



# Town of Newmarket Council Information Package

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Date: March 13, 2020

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**Information Reports**

The following Information Reports were distributed during this period:

- [INFO-2020-08: Traffic Calming: 2019 and 2020 Flexible Bollard Programs](#)





Office of the City Manager  
Office of the City Clerk

Sent Via Email: [llyons@newmarket.ca](mailto:llyons@newmarket.ca)

February 28, 2020

Ms. Lisa Lyons, Town Clerk  
Town of Newmarket  
395 Mulock Drive, P.O. Box 328 STN Main  
Newmarket, Ontario L3Y 8P3

Dear Ms. Lyons,

**Re: SRCS.20.07 – Automated Speed Enforcement**

Richmond Hill Council, at its meeting held on February 26, 2020, adopted the following recommendations:

- a) That the Ministry of Transportation of Ontario be advised of Richmond Hill's support for revisions to *Highway Traffic Act* regulations that would enable use of an Administrative Monetary Penalty System for adjudication of Automated Speed Enforcement offences;
- b) That a copy of staff report SRCS.20.07 be sent to the Ministry of Transportation of Ontario, the Ministry of the Attorney General, the Regional Municipality of York, local municipalities in York Region, and the Ontario Traffic Council.

In accordance with Council's directive, please find attached a copy Staff Report SRCS.20.07 regarding Automated Speed Enforcement.

If you have any questions, please contact Melinda Fartsalas, Supervisor of AMPS at (905) 771-5480, or Hubert Ng, Acting Manager of Transportation at (905) 747-6501.

Yours sincerely,

A handwritten signature in black ink, appearing to read "S. Huycke".

Stephen M.A. Huycke  
Director of Legislative Services/City Clerk

Attachments

- c: T. Steele, Director, Community Standards  
H. Ng, Acting Manager, Transportation  
M. Fartsalas, Supervisor, AMPS



**Extract from Council Meeting  
C#06-20 held February 26, 2020  
Confirmatory By-law 24-20**

**13. Committee and Staff Reports**

**13.6 SRCS.20.07 - Automated Speed Enforcement**

Moved by: Councillor West  
Seconded by: Councillor Cilevitz

- a) That the Ministry of Transportation of Ontario be advised of Richmond Hill's support for revisions to *Highway Traffic Act* regulations that would enable use of an Administrative Monetary Penalty System for adjudication of Automated Speed Enforcement offences;
- b) That a copy of staff report SRCS.20.07 be sent to the Ministry of Transportation of Ontario, the Ministry of the Attorney General, the Regional Municipality of York, local municipalities in York Region, and the Ontario Traffic Council.

Carried Unanimously







## Staff Report for Council Meeting

**Date of Meeting:** February 26, 2020

**Report Number:** SRCS.20.07

**Department:** Community Services

**Division:** Community Standards

**Subject:** SRCS.20.07 Automated Speed Enforcement

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### Purpose:

To provide an update on Automated Speed Enforcement in the Province and the Regional Municipality of York's Pilot program.

### Recommendations:

- a) That the Ministry of Transportation of Ontario be advised of Richmond Hill's support for revisions to Highway Traffic Act regulations that would enable use of an Administrative Monetary Penalty System for adjudication of Automated Speed Enforcement offences; and
- b) That a copy of this report be sent to the Ministry of Transportation of Ontario, the Ministry of the Attorney General, the Regional Municipality of York, local municipalities in York Region, and the Ontario Traffic Council.

### Contact Persons:

Melinda Fartsalas, Supervisor of Administrative Monetary Penalty Systems, Extension 5480

Hubert Ng, Acting Manager of Transportation, Extension 6501

Tracey Steele, Director of Community Standards, Extension 2476

### Report Approval:

**Submitted by:** Ilmar Simanovskis, Commissioner of Community Services

**Approved by:** Mary-Anne Dempster, City Manager (Acting)

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner and City Manager. Details of the reports approval are attached.

## Page 2

### Background:

#### What is Automated Speed Enforcement (ASE)?

Automated Speed Enforcement (“ASE”) is a technology-based safety tool that uses a camera and a speed measurement device to detect and capture images of vehicles travelling in excess of the posted speed limit. Camera images are reviewed and used to issue certificate of offence and associated fine to the registered owner of the vehicle. No demerit points are issued and the driving record of the vehicle owner is not impacted; however, vehicle license plate renewal may be denied if fines are not paid.

ASE is intended to increase community safety by altering driver behavior. Richmond Hill Council indicated support for municipal use of ASE via a Council Motion approved in January of 2017 (Attachment 1).

#### Provincial Legislation

In May 2017, the Ontario government passed Bill 65, the Safer School Zones Act, 2017, which established the framework for Ontario municipalities to use ASE technology in designated School Zones and Community Safety Zones (“CSZs”). The Safer School Zones Act was proclaimed into effect on December 1, 2019, at the same time that Ontario Regulation 398/19 under the Highway Traffic Act, R.S.O. 1990 (“HTA”) was enacted. Ontario Regulation 398/19 sets out the operational, procedural, and evidentiary requirements for use of ASE including details associated with photographs and certificates of offence and requirements for notice signs at ASE sites. Ontario Regulation 398/19 requires that ASE photographs be received in evidence in proceedings under the Provincial Offences Act, R.S.O. 1990, and does not provide for adjudication through an Administrative Monetary Penalty System (“AMPS”).

#### ASE Technology and Joint Processing Centre

In May of 2019, the City of Toronto issued a Request for Proposals (“RFP”) on behalf of all municipalities in Ontario for the provision of ASE technology and services over a period of five years. Toronto awarded the contract to Redflex Traffic Systems (Canada) Limited (“Redflex”), the highest scoring proponent in the evaluation process meeting all RFP requirements. As a result, Redflex will supply, install, operate, test and maintain ASE systems at various sites identified by municipalities. The single contract will ensure that the same equipment is used throughout the Province and will enable municipalities to realize cost savings associated with group purchasing.

The City of Toronto has also set up a Joint Processing Centre (“JPC”). The JPC employs Provincial Offences Officers to review images captured by the ASE cameras, and issue resulting certificates of offence. Toronto has indicated a willingness to process ASE offences for other municipalities subject to cost-sharing partnerships.

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### York Region 2020-2021 ASE Pilot Project

On October 3, 2019, given award of the ASE technology contract to Redflex and the establishment of the JPC, the Regional Municipality of York (“York Region”) approved a two-year, limited use ASE Pilot Project to commence in 2020. York Region’s ASE Pilot Project is intended to evaluate the ASE technology, quantify the number of offences issued at specific sites, estimate the rate at which offences are disputed, and assess impacts on York Region’s Provincial Offences courts.

The Pilot Project involves operation of a single mobile ASE unit that will be rotated amongst twelve CSZs located on Regional roads throughout the nine local municipalities. Locations were selected through a data-driven approach that considered speed, violation, collision, and pedestrian density data. Two of the locations are in Richmond Hill. The first location is on Bayview Avenue, between 16<sup>th</sup> Avenue and 19<sup>th</sup> Avenue, and ASE is anticipated to be installed at this site in late 2020. The second Richmond Hill site is on Bloomington Road, between Yonge Street and Bathurst Street, and is scheduled to be part of the pilot in Q2 of 2021.

Currently, York Region is working to execute two agreements – one with Ministry of Transportation (“MTO”) to access the province’s license plate registry for ASE offence purposes, and one with the City of Toronto for use of the JPC. York Region intends to initiate a detailed education campaign around the use of ASE in February 2020. Public awareness activities will include the required posting of notice signs 90 days in advance of ticket issuance at ASE sites. It is anticipated that the first pilot program ASE ticket will be issued from the Rutherford Road CSZ in Vaughan in May of 2020 pending the execution of the necessary agreements.

### ASE on Local Roads in Richmond Hill

Under the current legislation, local municipalities are permitted to use ASE on local roads. However, there are two significant obstacles preventing Richmond Hill from implementing ASE:

1. If the City wishes to implement ASE on local roads, the City would be responsible for all costs including the estimated annual cost of \$250,000 per year for the operation of each ASE camera, and the cost associated with processing of images and issuing offences. Typically, fine revenue is used to offset these costs, but currently fine revenue associated with HTA offences is collected by York Region pursuant to the Inter-Municipal Agreement regarding operation of Provincial Offences Courts in York Region.
2. York Region’s Court Services system has limited capacity to process the additional volume of disputed offences that may be generated by local municipality ASE. The Provincial Offences court is already experiencing capacity issues, which are being addressed, at least in part, by moving various offence types into the AMPS (for example, parking and by-law offences). Efficient adjudication of ASE offences is likely to require the ability to process through AMPS as well.

## Page 4

Given the obstacles described above, the implementation of ASE on Richmond Hill roads is not recommended at the present time. Instead, it is recommended by both City staff and York Region (Report of the Commissioner of Transportation Services and the Regional Solicitor to Committee of the Whole regarding Automated Speed Enforcement, dated October 3, 2019) that Richmond Hill advocate for the Province to reconsider their position and allow ASE to be administered through an AMPS by approving this report and forwarding it to MTO.

Additionally, staff will continue to prepare the City for the implementation ASE in designated school zones or CSZs on local roads in the future by continuing to:

- Identifying and designating School Zones and CSZs in Richmond Hill;
- Analyzing and prioritizing candidate School Zones and CSZ sites ; and,
- Representing the City during Regional AMPS Working Group and Ontario Traffic Council discussions around ASE.

### **Financial/Staffing/Other Implications:**

There are no financial or staffing implications associated with the recommendations of this report.

### **Relationship to the Strategic Plan:**

ASE aligns with the Strategic Plan goal of A More Vibrant Richmond Hill and the strategy of maintaining a clean and safe community through education, community involvement and enforcement.

### **Conclusion:**

As of December 1, 2019 provincial legislation has been in place providing for municipalities to operate ASE in School Zones and CSZs. Additionally, the ASE technology to be used in Ontario has been determined through a contract issued by the City of Toronto, and the City of Toronto has set up a JPC that municipalities can use through partner arrangements to process images and offences.

Commencing in February 2020, York Region will be conducting a two-year, limited use ASE pilot program which will include two sites in Richmond Hill. The Pilot Project will provide an evaluation of the technology and service provided by the vendor, quantify the number of offences issued, estimate the rate at which ASE charges are disputed, and assess impacts on York Region's Provincial Offences courts.

In order for a municipality to recover the cost of ASE and to ensure that ASE offences do not place unmanageable burden on the Provincial Offences courts, amendments to Ontario Regulation 398/19 to enable adjudication of ASE offences by way of AMPS are recommended.

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### **Attachments:**

The following attached documents may include scanned images of appendixes, maps and photographs. If you require an alternative format please call the contact person listed in this document.

