the OperativeIQ software allows for more efficient tracking of medical supplies per ambulance. The software includes built in “just in time ordering” to ensure no ambulance is without medically necessary, non-expired supplies. Other EMS agencies have used centralized inventories to reduce costs and eliminate waste through automated inventory management with high success (Washko, 2012).

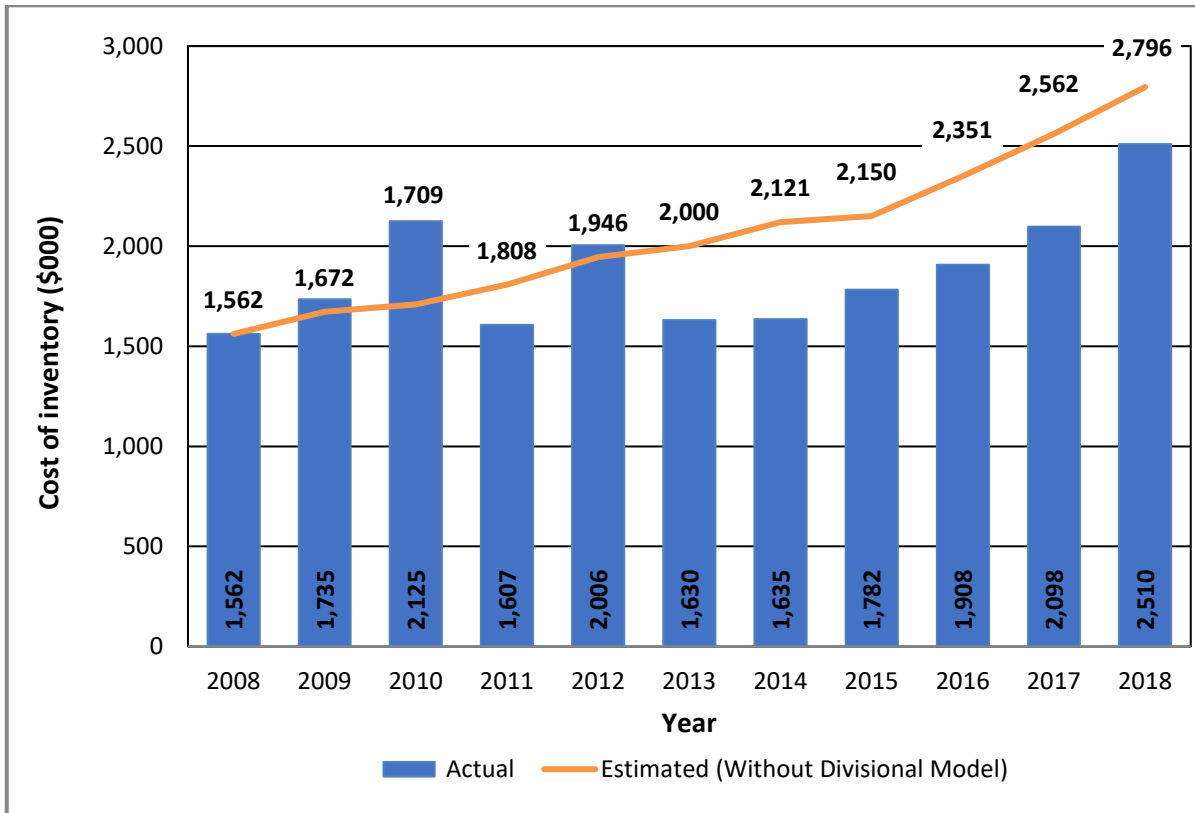
Figure 5 shows the estimated cost of inventory without the Divisional Model (represented by the green line) versus the actual cost of inventory (represented by the blue bars) per year from 2008 to 2018. Estimated cost without the Divisional Model was calculated by multiplying the cost per call prior to Divisional Model in 2008 (\$20.03) by 2% (estimated inflationary cost increase) by yearly call volume. Actual costs represent the amount purchased by PRPS.

Since 2013, the annual actual cost is consistently lower than the estimated costs without the Divisional Model; the average savings over the years is 21%, or \$2,416,000 (\$402,667/year). The reduction of inventory costs demonstrates that centralization and

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improvement of the inventory management process has been effective in this regard. It is estimated that there has been a savings of 17% since Tomken station was opened in 2011.

Figure 5: Comparison of Estimated Inventory Costs without Divisional Model Implementation versus Actual Cost with Divisional Model Implementation



4.1.7 Time Saved Due to Initiatives Reducing Offload Delay

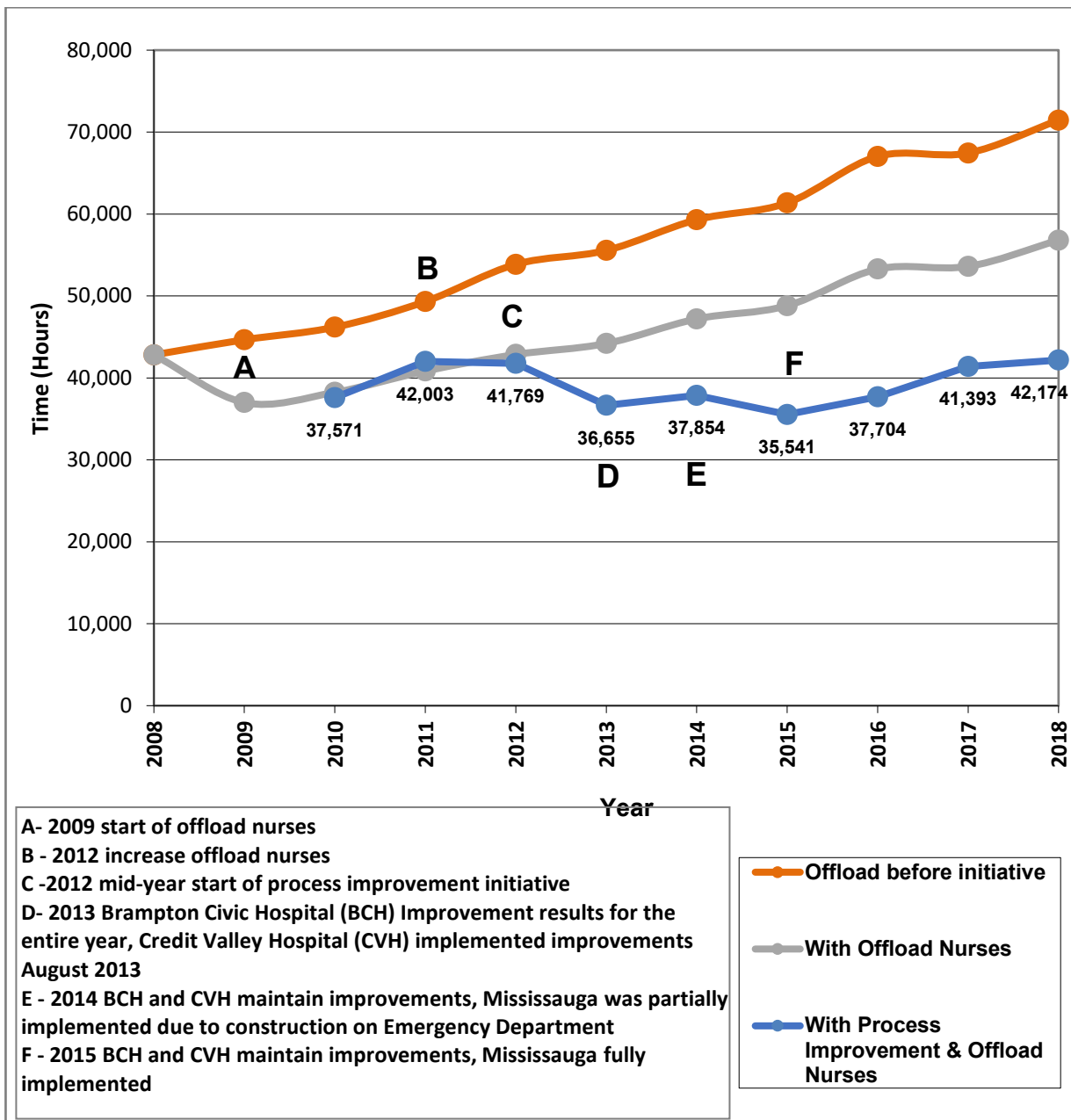
Offload delay is defined as the time spent when a paramedic cannot transfer care of their patient to a hospital because of over crowding in the Emergency Department (ED) at that hospital. This represents a problem for any paramedic service because an ambulance that is waiting to offload a patient at a hospital cannot respond to new calls. Developing solutions to address this challenge requires coordinated efforts between the paramedic service and local hospitals. Although it is possible that the offload nurse improvement initiative could have been implemented without the Divisional Model, the existence of a region-wide service with standard practices facilitated the deployment of the program. Certainly, many improvement initiatives have been made possible and implemented because of the existence of a Divisional Model with a philosophy and practice of continuous improvement.

In Figure 6, offload delay times (in hours) are compared to the situation if no improvement initiatives (offload nurse program and other initiatives) were implemented from 2008 to 2018. Other process improvement initiatives include strengthened partnerships between paramedics and hospitals, accepting ECG results conducted by paramedics, creating a shared space where Ambulance Call Reports can be accessed by ED personal, and creating simultaneous triage and registration processes. It is evident that the offload nurse program and additional process improvements have contributed to the reduction of offload

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delays. It is estimated that if these programs were not implemented, the offload delay would have risen 71% over the past six years (from 2012 to 2018) from approximately 42,000 to 71,000 hours – the equivalent of 3,500 to 5,900 12-hour shifts. In 2018, time savings in offload delay resulting from various process improvement initiatives, including offload nurses, are estimated to be approximately 29,300 hours or the equivalent of 2,440 12-hour shifts.

Figure 6: Impact of Ongoing Offload Delay Process Improvement Initiatives with Hospital Partners expressed as Hours in Offload Delay



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Overall, the initiatives implemented to date have demonstrated various operational and cost efficiencies. Opportunities to improve service efficiency should continue to be explored, and corresponding measures to estimate cost savings should be developed.

4.2 QUALITY PRE-HOSPITAL CARE

The provision of safe, timely and effective care as measured by response time to calls and maximizing care practices.

Pre-hospital care is defined as the care provided to patients by EMS prior to reaching a hospital or other health care institution. This service is activated by an incident that causes an injury, or illness requiring immediate medical attention where paramedics are called in for service. The focus of the service is to provide primary/advanced patient assessment, treatment, and transportation to a definitive care unit (Coffey, MacPhee, Socha, & Fischer, 2016). To assess the quality of pre-hospital care delivered by PRPS throughout the implementation of the Divisional Model, the following two measures were used:

- *Response time*
- *Compliance with Ministry service standards*

4.2.1 Response Time

Response time is defined as the time when a paramedic is notified (assigned a call) to when a crew has arrived on-scene to provide services to patients. The response time is then classified per the paramedic's initial assessment of the patient based on the Canadian Triage Acuity Scale (CTAS) (Beveridge, 1999; Bullard, 2017).

All paramedic services in Ontario are legislated by the Ministry to set an annual Response Time Framework. This framework provides the central measures to evaluate PRPS' ability to respond to system demands. In Ontario, each designated land ambulance delivery agent must establish and disclose to the Ministry the response time standards that the service aims to achieve.

The Ministry sets the response time criteria for Sudden Cardiac Arrest (SCA) and CTAS 1, which are the most critical calls. Regional Council establishes response times for CTAS 2 to CTAS 5 and the percentile targets for all SCA and CTAS levels. Performance reporting against the response times targets to both the Ministry and Council is done on an annual basis.

These response times (target and percentage of time achieved) are based on the relative urgency of each type of call, which is categorized by the CTAS Scale and SCA established by the paramedic's assessment of a patient. There are six call severity categories:

CTAS Scale – This scale is a standard medical triage system that divides patients into five categories namely (CTAS 1 to CTAS 5). CTAS is currently used by paramedics and at all hospitals.

SCA – This is the amount of time from notification of call of suspected cardiac arrest to when a defibrillator is at the side of a patient. The clock stops when a bystander, emergency responder or paramedic first applies the defibrillator to the patient.

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The response time criteria and targets for each of the six categories are listed in Table 3 below:

Table 3: Current Response Time Targets by Call Severity Categories

	Category	Time (Minutes)	Target (Percentile)
1	SCA	06:00	70%
2	CTAS 1	08:00	75%
3	CTAS 2	10:00	90%
4	CTAS 3	13:00	90%
5	CTAS 4	14:00	90%
6	CTAS 5	14:00	90%

Response time targets are deemed to be met if the target response time in minutes is met a defined percentage of the time. For example, in the case of SCA, the percentile target is 70%, meaning at least 7 out of 10 calls need to reach the patient in 6:00 minutes or less. Similarly, for CTAS 1 (Target 75 percentile), the target is considered to be met if 7.5 out of 10 calls are responded within the required 8.00 minutes.

Table 4 shows response times met versus not met for SCA and CTAS levels between 2012 to 2018. Data show that the target for calls categorized as SCA is met for all years; these calls constitute less than 1% of the total calls. Targets for CTAS 1 calls have only been met occasionally and CTAS 2 calls have not been met for any year since 2012. Together these calls account for approximately 25% of the total calls responded to by PRPS. Targets are met since 2012 for CTAS 3, 4 and 5 calls, which are less critical and account for approximately 75% of all calls.

Table 4: Response Times Met versus Not Met by CTAS level

Patient CTAS Level	2012	2013	2014	2015	2016	2017	2018	2019**
SCA*	NA	Met	Met	Met	Met	Met	Met	Met
CTAS 1	Met	Not Met by 5 seconds	Not Met by 18 seconds	Not Met by 6 seconds	Met	Not Met by 30 seconds	Not Met by 27 seconds	Met
CTAS 2	Not Met by 20 seconds	Not Met by 39 seconds	Not Met by 50 seconds	Not Met by 18 seconds	Not Met by 73 seconds	Not Met by 61 seconds	Not Met by 77 seconds	Not Met by 68 seconds
CTAS 3	Met	Met	Met	Met	Met	Met	Met	Met
CTAS 4	Met	Met	Met	Met	Met	Met	Met	Met
CTAS 5	Met	Met	Met	Met	Met	Met	Met	Met

*No data available for SCA patients in 2012. SCA data come from multiple sources: combination of Fire and PRPS call data from 2016 onwards. Until end of 2015 data were provided by Sunnybrook Hospital. **For the year 2019, only first quarter data available.

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Potential solutions to meeting response time targets fall into four categories:

- 1) internal system efficiencies within PRPS control, such as, process improvement initiatives, including technological improvements;
- 2) external system efficiencies outside of PRPS control, such as improvements to the dispatch model;
- 3) expanding system capacity, such as introducing or expanding alternative services or increasing the number of vehicles and crews; and
- 4) administrative changes, such as increasing Council-approved response time targets, or reducing percentile targets so they are easier to achieve.

Although PRPS continues to look at internal efficiencies, further exploration of all factors that affect response times may be beneficial. It is suggested that a process review that further explores all contributing factors that may affect response times based on future growth predictions be considered. For reference, a comparative analysis of PRPS' response times to those of the municipalities of Halton, Durham and York is shown in Appendix F. Overall, the Region of Peel is challenged to meet CTAS 1 response times. However, when comparing response times and targets for CTAS 2-5 across the municipalities, it is observed that the Region of Peel has shorter response times and the most stringent targets. If the CTAS 2 target were lowered from 90% to 80% (matching the most stringent of the three other municipalities), the Region of Peel would meet and exceed this target. No analyses have been conducted as part of this review on how a change to the percentile target may affect the delivery of care.

It should be noted that PRPS uses different types of software that often function in isolation, including an Automatic Vehicle Locator (AVL)-driven platform called ACETECH that tracks ambulance routes and vehicle status/conditions (e.g., vehicle battery and gas levels). This Regional platform is entirely separate from the Ambulance Dispatch Reporting System (ADRS), making it difficult to conduct more complex evaluations. For example, to better understand the reasons for lengthy response times (ADRS data) in the context of ambulance journeys (ACETECH data), attempts were made to link data from the two sources. Challenges in this process included difficult data extraction, inability to perform immediate analysis on output data, and inability to link call data to ambulance journeys. In future, PRPS may consider discussions with the software vendor to investigate potential software interoperability solutions.

4.2.2 Compliance with Ministry Standards

One of the core metrics to measure service quality is compliance with well-defined service standards. The Ministry sets out compliance requirements for medical supplies and equipment that are detailed in the Provincial Equipment Standards for Ontario Ambulance Services issued by the Emergency Health Regulatory and Accountability Branch, Ministry (Provincial Equipment Standards, 2018).

Data provided by Ministry certification reports from 2008, 2010, 2013, 2016 have been used to determine if compliance requirements were met in the following four categories (categories were selected based on their relevance to standard practices in the *vehicle readying* process and because there is consistent reporting against the measures in the Ministry certification reports, allowing reliability of year-over-year comparison):

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- Patient Care and Accessory Equipment
- Vehicle stored to prevent contamination, damage, or hazard
- Deep Clean Program
- Preventative Maintenance of Equipment

PRPS compliance across the various categories over time are summarized in Table 5 below.

Table 5: Compliance vs Non-Compliance in the Four Categories by Year

Compliance Metric	2008	2010	2013	2016
Patient care and accessory equipment	Not Compliant	Not Compliant	Compliant	Compliant
Vehicles stored to prevent contamination, damage or hazard	Compliant	Not Compliant	Not Compliant	Compliant
Deep Clean Program	Not Compliant	Not Compliant	Compliant	Compliant
Preventative maintenance of equipment (e.g. oxygen and suction testing)	Not Compliant	Compliant	Not Compliant	Compliant

It is evident from the data that PRPS compliance with standards has progressively improved. All four categories were compliant with the Ministry requirements in 2016 for the first time. Continuous measurement of these categories is important to ensure ongoing high quality of standard equipment in paramedic vehicles, in turn supporting a high quality service.

4.3 PATIENT EXPERIENCE

Patients' level of satisfaction with the quality of care provided by PRPS and the experience of how it was received.

Evaluating the user experience with paramedic services contributes to the understanding of how satisfied clients are, as well as potential service improvement areas within the system.

Patient experience with the PRPS was examined using the following three measures:

- *Overall client satisfaction*
- *Complaints related to response time*
- *Commendations and complaints related to crew conduct*

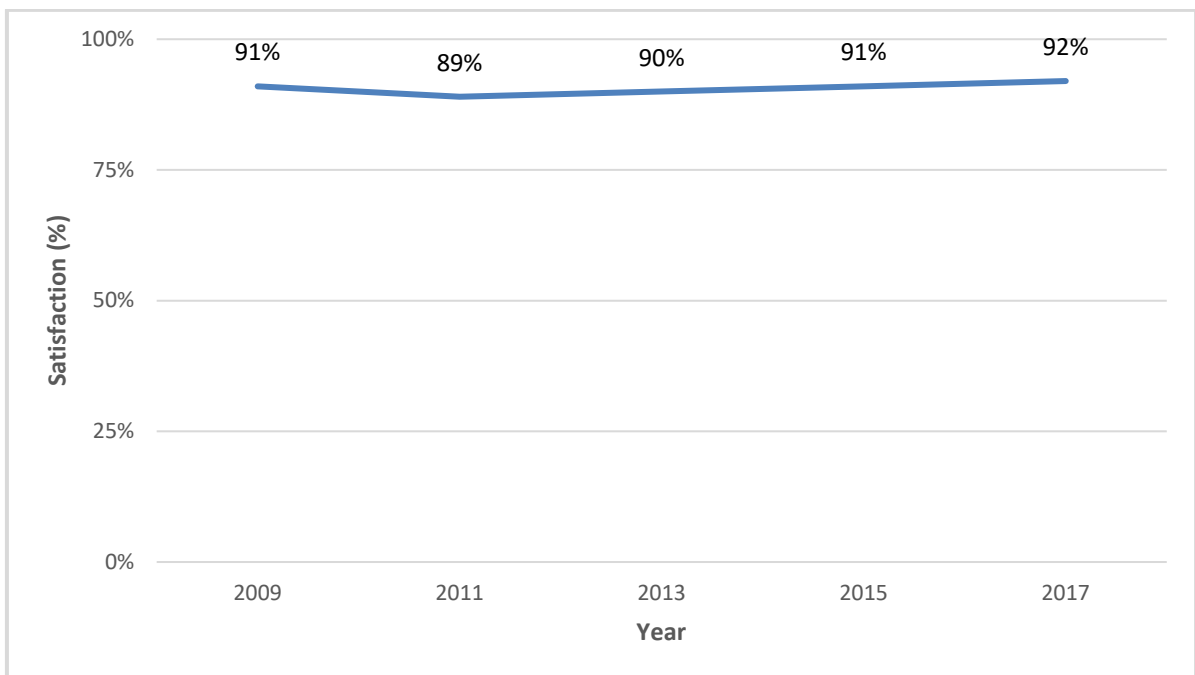
4.3.1 Overall Client Satisfaction with Paramedic Services

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Overall client satisfaction with paramedic services is assessed through the Region of Peel's external client satisfaction survey. This survey is administered by an external agent every two years to a sample of residents who received paramedic services in the past year. The response rates have ranged between 12% to 23%. Residents are asked to rate their satisfaction (on a scale of one to 10) on questions ranging from satisfaction with response times, transport to the hospital, interaction with the paramedic(s), and overall care provided by the service. Responses to these questions are combined for the overall client satisfaction of paramedic services results.

Results between 2009 to 2017 are shown in the graph below (Figure 7) and indicate that overall client satisfaction with paramedic services has remained stable since 2009, ranging between 89% and 92%.

Figure 7: Overall Client Satisfaction with Paramedic Services



4.3.2 Complaints Related to Response Time

A second measure used to assess patient experience is the *Complaints related to response time*. Data are sourced from the Peel Region complaints line that is managed by the Risk and Audit Unit within PRPS. The complaints line is advertised through the paramedic services website and can be accessed via phone or email.

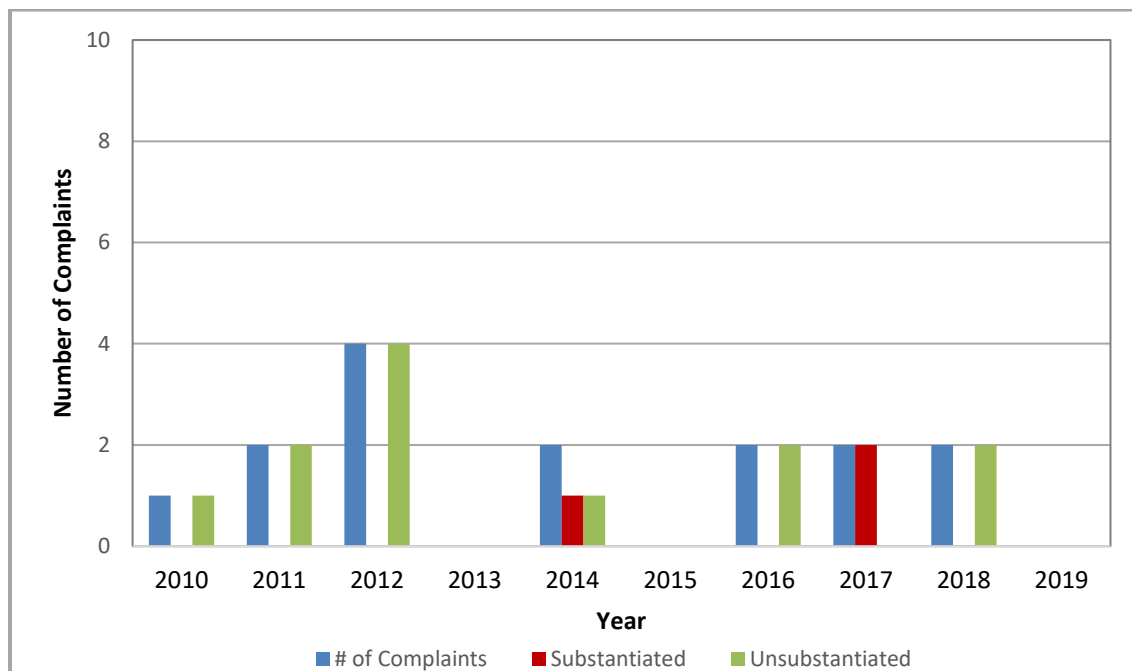
Figure 8 shows the number of complaints received between 2010 and 2019 range from 0 to 4 each year. All complaints received are reviewed by paramedic services; the client's expected response time is compared with the guidelines set by the Ministry and determined to either be *substantiated* or *not substantiated*. Of the 15 total complaints received during the period, 20% (three) were substantiated.

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Overall, these data generally indicate that clients are satisfied with paramedic services in Peel; however, given the small number of responses and the relatively ad hoc nature of the data collection methods (in particular, the Complaints Line) these results should be viewed with caution.

Satisfaction survey respondents are increasingly satisfied, and a small number of complaints have been made and a fewer number substantiated over the past nine years. In future, the Region may consider opportunities to expand the reach of the surveys and improve the survey response rate. The scope of the survey questions may also be expanded to better identify and understand areas for improvement. The small number of response time complaints received on the complaints line could indicate that there are, in fact, few complaints due to client satisfaction with the response times, or that few clients are aware that a complaints line exists. The Region of Peel may consider broadening communication on the provision of feedback for paramedic services as well as expanding the ways that clients may communicate their concerns. Furthermore, alternate methods for assessing client satisfaction should be explored to gain a better understanding of patient experience.

Figure 8: Public Complaints related to Response Time from 2010 to 2019



*For the year 2019, only first quarter data are available.

4.3.3 Commendations and Complaints Related to Crew Conduct

Patient experience was also assessed by the number of *commendations and complaints related to crew conduct*. Crew conduct contributes to a client's pre-hospital care experience and encompasses transport to provision of care, enabling clients to make note of paramedic driving, attitude and the way in which care was provided. *Complaints related to crew conduct* were captured through the Peel Region complaints line, while *commendation related to crew conduct* were collected from letters sent by patients to the Chief's Office. Collection of commendations letters started in 2012 as a timely alternative for monitoring

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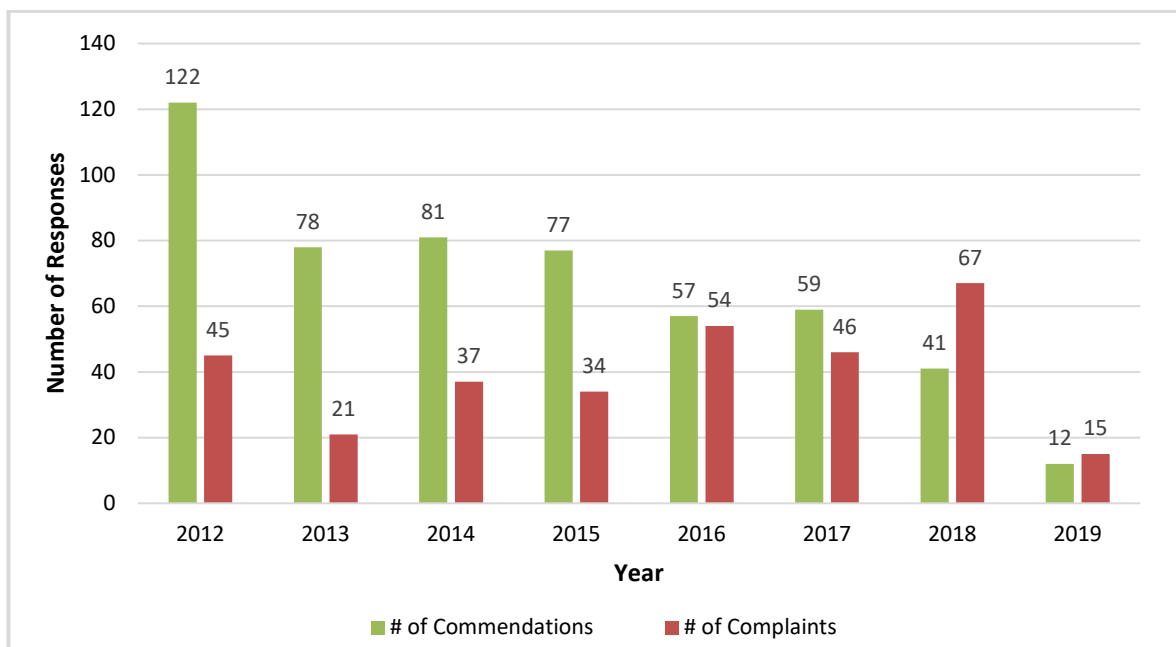
customer satisfaction and experience. The letters are another way that clients can comment on the way paramedics provided care, in some cases noting whether the paramedics went above and beyond their duty.

While these methods of data collection are informal and uncontrolled, they provide some interesting information. Similar, to the Complaints Line, results should be viewed with scepticism given the relatively low number of responses and the ad hoc nature of data collection.

Figure 9 illustrates the number of commendations and complaints received from 2012 to March 2019. The counts of commendations tended to outnumber the complaints related to crew conduct between 2012 to 2017. During this period, the greatest difference was observed in 2012, with 63% (77) more commendations compared to complaints; the least difference was observed in 2016 with only 5% (3) more commendations than complaints. The highest number of commendations (122) were received in 2012, while 2018 saw the most complaints (67). Overall, the number of commendations has been declining since 2012; there has been a 66% decline between 2012-2018 (81 fewer letters). Complaints have been gradually rising, 33% during the same time.

The data demonstrates that clients have generally sent more letters of gratitude and commendations regarding paramedic conduct between 2012 to 2017. However, the gradual rise in the number of complaints over commendations in 2018 warrants attention to understand potential causes as well as outline solutions for improvement (understanding the information provided does not provide a robust accounting of either complaints or commendations).

Figure 9: Public Commendations and Complaints Related to Crew Conduct, 2012 to 2019



**For the year 2019, only first quarter data are available*

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4.4 PARAMEDIC WELL-BEING

The health and wellness of paramedics - the degree to which health and wellness of paramedic providers is maintained or improved and allows for a work-life balance.

According to the *Canadian Paramedic Health and Wellness Report*, certain operational factors were identified as contributors to poor mental health and well-being among paramedics. These include significant offload delays, forced overtime, lack of time on duty to attend to personal needs, lack of and/or poor communication between dispatchers and crews, and lack of staff resulting in denied requests for time off (Fischer and MacPhee, 2017). Investigating such contributors allows for a deeper assessment of the operational readiness of paramedics, especially since provider health and wellbeing have been found to impact the quality of care provided (Bodenheimer & Sinsky, 2014). PRPS captures four measures that are similar, albeit not identical, to the contributors from the *Canadian Paramedic Health and Wellness Report*, as follows:

- *Employee engagement*
- *Amount of face-to-face time with staff and management*
- *Number of meal-breaks not taken during shifts*
- *Number of end-of-shift overruns*

In addition to these measures, anonymized data regarding paramedic sick days and short-term and long-term disability claims had been requested. However, due to time constraints, data quality, and completeness, this information was not available for analysis at the time of writing. The team continues to investigate the feasibility of receiving anonymized data for future analysis.

4.4.1 Employee Engagement

The Region of Peel recognizes that a satisfied and engaged workforce results in better service provision to the community. Three specific areas of employee engagement were assessed based on Region of Peel's aims to foster environments that enable employee engagement: how equipped and empowered staff feel to make decisions and access training (*satisfaction with career development*), how visible and supportive senior management is to all staff (*manager working relationships*) and whether staff receive recognition or rewards for their daily efforts (*employee recognition*). All three areas are covered in the Employee Satisfaction Survey (ESS), which is administered by the Region of Peel to each department and division. Every two years, surveys are sent to departments within the Region including PRPS, achieving an overall response rate of 77% in 2016 and 69% in 2018.

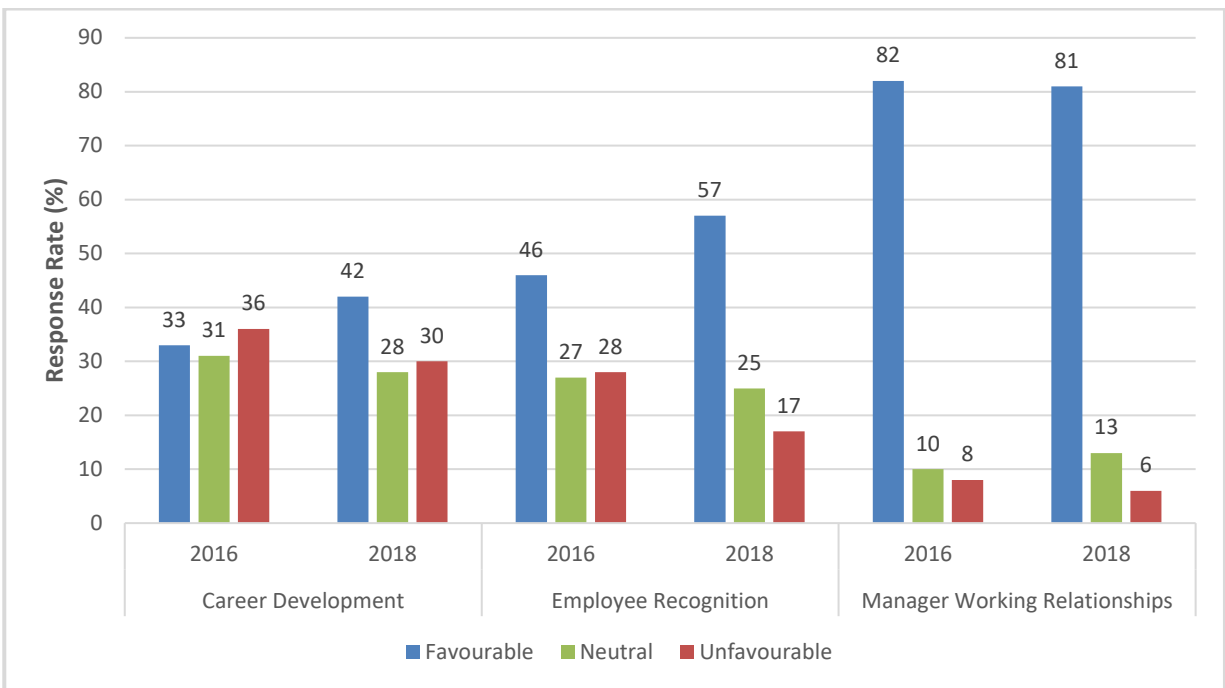
An assessment on the level of staff engagement was made by reviewing responses to questions related to *satisfaction with career development*, *employee recognition*, and *manager working relationships*. Figure 10 illustrates the percentage of employees that provided a favourable, neutral, or unfavourable response to the three areas of employee engagement.

Of the three areas, *manager working relationships* was rated the highest with 81% of responses being favourable in 2018 compared to 42% and 57% in *career development* and *employee recognition*, respectively. The percentage of favourable responses increased by 9% from 2016 to 2018 for both *career development* and *employee recognition*, while

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unfavourable responses declined 6% for career development and 11% for employee recognition in these same two areas. While these improvements demonstrate the positive effects of improved working relationships between paramedics and their manager, there are opportunities to improve employee engagement so that staff feel supported in their career development and receive recognition for their service.

Figure 10: Percentage of Favourable, Neutral and Unfavourable Responses in Three Areas of Employee Engagement from Employee Satisfaction Surveys in 2016 and 2018



4.4.2 Amount of Face-To-Face Time with Staff and Management

Engaged and supported paramedics translates into a workforce that is informed and ready to provide timely, high quality pre-hospital care to the community, which can potentially affect health outcomes. Parades were introduced in the Divisional Model to provide daily face-to-face-interaction between paramedics and their supervisors.

