



# The Regional Municipality of Durham

## COUNCIL INFORMATION PACKAGE

### February 9, 2018

#### Information Reports

- [2018-INFO-22](#) Commissioner of Social Services – re: Long - Term Care Homes Annual Report
- [2018-INFO-23](#) Commissioner of Social Services – re: Report of the Income and Employment Support Division for the Period Ending December 31, 2017
- [2018-INFO-24](#) Commissioner of Social Services – re: Income Security Reform Working Groups' Roadmap for Reform 2017

#### Early Release Reports

There are no Early Release Reports

#### Staff Correspondence

1. [Durham Regional Police Services \(DRPS\)](#) – re: Responses to questions that were posed to Chief Paul Martin from a presentation held at Council on January 17, 2018

#### Durham Municipalities Correspondence

1. [Town of Whitby](#) – re: Resolution #14-18 passed at their Council meeting held on January 29, 2018 with respect to Temporary Replacement – Alternate Member of Regional Council
2. [Town of Ajax](#) – re: Motion passed at their Council meeting held on January 29, 2018, with respect to the Appointment of Alternate Member to Durham Regional Council
3. [Township of Uxbridge](#) – re: Resolution passed at their Council meeting held on January 29, 2018, with respect to Temporary Replacement – Alternate Members of Regional Council

### **Other Municipalities Correspondence/Resolutions**

1. [Halton Region](#) – re: Resolution passed at their Council meeting held on December 13, 2017, regarding MPAC Service Delivery Shortcomings
2. [York Region](#) – re: Recommendation passed at their Council meeting held on January 25, 2018, regarding Duffin Creek Plant Outfall, Class Environmental Assessment Status Update
3. [County of Simcoe](#) – re: Recommendation passed at their Council meeting held on November 28, 2017, regarding White Paper – Building a Seniors Campus
4. [Township of Norwich](#) – re: Resolution passed at their Council meeting held on January 30, 2018, regarding the Ontario Building Code Amendments

### **Miscellaneous Correspondence**

1. [Jennifer Morrison and Fabio Occhiuzzi, Residents of Clarington](#) – re: Letter stating their concerns with the processing of planning applications in the Township of Uxbridge as it relates to aggregate operations
2. [Sara Sideris, Ministry of the Environment and Climate Change](#) – re: Application of Approval of Waste Disposal Sites, Notice to ECA No. 7109-8SRRH5 – Changes to Operational Space, in the Town of Ajax
3. [Association of Municipalities of Ontario \(AMO\)](#) – re: Notice – Call to Action - Fire Medic Protection needed for Municipal Governments

### **Advisory Committee Minutes**

There are no Advisory Committee Minutes

Members of Council – Please advise the Regional Clerk at [clerks@durham.ca](mailto:clerks@durham.ca) by 9:00 AM on the Monday one week prior to the next regular Committee of the Whole meeting, if you wish to add an item from this CIP to the Committee of the Whole agenda.

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2745



## The Regional Municipality of Durham Information Report

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From: Commissioner of Social Services  
Report: #2018-INFO-22  
Date: February 9, 2018

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**Subject:**

Long-Term Care Homes Annual Report

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**Recommendation:**

Receive for information

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**Report:**

**1. Purpose**

1.1 The Long-Term Care Homes Annual Report is attached to this report.

**2. Attachments**

Attachment #1: Long-Term Care Homes Annual Report 2017

Respectfully submitted,

Original signed by: \_\_\_\_\_

Dr. Hugh Drouin  
Commissioner of Social Services

## **REGION OF DURHAM LONG-TERM CARE HOMES 2017 ANNUAL REPORT**

Submitted by: Michael MacDonald, Administrator, Lakeview Manor  
Gina Peragine, Administrator, Hillsdale Estates  
John Rankin, Administrator, Hillsdale Terraces  
Marcey Wilson, Administrator, Fairview Lodge

The Region of Durham (ROD) operates a total of 845 long stay and 2 respite beds in 4 long-term care (LTC) homes, Fairview Lodge, Hillsdale Estates, Hillsdale Terraces and Lakeview Manor. The homes are all accredited with exemplary standing through Accreditation Canada. We provide care and services in accordance with the *Long Term Care Homes Act, 2007* and other relevant legislation.

The homes continue to refine required programs and implement and evaluate new processes in order to provide high quality care and service excellence to residents in an environment that promotes choice, dignity and respect.

We remain dedicated to fulfilling the Mission, Vision and Values set in our Strategic Plan. The achievements in 2017 confirm the commitment to the Philosophy of Care:

*We believe that quality of life is achieved through person-centred care and through empowering, embracing and engaging each individual.*

The following report highlights our accomplishments falling under each of the 4 strategic themes within our Strategic Plan 2015-2018. We are also reporting on relevant demographic data as well as key risk indicators.

### ***Life with Meaning***

Our LTC homes continued to use the National Research Corporation Canada (NRCC) survey to measure resident and family satisfaction. This research based survey allows LTC homes across Canada to measure and review the needs of the home from the client's experience and perspective and to benchmark against other similar homes. This year all families were mailed the family survey and 40% provided feedback. The ROD homes rated 89% overall in resident satisfaction and 92.2% overall in family satisfaction. This compares to the Long Term Care Canada average of 83.7% and 91.1% respectfully. The homes will focus on priority areas to improve care and experience as part of our continuous quality improvement efforts.

The LTC homes continued to work on the development of a 'Person-Centred Care' (PCC) framework and model in 2017. The purpose of this priority area is to engage all stakeholders in a reflective and exploratory process to identify existing strengths of person-centred care and identify areas of growth and opportunities for change. Building a culture of PCC means that the resident is in the driver's seat as much as possible, identifying what they need and what has meaning to them as an individual. The goal for 2017 was to analyze and communicate the themes that emerged from the staff feedback

collected in 2016 and to then focus on gathering feedback from residents and families. The homes worked with the Innovation and Research Unit in the Social Services Department to analyze the staff feedback and create initial high level themes. The senior leadership team engaged in some thoughtful reflection on these themes and developed staff communication tools to ensure staff remained informed and engaged. All homes were then tasked to participate in 1 key PCC initiative specific to the feedback the home received. These initiatives included: implementing a seniors mental health and wellness program (focusing on anxiety and relaxation) in 2 homes, stabilizing the staffing and scheduling model in another home and expanding the music program in yet another home; this music program included working with *Room 217 Care through Music*. The homes experienced a very positive PCC year as this approach allowed staff to inform key initiatives within the homes to ultimately affect and improve the PCC culture.

As the homes successfully implemented these changes, a core team focused on collecting PCC feedback from the residents and families. The homes were able to create a qualitative survey and provided this to the residents and families in addition to the yearly satisfaction survey that is distributed. The survey results will be received in early 2018 and will be used to further inform priority setting and planning within the Division from a PCC perspective.

The homes continued to work with Behaviour Supports Ontario (BSO). BSO is focused on helping older people with responsive behaviours associated with cognitive impairments due to complex mental health, addictions, dementia, or other neurological conditions and their caregivers. In 2017, up to 50% of the 845 residents living within the homes exhibited responsive behaviours. Each resident is assessed with specific tools and each support plan is very unique. The homes work with BSO to ensure behaviours are 'responsive' in nature in order to develop the appropriate interventions. All homes receive Central East Local Health Integration Network (CE LHIN) funding through the BSO initiative to support positions dedicated to working with residents with responsive behaviours. The homes also continue to work very closely with Ontario Shores Centre for Mental Health Science and Durham Region Seniors' Safety Advisor to evaluate incidents and develop strategies to address responsive behaviours and resident aggression.

It is well documented that moving into a new environment can be an emotional adjustment for new residents and their families. In 2017, the homes began a quality improvement initiative of reviewing the current admission process in each home. The goal of this initiative was to reduce the time it takes to 'admit' a new resident and increase the satisfaction of the admission process. The project was rolled out at Fairview Lodge and resulted in a reduction of 3 hours in the admission process of new residents and an increase of over 50% in the satisfaction rate. In 2018, all homes will review their admission process implementing best practices.

In 2017, the homes continued to review and ensure accuracy of data and documentation in order to improve the Case Mix Index (CMI) which has direct impact on the Ministry of Health and Long term Care (MOHLTC) funding the homes receive. The homes' current internal assessments validate an increase in the CMI as a result of this focus and work.

## ***Great People Doing Great Things***

In 2017, the senior leadership team set a goal to develop leadership capacity and reinforce position accountability. A number of actions and initiatives were implemented including education opportunities at the home management level and a review of job descriptions. The work on clarifying roles and assigning accountability particularly in the nursing departments will continue to be a focus in the coming year. In addition, the administrators met on a monthly basis to strategize ways to improve collaboration and teamwork within the Division.

Under the *Long Term Care Homes Act*, all staff working in the homes is required to complete mandatory training. In 2017, a training specialist was hired and developed a divisional orientation program and introduced a new on line learning platform to assist staff to complete their mandatory education. Both initiatives were well received by staff.

The homes participated in the annual Social Services Innovation and Research Forum. Presentations showcased a new therapy program utilizing a cognitive behavioural therapy approach to managing stress and anxiety and the development of a policy and training for staff on how to deal with the topic of sexuality and intimacy with our resident population. Poster Boards were also developed to showcase the quality initiatives on the improved admission process and the increase in local food initiative projects.

The homes continued to monitor trends and current best practices in LTC. In 2017 new policies were created and implemented to address emerging and changing issues in the sector that include medical assistance in dying (MAID) and resident sexuality and intimacy. These policies also help guide staff and assist in fostering a culture of Person-Centered Care.

## ***Peace of Mind***

In 2017, the homes continued to work on our bed rail minimization program. Our work has resulted in a 50% reduction in the use of bedrails, from 83% in January 2016 to the current 41%. In 2018, we will continue to reduce and manage the use of bedrails as safely as possible.

All homes received their annual Resident Quality Inspection (RQI) by the Ministry of Health and Long-Term Care (MOHLTC). These inspections were unannounced as per the Long-Term Care Homes Act (LTCHA). Results of these inspections were reported to Regional Council previously.

The Division is committed to provide a healthy workplace through the integration of employee engagement, lifestyle, and recognition. We created a "Morale Program", focusing on encouraging peer to peer appreciation and respectful workplace interaction.

The homes continued to work with our Joint Health and Safety committees to remain in compliance with all applicable legislation and regulations. Ministry of Labor inspections did not result in any orders, but did result in recommendations that were acted upon.

Seasonal influenza is a serious public health problem that causes severe illness and death in high risk populations. The most effective way to prevent the disease is vaccination. This year the Division implemented a new initiative to increase the number of staff that received their influenza vaccination. This initiative was very successful, seeing flu shot compliance increase from the 2016 rate of 56% to the 2017 rate of 77%.

### ***Building Our Future***

Long-Term Care continues to evolve and the technology used to deliver care and services continues to improve.

The homes partnered with the Finance Department, the Region of Durham Paramedic Services (RDPS), and Corporate Services – Human Resources to undertake an initiative to implement an Enterprise Workforce Scheduling (EWS) software solution. Key features of the software are its capability to manage all schedules in a 24 hour operation, automate basic attendance, call-in, vacation bidding and payroll functions, and improve reporting and tracking components. With the vendor now selected and the project plan developed, we anticipate to “go live” in the fall of 2018.

The Division also completed preparatory work for a new electronic health record system that will be implemented in 2018. A needs assessment was conducted and both technical and functional requirements were determined.

A new digital medication administration record (digiMAR) system was implemented in 2017 across the Division in connection with a new pharmacy services provider. This system allows for both pharmacy and management oversight into the administration of medications in real time leading to a reduction in medication errors.

### ***Demographics***

The ROD homes care for 845 residents. Collectively, the homes had 227 admissions and 233 discharges in 2017. Our wait lists remain high with between 159 to 575 applicants selecting one of our homes as their first choice for placement. The total number of applicants on our waitlists at year end ranged from 264 to over 1,450. Occupancy rates remain over 99%.

A diagnosis of dementia is confirmed for 70% of the residents in ROD homes.

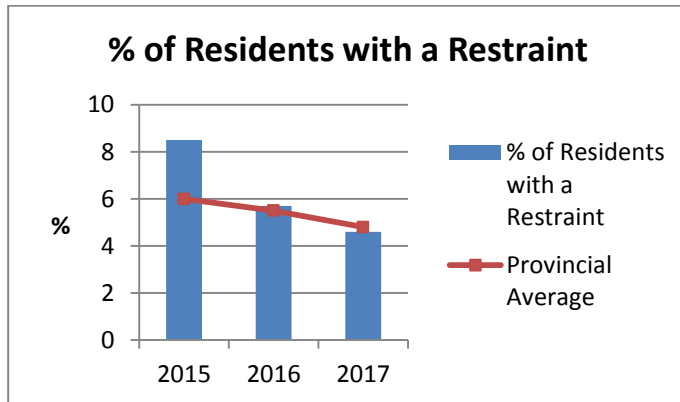
This is higher than the provincial average of 62%. The number of residents exhibiting aggressive behaviours is 57% in the ROD homes compared to 44% in the province. The average age of the resident is 84. Approximately 5% of the population is under the age of 65.

### ***Priority Risk Indicators***

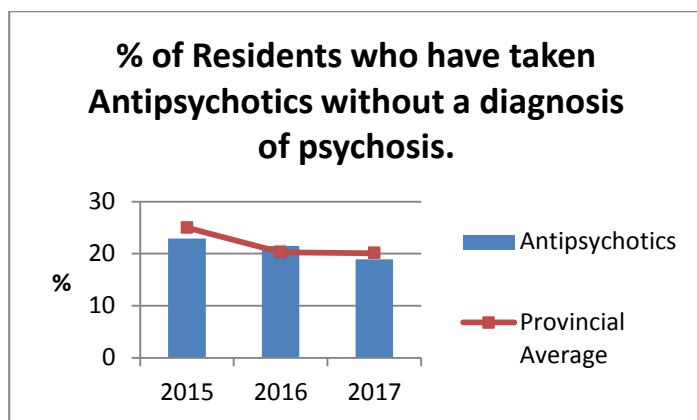
Under the mandate of the *Excellent Care for All Act*, each of our homes submits a quality improvement plan to Health Quality Ontario. The priority risk indicators that make up our quality improvement plans are restraints, antipsychotic use, falls and avoidable emergency department visits.

All homes in Ontario contribute to Canadian Institute for Health Information (CIHI) data to benchmark and analyze care and service delivery. This supports the homes prioritization in quality improvement and project planning. (The provincial data referenced below is from the most recent CIHI report for the period ending September, 2017).

Physical restraints are designed to restrict voluntary movement or behaviour by use of a device or physical force because of a potential for injury to self or others and only when all other strategies have been attempted and proven unsuccessful. Our homes have evaluated the necessity of restraints and have reduced the overall usage down from 8% in 2015 to 4.5% in 2017. This is slightly better than the provincial rate of 4.8%.



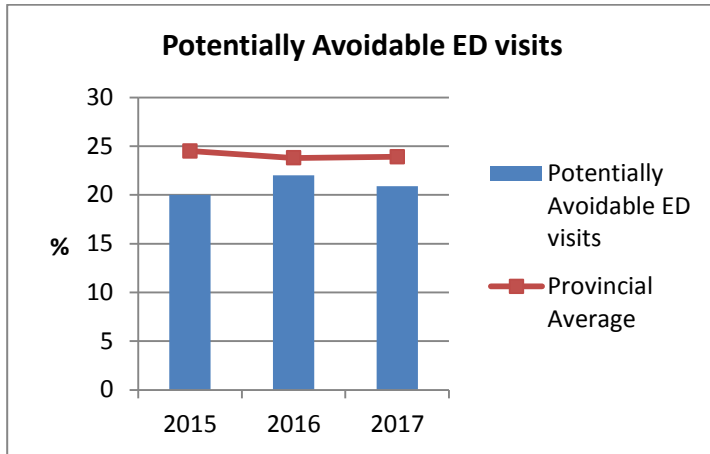
Over the last year we continued to see a positive downward trend in the percentage of residents on antipsychotics without a diagnosis of psychosis across the ROD homes. An Antipsychotic Evaluation tool was implemented in 2015; this work continued throughout 2017. The goal is to ensure there is an ongoing indication for use and that the medication is working effectively and is tolerated by the resident. The homes work with the consultant pharmacists on a quarterly basis to review team recommendations for dosage adjustments and/or discontinuations where appropriate. Ultimately, the downward trend over the last 3 years shows that the homes are committed to ensuring that antipsychotics are being used judiciously and only when appropriate. In 2017, our rate was 19%, down from 22% in 2016. The provincial rate is 20%.



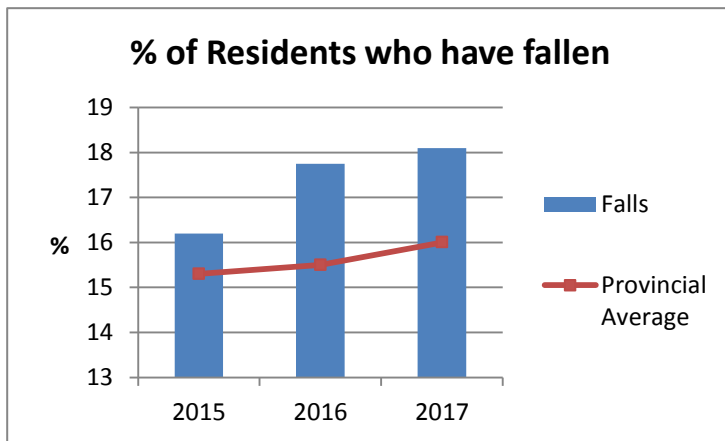
Many of the Emergency Department (ED) visits among residents in LTC who have access to around-the-clock supervised care, basic treatment and preventive care on-site are



considered potentially avoidable because for many types of conditions, early identification and treatment can help prevent residents' health from deteriorating to the point where an ED visit is required. By identifying and targeting types of ED visits that could be potentially avoidable residents' quality of care could be enhanced and ED resources could be more closely targeted to those who need them the most. All of the ROD LTC homes remain under the provincial average for potentially avoidable ED visits.



A final risk indicator is the percent of residents who fell. In 2016 our fall rate was 17.7% and in 2017, we experienced an increase to 18.2%. This compares unfavorably to the provincial rate of 16%. This will continue to be a considerable focus in 2018.



***Looking Forward***

The residents living in long-term care continue to have very diverse and complex medical and psychological care needs. We will continue to look at the resources required to ensure our staff have the necessary ongoing training and education to effectively care for these residents.

We will continue to promote programs that foster Person-Centered Care (PCC) and ultimately support the resident to achieve an independent lifestyle as much as possible.

Quality improvement efforts will continue in areas of high risk to resident and staff safety.

Incidents of resident-to-resident assault and resident-to-staff violence continues to be a concern. Working with our BSO teams and Joint Occupational Health and Safety committees, we will be developing and implementing a flagging system for staff to easily identify residents with unpredictable, violent behaviours. As part of this program, we will be training staff in appropriate responses to protect both residents and staff from injury.