- Attachment 1 - January 23, 2017 Council Motion regarding amendment to Bill 65 and Highway Traffic Act, R.S.O. 1990

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### Report Approval Details

Document Title:	SRCS.20.07 Update On Automated Speed Enforcement.docx
Attachments:	- January 23, 2017 Council Motion Amendment to Bill 65 and Highway Traffic Act.pdf
Final Approval Date:	Feb 18, 2020

This report and all of its attachments were approved and signed as outlined below:

**Tracey Steele - Feb 18, 2020 - 1:47 PM**

**Ilmar Simanovskis - Feb 18, 2020 - 1:50 PM**

**MaryAnne Dempster - Feb 18, 2020 - 4:51 PM**



## Member Motion

### Section 5.4.4(b) of Procedure By-law

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**Meeting:** Committee of the Whole

**Meeting Date:** January 23, 2017

**Subject/Title:** Amendment to Bill 65 and *Highway Traffic Act*

**Submitted by:** Regional and Local Councillor Spatafora

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Whereas the Legislature introduced Bill 65, *Safer School Zones Act, 2016* (Bill 65) on November 15, 2016 to appeal the existing photo radar provisions of the *Highway Traffic Act* (HTA) and replace them with provision for automated speed enforcement;

And Whereas Bill 65 would allow municipalities, by by-law, to implement and operate automated speed enforcement in community safety zones and school zones on roads under their jurisdiction;

And Whereas municipalities would be responsible for the implementation and operational costs of automated speed enforcement on roads under their jurisdiction;

And Whereas the by-laws designating community safety zones and school zones or implementing the automated speed enforcement would be enacted under the HTA and would create HTA offences;

And Whereas HTA offences are administered through the *Provincial Offences Act* courts and any HTA fine revenue collected through the POA courts would be retained by the POA court program not the local municipality;

And Whereas the *Municipal Act, 2001* authorizes municipalities to implement an administrative monetary penalty system for parking and licensing bylaws, and Bill 68 *Modernizing Ontario's Municipal Legislation Act, 2016* proposes to expand authority for administrative monetary penalties to other municipal bylaws;

And Whereas penalties for offences arising out of enforcement through technology such as automated speed enforcement and red light cameras can be administered effectively and efficiently through an administrative monetary penalty system;

And Whereas legislative amendments to the HTA are required to authorize enforcement of automated speed enforcement through administrative monetary penalties rather than POA courts;

Therefore Be It Resolved:

- a) That Council for the Town of Richmond Hill requests the Government of Ontario to amend the *Highway Traffic Act*, and implement any other legislative, regulatory or administrative changes required, to permit municipalities to administer automated speed enforcement and other technology based enforcement of offences through administrative monetary penalties (“AMPs”);
- b) That a copy of this resolution be sent to the Attorney General of Ontario, the Minister of Municipal Affairs and the Minister of Transportation.

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**Moved by:           Regional and Local Councillor Spatafora**

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# Norfolk County Office of the Mayor

March 1, 2020

Ontario Municipalities

Dear Heads of Council and Councillors:

**Re: Issues regarding the mapping of Provincially Significant Wetlands (PSWs)**

Norfolk County Council is working to address significant issues that have come to our attention regarding the mapping of Provincially Significant Wetlands (PSWs).

Following the Ministry's updated mapping related to PSWs, the County updated its Official Plan to bring its policies in line with the new mapping. Following that, the County planning staff introduced a Zoning By-Law amendment to update the zoning to reflect the new mapping and to provide consistency between the Zoning By-Law and the Official Plan. Though the mapping is wholly outside the County's process and control, the zoning by-law amendment was not approved by Council, flowing from significant public concern about the updated mapping affecting people's properties. In some cases, some of these changes were very significant.

The County submitted comments to the province as part of the review of the Provincial Policy statement requesting that the process for PSW mapping be significantly improved to allow for transparency and better land owner engagement, including, for example, a right of appeal or formal dispute resolution process. This will allow for land owners to be properly informed and engaged where land use designations that affect their property may result. The current process appears to be severely underfunded and without any meaningful way for affected residents to engage.

The County is seeking support from other rural municipalities who may be affected by this to address this issue with the province.

Thank you for your consideration of this matter.

Yours Truly,

Mayor Kristal Chopp  
Norfolk County

cc. The Honourable Steve Clark,  
Minister of Municipal Affairs and Housing



## **Regional Council Decision - Potential Development Charge Bylaw Amendment and Interest Policy – Bill 108, More Homes, More Choice Act, 2019**

On February 27, 2020, Regional Council made the following decision:

1. Council approve the charging of interest pursuant to sections 26.1 and 26.2 of the *Development Charges Act, 1997*:
  - a. Effective as at January 1, 2020
  - b. At a rate of 5% compounded annually
  - c. Notwithstanding Recommendation 1b, a rate of 0% be used for payments under section 26.1, beginning at building permit, for developments that have taken advantage of a Regional development charge incentive and/or relief, current or future
2. Council approve the policy in Attachment 1, to administer the charging of interest in Recommendation 1
3. Council delegate authority to the Commissioner of Finance to schedule and give notice for a public meeting(s) required by the *Development Charges Act, 1997*
4. The Regional Clerk circulate this report to the local municipalities and to the Building Industry and Land Development Association – York Chapter (BILD).

The original staff report is attached for your information.

Please contact Edward Hankins, Director, Treasury Office at 1-877-464-9675 ext. 71644 if you have any questions with respect to this matter.

Regards,

**Christopher Raynor** | Regional Clerk, Office of the Regional Clerk, Corporate Services

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The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1  
1-877-464-9675 ext. 71300 | [christopher.raynor@york.ca](mailto:christopher.raynor@york.ca) | [york.ca](http://york.ca)

Our Mission: **Working together to serve our thriving communities – today and tomorrow**

# The Regional Municipality of York

Committee of the Whole  
Finance and Administration  
February 6, 2020

Report of the Commissioner of Finance

## Potential Development Charge Bylaw Amendment and Interest Policy – Bill 108, *More Homes, More Choice Act, 2019*

### 1. Recommendations

1. Council approve the charging of interest pursuant to sections 26.1 and 26.2 of the *Development Charges Act, 1997*:
  - a. Effective as at January 1, 2020
  - b. At a rate of 5% compounded annually
  - c. Notwithstanding Recommendation 1b, a rate of 0% be used for payments under section 26.1, beginning at building permit, for developments that have taken advantage of a Regional development charge incentive and/or relief, current or future
2. Council approve the policy in Attachment 1, to administer the charging of interest in Recommendation 1
3. Council delegate authority to the Commissioner of Finance to schedule and give notice for a public meeting(s) required by the *Development Charges Act, 1997*
4. The Regional Clerk circulate this report to the local municipalities and to the Building Industry and Land Development Association – York Chapter (BILD).

### 2. Summary

This report updates Council on key policy initiatives staff plan to undertake in 2020 to respond to recent changes introduced by Bill 108, *More Homes, More Choice Act, 2019* (“Bill 108”), and further amended by Bill 138, *Plan to Build Ontario Together Act, 2019* (“Bill 138”). The proposed work plan helps to ensure the Region can continue to recover growth-related infrastructure costs while balancing stakeholder concerns.

#### Key Points:

- There are three key elements to staff’s recommended policy response to Bill 108: a new Development Charge Interest Policy, an amendment to the Region-wide Development Charge Bylaw, and a potential new Community Benefits Charge Bylaw

- Charging interest on frozen and phased development charges as permitted by the legislation could help mitigate negative financial impacts of Bill 108 and encourage timely development, while providing transparency and certainty to developers
- Amending the Region's Development Charge Bylaw in 2020 could achieve alignment with legislative changes, and address other policy and administrative issues
- Timing of a new Community Benefits Charge Strategy and Bylaw will depend on when the Province finalizes the related regulations

### 3. Background

#### **Bill 108 changed how municipalities recover growth-related infrastructure costs**

Development charges are the primary source of revenue to fund growth-related infrastructure. Bill 108, which received Royal Assent on June 6, 2019, amended the *Development Charges Act, 1997*, ("Act") and the *Planning Act, 1990* in ways that impact how municipalities determine and collect development charges. As of this writing, the Province has issued the finalized regulations pertaining to changes to the Act, while some regulations related to changes to the *Planning Act, 1990* are still forthcoming.

#### **Beginning on January 1, 2020, development charge rates are frozen at application, and some types of developments can phase their payments**

The sections of Bill 108 pertaining to the freezing of rates and phased payments came into effect on January 1, 2020. Prior to these changes, development charges were typically calculated and charged at the prevailing rate at building permit issuance. Development charge rates are now frozen at site plan application or zoning bylaw application date. The rates would be reassessed and refrozen upon resubmission. Once the application is approved, building permit issuance must occur within two years to maintain the frozen rate.

In addition, under Bill 108, as amended by Bill 138, institutional and rental housing development can now defer development charge payment to first occupancy and have payments phased in equal instalments annually over five years. In the case of non-profit development, the phasing period is 20 years.

#### **Bill 108 also introduced other changes to the Act that have not been proclaimed**

Other sections of Bill 108 that amend the Act, such as the list of development charge eligible services and removal of the 10% statutory deduction, have not yet been proclaimed. Staff anticipate these changes may be proclaimed together with the proclamation of the community benefits charges regime. Based on the previously proposed regulatory framework in the summer of 2019, the deadline to enact a new community benefits charge bylaw could be January 1, 2021. However, as of this writing, the Province has not released the proposed regulations regarding the prescribed percentage caps and community benefits charges formula. Staff will continue to monitor the legislative and regulatory changes, participate in any consultative process that is initiated and report back to Council as appropriate.

## 4. Analysis

### **The Province has taken positive steps to address concerns raised by York Region and other municipalities pertaining to Bill 108 and the regulatory framework**

Since the Province tabled Bill 108, Regional staff have been diligent in reviewing and providing feedback to the Province on the proposed legislation and regulatory framework. Staff's comments on the proposed legislation and regulatory framework can be found in previous reports to Council on [June 6, 2019](#) and [September 19, 2019](#) respectively. Table 1 summarizes areas where positive changes have been made by the Province.

**Table 1**  
**Summary of Changes Made by the Province**

Area	Initial Provincial Position	Change as Result of Feedback
Eligible services for development charges	Paramedic services was not an eligible service	Paramedic services now development charge eligible
Development eligible for delayed and phased payments	Commercial and industrial developments were eligible for delayed and phased payments	Commercial and industrial developments are no longer eligible
Development charge exemption	Unclear if exemption for additional units comprising less than 1% of existing units applies to rental only	Province prescribed the exemption applies only to rental buildings

As a result of the positive changes made by the Province, the Region's exposure to the negative impacts of Bill 108 has been reduced compared to what was previously anticipated. While staff welcome the above changes, not all of staff's recommendations have been adopted. Most notably, there is no 'sunset period' between the application date and building permit issuance for the freezing of rates. Additionally, Bill 138 provided developers with a right of appeal on the community benefits charge bylaw to the Local Planning Appeals Tribunal; an unintended consequence of which could be delays in the development process, as more cases are brought before the Local Planning Appeals Tribunal.

### **DEVELOPMENT CHARGE INTEREST POLICY**

#### **Bill 108 provided municipalities with a flexible framework to charge interest**

Bill 108 allows municipalities to charge interest on frozen and phased development charges. Neither Bill 108 nor the accompanying regulatory framework prescribes how a municipality should implement this interest charge. The Province indicated that it does not intend to prescribe a maximum interest rate, even though the legislation allows it to do so through regulations. Municipalities have the flexibility to design an interest charging program.

Staff recommend an interest charging framework as described in Attachment 1 to support the Region in charging interest as permitted through legislation in a manner that is transparent and simple to administer. Having a policy provides clarity to stakeholders. Charging interest on frozen development charges can help encourage timely development, because the interest owed will continue to accumulate until a developer pulls a building permit to begin construction. It also helps ensure costs are not unfairly passed on to future development.

### **Developers could lock in development charge rates for many years**

The regulations do not limit how long developers can freeze development charge rates between the application date and building permit date. Consequently, it is now possible for developers to freeze development charges over multiple bylaws. Timing of the development application process is tied to a number of factors such as the timing of application submission, quality of submission, status of related Official Plan amendments, complexity, timing of infrastructure delivery, and market conditions. As a result, there can be significant variability in the amount of time between application and building permit.