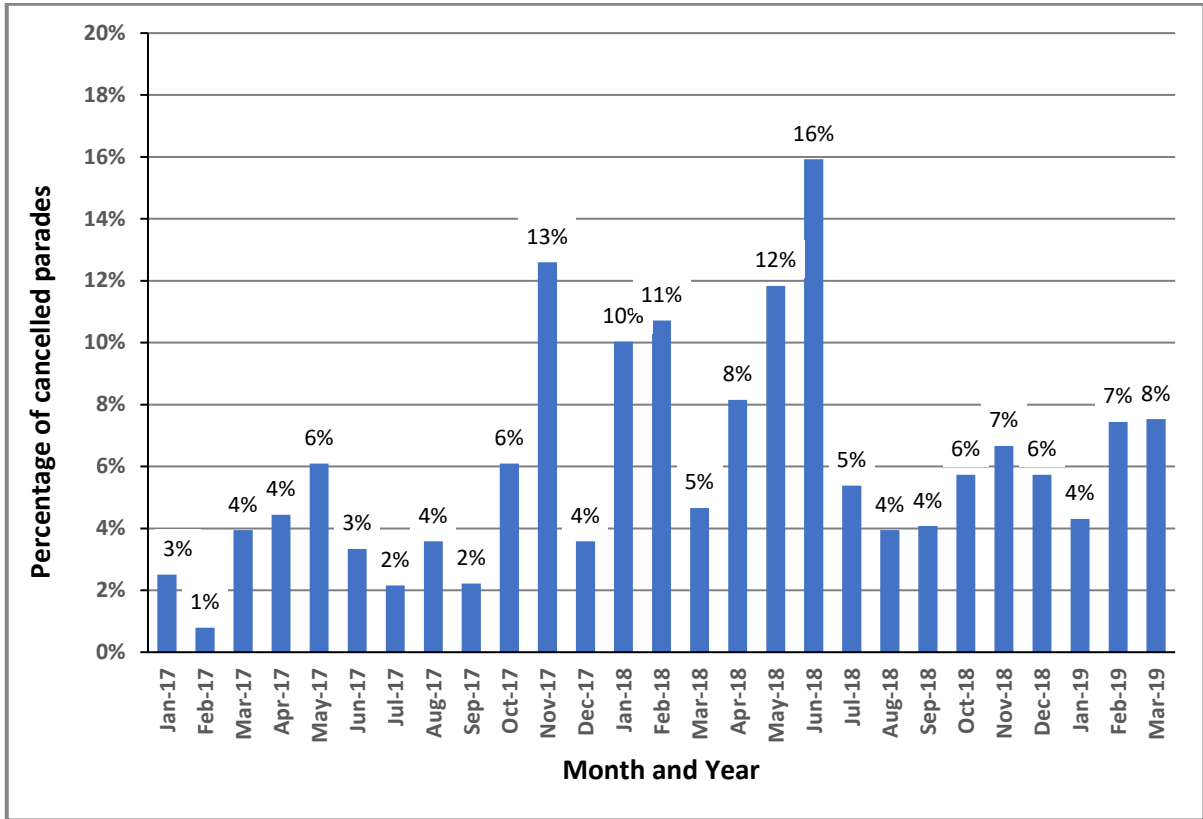
A parade is a pre-shift session where paramedics and supervisors can discuss employment requirements, reminders or updates related to policy and other factors that will impact work in the field, station-specific updates, training reminders, road conditions that may affect travel, as well as provide recognition for services and discuss any other concerns. Furthermore, parades can be a means to boost the morale of the paramedics, enabling supervisors to provide support, build comradery, and increase staff engagement (Fischer and MacPhee, 2017).

Figure 11 shows the percentage of cancelled parades per month since implementation, from January 2017 to March 2019. Overall, PRPS has held parades over 90% of the time since 2017. Since July 2018, the cancellation rate has been under 10% with the highest

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cancellation rate being 16% in June 2018. Reasons for cancellations tended to be due to emergency calls or other operational demands.

Figure 11: Percentage of Cancelled Parades per Month from January 2017 to March 2019



4.4.3 Number of Meal-Breaks not Taken During Shifts

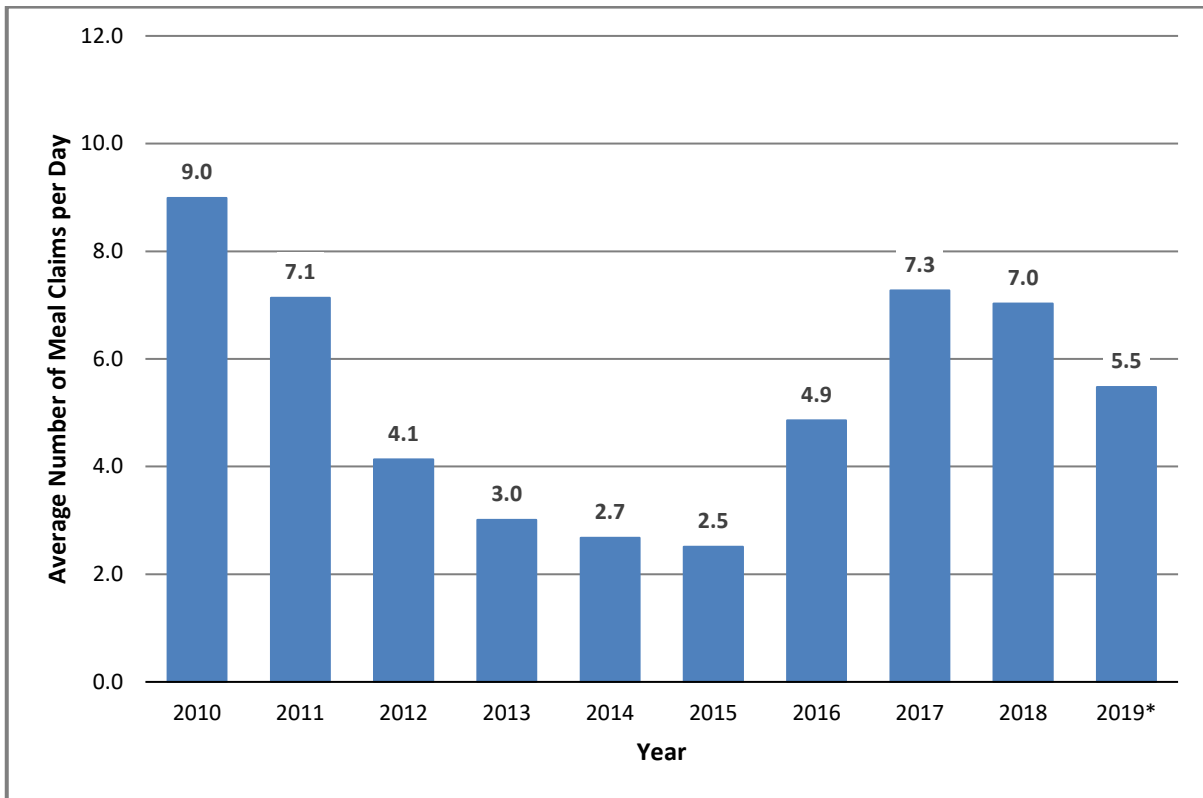
The opportunity for paramedics to have time during their shift to attend to personal needs, such as meal times, is a relevant factor for overall health, well-being, and morale (Fischer and MacPhee, 2017). Having no time to eat affects the paramedics' experience and their perception of their job, adds more pressure to continue performing efficiently, and places paramedics in a situation where they need to compromise their needs to meet the population emergency needs (Fischer and MacPhee, 2017). In this regard, *meal claims*, which are the number of meal breaks not taken by staff during their shifts, have been measured daily since 2010.

Figure 12 illustrates the average annual meal claims submitted daily from 2010 to March 2019 (represents all meal claims submitted, not adjusted by paramedic or shift which is a data limitation). The average number of meal claims submitted per day has steadily declined from 9.0 submissions in 2010 to 2.5 submissions in 2015; meal claims increased in 2016 and 2017 to a total of 7.3 submissions or a 4.8% increase; claims are declining in 2018 (7.0 submissions) and 2019 (5.5 submissions). These data suggest that more meal breaks are being taken since 2010 as there are less submissions reported; however, the data should be

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interpreted with caution as PRPS is reviewing and making improvements to capturing this information.

Figure 2: Average Daily Meal Claims by Year from 2010 to March 2019



*For the year 2019, only first quarter data are available.

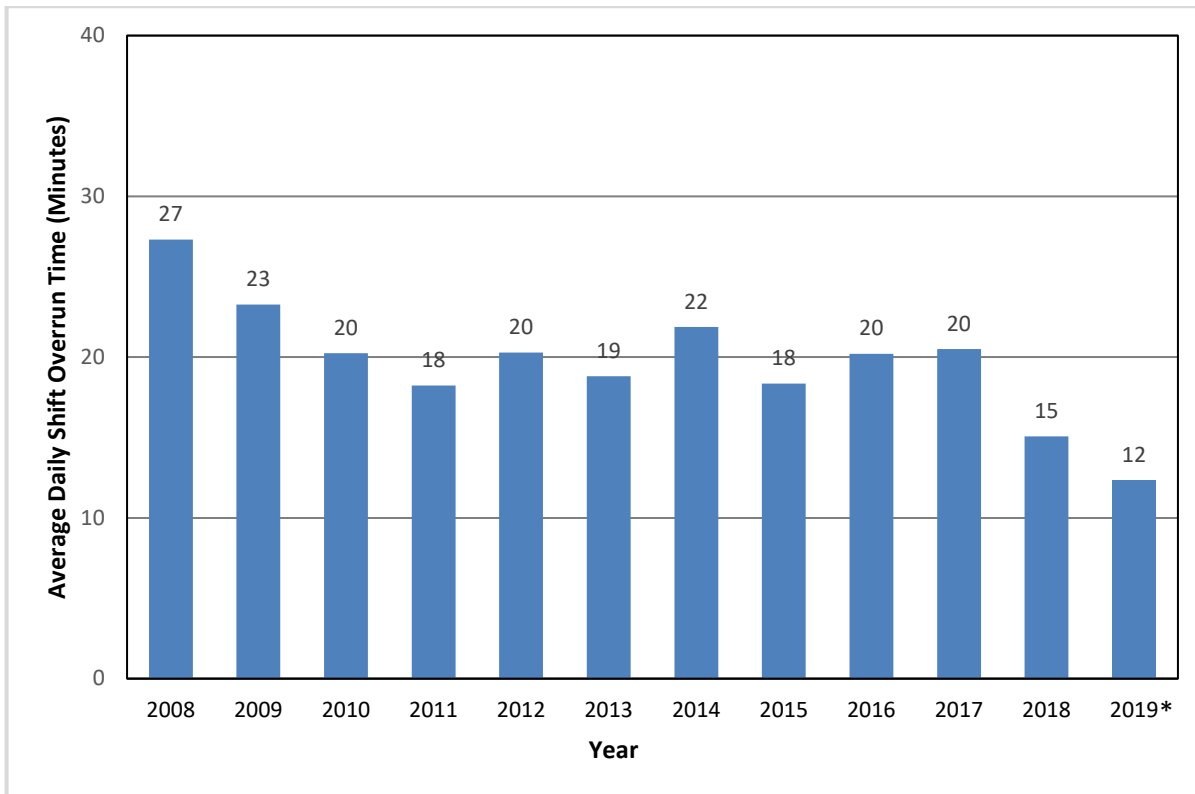
4.4.4 Number of End of Shift OVERRUNS

PRPS regularly logs the hours worked by paramedics (via ambulance) per shift, including any additional over time hours, referred to as *end of shift overruns*. Fischer and MacPhee (2017) identified forced overtime as a factor contributing to poor mental health and well-being. Working additional hours puts more strain on paramedics, depleting energy, and increasing fatigue, contributing to potential paramedic burnout (Fischer and MacPhee, 2017). System-based supports that allow paramedics to leave at the end of their scheduled shifts are important to enable paramedics to feel sufficiently rested to report for duty and deliver high-quality pre-hospital care.

Figure 13 shows the average daily *end of shift overruns* (in minutes) by ambulance per year from 2008 to March 2019. The average daily end of shift overrun time has fallen from 27 minutes in 2008, to 12 minutes in 2019, a gradual decline of 55% (15 minutes from 2008 to 2019). Although these results demonstrate that system supports are contributing to a reduction in forced overtime hours, paramedics continue to stay past their shifts.

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Figure 33: Average Daily Ambulance End of Shift Overtime Per Shift by Year, 2008 to March 2019



*For the year 2019, only first quarter data are available.

Paramedics are bound by legislation to respond to emergency calls; however, number of calls and when calls are received are out of the control of the PRPS. In this respect, administrators can plan meal breaks and shift schedules that may not always be possible to implement. Moving forward, the number of meal breaks not taken and end of shift overruns should continue to be monitored as a way to assess pressures on the paramedic workforce. Furthermore, other measures that examine paramedics’ perceptions of and strategies for dealing with workload, should be investigated to further assess what system-based supports aid paramedics to perform at their best.

Factors affecting mental health is a key missing piece without adequate data for assessment in this report. Since February 2019, the Paramedic Services Psychological Health and Safety Advisory Group has been working towards fulfilling the Psychological Health and Safety in the Workspace Standard. A working group has been created to recommend specific mental health indicators that would examine the impact of psychological health and safety. This is an important development that will enable PRPS to appropriately measure and assess the mental health status of the paramedic workforce on an ongoing basis.

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5. DISCUSSION

The Quadruple Aim was the framework used to review the implementation of the Divisional Model by PRPS. The premise of this framework is that the simultaneous pursuit of the four Aims of service efficiency, quality pre-hospital care, patient experience and paramedic well-being will drive optimal system performance. The review demonstrated that implementation of the Divisional Model in Peel has supported system optimization, with several areas for improvements identified. Some key successes found through this review are outlined below under each of the four Aim categories.

- **Improved service efficiency:**
 - Strategic placement of stations supporting effective coverage and increased ability to respond to emergency calls in a timely manner;
 - Co-located reporting and satellite stations, resulting in reduced building costs;
 - Dedicated logistics technicians readying vehicles at each Reporting Station, resulting in more paramedic time on the road; and
 - A centralized inventory management system that reduces waste and improves organization.
- **Improved quality pre-hospital care:**
 - Increased compliance with Ministry standards, including full compliance with all standards for the first time in 2016.
- **Improved patient experience:**
 - External satisfaction survey results for PRPS trending slightly above 90% between 2009 and 2018; and
 - Very few complaints from the public regarding PRPS response times between 2010 to 2019.
- **A focus on paramedic well-being:**
 - Daily parades, enabling face-to-face interactions with management and front-line paramedics; and
 - A reduction over time in shift overruns, allowing paramedics to go off duty on time and reduce the risk to health and well-being.

5.1 Opportunities for Improvement

The Review also identified the following areas where continuous improvement is needed:

- Reducing response times for CTAS 1 and CTAS 2 calls
- Improving measurement of paramedic well-being and client experience
- Enhancing and Continuing Data Collection on the Vehicle Readying Process

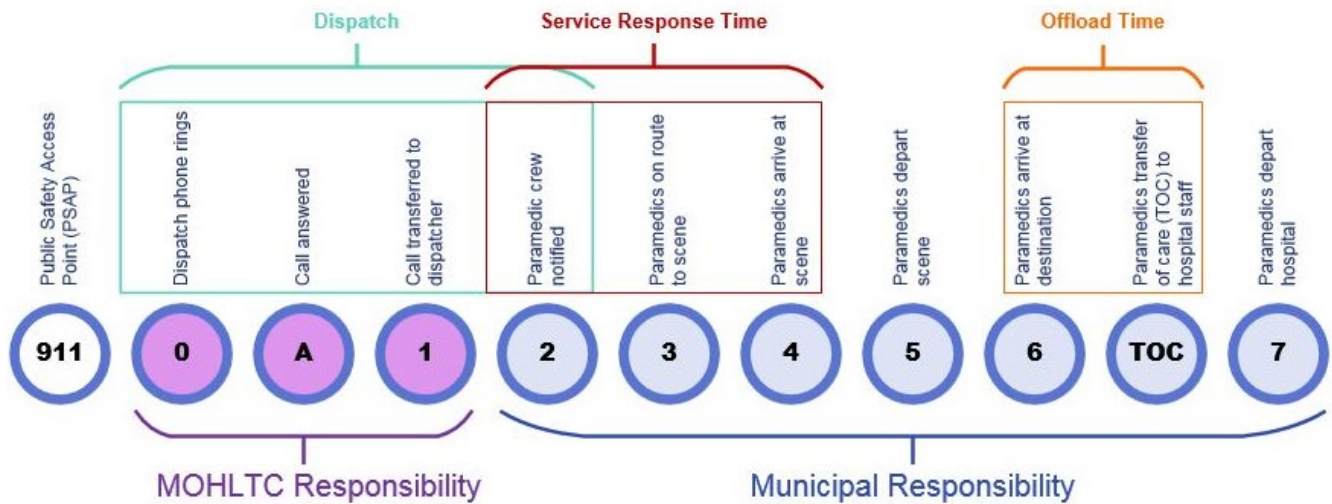
5.1.1 Reducing Response Time for CTAS 1 and CTAS 2 Calls

PRPS is challenged to meet response time targets for its most critical calls that paramedics triage as CTAS 1 and CTAS 2, under the Canadian Triage Acuity Scale (CTAS). These calls account for 25% of current call volume and require the most timely response. While PRPS has no control over the volume or type of 911 calls, it will need to continue to revise its Deployment Plan, and review staffing and station placement to support the identification of more specific opportunities to improve response times in these two categories. It should be noted that in addition to due diligence by PRPS to proactively manage demand, improvements in response times are dependent on a partnership with the Ministry. As noted in Figure 14 below, the Ministry and municipalities both have responsibilities across

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the paramedic call response process. The Ministry's responsibility for dispatch continues to challenge the ability of municipalities to manage demand in their systems. The Ministry-operated CACC uses out-dated patient triaging technology that has been proven to over-triage calls, placing an added burden on the service. Calls triaged by paramedics on-scene to be CTAS 1, CTAS 2 and CTAS 3 are regularly unnecessarily coded by the CACC as the highest urgency category (because of their outdated triage algorithms). Furthermore, paramedics do not have an accurate patient assessment prior to arrival on the scene to determine whether a call is in fact life-threatening. The Ministry has announced plans to replace patient triaging technology used in its CACCs and 'modernize' the CACC system, but no specifics have been shared.

Figure 44: Overview of Paramedic Services Call Process



5.1.2 Improving Measurement of Paramedic Well-Being and Client Experience

As research shows, both the provider and patient experience impact optimal functioning of a service (Bodenheimer & Sinsky, 2014). Overall, client satisfaction has remained high and very few complaints have been received about response times. While this paints a positive picture, it also speaks to work that needs to be done. The low number of complaints raises questions about whether there is good client satisfaction with PRPS' response times or if there is low public awareness or accessibility to the Complaints Line. Reviewing the processes through which complaints and commendations can be logged and assessing the reach and scope of the client satisfaction survey will help to ensure that patient experience is appropriately captured, measured and reported to inform decision-making.

Review findings related to employee engagement demonstrate the positive effects of fostering improved working relationships between paramedics and their manager. The findings also demonstrate that there are areas for improvement related to staff feeling supported in their career and receiving recognition for their service. PRPS may consider expanding the scope of questions used in their survey by including factors affecting mental wellness, which is critical to paramedic well-being. Existing work that has placed greater focus on paramedic well-being in recent years can be leveraged in this regard.

**APPENDIX II
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A hallmark of the Divisional Model was the creation of Logistics Technician positions. These positions have helped improve inventory control and management, enabling increased compliance with Ministry standards that supports quality of care. In addition, Logistic Technicians have supported paramedic well-being by assuming ambulance cleaning and restocking duties at the beginning and end of shift. This is particularly important for paramedics coming off a difficult call in the community. The Make Ready Process, which was formally evaluated in 2013, demonstrated that the process saved paramedic time. While these successes were well documented in that evaluation, regular and continuous collection of data associated with the vehicle readying process and its impact across the four Aims is needed to highlight ongoing successes, support ongoing continuous improvements and reduce variability between staff, processes, stations and other variables.

5.2 Measuring and Managing System Performance within a Context of Growth and Change

On the whole, the Divisional Model has enabled PRPS to deliver high quality pre-hospital care to the Peel community. Continuing to build on the successes of the past and developing a culture of continuous improvement, whereby opportunities of improvement (such as those identified above) are regularly identified, addressed and tracked, will continue to aid PRPS in meeting the growing demands in the Peel community. The growth and extent of change within Peel cannot go unmentioned. Data collected as part of this Review demonstrated year over year increases in the number of emergency calls responded to by PRPS, with an average rate of growth of over 9% between 2016 and 2018. Between 2015 to 2018, this has equated to an additional 30,000 calls and by the end of 2019, it is predicted that PRPS will respond to approximately 150,000 calls annually, or 411 calls per day.

This increased demand will challenge PRPS to continue to perform effectively. As a result, it is suggested that PRPS develop a formal performance measurement framework to monitor and support continuous quality improvement and build on the current reporting and performance measurement processes already in place. Findings in this Review can be leveraged to inform a comprehensive approach to optimizing paramedic services in Peel. Moving forward, the performance measurement and reporting framework should inter-connect operational, outcome, process and performance data to inform various levels of decision-making.

As priorities and pressures change, modifications to the performance measurement framework may need to be made to ensure that gaps in processes and related data are addressed and what is being measured is most relevant. Keeping the performance measurement framework fluid and relevant to the current context will further support the development of a culture of continuous improvement and learning, where data are used to regularly assess, measure, improve, report, correct and sustain performance.

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This Review was led by staff within the Strategic Policy and Performance Division in Health Services. The names and credentials of this core project team members are provided in Appendix C. It is important to also acknowledge here the expertise and insight provided by key members of PRPS management, as well as subject matter experts, including:

- Peter Dundas, Chief and Director, Paramedic Services
- Brian Gibson, Deputy Chief, Paramedic Services
- Daniella Samulewski, Manager, Planning and Performance, Paramedic Services
- Daniel Maia, Manager, Logistics, Paramedic Services
- Tom Kukolic, Commander, Paramedic Services
- Claudia Mititelu, Supervisor, Performance & Quality Management, Paramedic Services
- Elizabeth Lane, Senior Financial Analyst, Business and Financial Planning – Health Services
- Dave Wakely, President, OPSEU L277

Finally, guidance and advice provided by senior leadership and other experts within the Region helped to ensure the Review was framed effectively and considered all perspectives. Key supports in this regard included:

- Nancy Polsinelli, Commissioner, Health Services
- Michelle Morris, Director, Enterprise Risk and Audit Services
- Scott Fry, Manager, Communications

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8. APPENDICES

Appendix A: List of Paramedic Stations in Peel

Table A1: South West District (Streetsville Reporting Station)

Primary Post Location	Address	Ward #	Opening Year
Streetsville Reporting Station (Co-located)	2492 Thomas Street	Mississauga, Ward 11	2019
Falbourne Station	5841 Falbourne Street	Mississauga, Ward 5	2018
Clarkson Station*	1578 Finfar Court, Unit 4	Mississauga, Ward 2	2004
Mavis Station (Co-located)	3190 Mavis Road	Mississauga, Ward 6	2018
Kitimat Station*	6810 Kitimat Road	Mississauga, Ward 11	2004
Lorne Park Station	1188 Lakeshore Road	Mississauga, Ward 2	2019 (Future)
Sheridan Park	2230 Sheridan Park Road	Mississauga, Ward 2	2019 (Future)

Table A2: South East District (Tomken Reporting Station)

Primary Post Location	Address	Ward #	Opening Year
Tomken Reporting Station (Co-located)	6825 Tomken Road	Mississauga, Ward 5	2012
Winding Trail Station (Co-located)	1355 Winding Trail	Mississauga, Ward 3	2013
Tedlo Station*	2355 Tedlo Street	Mississauga, Ward 7	2004
Maingate Station*	5299 Maingate Drive	Mississauga, Ward 5	2004
Goreway Station (Co-located)	7101 Goreway Drive	Mississauga, Ward 5	2011
Airport Station (Co-located)	6375 Airport Road	Mississauga, Ward 5	2016
East Avenue Station	938 East Avenue	Mississauga, Ward 1	2019 (Future)

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Table A3: North West District (Rising Hill Reporting Station)

Primary Post Location	Address	Ward #	Opening Year
Rising Hill Reporting Station	25 Rising Hill Ridge	Brampton, Ward 6	2017
Kingsway Station (Co-located)	75 Kingsway Drive	Mississauga, Ward 5	2017
Lynch Station (Co-located)	55 Trueman Street	Brampton, Ward 3	2018
Heartlake Station ³	91 Sandalwood Parkway East	Brampton, Ward 2	2014
Valleywood Station (Co-located) ⁴	2 Snelcrest Drive	Caledon, Ward 2	2013

Table A4: North East District (Fernforest Reporting Station)

Primary Post Location	Address	Ward #	Opening Year
Fernforest Reporting Station (Co-located)	1600 Bovaird Drive East	Brampton, Ward 9	2015
Ann Station (Co-located) ⁵	28 Ann Street	Caledon, Ward 5	2019
Caledon East Station (Co-located)	6097 Old Church Road	Caledon, Ward 3	2017
Victoria Station	40 Victoria Crescent	Brampton, Ward 7	2013
Exchange Station	75 Exchange Drive	Brampton, Ward 8	2015
Charleston Station* (Co-located) ⁶	3611 Charleston Side Road	Caledon, Ward 1	2004
The Gore Station (Co-located) ⁷	10775 The Gore Road	Brampton, Ward 10	2014
Bolton Station	41002 Highway 50	Caledon, Ward 5	2019 (Future)

* Denotes conversion of standalone station to satellite station.

³ Also referred to as Sandalwood Station

⁴ Also referred to as Snelcrest Station

⁵ Also referred to as Bolton Station

⁶ Also referred to as Caledon or Caledon Village Station

⁷ Also referred to as Gore Road Station

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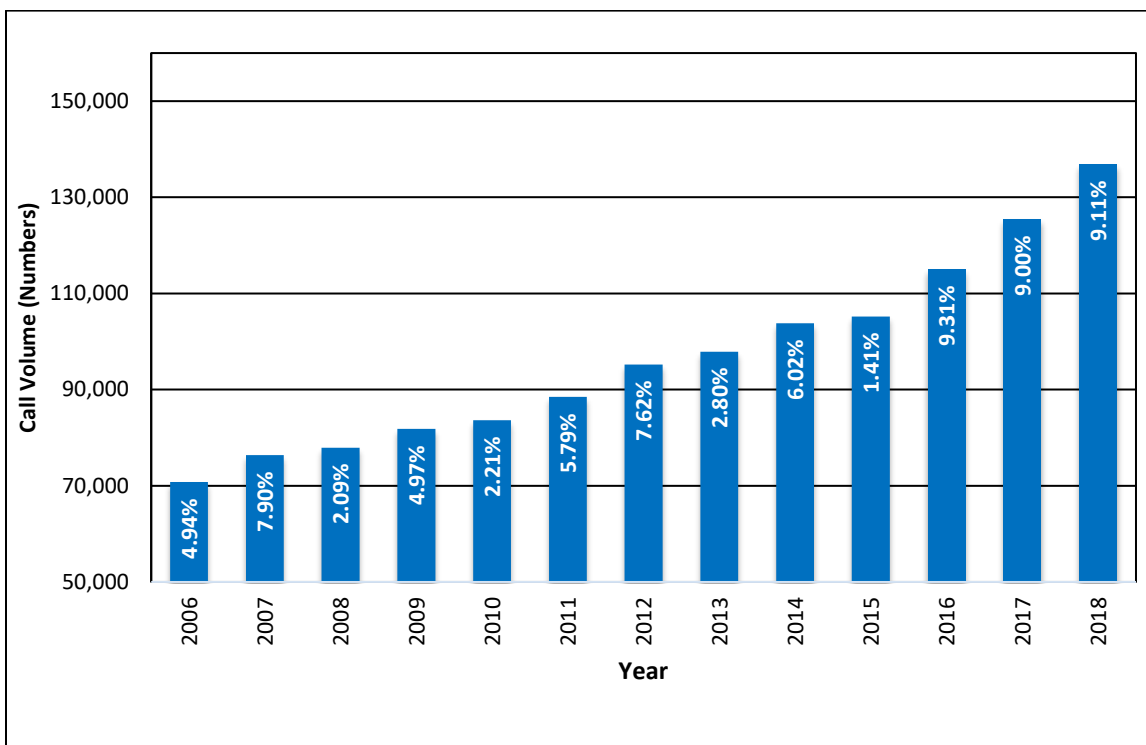
Appendix B: Summary of System Pressures

PRPS faces ongoing pressures that challenge the ability to continue to deliver high quality pre-hospital care in Peel. Pressures on the system are summarized in this Appendix through assessment of the growth in call volume and the time spent in 'code capacity' and 'code critical.'

Call Volume Growth in Peel

Call volume growth in Peel is displayed in Figure B1 and shows the yearly number of calls (y-axis) and the yearly growth in call volumes (text labels on the bars) for the years 2006 to 2018. The year 2015 shows the lowest growth with call volumes increasing from 103,771 calls in 2014 to 105,230 calls in 2015 (increase of 1.4%). The average percentage increase in call volume between 2006 to 2015 was 4.5%; however, the last three years (2016 - 2018) have seen an average increase of over 9%. Comparing the year 2015 when 105,230 calls were received and the year 2018 when 136,799 calls were received, an increase of 31,569 calls (30% increase) was observed. The nature and volume of emergency calls requires continuous monitoring and investigation to predict and respond to growth.

Figure B1: Call Volume, 2006-2018



Over the years, additional vehicles and staff have been added throughout the implementation of the Divisional Model to support paramedic response to an increasing number of calls. Both the number of vehicles and shifts per day have increased with the opening of each reporting station. Since the opening of Tomken reporting station in 2012, the number of shifts per day have increased from 79 (2012) to 93 (2018) and the number of vehicles has increased from 34 (2012) to 95 (2018). It is expected that as the volume of calls continues to increase, so will the required number of shifts per day and the number of vehicles.

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Code Capacity and Code Critical

To better understand system pressures, hours spent in *Code Critical* and *Code Capacity* were examined.

- *Code Critical* refers to instances when there are only five vehicles available for emergency calls within the Region, and
- *Code Capacity* occurs when there is only one vehicle available within the Region.

Analyses related to these two measures are not shown due to several data limitations that hindered robust interpretation. The data are not comparable over time due to changing code definitions, gaps in data collection, changes in the code notification procedures, and implementation of the System Status Management software that changed how data are collected.

**APPENDIX II
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Brian Laundry, Director, Strategic Policy and Performance, has over 30 years experience in research, business and policy analysis, strategic planning, and has held senior management positions in the areas of occupational health, primary care, public health, and home and community care, working at the local, provincial and health system (LHIN) level. He has an Honours BSc in Human Kinetics from the University of Guelph and a MSc in Community Health and Epidemiology from Queen's University.

Elizabeth Estey, Manager, Health Performance and Accountability, has over 10 years of experience in health services research, health system policy analysis, and strategic planning. She has an Honours B.A. and an interdisciplinary Master's degree in Knowledge Translation from the University of Victoria.

Soma Mondal, Manager, Health Analytics, has over 15 years of experience in the health and health care research sectors, with expertise in policy development, program implementation, and analytics. She has an Honours BSc, a Master's degree in molecular biology, and a PhD in developmental neurobiology from the University of Toronto.

Anita Ram, Advisor, Health Performance and Accountability, has over 15 years of experience in both the health and education sectors conducting research, evaluations, and analyses. She has a B.Sc. from the University of Waterloo, a Master's degree from the University of Victoria, and a Ph.D. from the University of Toronto.

Faraz Zaidi, Advisor, Health Analytics, has over 15 years of experience working with data and analytics. He has a B.S. in Computer Science from the University of Karachi, a Master's degree in Algorithms and Complexity from the University of Montpellier, a Master's degree in Software Engineering from MAJU University, and a PhD in Data Mining and Visual Analytics from the University of Bordeaux.

Cullen Perry, Analyst Health Services Policy and Research, Strategic Policy and Projects, has over 12 years of experience researching and advising Health Services leadership on local and provincial health system policy from a municipal perspective. He specializes in emergency health services, home and community care, and mental health and addictions. He has an Honours B.A. in History and Sociology from Carleton University and has also completed studies in public policy and program development and evaluation.

David Kelly, Health Data Analyst, Strategic Policy and Performance, has over 20 years of experience compiling and analyzing data. He has a B.A. from Brock University and a Research Analyst Graduate Diploma from Georgian College.

Patrycja Kolpak, Analyst, Health Analytics, has over 6 years of experience conducting specialized analyses in the Public Health, Epidemiology and Health Care sector. She has a B.A. from the University of Toronto and a Master's degree in Spatial Analysis from Ryerson University.

Winsela Lobo, Business Performance Analyst, Health Performance and Accountability, has over 5 years of experience conducting specialized analyses in the Health Services sector. She has a BComm in Business Management from Ryerson University and a Business Analyst Diploma from Sheridan College.

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Appendix D: Key Milestones and Deliverables Associated with Review of Divisional Model

Table D1: List of Milestones, Deliverables and Timelines

Milestones	Description and Deliverables	Timelines
Initial consultations	<ul style="list-style-type: none"> Initial consultations with Paramedic Services and Health Services leadership to determine approach and focus for the work 	Fall 2018
Project launch	<ul style="list-style-type: none"> Project initiation, including finalized project approach, milestones and timelines 	January 2019
Report review	<ul style="list-style-type: none"> Report review for background on Divisional model, intended objectives and historical context 	February 2019
Literature review	<ul style="list-style-type: none"> Review of literature to determine suitable approach for context of measuring Peel Paramedic Services 	February 2019
Council Motion	<ul style="list-style-type: none"> Motion requesting an update on Divisional Model review in Spring 2019 Changes to project staffing, oversight, timelines to meet new deadline 	February 2019
Measure definition and validation	<ul style="list-style-type: none"> Measures for Divisional model identified within Quadruple Aim Framework Measures validated within each Quadruple Aim category 	March/April 2019
Data collection and analysis	<ul style="list-style-type: none"> Data collected representative of pre- and post-divisional model (where able) Data analysis 	March/April 2019
Report writing	<ul style="list-style-type: none"> Findings interpreted for each Aim Report written 	April/May 2019
Final submission	<ul style="list-style-type: none"> Final report submitted to Commissioner of Health Services 	May 2019

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Appendix E: Technical Specifications for Each Measure by Aim

Aim 1: Service Efficiency

Strategic Placement of Paramedic Stations; <i>Placement of paramedic stations</i>	
Alias	
Aim Category	Service efficiency
Reporting Frequency	Annual and when there are changes to post locations
Reporting Audience*	PRPS Planning and Performance Team and PRPS Working Groups
Data Source	Paramedic Stations, RPAM, 2019.
Data Quality	
Calculation & Methodological Notes	<p>Map of all active paramedic stations as of May 2019.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> All active paramedic stations regardless if reporting or satellite station. Additional symbol used in 2019 map to denote stations that are co-located with other services like fire and emergency services <p><i>Exclusions</i></p> <ul style="list-style-type: none"> RRU mobile post locations <p><i>Software used</i></p> <ul style="list-style-type: none"> GeoMedia (Hexagon Geospatial, Madison, AL)
Additional Comments	N/A

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Strategic Placement of Paramedic Stations; Comparing locations of stations with call volume	
Alias	
Aim Category	Service efficiency
Reporting Frequency	Annual
Reporting Audience*	PRPS Planning and Performance Team and PRPS Working Groups
Data Source	Paramedic Stations, RPAM, 2019. Call volume, ADRS, 2018.
Data Quality	Data are accurate as it is retrieved from ADRS database (date specific)
Calculation & Methodological Notes	<p>Map of annual call volume by Universal Transverse Mercator (UTM) grid cell in 2018 with active paramedic stations.</p> <p>The total amount of calls made in 2018 were summed according to each UTM grid cell for mapping. Paramedic stations were plotted on top of the grid cells</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • All active paramedic stations regardless if reporting or satellite station • All calls with a valid T3 (on route) i.e. start attending a call <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • RRU mobile post locations <p><i>Software used</i></p> <ul style="list-style-type: none"> • GeoMedia (Hexagon Geospatial, Madison, AL)
Additional Comments	

Strategic Placement of Paramedic Stations; Station travel time catchments	
Alias	Station Catchment Areas
Aim Category	Service efficiency
Reporting Frequency	
Reporting Audience*	
Data Source	Paramedic Stations, RPAM, Feb. 2019 Road network created from Single Line Street Network (SLSN, slsn.gdb), Peel Data Centre, Jan. 2019
Data Quality	SLSN data updated quarterly, and so, the networks represent all the road connections that exist within the Region of Peel in January 2019.
Calculation & Methodological Notes	<p>Vehicle travel time from nearest paramedic station (in minutes) is based on most ideal road conditions from each paramedic station to the surrounding area within Peel.</p> <ul style="list-style-type: none"> • Time threshold used to visualize travel time zones is the

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Emergency Health Services 2018 Response Time Standard (Regulation 257/00 Part VIII) plan times (targets) for Canadian Triage Acuity Scales (CTAS) 1 – 5.

The shortest path algorithm (created by Dijkstra) in the “Generate Service Areas,” Tool within ArcMap was used to create the map. It is illustrated in the following pseudocode with comments to explain how it works:

```

dist[s] ← 0 #distance to source vertex is zero
for all v ∈ V - {s}
  do dist[v] ← ∞ #set all other distances to infinity
S ← ∅ #S = set of visited vertices is set to empty
Q ← V #Q = the queue is set to contain all vertices
while Q ≠ ∅ #while the queue is not empty
  do u ← mindistance(Q,dist) #select the element of Q with the min.
  distance
  S ← S ∪ {u} #add u to list of visited vertices
  for all v ∈ neighbours[u]
    do if dist[v] > dist[u] + w(u,v) #if new shortest path found
      then d[v] ← d[u] + w(u, v) #set new value of shortest path
return dist

```

Pseudocode adapted from: Melissa Yan, “Dijkstra’s Algorithm,” PPT
<<http://math.mit.edu/~rothvoss/18.304.3PM/Presentations/1-Melissa.pdf>>, accessed: April 17, 2019

Inclusions

- All active paramedic stations regardless if reporting or satellite station as of February 2019

Exclusions

- Barriers (e.g. traffic or construction zones) in terms of impedance functions
- RRU mobile post locations

Methodology:

1. Attribute field added in SLSN database: “Minutes,” which divides the road speed limit (km/h) by the length of the road segment (converted to km from metres) and then multiplied by 60
2. Network dataset was built in ArcCatalog using the updated SLSN data
3. The “General Service Areas” Tool was executed, with the following parameters specified:
 - a. Facilities: paramedic stations shapefile
 - b. Break Values (*time thresholds):
 - i. For CTAS Levels: 8 10 13 14
 - c. Break Units: Minutes
 - d. Travel Mode: Vehicle
 - e. Advanced Analysis >> Travel Direction: TRAVEL_FROM
 - f. Polygon Generation >> Polygons for Multiple Facilities: NO_MERGE

For more details regarding the GIS Tool used, please refer to:

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	http://desktop.arcgis.com/en/arcmap/10.3/tools/network-analyst-toolbox/generate-service-areas.htm <i>Software used</i> <ul style="list-style-type: none"> ArcGIS Desktop 10.4.1, with Network Analyst Extension (ESRI; Redlands, CA)
Additional Comments	The model assumes that (a) ambulance is deployed from the station (which is not always the case as ambulances move throughout the day), and (b) no road barriers exist that may slow down ambulances while traveling, so the travel time zones represent the most ideal travel conditions from nearest paramedic station. It also does not account for the fact that ambulances can travel above the speed limit. Consequently, this measure illustrates the spatial coverage of the paramedic stations under ideal conditions.