We continue to work with our community partners and advocacy allies such as AdvantAge Ontario to advocate for specialized programs and specialized behavioral units to more effectively manage the care needs of person with dementia that exhibit serious violent behaviour. From a sector perspective, we also support the need to increase the provincial average to 4 hours of care per resident per day.

Preparing for and implementing changes in technology related to our electronic health records and workforce scheduling solution will be a priority in 2018.

The Division is preparing for our first multi-site accreditation with Accreditation Canada in May 2018 and we are including our Adult Day programs for the first time. We look forward to the external peer review of our quality, risk and safety programs.

In conclusion, we wish to acknowledge the dedication of staff, physicians, and volunteers to the provision of high quality care and services to our residents and their families as well as the hard work of Resident Council and Family Council. We are also appreciative of the ongoing support we receive from members of Regional Council.



## The Regional Municipality of Durham Information Report

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From: Commissioner of Social Services  
Report: #2018-INFO-23  
Date: February 9, 2018

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**Subject:**

Report of the Income and Employment Support Division for the Period Ending December 31, 2017

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**Recommendation:**

Receive for information.

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**Report:**

**1. Purpose**

1.1 The following report provides an overview of the Ontario Works (OW) caseload changes that occurred in 2017 for the period ended December 31, 2017.

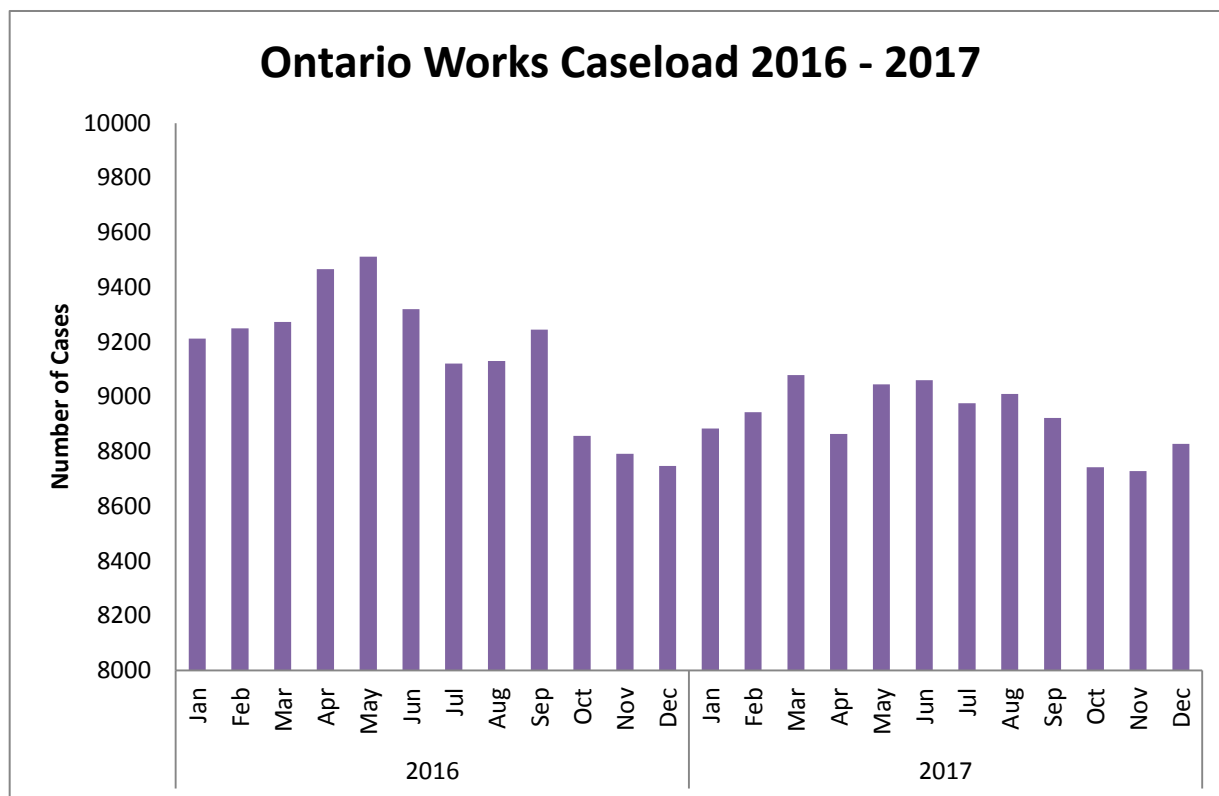
**2. Highlights**

2.1 In 2017, the average number of cases decreased by 237 or 2.6 per cent from the average annual caseload in 2016 of 9,161 (see Exhibit 1).

**Exhibit 1 – Quarterly Caseload Comparison<sup>1</sup>**

<i>Year</i>	<i>1st Qtr</i>	<i>2nd Qtr</i>	<i>3rd Qtr</i>	<i>4th Qtr</i>	<i>Average Annual Caseload</i>
<b>2016</b>	9,246	9,433	9,166	8,799	9,161
<b>2017</b>	8,969	8,990	8,970	8,767	8,924
<b>Difference</b>	<b>277</b>	<b>442</b>	<b>196</b>	<b>32</b>	<b>237</b>
<b>Per Cent Change</b>	<b>-3.0%</b>	<b>-4.7%</b>	<b>-2.1%</b>	<b>-0.4%</b>	<b>-2.6%</b>

## Exhibit 2 – Monthly Caseload Comparison<sup>2</sup>



### 3. Caseload by Municipality

- 3.1 The following section includes an overview of the per cent of OW caseload per population in Durham compared to the 2016 Annual Report on populations within the local Municipalities<sup>3</sup>.

#### Exhibit 3 - Caseload and Population Comparison

<b>Municipality</b>	<b>Average Cases 2017</b>	<b>Population December 2016</b>	<b>% of Cases per Population</b>
Ajax	1175	124,810	0.94%
Brock	166	12,070	1.38%
Clarington	737	96,495	0.76%
Oshawa	4745	166,535	2.85%
Pickering	764	95,220	0.80%
Scugog	130	22,375	0.58%
Uxbridge	95	22,050	0.43%
Whitby	1112	133,515	0.83%
<b>Total</b>	<b>8,924</b>	<b>673,070</b>	<b>1.07%</b>

#### **4. Conclusion**

- 4.1 The Ontario Works caseload in Durham had decreased by 237 cases in 2017 compared to 2016. The Income and Employment Support division will continue to monitor the caseload changes closely and report back to this Committee.

Respectfully submitted,

Original signed by:

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Dr. Hugh Drouin  
Commissioner of Social Services

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<sup>1</sup> Cognos SAMS Report 380 Average Time/Average Earning Report

<sup>2</sup> Cognos SAMS Report 380 Average Time/Average Earning Report

<sup>3</sup> [2016 Durham Region Annual Report](#)



# The Regional Municipality of Durham Information Report

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From: Commissioner of Social Services  
Report: #2018-INFO-24  
Date: February 9, 2018

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**Subject:**

Income Security Reform Working Groups' Roadmap for Reform 2017

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**Recommendation:**

Receive for information.

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**Report:**

**1. Purpose**

1.1 This report will identify items of interest to the Durham Region Social Services Department from the Income Security Reform Working Groups' report.

**2. Background**

2.1 Ontario established the Income Security Reform Working Group following the release of the 2016 Mandate Letter to the Hon Helena Jaczek, MPP and the Ministry of Community and Social Service to help guide the province's efforts to reduce poverty, support people in their efforts to participate in the economy, and provide services in a way that makes sense to the people who need them.

2.2 The Mandate Letter introduced three priorities:

- a. Support Low-Income Ontarians to Reach Their Full Potential
- b. Promote Inclusion and Improve Support for Persons with Disabilities, Including Developmental Disabilities
- c. Support Survivors of Human Trafficking, Sexual and Domestic Violence

2.3 The Mandate Letter and the Income Security Reform Working Group are both part of the 2017 Ontario Budget focusing on a stronger, healthier Ontario.

- 2.4 The Working Group was comprised of advocates, people with lived experience, and delivery partners. The First Nations Income Security Reform Working Group and the Urban Indigenous Table on Income Security Reform Working Group also contributed to the final report.
- 2.5 George Thomson, Senior Director of the National Judicial Institute and former Ontario Provincial Court Judge, who also chaired the Ontario Citizen's Assembly on Electoral Reform, led the Working Group.
- 2.6 The recommendations of the Income Security Reform Working Group will support the most vulnerable members of our communities.

### **3. Working Group's Social Assistance Review Findings**

- 3.1 Ontario's current income security systems is a complex system of multiple programs that are funded, overseen and delivered by Municipal, Provincial, Federal and First Nations governments.
- 3.2 The current objectives of the income security system include:
  - a. Ensuring people don't fall below a certain income level
  - b. Supporting individuals health, well-being and community inclusion
  - c. Connecting or reconnecting people to employment
- 3.3 The reality of the current economic environment (i.e. labour market instability) in conjunction with systemic issues of intergenerational poverty, history of colonialism, mental health and addiction hinder the ability of our current system to meet the needs of the population.
- 3.4 In the current system, people are not approached in a way that honours their individual experience, including historic trauma, violence, and intergenerational poverty.
- 3.5 The Ontario Works premise that most people only require temporary income support is flawed.
- 3.6 Ontario Works' current set up fails to recognize the complexity of peoples situations and the diverse needs of people in our communities.
- 3.7 Social barriers are imbedded in the current Ontario Works Program that do not support peoples abilities, capacities, or goals.
- 3.8 Overall, the report identified that our current system is too complex, inadequate, and ineffective.
- 3.9 The vision for a new income security system is that all individuals are treated with respect and dignity and are encouraged and equipped to reach their full potential. Individuals should have equitable access to a system of income and in-kind

supports that is comprehensive and accountable and that provides an adequate level of financial assistance while promoting economic and social inclusion. This system will also pay particular attention to the needs and experience of Indigenous populations.

#### **4. Guiding Principles of the Report**

4.1 The ten year roadmap proposed by the Income Security Working Group is guided by eight (8) principals:

- a. Adequacy
- b. Rights
- c. Reconciliation
- d. Access to Services
- e. Promoting Economic and Social Inclusion
- f. Equity and Fairness
- g. Sustainability
- h. Respect and Dignity

#### **5. Overarching Themes of the Report**

- 5.1 Investing in People: Ontario's most important resource is its people. The income security system needs to be effective in meeting a diverse range of needs and experiences in order to better support financial stability, health, and well-being of individuals and families.
- 5.2 Addressing Adequacy: The income security system needs to establish and commit to a standard below which no one should fall. To make this happen within the proposed ten year timeline, immediate action and significant investments are required in the income security system, including social assistance.
- 5.3 Recognizing the Experience of Indigenous Peoples: Any reform must support the province's commitments to reconciliation with Indigenous peoples. Consideration must therefore be given to address and guard against systemic and institutional racism and respect First Nations' right to self-governance while the income security system is changed.

#### **6. Report Recommendations**

- 6.1 The roadmap includes 98 recommendations, some of the key areas for reform recommended include:
- a. Achieving Income Adequacy – committing to a minimum income standard by 2027-28 so that people have enough income in the long-term.
  - b. Engaging the whole Income Security System – ensure that programs work together to address needs. Introducing a housing benefit for low income households, creating a supplement to the Ontario Child Benefit, enhancing the Working Income Tax benefits, and expanding health benefits to all low



- income persons.
- c. Transforming Social Assistance – redesign the social assistance rate structure and introduce a new approach to serving people that moves away from compliance so that it is more effective and better serves people.
  - d. Helping Those in Deepest Poverty – implement an immediate increase to social assistance rates with on-going increases over the next three (3) years.
  - e. Focusing on First Nation Communities – ensuring social services are designed, controlled and delivered by First Nations, reflect a holistic approach that supports social inclusion, and better respond to local economic and geographic circumstances.
- 6.2 The recommendations are designed to be phased in over time to allow for co-design to be completed with partners, experts, and those with lived experience.
- 6.3 Any implementation of the roadmap and recommendations should be accompanied by a change management plan and transparent reporting on outcomes.

## **7. Why this Matters: The Cost of Inaction**

- 7.1 The report recommends a number of initiatives that would result in increased spending for various areas of the income security system.
- 7.2 However, the report highlights that the status quo is not free. In 2008, it was estimated that poverty costs \$32 to \$38 billion a year in Ontario - around \$2,300 a year for every household in the province.
- 7.3 Change comes at a cost. Likewise, continuing on the current path of income security also comes with a cost in addition to worse outcomes for people living in poverty.
- 7.4 The Ontario government recognized that the economic and social benefits of addressing poverty and homelessness outweigh the costs of inaction. This recognition is why the Working Group was asked to create the Roadmap, and this is why the government has accepted the advice and recommendations with the intent to implement them over the long-term.

## **8. Opportunities for the Social Services Department**

- 8.1 The Income Security Working Group's recommendations support work already in progress within our own Social Services Department's Income and Employment Support Division.
- 8.2 The Ministry of Community and Social Services has been actively pursuing a five year road map to modernize social assistance.
- 8.3 Locally Income and Employment Support has been applying the same modernization principals to make improvement to the experience of Ontario Works Recipients, including:

- a. Realigning workloads to allow for greater time spent with clients focusing on high value interactions
  - b. Shifting focus to a risk based paradigm
  - c. Expanding the Social Investment Fund recreation programs to allow for greater social inclusion
  - d. Emphasis on Financial Empowerment and increasing client's access to available benefits including continued promotion of Direct Bank Deposit, increasing access to tax filing, and promotion of the Canada Learning Bond
  - e. Client Experience Survey completed to determine where there are gaps in services identified by those who access our services
- 8.4 The Income Security Working Group's recommendations, Ministry of Community and Social Services' Roadmap, and the Basic Income pilot are all important parts of the Income Security Reform.
- 8.5 The Social Services Department's Income and Employment Support Division recognizes the Income Security Working Group's recommendations as an "addition to" and not "a replacement" of the work already in place.
- 8.6 The Income Security Working Group's recommendations further support the current trajectory of Social Assistance locally, the recommendations are another assurance that locally we are moving in the right direction.
- 9. Conclusion**
- 9.1 Social Services staff will continue to monitor any development and implementation of the recommendations highlighted in the Income Security: A Roadmap for Change report and report back to Committee, as appropriate and required.

Respectfully submitted,

Original signed by:

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Dr. Hugh Drouin  
Commissioner of Social Services



# DURHAM REGIONAL POLICE

*leaders in community safety*

February 6, 2018

Dear Members of Council

You will recall that Vice-Chair of the Durham Regional Police Services Board, Mr. Randy Wilson and I made a presentation to Regional Council on January 17<sup>th</sup>, 2018.

During the presentation there were a number of questions posed that required some research to ensure accurate responses could be provided.

The information that was requested is attached.

If you require any further information, I would ask that you contact my Executive Officer, Superintendent Todd Rollauer at [714@drps.ca](mailto:714@drps.ca) or calling him at 905-579-1520 ext. 4062.

Sincerely,

Paul Martin  
Chief of Police

**C.S. - LEGISLATIVE SERVICES**

Original
To: <i>CIP</i>
Copy
To:
<b>C.C. S.C.C. File</b>
<b>Take Appr. Action</b>

### Red Light Cameras

All Ontario municipalities have the option of establishing a Red Light Camera Enforcement program. After formally notifying the Ministry of Transportation of their intent to establish a Red Light Camera Enforcement program, an amendment to *Ontario Regulation 277/99* is required. Once approved, an amended *Ontario Regulation 277/99* will designate the City/Town as a municipality that is authorized to establish a Red Light Camera enforcement program.

Ministry of Transportations Enforcement Offices • Durham Region (905) 728-7505 x 105

### Automated Speed Enforcement

Provincial legislation, specifically the *Highway Traffic Act* states:

**205.1 (1)** An automated speed enforcement system may be used in accordance with this Part and the regulations made under it,

- (a) in a community safety zone designated by by-law passed under subsection 214.1 (1) where the prescribed rate of speed is less than 80 kilometres per hour; or
- (b) in a school zone designated by by-law passed under clause 128 (5) (a).

**214.1 (1)** The council of a municipality may by by-law designate a part of a highway under its jurisdiction as a community safety zone if, in the council's opinion, public safety is of special concern on that part of the highway. 1998, c. 6, s. 1

### Breakdown of 21 MVC Fatalities in 2017

In 2017, 6 females ranging from 10 to 59 years of age and 15 men ranging 22 to 90 years of age were fatally injured as a result of motor vehicle collisions.

The year concluded with five differing types of fatal motor vehicle collisions. Single and multi-motor vehicle collisions being the predominate types of fatal collisions with the region.

Collision Type	# of Collisions
Single Motor Vehicle	7
Multi-Motor Vehicle	7
Motor Vehicle & Pedestrian	4
Motor Vehicle & Motorcycle	2
Motor Vehicle & Cyclist	1

In 2017, all but one municipality, the Township of Scugog endured a fatal collision on their roadways.

<b>Municipality</b>	<b># of Collisions</b>
Clarington	2
Oshawa	6
Whitby	3
Ajax	2
Pickering	4
Township of Scugog	0
Township of Brock	2
Township of Uxbridge	2

Of the 21 fatal motor vehicle collision investigations, charges have been initiated in 5 matters. In two instances the collision continues to be investigated by the Traffic Services Branch.

No charges were initiated in 14 of the fatal collisions.

<b>Investigative Conclusion</b>	<b># of Collisions</b>
At Fault Driver Deceased	7
Medical Related-Driver Deceased	3
Self-Induced-Driver Deceased	1
Apparent Self Induced-At Fault Pedestrian Deceased	2
No Charge-based on evidence –consultation with Crown Attorney	1

### **Contributing Factors**

In the 21 fatal motor vehicle collisions of 2017, several contributing elements were identified as relatable factors within these fatal collisions.

*Note: Several of the investigations have multiple contributing factors including the Big Four Killers: such as an impaired driver who was not wearing his/her seatbelt while driving at an excessive speed.*

<b>Investigative Conclusion</b>	<b># of Contributing Elements</b>
Speed / Aggressive Driving	9
Distracted / Inattentive Driving	13
Drug / Alcohol Involvement	5
No Seatbelt Use	2
Medical Related	3
Self-Induced-Driver Deceased	1
Apparent Self Induced-Driver Deceased	1
Apparent Self Induced-Pedestrian Deceased	2
Distracted / Inattentive Pedestrian	1

## **HUMAN TRAFFICKING UNIT (HTU) 2017 STATISTICS**

In 2017 the HTU managed 65 investigations, of these, 27 were new incidents and involved 25 victims. Through their investigations in 2017, the HTU arrested 28 individuals which resulted in a total of 210 charges being laid.

In addition, the HTU facilitated 64 presentations on this topic to over 2600 individuals within our Region.

### **Sexual Assault Kits**

Sexual assault kits are held by Lakeridge Health Oshawa for 30 Days or until the Lead Investigator collects them. If these kits go to the Centre of Forensic Sciences (CFS), they will be returned after analysis and secured within the Property Bureau. Incidents that are closed as a result of charges for example will follow protocols as delineated within our Service Directives. In some circumstances dates can be extended 99 years from the occurrence date.