Overall, developments proceeding through the site plan process typically take less time to achieve building permit issuance from the date of application compared to those proceeding through the plan of subdivision process. In the past, approximately 50% of developments proceeding through a plan of subdivision took between two and five years to achieve building permit issuance from the date of the initial zoning bylaw amendment application. Some have taken upward of 25 years from submission of application to building permit.

### **The freezing of rates could constrain the Region's ability to fund vital growth-related projects**

Allowing freezing of rates disconnects the cost of infrastructure and the rates charged. The Region's current development charge bylaw has a forecast horizon of 2031 and does not capture the numerous projects needed to support growth beyond that time period. The Yonge Subway Extension, for which the Province recently announced partial funding, is not currently in the Region's Development Charge Bylaw. Allowing developers to lock in current rates would mean many of those benefiting from the subway extension would not have paid for it through development charges.

Freezing of rates could also impede the cost recovery of projects sized to provide a benefit to growth beyond the forecast period of the Region's Bylaw, including projects such as the Upper York Water Reclamation Centre. This is because development charge rates must exclude post period benefit, which may only be recovered under future bylaws. This portion of the cost may not be effectively passed on to developments that have frozen their rates.

Finally, development charge rates could increase significantly at every bylaw update or amendment for a number of reasons, including cost escalations, new projects, and changing cost allocations. Since the 2012 bylaw, Regional development charge rates for single detached dwellings increased at an average annual rate of 6%, which is on par with the annual increase in the price of a new single detached dwelling unit. Between bylaw updates or amendments, development charge rates are indexed annually in accordance with Statistics Canada Quarterly Construction Price Statistics.

## Staff recommend an interest rate of 5% on frozen development charges

As it pertains to the freezing of development charges, the interest would apply to developers who lock in development charge rates under section 26.2 of the Act, that is, developers who submit a site plan application or zoning bylaw amendment application on or after January 1, 2020. For developers proceeding without a zoning bylaw amendment or site plan application, development charges would continue to be calculated and payable at building permit.

Staff recommend an interest rate of 5% be used for frozen development charges. This is based on the average historical growth in the Statistics Canada Non-residential Building Construction Price Index for Toronto plus consideration based on the average historical fluctuation to the index to mitigate the risk of cost fluctuations to the Region. Interest shall continue to accrue and be compounded annually beginning from the date of the application until the date development charges are paid. The interest rate could be updated by Council at any time and the new interest rate applies on a going forward basis, including all active developments. Table 2 summarizes the key features and rationale for the proposed policy.

**Table 2**

### Key Features of the Proposed Development Charge Interest Policy

Feature	Description
Fixed rate	<ul style="list-style-type: none"> <li>Provides transparency and cost certainty to developers</li> </ul>
Compounded annually	<ul style="list-style-type: none"> <li>Compounded interest is reflective of the Region's cost and helps encourage timely development</li> </ul>
Prorated to the date	<ul style="list-style-type: none"> <li>Prorating the interest to the date ensures the interest rate is applied fairly for the period of the interest charge</li> </ul>
Effective Date – Retroactivity and Transition	<ul style="list-style-type: none"> <li>The Policy retroactively takes effect as at January 1, 2020</li> <li>For building permits issued prior to July 1, 2020, no interest will be charged on frozen development charges as the rates have not changed</li> </ul>

## Staff recommend charging a 5% interest rate for phased development charges, but in instances that support broader policy objectives, a rate of 0% be used

The types of development eligible for the phased payment plan are institutional development (e.g., long-term care homes, retirement homes, post-secondary institutions, Royal Canadian Legion memorial home, clubhouse or athletic grounds, and hospices), purpose-built rental, and non-profit housing development. Most of these developments could receive development charge relief under existing Regional policies. Attachment 2 summarizes the Region's current development charge treatment for the types of development eligible for phased payments.

As is the case with the frozen development charges, staff recommend charging an interest rate of 5%. However, for developments that have taken advantage of a Regional



development charge relief and/or incentive, a 0% interest rate be used during the phased payment plan period. These developments would still be subject to interest on the frozen portion of development charges.

### **Developers who delay and phase payments are not required to provide security under the legislation**

Under Section 26.1 of the Act, developers are not required to provide municipalities with any form of security to delay and phase development charge payments. For those developments that are subject to a 5% interest charge for the phased payment period, staff recommend that no security be required. There will be limited risk exposure to the Region, as only a small number of developments would fall into this category. This is largely due to the removal of the eligibility of commercial and industrial developments for the phased payments through Bill 138. In cases where developers have taken advantage of a Regional development charge relief or incentive, the Region's interests are already secured (e.g., letter of credit, agreement, collateral mortgage etc.).

### **Other municipalities charge interest under sections 26.1 and 26.2**

As of January 1, 2020 the City of Toronto began charging interest for both frozen and phased development charges. For frozen development charges, the City of Toronto is charging a rate of 1.5% per month capped at their scheduled rate increase in November 2020. In the instances of the phased development charges, the City of Toronto is charging:

- With security, its cost of capital if security is provided
- Without security, the higher of the Canadian Bank Prime rate plus 5% or the market rate for construction financing

The City of Ottawa has also begun charging a rate equal to the greater of the Infrastructure Construction Price Index for Ottawa plus 0.5%, which staff estimate to be 6.3% (5.8%+0.5%), and the average annual rate at which the City issues debentures to fund development charge projects plus 0.5%. Based on consultation, it is expected that many of the Region's other neighbouring and local municipalities will soon address this issue.

### **Staff have engaged external stakeholders**

Staff have consulted with both the local municipalities and the Building Industry and Development Association – York Chapter (BILD) on the administrative process for the interest charge. As with any new policy, staff will continuously monitor the policy's effectiveness and make adjustments if needed.

## **DEVELOPMENT CHARGES BYLAW AMENDMENT**

### **The 2020 Development Charge Bylaw amendment could reflect legislative changes and review a number of administrative and policy issues**

A 2020 Development Charge Bylaw amendment could reflect legislative changes and address some policy and administrative issues. It would be limited in scope and would only

amend specific areas in the bylaw. It does not repeal or replace the existing bylaw and rights of appeal are limited to the areas amended. Specific areas of review include, but are not limited to:

- Removing the 10% statutory deduction for waste diversion and paramedic services and removing soft services that will be funded from community benefits charges
- Reviewing the development charge treatment of stacked townhomes
- Determining if the floor space per worker assumption should be adjusted
- Revising the wording regarding timing of payment and other areas for added clarity

### **The 2020 Development Charge Bylaw amendment could be tabled in September**

Under the Act, the development charge background study must be made publicly available at least 60 days prior to the passing of the development charge bylaw. Additionally, at least one public meeting must be held, with at least 20 days' notice and the proposed bylaw and background study made available to the public at least two weeks prior to the public meeting. Table 3 describes the statutory requirements, Council engagements, and applicable tentative dates. This proposed timeline aligns with the anticipated transition date of January 1, 2021 for the community benefits charge bylaw, and provides staff with time to consider issues that may arise from the public meeting.

**Table 3**  
**Key Dates in Development Charge Bylaw Process**

<b>Deliverable</b>	<b>Tentative Date*</b>	<b>Time Elapsed</b>
2020 Development Charge Bylaw amendment report and presentation to Committee of the Whole Week 2	September 3	
2020 Development Charge Background study and bylaw amendment tabled with Regional Council and publicly released, and notice of public meeting published in all local Metroland newspapers	September 24	21 days
Public meeting immediately prior to Committee of the Whole Week 2	October 15	
2020 Development Charge Bylaw amendment to Council for approval	December 17	84 days
2020 Development Charge Bylaw amendment and rates come into effect	January 1, 2021	

\*Note: These dates are subject to revision based on the 2020 Council and Committee schedule. If a second public meeting is required, it could be held on November 12 or 19.

## **Staff will engage external stakeholders throughout the 2020 Development Charge Bylaw amendment process**

Staff will engage with local municipalities, representatives of the Building Industry and Land Development Association – York Chapter (BILD), non-residential developers and other stakeholders. This consultation process will help ensure all stakeholders understand the Region’s infrastructure investments, methodologies and assumptions for calculating and attributing growth related capital costs.

## **York Region is expected to pay for a share of the cost for the Yonge Subway Extension, however there are still many unknowns**

Staff have started to look at potential options to fund the Yonge Subway Extension, but the scope of the review is beyond what is proposed for the 2020 Development Charge Bylaw amendment. There are still many unknowns that could have significant implications to the Region’s development charge, including the cost sharing arrangement with other levels of government, the share of non-development charge eligible costs, the scope of work, cost estimates, and the planning time horizon.

Given the number of unknowns, including it as part of the 2020 Development Charge bylaw amendment could expose the Region to the risk of appeal. As such, staff recommend that the Yonge Subway Extension be addressed as part of the 2022 Development Charge Bylaw update, after the Municipal Comprehensive Review and master plan processes are complete, assuming more details become available during this time.

## **COMMUNITY BENEFITS CHARGES**

### **Local municipalities will be impacted more significantly**

Community benefits charges replace parkland dedication, density bonusing and certain soft service development charges. The amount of the community benefits charge is based on a percentage of the value of land being developed or redeveloped on the day before the day a building permit is issued, up to a maximum percentage that will be prescribed in regulation.

Community benefits charges will be an important source of revenue for local municipalities as a greater share of local municipal development charge services will be replaced by the new community benefits charge regime, in addition to parkland dedication and density bonusing. For York Region, community benefits charges will help fund growth-related capital costs for public health, court services, senior services and social housing, which currently account for 0.6% of the single detached development charge. York Region does not collect revenues for parkland dedication or density bonusing.

### **The timing of a new Community Benefits Charge Bylaw is contingent on Provincial direction**

The Province has not yet released additional regulatory guidance governing community benefits charges. There remains a number of unknowns that could be clarified through regulation, including the prescribed percentage cap on the charge, methodology to calculate

the charge, treatment of reserves, and administration in a two-tier jurisdiction. Staff will report back to Council with a more detailed timeline and work plan for the Community Benefits Charge bylaw when the regulations are finalized.

## **5. Financial**

Development charges are the primary source of funding growth-related capital infrastructure in the Region. Charging an annual interest of 5% could potentially increase development charge collections by \$176 million over the five year period from 2020 to 2024, compared to the forecast developed for the 2020 Regional budget. The full financial impact of the Policy will not be clear until the Region begins collecting development charges under the provisions of the frozen rates and phased payments.

Passing a development charge bylaw amendment and a new community benefits charge bylaw helps the Region continue to recover growth related capital costs as allowable through legislation while balancing stakeholder concerns and broader policy objectives.

## **6. Local Impact**

The changes introduced by Bill 108 have administrative implications that require integrative process changes at both the regional and local municipal level. Local municipalities are key partners in the efforts to develop and implement the Development Charge Interest Policy. Local municipalities collect development charges for those charges that are payable upon building permit issuance. For this reason, any Regional policy to govern charging interest on frozen and phased development charges must be clearly understood and supported by all local municipalities. Furthermore, local municipalities may wish to develop their own interest charging policies. A coordinated effort will help ensure the policy can be rolled out as smoothly as possible.

Regional staff have engaged with local municipalities to implement the required administrative process changes, including the application of an interest charge on frozen development charges, and will continue to coordinate with local municipalities to track the timing of development charge rate determination and payments. Additionally, regular consultations with the local municipalities may be needed to coordinate the community benefits charges when the regulations are finalized to ensure concerns are appropriately considered and addressed.