Strategic Placement of Paramedic Stations; General land use 2018 with Region of Peel and neighbouring paramedic stations as of February 2019	
Alias	Generalized Land Use
Aim Category	Service efficiency
Reporting Frequency	Annual
Reporting Audience*	Region of Peel
Data Source	Peel Paramedic Stations, RPAM, 2019. General Land Use (glu_2018), Peel Data Centre, Publication DB, 2018
Data Quality	
Calculation & Methodological Notes	<p>Map of general land use within the Region of Peel with Peel paramedic stations and neighbouring paramedic stations</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> All active paramedic stations regardless if reporting or satellite station <p><i>Exclusions</i></p> <ul style="list-style-type: none"> RRU mobile post locations <p><i>Software used</i></p> <ul style="list-style-type: none"> ArcGIS Desktop 10.4.1 (ESRI; Redlands, CA)
Additional Comments	N/A

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Building Costs	
Alias	Comparison of building costs between co-located vs non-co-located stations
Aim Category	Service efficiency
Reporting Frequency	Monthly, annually and tri-annually
Reporting Audience*	Part of larger classifications in reports to PRPS Management Team (monthly financial statements), Region of Peel Council (triannual and year end reporting) and Ministry of Municipal Affairs and Housing (Financial Information Return).
Data Source	Building costs, RPAM, 2013 – 2015.
Data Quality	The data are gathered from RPAM's comparison of completed co-located and non-co-located stations with similar construction years.
Calculation & Methodological Notes	<p>Total building savings are calculated by subtracting the cost of a co-located station and a non-co-located station in similar years and averaging out the difference.</p> <p>This is demonstrated in the following calculation:</p> $\text{Total Building Savings} = \frac{\sum(\text{Co-located} - \text{Non-co-located building costs})}{\text{Total number of stations}}$ <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • Cost of co-located and non-co-located stations <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	Stations are not always comparable by size; however, the number of vehicles each station are able to support/house are the same.

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Time Spent "Readying" Ambulances	
Alias	Time for vehicle readying/restocking at start and end of shift
Aim Category	Service efficiency
Reporting Frequency	2013
Reporting Audience*	PRPS
Data Source	Make Ready Evaluation Report, Health Performance and Accountability and Internal Client Services, August 2013
Data Quality	The data gathered, analyzed and reported on covered a short time period (June 25 – November 5, 2012) when the performance of paramedics and Logistics Technicians (formerly VEPA's) was studied at Tomken station
Calculation & Methodological Notes	<p>The measure was quantified to determine time savings as a result of <i>the Make Ready Process</i>, which was as an objective of the Make Ready Evaluation.</p> <p>The overall time savings from using Logistics Technicians to ready ambulances was taken from the Make Ready Evaluation Report.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • Data studied for only Tomken station. <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • Other paramedic stations were not studied nor evaluated. <p><i>Software used</i></p> <ul style="list-style-type: none"> • N/A
Additional Comments	Non-Tomken stations are assumed to use the full 30 minutes allocated for readying/restocking at the start and 15 minutes prior to end of shift for readying/restocking

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Overall Travel Expenses for Meetings	
Alias	Annual travel-related expenses for administrative staff from 2008 to 2018
Aim Category	Service efficiency
Reporting Frequency	Monthly, annually and tri-annually
Reporting Audience*	Part of larger classifications in reports to PRPS Management Team (monthly financial statements), Region of Peel Council (triannual and year end reporting) and Ministry of Municipal Affairs and Housing (Financial Information Return).
Data Source	PRPS Travel expense claims from financial records, 2008 – 2018
Data Quality	
Calculation & Methodological Notes	<p>The travel expenses in dollars was made available from the finance department along with the rates per km for each year. This allowed calculation of total mileage claimed for each year in kilometers.</p> <p>Overall mileage claims are calculated using the following formula:</p> $\text{Total Mileage (km)} = \frac{\text{Travel Expenses}}{\text{Rate per km}}$ <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • Total travel expense claims submitted by the administrative staff <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • 407 Expenses • Parking • Other travel outside of mileage (Hotels, Flights) <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	The data are not normalized by the number of full-time employees (FTEs)

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Vehicle Mileage	
Alias	Average kilometres per fleet vehicle per year from 2014 to 2018
Aim Category	Service efficiency
Reporting Frequency	Monthly
Reporting Audience*	PRPS Planning and Performance Team
Data Source	Operative IQ and ACE Tech – AVL System, 2014 - 2018
Data Quality	
Calculation & Methodological Notes	<p>Average mileage in kilometres for all fleet vehicles for each year from 2014 to 2018.</p> <p>The following calculation was used:</p> <p style="text-align: center;">Total Mileage = Average kms travelled by a vehicle × fleet count</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • Mileage of all vehicles in the fleet including ambulances, ERUs, ESUs, administrative, commander (COM) and Deputy Chief (DC) vehicles <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

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Cost of Inventory	
Alias	Comparison of inventory costs without Divisional Model vs. actual cost of inventory with Divisional Model
Aim Category	Service efficiency
Reporting Frequency	Monthly
Reporting Audience*	Part of larger classifications in reports to PRPS Management Team (monthly financial statements), Region of Peel Council (triannual and year end reporting) and Ministry of Municipal Affairs and Housing (Financial Information Return).
Data Source	PRPS Budget expenses, 2008 – 2018
Data Quality	The data are gathered from budget expenses from 2008 to 2018. Note that the cost to open a reporting station for the following years was used to adjust total yearly budgets as follows: <ul style="list-style-type: none"> • 2018 Adjusted down by \$402K (Streetsville Purchases) • 2016 Adjusted down by \$100K (Rising Hill Purchases) • 2012 Adjusted down by \$300K (Tomken Purchases) • 2011 Adjusted down by \$60K (Tomken Purchases)
Calculation & Methodological Notes	<p>The cost of inventory was provided as input for the period 2008 to 2018, along with the budget allocated for that year, the actual consumption and the call volume. These values were used to compare the actual cost of inventory vs. the potential inventory cost if the divisional model had not been implemented.</p> <p>The following formulas were used:</p> $\text{Actual Costs} = \text{Actual Budget in 2008} \times \text{Call Volume}$ $\text{Estimated Costs (without Divisional Model)} = \text{Total Inventory Cost in 2008} \times \text{Call Volume} \times \text{Inflation (1.02)}$ <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • Inventory costs for the period 2008-2018 • Estimated inflationary cost increase rate of 2% <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • Budgets adjusted for the costs of opening a reporting station. <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	The cost of inventory was increased by 2% (multiplied by 1.02) to adjust for inflation as the baseline cost represents the 2008 inventory

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Time Saved Due to Initiatives Reducing Offload Delay	
Alias	Impact of ongoing offload delay process improvement initiatives with hospital partners
Aim Category	Service efficiency
Reporting Frequency	Monthly
Reporting Audience*	PRPS Planning and Performance Team
Data Source	ADRS 2008 – 2018 data for Brampton Civic Hospital, Credit Valley Hospital and Trillium Health Centre
Data Quality	Data from the Ministry is provided on a monthly bases with a lag on reporting from 1 week to several months. No assumptions are made during data extraction. Data are considered to be accurate/representative for a certain point in time (best available data at a certain moment in time).
Calculation & Methodological Notes	<p>The actual offload delay time per patient before any improvements was obtained for the three hospitals was used as a baseline to estimate and compare with the actual offload delay time separately for offload nurses, and process improvements and offload nurses from 2008 to 2018.</p> <p>Measures were calculated per year in the following way:</p> <p style="text-align: center;">Offload before initiative =</p> $\sum (\text{Average hospital offload time}^* \times \text{Total number of offload patients at hospital}) / 60$ <p>*Prior to any initiatives implemented</p> <p style="text-align: center;">With offload nurses =</p> $\sum (\text{Average hospital offload time}^* \times \text{Total number of offload patients at hospital}) / 60$ <p>*After the introduction of offload nurses at the hospitals</p> <p style="text-align: center;">With process improvement initiatives and offload nurses =</p> $\sum (\text{Average hospital offload time}^* \times \text{Total number of offload patients at hospital}) / 60$ <p>*After the introduction of offload nurses and other process improvement initiatives</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • Offload delay for each site with and without offload nurses and process improvements implemented per hospital <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

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Aim 2: Quality Pre-Hospital Care

Response Time	
Alias	Response times met versus not met by CTAS level
Aim Category	Quality pre-hospital care
Reporting Frequency	Annual
Reporting Audience*	PRPS Management Team and Ministry
Data Source	ADRS, 2012 – 2019. SCA performance in percentage, Sunnybrook Hospital, 2013 – 2015. SCA performance in percentage, Region of Peel Fire and PRPS Call Data, 2016 – 2019.
Data Quality	Data from the Ministry is provided on a monthly bases with a lag on reporting from 1 week to several months. No assumptions are made during data extraction. Data are considered to be accurate/representative for a certain point in time (best available data at a certain moment in time). No data available for SCA performance in 2012.
Calculation & Methodological Notes	<p>Response time by CTAS level is the time that it takes an ambulance to reach a client after being notified of the emergency; these were labelled as “Met” or “Not Met” based on the following criteria:</p> <p>“Met” – when performance in percentage was higher than the target (percentile) percentage and response time lower than the time target for the respective CTAS level</p> <p>“Not Met” – when the performance in percentage was lower than the target (percentile) percentage and response time higher than the time target for the respective CTAS level.</p> <p>“Not Met” labels were followed by the amount of time in seconds that the response time was over the target time.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	All the calculations are for percentile times which excludes extreme cases and outliers.

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Compliance with Ministry Service Standards	
Alias	Compliance vs Non-Compliance in the four categories by year
Aim Category	Quality pre-hospital care
Reporting Frequency	Every three years
Reporting Audience*	PRPS Planning and Performance Team
Data Source	Ministry Certification Reports released in 2008, 2010, 2013 and 2016
Data Quality	Data are based on qualitative descriptions as opposed to quantified rates.
Calculation & Methodological Notes	<p>The compliance data for the four areas listed below were taken from the Ministry Certification Reports.</p> <ul style="list-style-type: none"> • Patient Care and Accessory Equipment • Vehicle stored to prevent contamination, damage or hazard • Deep Clean Program • Preventative Maintenance of Equipment (e.g. oxygen and suction testing) <p>The data are set up in a table format which shows the results if Paramedic Services were compliant or not compliant in the four areas:</p> <p>“Compliant” – when the Report mentions that PRPS met Ministry requirements outlined for each area. For example, PRPS had “[...] documentation demonstrating all vehicles follow the deep clean program,” in the 2013 Ministry Report on page 16.</p> <p>“Not Compliant” – when the Report mentions that PRPS did not meet Ministry requirements outlined for each area. For example, PRPS “staff did not always complete the patient care accessory equipment checklist at the beginning of shift,” in the 2008 Ministry Report on page 57.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • <i>Excel</i>
Additional Comments	Many other areas exist that the Ministry reviews compliance on; however, the Reports differed over the years with the four areas mentioned being the few that were consistent and could be compared over the years

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Aim 3: Patient Experience

Overall Client Satisfaction	
Alias	Client satisfaction with Paramedic Services
Aim Category	Patient experience
Reporting Frequency	Every two years
Reporting Audience*	PRPS Planning and Performance Team
Data Source	Client Satisfaction Surveys released in 2009, 2011, 2013, 2015 and 2017
Data Quality	Overall low response rates for the surveys: ranged from 12% to 23%
Calculation & Methodological Notes	<p>Satisfaction was measured on a scale from one to 10 (higher denoting greater satisfaction) for several questions related experiences with Paramedic Services. Responses to the questions were combined to compute an overall client satisfaction rate.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

Complaints Related to Response Time	
Alias	Public complaints related to responses time from 2010 to 2019
Aim Category	Patient experience
Reporting Frequency	Annual
Reporting Audience*	PRPS Risk and Audit Unit and Region of Peel
Data Source	Peel Region Complaints Line database, 2010 – 2019.
Data Quality	
Calculation & Methodological Notes	<p>The total number of complaints received regarding response times, along with the amount of substantiated and unsubstantiated complaints for each respective year.</p> <p>A complaint is counted as unsubstantiated when the response time associated with the complaint was found to be less than the target time set by the Ministry; meanwhile, a complaint is substantiated when the associated response time is over the target time.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None

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	<p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

Commendations and Complaints Related to Crew Conduct	
Alias	Public commendations and complaints related to crew conduct, 2012 to 2019
Aim Category	Patient experience
Reporting Frequency	Annual
Reporting Audience*	PRPS Risk and Audit Unit and Region of Peel
Data Source	Peel Region Complaints Line database, 2012 – 2019. Commendation letters to the Chief's Office, 2012 – 2019.
Data Quality	
Calculation & Methodological Notes	<p>Total number of complaints (made through the Complaints Line) and commendations (number of letters sent to the Chief's Office) related to crew conduct from 2012 to 2019</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

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Aim 4: Provider Experience

Employee Engagement	
Alias	Percentage of favourable, neutral and unfavourable responses in three areas of employee engagement from Employee Satisfaction Surveys in 2016 and 2018.
Aim Category	Paramedic well-being
Reporting Frequency	Every two years
Reporting Audience*	PRPS Planning and Performance Team and Region of Peel
Data Source	Employee Satisfaction Surveys released in 2016 and 2018
Data Quality	
Calculation & Methodological Notes	<p>Percentage of "Favourable", "Neutral" and "Unfavourable" responses for questions relating to Career Development, Employee Recognition and Manager Working Relationships.</p> <p>General calculation used per response type ("Favourable", "Neutral" and "Unfavourable"):</p> $\frac{\text{number of favourable, neutral or unfavourable responses}}{\text{Total number of respondents}} \times 100$ <p>The following questions were used to represent the areas:</p> <p><i>Career Development</i></p> <ul style="list-style-type: none"> I am satisfied with the advancement opportunities available at the Region of Peel (such as training, special projects, etc.) that are relevant to my work and my career interests) <p><i>Employee Recognition</i></p> <ul style="list-style-type: none"> The person I report to provides me with recognition and praise for good work <p><i>Manager Working Relationships</i></p> <ul style="list-style-type: none"> The person I report to treats me fairly <p><i>Inclusions</i></p> <ul style="list-style-type: none"> None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> None <p><i>Software used</i></p> <ul style="list-style-type: none"> Excel
Additional Comments	N/A

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Amount of Face to Face Time with Staff and Management	
Alias	The percentage of cancelled parades per month from January 2017 to March 2019
Aim Category	Paramedic well-being
Reporting Frequency	Monthly
Reporting Audience*	PRPS Planning and Performance Team
Data Source	Platoon Shift Report database, January 2017 – March 2019
Data Quality	Data are not considered complete as the data are not collected in a rigorous manner. Assumption is made that a parade took place when a parade document was created.
Calculation & Methodological Notes	<p>The percentage of cancelled parades per month from January 2017 to March 2019. This was calculated through the following formula:</p> $\frac{\text{Number of cancelled Parades}}{\text{Number of potential parades per Division}}$ <p><i>Number of potential parades per division</i> = (three in total: one for morning, one for evening and one for peak shifts) X number of Divisions (three prior to 2019 and four from 2019 onward) X number of days in the particular month.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • All cancelled parades per month since 2017 <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

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Number of Meal-Breaks not Taken During Shifts	
Alias	Average daily meal claims by year from 2010 to March 2019
Aim Category	Paramedic well-being
Reporting Frequency	Monthly
Reporting Audience*	PRPS Planning and Performance Team
Data Source	PRPS Financial Payroll database, 2010 – 2019
Data Quality	Data represent when a meal claim was paid out
Calculation & Methodological Notes	<p>The number of meal claims submitted by staff members for the period 2010-2019. The number of total claims is averaged out per day.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	Meal claims are collected per day as opposed to per shift.

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Number of End-of-Shift Overruns	
Alias	Average daily ambulance end of shift overrun time per shift by year from 2008 to March 2019
Aim Category	Paramedic well-being
Reporting Frequency	Monthly
Reporting Audience*	PRPS Planning and Performance Team
Data Source	Jacobs Business Software (JBS) Time Manager, 2008 – 2019.
Data Quality	
Calculation & Methodological Notes	<p>The average time in minutes when end of shift overruns occur. The time of each shift overrun is averaged out over the entire year.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • none <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • none <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

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Appendix B: Call Volume 2006 - 2018	
Alias	
Aim Category	
Reporting Frequency	Monthly and Annually
Reporting Audience*	PRPS Planning and Performance Team and Region of Peel Council
Data Source	Call volume, ADRS, 2006 – 2018
Data Quality	
Calculation & Methodological Notes	<p>The total amount of calls per year from 2006 to 2018. All calls were summed for each year.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • All calls with a valid T3 (on route) or when an ambulance starts attending <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used</i></p> <ul style="list-style-type: none"> • Excel
Additional Comments	N/A

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Appendix B: System Pressure; Total Time Spent in Code Capacity and Code Critical	
Alias	
Aim Category	
Reporting Frequency	Monthly
Reporting Audience*	PRPS Management team and Region of Peel Council
Data Source	CACC, 2010 – March 2019
Data Quality	Data are accurate at point in time when it is retrieved from CACC.
Calculation & Methodological Notes	<p>The data shows a summarized view of when the system is working in code capacity (only one vehicle for the region) and code critical (eight or five vehicles for the region based on prior and after 2014).</p> <p>Total count of time in hours calculated for the duration when the system was in code capacity and code critical.</p> <p><i>Inclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Exclusions</i></p> <ul style="list-style-type: none"> • None <p><i>Software used:</i> Excel</p>
Additional Comments	N/A

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Appendix F: Comparative Analyses of Municipal Response Times (Regions of Peel, Halton, York and Durham)

For comparison, response time data from three other regions (Halton, York, Durham) in close geographical proximity to Region of Peel are also analyzed. The data are sourced from the Ministry's Emergency Health Services, Land Ambulance Program website.

These municipalities are geographically comparable to the Region of Peel and are frequently used for comparison purposes in reports to Council. Among the four, the Region of Peel has the largest population, serving approx. 1.4 Million residents. The population of the Region of York is smaller with 1.11 Million, while the other two municipalities have less than 50% of Region of Peel's population (See Table F1 for details). Durham has the largest area followed by York, and Peel with Halton being the smallest.

Table F1: Population Estimates (2018) and Area of Four Regional Municipalities

Regional Municipality	Population (million)	Area (km ²)
Region of Peel	1.382	1,247
Region of Halton	0.548	964
Region of York	1.11	1,762
Region of Durham	0.645	2,523

For a comparison of response times, see Tables F2, F3, F4 and F5. As noted above, the Ministry sets response time targets for SCA (6 minutes) and CTAS 1 (8 minutes, the most critical calls), while each region is responsible for setting its own CTAS 2 to CTAS 5 response time targets. The target percentiles are set by the municipalities for SCA as well as all CTAS levels. Two important areas of variation among municipalities are:

- The **target response time** in minutes to reach CTAS 3 to CTAS 5 calls and,
- The **target percentile** for SCA and CTAS 1 to CTAS 5 that needs to be achieved to meet the required target

The Region of Peel has the most stringent requirements of the four municipalities, both in terms of the target time and the percentile that needs to be achieved to meet the target. Comparing SCA calls across the different regions, Peel Paramedics has the highest percentile for meeting the target of 6 minutes for the studied period. Peel Paramedics has been consistently above 70% and achieved a high of 87% in 2018, indicating that paramedics (or other responders) were able to reach the incident within 6 minutes for 87% of the calls. It is important to note that other regions have less stringent requirements of percentile within target, with Halton requiring 55% and York and Durham requiring 60% of the SCA calls to be serviced in 6 minutes.

All municipalities compared, share both time requirements (8 minutes), and percentile requirements (75%) for CTAS1 calls, see Table F2 to Table F5. Among the four municipalities compared, Peel Paramedics are most challenged in meeting the CTAS1 response times. Comparing CTAS 2 response times, it is observed that while the other municipalities also have a target time of 10 minutes, Peel Paramedics are required to achieve this target for 90% of the calls. By comparison, Region of York requires this target time to be met for 80% of the calls whereas Durham and Halton require the 10 minutes to be met for 75% of the calls. Given that Peel Paramedics have not been able to meet the target for the years 2013 to 2018 (see Table

APPENDIX II

REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL

F2), the data clearly show that if the target percentile is reduced to 80%, which is the highest among the other three municipalities (excluding Peel), Peel Paramedics would be able to meet and exceed this target easily as they have been meeting the 10 minute target time over 80% of the time throughout the period 2013 to 2018.

Comparing the target time and percentile targets for CTAS 3 to CTAS 5, Peel Paramedics again has the most stringent requirements when compared to other municipalities (13 minutes for CTAS 3, and 14 minutes for CTAS 4 and 5 for 90% of the calls received). These requirements are less stringent for the other regions (Halton and Durham have time requirements of 15, 20 and 25 minutes for CTAS 3, 4 and 5, respectively and are required to meet these times for 75% of the calls in these categories). York also requires these times to be 15, 20 and 25 minutes for CTAS 3 to CTAS 5 but are required to meet these times for 90% of the calls.

Table F2: Region of Peel Response Time Targets and Target Percentile, 2013-2018

Patient Type	Target Time	Target %	2013	2014	2015	2016	2017	2018
SCA	6	70%	72.1%	72.9%	77.0%	71.0%	73.0%	87.0%
CTAS 1	8	75%	73.6%	71.7%	73.7%	76.3%	68.3%	70.1%
CTAS 2	10	90%	87.1%	86.0%	89.0%	89.0%	84.4%	83.5%
CTAS 3	13	90%	95.9%	95.6%	97.0%	97.0%	94.1%	93.7%
CTAS 4	14	90%	96.9%	96.7%	97.0%	97.0%	95.0%	94.7%
CTAS 5	14	90%	95.6%	95.8%	97.3%	97.4%	94.7%	93.6%

Table F3: Region of Halton Response Time Targets and Target Percentile, 2013-2017

Patient Type	Target Time	Target %	2013	2014	2015	2016	2017
SCA	6	55%	64.4%	52.9%	71.0%	68.0%	66.0%
CTAS 1	8	75%	79.5%	73.5%	76.0%	75.0%	72.0%
CTAS 2	10	75%	89.7%	88.6%	86.0%	86.0%	84.0%
CTAS 3	15	75%	97.9%	98.3%	93.0%	94.0%	93.0%
CTAS 4	20	75%	99.6%	99.7%	98.0%	97.0%	96.0%
CTAS 5	25	75%	100.0%	100.0%	99.0%	99.0%	99.0%

**APPENDIX II
REVIEW OF PEEL REGIONAL PARAMEDIC SERVICES' DIVISIONAL MODEL**

Table F4: Region of York Response Time Targets and Target Percentile, 2013-2017

Patient Type	Target Time	Target %	2013	2014	2015	2016	2017
SCA	6	60%	60.0%	67.0%	66.0%	70.0%	66.0%
CTAS 1	8	75%	75.0%	76.0%	79.0%	80.0%	78.0%
CTAS 2	10	80%	84.0%	88.0%	87.0%	84.0%	85.0%
CTAS 3	15	90%	97.0%	97.0%	98.0%	92.0%	92.0%
CTAS 4	20	90%	99.0%	99.0%	99.0%	96.0%	96.0%
CTAS 5	25	90%	100.0%	100.0%	100.0%	98.0%	98.0%

Table F5: Region of Durham Response Time Targets and Target Percentile, 2013-2017

Patient Type	Target Time	Target %	2013	2014	2015	2016	2017
SCA	6	60%	61.4%	63.2%	66.6%	64.0%	64.1%
CTAS 1	8	75%	77.7%	76.5%	78.6%	77.2%	84.1%
CTAS 2	10	75%	91.4%	89.0%	88.5%	88.4%	88.7%
CTAS 3	15	75%	97.1%	95.4%	95.4%	95.1%	95.2%
CTAS 4	20	75%	99.4%	98.8%	98.4%	98.6%	98.4%
CTAS 5	25	75%	99.6%	99.5%	99.4%	99.2%	99.0%

For Information

DATE: June 17, 2019

REPORT TITLE: **COMMUNITY PARAMEDIC AT CLINIC - PARAMEDIC SERVICES UPDATE**

FROM: Nancy Polsinelli, Commissioner of Health Services

OBJECTIVE

To update Regional Council regarding the Community Paramedic and Clinic Program pilot project operated by Peel Regional Paramedic Services with funding from Mississauga Halton Local Health Integration Network.

REPORT HIGHLIGHTS

- Paramedic Services started working on the McMaster University community paramedicine project called Community Paramedic at Clinic (CP@Clinic) after receiving funding through Mississauga-Halton Local Health Integration Network (LHIN) in March 2018.
- The program is focused on prevention of cardiovascular disease, diabetes and falls, through validated health risk assessments, while measuring the impact of care on 911 calls and emergency department use.
- Paramedic clinics are currently operating, having been provided with a second year MHLHIN funding, in three Peel Housing Corporation seniors buildings in Mississauga.
- Over 240 individuals have used Community Paramedicine in a total of more than 3,200 one-to-one visits across the three sites in Peel.
- Clinics have provided benefits for residents including health monitoring (e.g. blood pressure, blood glucose) and social interaction (e.g. Support for LGBTQ Seniors).
- The program is 100% funded by the Mississauga Halton LHIN in amount of \$131,620 for contract Paramedic staff for 2019-2020.

DISCUSSION
1. Background

Peel Regional Paramedic Services, aware of community paramedicine programs in other municipalities, began exploring opportunities several years ago. An opportunity was brought forward to develop a Community Paramedic at Clinic (CP@Clinic) program in March 2018 after receiving confirmation of 100 per cent funding from the Mississauga-Halton Local Health Integration Network (LHIN) for a one-year pilot. Council endorsed participation in the CP@Clinic study as recommended in the report from the Commissioner of Health Services titled, "Community Paramedicine Program Study" (May 24, 2018, Resolution 2018-473).

COMMUNITY PARAMEDIC AT CLINIC - PARAMEDIC SERVICES UPDATE

The pilot began with two clinics opening in Mississauga the first week of June 2018 and a third site added in October.

The CP@Clinic program is part of a research project undertaken by the Department of Family Medicine at McMaster University under the direction of Dr. Gina Agarwal. The program currently involves 17 paramedic services across the province of Ontario, with medical oversight being provided by McMaster University. CP@Clinic began in 2014 with the participation of the City of Hamilton and over several years additional sites were added. In 2018, Peel along with Norfolk, Frontenac, Iroquois Falls, and Hasting were added. In total these centers have been active in more than 40 subsidized seniors' apartment buildings.

2. McMaster Program – Department of Family Medicine

CP@Clinic is a drop-in community-based health promotion program in subsidized seniors' apartment buildings, based on the CP@Clinic randomized control trial. CP@Clinic focuses on the prevention of cardiovascular disease, diabetes, and falls by providing validated health risk assessments and health education, linking participants to community resources, and reporting results to the participant's family physician.

Key areas of focus:

- Cardiovascular risk assessment by monitoring blood pressure and weight (BMI),
- Diabetes risk assessment and mitigation by checking and recording blood glucose levels (finger prick test),
- Health promotion through these measures combined into a Health Promotion discussion that takes place between the community paramedic and the client,
- Identification of fall risk,
- Data gathering on food and/or income insecurity and measures of social isolation,
- Referral to other services,

Once physician and community supports are in place and residents are better equipped to manage their risk factors, CP@Clinic can taper service at one location and begin working in another location.

While the research is on-going, the CP@Clinic team at McMaster recently published about reducing 911 emergency medical calls by implementing the program. This aspect of the research is still developing however findings from 2015-2016 data points to a small and statistically significant reduction in calls (1.0 fewer 911 calls per 100 apartment units each month) where the program is implemented.

3. Paramedic Services Community Paramedic at Clinic Program - Outcomes

Paramedic Services offer community paramedicine at three Peel Housing Corporation buildings for seniors located in Mississauga. The program launched in June 2018 at 2250 South Millway and 2440 Truscott. By October the program was able to start the third clinic at 177 Dundas Street West. The three sites have a total of 432 units and these buildings were chosen based on having a higher level of 911 call volume than others in the Peel Housing Corporation portfolio totalling 461 in 2017 and 395 in 2018.

COMMUNITY PARAMEDIC AT CLINIC - PARAMEDIC SERVICES UPDATE

In 10 months, 242 individuals have attended 3,206 visits in the clinic across the three sites. Under the leadership of the community paramedic, other paramedics on modified duties have been able to work at the clinics and engage in meaningful work, related to their skills as paramedics, while not able to undertake their normal full-time duties as a paramedic.

Achievements to date:

- Contacted family physicians over 170 times because of blood pressure or blood sugar readings showing a negative trend. Many of these contacts led to either future medical assessment, increasing monitoring by physicians, adjustments to medication or new diagnoses of hypertension or diabetes.
- Where a client has no family physicians, paramedics have helped individuals to sign-up with Health Care Connect to find one.
- More than 60 referrals to Home and Community Care for home care, diabetic care, physiotherapy, dietician, occupational therapy, nursing home waitlist, social programs or caregiver respite.
- On 17 occasions it was necessary to call for transport to hospital and community paramedics have provided necessary care while awaiting ambulance arrival.

Operation of CP@Clinic has produced unexpected benefits beyond the objectives of the program. For example:

- Social isolation is a significant factor in these communities that can be address by providing material in different languages. Community paramedics have arranged for translation of intake questionnaires and provide sources for relevant cultural resources in a variety of languages.
- Community Paramedic clinics have discovered that there are very few sexual education resources for the seniors' population. Information handouts and condoms are now being provided at these buildings in response to the need for accessible information.
- There is little connection between the LGTBQ community and the older generation, but at least one senior in these buildings went from feeling lost (as a transgendered female) to feeling included and safe. Now connected to medical care, including specialists, and LGTBQ resources across the region, she went from isolation and depression to taking control of her health and well being again.

4. Next Steps

One hundred per cent funding has been approved for the fiscal year April 1, 2019 to March 31, 2020. Paramedic Services will continue to operate three clinics in Mississauga in cooperation with Peel Housing Corporation.

Given the benefit to these groups of seniors a challenging question is whether to continue with weekly visits or find a way to taper the frequency and allow for the opening of additional clinics at new sites. The relationship between residents and paramedics has grown and a change or reduction will be missed. A final decision regarding whether to continue in the present locations or provide services in other buildings for the second year of the program is not yet made. An option under consideration is to continue to provide monthly clinics at the current sites and add two new locations.

COMMUNITY PARAMEDIC AT CLINIC - PARAMEDIC SERVICES UPDATE

Staff are investigating another program created by McMaster called CP@Home. This program directs a paramedic to three structured visits with individuals who call 911 frequently. The goal is to address underlying issues and establish connections with the most appropriate supportive services.

With the transition to Ontario Health Teams, Paramedic Services sees these types of programs being supportive to the agenda of those teams selected for the Region of Peel.

FINANCIAL IMPLICATIONS

The costs for Community Paramedic@Clinic Pilot project is not included in the Regional Annual Operating Budget. It is 100 per cent funded by the Mississauga Halton LHIN in amount of \$131,620 for contract Paramedic staff for 2019-2020 and the Region is notified for provincial funding on an annual basis. At this time efforts to engage the Central West LHIN have not resulted in any funding opportunities. There are other costs such as supplies and fuel in amount of approximately \$3,000 annually which are borne by the Region through Paramedics operations.

The current funding is available till March 31, 2020. If funding is not renewed or is reduced in 2020, Staff will review the program and bring it to Council for their direction.

CONCLUSION

Community Paramedicine@Clinic has been a positive experience for the residents of the Peel Housing Corporation buildings and Peel Regional Paramedic Services staff. With funding for the 2019-2020 fiscal year in place this program will continue. Staff will continue to inform Council of progress of the program.



Nancy Polsinelli, Commissioner of Health Services

Approved for Submission:


D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Peter Dundas, peter.dundas@peelregion.ca, Ext 3921.

Authored By: Lincoln Bryant

DATE: June 25, 2019

REPORT TITLE: **PUBLIC HEALTH RESTRUCTURING IN PEEL**

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

RECOMMENDATION

That the advocacy positions contained in the report of the Commissioner of Health Services and the Medical Officer of Health, titled “Public Health Restructuring in Peel”, be endorsed;

And further, that the Chair of the Peel Board of Health (Regional Chair) write a letter on behalf of the Board to the Minister of Health recommending that Peel Public Health become one of the regional public health entities in Ontario given the Region of Peel’s geographic size and population;

And further, that a copy of the subject report be sent to the Minister of Health to inform Ministry consultations on the recommended new regional public health structure in Peel;

And further, that a copy of the letter and the subject report be sent to the Town of Caledon, the City of Brampton, the City of Mississauga, the Association of Local Public Health Agencies, and the Association of Municipalities of Ontario.

REPORT HIGHLIGHTS

- The Provincial government has proposed for consultation the combination of Halton, Peel, Waterloo and Wellington-Dufferin-Guelph public health units under one regional public health entity (‘entity’).
- Such a large and wide-ranging entity could create challenges to effectively plan and respond to diverse community needs given distinct geographical areas, population size, growth, and varied interests of stakeholders.
- Peel’s current geographic area and population are large enough to have an effective, stand-alone entity.
- In addition to the size of the entity, there are structural considerations to maintain public health capacity and decision-making at the local level, such as:
 - Ensure strong municipal representation on the Board of Health proportional and accountable to the residents served.
 - Ensure community representation on the Board of Health which supports best practices in competency-based governance.
 - Maintain existing system partnerships and efficiencies in service planning derived from an integrated municipal governance should governance structure change.
- There is an opportunity to participate in upcoming consultation with the public health

PUBLIC HEALTH RESTRUCTURING IN PEEL

sector and municipalities and inform the Provincial government of these concerns on behalf of the residents of Peel.

- The Provincial government has signalled the opportunity of broader engagement with municipal governments as they prepare to introduce legislation in the Fall of 2019.

DISCUSSION**1. Background**

The Ministry of Health and Long-Term Care is consulting on the proposed regional public health structure to inform legislation that is expected to be introduced in the Fall of 2019. Three technical tables have been established to inform the consultation process with the public health sector and municipalities (1. Association of Local Public Health Agencies (aLPHa) 2. Association of Municipalities of Ontario (AMO) and 3. City of Toronto). Discussions at the technical tables are subject to confidentiality agreements. Consultations with municipalities and the public health sector are expected to take place in July 2019 focusing on:

- Geographic boundaries
- Municipal engagement and governance
- Leadership
- Roles and responsibilities

This report outlines key considerations related to geographic boundaries and municipal engagement and governance in Peel.

As described in the May 23, 2019 report to Council, “Update on 2019/2020 Peel Public Health Funding and Geographic Boundaries”, the Provincial government has proposed for consultation the combination of Halton, Peel, Waterloo and Wellington-Dufferin-Guelph public health units under one regional public health entity (‘entity’). The intent is to have the new entities’ autonomous boards of health in place by April 1, 2020. At the aLPHa meeting on June 11, 2019, the Chief Medical Officer of Health presented the provincial vision for the regional public health structure. The vision notes:

- The province will be responsible for the Ontario Public Health Standards and system oversight;
- Public Health Ontario will hold the centralized evidence function; and
- The entities will be responsible for service delivery and collaboration across sectors to improve public health.

Peel Regional Council, as the Board of Health, approved a resolution on April 25, 2019, so that the Chair and Mayors work with the Mayors and Regional Chairs of Ontario (MARCO)/Large Urban Mayors’ Caucus of Ontario (LUMCO) and the Association of Municipalities of Ontario (AMO) to demonstrate the benefits of public health, among other health services, remaining fully integrated with other Region of Peel functions. Recently, MARCO passed a resolution urging the provincial government to reconsider the proposed boundaries of the 10 entities and to consider specific factors when deciding the final boundaries (See Appendix I for MARCO resolution). On May 9, 2019, Regional Council made specific requests of the provincial government to maintain local public health’s distinct mandate, ensure adequate funding to reduce the fiscal burden of disease, and guarantee

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local input into public health governance, determination of priorities, and partnerships. A letter has been sent to the Minister of Health and Long-Term Care noting Peel's resolution.

This report provides additional considerations on boundaries and governance to provide input into the upcoming provincial consultations.