### **Unfounded Sexual Assaults**

Please see the two attached reports provided to the DRPS Police Services Board on **July 10th, 2017** and **December 11th, 2017** respectively.

### **Diversity**

Please see the attached report provided to the DRPS Police Services Board on **November 14th, 2017**.

Our 2017-2019 Diversity Strategic Plan can also be viewed at the below link:

[https://members.drps.ca/upload\\_files/20172019DiversityStrategicPlan.pdf](https://members.drps.ca/upload_files/20172019DiversityStrategicPlan.pdf)

### **Youth Programs**

The Durham Regional Police Service recognizes the connection between our youth and our future and it is imperative we find ways to open dialogue and provided the tools for our youth to succeed.

In 2017 there were 30 ProAction Cops and Kids programs that involved over 1500 at risk youth within our Region and a total of 130 police officers participated in these programs. Some of the initiatives included Dog Sled Adventure, Cooking with Kids, African Drumming and Dancing, Run for me Run for you, Gowns for Girls, Learn to Golf, Learn to Ski and many others.

Since 2007, over 13,000 youth have participated in ProAction Cops and Kids programs and over 700 police officers have organized or assisted with these impactful initiatives.

Youth in Policing (YIP) continues to be a DRPS jewel and since 2006 youth within our communities have been introduced to the policing environment. Youth from 14 to 18 years of age are exposed to policing which is aimed to bridge the gap between youth and police officers, inspiring young people to become agents of change within their schools and communities.

The 2017 summer YIP cohort consisted of 57 students who were all certified in first aid/CPR, spent time with Tactical Support Unit and the Marine Unit, attended the Mississauga's of Scugog Island First Nations Pow Wow Ceremony and completed a leadership training course. These youths also raised more than \$1000 at the annual YIP car wash, with all of the proceeds going to the "Build-a-Backpack" initiative, which gives 100 under-privileged children all the school supplies they needed. They also were active with Habitat for Humanity build site in Oshawa where they helped construct homes for four families.

In 2017, a total of 140 students graduated from the YIP program and since the inception of the program in 2006, over 1000 young people have graduated. Although not all with Durham Regional Police Service, 8 YIP graduates have gone on to a career in policing.

Additionally, our School Liaison Officers (SLO) and School Resource Officers (SRO) are active within the schools providing age appropriate education to elementary and high school students such as; Internet Safety, Sexting, Bullying/Cyber Bullying, Human Trafficking and Safe and Accepting Schools.

### **Opioid Related Incidents**

In 2016, there were 73 reports involving overdoses, 38 of which were fatal and 35 of which were non-fatal. In 2017, these counts rose to 42 fatal and 133 non-fatal overdoses, representing a 140% increase in overdose-related incidents.

Of the 38 fatal overdose incidents in 2016, we have confirmation that 27 of them were opioid-related (71%). So far for 2017, we have received confirmation that 12 fatal overdoses are opioid-related (29%).

Please note that confirmation of the presence of an opioid is often reliant upon reports generated by the Centre for Forensic Sciences or Health Canada. These reports can take months to complete and be returned to DRPS, therefore incidents that have occurred more recently may not be immediately recognized as opioid-related.

### **Mental Health Response**

Please see the attached report provided to the DRPS Police Services Board on **September 11<sup>th</sup>, 2017**.



**REPORT TO THE POLICE SERVICES BOARD**

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Author: Uday S. Jaswal, Deputy Chief

Date of Report: July 10<sup>th</sup>, 2017

Subject: Unfounded Sexual Assault Review

Decision Report:

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**RECOMMENDATIONS:**

That the Board receives the *Unfounded Sexual Assault Review Follow up* report, for information purposes.

Signed:   
Chief of Police

Date: JUNE 28, 2017

**OVERVIEW:**

This report is meant to clarify information provided to the Police Services Board during the Public Agenda of the June 12<sup>th</sup>, 2017 Board Meeting and respond to an inquiry made by a Board Member.

**Demographic Breakdown of Complainants**

As noted in the original report to the Police Services Board on this review, we had 10 unfounded sexual assault files that involved indigenous complainants, however, we had a total of 159 documented complaints from indigenous persons over the review period, (November 2005 to September 30<sup>th</sup>, 2016).

This data is of limited reliability however and should be considered with caution. We *do not* and *cannot* ask sexual assault complainants about their racial or ethnic origin. In some cases a complainant may choose to disclose this personal information to the investigator or, it may become evident during the course of the investigation. Regardless, given the demographics of our Region, 159 cases would likely not be indicative of the *true impact* of this crime type on the indigenous community.



Our data would similarly be problematic for all other racial and ethnic groups across the Region of Durham.

With respect to the 10 unfounded cases reviewed, 5 remained unfounded and 5 were reclassified as founded. The breakdown is as follows:

5 Reports Confirmed Unfounded:

- 3 reports were closed unfounded due to the victim stating the interaction was consensual
- 1 report closed as the victim stated that nothing had occurred
- 1 report closed as it related to a custody dispute where there was no criminal offence

5 Reports Changes to Founded:

- 2 reports involved incidents outside the Region of Durham and these were sent immediately upon receipt to the appropriate police service for action
- 1 report involved a family that did not wish to proceed in the interest of their child (who was the alleged victim)
- 2 reports involved incidents where criminal offences were alleged but could not be substantiated

A concern associated with our incomplete understanding of who we are serving as complainants, is our ability to align appropriate community based supports to assist with recovery. We will look to address this limitation as part of the scope for Phases Two and Three of this review, where we will benefit from the input of our partners working on the issue of violence against women.

Composition of the Sexual Assault Unit

Our Sexual Assault Unit is currently staffed with 15 investigators; 9 female and 6 male. As a police service, we do not track the race or ethnicity of our members by Unit. Through internal surveys and most recently through the Canadian Centre for Diversity and Inclusion - Diversity Census Assessment, completed in December 2016, we have a general demographic breakdown of our membership; this survey data is not wholly reliable however as it is based on self-identification.

Our ability to serve and support indigenous, diverse and racialized communities across the Region of Durham is fundamental to our ability to deliver community safety results for *all* residents. To ensure we are effective in this core function, we have undertaken a series of initiatives that fall within two broad approaches. The first, is partnering and collaborating with community agencies and victim services that can provide culturally sensitive and appropriate support for complainants and their families. Through the on-

going efforts of our Sexual Assault Unit, we are fortunate to enjoy strong working relationships with many such agencies in order to provide this very support.

The second approach is to build internal capacity and capability within the DRPS. Through the goals of the current 2017-2019 Diversity, Equity and Inclusion Plan (DEI Plan), we have set out clear objectives for becoming an organization that better reflects the diversity of the communities we serve. Having said that, we benefit from the current service of members who are professional, highly-trained and committed to bias-neutral policing. To strengthen the response of these members, the DEI Plan identifies a number of initiatives to develop greater cultural competence across our entire civilian and sworn membership.

Through this multi-phased review and the engagement of the Violence Prevention Coordinating Council and the Social Action Committee of Durham, we are confident that we will expand on these current activities for the benefit of everyone we serve. Most importantly, we will improve our approaches to investigating incidents of sexual assault and gender-based violence, while better supporting victims and their families through the process of recovery.

Classification **PUBLIC**

Meeting **December 11<sup>th</sup>, 2017**

Agenda Item **Update Report: Review of *Unfounded* Sexual Assault Complaints.**



Recommended Motion:

**THAT the Board receive the Update Report on the DRPS Review of *Unfounded* Sexual Assault Complaints.**

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I hereby submit my update report, on the DRPS Review of *Unfounded* Sexual Assault Complaints, as requested by the Police Services Board. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_

A handwritten signature in blue ink, consisting of a large loop followed by several horizontal strokes.

Chief of Police

Date: \_\_\_\_\_

DEC. 5, 2017

Overview

At the start of 2017, as Phase One of a review into sexual assault complaints, the Durham Regional Police Service completed an extensive internal audit of sexual assault investigations that were cleared *unfounded* between 2005 and 2016. That audit confirmed that our Sexual Assault Unit is highly-skilled, professional and victim-centered in their approach to complainants. The audit also revealed however, that we needed to improve our internal controls on coding sexual assault incidents to ensure alignment with Statistics Canada criteria.

Based on these learnings, the sexual assault review proceeded to Phase Two. Phase Two has engaged an expert panel of community partners in the area of violence against women to conduct an examination of our investigative processes and victim management practices.

The team comprises the Regional Sexual Violence Crown (from the Durham Crown Attorney's Office) and representatives from the Domestic Violence Sexual Assault Care Centre, the Social Action Committee of Durham, the Durham Rape Crisis Centre, Denise House Womens' Shelter and Nijkiwendidaa Indigenous Womens' Shelter.

Borrowing heavily on principles applied in the *Philadelphia Model*, this panel has been entrusted to review randomly selected sexual assault complaints and to provide their candid feedback on issues of concern and areas for improvement. The team met for three days in November (2017) and were provided with all the investigative materials associated with each selected case, including video interviews.<sup>1</sup> This approach, of placing trust in our community and community partners to guide how we deliver policing services, should in turn, serve to generate trust and confidence in the DRPS<sup>2</sup>. It also produces what is known as the "Benefit Cycle", whose outcomes can include:

- Greater accountability to the community and victims
- Improved investigative quality
- Access to ongoing subject matter experts in the community
- Identification of training needs
- Early identification of trends and issues

On December 1<sup>st</sup>, 2017 the panel members reconvened and provided DRPS with an initial overview of their recommendations (based on the November sessions). The feedback suggested several areas for improvement including:

1. Awareness education and training for DRPS members across the organization who would likely interact with a sexual assault victim, including our Communicators, Front-Desk Staff, and front-line officers.
2. Front-Desk protocols for victims wishing to report a sexual assault.
3. Accommodation and comforts that should be afforded to victims and their families, particularly children, when they attend the station to meet with investigators.
4. Better oversight and controls for case files deemed *unfounded*.

On a positive note, the panel has also confirmed that our investigators are professional, empathetic and victim-centered in their approach. They also recognized the limitations currently faced by police with respect to case coding.

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<sup>1</sup> The panel members have entered into a legally binding confidentiality agreement with the DRPS in order to participate and have access to the case files.

<sup>2</sup> Trust is Reciprocal; this is basic pillar of trust as outlined in the Canadian Association of Chiefs of Police, 2017 Global Studies report, *Trust Matters*.

### **Next Steps**

The panel is set to meet again in May 2018 to review additional case files and continue the dialogue that has been started.

Additionally, the DRPS Crime Management Branch will review the full list of recommendations provided by the panel and develop a plan for implementation. The panel will help oversee implementation and ensure we continue to evolve our processes to meet the needs of victims and our community.

Classification **PUBLIC**

Meeting **November 14, 2017**

Agenda Item **Interim Monitoring Report:  
COMMUNITY DIVERSITY**



Recommended Motion:

**THAT the Board finds that all provisions of the *Community Diversity Ends Policy* have been complied with.**

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I hereby submit my monitoring report on your Ends Policy "Community Diversity" according to the schedule set out. I certify that the information contained in this report is true.

I report compliance to all provisions of this policy.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Chief of Police

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**Board Policy Statement:**

*An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.*

*It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and in the communities served by the DRPS.*

**Reporting**

*An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.*

*The Chief shall report annually on outcomes resulting from this policy.*

**Interpretation of the Chief of Police:**

It is my interpretation that the Board Ends of Community Diversity is directly related to Section 1, principles 5 and 6 of the *Police Services Act, 1990* – Principle #5 identifies – "*The need for sensitivity to the pluralistic, multiracial, and multicultural character of Ontario society*". Principle #6 identifies "*the need to ensure the police forces are representative of the communities they serve.*" It is my further interpretation that the Community Diversity Board Ends is responsive to sec 4 (3) of the *Police Services Act* regarding *Assistance to victims of crime* and our duty to provide adequate and effective police services in a multiracial and multicultural context.

Further it is my interpretation that:

1. The Durham Regional Police Service must come to reflect the multi-cultural, multi-racial, and pluralistic composition of the various communities that comprise Durham Region.
2. The Service shall report annually on outreach initiatives that seek to engage active participation in community/police relationships with underrepresented groups.

The Durham Regional Police Service (DRPS) honours and adheres to these values.

The Durham Region is becoming increasingly diverse and complex in terms of culture and race. Other groups (e.g., Indigenous Peoples, the lesbian, gay, bisexual, transgender, transsexual, queer (LGBTQ) community, persons with physical and invisible disabilities) add to the various dimensions of policing.

In order for the community and the DRPS to understand the full meaning of the rights and values enshrined in law in a diverse community, DRPS continues to gain a greater understanding of and sensitivity to its diverse communities. Enhanced community engagement and greater mutual support will lead to increased community safety across the Region, which is the vision of the DRPS.

### **Report Frequency and Format**

One of our objectives is to comprehensively report on the work effort, programs and initiatives that are undertaken by the Police Service as it relates to diversity, human equity and inclusion. In accordance with the 2017-2019 Diversity, Equity and Inclusion (DEI) Strategic Plan the Service has resolved to submit a Community Diversity Report on a quarterly basis to ensure that the Board can receive regular updates on the progress of the DEI strategy and monitor the many implementation outcomes. The results and progress can be measured using the success indicators included in Appendix 4 of the DEI Strategy.

## **DEI STRATEGY OBJECTIVES**

### **Goal 1 • Total engaged community**

Each demographic community (defined by gender, race, culture, religion, lifestyle, socio-economic class, age, disability, geography or any other characteristic) is equally engaged in it's own security, and feel that the police are a part of the community, partners in the safety of their community. This DEI goal is linked to the Business Plan Goal 1 – Deliver community safety through collaboration.

### **Goal 2 • Workforce reflects the Region demographically**

This goal is one of the strategies for delivering effective, sensitive service in a diverse Region, fostering the trust and confidence of diverse communities. This DEI goal is also the Business Plan Goal 3 – Build strength in our membership, Objective 3.1 – Attract a skilled workforce that reflects our community.

### **Goal 3 • Leadership reflects the Region demographically**

Delivering effective service and fostering trust in a diverse Region requires that decision-making and decisions reflect the diversity of community needs and expectations. This DEI goal is also the Business Plan Goal 3 – Build strength in our membership, Objective 3.2 – Develop leadership capacity in our organization.

### **Goal 4 • Diversity competent members**

This goal is another strategy for delivering effective, sensitive service in a diverse Region, fostering the trust and confidence of diverse communities. This DEI goal is linked to the Business Plan Goal 2 – Demonstrate excellence in core service delivery. Objective 2.2 – Provide policing services in a biasfree manner.

### **Goal 5 • Secure and supportive workplace**

In order to attract, retain, and have a fully engaged workforce, all members need to feel that the workplace is comfortable and supportive. This DEI goal is linked to the Business Plan Goal 3 – Build strength in our membership, Objective 3.4 – foster unity throughout our organization and Objective 3.5 – Support our members in achieving a healthy and balanced lifestyle.

## ADMINISTRATIVE IMPLEMENTATION PROGRESS

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### **A1.0 DEI Taskforce Framework**

As stated in the previous Interim Diversity Monitoring Report (January to June 2017) the Diversity, Human Equity and Inclusion Unit will steward the organizational implementation of the 2017-19 DEI Strategic Plan. In order to give the necessary attention to each of the goals, DRPS has identified five Champions – one for each of the DEI strategy goals. The following members of Command serve as the Champion for each of the DEI strategy goals:

- Goal 1 • Total engaged community – Deputy Chief Fernandes
- Goal 2 • Workforce reflects the Region demographically – CAO Maclellan
- Goal 3 • Leadership reflects the Region demographically – Chief Martin
- Goal 4 • Diversity competent members – Deputy Chief Jaswal
- Goal 5 • Secure and supportive workplace – Both Deputy Chiefs & CAO

These champions supported by the members of the Diversity, Human Equity and Inclusion Unit will be responsible for creating Goal Implementation Teams to operationalize their respective area of the strategy. Each Champion will be responsible to show significant progress related to their respective Goal. The Implementation Teams will create action plans outlining responsibility for the most important strategic initiatives for each year. The Goal Implementation Teams will be divided into taskforces, each responsible for one strategic initiative in the first year. A Project Charter(s) will be created by each of the taskforce champions and/or leaders and the Project Charter will articulate the initiative. The Project Charter does have the flexibility to grow and expand its scope. It is important to note that each taskforce is responsible for providing updates and reports accordingly.

The following Goal Implementation Team structure has been established:

#### **Goal 1 • Total Engaged Community – Champion: Deputy Chief Fernandes**

Taskforce Goal: Expand Community Relationships  
Taskforce Leader: A/Inspector Courneyea  
**(The Project Charter for this task force is attached to this report.)**

#### **Goal 2 • Workforce Reflects the Region demographically – Champion: CAO Maclellan**

Taskforce Goal: Attracting Qualified Candidates from under-represented groups.  
Taskforce Leader: Inspector Fitzgerald  
**(The Project Charter for this task force is attached to this report.)**

#### **Goal 3 • Leadership reflects the Region demographically – Champion: Chief Martin**

Taskforce Goal: Leadership Development Program  
Taskforce Leader: Vidal Chavannes  
**(The Project Charter for this task force is attached to this report.)**

#### **Goal 4 • Diversity competent members – Champion: Deputy Chief Jaswal**

Taskforce Goal: Member training and development; Specific focus on the DRPS Diversity, Human Equity and Inclusion Strategic Plan.  
Taskforce Leader: Angela Adu  
**(The Project Charter for this task force is attached to this report.)**

#### **Goal 5 • Secure and supportive workplace –Champion: Both Deputy Chiefs & CAO**

Taskforce Goal: \* **This initiative is currently being developed.**  
Taskforce Leader:



## **PROGRESS SUMMARY | Goal 1 • Total engaged community (July to November 2017)**

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### **B1.0 Diversity Advisory Council**

The Diversity Advisory Council (DAC) continues to meet on a monthly basis. However, it is important to note that during the month of September, the DAC committee met on two occasions separate and apart from the regular monthly meeting to discuss the circumstances relating to the incident involving Dafonte Miller. Resulting from those 2 additional meetings, DAC members elected to extend an invitation to representatives from the Durham Committee Action Group and the Multi-Cultural Council of Durham to join the monthly business meeting on September 20, 2017. The DAC led a collaborative discussion on emergent issues and engaged in a facilitated exercise to develop strategies to enhance the engagement between the Police Service and various populations within our diverse community.

The DAC are also pleased to have created a video featuring and profiling the challenges faced by two Syrian newcomers to Durham Region. The formal screening debut was at the October 2017 DRPS Police Services board meeting.

### **B2.0 Black History Month Planning for 2018; September 2017 – January 29, 2018**

DRPS, the Region of Durham and the Canadian Jamaican Club of Durham have established a committee to plan the 2018 commemorative launch of Black History Month on January 29, 2018. The committee met on September 14, 2017 and developed the preliminary itinerary. Meetings will be held monthly between October - December 2017 and weekly in January 2018.