## **7. Conclusion**

Charging interest on frozen and phased development charges could help mitigate the impact of Bill 108 by helping to improve cost recovery and encouraging developers to proceed with development in a timely manner. Amending the development charge bylaw prior to its expiry provides an opportunity to revisit specific assumptions and methodologies to better achieve full cost recovery, because of changes introduced by Bills 108 and 138.

For more information on this report, please contact Edward Hankins, Director, Treasury Office at 1-877-464-9675 ext. 71644. Accessible formats or communication supports are available upon request.

Recommended by: **Laura Mirabella, FCPA, FCA**  
Commissioner of Finance and Regional Treasurer

Approved for Submission: **Bruce Macgregor**  
Chief Administrative Officer

January 24, 2020  
Attachments (2)  
eDOCS# 10311725



Status: Draft

## **Development Charge Interest Policy – Under sections 26.1 and 26.2 of the *Development Charges Act, 1997***

Approved By: Council

Approved On: DRAFT

### **Policy Statement**

A policy governing the charging of interest, as permitted under sections 26.1 and 26.2 of the *Development Charges Act, 1997*.

### **Application**

This policy applies to the charging of interest, as permitted under sections 26.1 and 26.2 of the *Development Charges Act, 1997*. This includes all types of development in York Region:

- That are eligible for instalment payments under section 26.1 of the *Development Charges Act, 1997*
- Under section 26.2 of the *Development Charges Act, 1997*, where an application for approval of development in a site plan control area under subsection 41(4) of the *Planning Act, 1990* has been made, or where an application for an approval of a development in a site plan control area under subsection 41(4) of the *Planning Act* has not been made, but where an application has been made for an amendment to a bylaw passed under section 34 of the *Planning Act, 1990*

### **Purpose**

The purpose of this policy is to establish the rules and practices for charging interest, as permitted under sections 26.1 and 26.2 of the *Development Charges Act, 1997*.

This policy will support York Region's ability to build growth-related infrastructure in a way that is fiscally sustainable and will help achieve the following outcomes:

- Good government providing reliable Regional programs and services
- Continued delivery of complete communities in a fiscally sustainable way
- Fair and equitable treatment of all stakeholders involved in delivering housing supply, including residents, businesses, municipalities and developers

## Definitions

**Act:** The *Development Charges Act, 1997*, S.O. 1997, c. 27, as amended, revised, re-enacted or consolidated from time to time, and any successor statute

**Development:** The construction, erection or placing of one or more buildings or structures on land. This includes the making of an addition or alteration to a building or structure that has the effect of:

- Increasing the size, or
- Changing the use from non-residential to residential or from residential to non-residential and includes redevelopment

**Development Charge(s):** York Region's development charges, including the area-specific wastewater development charges for the Village of Nobleton.

**Total Accrued Amount:** Equal to the total of the development charges and interest which has accrued

## Description

### 1. Legislative Framework

#### a) Installment Payments under section 26.1 of the Act

Under subsections 26.1(1), (2) and (3) of the Act, development charges shall be paid in equal annual instalments, beginning at the earlier of first occupancy or occupancy permit under the *Building Code, Act, 1992*, for:

- Rental housing development that is not non-profit housing development
- Institutional development
- Non-profit housing development

#### b) Interest on Installment Payments under section 26.1 of the Act

Subsection 26.1(7) of the Act allows a municipality to charge interest on the instalments from the date the development charges would have been payable,

under section 26 of the Act, to the date the instalment is paid, at a rate not exceeding the prescribed maximum interest rate.

c) Development Charge Freeze under section 26.2 of the Act

Under subsection 26.2(1) of the Act, the total amount of a development charge is determined under the Region's Development Charge Bylaw on:

- i) The day an application for an approval of development under subsection 41(4) of the *Planning Act* was made, or
- ii) If clause (i) does not apply, the day an application for an amendment to a bylaw passed under section 34 of the *Planning Act* was made.

d) Interest under section 26.2 of the Act

Under subsection 26.2(3) of the Act, a municipality may charge interest on the development charge, at a rate not exceeding the prescribed maximum interest rate, from the date of the application referred to in clause c(i) or c(ii) to the date the development charge is payable.

e) Maximum Interest Rate under sections 26.1 and 26.2

The Act allows a municipality to charge interest on the development charge at a rate not exceeding the prescribed maximum interest rate.

There is no prescribed maximum interest rate under subsections 26.1 and 26.2 of the Act.

## 2. Interest Rate Used

- a) An interest rate of 5% shall be used.
- b) Notwithstanding clause 2(a), a rate of 0% shall be used for payments under section 26.1, beginning at building permit, for developments that have taken advantage of a Regional development charge incentive and/or relief, current or future.

## 3. Amendment or Revision to Interest Rates:

In the event the interest rate is amended or revised, the new interest rate shall apply to the total accrued amount, prorated from the date of the interest rate amendment or revision to:

- The date the total accrued amount is fully paid, or
- A subsequent amendment or revision of the interest rate



#### 4. Interest Rate Publication and Notification

Upon Council approval, this policy and the interest rates being used shall be made available on the Region's [development charges website](#).

The interest rates shall also be published as part of the Region's development charges pamphlet publication.

#### 5. Compounding and Prorating:

All interest shall be compounded annually and shall accrue from the date of the applicable application until the date the total accrued amount is fully paid. A 365 day calendar year shall be used for the purposes of prorating.

##### a) Subsequent Application(s)

If a subsequent application(s) is made for a development:

- The date the subsequent application is made will become the new date under which the total amount of the development charge is determined
- All interest that had accrued prior to the subsequent application shall be deemed to be zero (0)
- Interest will be compounded annually and begin to accrue from the date the subsequent application is made

##### b) Interest under section 26.1

If a development was one of the eligible types of development for the instalment payments under section 26.1 of the Act, the total accrued amount shall continue to accrue interest from the date of the issuance of a building permit.

During the instalment timeframe, interest shall continue to accrue on the outstanding balance. This shall continue until the date the total accrued amount has been fully paid.

#### 6. Effective Date

Upon approval by Regional Council, this policy shall take effect as at January 1, 2020 at 12 a.m. This policy may be repealed and/or modified by Regional Council at any time.

#### 7. Transition

To allow for a transition period, this policy does not apply to any development where:

- a) An application under sections 34 or 41(4) of the *Planning Act* is not required, but:

Development Charge Interest Policy – Under sections 26.1 and 26.2 of the *Development Charges Act, 1997*

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- Still qualifies for instalment payments under section 26.1 of the Act, and
  - Has been issued a building permit for development by a local municipality prior to July 1, 2020
- b) An application under subsection 41(4) of the *Planning Act* is:
- Made after January 1, 2020, and
  - Has been issued a building permit for development by a local municipality prior to July 1, 2020
- c) An application for an amendment to a bylaw passed under section 34 of the *Planning Act* is:
- Made after January 1, 2020, and
  - Has been issued a building permit for development by a local municipality prior to July 1, 2020

## Responsibilities

### **Director, Treasury Office, Finance Department**

- Administer this policy, including but not limited to:
  - Assisting stakeholders in determining the total amount of the development charge that would be determined under the bylaw and the applicable interest rate that would apply
  - Ensure the total accrued amount is being charged and collected when due
- Working with local municipalities to ensure the policy is administered correctly

### **Director, Strategy and Transformation, Finance Department**

- Collect all development charges, including interest, when due and payable

### **Director, Community Planning and Development Services, Corporate Services Department**

- Confirm, in consultation with local municipality, that a complete application was made for the purposes of determining the total amount of the development charge

## Compliance

The **Director, Treasury Office** shall monitor all development applications, and in consultation with the **local municipality** ensure the correct amount of the development charge is being used.

The **Director, Treasury Office** shall ensure that this policy is being administered correctly.

The **Director, Strategy and Transformation**, in consultation with the **Director, Treasury Office** and the **local municipality**, shall ensure the correct amount is being used to determine the total development charge collections, and that the correct amount of interest has been received.

## Reference

### Legislative and other authorities

- [Bill 108, More Homes, More Choice Act, 2019](#)
- [Bill 138, Plan to Build Ontario Together Act, 2019](#)
- [Development Charges Act, 1997, S.O. 1997, c. 27](#)
- [Ontario Regulation 454/19](#)
- [Ontario Regulation 82/98](#)
- [Planning Act, R.S.O. 1990, c. P.13](#)
- [York Region Development Charges Bylaw No. 2017-35](#)
- [York Region Development Charges Bylaw Amendment No. 2018-42](#)

### Appendices

- Council Report, [Bill 108, More Homes, More Choice Act, 2019 - Update and Next Steps](#), February 27, 2020 (hyperlink to be added)

## Contact

Director, Treasury Office, Finance Department at extension 71644

Director, Community Planning, Corporate Services Department at extension 71505

## Approval

Council Date:	Committee Date:
Council Minute Item:	Committee Minute Item:

#10439947

DRAFT

## ATTACHMENT 2

## Development Charge Treatment for Developments Eligible under Section 26.1 of the *Development Charges Act, 1997*

Types of Development Eligible for Phased Payments under section 26.1 of the <i>Development Charges Act, 1997</i> *	Development Charge Treatment under <a href="#">Development Charge Bylaw 2017-35</a>	Potential Development Charge Relief Available
<b>Institutional development:</b>		
<ul style="list-style-type: none"> <li>• Retirement homes</li> <li>• Long-term care homes</li> <li>• Hospices</li> <li>• Post-secondary institutions (including universities and colleges)</li> <li>• Royal Canadian Legion memorial homes, clubhouses or athletic grounds</li> </ul>	Industrial, Office and Institutional (IOI) development charge rate	Exempt, or deferred, from Regional development charges subject to sections 3.5.1 and 3.5.2 of the Region's Development Charge Bylaw ( <a href="#">2017-35</a> ) and/or applicable university/college statute
<b>Residential development:</b>		
For-profit rental housing	Applicable residential development charge rates	Eligible for interest free development charge deferral of between 3 and 20 years**
Non-profit housing development	Applicable residential development charge rates	<p><i>Ownership:</i> Development charge deferral or exemption for housing built by Habitat for Humanity</p> <p><i>Rental:</i> Grant equivalent to all, or a portion, of the Regional development charges payable***</p>

\*Note: As defined in Ontario Regulation 454/19, amending Ontario Regulation 82/98

\*\*Note: Subject to the Terms of the applicable policies, duration of deferral dependent on level of affordability. Interest waiver is subject to the Terms of the applicable policies

\*\*\*Note: Subject to sections 3.5.1 and 3.5.2 of the Region's Development Charge Bylaw ([2017-35](#)) and to the Terms of the Region's the Municipal Housing Facilities Bylaw ([2010-28](#))



**Regional Council Decision - Response to Ontario Ministry of Health's Discussion Paper on Public Health Modernization**

On February 27, 2020 Regional Council as the Board of Health made the following decision:

1. York Region Board of Health, approve Attachment 1 as York Region's response to the Ontario Ministry of Health's Discussion Paper on Public Health Modernization.
2. The Regional Clerk circulate the Region's response to the following: Ministry of Health, Members of Provincial Parliament in York Region, Clerks of the nine Local Municipalities, Canadian Union of Public Employees Local 905 (York Region Unit), Ontario Nurses Association Local 16, Association of Municipalities of Ontario, Association of Local Public Health Agencies and Chairs of 35 Boards of Health in Ontario.

The original staff report is attached for your information.

Please contact Dr. Karim Kurji, Medical Officer of Health at 1-877-464-9675 ext.74012 if you have any questions with respect to this matter.