2. Geographic Boundaries: A Peel-Specific Regional Public Health Entity

If the province proceeds with the proposed boundaries, Peel would be part of the largest entity in Ontario by population and would represent over half of the population within the proposed geography. The proposed entity will serve a growing population of over 2.7 million, with both urban and rural geographic areas extended over a large territory. While fewer and larger entities are expected to increase consistency in program and service delivery across Ontario, such a large and wide-ranging entity could create challenges to effectively respond to specific local public health priorities. Key considerations for the proposed realignment of boundaries include:

- The magnitude of upfront costs and logistics to amalgamate four existing public health units.
- The challenge in developing and operationalizing public health system plans throughout a large geography comprised of multiple municipal governments who may have competing interests.
- The ability and capacity to be flexible to the needs of diverse local communities with unique service needs given centralized plans and priorities.
- The potential need to scale local resources (e.g. dental bus) to support a larger geographic area or risk a decrease in access.
- The challenge to maintain existing local partnerships and opportunities for system and service integration, in particular considering the integration of public health within geographically defined Ontario Health Teams.

By contrast, Peel's current geographic area and population are large enough to have an effective, stand-alone entity. A Peel-specific entity:

- Is comparable to the average size of the other proposed "urban" entities which have an average population size of 1.4 million (Peel's population is 1.4 million residents, with expected growth to 1.8 million by 2031).
- Maintains current strengths of local collaborations with local municipalities, schools and school boards, health system partners, and community organizations to help improve health outcomes of Peel residents.
- Remains responsive to local public health priorities (e.g. Peel's large immigrant population, higher risk of diabetes and travel-related diseases, and high tuberculosis rate) through targeted and tailored programs and services (e.g. Healthy Communities Initiative to reduce diabetes).
- Leverages Peel Public Health's capacity as a high-performing public health unit that is a leader in the use of evidence and effective practices to address local needs.

3. Municipal Engagement and Governance

Public Health units are led by a Medical Officer of Health and governed by a Board of Health. Boards of Health may include representation from municipal or regional elected officials,

PUBLIC HEALTH RESTRUCTURING IN PEEL

provincial appointees, and community member appointees. There are three main Board of Health governance structures in Ontario:

- Seven that operate under the administration of regional government (i.e. Region of Peel).
- Four that operate under the administration of municipal government (i.e. City of Hamilton).
- Twenty-four that operate outside of a municipal government administration structure (i.e. Simcoe Muskoka District Health Unit).

Under the proposed new model, entities will be governed by autonomous Boards of Health. The Ministry of Health and Long-Term Care has noted that they want to preserve the role of municipalities in the core aspects of public health in the new regional public health model by maintaining a local public health presence and staying connected to communities. Within the Region of Peel government structure and governance, Public Health continues to work effectively with other Regional departments, community stakeholders and cross-sector partners to drive efficiencies, strengthen the public health system and enhance integration in the sector more broadly. Key Regional concerns regarding municipal engagement and governance in the proposed autonomous board model include:

- Local say for local pay may be impacted. While municipalities are expected to increase their share of public health funding, their capacity to set public health priorities and direct service delivery will depend on the proposed Board of Health governance model and representation.
- Mechanisms needed to be in place to ensure appropriate accountability to funders and communities.
- Ability and authority of the proposed Boards of Health to connect with municipal and community decision-makers to advance public health outcomes (e.g. built environment, by-laws). In Peel, given Council serves as the Board of Health, the ability to support healthy public policy is reflected in the authority of this structure and coordinated decision making.
- Challenges to meaningful community engagement. By serving a larger geography, the proposed Boards of Health may experience greater challenges with community and stakeholder engagement to inform local needs and support service planning. The size, diversity and growth rate of the Region of Peel population requires a planning and delivery lens that would not be shared across the breadth of the proposed regional entity. For example, the population of Peel is approximately equivalent to the populations of the other three areas – Halton, Waterloo, Wellington-Dufferin-Guelph – combined.
- Appropriate funding and human resources, including a highly skilled workforce. In Peel, an embedded public health structure provides back-office supports (i.e. IT, human resources, communications, etc.) that support efficiencies and effectiveness. The distribution of public health expertise, resources and services should be tailored to meet current and future community needs and priorities as have benefitted Peel to date.
- An alternative to the proposed Board of Health model that ensures inclusivity, diversity and citizen representation while maintaining the benefits of municipal council representation is also warranted (such as a Sub-Committee of Council). Community and citizen representation is consistent with best practices in competency-based board governance and will help ensure diversity, local input and expertise are part of public priority setting and decision-making.

PUBLIC HEALTH RESTRUCTURING IN PEEL

RISK ASSESSMENT

If the size of the new Peel entity is too large there are risks such as: 1) not being able to understand and meet local public health needs; 2) loss of local capacity and local public health visibility; 3) reduced responsiveness to emerging local health issues and public health emergencies; and 4) erosion of strong local partnerships.

If transition to the new entity happens too quickly, is not well organized, or is too significant, there are risks of disruptions to public health programs and services.

Given limited provincial consultation with municipalities thus far, it will be important to ensure fulsome municipal input during the formal consultation process to ensure local needs and municipal concerns are addressed.

FINANCIAL IMPLICATIONS

The province has announced planned reductions to the provincial share of public health funding. Initial assessments of the potential impact of changes to the public health cost-sharing funding model have been brought forward to Council in previous updates on April 25, 2019 and May 9, 2019.

Public health restructuring could result in additional financial impacts for the Region which will be assessed once specific details are known. Legislation related to public health restructuring is expected sometime after the Provincial Legislature resumes in late October 2019. The resolution passed by Council on May 9, 2019 requested that all costs associated with transition to a regional public health structure be covered by the Province.

SUMMARY

The recommended advocacy positions are set as follows:

- That Peel Public Health become one of the regional public health entities in Ontario given the Region of Peel's geographic size and population;
- Ensure strong municipal representation on the Board of Health proportional and accountable to the residents served.

The Province is expected to hold consultations with the public health sector and municipalities on planned public health restructuring in July 2019. This is an opportunity for the Board of Health (Regional Council) to provide input into the public health and municipal concerns related to this change and influence the future state to best serve Peel.



Nancy Polsinelli, Commissioner of Health Services

PUBLIC HEALTH RESTRUCTURING IN PEEL



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

Approved for Submission:



D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I - Mayors and Regional Chairs of Ontario (MARCO) June 7, 2019 resolution –
Modernizing Ontario's Public Health Units: Public Health Restructuring

*For further information regarding this report, please contact Dr. Jessica Hopkins,
Medical Officer of Health, ext. 2856.*

Authored By: Inga Pedra and Fabio Cabarcas

Reviewed in workflow by:

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John Tory
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Toronto

Karen Redman
Chair
Waterloo

Drew Dilkens
Mayor
Windsor

Wayne
Emmerson
Chair
York

June 14, 2019
(sent via email)

The Honourable Christine Elliott
Minister of Health and Long-Term Care
5th Floor
777 Bay Street
Toronto, ON M7A 2J3

Dear Minister,

At the MARCO meeting held on June 7th, the members approved the recommendations contained in the attached Briefing Note.

On behalf of the members of MARCO, I respectfully ask that you reconsider the preliminary boundaries for the proposed new boards of health. The members of MARCO urge you to consult extensively with the affected municipalities prior to establishing final boundaries and prior to developing a new governance model so that a collaborative and mutually beneficial outcome can be achieved.

I look forward to hearing back from you with your comments.

Sincerely,

Karen Redman
MARCO Chair 2019-2022

Attached: MARCO Briefing Note, Modernizing Ontario's Public Health Units – Public Health Restructuring, dated June 7, 2019

cc: Premier Doug Ford
Members of the Provincial Parliament of Ontario (Waterloo Region)
Association of Municipalities of Ontario

Karen Redman, Chair
Mayors and Regional Chairs of Ontario of Single Tier Cities and Regions
The Regional Municipality of Waterloo
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Briefing Note

Title:	Modernizing Ontario's Public Health Units: Public Health Restructuring
Submitted By:	Karen Redman, MARCO Chair
Date:	June 7, 2019

Recommendations:

That the members of MARCO, representing more than 70% of the population of Ontario, strongly urge the Government of Ontario to reconsider the preliminary boundaries for the ten (10) new boards of health in Ontario;

And that the Government of Ontario consult extensively and responsively with the affected municipalities and health-care stakeholders in advance of finalizing the new boundaries;

And that funding for health care services be reviewed through a lens of preventative patient care and an investment in the Province's goal of ending hallway medicine;

And that the Government of Ontario consider the following when reviewing the preliminary boundaries for boards of health:

- the fully-integrated health service model currently used by municipalities has proven to be cost-effective and efficient;
- the population, local demographics and geography of the affected municipalities, are vital elements of the review towards ensuring that the health of Ontarians are not negatively impacted by the boundaries changes;
- the distances between municipalities within a single board of health should be manageable and the newly-created public health units should not be overwhelmed in providing services to an increased population base; and,
- the formula for establishing board representation should allow for at least 80% municipal representation;

And further that these recommendations be forwarded to the Premier of Ontario and the Minister of Health and Long-Term Care by the Chair of MARCO.

Background:

In the 2019 Ontario Budget, tabled on April 11th, the Government of Ontario announced that it will replace 35 public health units and 35 local boards of health with 10 larger regional entities with boards of health of unknown composition and size, with the exception of City of Toronto, which will be one of the new entities.

The magnitude and speed of these changes is significant and will cause major disruptions in every facet of the system. This may result in substantial risk to frontline public health services such as vaccination programs and outbreak investigations.

The Association of Local Public Health Agencies (alPHa) has prepared and distributed a Position Paper:

https://cdn.ymaws.com/www.alphaweb.org/resource/collection/822EC60D-0D03-413E-B590-AFE1AA8620A9/alPHa_Position_Statement_PHR_240419.pdf and is calling upon the Ontario Government to re-consider the cuts and the timelines.

Building healthy communities through an efficient, proactive and locally managed public health system -- one that is mandated to lead on preventative measures to protect and promote the health of Ontarians -- can go a long way to reducing that demand. When combined with stable, designated funding, the public health system has the capacity to relieve pressure on doctors and hospitals.

Furthermore, accountability is firmly established by provincial legislation and policy ensuring that the money spent on public health is spent effectively and with purpose.

alPHa will continue to communicate with Minister Christine Elliott and Dr. David Williams, Chief Medical Officer of Health, towards ensuring that alPHa members, and its partners, including the Association of Municipalities of Ontario (AMO), are extensively consulted before final decisions are made with respect to the governance, management and administration of a regionalized public health system and the delivery of frontline public health programs and services.

During the week of May 6, 2019, the Ministry of Health and Long-Term Care held individual calls with Medical Officers of Health/PH CEOs to share the proposed boundaries for the larger entities within which their health units would be placed.

These proposed boundaries are subject to legislative change and further consultation with municipalities, Boards of Health, Medical Officers of Health, etc. over the next few months.

New legislation, expected in early fall, will specify the geographic boundaries of each new entity. There will be a consultation phase included in the legislative process as well.

Transition of governance to the new Boards is expected to occur April 1, 2020.

The Ministry of Health and Long-Term Care has said that they will work with their municipal partners to design governance and delivery models that will protect and preserve the voice of all municipalities. The Government intends to ensure that public health investments better meet the needs of local communities.

Overall Potential Impact for Municipalities:

- There will be less accountability, less responsiveness and less responsibility for local decisions and local priorities.
- The Government's significant reduction in the provincial contribution to the funding formula is of concern, as it will require significant increases in municipal contributions.
- Complicating matters is that further details are not known at this time and the proposed one-year timeframe for the reduction from 35 to 10 public health units is extremely ambitious given the complexities of delivering public health services.
- Municipalities may be forced to pay for services that they have little or reduced control over.
- Creating a centralized plan without consideration for local decision-making or how changes will affect people's health.

DATE: June 25, 2019

REPORT TITLE: **PROVINCIAL 2019 BUDGET ANNOUNCEMENTS: IMPLICATIONS FOR PARAMEDIC SERVICES**

FROM: Nancy Polsinelli, Commissioner of Health Services

RECOMMENDATION

That the advocacy positions as outlined in the report of the Commissioner of Health Services, titled “Provincial 2019 Budget Announcements: Implications for Paramedic Services”, be endorsed;

And further, that the Regional Chair write a letter on behalf of the Regional Council to the Minister of Health recommending that the Ministry defer its decision to maintain funding at 2018-19 levels to ensure that the funding shortfall of \$4.9 million does not adversely impact residents in Peel and lower paramedic response times;

And further, that a copy of the letter and subject report be sent to the Town of Caledon, the City of Brampton, the City of Mississauga, the Association of Municipalities of Ontario (AMO), Mayors and Regional Chairs of Ontario (MARCO)/Large Urban Mayors’ Caucus of Ontario (LUMCO) and local area MPP’s.

REPORT HIGHLIGHTS

- Under the *Ambulance Act* the Region of Peel is the designated delivery agent responsible for the provision and administration of Paramedic Services in Peel. Regional oversight of local paramedic service delivery has strengthened integration of the service within the local health system.
- Recent provincial budget announcements have proposed changes to modernize the structure and funding of Paramedic Services and ambulance communications (dispatch) across Ontario. One subsequent communication from the Association of Municipalities of Ontario (AMO) has indicated the government intends to consolidate 52 Paramedic Services to 10.
- In May 2019, Regional Council received communication from the Ministry confirming that 2019-2020 (current year) base funding for land ambulance will remain at the same level as 2018-2019 levels; resulting in a \$4.9 million funding shortfall.
- A \$4.9 million provincial funding shortfall could represent a service reduction of up to 39,000 service hours (equivalent to four and a half ambulances on the road), increase response times and have important consequences to the fiscal sustainability of Paramedic Services for Peel’s growing community.
- As communicated to Regional Council on May 22, 2019, the Province has offered to fund an audit and accountability line-by-line operational review, which will include the Region’s Paramedic Services and will provide additional opportunities to identify efficiencies.
- While Paramedic Services continually pursues opportunities to improve efficiency, any

PROVINCIAL 2019 BUDGET ANNOUNCEMENTS: IMPLICATIONS FOR PARAMEDIC SERVICES

newly found efficiencies will not have financial impact until 2020 and will not be able to address the majority of the anticipated shortfall.

- Staff will continue to look for opportunities to manage the impact of the funding shortfall and address any remaining shortfalls through the overall 2019 year-end surplus/deficit options.
- Staff will continue to engage Council in advocacy and consultative opportunities with the Ministry to ensure municipal responsibility for Paramedic Services is maintained, emphasize the negative impact on service levels for the local population resulting from the funding freeze, and highlight the need to ensure appropriate Regional oversight and control over municipal funding.

DISCUSSION

1. Background

The Ministry of Health and Long-Term Care (Ministry) provides accountability and system stewardship for Paramedic Services in Ontario. This includes establishing service standards, certifications, licensing, and funding base hospital programs that provide medical oversight for paramedic service delivery. The Ministry also funds Ontario's 22 ambulance dispatch centres and provides subsidies to municipalities responsible for providing Paramedic Services, based on 50 per cent of the previous year's Council-approved budget.

Under the *Ambulance Act* the Region is the designated delivery agent responsible for the provision and administration of Paramedic Services in Peel. In 2000, responsibility for land ambulance was downloaded from the Ministry to single and upper-tier municipalities, including the Region of Peel. Initially, the Region contracted out service delivery to private providers, and in 2004 the Region assumed direct delivery of Paramedic Services within its corporate structure, as Peel Regional Paramedic Services (Paramedic Services).

Since assuming direct delivery of the service, the Region has been a reliable, progressive leader and partner in paramedic service delivery for the Ministry and the local health system during a period of substantial growth. Partnership initiatives such as Community Paramedicine and efforts to work closely with local area hospitals to reduce paramedic offload delay have continued to alleviate pressures and demands on the health system. Additional initiatives such as Peel's 10 Year Capital Facility Plan (\$107 million) to expand paramedic facilities and shift service delivery to a Divisional Model have continued to demonstrate the Region's commitment to ensure efficiency, effectiveness, and accountability amidst a period of rapid population growth and increasing call volume. While Paramedic Services continually pursues opportunities to improve efficiency, any newly found efficiencies will not have financial impact until 2020 and will not be able to address the majority of the anticipated shortfall. Paramedic Services continue to work closely with Regional Council to strengthen integration of the service within the local health system.

2. Findings

The provincial government has embarked on the transformation of Ontario's health care system, aimed at improving efficiency, access to services, and ending 'hallway healthcare'. Early signs of the government's agenda for Paramedic Services were revealed through provincial budget announcements on proposed changes to modernize the structure and funding of Paramedic Services and ambulance communications (dispatch).

PROVINCIAL 2019 BUDGET ANNOUNCEMENTS: IMPLICATIONS FOR PARAMEDIC SERVICES**a) Provincial 2019 Funding Announcements**

In May 2019, Regional Council received communication from the Ministry confirming that 2019-2020 (current year) base funding for land ambulance will remain at the same level as 2018-2019 levels. Based on this communication, the Region of Peel will be receiving a provincial subsidy of \$46.6 million for 2019, which creates a funding shortfall of \$4.9 million. In late May, the province rescinded its decision to apply a funding freeze for the 2019-20 fiscal year. However, Paramedic Services has not received a revised funding letter and all indications suggest that the Province will maintain funding at the 2018-19 levels as reported earlier.

Historically, the Region has always paid a greater share of costs than the 50:50 formula set out by the Province primarily due to the increasing need to add resources to the system to address growth and the lag year resulting from funding based on last year spending and continues to manage the ongoing shortfall year to year. For 2018, the Regional share of annual costs was approximately 53 per cent (\$52.8 million) and the Provincial share was \$46.1 million. The Regional share for 2019-20 will climb to 56.7 per cent if funding remains at the 2018-19 level.

b) Proposed Sector Modernization

Additional announcements from the Association of Municipalities of Ontario (AMO) and the Province make reference to the 2019 budget and early indications of plans to integrate Ontario's 52 Paramedic Services and 22 Ministry-funded Central Ambulance Communication Centres (CACCs). The Ministry has not indicated how it plans to achieve integration of Paramedic Services and dispatch centres but has committed to engage with Paramedic Services and municipal partners. Staff continue to closely monitor these developments.

The Ministry also indicated plans to proceed with the implementation of new patient dispatch technology at the CACCs, to develop new protocols for paramedics allowing for transport to alternate destinations (not solely hospital emergency departments) and implementing 'New Models of Care' such as 'treat and release' and 'treat and refer'.

3. Implications of Funding Shortfall on Paramedic Services and Residents

Reduced funding, now and in the future, from the Province could have important consequences to the fiscal sustainability of Paramedic Services that meet the needs of Peel's growing community.

a) Service Level Impacts

Call volume in Peel has continued to rise with an eight to nine per cent increase year over year between 2016-2019. It is estimated that by the end of 2019, Paramedic Services are expected to respond to almost 150,000 calls (or 400 calls each day).

While pressures to service delivery such as growing call volume continue to be addressed through various strategies and service innovations, a reduction in

PROVINCIAL 2019 BUDGET ANNOUNCEMENTS: IMPLICATIONS FOR PARAMEDIC SERVICES

provincial funding will further strain the capacity of Paramedic Services and impact service care outcomes for residents.

b) Operational Risks

There are several mandated and non-mandated operational and service areas that Paramedic Services invest in to enhance the quality of services and care for residents. Recently announced changes to the provincial share of funding may trigger risks or adverse impacts including but not limited to the following:

i) Response Times

As reported previously to Regional Council in the report “Peel Regional Paramedic Services – Council Update” on February 20, 2019, despite growth in call volume, there is a projected deficit in the number of vehicles (ambulances) needed to meet service needs in Peel. With reduced provincial funding, bridging this resource gap will be an ongoing challenge and result in risks to the number of vehicles that can respond in a timely manner to calls. Currently, through a cost-shared model, the Region invests in staffing and vehicles to build service capacity and manage expected call volumes. The budgeted provincial and Regional cost per 24/7 ambulance is \$1.1 million (See Table 1).

Table 1. Cost for Regional Ambulance and Service Impact

Resource	Budgeted Cost	Impact
One 24/7 ambulance	Provincial share: \$0.55 million	3,300 calls answered annually
	Regional share: \$0.55 million	

To demonstrate, the anticipated \$4.9 million provincial funding shortfall equates to approximately four and a half vehicles (42.75 FTEs). This could represent a service reduction of 39,000 service hours if there is a reduction of four and a half vehicles.

ii) Paramedic Hours

Paramedic Services has consistently invested in service enhancements to ensure there are enough paramedic hours to meet the growth in call volume. By the end of 2019 the total call volume in Peel is expected to reach 150,000 calls of which up to 105,000 of these calls will be assigned as ‘red lights and sirens’. This demand currently requires 836,843 direct paramedic hours. Reduced funding will require a re-examination of future investment in additional paramedic hours which may impact response times.

iii) Advanced Care Paramedic (ACP) Program

The Region has invested in building Paramedic workforce capacity by investing in ACP training and preparing paramedics to provide a higher level of care to meet patient needs. A reduction in funding for Paramedic Services has impacted the ACP program and the Region has not renewed an agreement with Humber College to offer this training, as a result of the funding shortfall. It is highly likely that these changes will impact the level of care paramedics can deliver.

PROVINCIAL 2019 BUDGET ANNOUNCEMENTS: IMPLICATIONS FOR PARAMEDIC SERVICES

iv) Health and Overall Morale of Paramedic Workforce

The Region has demonstrated leadership and commitment to build the capacity of its Paramedic Services workforce to provide high quality, responsive services. Key investments have included improving psychological health and safety, training and education to support staff. Without adequate and sustained investment to build this capacity, there could be adverse impacts to staff morale and retention and resulting impacts on the quality of service and care received by residents.

v) Other Impacts

The Region has invested in building paramedic capacity through community program initiatives including the community Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) volunteer responder program and AED delivery by drone program to improve responsiveness and survival rates. Without adequate funding to support these locally driven initiatives, there is continued risk to these and several other program areas and the capacity to grow these programs.

4. FINANCIAL IMPLICATIONS

The funding shortfall of \$4.9 million due to the recent provincial announcement has a significant impact on the 2019 year-end financial position. Staff will look for opportunities to manage the impact without reducing service levels. Any remaining deficit will be addressed through the surplus/deficit management options presented to Council during the 2019 year-end process.

The revenue shortfall will increase to \$6 million in 2020 due to cost of living adjustments and inflation based on what is understood today. The 2020 Budget proposals will include options to manage the \$6M shortfall which may include a reduction in service.

A future report to Council on July 11, 2019 will provide further insights into the overall impact of funding reductions and key considerations for Regional Council ahead of 2020 budget discussions.

5. NEXT STEPS

The recommended advocacy positions are set as follows:

- A provincial commitment to maintain 50:50 funding;
- Ensure municipal oversight and current municipal boundaries of Paramedic Services remain intact;
- Continued advocacy for land ambulance dispatch reform.

Staff will continue to update Council on advocacy and consultative opportunities with the Ministry to inform potential restructuring and funding changes that will directly impact Paramedic Services for the residents of Peel.

PROVINCIAL 2019 BUDGET ANNOUNCEMENTS: IMPLICATIONS FOR PARAMEDIC SERVICES

In addition to the Regional impacts of funding reductions, the potential restructuring of Paramedic Services risks the removal of municipal responsibility as currently defined in the *Ambulance Act*. Input to provincial consultations on restructuring Paramedic Services will emphasize the negative impact on service levels for the local population resulting from the funding freeze, and the need to ensure appropriate Regional oversight control over municipal funding. The Region will work with other municipal partners at the Mayors and Regional Chairs of Ontario (MARCO), Large Urban Mayor's Caucus of Ontario (LUMCO), and Association of Municipalities of Ontario (AMO) to ensure system reforms address municipal needs and interests.

Finally, through the 2019 Ontario Budget the Province committed to proceed with implementation of new patient triaging technology at CACCs. While this commitment remains promising, the Region has prioritized the importance of these reforms before other modernization efforts as an essential improvement to gain efficiencies that will increase long-term service sustainability.

CONCLUSION

The Region plays an important role in ensuring Paramedic Services are locally-informed through integrated planning and provide responsive services to ensure residents in Peel receive the highest level of care. Deferral of the decision to maintain funding at 2018-2019 levels and the continued integration of Paramedic Services through Regional oversight, are important in maintaining responsive services, mitigating key system pressures, and addressing hallway healthcare.



Nancy Polsinelli, Commissioner of Health Services

Approved for Submission:



D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Peter F. Dundas, Chief and Director, Paramedic Services, extension 3921, peter.dundas@peelregion.ca.

Reviewed in workflow by: Financial Support Unit

DATE: June 25, 2019

REPORT TITLE: **SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR:
PROCUREMENT AND PROJECT UPDATE**

FROM: Nancy Polsinelli, Commissioner of Health Services

RECOMMENDATION

That the increase to the Seniors Health and Wellness Village at Peel Manor initiative (capital project 17-5402) required for completion of the project in the amount of \$15.6 million be approved;

And further, that an increase in debt in the amount of \$15.6 million for total debt financing of \$22.3 million be approved;

And further, that staff continue to advocate, on behalf of Regional Council, to the Ministry of Health and Ministry of Long-Term Care, for capital funding in support of the Seniors Health and Wellness Village at Peel Manor initiative.

REPORT HIGHLIGHTS

- In June 2017, Council approved the issuance of a Request for Proposal to execute the design and construction of the new Seniors Health and Wellness Village (SHWV) at Peel Manor facility, as well as funding of \$120 million for the capital initiative.
- In ongoing meetings with leadership in the William Osler Health System, it was confirmed that the planned integrated care seniors' clinic and service hub at the SHWV will play an important community role in the future Ontario Health Team (OHT) environment. It will serve as a model of integrated care for the region, build community capacity, and decrease hallway medicine.
- To date, advocacy efforts have not yielded capital funding by the Province for development of the SHWV. Regional staff will continue to advance advocacy efforts.
- In April 2019, upon completion of the building design, a Request for Tenders was issued for construction of the facility and the lowest bid received was \$115.6 million, approximately \$15.6 million more than the allocated budget for the construction costs of the facility.
- Staff analyzed the bids and it was concluded that the variance from the estimated construction budget is consistent with current market conditions that include uncertainty surrounding tariffs and the price of raw construction materials, a shortage of skilled labour, and an extremely busy construction sector.
- Two options are available to address the budget shortfall: 1) Increase the budget allocated to the SHWV initiative and proceed with award of the tender and 2) Cancel the tender and de-scope to reduce anticipated costs.

SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR: PROCUREMENT AND PROJECT UPDATE

DISCUSSION

1. Background

Peel Manor, one of the Region's five long-term care homes, has served as a place of care since its inception as the County of Peel House of Industry and Refuge in 1898. In 2012, a Comprehensive Building Assessment of Peel Manor was completed. The assessment identified that Peel Manor was nearing the end of its useful life and that significant funds would be required to maintain the building. In response to this assessment, in September of 2013, Regional Council directed staff to work with partners to develop a strategic approach and conceptual plan for the provision of long-term care and community support services at the Peel Manor site.

In June of 2014, Regional Council approved the conceptual plan for the redevelopment of Peel Manor and in 2015, the "Seniors Health and Wellness Village" (SHWV) name was introduced for the initiative. The major components of the SHWV include a long-term care home with 177 beds, an enhanced Adult Day Services program with capacity for up to 100 clients a day, an eight-bed short-stay unit (e.g. for overnight respite care), and a seniors-focused service hub that will support the delivery of integrated care.

In June 2017, Council approved the issuance of a Request for Proposal to execute the design and construction of the new Seniors Health and Wellness Village at Peel Manor facility, as well as total expenditures of \$120 million for the initiative (through debt and reserves). From 2017 to 2019, staff and consultants developed more detailed designs and specifications for the SHWV and worked with various approval bodies (e.g. Ministry of Health and Long-Term Care, City of Brampton) to prepare for construction of the new facility.

2. Progress-to-Date

Progress in development of the SHWV has been made on multiple fronts.

a) Ontario Health Teams and Integrated Care Model

The aging of the population, an increase in the oldest age cohorts, and the rising incidence of dementia require sound health care planning to address the changing needs for the health care and social safety nets.

Staff established partnerships and further fleshed out plans for development of the integrated care seniors' clinic that will operate in the SHWV service hub. Integrated care models have been evaluated for decades, including the PRISMA model in Quebec in 2015. Evaluation results from this and other integrated care models, such as the Program of All-Inclusive Care for the Elderly (PACE) model in the U.S., show a significant reduction in the prevalence and incidence of functional decline, on meeting unmet needs, reduced emergency department visits and hospitalizations, and a significant increase in client satisfaction and empowerment.

In ongoing meetings with leadership in the William Osler Health System, it was confirmed that primary care and home care, and the planned integrated care seniors' clinic at the SHWV, will play an important community role in the future Ontario Health

SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR: PROCUREMENT AND PROJECT UPDATE

Team (OHT) environment. The integrated care seniors' clinic will achieve common goals determined for OHTs, which include improved health outcomes, patient and provider experience, and value. It will serve as a model of integrated care for the region, build community capacity, and support the Provincial priority in decreasing hallway medicine in the acute care setting.

The integrated care seniors' clinic is also an important strategy of the newly endorsed Term of Council Priority to Enhance Seniors' Supports and Services to address gaps and complexities in the health and social systems in Peel that prevent seniors and their caregivers from successfully navigating and accessing a range of services that support healthy aging.

b) Advocacy

Given that the seniors population has been identified as a priority population by both the current and previous provincial government, the Region advocated for the importance of the development of the SHWV through meetings with several Ministry staff and submissions to multiple provincial consultations over the past couple of years.

Notable examples of advocacy milestones have included:

- Premier visit (October 2017)
- Response submission to Ontario's Seniors Action Plan (January 2018)
- Project highlighted at MPP candidate forum (April 2018)
- MPP Sylvia Jones' brought SHWV forward to legislature (April 2018)
- Project included as a highlight in the Province's pre-budget submission (February 2019)
- MPP Sara Singh tour (April 2019)
- Several communications with Ministry of Health and Long-Term Care staff (May, June 2019)

The Region's SHWV advocacy efforts have evolved and built alignment between provincial priorities to eliminate hallway medicine and the development of an all-encompassing health and wellness village where seniors living in the community are connected with high quality care and support services.

The Region anticipated receipt of \$30 million in capital funding from the Province. To date, advocacy efforts have not yielded capital funding for development of the SHWV. As recently as June, staff engaged with senior Ministry staff in the Long-Term Care Homes division in the MOHLTC. At this meeting, the Province confirmed that there will be no provincial capital funding provided at this time.

Regional staff will continue to advance advocacy efforts with particular attention to understanding potential changes in the policy framework governing long term care that may yield funding opportunities.

SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR: PROCUREMENT AND PROJECT UPDATE

c) Procurement of a General Contractor for the Construction of the SHWV at Peel Manor

To ensure that only sufficiently qualified construction vendors be given an opportunity to bid on and be awarded the contract for this large and complex project, a two-phase procurement process was undertaken.

i) Prequalification

In September 2018, the Region undertook a prequalification process to solicit the interest of construction vendors possessing previous experience managing and completing projects of similar scope, scale, and complexity to the proposed new Peel Manor facility. A total of 14 construction vendors were included in the prequalification process. Four vendors met the threshold established for qualification. The four vendors whose submissions were deemed to meet or surpass all required prequalification criteria were as follows:

- Buttcon Limited
- Eastern Construction Company Limited
- Graham Group
- Walsh Canada

ii) Request for Tenders

On April 5, 2019, the Region issued the construction tender document to the four prequalified vendors. Upon tender close on June 5, 2019, the Region received bids from Buttcon Limited and Graham Group. The bid summary is as follows:

VENDOR	BID AMOUNT
Buttcon Limited	\$115,552,000
Graham Group	\$125,390,000
Eastern Construction Company Limited	DID NOT BID
Walsh Canada	DID NOT BID

A 50 per cent bid rate from prequalified vendors is not unusual for projects of this nature. The estimated construction budget for this project was \$100 million. Staff analyzed the bids and it was concluded that the variance from the estimated construction budget is consistent with current market conditions that include uncertainty surrounding tariffs and the price of raw construction materials, a shortage of skilled labour, and an extremely busy construction sector.

In order to proceed with tender award, additional funding of \$15.6 million is required.

SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR: PROCUREMENT AND PROJECT UPDATE

iii) Options

There are two primary options for next steps in the procurement process:

1) Increase the budget for the SHWV initiative by \$15.6 million and proceed with tender award

This option is recommended by staff as it has considerable advantages over the second option.

Advantages include:

- Achieves the implementation of the entire Council-approved scope of work, including a modern long-term care centre with elements supportive of dementia care, an enhanced capacity for provision of adult day services to seniors, and a seniors-focused service hub;
- Reduces reputational risk by remaining consistent with what has been communicated to Peel Manor stakeholders over the past 2+ years;
- Increases opportunities for Ontario Health Team partnerships through the service hub;
- The construction fees are now known and can be budgeted for appropriately, versus unknown potentially higher future prices and less value for today's dollar;
- Avoids further lengthy delays in implementation timeline / schedule and reduced risk to the well-being of Peel Manor residents and clients due to the considerable deteriorating condition of Peel Manor;
- Eliminates the need for various permit resubmissions and reapprovals by other authorities having jurisdiction, which would add many months of delay;
- The facility has been designed to reduce longer term operational costs by up-front investment as compared to a similar facility built to lower quality standards that impact future operational costs.

The disadvantage of this option is that it requires an increase to the capital budget of \$15.6 million to be financed through additional debt.

2) Cancel the tender and de-scope the work

This option involves the cancellation of the current tender process and selective de-scoping of the work requirements to attempt to reduce construction costs.

There are two Procurement options available following a tender cancellation and de-scoping exercise:

- i. A second Request for Tenders process, which is generally the preferred option following de-scoping as it provides an opportunity for competition to ensure best value; and

SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR: PROCUREMENT AND PROJECT UPDATE

- ii. A direct negotiation with the low bid vendor, subject to Council approval, which the Region's Procurement By-law permits when a competitive procurement process has been carried out in good faith but was unsuccessful in resulting in an award.

The advantage of these options is that they potentially eliminate the requirement for additional budget.

Inherent risks of one or both options include:

- The project will be delayed up to 18 months;
- An estimated 7% annual increase in base construction costs can be expected, which equates to an increase of \$11 million after 18 months;
- Increased costs to maintain state-of-good-repair of current Peel Manor building;
- Continued issues with the current building not meeting current MOHLTC long term care facilities standards;
- Uncertainty in the number of bids that may be received in a second tender process (the Region received only two bids in the current process);
- A lack of competitive tension among bidders in a direct negotiation process;
- Continuing price uncertainty in a busy market that remains subject to continuing inflation.

3. Proposed Direction

Subject to Council increasing the project budget, staff propose to award the contract to the lowest bidder, Buttcon Limited, at a total estimated cost of \$115.6 million. Staff recommend this option as it achieves the implementation of the entire Council-approved scope of work, including a modern long-term care centre with elements supportive of dementia care, an enhanced capacity for provision of adult day services to seniors, and a seniors-focused service hub.

RISK CONSIDERATIONS

The bids arising from the current tender process are valid for period of 90 days from tender close (to September 3, 2019), secured by a bid deposit of \$750,000.00. A decision to either increase the budget to enable acceptance of the low bid or cancel the process must be made prior to the expiry of the bids.

A delay in the completion of the Seniors Health and Wellness Village may result in:

- Increased risks to the well-being of Peel Manor residents, clients and staff due to the deteriorating condition of the existing building;
- Reduced ability to lead and influence an evidence-informed model of seniors' care in Ontario Health Teams; and
- Decreased ability to support improved dementia care in the Peel community.

SENIORS HEALTH AND WELLNESS VILLAGE AT PEEL MANOR: PROCUREMENT AND PROJECT UPDATE

FINANCIAL IMPLICATIONS

The Seniors Health and Wellness Village initiative (capital project 17-5402) has a total approved budget of \$120 million. The project was originally financed through a combination of reserves in the amount of \$90 million and expected external funding from the Province in the amount of \$30 million. Staff had also recommended that \$30 million in potential debt be used if no funding was provided by the Province (Resolution 2017-471).

Subsequent to the approval of the capital project in 2017, Council approved the allocation of \$23.3 million to the Long-Term Care capital reserves through the 2017 and 2018 year-end surplus management process. This increased the reserve financing from \$90 million to \$113.3 million and reduced the debt requirement to \$6.7 million.

In order to finance the revised cost of \$135.6 million (\$120 million plus \$15.6 million) based on the lowest bid received through the tender process, additional debt in the amount of \$15.6 million is required. This would increase the total debt financing for the project to \$22.3 million.



Nancy Polsinelli, Commissioner of Health Services

Approved for Submission:



D. Swarc, Chief Administrative Officer

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

Authored By: Donna Kern, Director, Seniors Services Development

Reviewed in workflow by:
Procurement
Financial Support Unit

**ITEMS RELATED TO
HUMAN SERVICES**

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DATE: June 17, 2019

REPORT TITLE: **EMPLOYMENT SERVICES TRANSFORMATION**

FROM: Janice Sheehy, Commissioner of Human Services

RECOMMENDATION

That staff be authorized to pursue the next phase of the Province's Employment Services Transformation initiative through the submission of an Expression of Interest and Request for Proposal for the Service System Management role, on business terms satisfactory to the Commissioner of Human Services and on legal terms satisfactory to the Regional Solicitor.