### **B3.0 Black Experience Project**

The groundbreaking study called “Black Experience Project in the GTA,” released on July 19, 2017. In 2015, the Durham Regional Police Service and the Region of Durham joined the Environics Institute, Ryerson University's Diversity Institute, the United Way Toronto and the YMCA of Greater Toronto to fund a ground breaking research study focusing on the Black community in the Greater Toronto Area (GTA). The study offers insightful snapshots of attitudes, realities and resilience that inform the experiences of the historically, ethnically, geographically, religiously and economically diverse group of about 400,000 individuals in the GTA, many of whom identify as Black.

The results are intended to provide valuable insight and direction in identifying policies and other initiatives that will contribute to the health and vibrancy of the Black community, and by doing so, the health and vibrancy of the entire GTA community and beyond. Project results are expected to provide a focal point for the Black community to better harness its assets and expand its successes broadly throughout the entire community, as well as help the broader community (e.g., community leaders, decision-makers, policy makers, general public) understand and appreciate the diversity and vibrancy of the Black community within their vicinity. The Black Experience Project results will be provided to the Taskforce Champions, Leaders & Team members so they can make informed steps as they move forward with their tasks and goals.

### **B4.0 Collection of Identifying Information in Certain Circumstances**

The Honorable Justice Michael H. Tulloch was recently appointed by Minister of Community Safety and Correctional Services to serve as the Independent Reviewer of Ontario Regulation 58/16: Collection of Identifying Information in Certain Circumstances – Prohibition and Duties.

On October 11<sup>th</sup> and 12<sup>th</sup>, 2017 Justice Tulloch accompanied by his review team visited the Durham Regional Police Service and meet with various stakeholders to conduct a review of the regulatory implementation of these new provisions.

As set out in the Terms of Reference, the review consisted of the following:

- Examine whether the regulation appropriately reflects the government's goal of ensuring that police-public interactions are consistent, conducted without bias or discrimination, and done in a manner that promotes public confidence and keeps our communities safe;
- Assess whether police officers, chiefs of police and police services boards are in compliance with the regulation;
- Evaluate the curriculum and related training materials developed by the Ontario Police College to ensure compliance with the regulation – including providing findings on the effectiveness of the training;
- Examine the approaches police services have adopted and make any relevant recommendations on whether greater consistency is required regarding the implementation of specific aspects of the regulation;
- Identify whether there are any challenges, operational or otherwise, in applying the regulation and, if so, provide any recommendations regarding how they could be addressed;
- Examine whether the accountability and oversight mechanisms in the regulation are appropriate to ensure compliance and, if not, recommend how they could be improved; and
- Identify any potential regulatory amendments and policy and/or procedural changes recommended to improve the implementation of the regulation.

Justice Tulloch advised that he will be visiting 30 + Police Services and that his final report is not expected until Mid-year 2018. This report will be shared with our police service and of course recommendations will be reviewed and if applicable made accordingly.

## **B5.0 Youth**

### Colours Youth Program

In accordance with the organizational priority of delivering community safety through collaboration, members of DRPS have worked with the Carea Community Health Centre to host a meeting of the Colours Youth Group every month over the past year. The program is intended to provide vulnerable youth with a support network, and to also create opportunities for officers to mentor youth who identify as being a member or ally of the LGBTQ community.

In September 2017, a survey was administered to members of the Colours Youth Group in an effort to evaluate their experience in the program. Individuals between 13 and 21 years of age participated in the survey (average respondent age was 16.25 years). While the majority of youth in attendance reside in the Town of Ajax (67%), the survey does indicate that individuals from Oshawa and Whitby attend youth group meetings on an occasional to regular basis.

All of the participants who provided a valid response stated that their overall experience in the DRPS-hosted youth group meetings was either 'very good' (88%) or 'good' (12%). With respect to content, all of the participants responded favorably when asked if they felt the topics discussed at the meetings were relevant, and 70% reported that the activities were 'always' or 'usually' interesting and engaging. Respondents stated that their experience could be improved if the Canine Unit were to attend more frequently and if there were more publicity advertising when sessions are held.

The majority of respondents reported feeling that support was offered through the program (91%) and that they believe they were 'always' treated in a fair and respectful manner (89%). With respect to building and strengthening relationships between police and youth, 67% of respondents stated that, if they were the victim of a crime, they would feel comfortable reporting it to the DRPS. Additionally, after attending the DRPS-hosted youth group sessions, 78% of respondents reported that their perception of police officers has improved and 22% of respondents reported that their perception of police officers has remained the same.

The survey and summary of results was compiled by Crime Analyst Chris Doni of the DRPS Crime Analysis Unit.

### **B6.0 Youth Leadership – Basketball Tournament**

A/Sgt Mintz, A/S/Sgt Ganeshan and PC Peddle and Roberstson, have been building relationships with the Muslim community. These officers have been working closely with one of our Diversity Advisory Committee members, Mr. Mehdi Barezai. Together, they have created an opportunity for the Muslim youth in the Region to come and meet DRPS members for a fun filled afternoon of basketball, food, refreshments and employment opportunities. Over 18 DRPS members from across the service volunteered their time to help make this event a success. A recruiting representative was present to speak with prospective candidates. Through sponsorship, \$1,300.00 was raised for this event.

Results: A total of 60 youths from across the Region attended this event; 48 males and 12 females. DRPS recruiting officer was present and a total of 19 youths (15 males and 4 females) expressed an interest in employment. Most importantly, positive relationships have been made and further coaching and mentoring opportunities will follow with these young men and women.



#### **B7.0 Seniors – Intergenerational Dinner**

Students at J Clarke Richardson high school reached out to DRPS to partner at this event. This is the third year we have been working together. DRPS members as well as the students in the culinary program receive not only the experience of interacting with senior citizens within our Region, they also gain experience with event planning and community togetherness. The students, along with DRPS held this event on October 25/17. Constable Marta Flis was the DRPS leader who inspired members within the service to participate.

Results: Approximately 40 culinary students hosted 190 seniors from throughout the Region. The divisional Inspector, Nick Lisi, was present as well as 4 other DRPS members. Constable Flis stated *"It was a fun-filled evening for everyone involved. A very enjoyable meal and even better dinner stories shared by all."*

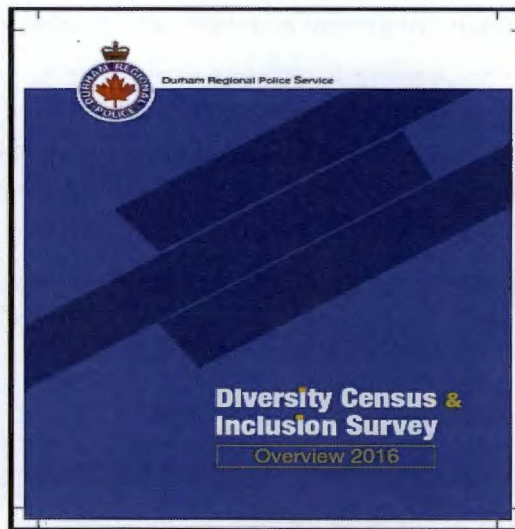
### **PROGRESS SUMMARY | Goal 2 • Workforce reflects the Region demographically (July to November 2017)**

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#### **C1.0 Diversity Census and Inclusion Survey**

In 2016 our organization launched a Diversity Census and Inclusion Survey that was conducted by the Canadian Centre for Diversity and Inclusion (CCDI), an external non-profit organization. 916/1334 (68.67%) of all members completed the survey. The results of the internal survey are appended to this Interim Monitoring Report.

The dynamic nature of the survey tool allows our organization to add and remove members from the data set at regular intervals. This dynamic mode is designed so that when members retire or leave the organization the member and their survey responses will be removed from the database and conversely all new hires will be asked to complete the demographic census portion of the survey.



The DRPS has established a taskforce led by CAO Maclellan (Goal 2 • Workforce reflects the Region demographically) this task force will use the data from the Diversity Census and Inclusion Survey to formulate an organizational strategy to effectively recruit members from populations not proportionately represented within the Police Service.

#### **C2.0 Durham Regional Police Service – Women’s Symposium**

On Saturday October 21, 2017 the DRPS held its first ever Women’s Symposium. The symposium advertisement stated: *“Come and meet female officers including the recruiting unit to learn about the hiring process and what it takes to become a member of the Durham Regional Police Service.*

*What to expect from the Women’s Symposium:*

- *Panel discussion with female members on how policing has affected their lives*
- *Police information sessions on the current hiring process*
- *Participate in mock interviews*
- *Learn why Durham Regional Police Service is best for you! “*

Results: A total of 70 women attended this symposium. All of these women expressed an interest in employment at DRPS. There was 14 women who self identified from an under represented racialized group(s). In addition, 10 women identified that they speak a second language. Lastly, 45 of these women live within Durham Region.

The Blue Line Expo organization/magazine sent a representative to the symposium. A very positive article was published. Follow the link for further details; <https://www.blueline.ca/news/drps-hosts-first-womens-symposium-4857>

### **PROGRESS SUMMARY | Goal 3 • Leadership reflects the Region demographically (July to November 2017)**

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#### **D1.0 Leadership Orientation for Newly promoted Superintendents and Inspectors**

On November 2, 2017 a leadership training for the newly promoted SLT members was delivered. This training is a 3-day series being offered. (Nov 2, Nov 27 and Dec 13/17) The training includes; The leadership challenge, strategic communications, continuous improvement, Diversity, Equity and Inclusion strategy – roles and responsibilities, change management, succession planning, coaching and mentoring, strategic budget management, and policing in the 21<sup>st</sup> century.

## **PROGRESS SUMMARY | Goal 4 • Diversity competent members (July to November 2017)**

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### **E1.0 Senior Leadership Retreat – November 7, 2017**

On November 7, 2017 a Senior Leadership Retreat will be held capitalizing on the momentum established at a similar event on May 17, 2017. The purpose of this retreat is to advance the vision and goals of the 2017-19 Diversity, Equity and Inclusion Strategic Plan in concert with 1200 Strong Project.

There will be discussions around improving internal communications, being the leaders the organization deserves, developing stronger leaders, reflecting on what we can do as leaders to more positively impact employee engagement and building a stronger culture of trust within the organization.

### **E2.0 Community of Practice Event – October 13, 2017**

On October 13, 2017 the DRPS and Canadian Centre for Diversity and Inclusion (CCDI) co-hosted a session entitled the ROI (Return of Investment) of DEI for approximately 80 registrants.

The CCDI Community of Practice series are interactive sessions designed for the needs and interests of diversity and inclusion, human rights and equity and human resources professionals, as well as for others in organizations who aren't diversity professionals, but might be diversity champions and/or leading diversity councils or networks for instance. The format blended a presentation with roundtable discussion workshops for experiential peer learning.

### **E3.0 Fair and Impartial Policing Program**

The Fair and Impartial Policing (FIP) program is nearing completion and fall training sessions are currently underway. The University of Waterloo is currently conducting an evaluation of the organizational implementation of the FIP program and this evaluation is being led by principal investigator Dr. Jennifer Schulenberg and Ph.D. Candidate Kanika Samuels. It is anticipated that the entire Police Service will be FIP trained by February 2018.

## **PROGRESS SUMMARY | Goal 5 • Secure and supportive workplace (July to November 2017)**

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### **F1.0 Employee Resource Groups**

Employee Resource Groups (ERGs) are voluntary, employee-led groups that serve as a resource for members and organizations by fostering a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Other benefits include the development of future leaders, increased employee engagement, and expanded marketplace reach.

The DRPS is currently finalizing the corporate framework to support the establishment of professional networks within the Police Service. Professional Networks or Employee Resource Groups are an opportunity that will allow the voices of members to be heard and the power of diverse thinking to positively influence a supportive workplace culture. Employee resource groups are intended to strengthen the voices and identities of those who must represent the leadership of DRPS's future. ERGs can deliberately enable unique thinking and advance different points of view and perspectives that translate into solutions to meet the DRPS corporate objectives and initiatives. The intended purpose is to impact and influence organizational business goals and ERGs must remain continually focused on building a talent pipeline, increasing representation and inclusiveness (that includes expanding the role of executive sponsors), and advancing their employer of choice efforts.

On November 16<sup>th</sup> 2017 there will be a number of key organizational announcements specific to Employee Resource Groups and we look forward to sharing the progress of this work in January 2018.

## Project Charter- GOAL #1 Total Engaged Community

**Project Title:** Diversity, Equity and Inclusion (DEI) - Expand Community Relationships

**Project Champion:** Deputy Chris Fernandes

**Project Lead:** A/Inspector Glenn Courneyea

**Project Date:** November 1, 2017

### **Problem Statement:**

The DEI GOAL #1 taskforce would like to develop an inclusive inventory partnership list of all communities/committees within the Region whom have a DEI vision. Once that inclusive inventory list has been developed, the task force will identify the most appropriate DRPS representative to attend the community committee. Lastly, the taskforce will identify and implement two-way communication strategies which are aimed to improve our partnership relationships.

### **In Scope:**

- Examine the DEI committees within the Region. Ensuring this list is an inclusive list which represents all members within the Community.
- Design an electronic inventory list so members are aware of the DEI practitioners within the Community.
- Access and assign the most appropriate DRPS representative to attend the committee meetings
- Design and implement a two-way communication strategy to improve community partner relationship

### **Materials to consider for this task:**

- Obtain a historical baseline from the committee(s) chairperson as to the DRPS representation/attendance, effectiveness of two-way communication; quantitative and / or qualitative data.
- Utilize the DRPS Diversity Census & Inclusion Survey as well as the Ethnic diversity and Immigration Statistics Canada data.
- Examine the Community Safety plans

### **Measure(s) of Success/Deliverables:**

- Electronic Inclusive inventory list available to DRPS members.
- Consistent DRPS representation at the various DEI committees throughout the Region.
- Two-way communication strategy designed; including information and education sharing.
- Towards the conclusion of the project, seek both quantitative and qualitative data from the committee chairperson as to the effectiveness of this enhanced partnership.
- A concluding report to be completed.

### **Team Members:**

S/Sgt Lox Colquhoun, Sgt. Keith Richards, S/Sgt Rico Sirizzotti, Sgt. Tom Melnick, S/Sgt John Givelas, S/Sgt Colin Shaw, S/Sgt Steve Lawson

## Project Charter- GOAL #2 Workforce reflects the Region

**Project Title:** Diversity, Equity and Inclusion (DEI) - Attracting Qualified Candidates from under-represented groups

**Project Champion:** CAO Stan Maclellan

**Project Lead:** Inspector Fitzgerald

**Project Date:** November 1, 2017

**Problem Statement:**

The DEI GOAL #2 taskforce would like to develop recruitment strategies to attract under-represented candidates to the Durham regional Police Service.

**In Scope:**

- Host a women's only symposium
- Build relationships and create 6 opportunities to recruit from the under-represented groups; (ie: host sport themed events with a recruiting information session, work with respective school boards / Colleges / Universities to seek opportunities to recruit, leverage established DEI community partners to assist with attracting qualified candidates.)
- Create methods to measure the success of these events.

**Materials to consider for this task:**

- Diversity, Equity and Inclusion Strategic Plan
- Speak with the recently hired diverse candidates and seek their input.
- Utilize the DRPS Diversity Census & Inclusion Survey as well as the Ethnic Diversity and Immigration Statistics Canada data.
- Examine the Community Safety Plans
- Leverage and attend a DAC meeting(s) seeking input.
- Leverage established relationships with the respective school boards, colleges and universities.
- Speak with School resource officers for input

**Measure(s) of Success/Deliverables:**

- Hold a women's symposium. (measure the success of this event: gather quantitative and qualitative data from this event)
- Hold 6 recruitment opportunities from the under-represented groups. (measure the success of these events: gather quantitative and qualitative data from each event)
- A concluding report to be completed.

**Team Members: Suggestions:**

Danielle Kent-Johnson, Ryan Mintz, Amy Chatten, Sean Carter, Kevin Yamada, Ashleigh Snow, Jason Gomez, Lorelle Luciuk, Madison Smith

## Project Charter- GOAL # 3 Leadership Development

**Project Title:** Diversity, Equity and Inclusion – Leadership Development

**Project Champion:** Chief Martin

**Project Lead:** Vidal Chavannes

**Project Date:** October 25, 2017

### **Problem Statement:**

Goal #3 requires that DRPS's Leadership reflect the Region. This means delivering effective service and fostering trust by making decisions that reflect the diversity of community needs and expectations. DRPS must be able to indicate how the leadership development process encourages existing and current organizational leaders, as well as all members, to increase their competencies in this regard.

### **In Scope:**

- Interrogate the existing personnel development process to assess effectiveness and impact
- Design new processes, where required, that incorporate DEI principles
- Assess and evaluate the impact of DRPS' leadership development course with respect to DEI competencies

### **Materials to consider for this goal:**

- DEI Strategic Plan
- Personnel development processes
- DRPS Leadership Development Course & other training and education courses / workshops

### **Measure(s) of Success/Deliverables:**

- Demonstrable improvement in members' DEI competencies
- Evidence of infusion of DEI principles in leadership and personnel development processes
- A year-end report will be completed

### **Team Members:**

Carolyn Publow; Lorelle Luciuk; Angela Adu; Shawn Heitzner; Chris Boileau; Danielle Kent-Johnson; Dave Mounstevan



## Project Charter- GOAL #4 Diversity Competent Members

**Project Title:** Diversity, Equity and Inclusion (DEI) - Member Training and Development

**Project Champion:** Deputy Chief Jaswal

**Project Lead:** Angela ADU

**Project Date:** October 24, 2017

### **Problem Statement:**

The DEI Goal #4 taskforce would like to develop a lesson plan to deliver the DEI strategic plan 2017-2019 to all members within the police service. Their role within the strategy is essential towards achieving success.

### **In Scope:**

- Prepare a lesson plan so members understand the DEI Strategic Plan 2017-2019. Within this lesson plan, members need to understand their roles and responsibilities.
- Prepare a "storybook"; a video which highlights the work that has been done within this DEI arena. This visual presentation allows members to see themselves in this DEI strategic plan.
- Deliver this presentation to all members at DRPS.

### **Materials to consider for this task:**

- Diversity, Equity and Inclusion 2017-2019 Strategic Plan
- Work with DRPS Corporate Communications to obtain video's, photographs and other social media examples to assist with the creation of a video presentation.
- Utilize the DRPS Diversity Census & Inclusion Survey as well as the Ethnic Diversity and Immigration Statistics Canada data.
- Utilize the Community Patrol Safety Plans / DRPS Business Plan

### **Measure(s) of Success/Deliverables:**

- Assure all member receive this presentation within a one-year period.
- Create an assessment tool which measures members understanding before and after training
- Final report to be provided which will include quantitative and qualitative data.

### **Team Members:**

Chris Theriault , further team members being determined.



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Author: Inspector Bruce Townley

Date of Report: September 11, 2017

Subject: Mental Health Response Unit

Information or  
Decision Report: Information Report

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## RECOMMENDATION(S)

The report is received for information purposes.

Signed:

  
Chief of Police

Date: Aug 31, 2017

### New Mental Health Response Unit (MHRU) partnership with Lakeridge Health

In October 2016, the DRPS Mental Health partnership with Durham Mental Health Services (DMHS) was terminated. Negotiations with the Central East Local Health Integration Network (LHIN) began immediately to formalize a new partnership in response to addressing mental health issues for members within our community.