Regards,

**Christopher Raynor** | Regional Clerk, Regional Clerk's Office, Corporate Services

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The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1  
O: 1-877-464-9675 ext. 71300 | [christopher.raynor@york.ca](mailto:christopher.raynor@york.ca) | [www.york.ca](http://www.york.ca)

Our Mission: **Working together to serve our thriving communities – today and tomorrow**

# The Regional Municipality of York

Board of Health  
Community and Health Services  
February 27, 2020

Report of the Commissioner of Community and Health Services and Medical Officer of Health

## Response to Ontario Ministry of Health's Discussion Paper on Public Health Modernization

### 1. Recommendations

1. York Region Board of Health, approve Attachment 1 as York Region's response to the Ontario Ministry of Health's Discussion Paper on Public Health Modernization.
2. The Regional Clerk circulate the Region's response to the following: Ministry of Health, Members of Provincial Parliament in York Region, Clerks of the nine Local Municipalities, Canadian Union of Public Employees Local 905 (York Region Unit), Ontario Nurses Association Local 16, Association of Municipalities of Ontario, Association of Local Public Health Agencies and Chairs of 35 Boards of Health in Ontario.

### 2. Summary

This report seeks Council and York Region Board of Health's approval of the Region's proposed response (Attachment 1) to the Ministry of Health's (Ministry) [Discussion Paper: Public Health Modernization](#) (Discussion Paper), which seeks stakeholder feedback on potential solutions for the modernization of public health services in Ontario.

Key Points:

- The Ministry's consultation process is an important opportunity for municipalities to provide input on the path forward for modernizing public health in Ontario
- Challenges identified by the Ministry that may exist in some communities, are not experienced by York Region to the extent described. This is due to supports inherent in York Region Public Health's integrated governance model within a municipal structure. The Ministry could focus on implementing any required changes to support and strengthen communities with capacity issues. Broad structural changes are not required or recommended
- York Region Public Health is best positioned to address social determinants of health as part of its integration with York Region. Public Health, together with local municipalities, efficiently and effectively meets the needs of York Region residents



- Boundary, governance or other large structural changes will negatively impact existing partnerships and service delivery. Time and resources will be required to re-establish partnerships and operate a new organization
- The Region is a major partner in delivering public health services. The Region's contributions, both mandated and additional, have grown from \$19.1 million in 2016 to \$24.2 million in 2019. A modernized Public Health system needs to respect this municipal partnership and allow for local flexibility in meeting Ontario Public Health Standards
- A Provincially-coordinated and centralized technology solution strategy is the biggest opportunity to drive efficiencies, better manage risk and improve customer service quality. This would also reduce duplication in public health units across the province, improve data quality and save money

### 3. Background

#### Province plans to modernize public health in Ontario

In [October 2019](#), the Province appointed Jim Pine, Chief Administrative Officer of Hastings County, as the Provincial Advisor to lead province-wide consultations on public health modernization. By transforming and strengthening public health, the Province seeks to achieve the following outcomes:

- Better consistency and equity of service delivery across the province
- Improved clarity and alignment of roles and responsibilities between the Province, Public Health Ontario and local public health units
- Better relationships with primary care and the broader health care system to support the goal of ending hallway health care through improved health promotion and disease prevention
- Improved public health delivery and sustainability of the system

In November 2019, the Ministry released a [Discussion Paper: Public Health Modernization](#), inviting stakeholders to provide input and advice on four key challenges in the public health sector identified by the Ministry:

1. Insufficient capacity
2. Misalignment of health, social and other services
3. Duplication of effort
4. Inconsistent priority setting

In [January 2020](#), staff presented and received feedback at Committee of the Whole on the proposed advice to be incorporated into the Region's formal response to the Ministry.

York Region was invited to a Provincial consultation scheduled for January 28, 2020, which was postponed by the Ministry on January 27, 2020 to enable readiness planning for the COVID-19 (Coronavirus Disease 2019). At this time a new date has not been set for the consultation.

## 4. Analysis

### **The Region's response is based on our Public Health experiences with each of the four challenges raised by the Province**

The Ministry's Discussion Paper is organized around four key challenges, and the Region's proposed response (Attachment 1) to the questions in the Discussion Paper follows the same format. For each challenge, the Region describes its experiences, identifies best practices, and offers specific advice on how to tackle the challenge.

The proposed response is not limited to questions in the Discussion Paper. It is prefaced with general comments, including information on the position Council has previously taken on the governance, geography and funding of York Region Public Health, and a description of why Public Health works so well in York Region.

Our response also aligns with recommendations provided by the Association of Municipalities of Ontario to the Province in its formal response released [February 10, 2020](#).

### **The Region has advised the Ministry that governance, geography, integrated service delivery model and funding levels should not change**

In [June 2019](#), Council and York Region Board of Health responded to proposed changes to public health announced in the 2019 Ontario Budget, stating:

- The restructured public health entity should include only the existing geographic area of York Region, as the Region's current population is large enough to justify its own public health unit
- The governance and operating model of the restructured public health entity should maintain the integrated service model which currently exists for York Region Public Health
- The Ministry should commit to funding 70% of actual costs of delivering public health

### **York Region is committed to working with the Province to modernize public health and strengthen local services**

The Region supports a more tailored approach to improve service quality and efficiencies, rather than implementing broad based and costly governance changes. Challenges identified by the Ministry are not experienced by York Region to the extent described in the Discussion Paper. The Ministry should focus on jurisdictions where the identified challenges are largest to ensure public health services in Ontario are equitable and aligned.

## 5. Financial

### Provincial funding for York Region Public Health has been less than the Ministry's approved funding model

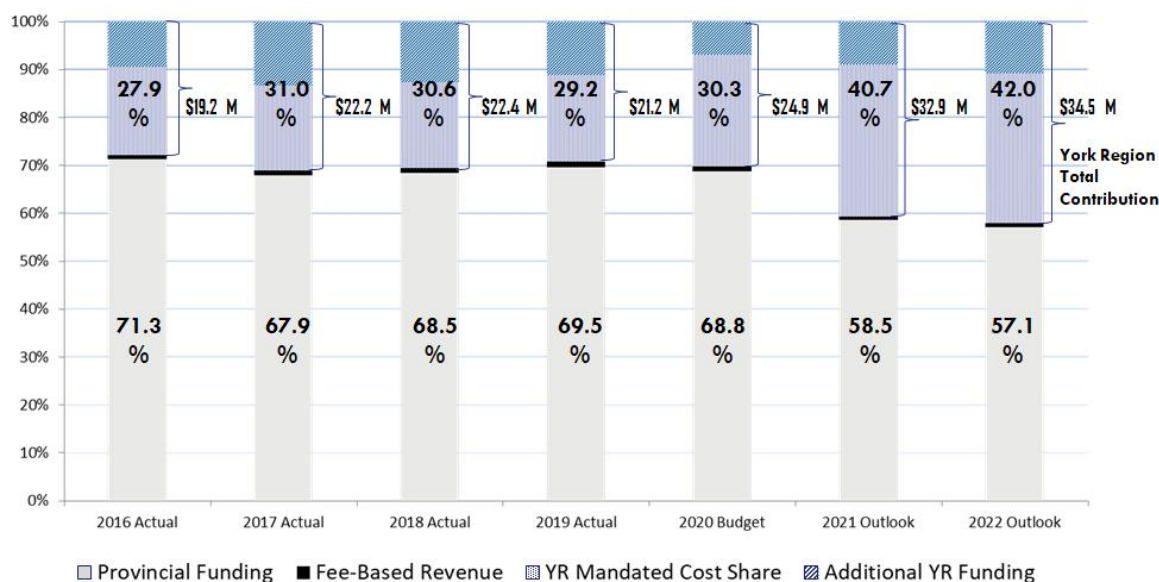
Public Health is funded through Provincial and Municipal contributions. Until 2019, the Province funded up to 75% of eligible costs for mandated public health programs and up to 100% of other related programs, with municipalities contributing the rest. Healthy Babies Healthy Children is funded by the Ministry of Children, Community and Social Services up to a capped funding of \$4.4 million although the actual direct cost of this program is over \$5.2 million.

As shown in Figure 1, despite the Ministry's cost-share formulas, historical provincial funding for York Region Public Health has been less than the 75% for mandated public health programs and 100% of other related programs' actual costs to meet the requirements under the Ontario Public Health Standards. As a result, York Region has needed to contribute more than its share for many years. York Region contributions – both mandated and additional York Region funding – have grown from \$19.2 million in 2016 to about \$21.2 million in 2019.

For 2020, Council approved an operating budget of \$75.0 million gross and \$17.7 million net tax levy, excluding corporate and departmental support costs estimated at \$7.2 million. Public Health expenses eligible for provincial funding include gross expenditures and department support costs, for an estimated \$82.2 million total expected cost in 2020. Provincial investments continue to decrease, and yet the Region is still required to deliver all public health services in the manner mandated by the Ministry.

**Figure 1**

### Share of Public Health Funding Contributions, 2016 to 2022



## Notes:

- Funding contributions prior to 2019 do not include the new Ontario Seniors Dental Care program, which is currently 100% funded by the Province.
- Figures for 2020 to 2022 are consistent with the approved 2020 budget and outlook for 2021 and 2022, and include corporate and departmental support costs.
- Percentage not shown for fee based revenue

## Provincial funding is anticipated to decrease even further

In 2016, York Region contributed 28% (\$19.2 million) towards York Region Public Health funding. This is forecasted to increase to 42% (\$34.50 million) by 2022 due to the proposed new Provincial funding model requiring large municipalities, such as York Region, to contribute 40% of the cost-share beginning in 2021. An increase to the municipal cost-share for public health is not sustainable without impacting front-line services and/or increasing property taxes.

The proposed response advises the Province to commit to funding a minimum of 70% of actual costs to deliver public health services. Funding based on actual costs of delivering the mandated provincial programs would increase provincial funding to the Region in the absence of other efficiency measures the Province could take. For example, using 2018 data, if the Province had provided funding in accordance with the funding formula (75% for most programs, and 100% for the remaining, including Healthy Babies Healthy Children) based on actual costs, the Province would have provided \$58 million to York Region, rather than the \$50.2 million it did provide; a shortfall of \$7.8 million in Provincial funding.

In addition, Ministry staff advised in 2019 a 10% “savings target” would be applied to Public Health towards assisting the Province to achieve the annual \$200 million savings by 2021/22 fiscal year set out in its April 2019 budget, however, no further details have been released since then. Rather than transferring costs to municipalities to reduce provincial spending, the Province should look for efficiencies in how services are delivered. A provincially coordinated public health technology solutions could be the most effective opportunity to drive efficiencies, reduce costly duplication and risk, and to improve customer service and data quality.

## 6. Local Impact

Providing public health services is a municipal function as municipalities influence many of the factors which impact the social and economic determinants of health. It has been a municipal function in the Region since 1978. As Regional Council is also the Board of Health, public health perspectives are integrated into a wide range of municipal services, ranging from transportation and community planning to environmental services. Local municipalities also play an integral role in the planning and delivery of public health services.

## 7. Conclusion

York Region is committed to collaborating with the Province to modernize public health in Ontario. Public health provides an effective connection between the community and the health care system to prevent disease, protect and promote health and ensure fewer people require expensive acute care. Public health works when you cannot see it, and it has been working in tandem with municipalities for at least 150 years. The unique model for Public Health in York Region is a best practice. The Ministry should consider opportunities to engage in learning more about the Region's model to inform changes needed to create an efficient public health sector.

The Region has strengths that can be leveraged and scaled up to create an operationally efficient public health sector, which is responsive to the changing needs of our growing and diversifying communities.

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For more information on this report, please contact Dr. Karim Kurji, Medical Officer of Health ex 74012. Accessible formats or communication supports are available upon request.