REPORT HIGHLIGHTS

- Over the last several years, Regional staff have been working to better understand the employment services system in Peel and the opportunities that exist within the system to improve client outcomes.
- Like other municipalities, and consistent with the Auditor General of Ontario's review of employment and training programs, Peel's current employment system is not fully achieving the desired results.
- In September 2018, through an In-Camera Report to Regional Council, staff outlined their findings and received approval to enter in to formal negotiations with the Province on a proposed new approach to employment services in the community. One that would fully integrate service delivery by having the Region of Peel take an active role in managing the system.
- The negotiations were put on hold pending a Provincial review. This review concluded with an announcement in February 2019, regarding the Transformation of the Employment Services System.
- The steps to transformation include integration of the Ontario Works (OW) and Ontario Disability Support Program (ODSP) employment services programs and Employment Ontario into one system.
- In May 2019, Regional staff completed a Request for Interest Questionnaire and were invited to participate in an optional market sounding exercise and a one-on-one exploratory meeting with the Province related to the Service System Management role and the transformation process.
- The first step to implementing the new system involves the competitive selection of a Service System Manager and the gradual implementation of the new system starting with three prototypes in geographically defined catchments areas in the fall of 2019.
- Staff are seeking authorization to pursue the next phase of the Employment Services Transformation through the submission of an Expression of Interest and Request for Proposal for the Service System Manager role.

EMPLOYMENT SERVICES TRANSFORMATION**DISCUSSION****1. Background**

As reported to Regional Council in September 2018, Regional staff have continued to advocate to the Provincial government for enhancements to the employment services system. This work was put on hold pending a Provincial review. That review has been concluded and the government is now moving forward with an Employment Services Transformation initiative that is in alignment with the Region's proposed approach.

This report provides a brief outline of the current state of employment services, an overview of what's known about the Employment Services Transformation initiative, the recommended role and next steps for the Region of Peel as well as associated financial and service provider implications.

Regional staff has been working over the last several years to better understand the employment services system in Peel and the opportunities that exist within the system to improve service delivery to clients. At present, the Region delivers employment services directly and provides funding to local service providers to deliver employment services on its behalf for OW and ODSP clients.

The largest group of job seekers, individuals in receipt of Employment Insurance and those with no source of income, are not served by the Region, and instead access supports through Employment Ontario directly. It is estimated that approximately 60,000 participants access the employment system annually with less than optimal outcomes. The 2016 and 2018 Auditor General of Ontario reviews of the employment and training, and Ontario Works programs found that services were not effective in helping participants obtain full-time employment. In fact, only 38 per cent of clients were employed full-time and only 14 per cent had found employment in their field of training, a professional occupation or a more suitable job than before the program. In addition, only 10-13 per cent of Ontario Works recipients successfully found work and left the system.

The Region is not currently the Service System Manager for employment services; the landscape is fragmented with multiple agencies delivering services. In a review completed in 2014, there were 79 local service providers delivering some form of employment services in Peel Region with 26 of those providers funded by Employment Ontario. As such, the Region has a limited scope to make changes to the system. At present, the Region faces a 6.5 per cent general unemployment rate and a 13 per cent youth unemployment rate, which are both above the Ontario averages. The Region has strong employment participation rates of 70 to 80 per cent over the last decade however, a rise in precarious employment and limited supports for individuals with complex issues are adding new pressures on the employment services system. As indicated in the Focus GTA Fall 2018 Report, a well-functioning employment services system is important to Peel residents as 81 per cent consider these services essential.

From 2012 to 2018, staff conducted a series of business process reviews, interviews with staff and providers, jurisdictional scans and market sounding exercises to determine whether there were more effective models for the delivery of employment services. Based on the findings, staff proposed an enhanced case management and market stewardship model that supported full service integration with the Region assuming accountability for the overall management and oversight of the employment service system. This approach would provide the Region with the opportunity to integrate fragmented systems and align

EMPLOYMENT SERVICES TRANSFORMATION

outcomes. Regional Council provided approval to enter in to formal negotiations with the Province regarding model design in September 2018. Discussions were ongoing from September 2018 to January 2019.

In February 2019, the Province announced its plans to transform employment services to ensure job seekers and businesses are provided with the best possible employment services. Led by the Ministry of Training Colleges and Universities, the following are among the steps to transformation:

- Integration of OW and ODSP employment services programs into a transformed Employment Ontario to create one system;
- Selection of Service System Managers through a competitive process open to any public, not-for-profit and private sector organization, as well as, Municipal Service Managers and district social services board service managers;
- Employment services are transformed to work more effectively with other government services, including health and education; and,
- Implementation to occur gradually, starting with three prototypes in geographically defined catchment areas that will test the new system model beginning in spring 2020.

The vision for the new system is one that is locally responsive and delivers sustained employment outcomes for all individuals based on their needs. The primary goals behind the transformation are to reduce fragmentation and duplication, create system efficiency, improve client service, increase accountability and achieve better outcomes for all job seekers and employers. At full system maturity, the Service System Managers would be responsible for overseeing a competitive employment and training system.

On April 18, 2019 the Ministry of Training Colleges and Universities invited vendors to participate in an optional Market Sounding Exercise to assess interest in the Service System Manager role and gather feedback to inform the process. In preparation, staff completed a Request for Interest Questionnaire and attended a Vendor Market Day on May 15, 2019 as well as a one-to-one exploratory meeting with Ministry staff on May 16, 2019. The key takeaways from these sessions were greater clarity on Ministry direction and the timelines associated with the next phases of the transformation process.

2. Proposed Direction

Staff would submit an Expression of Interest to the Province in mid-summer and depending on the determination of the prototype catchment areas, move forward with a Request For Proposal, if invited, shortly thereafter.

Formal negotiations and authorizing agreements with the Province would be required to proceed with the prototype for winter 2019/20.

Staff would return to Regional Council for approval prior to moving forward.

FINANCIAL IMPLICATIONS

Based on publicly available reports, staff estimate that the Ministry of Training Colleges and Universities paid \$144.2M in the form of operating transfer payments to Employment Ontario

EMPLOYMENT SERVICES TRANSFORMATION

providers operating in Peel. The 2019 Employment Support operating budget for the delivery of employment services to OW and ODSP clients in Peel is \$21.2M. These figures provide a limited understanding of the funding in the employment services system. The Province has not yet released any financial data associated with the new employment system. It is also unclear at this time whether funding for the role of Service System Manager will be taken from the overall operating transfer payment or will be a stand-alone allocation.

Should Peel Region be chosen to participate in this initiative, staff would return to Regional Council with a report that provides the full financial implications of participating in this initiative and seeks approval prior to proceeding.

RISK CONSIDERATIONS

The existing landscape for employment services consists of multiple community agencies, with some providing niche or duplicate services and others struggling with internal capacity and/or performance. A confirmed role of the Service System Manager would be to evaluate the current system, run a competitive process for service providers and set funding models that best support the ongoing achievement of employment outcomes. Making significant changes in the way funding is allocated to service providers may cause long-standing organizations to be excluded from the new system and could result in these agencies no longer being financially sustainable.

There are no significant risks that may prevent the Region from pursuing an Expression of Interest or Request for Proposal.

CONCLUSION

Provincial employment programs and services, including those in Peel, are not achieving the desired results. It has been the Region's long-standing position that significant changes to both delivery and system management are required to improve service outcomes. This has been supported by the Province's recent announcement to transform the employment services system in Ontario. Pursuing the expression of interest and subsequent request for proposal to assume the role of Service System Manager are the first steps to put the Region in a position to lead the transformation of this system in Peel. It is expected that the new system changes will result in improved services and employment outcomes for the residents of Peel.



Janice Sheehy, Commissioner of Human Services

EMPLOYMENT SERVICES TRANSFORMATION

Approved for Submission:



D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact: Jason Hastings, Director, Strategic Initiatives, ext. 8135

Authored By: Jason Hastings, Director, Strategic Initiatives and Susan Lazzer, Advisor, Employment

Reviewed in workflow by:

*Financial Support Unit
Enterprise Risk & Audit Services
Legal Services*

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**ITEMS RELATED TO
PLANNING AND GROWTH
MANAGEMENT**

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Ministry of Municipal Affairs
and HousingMinistère des Affaires municipales
et LogementMunicipal Services Office
Central OntarioBureau des services aux municipalités
du Centre de l'Ontario777 Bay Street, 13th Floor
Toronto ON M5G 2E5
Fax.: 416 585-6882777, rue Bay, 13^e étage
Toronto ON M5G 2E5
Télééc. : 416 585-6882

June 21, 2019

By email and regular mail

Ms. Kathryn Lockyer
Regional Clerk & Director of Clerks
Regional Municipality of Peel
10 Peel Centre Drive
Brampton, ON L6T 4B9

Email: kathryn.lockyer@peelregion.ca

**RE: Request for Notices of Development Applications in the GTA West Corridor
and Transmission Corridor Identification Study Areas**

We are writing to thank you for your cooperation in protecting the Study Area for the Northwest Greater Toronto Area Corridor Identification Study (NW GTA Study). For your information, the Ministry of Transportation (MTO) and the Independent Electricity System Operator (IESO) have announced that they will not be proceeding with the NW GTA Study.

Effective June 19, 2019, MTO has announced that it has resumed the Greater Toronto Area West Environmental Assessment (GTA West EA). The Route Planning Study Area and the Focused Analysis Area (FAA) are consistent with the GTA West EA at the time of suspension in 2015. While MTO requires notices for planning applications that fall within the Study Area, MTO's interest will be focused on applications within the FAA. A map of the Study Area and FAA is attached for your reference as Figure 1 and further information on the GTA West EA is available at MTO's website at www.gta-west.com

As the NW GTA Study will not be proceeding, the Ministry of Energy, Northern Development and Mines (ENDM), together with IESO, have initiated a Transmission Corridor Identification Study (Transmission Corridor Study) to identify an adjacent transmission corridor to support growing demand for electricity in the western GTA. The Transmission Corridor Study Area includes the majority of the FAA of the GTA West EA, as well as additional land where Highways 407 and 401 intersect near the Town of Milton and the City of Mississauga, to connect to existing transmission infrastructure in the Parkway Belt West Plan. Planning today for tomorrow's electrical needs will help avoid future costs to local electricity ratepayers. A map of the Study Area is attached for your reference as Figure 2 and further information on the Transmission Corridor Study is available at www.ieso.ca/Get-Involved/Regional-Planning/GTA-and-Central-Ontario/Northwest-GTA

Under the policies of A Place to Grow: The Growth Plan for the Greater Golden Horseshoe and the Provincial Policy Statement, 2014, planning authorities have a

REFERRAL TO _____
RECOMMENDED _____
DIRECTION REQUIRED _____
RECEIPT RECOMMENDED _____

shared responsibility to protect planned corridors to meet current and projected needs. We look forward to your continued collaboration in protecting the GTA West Corridor as well as the new Transmission Corridor Study Area. Pursuant to Ontario Regulations 543/06, 544/06, and 545/06, notice of *Planning Act* applications within or abutting the boundary of the study areas is required to be provided to the following individual:

Aly N. Alibhai, Regional Director
Ministry of Municipal Affairs and Housing
Municipal Services Office – Central Ontario
777 Bay Street, 13th Floor
Toronto, ON M5G 2E5
Aly.Alibhai@ontario.ca

Further, to facilitate provincial review of these planning applications, we ask that notice also be provided to the following individuals for the respective study areas:

GTA West EA:

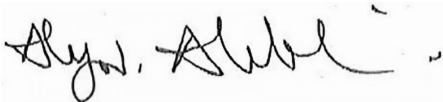
Lukasz Grobel, Senior Project Engineer
Ministry of Transportation
Provincial Highways Management
159 Sir William Hearst Ave, Bldg D
4th Floor
Toronto, ON M3M 0B7
Lukasz.Grobel@ontario.ca

Transmission Corridor Study:

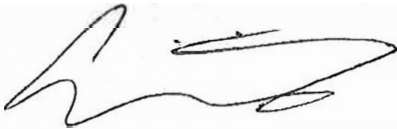
Kirby Dier, Senior Policy Advisor
Ministry of Energy, Northern
Development and Mines
Energy Networks and Indigenous Policy
Branch
77 Grenville Street, 6th Floor
Toronto, ON M7A 2C1
Kirby.Dier@ontario.ca

Thank you for your continued cooperation and assistance in protecting for provincial corridors.

Sincerely,



Aly N. Alibhai
Regional Director, Municipal Services Office – Central Ontario
Ministry of Municipal Affairs and Housing

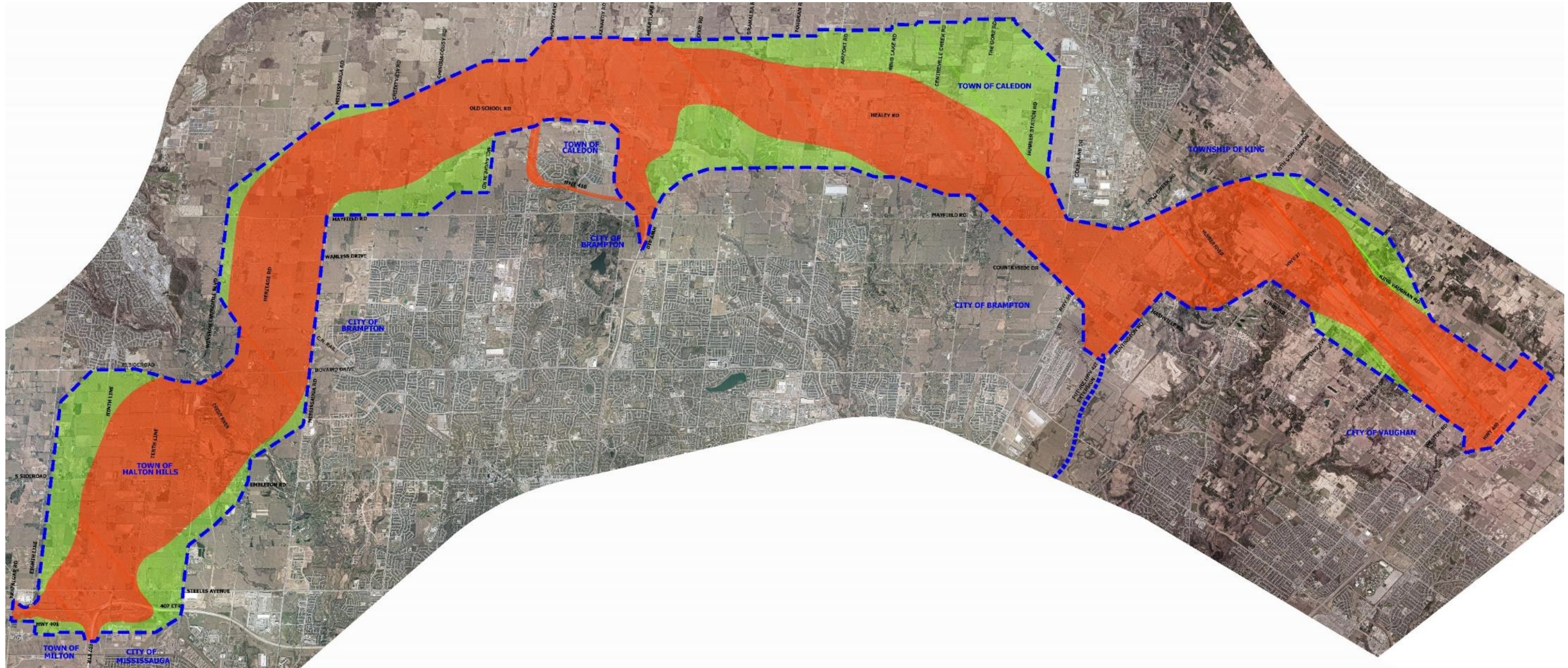


Calvin Curtis
Regional Director (A), Provincial Highways Management, Ministry of Transportation



Samir Adkar
Director, Energy Networks and Indigenous Policy Branch
Ministry of Energy, Northern Development and Mines

Figure 1 – GTA West Environmental Assessment Study Area



Orange Area

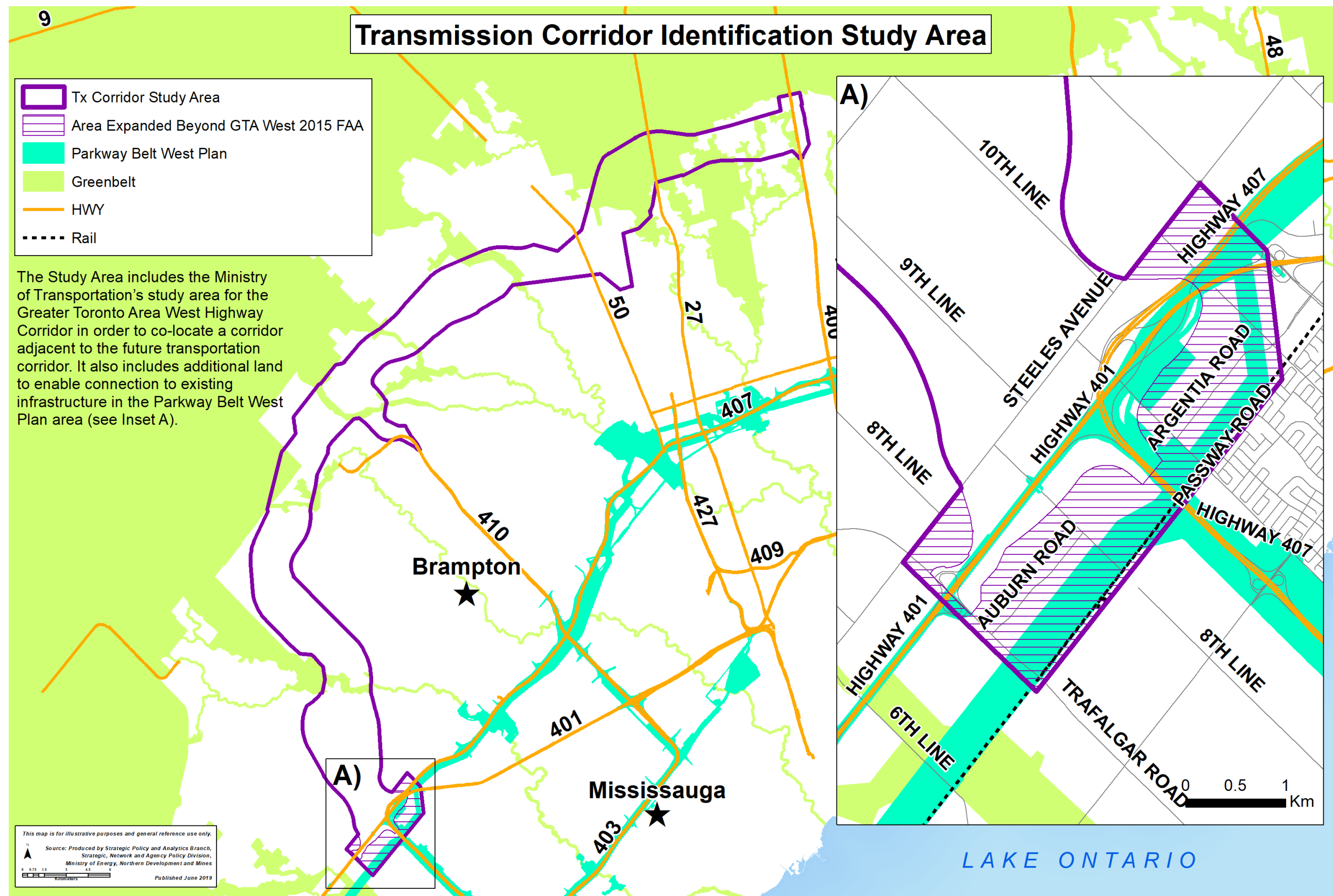
The 2015 Focused Analysis Area (2015 FAA) is a zone surrounding the short list of route alternatives. Properties located within the 2015 FAA could be directly impacted by the GTA West multimodal transportation corridor, ancillary uses, or if refinements are made to the route alternatives.

Green Areas

MTO has a reduced interest in properties located in the green areas. Applications can proceed through municipal development processes. MTO will continue to review all development applications in the study area, but it is anticipated that applications in the green areas will not be impacted by the GTA West multimodal transportation corridor.

Route Planning Study Area

Figure 2 – Transmission Corridor Identification Study Area



**ITEMS RELATED TO
ENTERPRISE PROGRAMS
AND SERVICES**

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DATE: June 25, 2019

REPORT TITLE: **REQUEST FOR DEVELOPMENT CHARGES RELIEF - THE CHURCH OF ARCHANGEL MICHAEL AND SAINT TEKLA**

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

RECOMMENDATION

That development charges be applied to the proposed development as per the Region of Peel's Development Charges By-law, reflecting fairness and equity with other similar developments that have paid their full applicable development charges.

REPORT HIGHLIGHTS

- In 2009, the Coptic Orthodox Patriarchate of Alexandria the Church of Archangel Michael and Saint Tekla ("the Coptic Church") received a permit to construct a 3,613.23 sq.m. building at 12061 Hurontario Street, in Brampton.
- At the time, the Coptic Church received Regional development charges exemption of \$162,613.10 for 1,816.5 sq.m. (i.e. the main worship area), resulting in \$119,568.28 in Regional development charges.
- In May 2019, the Coptic Church applied for a building permit to expand the building at the same location by an additional 3,510 sq.m. to include facilities such as daycare rooms, classrooms and recreational facilities.
- The proposed development would result in \$709,654.40 in Regional development charges.
- On June 13, 2019, the Coptic Church delegated to Regional Council for a reduction in the development charges amount (i.e. by calculating the DCs based on their 2009 rate).
- The provision of this relief to the Coptic Church would result in \$426,046.09 being funded from the property tax base.
- If development charges relief is provided to the Coptic Church, it would justify a taxpayer-funded refund of over \$15 million to other places of worship, private schools and private daycare facilities that have paid their full DCs.

REQUEST FOR DEVELOPMENT CHARGES RELIEF - THE CHURCH OF ARCHANGEL MICHAEL AND SAINT TEKLA

DISCUSSION

Background

The Coptic Orthodox Patriarchate of Alexandria the Church of Archangel Michael and Saint Tekla (“the Coptic Church”) currently owns a 3,613.23 sq.m. building at 12061 Hurontario Street, in Brampton. The building was constructed in 2009 and, at the time, the Coptic Church received Regional development charges (DCs) exemption of \$162,613.10 for 1,816.5 sq.m. (i.e. the main worship area), resulting in \$119,568.28 in Regional development charges. In May 2019, the Coptic Church applied for a building permit to expand the building at the same location by an additional 3,510 sq.m. to include facilities such as daycare rooms, classrooms and recreational facilities. There is no proposed change to the original main worship area.

Regional staff determined that 3,168.1 sq.m. of the proposed 3,510 sq.m. expansion is chargeable as it is attributed to non-worship. The remaining 341.9 sq.m. which include stairwells, elevator shafts and washrooms do not attract development charges. Based on the current DC rates, the proposed non-worship area expansion would require the payment of \$709,654.4 in Regional DCs.

Representatives from the Coptic Church met with Regional staff on June 4, 2019 and subsequently delegated to Regional Council on June 13, 2019 for relief of development charges on the basis that the amount of DCs was onerous, given they are a non-profit organization that relies mostly on donations for their operations. The organization has expressed no concerns with staff’s application of the Region’s by-law in determining the development charges.

1. Findings

Regional and Local Policies to Support Faith Based Organizations

The Region and the local municipalities have implemented measures to provide some development charges relief for places of worship in their respective jurisdictions. The Region provides an exemption for one room dedicated to places of worship which is funded through the tax base. See *Table 1 below*. An amount of 250 thousand dollars has been included in the Region’s 2019 budget for discretionary exemptions in accordance with the by-law (e.g. one room dedicated places of worship and agricultural uses).

17.1-3

REQUEST FOR DEVELOPMENT CHARGES RELIEF - THE CHURCH OF ARCHANGEL MICHAEL AND SAINT TEKLA

Table 1-Summary of Development Charges Payable at Peel Municipalities

Municipality	Total Floor Area Where DCs are:	
	Payable	Exempt
Region of Peel	No exemption	One room used for worship.
Brampton	Area used for: <ul style="list-style-type: none"> • Private schools; • Banquet halls; • Supportive housing; • Major daycare facilities; • Areas used for retail or commercial purposes 	All other floor area.
Caledon	No exemption	Council may, by resolution, waive in whole or in part institutional DCs which include places of worship.
Mississauga	No exemption	<u>2014 By-law</u> One room used for worship. (i.e. same floor area as used in Region's calculation) <u>2019 by-law</u> grant in lieu equivalent to twenty-five percent of the total floor area of the building

Impact on Regional Services

The total of \$709,654.40 in Regional DCs for the proposed addition is to offset the incremental costs this re-development will place on the infrastructure services provided to this site. *See Table 2 below for the services provided at the Regional and Local level for a non-residential development or re-development.* The proposed development will utilize additional Regional services such as roads and water and wastewater services.

17.1-4

REQUEST FOR DEVELOPMENT CHARGES RELIEF - THE CHURCH OF ARCHANGEL MICHAEL AND SAINT TEKLA

Table 2-Summary of Infrastructure services provided at Regional and Local Area Level for a Non-Residential development/redevelopment

Region of Peel	City of Brampton
Growth studies	Buildings, Land & Furnishings
Regional Roads	Development related studies
Police Services	Public Works
Water	Fire
Waste water	Roads
	Transit

Options and Considerations Regarding the Coptic Church’s Request for DCs Relief

At the meeting of Regional Council on June 13, 2019, the Coptic Church requested that the Region calculate the DC for the proposed development based on the development charges rates that were applied to the previous development. This would reduce the DCs by \$426,046.09, which would have to be funded from the property tax base. There is currently no budgetary allocation for discretionary exemptions outside of what is permitted under the current by-law.

Potential Waiver of DCs

Council does not have the authority to waive development charges that have been determined in accordance with the development charges by-law. To allow exemptions without targeted financing tools in place, would impair the Region’s ability to generate the development charges revenue required to meet its financial obligations.

Provide a Tax Funded Grant

To provide a tax grant to the Coptic Church to offset development charges would not reflect an equitable treatment of similar developments such as the Roman Catholic Episcopal Corporation, Brampton Gospel Hall and Bramalea Baptist Church, that paid the full DCs payable under the current by-law for their respective developments in Peel. This move would provide basis/justification to refund previous DCs paid by places of worship. Over the past 5 years, places of worship have paid over \$2.7 million in Regional development charges after receiving over \$700 thousand in exemptions for the one room dedicated to worship. An expansion of the discretionary exemption for Places of Worship will result in an increase in cost to all Property taxpayers.

Refund considerations would also be justified for other new not-for-profit and for profit daycare and classroom developments in Peel over the period. Based on building permit information, a conservative estimate suggests that approximately 49,000 sq.m. of private daycare and 8,000 sq.m of private classrooms (not in places of worship) have been constructed in Peel over the past 5 years, translating into over 12 million dollars in Regional DCs, based on current rates. See *Table 3*.

17.1-5

REQUEST FOR DEVELOPMENT CHARGES RELIEF - THE CHURCH OF ARCHANGEL MICHAEL AND SAINT TEKLA

Table 3 - Estimate of Private Classrooms and Daycare Development in Peel over the Past 5 years

Development Type	Estimated GFA	Estimated DC (\$)
Private daycare not in a place of worship	48,855	\$10,943,587
Private school not in a place of worship	8,272	\$1,853,034
Total	57,127	\$12,796,621

A refund of these amounts would have major immediate financial impact on the Region and inform future development charges policies regarding such developments.

Deferring the development charges until the new by-law is enacted

As per section Section 6 (10) of the Region's By-law 46-2015, the Region's Chief Financial Officer has delegated authority to defer the payment of non-residential development charges for a period after it would have been normally been paid.

"...the Region's Chief Financial Officer is hereby authorized to enter into agreements providing for the payment of all or part of a non-residential –non-industrial development charge before or after it would otherwise be payable.."

The deferral of payment of DCs is subject to the owner providing adequate securities. The deferral of payment of DCs until enactment of the new DCs By-law in 2020 will provide Council time to consider the following options with respect to payment of development charges for places of worship.

In the next development charge by-law Council could consider the following:

- Maintain existing policy of exempting one room reserved for worship or
- Increase or decrease the eligible exempt area.

RISK CONSIDERATIONS

Additional discretionary exemptions would put pressure on the Region's already strained tax base and its ability to meet its financial obligations. Any delay in payment due to deferrals, impairs the Region's ability to pay its debt and increase its need to issue additional debt. The Region currently has over \$1.4 billion in development charges debt which need to be funded.

FINANCIAL IMPLICATIONS

The reduction in development charges outlined in the Coptic Church's request is not within Council's jurisdiction. A grant payment in lieu of DCs on behalf of the Coptic Church would result in a cost of \$426,046.09 to the Region's taxpayers.

**REQUEST FOR DEVELOPMENT CHARGES RELIEF - THE CHURCH OF ARCHANGEL
MICHAEL AND SAINT TEKLA**

Additionally, a refund of \$2.7 million to places of worship and \$12.7 million to private schools and private daycares built over the past 5 years would result in over \$15 million in combined cost to the Region's taxpayers. This approach would have implications for future DC policies and the amount of DCs collected going forward.

CONCLUSION

Staff recognize the fact that the proposed development aligns well with the Region's vision to build a community for life but it has to be balanced with the impact these discretionary exemptions will have on the Region's ability to meet its financial obligations now and in the future.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:



D. Swarc, Chief Administrative Officer

For further information regarding this report, please contact Stephanie Nagel at extension 7105

Authored By: Junior Higgins



The Coptic Orthodox Diocese of Mississauga, Vancouver and Western Canada
Church of Archangel Michael and St. Tekla
Brampton, Ontario

City of Brampton

May 29, 2019

Please find attached GFA breakdown as per use for calculations of DC.

Best Regards

Maged Matta
Board Director

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12091 Hurontario Street
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Website: www.michaelandstekla.org

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E-Mail fmrornos@sttekla.org

Fr. Michael Dawoud
Phone: (647) 391 - 3313
E-Mail frmichaeldawoud@gmail.com



The Coptic Orthodox Diocese of Mississauga, Vancouver and Western Canada

Church of Archangel Michael and St. Tekla

Brampton, Ontario

217039 - The Church of Archangel Michael & St. Tekla

28/05/2019

Gross Floor Areas

BASEMENT FLOOR				
ROOM NO.	ROOM NAME	AREA (m ²)	DAYCARE USE	CHURCH USE
1	DAYCARE ROOM 1	34.47	DAYCARE	
1A	W/C	3.53	DAYCARE	
1B	STORAGE	2.55	DAYCARE	
2	DAYCARE ROOM 2	33.78	DAYCARE	
2A	W/C	3.53	DAYCARE	
2B	STORAGE	2.99	DAYCARE	
3	DAYCARE ROOM 3	35.28	DAYCARE	
3A	W/C	4.5	DAYCARE	
3B	STORAGE	2.94	DAYCARE	
4	DAYCARE ROOM 4	26.74	DAYCARE	
4A	W/C	3.54	DAYCARE	
5	DAYCARE ROOM 5	26.56	DAYCARE	
5A	W/C	3.54	DAYCARE	
6	DAYCARE ROOM 6	27.02	DAYCARE	
6A	W/C	3.54	DAYCARE	
7	DAYCARE ROOM 7	25.93	DAYCARE	
7A	W/C	3.75	DAYCARE	
8	INFANT SLEEPING ROOM	21.4	DAYCARE	
8A	COT STORAGE	3.11	DAYCARE	
9	INFANT CARE	51.63	DAYCARE	
11	PROGRAM MEETING 1	76		CHURCH
12	PROGRAM MEETING 2	67.17		CHURCH
13	PROGRAM MEETING 3	68.24		CHURCH
18	STAFF ROOM	16.61	DAYCARE	
19	LAUNDRY	9.71	DAYCARE	
20	KITCHEN	16.59	DAYCARE	
20A	STORAGE	3.84	DAYCARE	
21	RECEPTION	4.96	DAYCARE	
22	UNIVERSAL W/C	6.8	DAYCARE	
23	OFFICE	7.57	DAYCARE	
24	IT	3.17		CHURCH
25	VESTIBULE	7.74	DAYCARE	
26	FOYER	5.27	DAYCARE	
27	CORRIDOR	165.02	DAYCARE	
28	CORRIDOR	6.29		CHURCH
29	MEN'S W/C	23.55		CHURCH
29A	MEN'S CHANGE ROOM	7.07		CHURCH
30	WOMEN'S W/C	22.81		CHURCH
30A	WOMEN'S CHANGE ROOM	9.93		CHURCH
31	CORRIDOR	6.74		CHURCH

CHURCH

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The Coptic Orthodox Diocese of Mississauga, Vancouver and Western Canada

Church of Archangel Michael and St. Tekla

Brampton, Ontario

ROOM NO.	ROOM NAME	AREA (m ²)	DAYCARE USE	CHURCH USE
33	GYM	542.49		CHURCH
35	STORAGE	2.99		CHURCH
36	UNIVERSAL W/C	7.47		CHURCH
37	STAIR 1	14.39		CHURCH
38	STAIR 2	21.86		CHURCH
	ELEVATOR SHAFT	7.58		CHURCH
TOTAL		1452	564.41	887.59

GROUND FLOOR				
ROOM NO.	ROOM NAME	AREA (m ²)	DAYCARE USE	CHURCH USE
101	CLASSROOM 1	56.97		CHURCH
101A	STORAGE	4.54		CHURCH
101B	JANITOR	5		CHURCH
102	CLASSROOM 2	37.75		CHURCH
103	CLASSROOM 3	46.55		CHURCH
104	CLASSROOM 4	39.78		CHURCH
105	CLASSROOM 5	36.68		CHURCH
105A	STORAGE	1.44		CHURCH
106	CLASSROOM 6	38.65		CHURCH
107	CLASSROOM 7	36.1		CHURCH
108	CLASSROOM 8	41.08		CHURCH
109	CLASSROOM 9	43.43		CHURCH
110	CLASSROOM 10	41.61		CHURCH
111	ENTRY LOBBY	68.71		CHURCH
112	CORRIDOR	245.72		CHURCH
115	A/V LOUNGE	56.16		CHURCH
115A	STORAGE	3.71		CHURCH
116	STORAGE	4.49		CHURCH
117	UNIVERSAL W/C	7.82		CHURCH
118	MEN'S W/C	20.76		CHURCH
119	WOMEN'S W/C	18.29		CHURCH
120	UNIVERSAL W/C	9.07		CHURCH
122	MECH./ELEC.	14.38		CHURCH
126	STORAGE	6.55		CHURCH
127	STAIR 1	14.89		CHURCH
128	STAIR 2	21.85		CHURCH
	ELEVATOR SHAFT	7.38		CHURCH
	MECH. SHAFT	8.57		CHURCH
	DISPLAY PLATFORM	9.7		CHURCH
	VENDING AREA	2.2		CHURCH
	FOUNTAIN	1.47		CHURCH
TOTAL		951.3	0	951.30

SECOND FLOOR				
ROOM NO.	ROOM NAME	AREA (m ²)	DAYCARE USE	CHURCH USE
201	HOLY BREAD PREPARATION	69.91		CHURCH

CHURCH

12091 Hurontario Street
Brampton, Ontario L6Z 4P8 Canada

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The Coptic Orthodox Diocese of Mississauga, Vancouver and Western Canada

Church of Archangel Michael and St. Tekla
Brampton, Ontario

ROOM NO.	ROOM NAME	AREA (m ²)	DAYCARE USE	CHURCH USE
202	UNIVERSAL W/C	8.86		CHURCH
203	JANITOR	3.52		CHURCH
204	CORRIDOR	12.72		CHURCH
205	CORRIDOR	166.1		CHURCH
206	MEN'S W/C	17.96		CHURCH
207	WOMEN'S W/C	20.21		CHURCH
208	SQUASH COURT	67.37		CHURCH
209	STORAGE	12.83		CHURCH
209A	STORAGE	3.96		CHURCH
209B	COAT CLOSET	5.84		CHURCH
209C	COAT CLOSET	5.9		CHURCH
210	CORRIDOR	23.55		CHURCH
211	YOUTH LOUNGE	202.97		CHURCH
213	CRYING ROOM	36.73		CHURCH
213A	NURSING ROOM	6.5		CHURCH
213B	CLOSET	1.89		CHURCH
215	CHAPEL	365.71		CHURCH
221	STAIR 3	26.82		CHURCH
222	STAIR 2	21.85		CHURCH
	ELEVATOR SHAFT	7.38		CHURCH
	MECH. SHAFT	18.07		CHURCH
TOTAL		1106.65	0	1106.65

GRAND TOTAL OF ALL AREAS	3510.14	564	2946
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*GFA TOTAL	3187		
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*FLOOR AREA, GROSS (City of Brampton, Zoning By-Law, Section 5.0 Definitions)

shall mean the aggregate of the area of all floors in a building, whether at, above, or below established grade, measured from the exterior of the outside walls, but excluding any parts of the building used for mechanical equipment relating to the operation or maintenance of the

CHURCH
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For Information

DATE: June 17, 2019

REPORT TITLE: **ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN**

FROM: Catherine Matheson, Commissioner of Corporate Services

OBJECTIVE

To inform Regional Council of the Region of Peel's 2019 Energy Conservation and Demand Management Plan and the report of Energy Consumption and Greenhouse Gas Emissions, in compliance with the *Electricity Act, 1998*, Ontario Regulation 507/18 requirements.