The LHIN was presented with three options that best fit our needs, the most simplified and cost effective option being to put two nurses in the cruisers and pay for the salary of one DRPS constable. This arrangement mirrored the previous response model with DMHS and is in fact the one that the LHIN has authorized at this time. There is continuing mutual dialogue with the LHIN to expand the program in the coming years.

On Monday, August 21<sup>st</sup> 2017, the new program went live with Lakeridge Health. The teams participated in some use of force training and had an orientation session that included them visiting several community resources. The team will also be visiting the Hamilton Police Service to observe their COAST program (Community Outreach and Support Team) in action. This is widely seen as one of the most successful programs in the Province and was the best option presented to our LHIN. This is where we see our program evolving to in the future. The nurses come with a wealth of knowledge, both are Registered Nurses each possessing a BScN (Bachelor of Science and Nursing).

**Mental Health Act: Apprehension Summary**

The following statistics are based on a 12-month time period from **September 1<sup>st</sup>, 2016 to August 21<sup>st</sup>, 2017**.

During this period there were 3,277 mental health calls for service. Additionally, there were 1,609 mental health apprehensions involving 1,245 individuals pursuant to the Mental Health Act (MHA). Of these, 215 (17%) were apprehended more than once during the 12-month period. These 215 individuals accounted for 36% (572) of all MHA apprehensions made during this time. The vast majority of incidents with a mental health apprehension are categorized as "Mental Health Act". Approximately 16% of these incidents are categorized as other types of incidents, most commonly "Suicide Attempt" (10.25%). The average number of MHA calls for service is approximately 273 per month.

The MHSU was also responsible for submitting or following up on the following reports in 2017;

	<b><u>General Occurrence</u></b>	<b><u>Investigative Action</u></b>	<b><u>Concluding Reports</u></b>
<b>2016 - Total</b>	<b>56</b>	<b>577</b>	<b>50</b>
<b>2017 - Total</b>	<b>781</b>	<b>1129</b>	<b>66</b>

***\*\* Increase in numbers for 2017 compared to 2016 due to full time administrative person reviewing mental health related calls. \*\****

### **Mental Health Support Unit - Chronic Callers**

The MHSU has a number of chronic callers that it deals with on a daily basis. These callers often tie up 9-1-1 when it is not necessary to do so. Many of these callers are attention seekers who like the presence of uniform officers.

The MHSU attempts to deal with these callers rather than send police units to their address in order to allow front line patrol officers free to answer priority calls for service. This also involves working closely with communications and switch board operators by sharing with them some names of the chronic callers that do not necessarily require a road officer and perhaps could speak to a member of our unit over the phone or have an MHSU officer visit. With most of these chronic callers they call multiple times per day to gain attention.

MHSU officers spend many hours (sometimes daily), trying to resolve any issues they may have. One phone call can last up to an hour and one visit can last hours. Spending this time with them however will often prevent any further calls to Police that day, or even that week. It is estimated that these callers have taken 780 hours of MHSU time in this last year.

### **Social Sciences and Humanities Research Council of Canada (SSHRC) Grant to Enhance Interactions between Police and People Living with Mental Illness**

DRPS has partnered with SSHRC as a pilot project to bring mental health professionals, advocacy groups, well as people living with mental illness (PMI), police and university researchers together to investigate frameworks for and outcomes of education and training methods designed to enhance interactions between police and PMI. Following the 2014 Mental Health Commission report, we use the acronym "PMI" to refer to people living with mental illness or people with lived experience of mental illness.

#### **The project responds to five key recommendations-**

- To develop education and training methods that focus on de-stigmatization in order to dismantle perceptions that might lead to discriminatory action or a disproportionate use of force.
- To focus on effective de-escalation and communication strategies (verbal and non-verbal) and the long-term retention of these strategies.
- To ensure police can employ effective communication and de-escalation strategies in the stress of the encounter with an individual in crisis.
- To involve PMI as well as mental health professionals and organizations in the design and delivery of the education and training curriculum.
- To design a 40-hour qualification program that includes methods of evaluation by which to measure the successful completion of the education and training requirements.

While many police education and training programs across Canada currently employ role-playing and scenario-based training methods, not all of these, according to the 2014 Mental Health Commission report, involve PMI and those with expertise in how to use these methods in the context of community engagement and adult education.

### **Our Proposed Method: In Brief**

With the aim of enhancing long-term *retention* of de-escalation and communication strategies with PMI, as well as an ability to apply these strategies *under stress* in a crisis situation, the project proposes an education and training program driven by:

1. A multi-directional flow of knowledge, experience, and factual information about mental illness, which draws from PMI, mental health experts, and police and provides the working material for learning scenarios. A collectively identified baseline of concerns and knowledge gaps assists in strengthening community relationships, dismantling stigmas, and developing a shared sense of ethical and social responsibility.
2. A spectrum of experiential learning methods that takes the learning audience through several stages of problem-based scenarios: from observer/participant, to more intensive, embodied immersive simulations that replicate the stress of a crisis situation. This spectrum of problem-based scenario education and training fosters long-term retention by exposing the training audience to repeated opportunities to apply their learning and “rehearse” potential encounters with PMI that increase incrementally in complexity and intensity. Observer-participant scene work employs Forum Theatre methods whereby the learning audience moves from being observers of a scene to participants, engaging in stop and playback techniques that provide opportunities to test approaches and propose solutions to a problem presented in the scene. Information sessions and debriefs with PMI and mental health experts take place at critical moments of the scene work in order to demonstrate in immediate terms *how* this information is directly applicable and pivotal to ethical decision-making and effective communication in the encounter with PMI. The audience moves from this controlled stop, playback, and debrief stage of learning to intensive immersions that provide opportunities to exercise alternative crisis management and de-escalation techniques in scenarios that might otherwise call for a use of force.

This stage of training heightens officers’ abilities to engage in effective communication and ethical decision-making under extreme stress. The learning objectives and criteria of assessment are established at the outset of observer-participant scene work and provide guiding benchmarks for the training audience’s successful progression through the Forum Theatre scenarios. The evaluation of the learning audience takes place at the immersive simulation stage: training personnel, including PMIs and mental health experts, assess the target group’s ability to apply their learning in a crisis situation.

**Use of SSHRC Funds**

SSHRC funding will support the establishment of a research team comprised of PMIs, police educators and trainers, mental health experts, and university researchers and support partnerships between police training programs, mental health associations, and universities. Funding will make possible a series of in-person meetings that move from the initial stages of project scoping and learning gap analyses to the development of best practices of police response to people in mental health crises.

**Durham Connect (Community Situation Table)**

January 1 to August 30, 2017

- 50 cases presented to Durham Connect.
- DRPS is the originating agency for 58 % of the cases.
- 9 other agencies account for the remaining 42% of originating cases.
- DRPS is the designated Lead agency for 24 % of the cases.
- Mental Health focused agencies are the Lead agency for 20% of the cases.
- Youth focused agencies are the Lead agency for 20% of the cases.

The evidence to date has been compelling:

- 50 situations have been brought to the table, with 47 (95%) deemed acutely elevated risk (probability harm will occur in the near future).
- Of the 47 cases, an average of 11 risk factors exist per case.
- 62 at-risk individuals assisted.
- 86% of cases successfully resolved.
- No cases have returned to the table.

	June 2015 – August 2017	Jan.-August 2017
DRPS Originating agency	154	24
# of other originating agencies	75	26
DRPS Lead agency	33	15
Mental Health focus agency as Lead	85	13
Youth Focused agencies Lead	69	9

	June 2015 – August 2017	Jan.-August 2017
Total number of Situations	229	50
Average # of risk factors per situation	Not Available	Not Available
% of situations deemed to be AER	95%	95%
# of individuals assisted	367	70
Cases successfully resolved, lowered risk	170	30
Situations brought back to Durham Connect	2	0



**Town of Whitby**  
**Office of the Town Clerk**  
 575 Rossland Road East, Whitby, ON L1N 2M8  
 www.whitby.ca

February 1, 2018

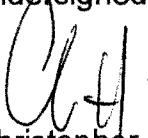
Ralph Walton, Regional Clerk  
 Regional Municipality of Durham  
 605 Rossland Road East  
 Whitby, ON L1N 6A3

Re: Office of the Town Clerk Report, CLK 01-18  
 Temporary Replacement – Alternate Member of Regional Council

Please be advised that at a meeting held on January 29, 2018 the Council of the Town of Whitby adopted the following recommendation as Resolution #14-18:

1. That Report CLK 01-18 be received for information;
2. That Councillor Leahy be appointed as the alternate member to represent the Town of Whitby at Regional Council in accordance with Section 268 of the Municipal Act; and,
3. That the Town Clerk be directed to advise the Regional Clerk of the appointment.

Should you require further information, please do not hesitate to contact the undersigned at 905-430-4315.

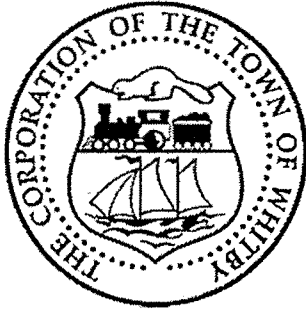
  
 Christopher Harris  
 Town Clerk

Copy:

Attach. CLK 01-18

**C.S. - LEGISLATIVE SERVICES**

Original
To: CIP ✓
Copy
To: R. Walton ✓
L. Fleury ✓
C.C. S.C.C. File
Take Appr. Action



# Town of Whitby Staff Report

[whitby.civicweb.net](http://whitby.civicweb.net)

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**Report Title: Temporary Replacement – Alternate Member of Regional Council**

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**Report to: Operations Committee**

**Date of meeting: January 22, 2018**

**Report Number: CLK 01-18**

**Department(s) Responsible:**  
Office of the Town Clerk

**Submitted by:**

Christopher Harris, Town Clerk

**Acknowledged by M. Gaskell, Chief Administrative Officer**

**For additional information, contact:**

Christopher Harris, Town Clerk, x4302

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**1. Recommendation:**

- 1. That Report CLK 01-18 be received for information.**

**2. Highlights:**

- With the Region having adopted the “Temporary Replacement – Alternate Members of Regional Council Policy and Procedure”, the Council of the Town of Whitby must consider whether it wishes to appoint an alternate to attend Regional Council meetings when a Town of Whitby Regional Councillor is unable to attend.

**3. Background:**

Bill 68, Modernizing Ontario’s Municipal Legislation Act, received Royal Assent on May 30, 2017. Bill 68 amended the Municipal Act (the Act) to, as of January 1, 2018, permit a local municipality to appoint an alternate member when a person who is a member of both the local council and upper-tier Council is unable to attend a meeting of the upper-tier Council.

The Council of the Region of Durham considered this amendment to the Act at its December 14, 2017 meeting and adopted the “Temporary Replacement – Alternate Members of Regional Council Policy and Procedure” appended as Attachment 1 to this report.



- If more than one Whitby regional councillor was to be absent from a Regional Council meeting, the alternate can only substitute and vote in place of one of the absent members
- While the absent regional councillor could advise the alternate member on a file's history and provide insight on voting considerations, the alternate member would ultimately exercise their own discretion

**5. Financial Considerations:**

Mileage for the alternate to attend Regional Council meetings would be paid by the Region, otherwise no additional compensation is provided to the alternate under the Region's Policy and Procedure. The Region's decision to not provide compensation to an alternate does not preclude Whitby from doing so, although the alternate is acting at a Regional Council meeting, so from a consistency standpoint, any compensation would typically be paid by the Region similar to the compensation provided to regional councillors.

**6. Communication and Public Engagement:**

In the event that Council chooses to appoint an alternate member for Whitby, the Office of the Town Clerk will notify the Region of Durham of the appointment.

**7. Input from Departments/Sources:**

At the request of the Region of Durham, the Office of the Town Clerk provided feedback during the development of the Region's Temporary Replacement – Alternate Members of Regional Council Policy and Procedure.

**8. Strategic Priorities:**

Not applicable.

**9. Attachments:**

Attachment 1 – Region of Durham's Temporary Replacement – Alternate Members of Regional Council Policy and Procedure



## ***CORPORATE SERVICES – LEGISLATIVE SERVICES POLICIES AND PROCEDURES MANUAL***

Date Originated: January 1, 2018

Revision Date:

Authority/Reference: Council/Regional Clerk

**Subject: Temporary Replacement – Alternate Members of Regional Council**

### **1.0 Purpose:**

- 1.1 To outline the policies and procedures with respect to Alternate Members of Regional Council, if appointed by the lower-tier municipalities.

### **2.0 Definitions:**

- 2.1 “Regional Council Member” means a member duly elected to a lower-tier council and to Regional council in The Regional Municipality of Durham.
- 2.2 “Lower-Tier Council Member” means a member duly elected to the council of a lower-tier municipality within The Regional Municipality of Durham.
- 2.3 “Alternate Council Member” means a Lower-Tier Council Member who has been appointed by the lower-tier council to act as a substitute member on Regional council when another member of that lower-tier Council is unable to attend a Regional council meeting.

### **3.0 Background:**

- 3.1 The Municipal Act Subsection 268 (1) allows that the council of a local municipality may appoint one of its Lower-Tier Council Members as an Alternate Council Member, to act in place of a person who is a member of the councils of the local municipality and its upper-tier municipality, when the person is unable to attend a meeting of the upper-tier council for any reason. This subsection does not authorize the appointment of more than one Alternate Council Member during the term of council, or the appointment by the local municipality of an alternate head of council of the upper-tier municipality.

### **4.0 Policy:**

- 4.1 Each of the eight local area municipalities of Ajax, Brock, Clarington, Oshawa, Pickering, Scugog, Uxbridge, and Whitby, may choose to appoint one (1) of their local councillors to act as an Alternate Council Member should one of their



## **CORPORATE SERVICES – LEGISLATIVE SERVICES POLICIES AND PROCEDURES MANUAL**

regional councillors be unable to attend a Regional Council meeting. Alternate Council Member attendance is limited to Regional Council meetings only.

- 4.2 In accordance with the Act, only one Alternate Council Member is to be appointed by each area municipality. The Alternate Council Member would be appointed for the entire term of Council. Should the seat of the Alternate Council Member become vacant, then the municipality may appoint another member to act as the Alternate Council Member to Regional Council. The area municipal Clerk will notify the Regional Clerk if an Alternate Council Member has been appointed and provide the Regional Clerk with a copy of the Alternate Council Member's oath of office.
- 4.3 Alternate Council Members may only substitute when a Regional Council Member from their area municipality is unable to attend a meeting, substitutions for part of a meeting will not be permitted.
- 4.4 If more than one member is absent from a lower-tier municipality, the alternate may only substitute for one of the absent members from their municipality.
- 4.5 This policy applies to short-term substitutions only such as when a member must be absent for a Council meeting for any reason (planned or unforeseen). Section 267 of the Act may also apply and is a provision the area municipality may consider for longer-term absences.

### **5.0 Procedure re Notification:**

- 5.1 When a Regional Council Member knows that they will not be able to attend a Regional Council meeting and that their municipality's Alternate Council Member will be attending in their place, they should attempt to notify the Regional Clerk, in writing, as soon as possible prior to the meeting. Written notification may be sent to [clerks@durham.ca](mailto:clerks@durham.ca). The Clerk of the area municipality may also send notification on behalf of the Regional Council Member subject to their municipality's procedures, if any.
- 5.2 The Region is not responsible for notifying Alternate Council Members that they are expected to be in attendance. Regional Council Members should refer to their area municipality's procedures, if any, in this regard.
- 5.3 It is understood that unforeseen circumstances may arise when a Regional Council Member is unable to send notification prior to the meeting that an Alternate Council Member will be attending in their place. When notification has not been received by the Regional Clerk prior to the meeting, an Alternate



## **CORPORATE SERVICES – LEGISLATIVE SERVICES POLICIES AND PROCEDURES MANUAL**

Council Member may advise the Clerk, or the Clerk's representative, at the meeting that they are acting as a substitute for a Regional Council Member.

### **6.0 Powers/Duties of the Alternate Council Member:**

- 6.1 While in attendance at a Regional Council meeting, the Alternate Council Member will have all of the same powers and duties as a Regional Council Member e.g. may move motions and vote. The Alternate Council Member must adhere to all applicable policies and procedures that apply to Regional Council Members while in attendance at a meeting e.g. the Region's Procedural By-law and Council Code of Conduct.
- 6.2 The Alternate Council Member will only have the same powers and duties of a Regional Council Member during the meeting they are attending. Prior to, or after the meeting, the Alternate Council Member cannot submit agenda items such as notices of motion, or pull items from the Region's Council Information Package for inclusion on an upcoming Agenda.

### **7.0 Administrative Matters:**

- 7.1 The Regional Clerk's office will maintain a record of the names of the Alternate Council Members appointed by each lower-tier municipality, as provided by the lower-tier municipal clerk.
- 7.2 The minutes of Regional Council meetings will reflect when a Regional Council Member is absent and that a named Alternate Council Member attended in their place.
- 7.3 Alternate Council Members may access the Region's Council agenda package via the web at [www.durham.ca](http://www.durham.ca) or may request a paper copy from the Clerk. Confidential agenda material will only be provided to the Alternate Council Member upon the Regional Clerk being advised that the alternate member will be attending the meeting, or upon attendance at the meeting if notice is not provided.
- 7.4 The Region will make every attempt to prepare for the attendance of an Alternate Council Member provided that sufficient notice is given. Preparation may include updating the name plates in Council Chambers; provision of a paper copy of the Agenda, including any confidential material to be discussed at the meeting in advance of the meeting; and a mileage expense form.



## **CORPORATE SERVICES – LEGISLATIVE SERVICES POLICIES AND PROCEDURES MANUAL**

- 7.5 Alternate Council Members will receive mileage compensation at the approved corporate rate from the Region for attendance at a meeting. As attendance as an Alternate Council Member is seen as fulfilling part of the duties as a Lower-Tier Council Member, no further compensation from the Region will be provided.
- 7.6 Once appointed, Alternate Council Members will receive a copy of the Region's Procedural By-law and may also request a brief orientation session from the Clerk.

### **8.0 Discrepancies:**

- 8.1 If a discrepancy should arise where a Regional Council Member and an Alternate Council Member are both in attendance at the start of a meeting, the Regional Council Member shall assume their role at the meeting. Regardless of whether the Alternate Council Member is under the belief that they are attending on the Regional Council Member's behalf, they will not be permitted to act in the capacity as Alternate Council Member when the Regional Council Member is in attendance, but may attend the meeting as a public spectator only.
- 8.2 Once the determination has been made that an Alternate Council Member is attending on a Regional Council Member's behalf, the Alternate Council Member shall remain on behalf of the Regional Council Member for the duration of the meeting, regardless of whether the Regional Council Member shows up. The Alternate Council Member will be noted as the member in attendance for the entire meeting and the Regional Council Member may attend the meeting as a public spectator only.