Recommended by:

**Katherine Chislett**

Commissioner of Community and Health Services

**Dr. Karim Kurji**

Medical Officer of Health

Approved for Submission:

**Bruce Macgregor**

Chief Administrative Officer

February 14, 2020

Attachment (1)

10376079

FEBRUARY 2020

YORK REGION'S RESPONSE TO THE  
**PUBLIC HEALTH  
MODERNIZATION**  
DISCUSSION PAPER

1-877-464-9675  
TTY 1-866-512-6228  
york.ca



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## EXECUTIVE SUMMARY

Public Health has been integrated in the Regional Municipality of York (The Region) for 40 years. York Region Public Health supports Council's priority of Community Health, Safety and Well-Being as set out in [York Region's 2019 to 2023 Strategic Plan, From Vision to Results](#). Public Health provides an effective connection between the community and health care system by preventing disease and by protecting and promoting health to ensure fewer people require expensive acute care. Public Health does this by focusing on the social and economic factors that influence the health of our population, many of which are the responsibility of municipal governments.

The Region is aligned with the Ministry of Health (Ministry)'s interest in a public health system that is coordinated, resilient, efficient, nimble, and meets the evolving health needs and priorities of communities. We do not believe the suggested changes to the public health system put forward by the Province as part of its April 2019 budget make sense for York Region. "One size not all" is not a solution to the challenges identified by the Ministry.

This submission provides York Region's response to the challenges and questions identified in the Ministry's [Discussion Paper: Public Health Modernization](#), released in November 2019, with the launch of provincial consultations on Public Health and Emergency Health Services modernization. For each challenge, we describe our experience with that challenge and our advice for the Province. Our submission is not limited to questions directly posed in the Discussion Paper; it also includes advice regarding governance, geographic boundary and funding.

### Key Messages:

- The Ministry's consultation process is an important opportunity for stakeholders to provide input on the path forward for modernizing public health in Ontario
- Any restructured public health entity should include only the existing geographic area of York Region, as the Region's current population is large enough to justify its own health unit
- York Region Public Health is best positioned to address social determinants of health because it is integrated with York Region. Public Health, together with local municipalities, have a demonstrated ability to efficiently and effectively meet the needs of the people of York Region
- Challenges identified by the Ministry that may exist in some communities, are not experienced in York Region to the extent described elsewhere because Public Health is integrated into the regional municipality. To achieve its stated objectives, the Ministry



must focus on those changes required to support communities with capacity issues. Broad structural changes are unwarranted and may be adverse to the Ministry's objectives. Boundary, governance or other large structural changes may negatively impact existing partnerships and service delivery. Time and resources would be required to re-establish partnerships and operate a new organization

- The biggest opportunity to drive efficiencies and potentially improve service quality would be to have a provincially coordinated and centralized data strategy. This could also reduce duplication in Public Health units across the province; saving money, improving accuracy, and providing better customer service
- York Region is a major partner in delivering Public Health. The Region's contributions, both mandated and additional, have grown from about \$19 million in 2016 to over \$24. million in 2019. A modernized Public Health system would respect this partnership by permitting local flexibility in establishing priorities and in how Ontario Public Health Standards are achieved

# GENERAL COMMENTS

## YORK REGION PUBLIC HEALTH SERVES ONE OF THE FASTEST GROWING AND DIVERSE MUNICIPALITIES IN ONTARIO

York Region has a population of 1.2 million residents; 8% of the provincial population. Within two decades, the Region's population is forecasted reach 1.8 million residents.

Using 2016 Statistics Canada Census data:

- More than 51,000 recent immigrants (those who landed in Canada between 2011 and 2016) called York Region their home, and 47% of residents were born outside of Canada
- Most recent immigrants (88%) live in York Region's three southern municipalities (City of Markham, City of Richmond Hill and City of Vaughan), but a growing number are moving into the other six more northern municipalities
- The proportion of recent immigrants in York Region who did not speak English or French was more than double the national average
- 5,915 York Region residents report having an "Aboriginal Identity" with the majority living in northern York Region; and 205 of these residents live in Chippewas of Georgina Island First Nation Reserve<sup>1</sup>
- The Region's senior's population is growing faster than any other age group. It is projected by 2026, for the first time, there will be more seniors than children in York Region, and by 2031, one in five of the Region's residents will be over the age of 65, representing almost 22% of the total population
- York Region was home to over 18% (195,575) of all Greater Toronto Area children (0 to 14 years)
- York Region has the second highest median household income in Greater Toronto Hamilton Area; however 17% of York Region population lived with low income (Low Income Measure)<sup>2</sup>

The Region has made significant investments in comprehensive, integrated, responsive local services to address growth, and the demographic shifts in our community.

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<sup>1</sup> Statistics Canada, Census 2016

<sup>2</sup> Census 2016 and Income Tax Data

## THE MINISTRY'S CONSULTATION PROCESS AN IMPORTANT OPPORTUNITY FOR STAKEHOLDERS TO PROVIDE INPUT ON IS MODERNIZING PUBLIC HEALTH IN ONTARIO

York Region understands that current and future health care challenges require a structure that is resilient and responsive to evolving health needs, and that more needs to be done to help clients navigate the system. We are committed to working in partnership with the Ministry and Provincial Advisor to modernize public health in Ontario.

Some of the challenges raised in the Discussion Paper do not apply universally across the province. In terms of governance, having a single governance model or leadership type will not necessarily result in consistent service delivery or in reducing inefficiencies. Instead, the Ministry is requested to fix what needs fixing and preserve what is working well. The unique model for Public Health in York Region is a best practice, and the Ministry should consider opportunities to engage in learning more about York Region's model to inform changes needed to create an efficient public health sector.

## BOUNDARY, GOVERNANCE OR OTHER LARGE STRUCTURAL CHANGES MAY NEGATIVELY IMPACT EXISTING PARTNERSHIPS AND SERVICE DELIVERY

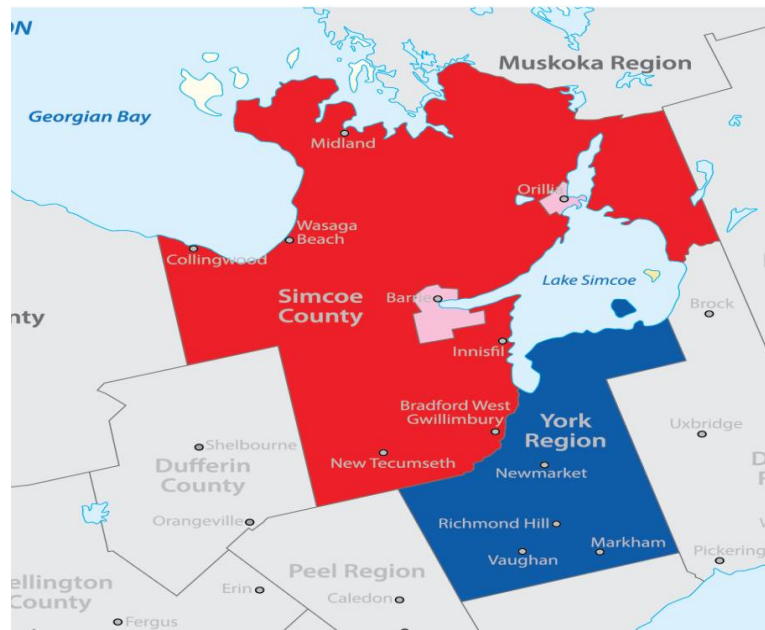
York Region covers 1,775 square kilometres, stretching north from Toronto to Lake Simcoe. It is comprised of nine local municipalities and a range of cities, towns, villages and rural areas. It includes the Chippewas of Georgina Island First Nation, located both on and off the shore of Lake Simcoe, with three islands: Snake, Fox and Georgina.

Following release of the Provincial Budget in April 2019, the Ministry stated the geographic area currently covered by York Region Public Health would be combined with the Simcoe County portion of the Simcoe-Muskoka District Health Unit.

In June 2019, the Region took a position that our geographic area should remain as is and communicated this to the Ministry (See Appendix A). Realigning boundaries to consolidate Simcoe County or any other municipality or geographic area with the public health catchment area of York Region would result in an overly large and cumbersome entity.

York Region's integrated model is working effectively; it delivers value to the tax payer and delivers on the Ministry's priorities. Our current boundaries align with local municipalities and a range of service providers such as school boards. This supports efficient planning where residents can easily identify where to access services based on where they live (Figure 1). Changes to boundaries, governance and other structures would make effective collaboration difficult. Time and resources would be required to re-establish partnerships and operate a new organization.

**Figure 1: York Region Public Health's Geographic Boundary**



## YORK REGION PUBLIC HEALTH IS ONE OF THE LARGEST PUBLIC HEALTH UNITS IN THE PROVINCE, SERVING ABOUT 8% OF THE PROVINCIAL POPULATION

The population served by York Region Public Health is comparable to regional health authorities in British Columbia (average population per regional health authority of approximately 1 million) and Quebec (average population per regional health authority of around 500,000). A study in the USA found public health performance improvements to be gained from mergers appeared unlikely beyond a threshold of approximately 500,000 residents. Beyond this size, there were issues managing multiple programs and activities for numerous demographic and geographic subgroups.<sup>3</sup>

### York Region Advice

- York Region Council and Board of Health has taken the position that geographic area of the restructured public health entity should include only the existing geographic area of York Region as the Region's current population is large enough to justify its own health unit (see Appendix A).

<sup>3</sup> Mays GP, McHugh MC, Shim K, Perry N, Lenaway D, Halverson PK, et al. Institutional and economic determinants of public health system performance. *Am.J.Public Health* 2006 03;96(3):523-531

## YORK REGION PUBLIC HEALTH IS BEST POSITIONED TO ADDRESS SOCIAL DETERMINANTS OF HEALTH BECAUSE ITS INTEGRATED WITH THE REGION'S COMMUNITY AND HEALTH SERVICES

Public Health has been part of York Region for 40 years. After the April 2019 budget, the Region was notified that York Region Public Health would no longer be a municipal function, but instead part of an autonomous Public Health entity, with a new Board in place beginning April 1, 2020. To date we have seen no evidence that such a change would be worth the cost, upheaval, and broken partnerships. In fact, these impacts were felt in the England when, in 1974, locally delivered public health services were consolidated into the National Health Service. In 2013 the government reversed its decision and restored delivery of public health by local governments. The rationale for the reversal was the realization that local government was better placed to meet local health needs by coordinating departments allied to public health such as transport and housing, and in doing so is better able to address social influences on health and tackle local health inequalities<sup>4</sup>

## PUBLIC HEALTH SERVICES HAVE A GREATER IMPACT BEING PART OF A MUNICIPAL GOVERNMENT WHERE THESE CONNECTIONS TO THE SOCIAL AND ECONOMIC DETERMINANTS NATURALLY EXIST

Public Health is primarily about broader population health – supporting and creating conditions that contribute to reducing hallway health care through up-stream actions. Many of the factors influencing population health are largely tied to the social and economic environment. Municipal governments, and especially Consolidated Service System Managers like York Region, have a major role in influencing these factors.

Ontario has mandated 47 municipal entities across the province to be service system managers for housing, children's services and homelessness. Service System Managers are responsible for the planning and delivery of these services to achieve provincial priorities, and respond to local needs, using approaches that make sense in our communities. These 47 municipal entities are also responsible for social assistance, and many operate paramedic services and long-term care homes.