REPORT HIGHLIGHTS

- Ontario Regulation 507/18 requires all public agencies to prepare, submit and publish a five-year Energy Conservation and Demand Management Plan and the report on Energy Consumption and Greenhouse Gas Emissions by July 1, 2019.
- The Region is positioned to meet the requirements of Ontario Regulation 507/18.
- The Region's 2019 Energy Conservation and Demand Management Plan outlines the energy conservation and demand management achievements for the past five years; and provides an overview of future actions and estimated energy savings and greenhouse gas reductions for the next five years.
- Over the past five years, the Region's total cost avoidance from demand management is \$3,470,124.00 and total cost savings from electricity and natural gas conservation and renewable energy projects is \$9,342,793.00.
- The Region's 2019 Energy Conservation and Demand Management Plan is informing the development of the Climate Change Master Plan.

DISCUSSION**1. Background**

In 2014, the Region produced its first Energy Conservation and Demand Management Plan to comply with then Ontario Regulation 397/11. The Regulation has since been transferred to the *Electricity Act, 1998* and is now Ontario Regulation 507/18 of the Ministry of Energy, Northern Development and Mines ('the Ministry'). The first Energy Conservation and Demand Management Plan covered the period from July 2014 to June 2019 and is now due for an update.

The Region's updated 2019 Energy Conservation and Demand Management Plan aligns with the 20-year strategic plan; to 'Live in a Community that is environmentally friendly' and

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the Climate Change Statement of Commitment, which was endorsed by Council on November 7, 2017 (Resolution 2017-891).

Content from the 2019 Energy Conservation and Demand Management Plan will inform the development of the Region's Climate Change Master Plan, which was endorsed, in principle, by Council on April 25, 2019 (Resolution 2019-370).

2. Ontario Regulation 507/18 Requirements

The Ontario Regulation 507/18 requires all public agencies, including municipalities, to prepare, submit and publish an Energy Conservation and Demand Management Plan by July 1, 2019, with subsequent updates on a five-year cycle. The Region has completed the 2019 Energy Conservation and Demand Management Plan which is attached for reference (Appendix I).

The Regulation requires the 2019 Energy Conservation and Demand Management Plan to include:

1. Results achieved in the field of energy conservation and demand management over the past five years (July 2014 – June 2019);
2. Description of planned and proposed actions for energy conservation and demand management for the coming five years (July 2019 – June 2024); and,
3. Forecast of the energy savings and greenhouse emission reductions associated with these proposed future actions.

The Regulation also requires the Region to prepare, submit, and publish the Energy Consumption and Greenhouse Gas Emissions report each year. This report provides a summary of the Region's electricity and natural gas consumption, energy intensities, and greenhouse gas emissions of all applicable Peel facilities. The Region has been in compliance for the past five years. The current report submission (2017 data) is due to the Ministry by July 1, 2019 (see Appendix II). The Region reports on data from two years ago to align with Canada's official greenhouse gas inventory, which has a 2-year lag for releasing the GHG emissions factors needed to calculate emissions.

3. The Region of Peel's 2019 Energy Conservation Demand Management Plan

The following sub-sections highlight past Energy Conservation and Demand Management Plan achievements (July 2014 –June 2019) and planned actions for the next five years (July 2019- June 2024).

The units used in this report are as follows: electrical demand management is reported in Mega Watts (MW), electrical energy consumption and conservation is reported in Mega Watt hours (MWh), natural gas consumption and conservation is measured in metres cubed (m³), and greenhouse gas emissions are measured in tonnes of greenhouse gas emissions or tonnes carbon dioxide equivalent (TCO₂e).

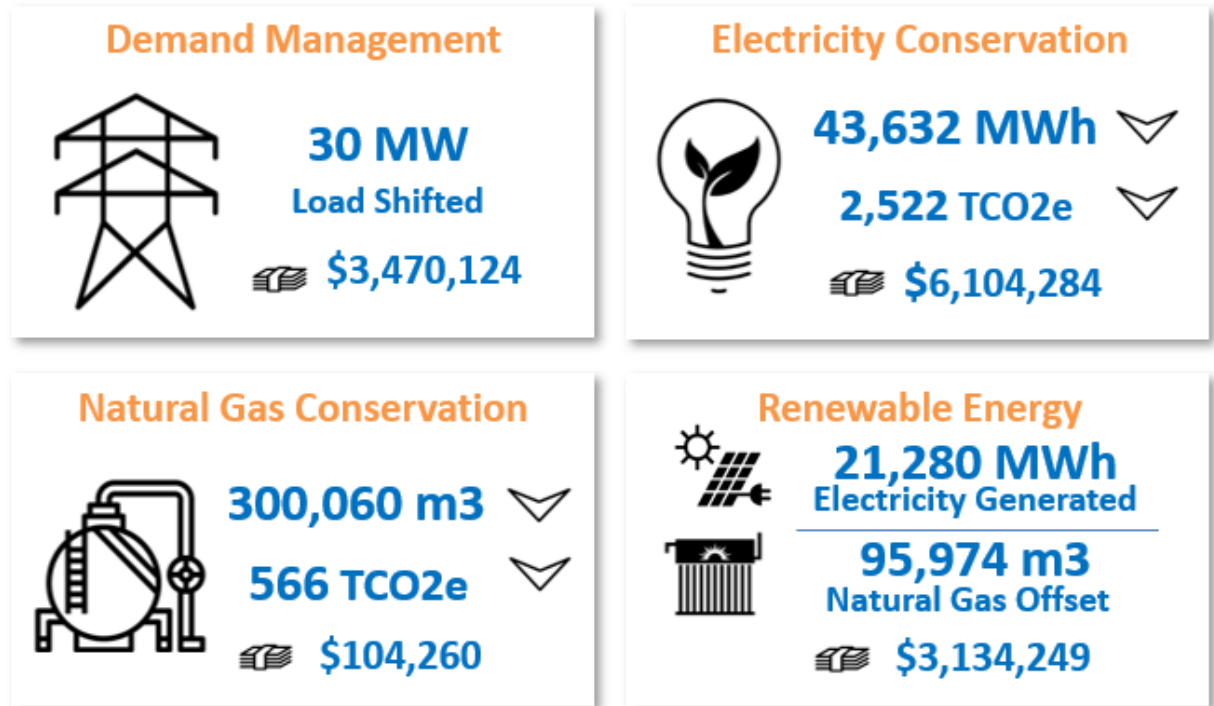
a) Past Achievements 1 July 2014 – 30 June 2018

Over the past five years, 91 energy initiatives employed at Regional facilities achieved a total cumulative cost avoidance of \$3,470,124.00 from demand management; and a total cumulative cost savings of \$9,342,793.00 through electricity conservation, natural gas

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conservation and renewable energy generation (Figure 1). The incremental capital investment associated with these energy management initiatives, largely staff time leveraging approved capital projects, are offset by various incentives and have achieved positive returns in energy savings over the life of the projects.

Figure 1: Summary of energy conservation and demand management achievements for the past five years



Details on cumulative energy savings, greenhouse gas emissions reductions and cumulative cost avoidance for the reporting period (mid 2014 to mid 2019) are provided below.

- **Demand Management:** through participation in the Industrial Conservation Initiative (ICI) the Region has derived cost benefit from billing optimization as well as load shifting. Relevant to this reporting is the load shifting participation in the ICI; the Region's shifted 30 MW of electrical peak demand load, which resulted in cumulative five-year cost avoidance of \$3,470,124.00.
- **Electricity Conservation:** by pursuing projects that reduce electricity use (ex. upgrading to LED lighting), the Region cumulatively reduced 43,632 MWh of electricity and offset 2,522 tonnes of greenhouse gas emissions. This resulted in cumulative five-year cost savings of \$6,104,284.00.
- **Natural Gas Conservation:** by pursuing projects that reduce natural gas consumption (ex. upgrading to more efficient boilers), the Region reduced 300,060 m³ of natural gas usage, offset 566 tonnes of greenhouse gas emissions. This resulted in cumulative five-year cost savings of \$104,260.00.

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- **Renewable Energy**
 - **Electrical Energy Generation:** through various projects (e.g. Bio-Gas plant and Solar Photovoltaic) the Region generated a total of 21,280 MWh of electricity. That is enough electricity to power 380 households for five years. This resulted in cumulative five-year cost savings of \$3,100,659.00.
 - **Natural Gas Offset:** through Solar Domestic Hot Water installations, the Region offset more than 95,974 m³ of natural gas usage. This resulted in cumulative five-year cost savings of \$33,590.00.

b) Planned Actions 1 July 2019 – 30 June 2024

The Region's 2019 Energy Conservation and Demand Management Plan actions include 168 state of good repair capital projects. Existing state of good repair budget allocations will drive these projects, which present the Region the opportunity to upgrade end of life equipment to more efficient ones. These projects will result in both electricity and natural gas conservation, helping to save cost and reduce the Region's greenhouse gas emissions. These projects will be implemented at various facilities including Peel Living, Waste Operations, and Long Term Care; through future capital plans; and will include the following activities:

- i. Lighting retrofits – such as LED lighting, occupancy sensors and lighting controls.
- ii. Operations and maintenance improvements – such as upgrading equipment for producing hot water with more efficient technology, including controls.
- iii. Heating, Ventilation and Air Conditioning (HVAC) retrofits – such as upgrades to HVAC equipment with more efficient technology (ex. heat pumps).
- iv. Building envelope improvements – such as upgrades to glazing, roofing, wall assemblies that improve thermal (heat) efficiency of the building.

It is estimated that these projects, once successfully implemented over the five-year time frame, will save 31,000 MWh of electricity and 1,500,000 m³ of natural gas which will result in estimated cost savings of \$4,400,000. The cumulative effect is estimated to reduce greenhouse gas emissions by 2,900 TCO₂e. The savings are from only state of good repair work.

In addition to this planned state of good repair work, through the Independent Electricity Systems Operator's Energy Manager program, the 2019 Energy Conservation and Demand Management Plan provides direction to explore a series of other electricity conservation projects that have a strong business case and could result in an additional 7,000 MWh electricity reduction. These projects are being explored outside of traditional state of good repair capital planning and will therefore require additional budget. These projects range from lighting upgrade and controls to HVAC as well as advanced heating controls in residential buildings.

Over and above the projects identified under the state of good repair and the Energy Manager program, the Climate Change Master Plan will provide additional measures that are anticipated to realise greater energy and cost savings for the Region, including: renewable energy initiatives and completing an energy benchmarking study to bring select corporate and housing facilities to a best in class rating.

ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN

RISK CONSIDERATIONS

The replicability of historical Industrial Conservation Initiative (ICI) results may be limited due to future construction and process constraints at the Region's wastewater treatment facilities.

NEXT STEPS

Submit the 2019 Energy Conservation and Demand Management Plan and the Energy Consumption and Greenhouse Gas Emissions report to the Ministry, and publish on the Region's internal and external websites by July 1, 2019.

Through the Clerk's Office, have the 2019 Energy Conservation and Demand Management Plan available to the public, in printed form, upon request.

CONCLUSION

The Ontario Government recognizes that a sustainable energy system is critical to the health of the Province's environment and economy. In support of this outcome, municipalities are asked to create, update and implement Energy Conservation and Demand Management Plans. The Region of Peel's Energy Conservation and Demand Management Plan (2019) supports this objective.



Catherine Matheson, Commissioner of Corporate Services

Approved for Submission:



D. Swarc, Chief Administrative Officer

APPENDICES

Appendix I - Energy Conservation and Demand Management Plan 2019

Appendix II - Energy Consumption and Greenhouse Gas Emissions Report

For further information regarding this report, please contact Christine Tu, Director, Office of Climate Change and Energy Management, ext. 4084, Christine.tu@peelregion.ca.

Authored By: Hemant Grover, Advisor Office of Climate Change and Energy Management.



Energy conservation and demand management plan

July 1, 2019



The Region of Peel Energy Conservation and Demand Management Plan in compliance with Ontario Regulation 507/18

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1 Purpose Statement

This Energy Conservation and Demand Management Plan (ECDMP) is developed by the Region of Peel in compliance with Ontario Regulation (O. Reg) 507/18. In 2014 the Region developed its first ECDMP in compliance with Ontario Regulation 397/11.

With the repeal of the Green Energy Act, 2009, O. Reg. 397/11 (Energy Conservation and Demand Management Plans) was moved to the Electricity Act, 1998 and re-named as O. Reg. 507/18 (Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans). No changes were made to the regulation's requirements.

O. Reg 507/18 requires the Region to report on the following:

1. What are the achievements of the from the first ECDMP plan (1 July 2014 – 30 June 2019);
2. Report on current and proposed conservation measures for energy conservation and demand management, and;
3. The expected results from these future measures for the future five years (1 July 2019 – 30 June 2024).

These three requirements are addressed in detail in this ECDMP document. In addition, this ECDMP document outlines some of the steps the Region has taken to demonstrate its commitment to acting on climate change.

2 About the Region of Peel

The Region of Peel works with residents and partners to create a healthy, safe and connected Community for Life for more than 1.4 million people and 173,000 businesses in the cities of Brampton and Mississauga and the Town of Caledon. Peel's services touch the lives of residents every day. Recognized as a leader in management and service delivery, the Region of Peel is the only government organisation at any level to receive Excellence Canada's Platinum Award for Excellence, Innovation and Wellness.

The Region has been actively engaged in energy management since 2006, achieving significant energy savings through the implementation of the Region's first Energy Management Plan in 2006. This early plan set the foundation for integrating strong energy management principles into corporate practices. In 2013, the Region adopted the Energy and Environment Sustainability Strategy (EESS) and in July 2014 the Region published its first Energy Conservation and Demand Management Plan.

3 Climate change statement of commitment

In November 2017, Regional Council endorsed the Region's first Climate Change Statement of Commitment (Resolution 2017-891):

The Region is committed to leadership and action on the important societal issue of climate change, as concrete actions to mitigate and adapt to the effects of climate change will lead to a sustainable community for future generations.

This climate change statement of commitment conveys 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 strategic plan outcome to live in a community that is environmentally friendly.

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 commitment and 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 Peel residents 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.

4 The Office of Climate Change and Energy Management

As a further demonstration of the commitment to taking action on climate change and to allocate the appropriate resources to this commitment, the Region established the Office of Climate Change and Energy Management (OCCEM).

The OCCEM has the lead role in enabling the Region to effectively respond to climate change and energy management needs. The OCCEM is working collaboratively with all Regional departments to provide expertise and strategic direction to integrate and implement climate change and energy management measures into policy, practice and decision-making.

4.1 OCCEM mandate

Working with you to create a low carbon, resilient community for life through principles of shared leadership, balance, transparency and innovation.

4.2 OCCEM role

To enable regional services and community partners to embed climate change and energy management principles into practice.

4.3 OCCEM responsibility

To provide the expertise, knowledge, strategy and tools to achieve divisional goals, climate change master plan and organisational outcomes.

4.4 Strategic goals for the OCCEM

The OCCEM has set the following five goals for the next five years:

1. Develop the guidance and tools needed to embed climate change principles into business as usual across the Region

2. Deliver value-added participation in coordinated strategic and capital planning and implementation with key partners
3. Engage, educate and inspire Council, Executive Leadership Team (ELT) and all staff to be shared leaders in addressing climate change and energy challenges
4. Ensure efficient and effective team operations that support the achievement of service and strategic outcomes

Coordinate with community partners, provide expertise and shape effective advocacy

5 Corporate Climate Change Master Plan

The OCCEM is developing the Region of Peel 10-year Climate Change Master Plan (the “Master Plan”). The Master Plan aims to achieve the following five outcomes by 2030, which were endorsed, in principle, by Regional Council (April 25, 2019) pending final Master Plan approval in fall 2019:

1. **Reduce emissions:** A sustainable community is provided through progressive leadership committed to reducing the organisation’s Greenhouse Gas (GHG) emissions* to 45 per cent below 2010 levels by 2030; and a sustainable community for future generations is maintained
2. **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
3. **Build capacity:** Climate change is considered in all decision making through organisation-wide climate literacy, planning and accountability
4. **Invest:** Innovative and sustainable approaches that are used to finance action on climate change
5. **Monitor and report:** Progress on addressing regionally funded climate change work is consistently reported, available and widely understood

Regional staff will work towards finalizing the Master 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.

5.1 Climate Change Leadership Committee

The OCCEM chairs an organisation-wide Climate Change Leadership Committee (the “Committee”) with representative members from key departments across the organisation. The mandate of the Committee is to bring an organisational focus and to ensure the greatest impact with respect to adapting to and mitigating the effects of climate change.

This is possible through capital, operational, service improvements to clients that consider environmental impacts, financial accountability, sustainability and demonstrating that the Region is a government that is future-oriented and accountable.

** Gases that trap heat in the atmosphere are called greenhouse gases. Climate change is caused by the increase in emissions of greenhouse gases into the atmosphere. These increases are primarily due to human activities from use of fossil fuels. GHG emissions are mostly measured in equivalent Tonnes of Carbon Dioxide (TCO2e)*

6 Overview of energy consumption at the Region of Peel

The table below depicts the corporate energy consumption (electrical and natural gas) against Regional services for the year 2017. The Region reports on data from 2 years prior, as 2017 is the most recent year for available GHG conversion factors from the National Reporting Inventory.

Regional Services	Electricity [kWh]	Natural Gas [m ³]
Asset management	10,878,242	594,105
Child care	20,599	12,962
Infectious disease prevention	104,517	10,379
Early growth	52,258	5,190
Chronic disease prevention	52,258	5,190
Heritage, arts & culture	997,854	65,978
Housing support	75,032,381	7,696,606
Long term care	11,155,811	1,531,538
Paramedics	2,998,372	344,923
Police	13,642,606	1,031,845
Waste	9,126,040	501,753
TransHelp	387,881	41,671
Road and transportation	775,762	83,341
Wastewater	93,740,451	1,963,500
Water	189,198,600	1,113,664
Totals	408,163,632	15,002,644.00

Table 1: Electricity and Natural Gas usage per regional service

The Region's water services, which treat and supply water throughout the Region and to an extent, York Region, are the largest consumers of electricity, accounting for 46% of the Region's total electricity consumption.

Housing support is the highest consumer of natural gas, accounting for 51% of the total natural gas usage across the Region, due to the need to provide all residential units with sufficient heat.

Due to a cleaner electricity grid, GHG emissions from natural gas usage are almost 3.5 times greater than for electricity.

7 Region of Peel energy conservation and demand management results (2014 – 2019)

The following section contains highlights of some of the achievements of the Region in energy conservation and demand management during the previous ECDMP timeline (2014 – 2019).

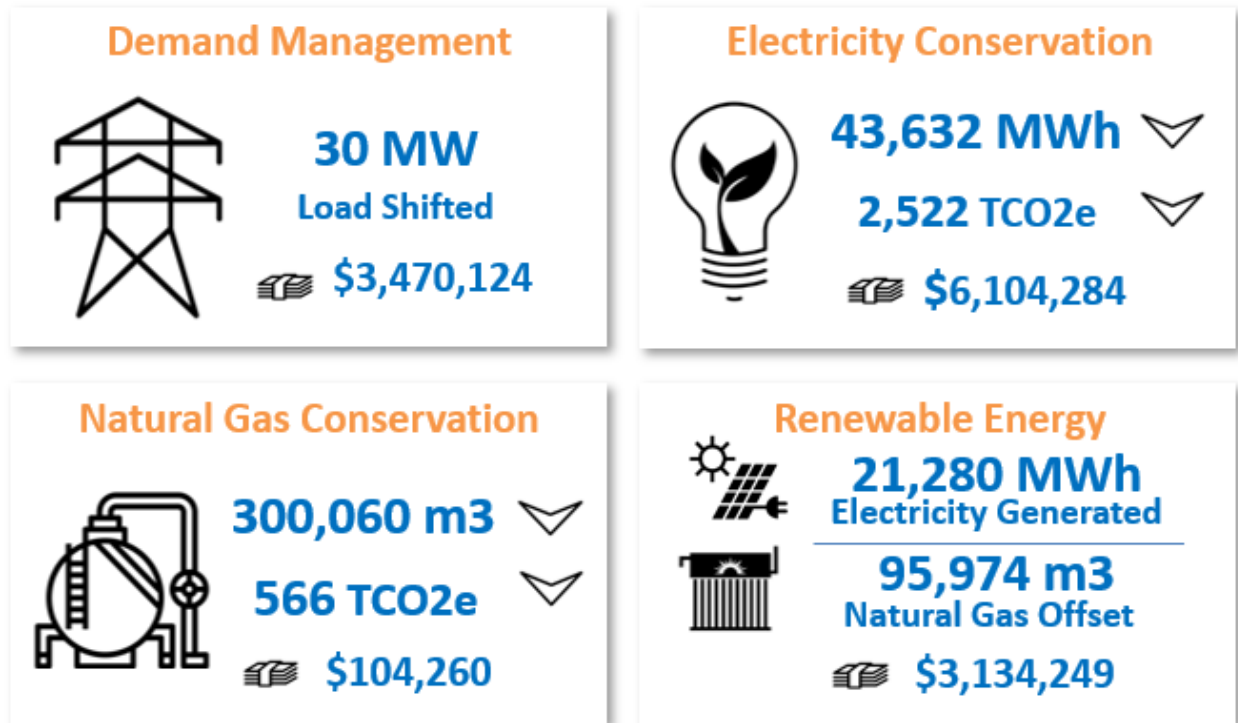


Figure 1: executive summary of ECDM results of the Region (2014 – 2019) *

7.1 Electrical demand management, Industrial Conservation Initiative, 2017 – 2018

Through participation in the Industrial Conservation Initiative (ICI), the Region has derived cost benefit from billing optimization as well as load shifting. Load shifting in the ICI program requires the Region to reduce its peak demand coincidental with the 5 peaks of the Independent Electricity System Operator’s peaks. This results in a significant cost avoidance of utility peak demand.

Between 2017 and 2018 the Region was able to shift 30 MW of peak load and incur cost avoidance of \$3,470,123

In 2017, the Region’s GE Booth waste water treatment plant **shifted 7.4MW** of load and incurred **cost avoidance of \$876,692**.

In 2018, the Region’s two water treatment plants and four pumping stations were able to **shift a total of 23 MW of load** during the five coincidental peaks. The result was a **cost avoidance of \$2,593,431**.

Table 2 and Figure 2 below presents the total load reduced in 2018 and associated cost avoidance at the various water treatment plants (WTP) and pumping stations (PS)

APPENDIX I **17.2-14**
ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN

Location	Load Reduced MW	Cost Avoidance
Lorne Park WTP	4.9	\$ 544,759
Lakeview WTP	7.0	\$ 775,119
Hanlan PS	4.3	\$ 476,953
Becket Sproule PS	3.4	\$ 377,156
Meadowvale PS	1.3	\$ 146,820
Airport PS	2.5	\$ 272,625
Total	23.4	\$ 2,593,432

Table 2: load shifted and cost avoidance for GA participation in 2018

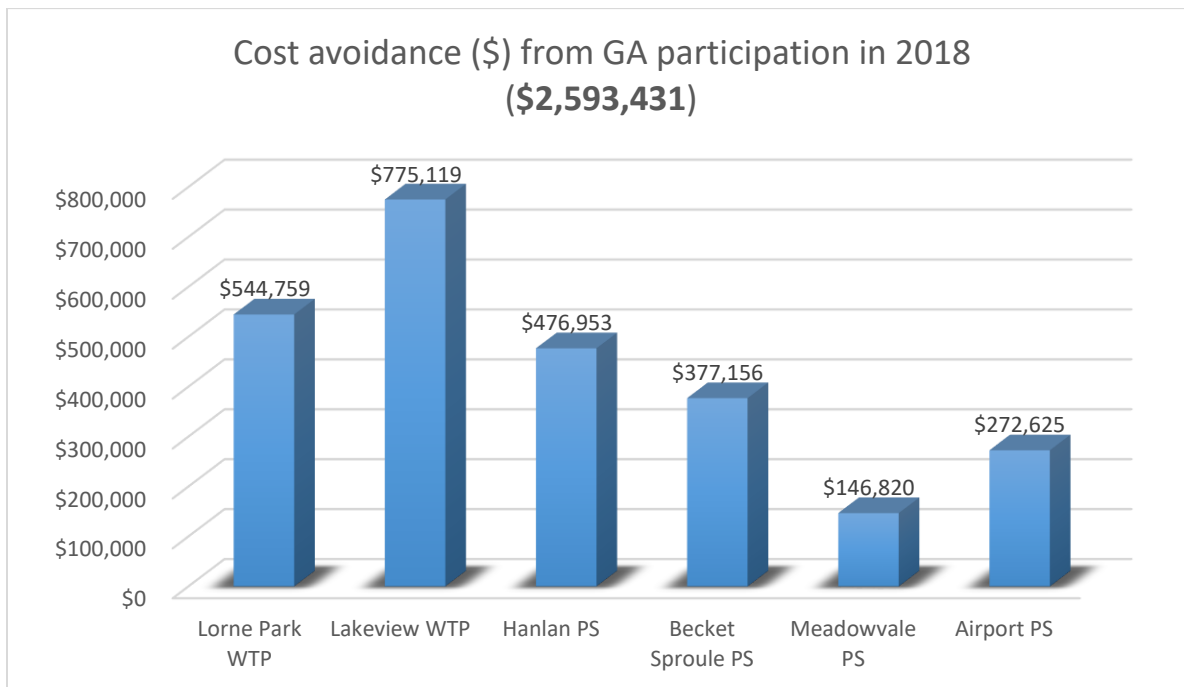


Figure 2: cost avoidance (\$) from GA participation by location

7.2 Electricity conservation projects over the past five years

The Region participates in the Independent Electricity Systems Operator (IESO) funded energy manager program. Through this program, the Region reported cumulative **electricity savings of the magnitude of 43,632 MWh** between mid 2014 and mid 2019. This translates to of **2,522 TCO₂e emissions offset** and an **estimated cost saving of \$6,104,284**.

Table 3 below highlights the top five completed projects which have generated the largest electrical energy savings in MWh and the associated cost savings.

Select Projects with Large Electrical Energy Savings		
Project Title	MWh Savings	Cost saving (\$)
Peel Living LED lighting retrofit	5,201	\$632,680
Street lights upgrade from HPS to LED	4,086	\$612,900
Lighting retrofit at Integrated Waste Management Facility	471	\$70,582
Voltage Optimization Device at Lakeview Promenade - PILOT	139	\$22,920

Table 3: Selected projects with Large electrical energy savings

Below are some highlights from these projects:

7.2.1 LED lighting retrofit at Peel Living

This project saw 49 Peel Living buildings across the Region went through an LED lighting retrofit, in which 16,515 lamps were retrofitted to LED.

This resulted in a 50% reduction of lighting energy consumption and energy savings in the magnitude of **5,201 MWh and \$598,965 in cost savings**.

LED Lighting Retrofits



7.2.2 Street lights upgrade from HPS to LED

This project upgraded all street lighting on Regional roads in the City of Brampton from HPS (High Pressure Sodium) to LED. The project replaced 4300 lights and resulted in electrical energy savings of **4,086 MWh and cost savings of \$612,900**.



7.2.3 Lighting retrofit at Integrated Waste Management Facility

The Region of Peel’s Integrated Waste Management Facility includes a material recovery facility, a waste transfer station, and an organics processing facility.

The facility’s lighting is provided by 279 high bay luminaires illuminating waste transfer and material recovery parts of the building. The installed lighting fixtures were metal halide lamps, which were upgraded to 100/ 200W LED lightings. As depicted in Figure 3 below, the project resulted in:

- 10 times increased illumination for staff (as seen below)

APPENDIX I **17.2-16**
ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN

- Annual electricity consumption reduction of 60%; **480,000 kWh**
 - which results in 24 tonnes of CO2e emissions reduction
- **\$77,000 annual electricity cost avoidance**



Before: Light fixtures with 400W bulbs



After: Combination of 200W and 100W integrated LED light fixtures.
Illumination is 10 times brighter!

Figure 3: before and after photos of the site with LED lighting upgrades

7.2.4 Voltage Optimization at Lakeview Promenade (Peel Living: Affordable Housing Program) – Pilot Project

The Voltage Optimisation Device is installed in this facility’s parking garage, which is near the electrical room at the point where power enters the building and optimizes incoming voltage. By operating equipment at a reduced and controlled voltage level, equipment runs with greater efficiency, saving energy, while reducing costly premature equipment failure and extending a product’s life expectancy.

The project achieved **138 MWh of energy** and **cost savings of \$22,920**

7.3 Incentivised natural gas conservation projects savings

The following Table 4 presents natural gas conservation projects for which the Region received incentives from Enbridge Gas. **The Region has offset 300,060 m³ of natural gas usage.** This has resulted in **reduced emissions to the magnitude of 566 TCO2e** and **cost saving of \$104,260.**

Selected projects with large natural gas (NG) savings			
Location	Project Description	NG Savings (m3)	Enbridge Gas Incentive (\$)
Peel Manor Long Term Care (LTC)	Boiler retrofit	116,153	\$ 21,825
Gardenview Court, Peel Living	Heating boiler and Domestic Hot Water (DHW) boiler installation	52,794	\$ 35,410
Sheridan Villa LTC	Heating plant upgrade	41,000	\$ 20,923
Malton Village LTC	Ozone laundry	10,150	\$ 49,216

Table 4: Selected projects with Large Natural Gas savings

Below are highlights from some of these projects:

7.3.1 Boiler plant upgrade at Peel Manor

The boilers at Peel Manor LTC were at their end of life and were due for an upgrade. The boilers were upgraded to condensing boilers with high efficiency pumps and controls. This resulted in **offsetting 116,153 m³ of natural gas usage** at the site which translates to **219 TCO₂e offset from the site**.

7.3.2 Heating plant upgrade at Gardenview Court (Peel Living)

A capital retrofit project at Gardenview Court, completed in 2017, included system upgrades to both natural gas central hydronic heating and domestic hot water heating systems, including high efficiency condensing boilers, new main circulating pumps with variable speed drives, new system piping, DHW storage tanks and insulation operating on building automation system control.

This successful retrofit upgrade project **resulted in 52,794 m³ of natural gas which resulted in 100 TCO₂e offset** and helped the Region achieve strategic energy management and environmental outcomes and establish high performance energy efficiency equipment and system design standards for future projects implemented in the Peel Living affordable housing program.

7.3.3 Ozone laundry at Malton Village

At the Malton Village LTC Centre, the central laundry facility was retrofitted with ozone technology. As depicted in figure 4 below ozone gas is produced, this gas is injected into the washer and dryer. The use of natural ozone gas as a sanitary agent reduces washer and dryer runtime, thus resulting in a reduced **natural gas usage of 10,150 m³ and 19 TCO₂e offset**.

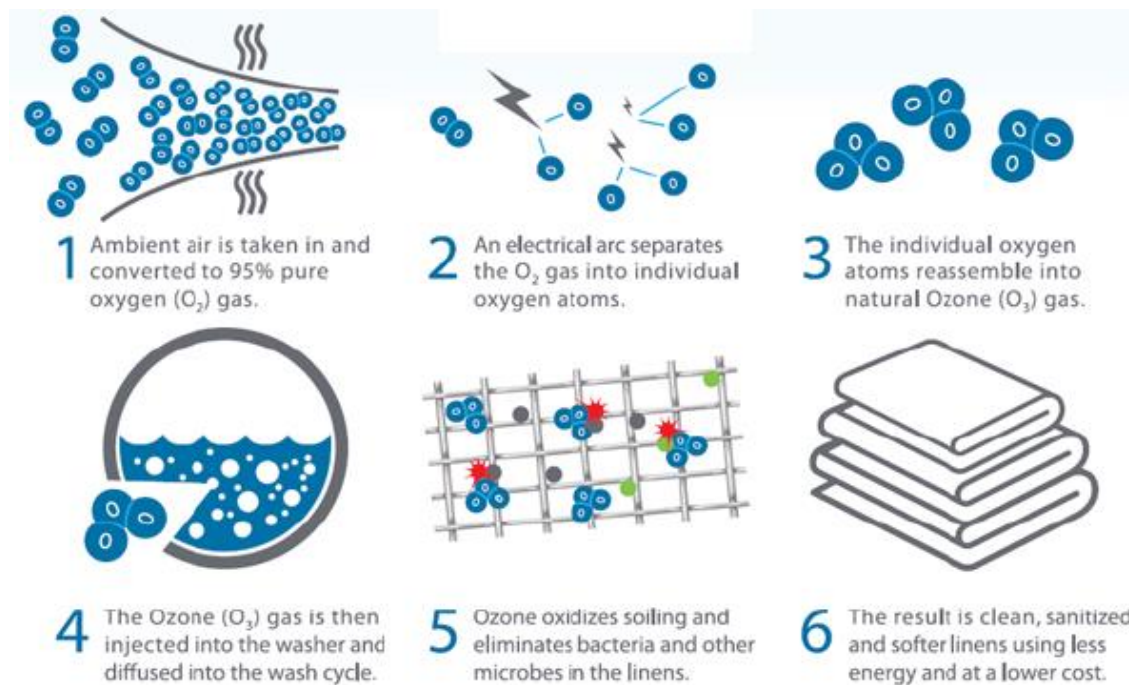


Figure 4: Ozone laundry process

7.4 Renewable energy generation projects

Over the past five years, the Region **generated more than 21,000 MWh of electricity**, that is enough electricity to power 380 households for five years. In addition, with the use of Solar Domestic hot Water projects the Region and **offset 95,947 m³ of natural gas use** from renewable sources. **The total cost savings from both streams is \$3,134,249.** Figure 3 below highlight specific projects and their renewable energy generation.

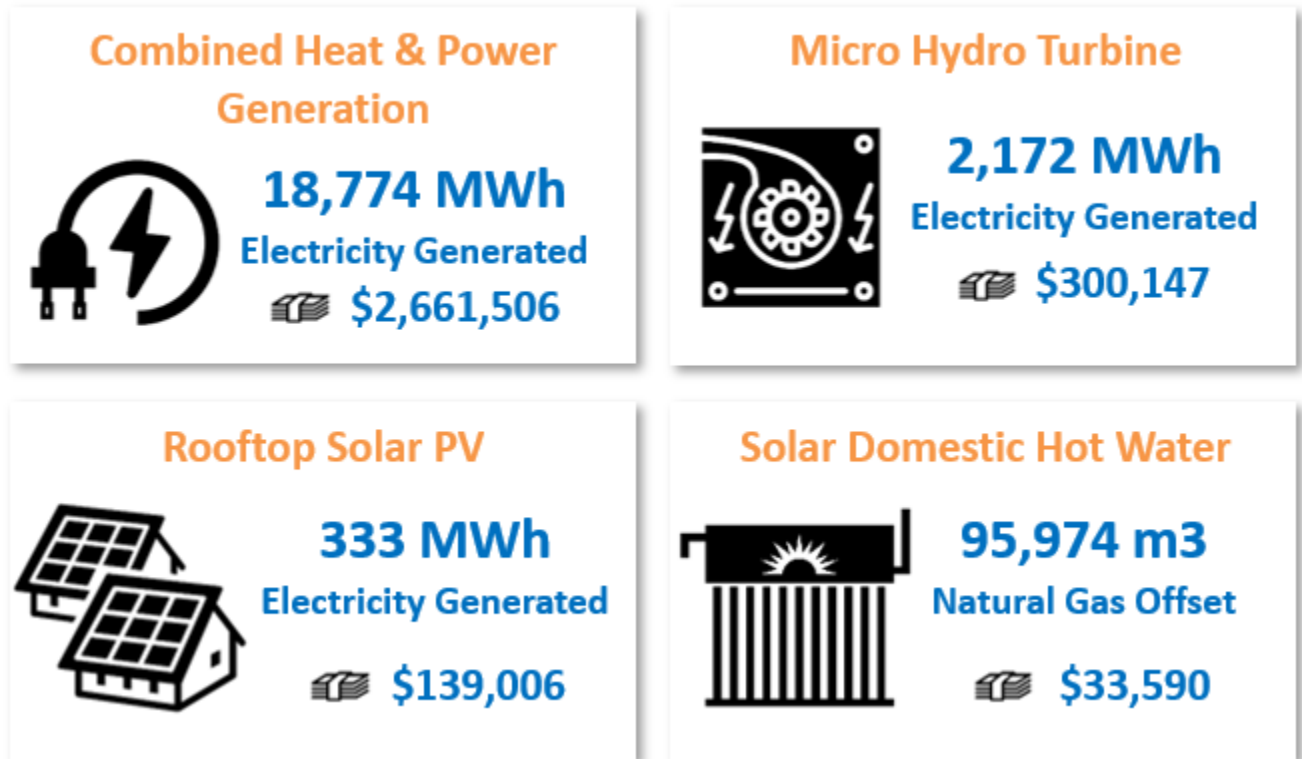


Figure 5: executive summary of Renewable energy generation by the Region

7.4.1 Combined heat and power generation

In August 2015, the Region installed a 1.4MW Bio Digester Gas fuelled Combined Heat and Power (CHP) plant at the Clarkson Wastewater Treatment Plant in Mississauga.

The plant generates renewable energy from biogas produced from the wastewater treatment process. The biogas runs a generator which generates electricity for use at the plant.