### **9.0 Legal Expense Indemnification**

- 9.1 An Alternate Council Member member will only be considered a Regional Council Member during attendance at a Regional Council meeting. At all other times they will be considered as a private citizen for the purposes of the Region's Legal Expense Indemnification Policy. The Alternate Council Member would not be entitled to Legal Expense Indemnification from the Region for any statutory prosecution or disciplinary proceeding brought against them, unless such action is the result of an incident that occurred during the Alternate Council Member acting in good faith, in the course of their duties, at a Regional Council meeting, if during such time they were acting as an Alternate Council Member member of Regional Council.





In The Regional Municipality of Durham

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**Township  
of  
Uxbridge**

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Web [www.town.uxbridge.on.ca](http://www.town.uxbridge.on.ca)

**SENT VIA EMAIL**

February 6, 2018

Region of Durham  
605 Rossland Road East  
Whitby, Ontario  
L1N 6A3

Attention: Ralph Walton  
Regional Clerk

**RE: TEMPORARY REPLACEMENT – ALTERNATE MEMBERS OF  
REGIONAL COUNCIL  
TOWNSHIP FILE: A-16 RGG**

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Please be advised that during the regular meeting of the Council of January 29<sup>th</sup>, 2018 the following motion was carried;

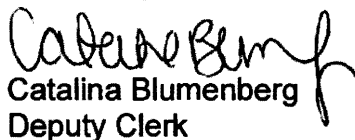
THAT the Council of the Township of Uxbridge receive Report CL-64/17 of Catalina Blumenberg, Deputy Clerk, for information;

AND THAT Council appoint Councillor Hight as a temporary replacement – Alternate member to Regional Council for the remainder of the 2014-2018 Council term;

AND THAT the Temporary Replacement – Alternate Member of Regional Council Policy be adopted.

Attached please find a copy of the Township of Uxbridge Temporary Replacement – Alternate Member of Regional Council Policy for your convenience.

Yours truly,

  
Catalina Blumenberg  
Deputy Clerk

/ljr

Enclosure





## Township Of Uxbridge

### Temporary Replacement – Alternate Member of Regional Council Policy

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#### 1. PURPOSE

To outline the policies and procedures with respect to the appointment of an Alternate Member to Regional Council.

#### 2. DEFINITIONS

- 2.1 “Regional Council Member” means a member duly elected to a lower-tier council and to Regional council in The Regional Municipality of Durham.
- 2.2 “Lower-Tier Council Member” means a member duly elected to the council of a lower-tier municipality within The Regional Municipality of Durham.
- 2.3 “Alternate Council Member” means a Lower-Tier Council Member who has been appointed by the lower-tier council to act as a substitute member on Regional council when another member of that lower-tier Council is unable to attend a Regional council meeting.

#### 3. POLICY

- 3.1 The Township of Uxbridge may choose to appoint one (1) of the local councillors to act as an Alternate Council Member should one of the regional councillors be unable to attend a Regional Council meeting;
- 3.2 The Alternate Council Member attendance is limited to Regional Council meetings only;
- 3.3 The Alternate Council Member will be appointed via Motion by January on the term of a new Council or when the Clerk deems appropriate;
- 3.4 In accordance with the Act, only one Alternate Council Member is to be appointed. The Alternate Council Member would be appointed for the entire term of Council;
- 3.5 Should the seat of the Alternate Council Member become vacant, then the municipality may appoint another member to act as the Alternate Council Member to Regional Council;
- 3.6 The Director of Legislative Services/Clerk or designate will notify the Regional Clerk if an Alternate Council Member has been appointed and provide the Regional Clerk with a copy of the Alternate Council Member’s oath of office;



- 3.7 Alternate Council Members may only substitute when a Regional Council Member from their area municipality is unable to attend a meeting. Substitutions for part of a meeting will not be permitted;
- 3.8 If more than one member is absent from a lower-tier municipality, the alternate may only substitute for one of the absent members from their municipality;
- 3.9 This policy applies to short-term substitutions such as when a member must be absent for a Council meeting for any reason (planned or unforeseen) and long term substitutions (1 month or longer).

#### **4. PROCEDURE FOR NOTIFICATION**

- 4.1 When a Regional Council Member knows that they will not be able to attend a Regional Council meeting and that their municipality's Alternate Council Member will be attending in their place, they should attempt to notify the Regional Clerk and Uxbridge Director of Legislative Services/Clerk, in writing, or by telephone as soon as possible prior to the meeting;
- 4.2 The Director of Legislative Services/Clerk may also send notification on behalf of the Regional Council Member, if necessary due to the circumstances of the absence;
- 4.3 It is understood that unforeseen circumstances may arise when a Regional Council Member is unable to send notification prior to the meeting that an Alternate Council Member will be attending in their place. When notification has not been received by the Regional Clerk or the Director of Legislative Services/Clerk prior to the meeting, an Alternate Council Member may advise the Regional Clerk, or the Regional Clerk's representative, at the meeting that they are acting as a substitute for a Regional Council Member.

#### **5. POWERS/DUTIES OF ALTERNATE COUNCIL MEMBER**

- 5.1 While in attendance at a Regional Council meeting, the Alternate Council Member will have all of the same powers and duties as a Regional Council Member. The Alternate Council Member must adhere to all applicable policies and procedures that apply to Regional Council Members while in attendance at a meeting;
- 5.2 The Alternate Council Member will only have the same powers and duties of a Regional Council Member during the meeting they are attending. Prior to, or after the meeting, the Alternate Council Member cannot submit agenda items such as notices of motion, or pull items from the Region's Council Information Package for inclusion on an upcoming Agenda.

#### **6. DUTIES OF STAFF**

- 6.1 The Clerk's Department will maintain a record of the name of the Alternate Regional Council Member appointed by the municipality.

Adopted: January, 2018

**7. IMPLEMENTATION**

- 7.1 This policy shall become effective immediately upon approval by the Council for the Corporation of the Township of Uxbridge.



VIA EMAIL

December 20, 2017

- The Honourable Michael Chong, MP, Wellington-Halton Hills
- The Honourable Karina Gould, MP, Burlington
- The Honourable Lisa Raitt, MP, Halton
- Pam Damoff, MP, Oakville-North Burlington
- John Oliver, MP, Oakville
- The Honourable Kevin Flynn, MPP, Oakville
- The Honourable Eleanor McMahon, MPP, Burlington
- The Honourable Indira Naidoo-Harris, MPP, Halton
- Ted Arnott, MPP, Wellington-Halton Hills
- Victor Fedeli, MPP, Nippissing
- John Vanthof, MPP, Timiskaming—Cochrane
- Regional Municipality of Peel, Kathryn Lockyer
- Regional Municipality of York, Christopher Raynor
- Regional Municipality of Durham, Ralph Walton
- City of Toronto, Ulli S. Watkiss
- City of Hamilton, Rose Caterini
- City of Burlington, Angela Morgan
- Town of Halton Hills, Suzanne Jones
- Town of Milton, Troy McHarg
- Town of Oakville, Vicki Tytaneck

Legislative & Planning Services  
 Department  
 Office of the Regional Clerk  
 1151 Bronte Road  
 Oakville ON L6M 3L1

*Nicole ✓*  
*Dara*  
*For Reg T*  
*next file*  
*and*  
*comments*  
*AKS*  
*7/8*

C.S. - LEGISLATIVE SERVICES

Original	
To:	<i>CIP ✓</i>
Copy	
To:	

Please be advised that at its meeting held Wednesday, December 13, 2017, the Council of the Regional Municipality of Halton adopted the following resolution:

**RESOLUTION: MPAC Service Delivery Shortcomings**

**WHEREAS** Halton Region and municipalities across the Province rely on the information provided by MPAC in order to prepare annual budgets, property tax rates and accurately bill for property taxes;

**AND WHEREAS** there have been shortcomings identified by municipalities of the services provided by MPAC that has caused challenges for the Region and local municipalities with respect to obtaining accurate and reliable information;

**AND WHEREAS** in the current MPAC online system (Municipal Connect 2.0) used by the Region and local municipalities for assessment values (eg. Control totals), these values can fluctuate significantly, as properties are reviewed providing inconsistent totals which cause challenges for the Region and the local municipalities while preparing annual budgets;

Regional Municipality of Halton  
 HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1  
 905-825-6000 | Toll free: 1-866-442-5866

**AND WHEREAS** MPAC provides reports with growth forecasts for municipalities which do not align with the timing of preparing municipal budgets in Halton;

**AND WHEREAS** Section 9(1) of the Municipal Property Assessment Corporation Act, 1997, (MPAC Act) provides that the Municipal Property Assessment Corporation shall perform the duties assigned to it under the Assessment Act or any other Act and assigned to property assessors under any other Act;

**AND WHEREAS** the Assessment Act section 1(1) defines the Municipal Property Assessment Corporation as the assessment corporation; **AND WHEREAS** Section 14(1) of the Assessment Act provides that the assessment corporation shall prepare an assessment roll for each municipality;

**AND WHEREAS** Section 12(1) the MPAC Act provides that MPAC shall require each municipality, other than a lower-tier municipality, to pay for services in the amount as required by the Act;

**AND WHEREAS** due to the provisions of the MPAC Act and Assessment Act, municipalities are not permitted to choose an alternate service provider;

**AND WHEREAS** MPAC's total levy request from all municipalities in 2018 is an increase of 2.65% from the approved 2017 levy, above the rate of inflation, which is projected to result in a cost of \$9,243,400 to the Region, an increase to the Region's budget for these services of \$459,500 or 5.2% over the 2017 budget;

**THEREFORE BE IT RESOLVED:**

1. **THAT** the Regional Chair write to the Minister of Finance to express the concerns raised with MPAC's service provided to municipalities and request a review of MPAC's service level agreement (SLA) to ensure it clearly outlines the required MPAC deliverables to municipalities;
2. **AND THAT** staff forward a copy of this resolution to the Minister of Finance, all Halton MPs and MPPs, the Provincial Opposition Finance critics, the Regional Municipalities of Peel, York and Durham, the City of Toronto, the City of Hamilton, the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

As per the above resolution, please accept this correspondence for your information and consideration.



Graham Milne  
Regional Clerk  
[graham.milne@halton.ca](mailto:graham.milne@halton.ca)



## HALTON REGION

### MOTION

DATE: December 13, 2017

DATE OF MEETING  
MOTION TO BE

CONSIDERED: Council Meeting – December 13, 2017

MOVED BY: Mayor R. Bonnette

WHEREAS Halton Region and municipalities across the Province rely on the information provided by MPAC in order to prepare annual budgets, property tax rates and accurately bill for property taxes;

AND WHEREAS there have been shortcomings identified by municipalities of the services provided by MPAC that has caused challenges for the Region and local municipalities with respect to obtaining accurate and reliable information;

AND WHEREAS in the current MPAC online system (Municipal Connect 2.0) used by the Region and local municipalities for assessment values (eg. Control totals), these values can fluctuate significantly, as properties are reviewed providing inconsistent totals which cause challenges for the Region and the local municipalities while preparing annual budgets;

AND WHEREAS MPAC provides reports with growth forecasts for municipalities which do not align with the timing of preparing municipal budgets in Halton;

AND WHEREAS Section 9(1) of the Municipal Property Assessment Corporation Act, 1997, (MPAC Act) provides that the Municipal Property Assessment Corporation shall perform the duties assigned to it under the Assessment Act or any other Act and assigned to property assessors under any other Act;

AND WHEREAS the Assessment Act section 1(1) defines the Municipal Property Assessment Corporation as the assessment corporation;

AND WHEREAS Section 14(1) of the Assessment Act provides that the assessment corporation shall prepare an assessment roll for each municipality;

AND WHEREAS Section 12(1) the MPAC Act provides that MPAC shall require each municipality, other than a lower-tier municipality, to pay for services in the amount as required by the Act;

AND WHEREAS due to the provisions of the MPAC Act and Assessment Act, municipalities are not permitted to choose an alternate service provider;

AND WHEREAS MPAC's total levy request from all municipalities in 2018 is an increase of 2.65% from the approved 2017 levy, above the rate of inflation, which is projected to result in a cost of \$9,243,400 to the Region, an increase to the Region's budget for these services of \$459,500 or 5.2% over the 2017 budget;

THEREFORE BE IT RESOLVED THAT the Regional Chair write to the Minister of Finance to express the concerns raised with MPAC's service provided to municipalities and request a review of MPAC's service level agreement (SLA) to ensure it clearly outlines the required MPAC deliverables to municipalities;

AND THAT staff forward a copy of this resolution to all Halton MPs, MPPs, the Regional Municipalities of Peel, York and Durham, the City of Toronto, the City of Hamilton, the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

January 26, 2018

Mr. Ralph Walton  
Regional Clerk  
The Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Mr. Walton:

**Re: Duffin Creek Plant Outfall  
Class Environmental Assessment Status Update**

CIP ✓
S. Seopis ✓
B. Bridgman ✓
C. Drumie ✓
C.C. S.O.G. File
Take Appr. Action

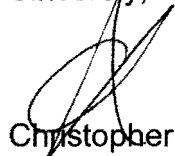
Regional Council, at its meeting held on January 25, 2018, adopted the following recommendation of Committee of the Whole regarding "Duffin Creek Plant Outfall, Class Environmental Assessment Status Update":

1. The Regional Clerk circulate this report to the Regional Municipality of Durham, the Ministry of the Environment and Climate Change and the Toronto and Region Conservation Authority.

A copy of Clause 7 of Committee of the Whole Report No. 1 is enclosed for your information.

Please contact Mike Rabeau, Director, Capital Planning and Delivery at 1-877-464-9675 ext. 75157 if you have any questions with respect to this matter.

Sincerely,



Christopher Raynor  
Regional Clerk

/C. Clark  
Attachment

Clause 7 in Report No. 1 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on January 25, 2018.

**7**

**Duffin Creek Plant Outfall  
Class Environmental Assessment Status Update**

Committee of the Whole recommends adoption of the following recommendation contained in the report dated December 8, 2017 from the Commissioner of Environmental Services:

1. The Regional Clerk circulate this report to the Regional Municipality of Durham, the Ministry of the Environment and Climate Change and the Toronto and Region Conservation Authority.
- 

Report dated December 8, 2017 from the Commissioner of Environmental Services now follows:

**1. Recommendation**

It is recommended that:

1. The Regional Clerk circulate this report to the Regional Municipality of Durham, the Ministry of the Environment and Climate Change and the Toronto and Region Conservation Authority.

**2. Purpose**

This report updates Council on the status of the Duffin Creek Plant Class Outfall Environmental Assessment and the Minister of the Environment and Climate Change's April 4, 2016 Order to complete a Phosphorus Reduction Action Plan for the Duffin Creek Plant.



## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

### **3. Background**

#### **Duffin Creek Plant has been successfully expanded to accommodate future growth**

In 2006, York Region and Durham Region completed a Stage 3 Class Environmental Assessment to increase the capacity of the Duffin Creek Plant from 420 megalitres per day to 630 megalitres per day. The expansion was undertaken to accommodate planned growth in both communities to 2031 and beyond. In 2007, the Ministry of the Environment and Climate Change (the Ministry) approved the Environmental Assessment for the expansion of capacity at the Duffin Creek Plant to a total of 630 megalitres per day.

The Ministry's approval of the expansion also included a condition that the Duffin Creek Plant liquid rated capacity be limited to 520 megalitres per day until such time as the Regions completed a Class Environmental Assessment to address the hydraulic limitations in the plant outfall. The Ministry requires that outfalls operate with sufficient hydraulic capacity to achieve a mixing ratio of 20 to 1 with the surrounding lake water. Over \$850 million has been invested to expand the plant to its current treatment capacity and a Class Environmental Assessment to address the hydraulic capacity in the outfall began in 2010.

#### **In 2013, York and Durham Regions jointly completed a Class Environmental Assessment study on the Duffin Creek Plant outfall**

York and Durham Regions jointly completed a Class Environmental Assessment study to identify a preferred solution to address capacity limitations in the existing Duffin Creek Plant outfall. The Environmental Assessment was filed for public review on November 19, 2013. The Environmental Assessment determined the following recommended solution to use the full 630 megalitres per day of plant-rated liquid capacity that has already been built and approved:

- Modify the existing outfall diffusers with variable port technology to achieve a 20 to 1 mixing ratio
- Optimize the operation of the existing Duffin Creek Plant (Stages 1, 2 and 3) to achieve optimal total phosphorus removal

#### **Part II Order Requests allege Duffin Creek Plant is the primary cause of algae growth**

The *Environmental Assessment Act* provides opponents of a Class Environmental Assessment process the opportunity to request a Part II Order for

## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

the Regions to undertake an Individual Environmental Assessment. There were 90 responses sent to the Minister of which 75 were Part II Order Requests. The most notable requests were from the Town of Ajax, Lake Ontario Waterkeeper, Pickering and Ajax Citizens Together to Protect Our Water (PACT POW) and Environmental Defence alleging that the Duffin Creek Plant is responsible for a resurgence of algae (*Cladophora*) growth, odour problems and loss of waterfront enjoyment along the Ajax waterfront.

The Town of Ajax's Part II Order Requests made several misleading claims suggesting that the Duffin Creek Plant contributes as much as 85 per cent of the total phosphorus load to the nearshore water adjacent to the Ajax waterfront. Further, the town claimed that the loading from the Duffin Creek Plant will triple as the influent increases to 630 megalitres per day. Many of the remaining Part II Order Requests were a duplication of these issues, which PACT POW organized with the use of a form letter to the Minister. A detailed response was provided to the Ministry and public to correct these statements and other misleading information contained in the Part II Order submissions.

### **Duffin Creek Plant is a relatively minor contributor of phosphorus to Lake Ontario**

The Regions' response included credible third-party references that the Duffin Creek Plant is a minor contributor of total phosphorus to the Ajax/Pickering nearshore water (approximately 16 per cent) and the recent amount of soluble phosphorus discharging to the lake will be approximately 3.5 times lower when compared to historic limits. These significant reductions in phosphorus loading are directly linked to new facilities installed as part of the Duffin Creek Plant Stage 3 upgrades. The Minister has advised they are continuing to review the Regions' September 30, 2014 response as part of the information required for making a decision on the Part II Order Requests.

### **Lake scientists are focusing on the proliferation of mussels and surface runoff as the major cause of algae resurgence in the Great Lakes**

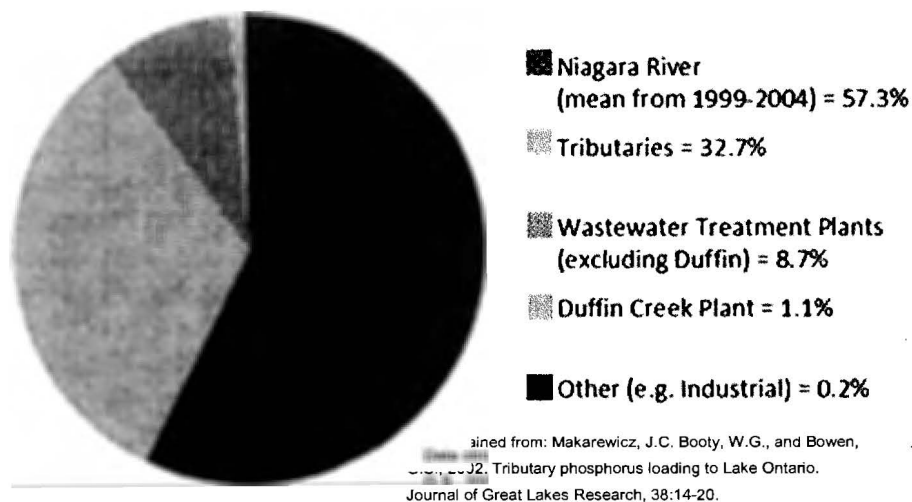
Most experts agree that the resurgence of algae (*Cladophora*) over the past decade is a lake-wide problem linked to many factors including the presence of dreissenid mussels, increased sunlight penetration caused by the filtering action of mussels, warmer lake water temperatures and available food supply from a variety of phosphorus sources entering the lake.