In York Region, because Public Health is integrated into the Community and Health Services department, our public health experts are at the table when it comes to planning and delivering these critical social determinants as shown in Figure 2. This structure is considered best practice from a human services perspective, providing wrap-around services and supports to residents.

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<sup>4</sup> Atkins L, Kelly MP, Littleford C, Leng G, Michie S. From the National Health Service to local government: perceptions of public health transition in England. PUBLIC HEALTH (ELSEVIER) 2019 09;174:11-17

**Figure 2: York Region Public Health's integrated system works together to achieve a common goal – Healthy Communities**



## IN ADDITION TO HUMAN SERVICES, YORK REGION IS RESPONSIBLE FOR HARD SERVICES SUCH AS TRANSIT, ROADS, WATER, WASTE MANAGEMENT, AND LAND USE PLANNING – ALL OF WHICH ALSO INFLUENCE POPULATION HEALTH

Public Health, being positioned under the same Regional leadership umbrella as other municipal functions such as land use planning, transportation, transit, water and wastewater, is also able to maximize its impact on population health through hard services. For example:

- Working closely with the Environmental Services Department to ensure safe drinking water as per Section 19 of the *Safe Drinking Water Act, 2002*, which requires Regional Councillors to meet a provincial statutory standard of care for drinking water systems
- Working with York Region's Long-Range Planning Division and Transportation Department to develop a Built Environment and Health Action Plan
- Undertaking a Climate Change and Health Vulnerability Assessment, which studied how York Region communities may be vulnerable to the impacts of climate change from a health perspective, with the support of Regional teams such as Forestry, Water and Wastewater, and Long Range Planning

The integrated teams working on addressing these issues are best positioned to develop solutions addressing determinants of health (like access to clean water and transit solutions).

## YORK REGION PUBLIC HEALTH HAS A GREATER INFLUENCE ON HUMAN SERVICES AND POLICIES THAN WOULD BE POSSIBLE WITH AN AUTONOMOUS BOARD

As part of the Community and Health Services department, Public Health has access to an extensive network of community partners through the [Human Services Planning Board of York](#)

[Region](#) (the Board). The Board is comprised of executive leaders in human services from many sectors operating in York Region including hospitals, Canadian Mental Health Association, school boards, local municipalities, Workforce Planning Board, YMCA GTA, United Way Greater Toronto, York University, and community agencies serving people who are experiencing homelessness, seniors, vulnerable youth, this includes 360°kids, the John Howard Society of York Region and many others (See Appendix B for a description and complete list of members).

Furthermore, York Region established a Community Investment Fund, fully funded by tax-levy, and set Community Health as one of the program's priorities. This funding has enhanced the achievement of the Ontario Public Health Standard by supporting community programs that help residents with low and moderate income to make healthy choices. For example, through this initiative, approximately 46,000 breakfasts/snacks were provided for students, and approximately 750 residents received access to fresh foods through community gardening and farm gleaning programs in 2018.

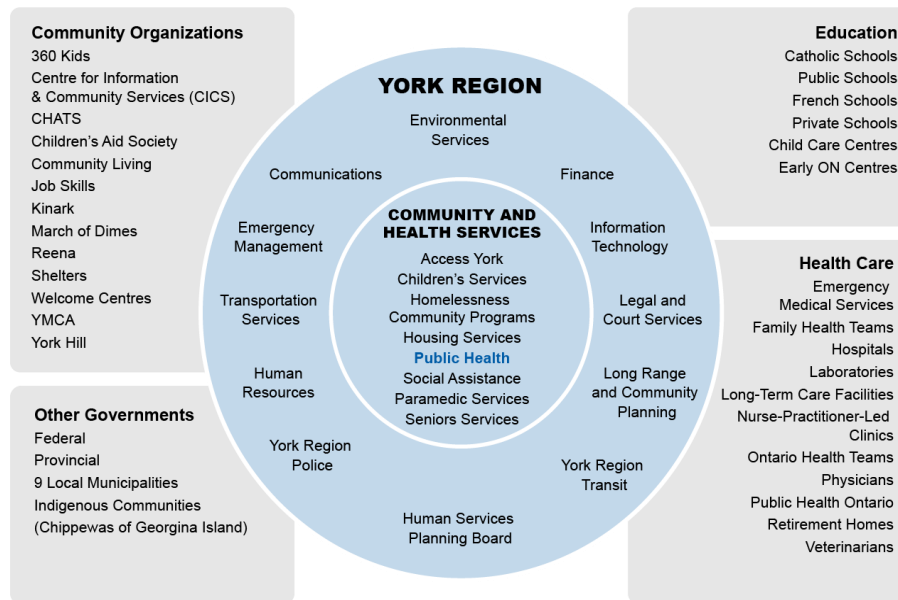
### York Region Advice

- York Region Council and Board of Health have taken the position that our integrated service model for York Region Public Health be maintained so Public Health can continue leveraging municipal activities to address social determinants of health (see Appendix A).

## YORK REGION PUBLIC HEALTH HAS A WELL-DEVELOPED NETWORK OF STRONG COMMUNITY PARTNERSHIPS ENABLED THROUGH ITS MUNICIPALLY INTEGRATED MODEL

As shown in Figure 3, York Region Public Health has strong relationships with the health care sector, primary care, school boards, community agencies and municipalities which all have a role in keeping the population healthy. These partnerships are productive due to integration with the Region.

**Figure 3: A Network of Strong Partnerships**



York Region Council recently approved York Region's participation as a partner in all three Ontario Health Teams in the region. Through these partnerships, Public Health will be able to even more effectively identify and action promote up-stream actions specific to York Region, making further contributions to reducing hallway health care. For example, hospitals see an increase in injured seniors from falls in the winter. Integrated geo-analytics can be used to identify streets where the falls are occurring. If there are many injuries from a certain area, solutions to prevent falls in that area can be explored, such as fixing sidewalks and targeted health promotion. These solutions are less costly than expensive acute care, especially given the human impact – after a senior falls their health can fail rapidly.

## IN 2019 YORK REGION PUBLIC HEALTH RECEIVED GOLD ACCREDITATION FROM EXCELLENCE CANADA FOR EXCELLENCE, INNOVATION AND WELLNESS

When Public Health is integrated into an upper tier or single tier municipal government, that government puts a greater priority on public health because they are directly responsible for it. Public Health has a greater influence because it works side by side every day with a full range of colleagues, all of whom are responsible to one government body, which also happens to be the Board of Health. This integrated arrangement is proven to deliver value and must not be dismantled under a “one-size fits all” solution

We believe York Region Public Health's integrated model is the best model to achieve the outcomes the Ministry is seeking. This was reiterated through a third party accreditation. Recently, our York Region integrated model was recognized by Excellence Canada when we were awarded gold against the Excellence, Innovation and Wellness standard. In awarding the



Gold Level Certification, Excellence Canada commended the positive and productive relationships across a range of departments and the local municipalities that facilitate innovative and effective service delivery.

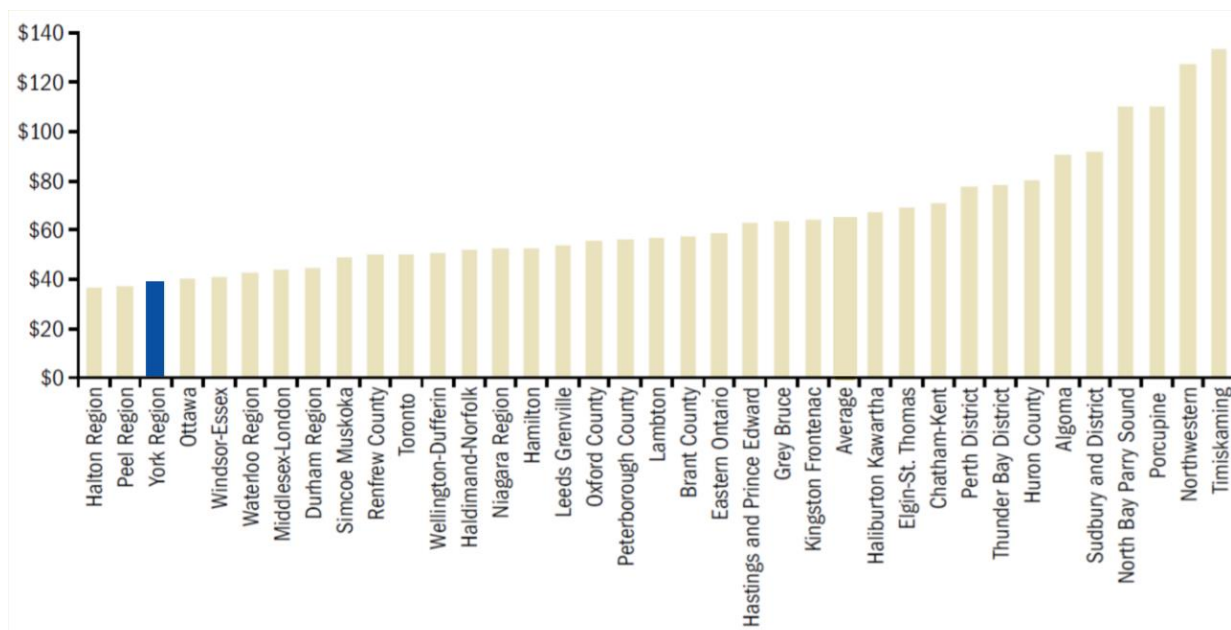
York Region Public Health's Vaccine Inventory Program has shown continuous improvement and innovation leading to efficiencies. This is the first health unit in Ontario to hire registered pharmacy technicians and a public health pharmacist to oversee vaccine handling requirements. As a result of this change, publicly funded vaccine waste has decreased; investigations of adverse storage conditions have increased; and inspections of publicly funded vaccine holding points (e.g., fridges) have been standardized to the highest level. Support from the Region's Property Services and Human Resource departments helped us realize this innovation.

### **YORK REGION'S INTEGRATED MODEL HAS PROVEN TO EFFICIENTLY AND EFFECTIVELY MEET LOCAL NEEDS AND DELIVER ON PROVINCIAL PRIORITIES**

The integrated service delivery and governance model used for Public Health in York Region supports efficient Public Health operations, allowing Public Health to focus on effective and responsive public health service delivery.

As shown in Figure 4, York Region Public Health in 2016/17 had the third lowest provincial funding on a per capita basis. Even though York Region Public Health receives less Ministry funding per citizen than all but two other health units, we have been able to deliver on all Ministry service requirements and provide quality services. We can do this because of the efficiencies we get from leveraging corporate resources, the economies of scale that come with being part of a larger entity, and because York Region Council is willing to invest additional property tax dollars into Public Health as part of the Region.

Figure 4: Provincial Per Capita Funding of All 36 Public Health Units, 2016/17



## AN INDEPENDENT AUDIT IDENTIFIED \$1.3 TO \$1.5 MILLION IN ADMINISTRATIVE SAVINGS, MAJORITY OF WHICH COULD BE UNLOCKED WITH PROVINCIAL DIGITAL SOLUTIONS

In fall 2019, the Region commissioned Deloitte using funding from the Ontario Audit and Accountability fund to review Public Health's opportunities for further administrative efficiencies. Administrative efficiencies identified by Deloitte in its November 29, 2019 [Report](#)<sup>5</sup> are summarized in the chart below (Figure 5). If all recommendations were fully implemented, potential savings would be in the range of \$1.3 - \$1.5 million in total, excluding costs of implementation. However, even greater savings would be possible and costs avoided not only for York Region but all public health units if the Province modernized its systems, including digitized forms and automated workflows.