Since in-service date, the CHP plant has **produced 18,774 MWh of electricity and cost savings of \$2,661,506.**



7.4.2 Micro Hydro Turbine

In April 2015, the Region installed a 225 kW Micro Hydro Turbine at the Clarkson Wastewater Treatment Plant in Mississauga.

At the plant, before the effluent is released into Lake Ontario, the effluent is conveyed by an open channel to a drop shaft which disperses the effluent under the surface of the lake 2.2 km away from the shore. The effluent falls by gravity approximately five metres into the drop shaft, where the water surface level is slightly higher than the level of the lake. This provided an opportunity to install the turbine to capture the kinetic energy of the water and generate electricity. The generated electricity is used at the plant.

Since its inception, the Micro Hydro Turbine has **generated 2,172 MWh of electricity and cost savings of \$300,147.**

7.4.3 Roof top solar photovoltaic

The Region has Solar Photovoltaic (PV) of sizes ranging from 10kW to 30kW installed at several locations. Some of these installations were part of the IESO Feed-in Tariff (FIT) Program. Solar PVs convert the sun's radiation into electrical energy.

Over the past four years these **roof top Solar PV installations have generated nearly 333 MWh of electricity and received FIT (Feed-in-tariff) contract payouts of \$139,600.**



7.4.4 Solar Domestic Hot Water

Solar Domestic Hot Water (SDHW) captures the thermal energy of solar radiation and transfers that heat to domestic hot water usage, thus reducing the need to heat water through natural gas fired water heaters.

These SDHW systems have provided enough thermal energy to off set natural gas usage by **95,974 m³ which resulted in cost savings of \$33,590.**



7.5 Electric vehicle charging stations

The Region has installed 45 electric vehicle (EV) charging stations across 12 locations that are accessible to staff and visitors, these include two Level-3 DC fast charging stations. Since the launch of the EV infrastructure at the Region, more than 16,100 charging sessions have taken place which have resulted in 204,728 kWh of energy delivered to EVs. As a result, EVs on Regional roads have offset 194 TCO_{2e} emissions as compared to fossil fuel vehicles as summarised in Figure 4 above.

The Region was able to garner incentives and funding for the EV infrastructure of more than \$300,000.

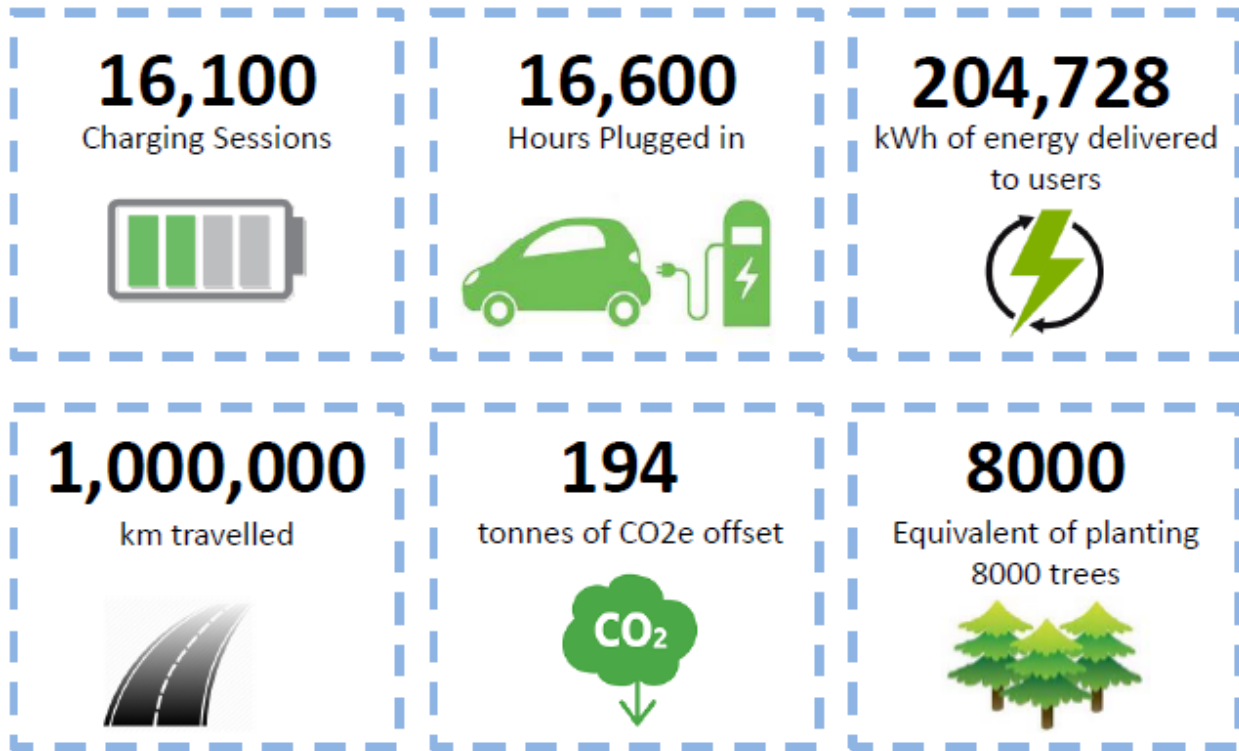


Figure 6: Summary of EV charging station energy data from launch (June 2017 to May 2019)

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7.6 Education and raising awareness on climate change

As part of efforts to educate Regional staff and members of the community and to raise awareness on the issues of climate change, the OCCEM hosted or supported several events, which included:

- **Climate Control Rooms:** these staff engagement events generated greater awareness in staff on future climate projections and vulnerabilities in Peel.
- **Earth Hour and Earth day:** The purpose of these events include building staff knowledge on the organisation's climate change and energy management risks and vulnerabilities, and how the Region of Peel is addressing them. Held annually in March and April.
- **Work of Wind:** Community art installation event co-hosted by University of Toronto Mississauga and Blackwood Gallery to raise awareness about climate change impacts and actions that residents can take to reduce their impacts and become more resilient.
- **Peel Art Gallery Museum + Archives (PAMA) Family Sunday Fun Day:** Climate change exhibit for families held at PAMA to learn about their carbon footprint and what they can do to counter climate change.
- **PAMA Exhibit – Peel in a Changing Climate:** An exhibit showcasing climate change issues within the context of Peel Region and highlighting the positive action being taken by the Region of Peel, area municipalities and environmental partners including Toronto and Region Conservation Authority (TRCA) and Credit Valley Conservation (CVC).
- **Tenant engagement with affordable housing:** In collaboration with Peel's Housing Services Corporation (HSC), several tenant engagement events were held at select affordable housing locations to raise awareness of energy conservation with the tenants.



Figure 7: picture to the left is a tenant engagement session. Picture on the right is of a climate control room at the Region

8 A description of planned and proposed measures for managing energy

The Region shall continue to build upon its efforts and successes of energy conservation and demand management through feasibility studies, detail design analysis, enhanced standards and specifications. The Region will continue to explore energy conservation and demand management opportunities in the following areas:

8.1.1 Planned measures: state of good repair (SoGR)

Through proactive maintenance, assets are renewed and maintained. At end of life equipment is upgraded with newer, more energy efficient technologies. Over the next five years, nearly 40% of all SoGR work will have an energy reduction impact (See Figure 5). This translates to 168 individual energy related projects.

Existing capital plan budget allocations will drive these projects, the end result will be both electricity and natural gas conservation. These will have a cost saving and will reduce the Region's greenhouse gas emissions. These projects will be implemented at various facilities including Peel Living, Waste Operations, and Long-Term Care. Additionally, these projects are aligned with the Region's asset management planning cycle.

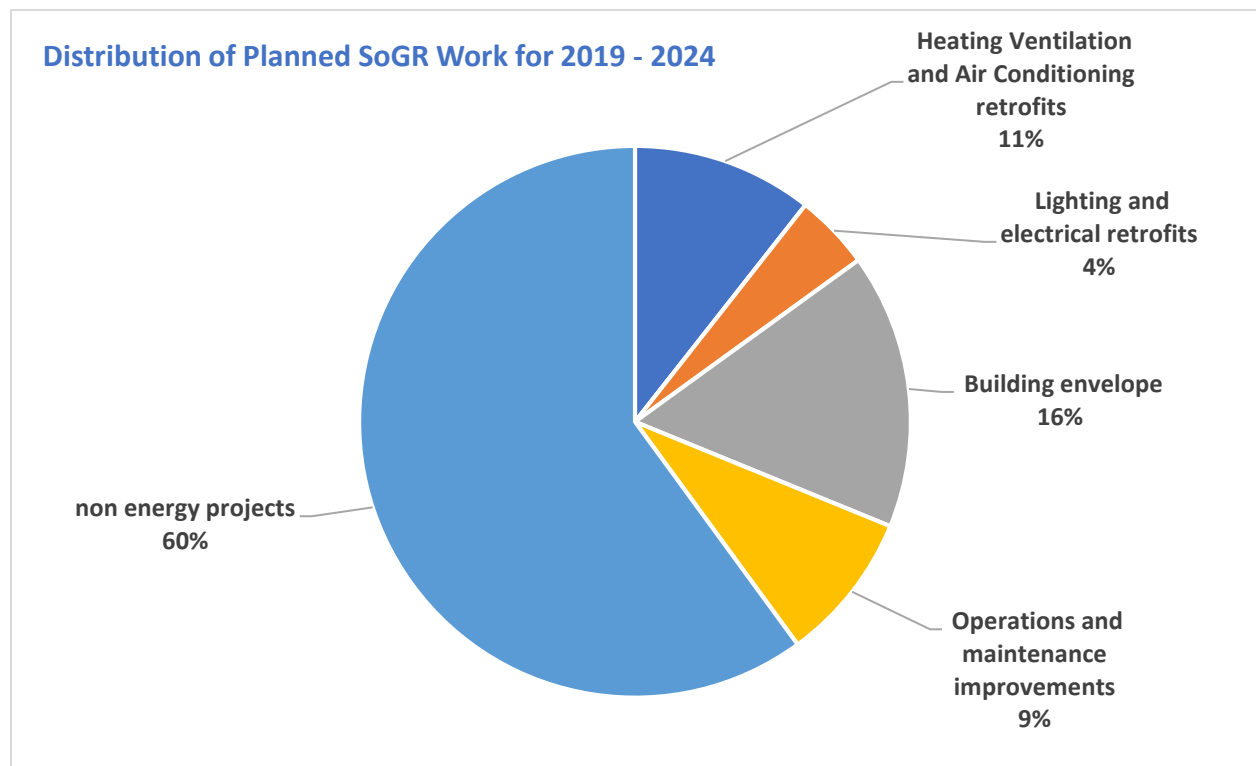


Figure 8: Distribution of Planned SoGR work from 2019 to 2024 related to energy and non-energy projects

The SoGR projects related energy reduction and can be categorized based on the following measures:

- i. **Lighting retrofits** – such as LED lighting, occupancy sensors and lighting controls.

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- ii. **Operations and maintenance improvements** – such as upgrading equipment for producing hot water with more efficient technology, including controls.
- iii. **Heating, Ventilation and Air Conditioning (HVAC) retrofits** – such as upgrades to HVAC equipment with more efficient technology (ex. heat pumps).
- iv. **Building envelope improvements** – such as upgrades to glazing, roofing, wall assemblies that improve thermal (heat) efficiency of the building.

It is estimated that these projects, once successfully implemented over the five-year time frame, will save 31,000 MWh of electricity and 1,500,000 m³ of natural gas which will result in estimated cost savings of \$4,400,000. The cumulative effect is estimated to reduce greenhouse gas emissions by 2,900 TCO₂e. The savings are from only state of good repair work.

8.1.2 Future measures for energy management

In addition to this planned state of good repair work, through the Independent Electricity Systems Operator's Energy Manager program, the 2019 Energy Conservation and Demand Management Plan provides direction to explore a series of other electricity conservation projects that have a strong business case and could result in an additional 7,000 MWh electricity reduction. These projects are being explored outside of traditional state of good repair capital planning and will therefore require additional budget. These projects range from lighting upgrade and controls to HVAC as well as advanced heating controls in residential buildings.

8.1.3 Build capacity

The Region will continue its efforts around capacity building through awareness raising and education sessions with staff, LTC residents and housing tenants, through days such as Earth Hour and Earth Day, training sessions and workshops.

In addition, the Region will proactively develop in-house, Region of Peel specific standards and guidelines that facilitate the achievement of stated climate change commitments.

The Region shall also explore opportunities for training related to new technology developments such as geo-exchange, building automation systems, energy analytics and net zero emissions.

8.1.4 Renewable energy generation

The Region will further explore opportunities for renewable energy generation in the following areas:

- a. **Solar PV and solar thermal projects**
- b. **Energy storage:** this can be done through a wide array of technology systems (batteries, thermal, fly wheels etc.) facilitating cost reduction and helping to create a more resilient energy infrastructure.
- c. **Energy from waste process:** generates energy from waste systems through waste incineration and generating renewable natural gas from aerobic waste processing.

The Region is also exploring the needs of various stakeholders for developing a **Renewable Energy Strategy**, which captures specific energy needs and alignment with opportunities to meet those energy needs through renewable sources.

8.1.5 Demand management

Demand management involves shifting / reducing peak demand at times coincidental with the electricity grid's peak load, which results in significant cost avoidance of utility peak demand. The Region shall continue participating in the Industrial Conservation Initiative (ICI), Global Adjustment (GA) program. The ICI is a form of demand response that allows participating customers to manage their GA costs by reducing demand during peak periods.

Customers who participate in the ICI pay GA based on their percentage contribution to the top five peak Ontario demand hours (i.e., peak demand factor) over a 12-month base period.

The Region is investigating the possible inclusion of sites in addition to the water treatment plants and the pumping stations to qualify for ICI and participate in the GA program.

9 Pilot performance-based conservation

The Region is exploring the potential of a performance-based conservation pilot for setting targets and forecasting energy conservation results across the organisation. Using a database of similar buildings within a similar geographic area, pilot will compare Regional buildings against those buildings that have better energy performance and propose measures to enhance energy performance of Regional buildings.

As a pilot, the Region will be considering two service outcomes:

- i. Asset Management (two administrative buildings)
- ii. Housing Support (five residential buildings)

The targets shall represent a level of energy performance that could be achieved through implementing best energy management practice and maintenance of facilities.

10 Alignment to the Climate Change Master Plan

As noted in Section 4.3, the Region is developing a 10-year Climate Change Master Plan, the Master Plan will provide the roadmap and targets for bold climate change mitigation and adaptation actions that will enable the Region to meet stated climate change commitments.

Once the Master Plan is approved and adopted by Regional Council, amendments to this ECDMP will be made available, including:

1. more details on current and proposed measures for energy conservation and demand management;
2. forecast of expected results (energy savings and GHG reductions) using a comprehensive list of current and proposed measures

11 Glossary of Terms

BAP: Business-as-Planned.

Biogas: Gases produced during the breakdown of organic materials (e.g.: methane).

Carbon dioxide (CO₂): A gas found in the Earth's atmosphere and is a result of many natural and human activities. Carbon dioxide is a notable greenhouse gas.

CHP: Combined Heat and Power. A process where electricity is generated using a fuel source (e.g.: RNG) and any useful heat energy resulting from this step is captured and used (i.e.: for heating). This allows for more efficient use of the fuel source.

CVC: Credit Valley Conservation. A conservation authority within Ontario and an environmental partner with the Region of Peel.

DHW: Domestic Hot Water. Any potable water used for domestic purposes (i.e.: consumption and hygiene), excluding heating and commercial practices.

ECDMP: Energy Conservation and Demand Management Plan.

EESS: Energy and Environment Sustainability Strategy.

ELT: Executive Leadership Team.

FIT: Feed-in Tariff. A policy mechanism that aims to encourage investment in renewable energies.

GA: Global Adjustment.

GHG: Greenhouse Gas. These gases absorb and radiate heat energy easily and help maintain the Earth's temperature. If emitted in excess quantities, they can have negative impacts to the Earth's climate.

HPS: High Pressure Sodium lights. Typically used in street lighting and outdoor area lighting applications.

HSC: Housing Services Corporation.

HVAC: Heating, Ventilation, and Air Conditioning.

IESO: Independent Electricity System Operator.

IWMF: Integrated Waste Management Facility. A facility which can process multiple waste streams.

Kinetic Energy: The energy associated with something in motion. This can then be captured and used to generate electricity (e.g.: using flowing water to drive a turbine).

kW: Kilowatt. A unit of electrical power.

kWh: Kilowatt hour. A unit of electrical energy.

LED: Light-emitting diodes. Consume considerably less energy than most conventional light sources, while achieving similar or better lighting performance.

M&V: Measurement and Verification.

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Methane: A flammable gas which results from many natural and human activities and is an important source of fuel. Methane is a potent greenhouse gas.

MW: Megawatt (equal to 1,000 kilowatts). A unit of electrical power.

MWh: Megawatt hour (equal to 1,000 kilowatt hours). A unit of electrical energy.

MRF: Materials Recovery Facility. A plant which processes and recovers useful materials from recyclable wastes. These materials are prepared and sold as input (“raw”) materials to manufacturers.

NG: Natural gas. A fossil fuel which consists primarily of methane.

OCCEM: Office of Climate Change and Energy Management.

OPF: Organics Processing Facility. A plant which processes green bin wastes (organics).

Ozone: A gas found naturally higher up in the Earth’s atmosphere. Ozone absorbs UV radiation and has good sanitizing properties.

PAMA: Peel Art Gallery, Museum and Archives.

PS: Pumping station. Infrastructure used to pump water to and from users. These stations also help maintain the water pressure in the pipes, allowing water to be transported over longer distances.

(Solar) PV: (Solar) Photovoltaics. A system which captures energy from sunlight to generate electricity.

RNG: Renewable natural gas. Derived from purifying and concentrating the methane found in biogas, yielding a product similar to natural gas.

SDHW: Solar Domestic Hot Water. A system which utilizes heat energy from the sun to heat water for domestic hot water use.

SOGR: State of Good Repair.

TCO_{2e}: Greenhouse gas emissions expressed as equivalent tons of carbon dioxide (CO₂) emissions.

TRCA: Toronto and Region Conservation Authority. A conservation authority within Ontario and an environmental partner with the Region of Peel.

UV: Ultraviolet. A component of the radiation from the sun.

Wastewater: Any water that has been exposed to human activity. This includes water from the sanitary sewers, storm sewers, surface runoff, etc. and requires treatment at an appropriate facility.

WTP: Water treatment plant. A facility which improves the quality of water to specifications for its intended use.

WTS: Waste transfer station. A building which temporarily houses wastes from collection vehicles before being transported to their appropriate treatment facility.

APPENDIX II ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN

17.2-27

Energy Consumption and Greenhouse Gas Emissions Reporting - for 2017

Confirm consecutive 12-mth period (mth-yr to mth-yr)	Jan/2017 - Dec/2017
Sector	Municipality
Agency Sub-sector	Municipal
Organization Name	Region of Peel

Operation Name	Operation Type	Address	City	Postal Code	Total Floor Area	Unit	Avg hrs/wk	Annual Flow (ML)	Electricity Quantity	Electricity Unit	Natural Gas Quantity	Natural Gas Unit	GHG Emissions (Kg)	Energy Intensity (ekWh/sqft)	Energy Intensity (ekWh/Mega Litre)	Building / Operation Identifier	Comments
Stephenson Building	Administrative offices and related facilities, including municipal council chambers	2160 Yonge Street	Toronto	M7A 2G5	135,034.00	Square fee	70	23516.00224	2,181,065.00000	kWh	125,300.00000	Cubic meter					max. 255 characters
Clarkson Wastewater Treatment Plant	Facilities related to the treatment of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	68496.00000	15,690,476.61000	kWh	420,378.00000	Cubic Meter	1,066,191.86141	0.00000	294.29690		
Corporate Office - 7120	Administrative offices and related facilities, including municipal council chambers	7120 Hurontario Street	Mississauga	LSW OA8	232,029.00	Square fee	45	0.00000	3,626,121.25000	kWh	173,865.00000	Cubic Meter	391,438.50874	0.00000	23.59153		Sq Footage updated
Corporate Office - Suite A	Administrative offices and related facilities, including municipal council chambers	10 Peel Centre Dr., Suite A	Brampton	L6T 4B9	138,718.00	Square fee	45	0.00000	2,547,770.00000	kWh	138,903.00000	Cubic Meter	306,685.08764	0.00000	29.00849		
Corporate Office - Suite B&C	Administrative offices and related facilities, including municipal council chambers	10 Peel Centre Dr., Suite B	Brampton	L6T 4B9	486,089.00	Square fee	45	0.00000	4,670,639.00000	kWh	281,337.00000	Cubic Meter	612,696.04172	0.00000	15.75972		Sq Footage updated
G.E. Booth Wastewater Treatment Plant	Facilities related to the treatment of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	162507.00000	71,655,251.15000	kWh	1,371,546.00000	Cubic Meter	3,832,574.43373	0.00000	530.63398		
Health - Fewster Vehicle Storage F2	Ambulance stations and associated offices and facilities	1165 Fewster Drive	Mississauga	L4W 1A2	10,064.25	Square fee	168	0.00000	29,145.45000	kWh	23,152.00000	Cubic Meter	44,275.95430	0.00000	27.34429		
Health - R1 Tomken Reporting Station	Ambulance stations and associated offices and facilities	6825 Tomken Rd	Mississauga	LST 1N4	38,341.04	Square fee	168	0.00000	531,460.63000	kWh	74,809.00000	Cubic Meter	150,629.12122	0.00000	34.59776		
Health - R5 Rising Hill Reporting Station	Ambulance stations and associated offices and facilities	25 Rising Hill Ridge	Mississauga	L6Y 6B6	44,252.00	Square fee	168	0.00000	605,423.00000	kWh	64,062.00000	Cubic Meter	131,589.95393	0.00000	29.06670		
Health - R6 Fernforest Reporting Station	Ambulance stations and associated offices and facilities	1600 Bovaird Drive East	Brampton	L6V 4R5	66,429.00	Square fee	168	0.00000	1,466,480.00000	kWh	84,653.00000	Cubic Meter	185,414.41847	0.00000	35.61928		Sq footage updated
Health - S16 Sandalwood Satellite Station	Ambulance stations and associated offices and facilities	91 Sandalwood Parkway East	Brampton	L6Z 4S3	2,702.00	Square fee	168	0.00000	26,939.76000	kWh	7,211.00000	Cubic Meter	14,099.31527	0.00000	38.33333		Sq footage updated
Health - S17 Victoria Satellite Station	Ambulance stations and associated offices and facilities	40 Victoria Crescent	Brampton	L6T 1E4	3,228.00	Square fee	168	0.00000	22,961.36000	kWh	10,196.00000	Cubic Meter	19,674.01850	0.00000	40.68221		
Health - S18 Exchange Satellite Station	Ambulance stations and associated offices and facilities	75 Exchange Drive	Brampton	L6S	2,939.00	Square fee	168	0.00000	22,390.17000	kWh	5,664.00000	Cubic Meter	11,095.81649	0.00000	28.10000		
Health - Station 1 Tedlo	Ambulance stations and associated offices and facilities	2355 Tedlo Street, Unit 1/2	Mississauga	LSA 3W7	5,381.95	Square fee	168	0.00000	57,277.34000	kWh	16,602.00000	Cubic Meter	32,378.97288	0.00000	43.42658		
Health - Station 3 Finfar	Ambulance stations and associated offices and facilities	1578 Finfar Court, Unit 4	Mississauga	LSJ 4K1	1,948.26	Square fee	168	0.00000	20,989.37000	kWh	5,311.00000	Cubic Meter	10,404.19412	0.00000	39.74495		
Health - Station 4-5 Kitimat	Ambulance stations and associated offices and facilities	6810 Kitimat Road, Unit 113	Mississauga	LSN 5M2	5,263.55	Square fee	168	0.00000	31,411.57000	kWh	17,141.00000	Cubic Meter	32,950.59474	0.00000	40.57761		
Health - Station 7 Hale	Ambulance stations and associated offices and facilities	758 Hale Road	Brampton	L6W 3J9	5,995.49	Square fee	168	0.00000	42,780.00000	kWh	19,080.00000	Cubic Meter	36,813.17160	0.00000	40.95712		
Health Operational Headquarters - Station 00 Maingate	Ambulance stations and associated offices and facilities	5299 Maingate Drive	Mississauga	L4W 1G6	9,795.15	Square fee	168	0.00000	125,252.40000	kWh	13,816.00000	Cubic Meter	28,287.51865	0.00000	27.77760		
Heritage Courthouse	Cultural facilities	3 Wellington Street East	Brampton	L6W 1Y1	29,334.00	Square fee	168	0.00000	577,402.00000	kWh	52,807.00000	Cubic Meter	109,826.23979	0.00000	38.81581		
Lakeview Water Treatment Plant	Facilities related to the treatment of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	139921.70000	59,515,487.16000	kWh	481,639.00000	Cubic Meter	1,940,098.59455	0.00000	461.93149		
Lorne Park Water Treatment Plant	Facilities related to the treatment of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	68761.00000	31,482,837.81000	kWh	299,855.00000	Cubic Meter	1,111,504.08752	0.00000	504.20485		
PAMA Art Gallery, Museum & Archives	Art galleries	5,7-9 Wellington Street East	Brampton	L6W 1Y1	64,573.00	Square fee	168	0.00000	416,204.00000	kWh	13,171.00000	Cubic Meter	32,100.94501	0.00000	8.61324		
Police - 22 Division/Police HQ/Annex	Police stations and associated offices and facilities	police related facility	Brampton	L6Y 4M3	216,936.00	Square fee	168	0.00000	4,575,666.04000	kWh	254,977.00000	Cubic Meter	561,216.27174	0.00000	33.58366		
Police Corporate Administration Building	Police stations and associated offices and facilities	7150 Mississauga Road	Mississauga	LSN 8M5	99,399.00	Square fee	168	0.00000	1,247,924.16000	kWh	159,642.00000	Cubic Meter	323,410.06765	0.00000	29.62368		
Police - Malton Police Community Centre	Police stations and associated offices and facilities	7205 Goreway Drive	Mississauga	L4T 2T9	1,130.00	Square fee	168	0.00000	43,131.01000	kWh	2,137.00000	Cubic Meter	4,786.35011	0.00000	58.26776		
Police - Materials Management Centre	Police stations and associated offices and facilities	police related facility	Brampton	L6Y 4M3	77,535.67	Square fee	168	0.00000	1,027,112.00000	kWh	148,825.00000	Cubic Meter	299,139.54665	0.00000	33.64633		
Police - 11 Division	Police stations and associated offices and facilities	police related facility	Brampton	L6Y 4M3	28,272.48	Square fee	168	0.00000	836,385.16000	kWh	81,346.00000	Cubic Meter	168,262.73444	0.00000	60.16141		
Police - 12 Division	Police stations and associated offices and facilities	police related facility	Brampton	L6Y 4M3	26,013.14	Square fee	168	0.00000	594,802.12000	kWh	48,717.00000	Cubic Meter	102,394.56263	0.00000	42.76898		
Police - Emil V. Kolb Facility	Police stations and associated offices and facilities	police related facility	Brampton	L6Y 4M3	260,133.57	Square fee	168	0.00000	4,995,686.30000	kWh	307,997.00000	Cubic Meter	668,722.82574	0.00000	31.78755		
Police - Kestrel Road Facility	Police stations and associated offices and facilities	police related facility	Brampton	L6Y 4M3	15,582.91	Square fee	168	0.00000	162,610.56000	kWh	17,416.00000	Cubic Meter	35,739.99730	0.00000	22.31316		
Water/Wastewater Tullamore Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	13596.00000	6,163,683.52000	kWh	2,734.00000	Cubic Meter	111,788.37175	0.00000	455.48248		
Water/Wastewater Airport Road Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	29255.00000	13,262,308.00000	kWh	41,637.00000	Cubic Meter	308,131.44018	0.00000	468.46066		
Water/Wastewater Alton Well 1 2	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	10.03000	9,249.25000	kWh			159.99353	0.00000	922.15852		
Water/Wastewater Alton Well 3 4	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	109.08000	96,638.66000	kWh			1,671.65554	0.00000	885.94298		
Water/Wastewater Battleford Booster Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	308.48000	284,444.16000	kWh			4,920.31508	0.00000	922.08299		
Water/Wastewater Beach Street	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	741.00000	335,971.08000	kWh	1,471.00000	Cubic Meter	8,592.74006	0.00000	474.50005		
Water/Wastewater Beckett Sproule Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	27130.00000	12,299,289.00000	kWh	71,382.00000	Cubic Meter	347,709.83764	0.00000	481.30929		
Water/Wastewater Beechwood SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	511.28000	471,435.08000	kWh			8,154.88401	0.00000	922.06830		
Water/Wastewater Ben Machree	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	17.22000	15,880.86000	kWh			274.70712	0.00000	922.23345		
Water/Wastewater Bolton North Booster Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	23.92000	22,055.88000	kWh			381.52261	0.00000	922.06856		
Water/Wastewater Bolton North Hill WWPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	17.49000	16,127.91000	kWh	349.00000	Cubic Meter	938.80941	0.00000	1,134.19120		
Water/Wastewater Bolton South Booster Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	78.31000	72,207.07000	kWh			1,249.03790	0.00000	922.06704		
Water/Wastewater Bolton Well 3	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	3.40000	3,135.40000	kWh	2,314.00000	Cubic Meter	4,429.14703	0.00000	8,155.31646		
Water/Wastewater Bolton Well 6	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	6.67000	6,151.55000	kWh			106.40951	0.00000	922.27136		
Water/Wastewater Bolton WWPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	542.58000	500,302.08000	kWh	29,719.00000	Cubic Meter	64,841.76919	0.00000	1,504.20027		
Water/Wastewater Caledon East Well 3	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	179.78000	169,134.72000	kWh			2,925.69239	0.00000	940.78718		
Water/Wastewater Caledon East Well 4	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	287.67000	270,641.28000	kWh			4,681.55286	0.00000	940.80467		
Water/Wastewater Caledon East WWPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	90.03000	83,014.25000	kWh			1,435.98050	0.00000	922.07320		
Water/Wastewater Caledon Village Reservoir	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	146.63000	135,202.56000	kWh			2,338.73388	0.00000	922.06615		
Water/Wastewater Caledon Village Well 3	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	114.26000	109,992.48000	kWh	1,497.00000	Cubic Meter	4,732.91854	0.00000	1,101.89272		
Water/Wastewater Caledon Village Well 4	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	290.22000	279,374.40000	kWh			4,832.61837	0.00000	962.62973		
Water/Wastewater Castlemore SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	30.11000	27,760.07000	kWh			480.19369	0.00000	921.95516		
Water/Wastewater Cheltenham Well 1 2	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	96.90000	91,241.28000	kWh	5,582.00000	Cubic Meter	12,131.77158	0.00000	1,553.82385		
Water/Wastewater Clarkson WWPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	37.25000	34,343.40000	kWh			594.07213	0.00000	921.97047		
Water/Wastewater Dixie Booster Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	61.48000	56,685.12000	kWh	18.00000	Cubic Meter	1,014.57049	0.00000	925.12069		
Water/Wastewater East Brampton Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	6914.00000	3,134,467.00000	kWh							

APPENDIX II ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN

17.2-28

Energy Consumption and Greenhouse Gas Emissions Reporting - for 2017	
Confirm consecutive 12-mth period (mth-yr to mth-yr)	Jan/2017 - Dec/2017
Sector	Municipality
Agency Sub-sector	Municipal
Organization Name	Region of Peel

Operation Name	Operation Type	Address	City	Postal Code	Total Floor Area	Unit	Avg hrs/wk	Annual Flow (ML)	Electricity Quantity	Electricity Unit	Natural Gas Quantity	Natural Gas Unit	GHG Emissions (Kg)	Energy Intensity (ekWh/sqft)	Energy Intensity (ekWh/Mega Litre)	Building / Operation Identifier	Comments
Water/Wastewater Hiawatha	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	19.11000	17,624.45000	kWh			304.86774	0.00000	922.26321		
Water/Wastewater Indian Road SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	42.92000	39,575.20000	kWh			684.57181	0.00000	922.06897		
Water/Wastewater Inglewood Well 2	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	105.38000	98,201.20000	kWh			1,698.68436	0.00000	931.87702		
Water/Wastewater Inglewood Well 3 & 4	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	95.68000	89,165.76000	kWh	5,480.00000	Cubic Meter	11,903.02528	0.00000	1,540.61432		
Water/Wastewater Inglewood WWTP	Facilities related to the treatment of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	151.80000	139,969.60000	kWh			2,421.19414	0.00000	922.06588		
Water/Wastewater Intermodal	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	76.30000	70,358.38000	kWh			1,217.05926	0.00000	922.12818		
Water/Wastewater Jack Darling	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	681.95000	628,810.56000	kWh			10,877.16507	0.00000	922.07722		
Water/Wastewater Lakelands	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	63.88000	58,901.71000	kWh			1,018.88178	0.00000	922.06810		
Water/Wastewater Malton Four Corners STPS	Facilities related to the treatment of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	48.00000	44,257.92000	kWh			765.57350	0.00000	922.04000		
Water/Wastewater Mayfield WWPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	35.79000	33,001.77000	kWh			570.86462	0.00000	922.09472		
Water/Wastewater McVean SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	1353.11000	1,247,666.00000	kWh			21,582.12647	0.00000	922.07285		
Water/Wastewater Meadowvale Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	12358.00000	5,602,558.26000	kWh			96,913.05278	0.00000	453.35477		
Water/Wastewater Meadowvale Wastewater	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	26.99000	24,886.80000	kWh			430.49187	0.00000	922.07484		
Water/Wastewater Mullet Creek SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	194.06000	178,940.82000	kWh			3,095.31830	0.00000	922.09018		
Water/Wastewater North Brampton Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	5488.00000	2,488,152.00000	kWh			43,040.05330	0.00000	453.38047		
Water/Wastewater Old Church Booster Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	25.58000	23,588.24000	kWh			408.02938	0.00000	922.13604		
Water/Wastewater O'Neill Court SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	12.44000	11,467.49000	kWh			198.36464	0.00000	921.82395		
Water/Wastewater Palgrave Reservoir	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	52.72000	48,614.60000	kWh	1,305.00000	Cubic Meter	3,308.20359	0.00000	1,185.20199		
Water/Wastewater Palgrave Well 2	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	61.02000	53,791.96000	kWh			930.49332	0.00000	881.54638		
Water/Wastewater Palgrave Well 3	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	205.29000	180,971.52000	kWh	8,707.00000	Cubic Meter	19,592.13464	0.00000	1,332.29857		
Water/Wastewater Palgrave Well 4	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	150.40000	132,587.52000	kWh			2,293.49892	0.00000	881.56596		
Water/Wastewater Pinetree SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	8.97000	8,275.50000	kWh			143.14960	0.00000	922.57525		
Water/Wastewater Richard Memorial	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	154.15000	142,139.20000	kWh			2,458.72388	0.00000	922.08368		
Water/Wastewater Rosemere	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	13.40000	12,352.22000	kWh			213.66870	0.00000	921.80746		
Water/Wastewater Shardawn Mews SPS	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	8.24000	7,594.92000	kWh			131.37693	0.00000	921.71359		
Water/Wastewater Silverbirch	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	39.22000	36,164.69000	kWh			625.57681	0.00000	922.09816		
Water/Wastewater Silverthorn Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	24256.00000	10,996,231.34000	kWh			190,212.80972	0.00000	453.34067		
Water/Wastewater Stonehaven	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	24.21000	22,322.68000	kWh			386.13772	0.00000	922.04378		
Water/Wastewater Streetsville Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	17123.00000	7,762,421.92000	kWh			134,274.37437	0.00000	453.33306		
Water/Wastewater Watersedge	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	37.21000	34,312.70000	kWh			593.54108	0.00000	922.13652		
Water/Wastewater West Brampton Pumping Station	Facilities related to the pumping of water	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	6356.00000	2,881,373.00000	kWh	29,404.00000	Cubic Meter	105,433.98646	0.00000	502.49719		
Water/Wastewater York Peel Odour Control Facility	Facilities related to the pumping of sewage	public works related facility	Brampton	L6P 1K7	0.00	Square fee	168	498.28000	459,450.00000	kWh			7,947.56610	0.00000	922.07193		
Works Yards - 2 Copper Road A	Storage facilities where equipment or vehicles are maintained, repaired or stored	2 Copper Road	Brampton	L6T 4J2	61,752.55	Square fee	168	0.00000	1,062,671.00000	kWh	166,343.00000	Cubic Meter	332,874.65002	45.83661	0.00000		
Works Yards - 2 Copper Road B	Storage facilities where equipment or vehicles are maintained, repaired or stored	2 Copper Road	Brampton	L6T 4J2	40,364.66	Square fee	168	0.00000	502,077.00000	kWh	65,732.00000	Cubic Meter	132,959.62191	29.74538	0.00000		
Works Yards - Bolton CRC	Storage facilities where equipment or vehicles are maintained, repaired or stored	7 Industrial Road	Caledon	L7E 1K5	2,390.00	Square fee	168	0.00000	167,015.92000	kWh	14,501.00000	Cubic Meter	30,305.02351	134.36373	0.00000		
Works Yards - Robin Drive	Storage facilities where equipment or vehicles are maintained, repaired or stored	2032 Robin Drive	Mississauga	LSK 1A1	3,229.17	Square fee	168	0.00000	22,223.24000	kWh	5,082.00000	Cubic Meter	9,992.58402	23.60780	0.00000		
Works Yards - Victoria Maintenance	Storage facilities where equipment or vehicles are maintained, repaired or stored	2941 King Street	Caledon	L7C 0R3	22,618.00	Square fee	168	0.00000	352,949.87000	kWh	51,298.00000	Cubic Meter	103,090.71070	39.70880	0.00000		
Works Yards - Wolfedale	Storage facilities where equipment or vehicles are maintained, repaired or stored	3515 Wolfedale Road	Mississauga	L5C 2V6	62,323.03	Square fee	168	0.00000	971,666.24000	kWh	133,334.00000	Cubic Meter	268,892.74304	38.32789	0.00000		

From: Yake, Michael <Michael.Yake@moodys.com>
Sent: June 18, 2019 11:44 AM
To: Yake, Michael <Michael.Yake@moodys.com>
Cc: Hardi, Adam <Adam.Hardi@moodys.com>; Gbaiye, Seun <Seun.Gbaiye@moodys.com>
Subject: Moody's - Changes to provincial funding structure are credit negative for Ontario's municipalities

Hello

We published a report today outlining the credit impacts of Ontario’s funding changes to municipalities.