Most studies are concluding that surface runoff from rivers, streams and storm sewers are the major contributor of phosphorus to the lake. This is consistent with the recent Environmental Commissioner of Ontario's October 2017 report "Good Choices, Bad Choices" that notes wastewater treatment plants as a minor

## Duffin Creek Plant Outfall Class Environmental Assessment Status Update

contributor to phosphorus levels and identifies runoff from rural, agricultural and urban lands as the dominant source of phosphorus. Similar conclusions were reached in a 2012 article published in the *Journal of Great Lakes Research* that estimated the Niagara River, combined with other rivers and tributaries from the State of New York and Ontario, accounts for approximately 90 per cent of the phosphorus entering Lake Ontario (see Figure 1 below).

Figure 1  
Sources of Phosphorus Output to Lake Ontario  
  
Estimate of 2008 Binational Phosphorus  
Loading to Lake Ontario



### Lake Erie and Lake Ontario studies found that wastewater treatment plants contribute only 10 per cent of the phosphorus load

The 49 Ontario and United States wastewater treatment plants discharging to Lake Ontario are estimated to contribute only 10 per cent of the total phosphorus load with the remaining 90 per cent coming from rivers, tributaries and other sources such as storm sewers and air deposition. This finding is supported by a May 2017 Draft Action Plan for Lake Erie Phosphorus Reduction, which is a report prepared by a study team under Annex 4 of the Great Lakes Water Quality Agreement. This study estimated that 85 per cent of the phosphorus loading to

## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

Lake Erie originates from the agricultural sector and urban runoff. Only 10 to 15 per cent is attributed to all point sources. A phosphorus study is planned for Lake Ontario in the future and it is expected that similar results will be determined.

A study completed by University of Waterloo in 2009 on the Ajax/Pickering section of shoreline concluded that even without the Duffin Creek Plant, *Cladophora* growth would still occur:

“Non-local and/or in-lake processes as key to development of nuisance *Cladophora* in the study area. Restriction of the dominant local sources would not eliminate (*Cladophora*) problems.”

### **The Ministry has acknowledged that the Duffin Creek Plant is not the primary cause of phosphorus loading**

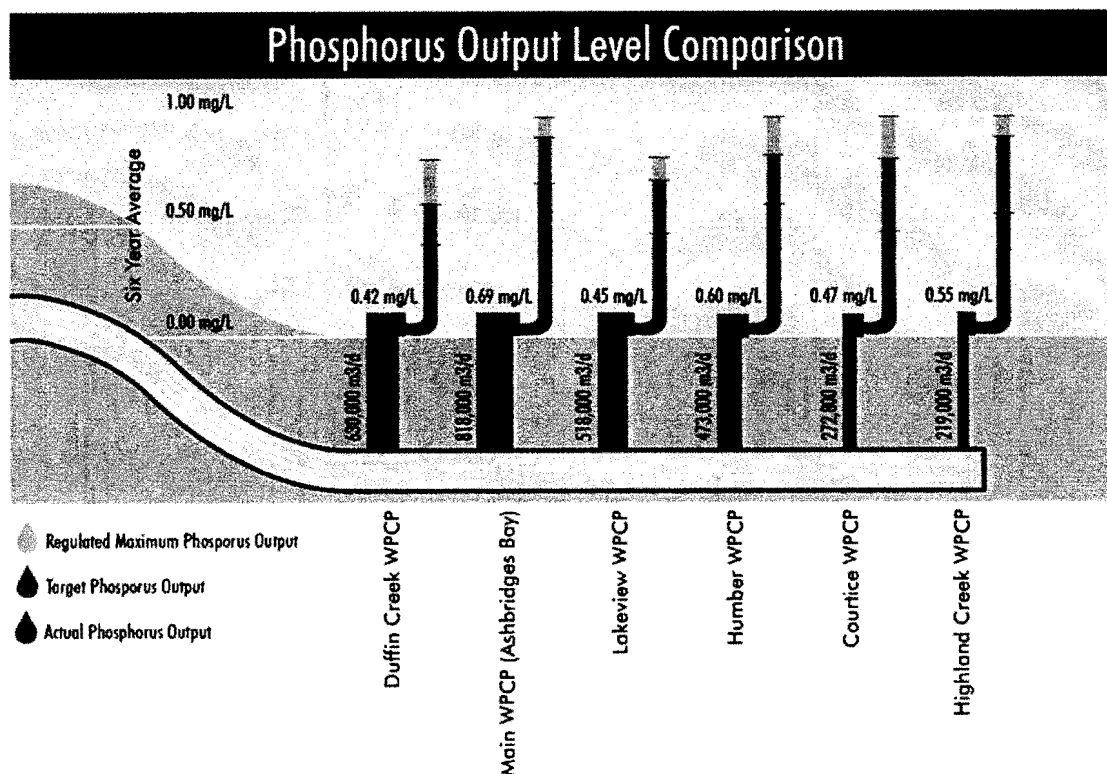
In 2006, the Minister of the Environment, also agreed with the scientific evidence provided at the time of the Stage 3 Plant expansion and noted:

“It is my understanding that there is no evidence to suggest that the Duffin Creek WPCP discharge is the primary cause, either directly or indirectly, of elevated phosphorus concentrations and *E. coli* presence observed at the Ajax waterfront”

The Duffin Creek Plant has an exemplary performance record with the lowest phosphorus limits of all large plants discharging to the open waters of Lake Ontario (see Figure 2). It is considered to be an environmental leader and unlike most other large plants, it has the capacity to treat all flows that occur during peak wet weather events without overflows or bypasses. The high quality of treatment provided by the Duffin Creek Plant has been verified by a 10-year detailed nearshore water quality sampling program undertaken by the Toronto and Region Conservation Authority.

**Duffin Creek Plant Outfall  
Class Environmental Assessment Status Update**

**Figure 2  
Phosphorus Output Level Comparison**



**The Minister issued an order to the Regions in 2016 for a Phosphorus Reduction Action Plan to be completed before a decision on the Part II Orders is issued**

In order to make an informed decision on the Part II Order Requests, the Minister issued an order on April 4, 2016 for the Regions to undertake a Phosphorus Reduction Action Plan study to address the following key issues:

- A desktop optimization study of methods to reduce phosphorus effluent limits to the lowest achievable level.
- Assess operating implications including costs to achieve such reductions.
- Determine the feasibility of achieving a permanent (ongoing) annual average total phosphorus concentration of 0.35 milligrams per litre and a total phosphorus load of 190 kilograms per day annual average.
- Meet with Ministry staff throughout the Phosphorus Reduction Action Plan study and post the results of the study for a 45-day public review period.

**Duffin Creek Plant Outfall  
Class Environmental Assessment Status Update**

**Durham Region Council requested collaboration with the Town of Ajax on the Phosphorus Reduction Action Plan study**

Durham Region Council, at its meeting of June 8, 2016, adopted a motion by the Mayor of Ajax to engage the Town of Ajax in the Phosphorus Reduction Action Plan study process. Work began on the Phosphorus Reduction Action Plan study in June, 2016. The Ministry granted an extension on the completion date of the Phosphorus Reduction Action Plan study to March 31, 2018 to accommodate the additional consultation process with the Town of Ajax.

**Phosphorus Reduction Action Plan study will be filed for a 45-day review period commencing January 8, 2018**

Eight meetings have been held with Town of Ajax staff and their consultants. The collaboration has been constructive and technical issues concerning the plant optimization and tertiary treatment options have generally been resolved. There are, however, major differences of opinion concerning the town's claim that the Duffin Creek Plant is the principal cause for the resurgence of *Cladophora* growth impacting the Ajax shoreline. The areas of consensus and areas where the town and Regions differ will be recorded as part of the Phosphorus Reduction Action Plan Study Report. Town staff has advised that they will be reporting to their council on the outcome of the Phosphorus Reduction Action Plan study during the 45-day public review period expected to commence the week of January 8, 2018.

**4. Analysis and Implications**

**Leading experts in phosphorus removal strategies were assembled to complete the Phosphorus Reduction Action Plan study**

The Regions retained a team of leading experts with international expertise to evaluate optimization strategies and tertiary treatment technologies to determine achievable phosphorus reductions in the plant's discharge. The Phosphorus Reduction Action Plan study was undertaken using a proven wastewater process model calibrated to represent specific process conditions at the Duffin Creek Plant under varying flow conditions up to the 630 megalitres-per-day plant capacity limit. The modelling scenarios and the type of model used were reviewed by the Ministry of the Environment and Climate Change and Ajax and were found to be acceptable.

Areas of the plant were isolated as test sections to analyze various chemicals and dosing rates to achieve the best combinations for optimal phosphorus

## **Duffin Creek Plant Outfall**

### **Class Environmental Assessment Status Update**

removal. Flow rates and operating conditions in these test sections were varied to simulate long-term plant operating conditions typical of the remaining life of the plant.

#### **Plant field testing confirmed model predictions**

Plant field test results provided a higher level of confidence in the model predictions and allowed a more appropriate assessment of risk due to stresses on plant performance that occur from unplanned events such as high, wet-weather flows or equipment downtime. Plant testing was not required as part of the Phosphorus Reduction Action Plan study; however, the Ministry and Ajax have both agreed that plant field testing was a useful approach to confirm model predictions. Results of the plant field testing have been incorporated into the Phosphorus Reduction Action Plan.

#### **The Phosphorus Reduction Action Plan study confirmed plant process optimization can achieve lower phosphorus discharge at a reasonable cost and effort over tertiary treatment**

The current Environmental Compliance Approval limits the plant total phosphorus discharge to an annual average of 311 kilograms per day at a peak plant flow of 630 megalitres per day. This current limit is lower than the 425 kilograms per day limit previously in effect. The current limit of 311 kilograms per day was applied as part of the approval of the Stage 3 Plant expansion. On average, 94 per cent of the phosphorus entering the plant is removed prior to treated water being discharged to the lake.

Options for phosphorus reduction were identified in the study and evaluated using the key factors of treatment effectiveness, implementation effort and cost. For all treatment alternatives, the study considered important factors such as the amount of greenhouse gas emissions generated, life-cycle costs, funding strategies and an assessment of operating risks associated with lower phosphorus discharge. A combined 25-year net present value capital and operating cost was used to compare the options. Results of the study found:

- The total phosphorus effluent target of 190 kilograms per day proposed in the Minister's April 2016 order can be achieved with plant optimization up to approximately the year 2034. Thereafter, the phosphorus loading would increase marginally to approximately 221 kilograms per day as peak influent flows reach 630 megalitres per day. These improvements can be achieved at an approximate \$40 million combined net present value capital and operating cost. Achieving these new levels represents about a 50 per cent reduction from those permitted levels in effect prior to Stage 3 implementation.

## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

- Tertiary treatment at the Duffin Creek Plant can reduce the annual phosphorus loading to the lake to approximately 61 kilograms per day. Alternative tertiary treatment technologies were considered with costs ranging from \$240 million to \$600 million combined net present value capital and operating cost.
- It is feasible to install and operate tertiary treatment during the *Cladophora* growing season (4.5 months) at a cost of approximately \$210 million combined net present value capital and operating cost.

Based on this assessment, tertiary treatment is not a reasonable solution to reduce phosphorus given the significant cost increase for no improvement to algae reduction in the lake. Broader lake-wide strategies relating to phosphorus reduction are required to create a significant impact on algae levels.

Ministry staff has advised that the Phosphorus Reduction Action Plan addresses the requirements of the Minister's April 14, 2016 order. A decision on the Phosphorus Reduction Action Plan and the Part II Order Requests will be made following submission of the final report and the outcome of the 45-day public review period.

### **Implementing achievable phosphorus discharge levels from optimization study would be most stringent on Lake Ontario**

The Phosphorus Reduction Action Plan and plant field testing was successful in identifying the optimal type of chemicals and dosing rates needed to achieve the lowest sustainable phosphorus reduction levels over the remaining life of the plant. Operational variances were simulated in the study for unforeseen occurrences associated with equipment malfunctions and extreme peak flow events from intense rainfall events. A detailed assessment of total phosphorus and soluble reactive phosphorus removal effectiveness was undertaken at each stage of treatment process using the expertise of the Regions' accredited laboratory. In all, analysis of over 12,000 samples supported treatment plant effectiveness under a range of operating conditions. The optimal solution for phosphorus removal has involved a rigorous statistical review of these test results including a peer review by leading wastewater experts.

Achievable levels for phosphorus discharge from the Duffin Creek Plant are described as follows:

- Achievable annual average effluent total phosphorus load of 221 kilograms per day. This is based on a design annual average flowrate of 630 megalitres per day.
- Achievable annual average effluent total phosphorus concentration of 0.45 milligrams per litre. This was determined to be a reasonable and



## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

achievable annual average discharge concentration based on the plant modelling and field study results. An annual average concentration of 0.35 milligrams per litre could be addressed as an operating objective.

- Achievable seasonal average (April 1 to August 31) effluent total phosphorus concentration of 0.35 milligrams per litre. This was determined to be a reasonable and achievable seasonal average discharge concentration based on the plant modelling and field study results. The seasonal period of April 1 to August 31 is the window in which *Cladophora* growth is most prevalent in Lake Ontario.

### **Recommended action results in discharge quality meeting the most stringent open water discharge standards in the Great Lakes**

The achievable concentrations and loadings are below the guidelines established by the *Great Lakes Water Quality Agreement* as well as below the proposed guidelines for wastewater treatment plants that discharge to Lake Erie (both are 0.5 milligrams per litre). Committing to a treated water discharge quality better than the objectives outlined by the *Great Lakes Water Quality Agreement* demonstrates the Regions' environmental stewardship. In addition, a seasonal total phosphorus discharge concentration during the *Cladophora* growth window demonstrates the Regions' commitment to reach an amenable solution with the Town of Ajax and their Phosphorus Reduction Action Plan study peer reviewers.

### **Phosphorus Reduction Action Plan implementation comes with risks and benefits**

Implementation of the recommended optimization solution identified in the Phosphorus Reduction Action Plan will provide additional phosphorus reduction. Risks associated with this recommended solution can be mitigated by a suitable time frame to implement required additional capital upgrades, changes to operating protocols and operator training.

- Based on the annual average flow projections for the Duffin Creek Plant, meeting the achievable effluent concentrations will result in a decrease of approximately 40 per cent in effluent total phosphorus loading over the next 25 years compared to meeting the plant's current Environmental Compliance Approval.
- Lowering total phosphorus concentrations below the current Environmental Compliance Approval will reduce the plant's current operational flexibility and introduce operational challenges and risks when dealing with peak rainfall occurrences, equipment malfunctions and operational upsets all of which are events with a high probability for future occurrence. To mitigate these risks, an implementation plan will be

## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

developed with a three- to five-year time frame required to complete capital upgrades and provide the equipment, resources and training necessary to sustain the new total phosphorus levels over the remaining life of the plant.

- The achievable optimization solution can be operated with seasonally adjusted phosphorus discharge values to address concerns raised by the Town of Ajax.
- The plant's greenhouse gas emissions remain virtually unchanged with the optimized solution, whereas considerable new energy consumption would be required for each of the tertiary treatment solutions due to the need for additional pumping equipment. The optimization solution will support the projected water and wastewater process emissions identified in York Region's Energy Conservation and Demand Management Plan (2016).
- The recommended optimization solution aligns with the Environmental Commissioner of Ontario's comments in the *2016/2017 Annual Energy Conservation Progress Report* that "Good public policy would focus on the cheapest available phosphorus reductions, not the most expensive ones. The province does our lakes no favours when it forces municipalities to increase their greenhouse gas emissions, which contribute to the warming that will harm those very lakes."
- The annual and seasonal phosphorus concentrations from the Phosphorus Reduction Action Plan study are lower than the 0.5 milligrams per litre phosphorus loading targets identified in the *Draft Action Plan for Lake Erie Phosphorus Reduction* and lower than the target phosphorus limits identified in the *Great Lakes Water Quality Agreement*. This supports the Region's role as environmental leaders in wastewater treatment in all of Ontario.

The expected decision on the Outfall Class Environmental Assessment and Part II Orders will provide wastewater treatment capacity to 2031 and beyond.

### **The Duffin Creek Plant Outfall Environmental Assessment supports York Region's long-term priorities**

York Region supports growth as demonstrated through critical planning documents including *York Region Official Plan 2010*. A favourable decision on the Duffin Creek Plant Outfall Class Environmental Assessment would also support the *2006 Growth Plan for the Greater Golden Horseshoe*, including the growth targets for the Town of Ajax and City of Pickering as approved in the *2006*

## **Duffin Creek Plant Outfall Class Environmental Assessment Status Update**

*Durham Region Official Plan*. The Outfall Class Environmental Assessment supports the Region's Strategic Plan in the following strategy priority areas:

- Strengthen the Region's economy by fostering an environment that attracts, grows and maintains business
- Support community health and well-being by increasing the range of available and affordable housing
- Manage environmentally sustainable growth by optimizing critical infrastructure systems and capacity

The Outfall Environmental Assessment supports York Region's long-term *Vision 2051* goals by helping residents to live sustainably and supporting a resilient natural environment and agricultural system as well as supporting appropriate housing for all ages and stages.

### **5. Financial Considerations**

**Plant optimization upgrades are included in the current approved capital plan and new treatment process can be accommodated in operating budgets**

The plant optimization upgrades are captured in the current approved 10 Year Capital Plan. Future annual operating budgets could accommodate funding for costs associated with the new chemicals and resources needed for optimized treatment processes. The 2018 10 Year Capital Plan also includes an allowance for the potential rollout of a reasonable range of conditions of approval that may be issued as part of the Minister's decision. The optimization solution would require no change to the current projected wastewater rates planned for both Regions. Conversely, tertiary treatment has not been planned for and could potentially incur an additional expenditure ranging from \$240 million to \$600 million depending upon the specific treatment technology used. Tertiary treatment is not recommended based on the analysis in this report and the little benefit it would bring to Lake Ontario.

### **6. Local Municipal Impact**

The recommended Duffin Creek Plant Outfall Class Environmental Assessment will release additional hydraulic capacity allocation at the Duffin Creek Plant and accommodate planned growth and employment opportunities up to 2031 and beyond. The *York Region Official Plan* allocates growth targets to each of the

**Duffin Creek Plant Outfall  
Class Environmental Assessment Status Update**

local municipalities. A lengthy delay by the Ministry in approving additional capacity at the Duffin Creek Plant may have an impact on timing of the planned growth in one or more of the local municipalities.

**7. Conclusion**

The Phosphorus Reduction Action Plan study and an optimization solution was submitted to the Ministry and posted for a 45-day public comment period on January 10, 2018. The Regions believe that all necessary and requested information has been provided for the Ministry to make a decision on the Part II Order Requests and the Outfall Environmental Assessment. Implementing changes resulting from the Phosphorus Reduction Action Plan will maintain Duffin Creek Plant's status as an environmental leader with the lowest discharge limits on the lake and lower than those recommended in the *Great Lakes Water Quality Agreement* and lower than those recommended in the *2017 Draft Action Plan for Lake Erie Phosphorus Reduction*.

The Region of Durham has considered a report with similar content at their January 10, 2018 Committee of the Whole.

For more information on this report, please contact Mike Rabeau, Director, Capital Planning and Delivery at 1-877-464-9675 ext. 75157.

The Senior Management Group has reviewed this report.

December 8, 2017

#8121247

Accessible formats or communication supports are available upon request



February 2, 2018

Regional Clerk  
Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

Attention: Regional Clerk

**Subject: White Paper – Building a Seniors Campus**

At its meeting on November 28, 2017, Simcoe County Council approved the following recommendation:

“That Item CCW 17-359, dated November 28, 2017 regarding a White Paper on Simcoe County’s experiences with respect to Building a Seniors Campus, be received; and

That the County of Simcoe’s White Paper entitled, “Building a Seniors Campus: A Sustainable Model to Support Positive Aging and Strengthen our Communities” be disseminated to the Province of Ontario, Municipalities responsible for Long Term Care, Not for Profit organizations and any other agencies or associations who have requested information on Simcoe County’s Georgian Village experience.”

It is requested that this matter be presented to your Council for information.

Thank you for your attention to this matter.

Regards,

John Daly  
County Clerk

/ki

Enc.

**C.S. - LEGISLATIVE SERVICES**

Original
To: CIP
Copy R. Anderson
To: B. Cubitt
Dr. H. Down
C.C. S.O.C. File
Take Appr. Action



County of Simcoe  
Office of the Chief  
Administrative Officer  
1110 Highway 26,  
Midhurst, Ontario L9X 1N6

Main Line (705) 726-9300  
Toll Free (866) 893-9300  
Fax (705) 725-1285  
simcoe.ca

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In 2013, the County of Simcoe introduced Georgian Village, a state-of-the-art seniors' service campus. Our vision was to develop a cost-effective, revenue-generating facility that offers a variety of community-based services, programs and housing types in one location through a continuum of care model and age-at-home philosophy. Georgian Village became so much more than what we could have ever envisioned and since opening our doors it has gone on to receive numerous awards and accolades on a provincial and national level.

This paper provides an insightful and experiential guide for those who seek information about the future of long term care and seniors' services through an informative review of the Georgian Village process.

Written by Jane Sinclair, General Manager of Health and Emergency Services, who led the development of Georgian Village, this paper defines what success in seniors' care and housing can look like. Georgian Village is unlike any other seniors' care facility in the province and perhaps the country. As a campus, it supports the needs of our aging population, offers sustainable housing through a variety of housing types, cultivates local economic growth, and generates revenue opportunities to offset an inadequate funding system for critical services as long-term care and community support programs.

The challenges facing all long term care and seniors services providers - municipal, not-for-profit or private - are significant. Georgian Village, as an industry model, can serve as a solution.

But don't take my word for it, please take time to read the enclosed paper and come and see Simcoe County's Georgian Village first hand to experience this success in person. We look forward to doing anything we can to help you replicate and even build on this achievement.

Mark Aitken

Chief Administrative Officer,  
County of Simcoe



## THE CORPORATION OF THE TOWNSHIP OF NORWICH

February 5, 2018

Honourable Peter Milczyn, MPP  
Minister of Housing  
17th Floor - 777 Bay Street  
Toronto, Ontario  
M5G 2E5

Dear Sir

Re: Ontario Building Code Amendments

At their meeting held Tuesday January 30, 2018 the Council of the Township of Norwich passed the following resolution:

“... Whereas the Preface and Introduction to the Ontario Building Code Compendium reads such that the Code is meant to be; “essentially a set of minimum provisions respecting the safety of buildings with reference to public health, fire protection, accessibility, and structural sufficiency,

And Whereas the Ministry of Housing has for a number of years and continues to make significant changes to the scope of the Ontario Building Code to include provincial policy initiatives such as Environmental Protection, Resource Conservation, and Energy Conservation,

And Whereas these expanded roles in the Code have had significant impacts on local municipal Building Departments for additional training, staffing, and other resources required to implement such initiatives,

Therefore be it resolved that the Township of Norwich hereby requests that the Province ensure that the intent of the legislation and regulations relative to the Ontario Building Code continues to be principally for the protection of the public, and occupant health and safety in relation to the built environment, and examine other avenues for implementation of other initiatives.”

If you require further information with respect to the above noted matter, please contact the undersigned.

Sincerely



Kimberley Armstrong  
Deputy Clerk

- cc. Honourable Kathleen Wynne, Premier  
Ontario Building Officials Association CAO Aubrey LeBlanc, [cao@oboa.on.ca](mailto:cao@oboa.on.ca)  
Ms. Hannah Evans, Director, Building Development Branch, MMA  
[hannah.evans@ontario.ca](mailto:hannah.evans@ontario.ca)  
Ontario Municipalities – via email



**C.S. - LEGISLATIVE SERVICES**

Original To: CIP ✓
Copy To: B. Bridgeman ✓ T. Fraser ✓
<b>C.C. S.C.C. File</b>
<b>Take Appr. Action</b>

February 2, 2018

Debbie Leroux  
Clerk  
Township of Uxbridge  
P.O Box 190  
Uxbridge, ON L9P 1T1

Clerk  
Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Sir/Madam:

We are writing to express our deep concerns with the processing of planning applications in the Township of Uxbridge. Would you kindly forward this letter to all councillors on your respective Councils.

Our personal experience with the land use planning process occupied our lives between 2013 and 2017, when we decided to leave Uxbridge to get on with our lives. We are concerned that, now that Ontario municipalities have been granted more authority over local planning decisions, and people like us will be more constrained in our ability to appeal those decisions, it will be even worse for ordinary citizens to protect themselves. We hope that telling a bit of our story will be illuminating, and prompt the Township of Uxbridge and the Region of Durham to take a serious look at how planning decisions are made, especially when the health of citizens and the environment is at stake.

In 2013, we learned that an aggregate company had acquired the property immediately adjacent to our property, and planned to seek approval to change the use from agricultural to extractive. The subject property is surrounded by residential property owners, some of whom are already impacted by an existing aggregate operation on an adjoining property that became active again under the same new owner a few years ago. For us personally, we were deeply concerned with the potential impacts on the health of our family, one of whom suffers from acute asthma. We moved to Uxbridge to make a home in a place where the air was clean, and saw immediate health benefits.

One of our major concerns with the proposal was the potential increase in dust in the air at our property. We learned that the Ministry of the Environment and Climate Change has standards, but that they aren't applied because no provincial air approvals are required. We assumed that the municipalities would therefore apply those standards in considering whether to permit the

new land use, especially when both Councils have passed resolutions on the right to breath clean air. We were dismayed when the applicant's air assessment turned out to be nothing more than a recitation by a land use planner of standard dust mitigation measures. When we raised the issue the first time, the applicant submitted a new assessment of air impacts by a qualified air consultant, but it turned out to be nothing more than a longer explanation of the mitigation measures. We were relieved when this information was referred for review by an outside environmental consultant retained by the Region, but dismayed to learn that they were satisfied with the assessment. (We understand that the same peer review consultant was retained by the Region in 2012 on another aggregate operation where air dispersion modeling had been done.) It was only through the intervention of the Regional Chair at the final Planning Committee meeting on the proposed Regional OPA that the applicant was forced, **for the first time**, to actually calculate the impacts of increased dust emissions on the neighbourhood. However, the resulting air modeling report, which did not even include our residence as a receptor, was considered and accepted by Regional Council without any peer review. We believe that the conclusions of the air modeling report could never have withstood scrutiny by another qualified expert or the OMB, and that the only conclusion that can be drawn is that the new aggregate operation will cause impacts in the neighbouring community that far exceed MOECC standards for particulate.

We also had concerns with noise emissions, even though the applicant actually carried out an assessment of noise impacts at surrounding sensitive receptors like us. For reasons never explained to us, our home was the only residential receptor not included in the original modeling exercise. We got no support from municipal staff on holding the applicant to account for this glaring omission.

We are concerned that Durham Public Health Department seems to have absolutely no role in the review of an application like this, even though is obvious that there are serious potential impacts to public health.

We are concerned that both councillors and staff approach applications for new aggregate operations as if approval is inevitable. We understand that the Provincial Policy Statement contains provisions that favour development of aggregate resources, but there are other policies in the PPS that have to be considered. Councillors have long shielded behind an argument that their hands are tied by the OMB. That is no longer the case, and Councillors from now on have to recognize that the future health of their citizens depends on decisions that they will make.

We sincerely hope this letter will lead to change and a more modern approach to environmental responsibility by our elected officials.

We believe:

- All resident's concerns should be treated equally.
- Every aggregate application should be accompanied by an air quality impact assessment that includes dispersion modeling to demonstrate impacts from all aspects of an operation. This report should be reviewed by a qualified independent third party and the MOECC.
- Any dispersion modeling should also model the impacts that result from the operator failing to perform required mitigation measures .
- Residents should never be sentenced to a life time of monitoring aggregate operations. The councillors who vote in support of a new or expanded aggregate licence need to be held accountable and should be required to visit each residence in their ward once a month to fill out noise and dust reports signed by the resident and submitted to the MNRF.
- The review process needs to include transparent and comprehensive public health department involvement, which is the most qualified to form an opinion on the impacts of an aggregate operation on human health.

Lives should not be damaged by a process that is broken. Especially when that process can be repaired. Residents should not have to leave their homes they work so hard for only to try and rebuild again to save their families. Councillors were elected to protect the residents of Uxbridge Township and Durham Region and have the power to enact positive change. It is time to demonstrate to your residents that you are willing to use that power to build a process that works with them instead of crushing them.

Sincerely



Jennifer Morrison & Fabio Occhiuzzi  
Clarington, ON

[jenmorrison76@yahoo.com](mailto:jenmorrison76@yahoo.com)  
905.904.0960

**Ministry of the Environment and  
Climate Change**  
Operations Division  
1st Floor  
135 St Clair Ave W  
Toronto ON M4V 1P5  
Fax: (416) 314-8452  
Telephone: (416) 212-3697

**Ministère de l'Environnement et de  
l'Action en matière de changement  
climatique**  
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1er étage  
135 av St Clair O  
Toronto ON M4V 1P5  
Télécopieur : (416) 314-8452  
Téléphone : (416) 212-3697



January 30, 2018

Clerk, Town of Ajax  
65 Harwood Ave. South  
Ajax, ON L1S 2H9

and

Clerk, The Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Sir/Madam:

**Re: Application for Approval of Waste Disposal Sites  
Notice to ECA No. 7109-8SRRH5 - Changes to Operational Space  
Ajax Town, Regional Municipality of Durham  
Reference Number 8157-AUGNA8**

This proposal is for an amendment to the existing Environmental Compliance Approval (Waste Disposal Site) No. 7109-8SRRH5 for Target Recycling Services Inc. issued for use and operation of a non-hazardous, solid waste transfer and processing facility. The facility is located on a 0.94 hectare property located at 106 McMaster Avenue in Ajax, Ontario. This Amendment is to:

- Relocate administrative offices from 106 McMaster Avenue to 377 Fairall Street, Ajax, Ontario
- Reduce total floor area of operational space from 6,225 square metres to approximately 2,323 metres.
- Reduce inventory limit from 1565 tonnes to 850 tonnes.

This amendment application is to reflect the reduction of operational space due to a new tenant. There is no change in the location of operations, hours of operation, daily receiving limit, or the

C.S. - LICENSING DIVISION

Original
To: CIP ✓
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To: B. Budjman
C.C. S.D.C. 176
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types of waste accepted at the site. The facility receives up to 100 tonnes of solid non-hazardous waste daily and has a maximum storage capacity of 850 tonnes. Processes used at the facility include sorting, manually disassembly and grinding. No processing of batteries and/or air bags are performed at the Target Recycling facility. The amendment is also being requested to expand/change the service area from the Province of Ontario to North America. The facility operates 24 hours a day, 7 days a week, and services North America.

Additional details relating to the application can be found at the Environmental Bill of Rights Environmental Registry at <http://www.ebr.gov.on.ca/ERS-WEB-External/>.

It is requested that the Town of Ajax and the Regional Municipality of Durham make comments with respect to the application including a confirmation of whether the property is appropriately zoned for the proposed use. Please ensure the report is signed and dated by the Commissioner of Planning or the Commissioner of Works, or their respective equivalent. Please respond to the attention of *D. Gable, P. Eng., Supervisor/Part V Director, Waste Approvals, Environmental Approvals Branch, Ministry of the Environment and Climate Change* at the above address within six weeks of the date of this letter. If no response is received by this date, we will assume that you have no objections to the issuance of the Environmental Compliance Approval.

Should you require further details of the site's operation, including copies of the Site Plan drawings that were included with the application, please contact, Tom Hashemi, General Manager, Target Recycling Services Inc. at (905) 683-7256.

As you are aware, the Director has the discretion under section 20.15(1), Part II.1 of the Environmental Protection Act (EPA) to hold a public hearing regarding applications for Environmental Compliance Approvals. Municipalities or affected members of the public have the right to request that the Director consider calling a hearing with respect to any application submitted under Part V of the EPA. Any submissions in this regard must be accompanied by valid reasons and supporting technical justification.

Please make reference to the file number 8157-AUGNA8 and indicate "Municipal Comments" in the subject line of all related correspondence.

If you have any questions regarding the above, please contact me at the above phone number.

Yours truly,



Sara Sideris  
Application Assessment Officer

c: District Manager, MOECC York-Durham  
Cheryl Campbell, Target Recycling Services Inc.

**Maria Flammia**

**From:** AMO Communications <communicate@amo.on.ca>  
**Sent:** February-02-18 2:04 PM  
**To:** Clerks  
**Subject:** AMO Policy Update - Call to Action - Fire Medic Protection Needed for Municipal Governments  
**Attachments:** Call to Action - Fire Medic Protection Needed for Municipal Governments 2018-02-02 resolution only.docx

February 2, 2018

## Call to Action - Fire Medic Protection Needed for Municipal Governments

There is only a narrow opportunity before the provincial election for municipal governments to get legislated protection from arbitrators imposing fire medic pilots or programs on unwilling municipalities. This legislative opportunity is having this protection included in the upcoming Budget Bill expected in March or April 2018.

Bill 160, the *Strengthening Quality and Accountability for Patients Act*, is now law without the legislative amendments AMO and its members demanded to be included. The Province may assume that this issue has gone away with the legislation now in place.

It has not and now the risk is more dire. We need your voice now to secure these legislative changes before the House rises this spring. The window for any new legislation is closing soon – the Budget Bill is likely our last chance.

Please review and support the attached draft resolution. Please send it immediately to the Premier, and copy the Ministers and your local MPP. (See e-contacts below that will help you do this).

Your strong voice and support on this significant issue is needed and welcome.

Who to send resolution to:

- a. Office of the Premier, [Honourable Kathleen Wynne](#)
- b. Minister of Health and Long Term Care, [Honourable Dr. Eric Hoskins](#)
- c. Minister of Community Safety and Correctional Services, [Honourable Marie-France Lalonde](#)
- d. Minister of Labour, [Honourable Kevin Flynn](#)
- e. Minister of Municipal Affairs, [Honourable Bill Mauro](#)
- f. Your local MPP
- g. AMO, [AMO President](#).

C.S. - LEGISLATIVE SERVICES

Original
To: CIP ✓
Copy to: G. Cubitt
To: Marie-France Lalonde
Dept. Heads Feb 2/18
admins
C.C. S.C.C. File
416-971-9856 ext. 318
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**AMO Contact:** Monika Turner, Director of Policy, [mturner@amo.on.ca](mailto:mturner@amo.on.ca),

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**PLEASE NOTE:** AMO Breaking News will be broadcast to the member municipality's council, administrator, and clerk. Recipients of the AMO broadcasts are free to redistribute the AMO broadcasts to other municipal staff as required. We have decided to not add other staff to these broadcast lists in order to ensure accuracy and efficiency in the management of our various broadcast lists.

**DISCLAIMER:** Any documents attached are final versions. AMO assumes no responsibility for any discrepancies that may have been transmitted with this electronic version. The printed versions of the documents stand as the official record.

**OPT-OUT:** If you wish to opt-out of these email communications from AMO please click [here](#).



**Draft Fire Medic Resolution for Council's Consideration**

February 2, 2018

**WHEREAS** Bill 160, the *Strengthening Quality and Accountability for Patients Act* amended the *Ambulance Act* to permit the Ministry of Health and Long Term Care to enable two pilot projects hosted by willing municipal governments to allow fire fighters, certified as paramedics, to treat patients while on duty with a fire department; and

**WHEREAS** the Government of Ontario is committed to proceeding with the pilots and enabling the fire-medical model despite the absence of objective evidence to show that it would improve patient outcomes or response times; and

**WHEREAS** the current interest arbitration model, particularly in the fire services sector, allows arbitrators to impose awards on unwilling employers that directly impact the employer's ability to determine how it will deploy its workforce, as evidenced by the experience of many municipalities in regards to the 24-hour shift; and

**WHEREAS** in the absence of legislative protection, unwilling municipalities may be forced to enter into a pilot or adopt a fire-medical model as a result of interest arbitration; and

**WHEREAS** the Association of Municipalities of Ontario and its municipal members have called on the Government of Ontario to introduce legislative amendments to the *Fire Protection and Prevention Act, 1997* and the *Ambulance Services Collective Bargaining Act* to preclude arbitrators from expanding the scope of work for fire fighters and paramedics respectively through interest arbitration awards; and

**WHEREAS** there is precedent for a restriction on the scope of jurisdiction of arbitrators in section 126 of the *Police Services Act* which precludes arbitrators from amending the core duties of police officers; and

**WHEREAS** the Government of Ontario has committed that no unwilling municipal government will have a fire-medical pilot or program imposed upon them.

**NOW THEREFORE** be it resolved that:

1. The [insert municipality name] calls on the Government of Ontario to act immediately so that legislative amendments, that will protect unwilling municipalities from being forced by arbitrators to have a fire medical pilot or program, are placed within the upcoming Budget Bill before the Ontario Legislature rises for the provincial election.
2. A copy of this resolution be forwarded to Premier Kathleen Wynne, Office of the Premier; Hon. Dr. Eric Hoskins, Minister of Health and Long Term Care; Hon. Marie-France Lalonde, Minister of Community Safety and Correctional Services; Hon. Kevin Flynn, Minister of Labour, Hon. Bill Mauro, Minister of Municipal Affairs; [local members of provincial parliament]; and the Association of Municipalities of Ontario.