The report is available on our website to subscribers at:
https://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBC_1180323

I have attached a pdf copy for your records.
If you have any questions, please do not hesitate to contact us.

Michael

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SECTOR COMMENT

18 June 2019

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Local & Regional Governments – Canada

Changes to provincial funding structure are credit negative for Ontario's municipalities

In its 2019/20 budget released 11 April and subsequent announcements, the [Province of Ontario \(Aa3 stable\)](#) announced material changes to certain transfers and funding structures for services provided by municipalities.¹ The changes aim to reduce the province's multi-year spending commitments by transferring a share of them to the municipalities. This will lower expenditures for Ontario which forecasts a CAD10.3 billion deficit in 2019/20, currently the third highest among Canadian provinces at 6.7% of revenues. However, while the changes benefit Ontario's credit profile, they are credit negative for the province's municipal governments, leaving them more than an estimated CAD2 billion worse off over the next 10 years. In addition, governance issues and changes to administrative responsibilities will challenge efforts to offset the impact on municipal budgets.

Provincial transfers to municipalities will fall

Ontario's changes primarily relate to the cost-sharing arrangements between the province and municipalities and the funding of programs and services. The changes will either directly reduce expected funds for municipalities, or will require municipalities to increase their share of funding commitments for programs (for which the province and municipalities share costs). These include the Land Ambulance, Public Health and Early Years and Child Care Services programs.

One of the most significant changes for municipalities is the cancellation of the expected increase in municipalities' share of gas taxes ([from 2 cents to 4 cents a litre](#)) to fund public transit projects. For example, the [City of Toronto \(Aa1 stable\)](#) estimates its anticipated funding will decline by more than CAD1 billion over the next 10 years as a result.

Fiscal pressures will also arise from changes to cost-sharing for public health services. Currently, public health services in Ontario are delivered on a cost-shared basis between the province, which funds 75% of the costs in most cases, and municipalities which fund the remaining 25%. However, the cost-sharing will change to a 70/30 split for most municipalities, except for those who will fall under a health authority serving a population of more than 1 million (which will need to fund 40% of the costs) beginning in 2021. The City of Toronto will be an exception, with the current 25% share of costs rising first to 40% and then to 50% in 2021.

Overall, we estimate that aggregate changes will exceed CAD300 million loss in municipal funding in 2020 and CAD2 billion over the next 10 years. In our view, municipalities will

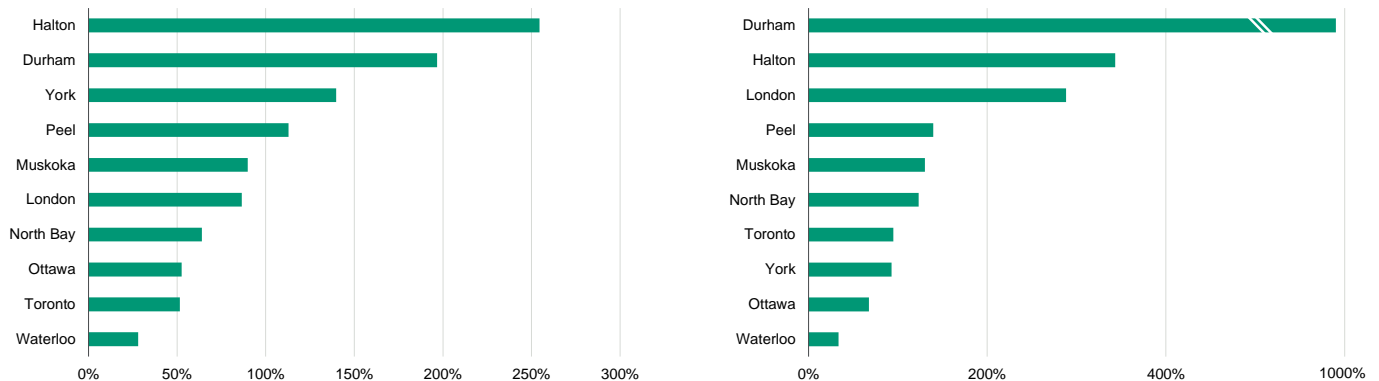
need to address these shortfalls through a combination of administrative efficiencies, raising taxes, cutting some non-essential services and drawing on reserves. Municipalities with high liquidity will be best positioned to absorb these shocks.

Exhibit 1

Municipalities with high liquidity will be best positioned to absorb shocks

Cash and investments (excluding sinking funds), % of expenditures

Cash and investments (excluding sinking funds), % of net debt



Source: Moody's Investors Service, municipal financial statements

Policy and timing uncertainty present governance challenges

In Canada, changes to funding and cost-sharing allocations between provinces and municipalities have typically been announced following consultation with municipalities. In addition, changes are usually applied to future years, giving municipal councils enough time to adjust their budget plans and mitigate any impacts from anticipated funding decreases.

Ontario initially indicated that the changes announced in its April budget (and subsequent weeks) would be implemented in municipalities' 2019 budget year, which began on 1 January. The introduction of these changes several months into municipalities' fiscal year limited their ability to adjust budgets, which must be balanced by legislation.

While the province subsequently postponed funding cuts for public health, childcare and paramedic services until 2020 – alleviating some of the credit pressures for 2019 – other cost-cutting initiatives remain effective for the current fiscal year which impact municipalities' 2019 budgets and plans. Continued uncertainty on some elements of the provincial changes also impede municipalities' abilities to begin forming specific action plans for their 2020 budgets. This timing mismatch will challenge the governance of municipal councils, and impedes their ability to appropriately incorporate anticipated funding shortfalls into their budgets, and find efficiencies and funding sources. In addition, uncertainty around further provincial funding announcements create risks for municipal governance.

Amalgamation of services may impede municipalities' visibility over funding decisions

In addition to reduced funding from the province, Ontario announced that it would consolidate certain service providers into larger units, which it expects will result in reduced bureaucratic and administrative costs. For example, the province announced that it plans to consolidate 35 public health units into 10 agencies, and 59 paramedic services into 10. Full details of the specific operations of the new health units and how they may collaborate with the municipalities have not yet been announced. As a result, municipalities may now face the challenge of funding services which they have limited visibility into, given that the services will generally be shared by a greater number of municipalities.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moody's.com for the most updated credit rating action information and rating history.

Moody's related publications

Sector research

- » [Regional & Local Governments – Canada: 2019 provincial budgets remain broadly credit neutral](#), May 2019

Issuer research

- » [Province of Ontario \(Canada\) - Measured return to balance budgets hinges on steady revenue growth and spending control](#), April 2019
- » [City of Toronto \(Canada\): Update to credit analysis](#), February 2019
- » [Province of Ontario \(Canada\): Update following downgrade to Aa3](#), December 2018

Rating methodology

- » [Rating Methodology - Regional and Local Governments](#), January 2018

To access any of these reports, click on the entry above. Note that these references are current as of the date of publication of this report and that more recent reports may be available. All research may not be available to all clients.

Endnotes

- ¹ We define municipalities as local governments, including cities, regional districts, regional municipalities and district municipalities.

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RECEIPT RECOMMENDED _____

NOTICE

Ernst & Young LLP (“EY”) prepared the attached report only for the Region of Peel (“Client”) governed by a Steering Committee comprising senior officials from the Region of Peel, City of Brampton, City of Mississauga and Town of Caledon (collectively, the “Steering Committee”) pursuant to an agreement solely between EY and Client. EY did not perform its services (the “Analysis”) on behalf of or to serve the needs of any other person or entity. Accordingly, EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence inquiries and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the Steering Committee, and any of its funded operations, as well as, the appropriateness of the accounting for any particular situation addressed by the report. EY did not perform an audit or review (as those terms are identified by the CPA Canada Handbook - Assurance) or otherwise verify the accuracy or completeness of any information provided by the Steering Committee or any of its funded operations financial statements. Accordingly, EY did not express any form of assurance on accounting matters, financial statements, assumptions used, any financial or other information or internal controls. EY did not conclude on the appropriate accounting treatment based on specific facts or recommend which accounting policy/treatment the Steering Committee, or any funded operations should select or adopt. The observations relating to all matters that EY provided to the Steering Committee were designed to assist the Steering Committee in reaching its own conclusions and do not constitute EY’s concurrence with or support of Client's accounting, assumptions, or reporting or any other matters.

1. Allocation of Dissolution Costs

18.2-3

Council Directive

Provide Council with the total cost/savings impact by municipality for the Upper and Lower impact for dissolution

The changes in Net Cost of Service (“NCOS”) presented to Council ranged between \$16.1M and \$755.8M over the full forecast period from 2020 to 2028, representing the lower and upper bounds of the modelled change. The modelled changes in NCOS include ongoing costs and one-time transition costs.

Two alternative approaches to the allocation of Police Services costs were modelled.

1. MPAC Assessed Property Values
2. Weighted Average Cost (“WAC”)¹

At the upper bound, the alternative allocation methods impact the allocation of the costs of dissolution to the municipalities. At the lower bound, there is no impact, as Police Services costs do not exceed status quo. The presented information shows the lower bound, and each alternative allocation method at the upper bound.

¹ Weighted Average Cost for policing per property and time per service call (weighted further by severity/risk/type of service call)

1. Allocation of Dissolution Costs - Results of Analysis

The change in Net Cost of Service represents the distribution by municipality of the costs or benefits of dissolution. The aggregate change in Net Cost of Service is allocated based on a number of factors, including geography, allocation of assets, and the net expenditure of each municipality post-dissolution, and can be interpreted as the share of the differential costs or benefits upon dissolution.

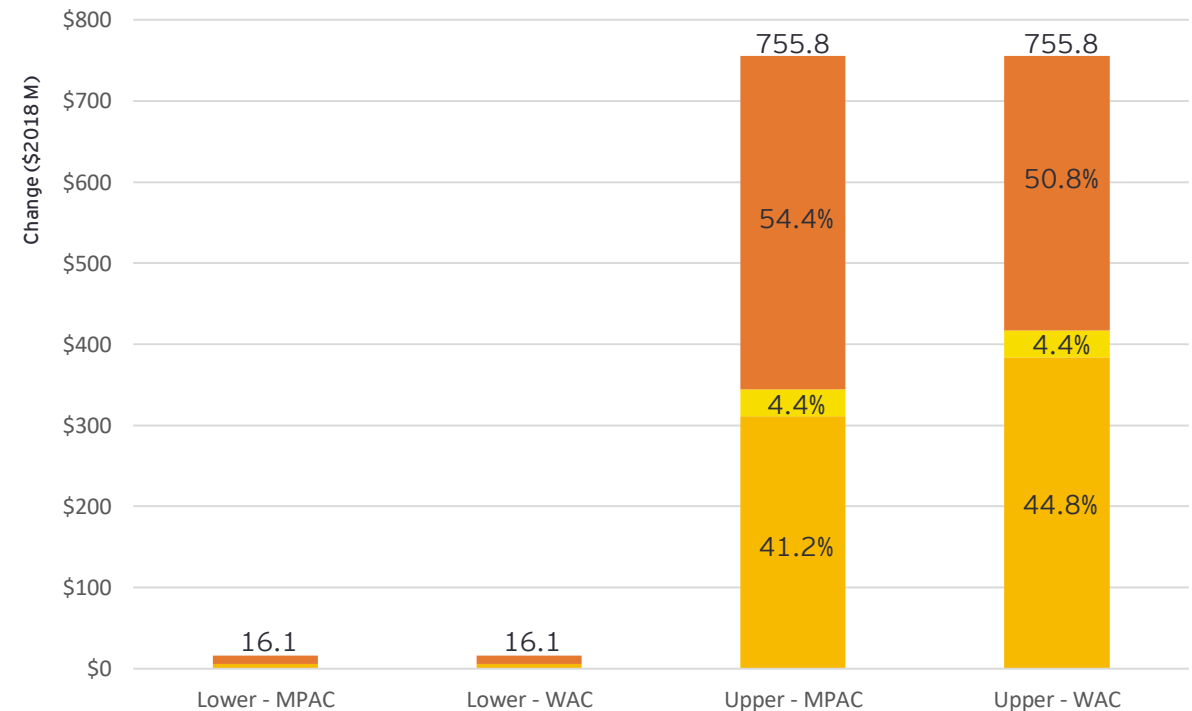
Municipality	MPAC Allocation		WAC Allocation	
	Lower Bound	Upper Bound	Lower Bound	Upper Bound
Brampton	5.8	311.6	5.8	384.3
Caledon	0.3	33.0	0.3	33.0
Mississauga	10.0	411.1	10.0	338.4
Total	16.1	755.8	16.1	755.8

May not add due to rounding

Legend

■ Brampton
 ■ Caledon
 ■ Mississauga

Change in Net Cost of Service
2020 to 2028, in \$2018 Millions



Note: A range of financial impacts have been modeled based on a series of assumptions. The outputs of this model are not intended to be predictive, and will be influenced by future decisions.

2. Tax Impact

18.2-5

Council Directive

Provide Council with visuals and numbers which demonstrate the tax burden shift under dissolution for EY's upper and lower impacts

The tax impact is the change in the funding (through tax levies) required to fund the Net Cost of Services provided by the municipalities. The change in funding requirements is determined by comparing the relative share of the Net Cost of Service in the status quo to the dissolution scenario, to determine the change in required funding through tax levies for each of the municipalities.

In order to determine the change in tax to the three lower-tier municipalities, the Net Cost of Services currently provided by the Region must be “allocated” to the lower-tier municipalities for the status quo scenario. This allocation is done on the basis of MPAC Assessed Property Values, as this is the means by which the Region levies taxes on its residents.

The steps involved in performing the tax impact calculations are as follows:

- 1) Determine the “adjusted status quo”, by allocating the Region’s status quo expenditures to each of the municipalities
- 2) Identify the lower and upper bounds of the dissolved municipalities, as modelled
- 3) Calculate the difference between the adjusted status quo and dissolved entities to identify any tax impact

The impact on tax for each municipality has been presented both for 2022 fiscal year (the first year for which dissolution is modelled to be fully completed), and for the seven year period from 2022 to 2028.

Municipal Scenarios

In addition to the overall range of tax impacts by municipality, it has been requested that certain scenarios be analyzed - namely, if Mississauga or Brampton are at the bounds of their ranges, what does that outcome mean for the other municipalities? This analysis is presented following the aggregate view.

2. Tax Impact - Results of Analysis

18.2-6

The tax impact represents the difference between taxes received by each municipality today, and the taxes that would be collected by each municipality in the future upon dissolution. The tax impact quantifies the range of possible outcomes for each municipality individually, which accounts for both changes in the *aggregate* Net Cost of Service resulting from dissolution, as well as, changes in the funding required by each municipality when services provided by the Region are dissolved to the lower-tier municipalities.

Interpretation of Results:

- ▶ On an annualized basis, the tax impact on Brampton may be between a decrease of \$45M, up to an increase of \$33M. Over the modeled period following completion of dissolution (2022 to 2028), this equates to a tax impact ranging from a decrease of \$338M, up to an increase of \$248M.
- ▶ On an annualized basis, the tax impact on Caledon may be between an increase of \$4M, up to \$7M. Over the modeled period following completion of dissolution (2022 to 2028), this equates to a tax impact ranging from an increase of \$30M, up to \$53M.
- ▶ On an annualized basis, the tax impact on Mississauga may be between a decrease of \$84M, up to an increase of \$28M. Over the modeled period following completion of dissolution (2022 to 2028), this equates to a tax impact ranging from a decrease of \$631M, up to an increase of \$210M.

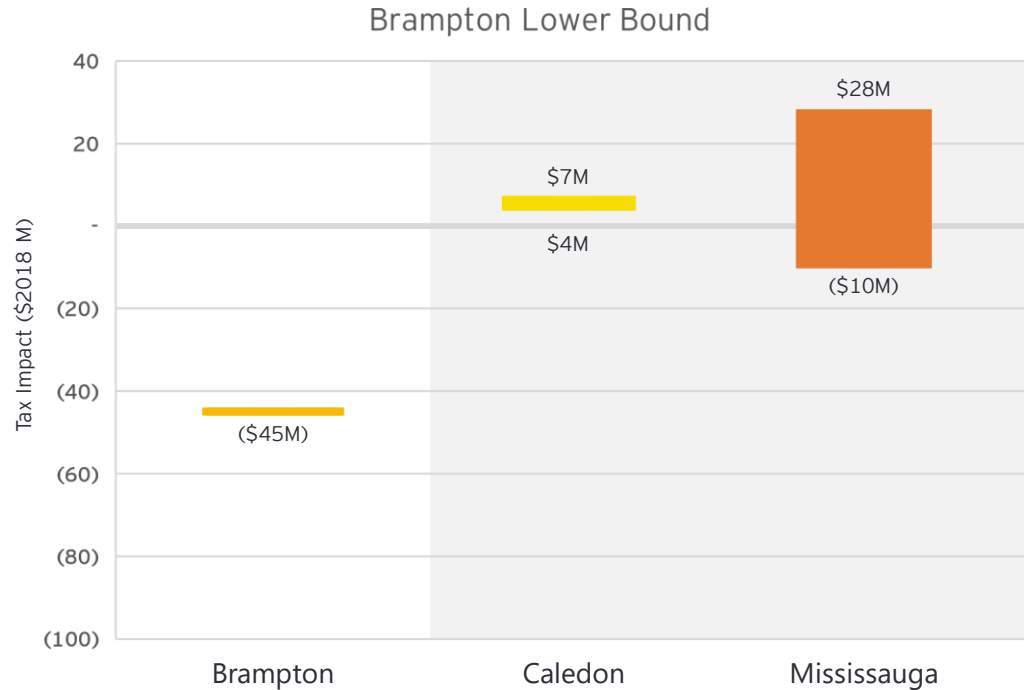
Note: A range of financial impacts have been modeled based on a series of assumptions. The outputs of this model are not intended to be predictive, and will be influenced by future decisions.

2. Tax Impact - Results of Analysis

Brampton Upper and Lower Bound Scenarios

18.2-7

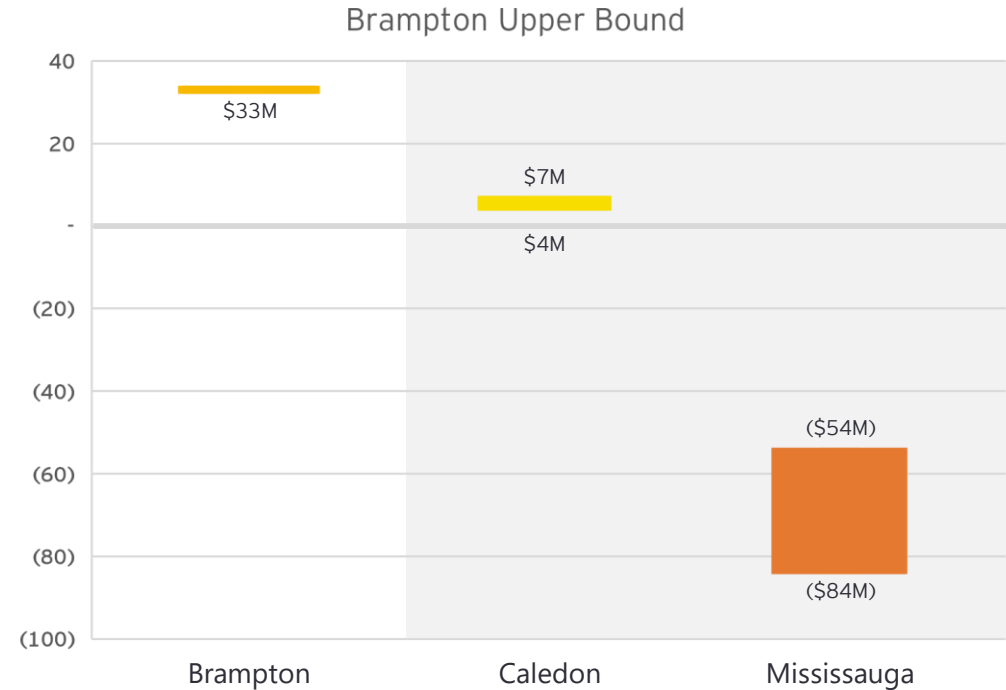
The below charts demonstrate the range of possible outcomes for Caledon and Mississauga if it is assumed that Brampton has ended up at the lower or upper bound of its modelled range. Refer to Page 10 for further interpretation of results and explanatory notes.



(Police allocated using MPAC)

Municipality	Change in Tax \$ - 2022	
	Lower Bound	Upper Bound
Caledon	4	7
Mississauga	(10)	28

\$2018 Millions



(Police allocated using WAC)

Municipality	Change in Tax \$ - 2022	
	Lower Bound	Upper Bound
Caledon	4	7
Mississauga	(84)	(54)

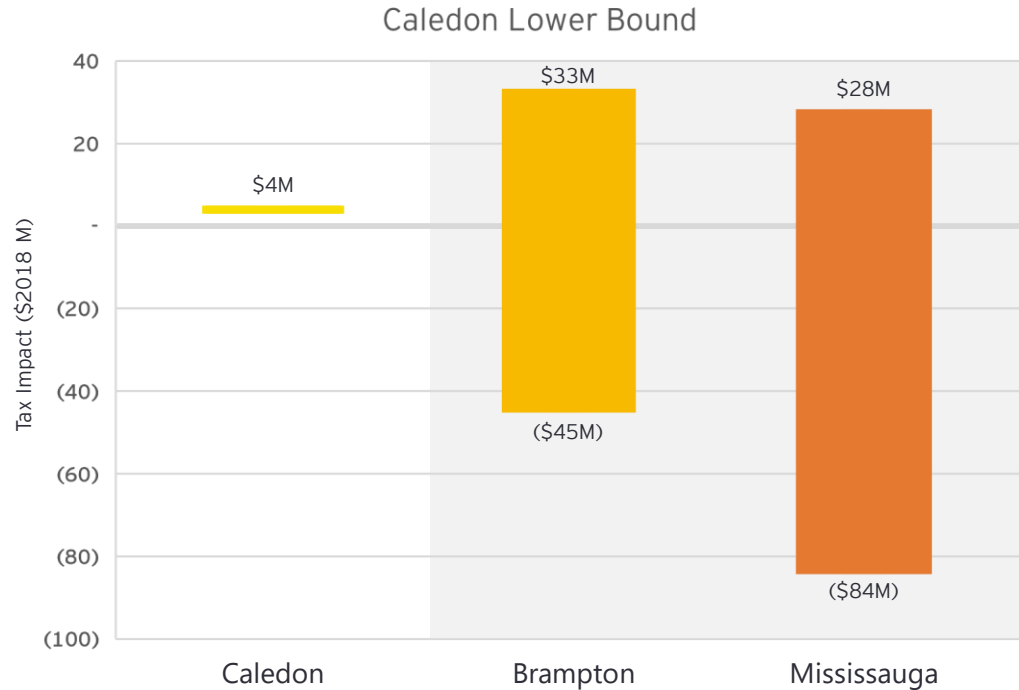
\$2018 Millions

2. Tax Impact - Results of Analysis

Caledon Upper and Lower Bound Scenarios

18.2-8

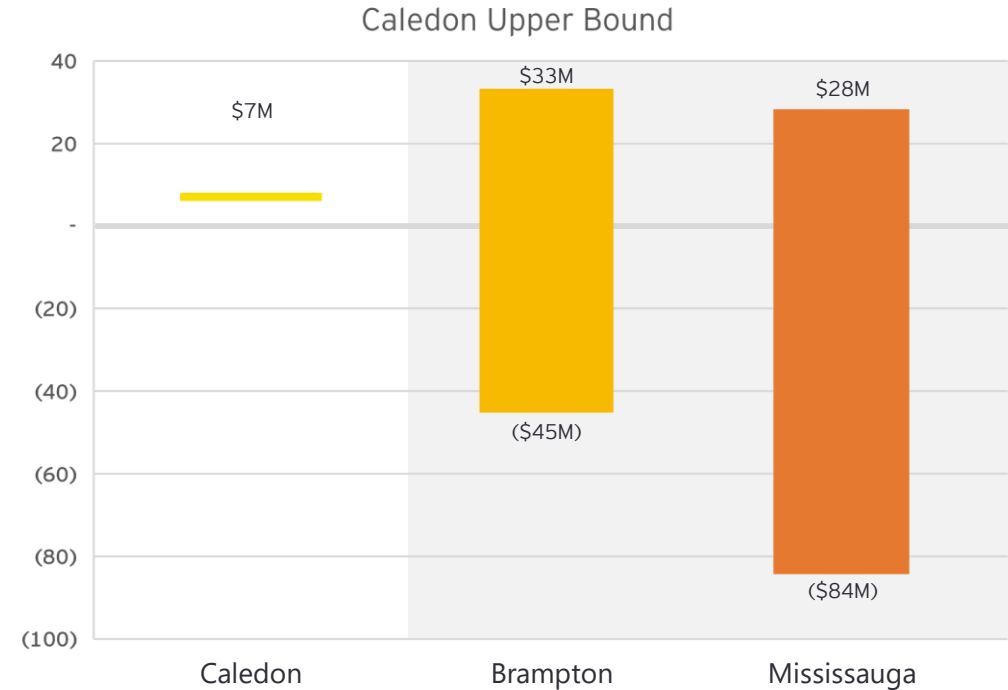
The below charts demonstrate the range of possible outcomes for Brampton and Mississauga if it is assumed that Caledon has ended up at the lower or upper bound of its modelled range. Refer to Page 10 for further interpretation of results and explanatory notes.



Caledon Lower Bound

Municipality	Change in Tax \$ - 2022	
	Lower Bound	Upper Bound
Brampton	(45)	33
Mississauga	(84)	28

\$2018 Millions



Caledon Upper Bound

Municipality	Change in Tax \$ - 2022	
	Lower Bound	Upper Bound
Brampton	(45)	33
Mississauga	(84)	28

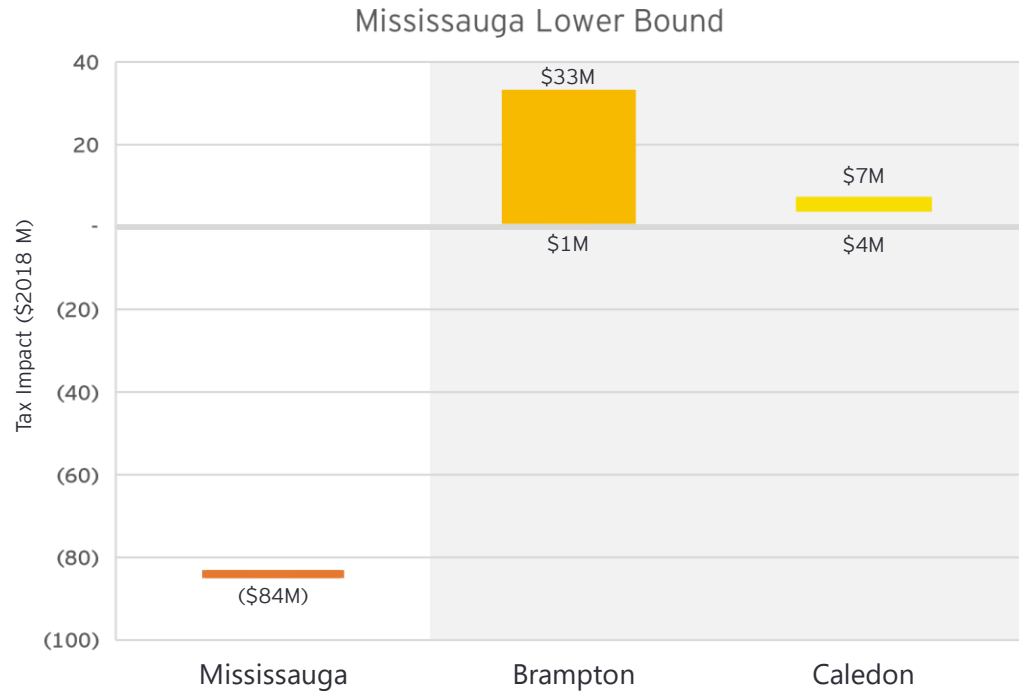
\$2018 Millions

2. Tax Impact - Results of Analysis

Mississauga Upper and Lower Bound Scenarios

18.2-9

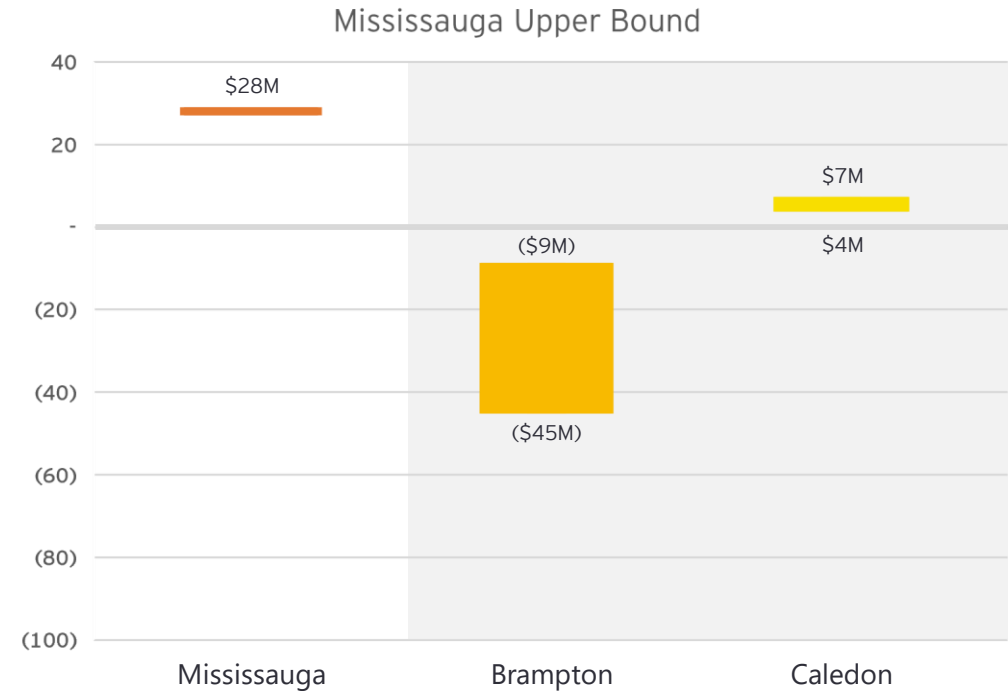
The below charts demonstrate the range of possible outcomes for Brampton and Caledon if it is assumed that Mississauga has ended up at the lower or upper bound of its modelled range. Refer to Page 10 for further interpretation of results and explanatory notes.



(Police allocated using WAC)

Municipality	Change in Tax \$ - 2022	
	Lower Bound	Upper Bound
Brampton	1	33
Caledon	4	7

\$2018 Millions



(Police allocated using MPAC)

Municipality	Change in Tax \$ - 2022	
	Lower Bound	Upper Bound
Brampton	(45)	(9)
Caledon	4	7

\$2018 Millions

2. Tax Impact - Results of Analysis

Interpretation of Scenario Results

Further to the presented scenarios, the interpretation of the upper and lower bound scenarios for each municipality should take into account the following:

- ▶ By assuming that Brampton or Mississauga has arrived at a single point in its range (i.e., the upper or lower bound), there is an implicit assumption that police services costs are allocated using either the MPAC or WAC method. Conversely, an assumption that Caledon has arrived at a single point in its range does not narrow the range of possible outcomes for Brampton or Mississauga (due to Caledon's continued contracting with the OPP for its police services, which is independent of the method by which police services costs are allocated between Brampton and Mississauga).
- ▶ Even assuming that an individual municipality has arrived at a single point in its range of modelled outcomes, there remains a range of possible tax impacts on each of the other two municipalities, as there are a number of assumptions and scenarios that drive what the possible impact may be in addition to the police model. These include those assumptions related to changes in possible future staffing allocations, wages, service levels, etc.
- ▶ The tax impacts of the municipalities do not necessarily net to zero, as dissolution has various impacts on the Net Cost of Service, and the outcomes of all of the municipality's assumptions may not necessarily follow the same patterns.

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Region of Peel

APPROVED AT REGIONAL COUNCIL
February 28, 2019

NOTICE OF MOTION/MOTION

20.1. **Motion from Councillor Sinclair** Regarding Paramedic Services

Moved by Councillor Innis
Seconded by Councillor Ras;

That the motion from Councillor Sinclair regarding the Divisional Delivery Model, listed on the February 28, 2019 Regional Council agenda be deferred until staff reports back on the model's progress, in late Spring 2019.

Carried 2019-222



Resolution

Moved By: Councillor Sinclair	Date: February 28, 2019
Seconded By: Councillor Groves	Item Number 20.1

Whereas the current Paramedic Service Divisional Service Delivery Model has been based on a consultant's report and 10 Year Capital Plan in 2007;

And whereas, Paramedic Services 2019 Budget Project Number 19-7809 requests \$49,796,000 over the next 10 years for Ambulance Facilities Growth alone and \$116,131,000 in total for all Capital needs;

Therefore be it resolved, that the Chief Administrative Officer be directed to conduct an independent review of the Divisional Service Delivery Model implementation since 2007 to determine successes and areas where improvement and efficiencies may be found;

And further, that a 10 year Capital Plan be presented as part of the 2020 Budget based upon the findings of the independent review.

CARRIED	LOST	REFERRED
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Chair

THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 42-2019

A by-law to amend the current times of operation of the flashing speed limit zone on Regional Road 6 (Embleton Road); and to amend By-law Number 15-2013 being a by-law to regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel.

WHEREAS, the Council of the Regional Corporation on the 24th day of January, 2013 passed By-law 15-2013 to consolidate the by-laws that regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel;

AND WHEREAS, the Council of The Regional Municipality of Peel has by resolution passed on the 27th day of June, 2019, authorized the enactment of a by-law to amend By-law 15-2013 to change the current times of operation of the flashing speed limit zone on Regional Road 6 (Embleton Road);

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. That Part 10 of Schedule A of By-law 15-2013 is amended by deleting the following:

Column 1	Column 2	Column 3	Column 4
Regional Road No.	From	To	Times or Days
6	250 metres west of Cliffside Drive	270 metres east of Heritage Road	8:45 a.m. to 9:45 a.m. 2:45 p.m. to 3:45 p.m. on school days

2. That Part 10 of Schedule A of By-law 15-2013 is amended by adding the following:

Column 1	Column 2	Column 3	Column 4
Regional Road No.	From	To	Times or Days
6	250 metres west of Cliffside Drive	270 metres east of Heritage Road	8:45 a.m. to 9:45 a.m. 3:00 p.m. to 4:00 p.m. on school days

3. This By-law takes effect September 3, 2019.

READ THREE TIMES AND PASSED IN OPEN COUNCIL this 27th day of June, 2019.

Regional Clerk

Regional Chair

THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 43-2019

A by-law to remove the stopping prohibitions on the east and west sides of Regional Road 50 (Queen Street) from Regional Road 9 (King Street) to a point 50 metres north of Mill Street; and to amend By-law Number 15-2013 being a by-law to regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel.

WHEREAS, the Council of the Regional Corporation on the 24th day of January 2013 passed By-law 15-2013 to consolidate the by-laws that regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel;

AND WHEREAS, the Council of The Regional Municipality of Peel has by resolution passed on the 27th day of June, 2019 authorized the enactment of a by-law to amend By-law 15-2013 to remove the stopping prohibitions on the east and west sides of Regional Road 50 (Queen Street) from Regional Road 9 (King Street) to a point 50 metres north of Mill Street;

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. That Part 6 of Schedule A of By-law 15-2013 is amended by deleting the following:

Column 1	Column 2	Column 3	Column 4
Regional Road No.	Side	Limits	Prohibited Times or Days
50	East	From Regional Road 9 to a point 50 metres north of Mill Street	4:00 p.m. to 7:00 p.m. Monday to Friday
50	West	From Regional Road 9 to a point 50 metres north of Mill Street	6:00 a.m. to 9:00 a.m. Monday to Friday

READ THREE TIMES AND PASSED IN OPEN COUNCIL this 27th day of June, 2019.

 Regional Clerk

 Regional Chair