<sup>5</sup> <https://www.york.ca/wps/wcm/connect/yorkpublic/6f6ad7bf-dcbb-4025-b93b-601158bc0624/Audit+of+Public+Health+Administrative+Efficiencies.pdf?MOD=AJPERES&CVID=mWUpSZN>

Figure 5: Opportunities for Improvement Identified from Deloitte Review

Area of Opportunity	Deloitte Feedback	Dependencies
Standardized Digital Forms & Interfaces	<p>York Region should explore increasing the use of standardized, digital forms to allow for automation opportunities, such as Robotic Process Automation (RPA) and other Machine Learning tools to be leveraged in the future. By transitioning away from paper based forms to digital, savings are estimated in the range of \$0.1M to \$0.2M.</p> <p>Currently, the Province's Panorama system tracks clients' immunization records. Public Health receives information via fax, phone call, or online form (Online forms have been created and are increasingly being used but multiple avenues still exist in which the user can share information). This requires staff to verify and enter the details to Panorama.</p>	<p>This is dependent on the Province in improving, automating and eliminating data redundancies in Provincial databases and systems.</p> <p>The lack of a mandated Provincial central immunization registry is a huge resource draw requiring front-line public health staff to enter this data, when it could be done much faster and more efficiently by physicians, health care providers and parents or guardians at the time the vaccine is given.</p>
Integrated Scheduling	<p>York Region should explore implementing and using consistent scheduling software for both internal (staff scheduling) and external use (appointment booking). This has the potential to generate a saving of \$0.5M.</p>	<p>Requires significant financial and resource investment from York Region to develop, implement, and sustain an integrated scheduling platform.</p> <p>Implementation of a consistent scheduling platform is contingent on Public Health remaining within York Regions integrated model.</p>
Resource Sharing	<p>York Region should continue its efforts in standardizing jobs; as well consider assigning administrative personnel to more than one Manager to increase flexibility of resourcing strategies, as well as recognize the impacts of efficiencies, which may be gained from the implementation of a corporate timekeeping tool and elimination of duplicated activities. This will result in anticipated savings of up to \$1.2M.</p>	<p>This is can only be considered once the process and technology changes have been implemented, and is also contingent on Public Health remaining within York Regions integrated model.</p>

Deloitte identified potential savings of less than 2% of the Public Health budget, excluding costs associated with developing the new systems and other related costs. Many of the opportunities Deloitte identified would be costly and would take quite some time to implement, and whether or not they are implemented is dependent on the outcome of provincial modernization action. The Deloitte review validates the efficiency of our regionally integrated operations.

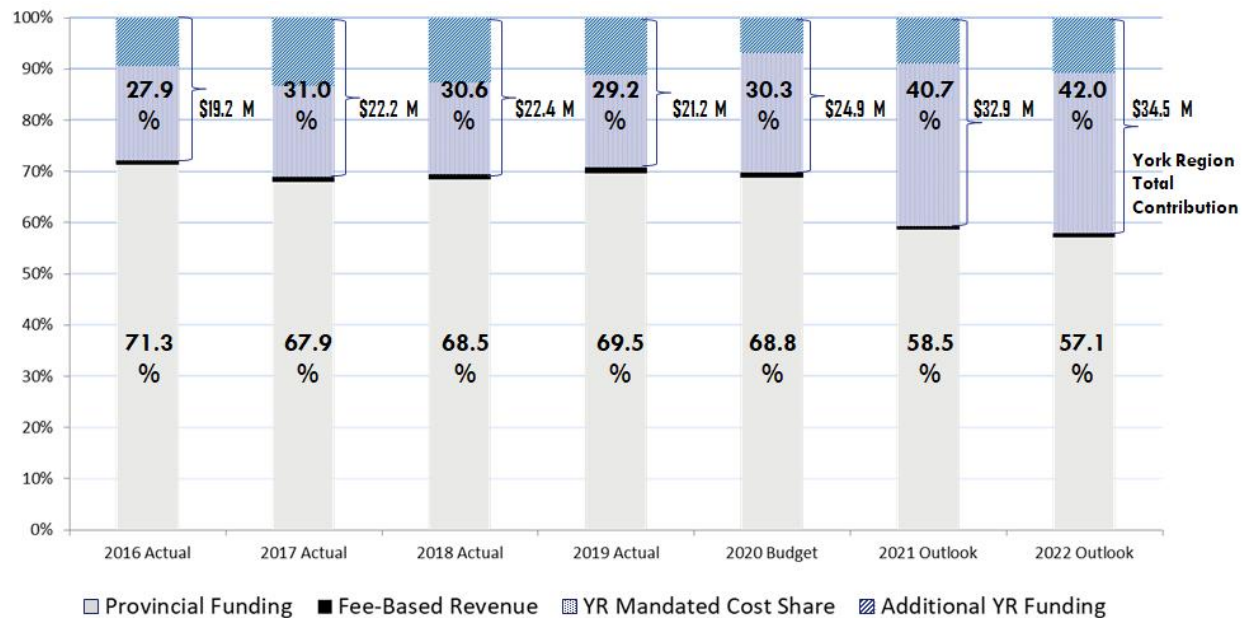
Based on the Deloitte review, a provincially coordinated and centralized data strategy could be the most effective opportunity to drive efficiencies, reduce costly duplication, and potentially improve service quality in York Region. More importantly, the Review suggests significant opportunities to find efficiencies across the province should the province modernize its systems, including digital systems. On October 29, 2019, the Ministry communicated that it will be reviewing its digital systems, and we encourage the Ministry to move quickly, beginning with immunization.

Removing Public Health from York Region and creating an entity autonomous from the Regional government, will result in increased costs given the added administrative supports needed to support a new organization. Currently the province does not pay for administration of the York Region Board of Health. In addition, there will be new costs related to creating and maintaining relationships with the Region and other stakeholders. There would also be costs due to lost economies of scale. From a financial perspective, the increased cost of an autonomous entity is an issue for the Region since the proposed model requires property tax payers to continue to be responsible for paying a share of the costs.

## **YORK REGION COUNCIL AND BOARD OF HEALTH HAVE CONTRIBUTED MORE PROPERTY TAX FUNDING TO PUBLIC HEALTH THAN MANDATED TO MAKE UP FOR SHORTFALLS IN PROVINCIAL FUNDING**

Up until 2019, the Ministry funded up to 75% of eligible costs for mandated public health programs, and up to 100% of eligible costs for other related programs, with municipalities contributing the rest. The Healthy Babies Healthy Children program, funded by the Ministry of Children, Community and Social Services, is capped at \$4.4 million although the actual direct cost of this program is over \$5.2. As shown in Figure 6, Provincial funding has historically been less than 75% or 100% of actual costs; underfunding is expected to get even worse should the Ministry proceed with its plans to make further cuts to its contributions.

**Figure 6: York Region - Shares of Public Health Funding Contributions, 2016 to 2022**



Notes:

- Funding contributions prior to 2019 do not include the new Ontario Seniors Dental Care program, which is currently 100% funded by the Province.
- Figures for 2020 to 2022 are consistent with the approved 2020 budget and outlook for 2021 and 2022, and include corporate and departmental support costs.
- Percentage not shown for fee based revenue

## YORK REGION CONTRIBUTIONS, BOTH MANDATED AND ADDITIONAL, HAVE GROWN FROM ABOUT \$19 MILLION TO OVER \$21 MILLION IN THE LAST THREE YEARS

Mandated funding refers to the municipal portion of the 70:30 cost share. Because provincial funding is either capped or limited to costs deemed eligible by the Ministry, Provincial funding does not cover the actual cost of service delivery. York Region has made additional contributions to fund the gap.

In addition to the inefficient administrative and digital systems mentioned earlier, decisions on which programs to provide and how they are to be delivered should consider flexibility, the local context, and efficiency. The Board of Health has limited flexibility in determining which Public Health programs should be delivered in York Region, or in how to deliver them. For example, in 2019 to help mitigate the Provincial funding cut, York Region Board of Health requested a waiver of the requirement to provide vision testing in schools for kindergarten students, which could have avoided \$187,000 in provincial costs and \$65,000 in Regional costs. Despite that York Region has many optometrists, vision testing for children and youth is paid for by the

Ontario Health Insurance program, and that a number of volunteer organizations already offer this service in schools, the Ministry refused to grant the waiver.

York Region Council and Board of Health have demonstrated their willingness to invest beyond the mandatory minimum to ensure our residents receive the services they need. Council and the Board of Health do not want to invest property tax dollars in services that duplicate those available or where the local need is not proven, or invest in delivery models that are unnecessarily costly

## PROVINCIAL FUNDING IS ANTICIPATED TO DECREASE EVEN FURTHER

York Region funding is forecasted to increase to 42% (\$34.5 million) by 2022 due to the proposed new Provincial funding model which would require large municipalities, such as York Region, to contribute 40% of the cost-share beginning in 2021. An increase to the municipal cost-share for public health is not sustainable without impacting front-line services and/or large property tax increases.

Municipal governments should not be expected to make up for reductions in provincial funding to deliver provincial programs. While a cost share of up to 70:30 based on actual costs could work for York Region based on historical contributions; a 60:40 cost share is not sustainable.

In addition to reduced provincial funding resulting from the planned change in the funding formula, Ministry staff advised in 2019 that a 10% “savings target” would be applied to Public Health to help the Province achieve \$200 million in annual savings by the 2021/22 fiscal year set out in its April 2019 budget. The Provincial should not address its budget targets by transferring costs to municipalities.

Provincial savings could be achieved through modernizing systems such a central immunization registry, reducing rent tape, removing duplication of programs, allowing flexibility in service delivery models, and taking into account local conditions, needs and opportunities when mandating programs.

### York Region Advice

- The York Region Council and Board of Health position is that the Province should commit to funding a minimum of 70% of actual costs to deliver public health services.

# RESPONSE TO DISCUSSION PAPER

## CHALLENGE 1: INSUFFICIENT CAPACITY

### York Region's Experience

York Region Public Health has sufficient capacity to deliver on all of the Ontario Public Health Standards. Integration with municipalities has enabled York Region Public Health to:

- Attract and retain a highly skilled workforce to meet needs
- Easily access the surge capacity needed to respond to emerging public health threats

### York Region Advice

- Do not make broad “one size fits all” changes to Public Health to address capacity issues that exist only in certain parts of the province
- Support communities with capacity issues to resolve them. This will include providing increased resources, merging of smaller Public Health units, etc. Explore structures that would allow for a stronger capacity, more resources and financial relationship with municipalities, such as integration into upper tier municipalities either directly or through agency relationships
- Given the Region's financial and governance support and stake in maintaining healthy communities, a modernized Public Health system must respect this municipal partnership and allow for local flexibility in meeting Ontario Public Health Standards in efficient and effective manner

### 1. What is currently working well in the public health sector?

- Regionally integrated Public Health leverages high caliber support from across the organization to deliver the full scope of Ontario Public Health Standards
- York Region is an employer of choice. We are recognized as a **2020 Greater Toronto's Top Employer**, **2020 Canada's Top Employer for Young People** and **2019 Canada's Best Diversity Employer**. We are also in a privileged position when it comes to attracting a highly qualified workforce. York Region is located in the densely populated Greater Toronto Area and near housing, transportation and several post-secondary institutions

- Being embedded within York Region enables York Region Public Health to attract and retain a highly skilled workforce, including staff skilled at assessing population health, surveillance, evaluation and continuous quality improvement
- York Region Public Health has strong partnerships with the health care sector, primary care, school boards, community agencies and municipalities; all working together to keep our population healthy
- In September 2019, York Region Council approved the Region's participation as a partner in the full application stage for the Southlake Community Ontario Health Team and Eastern York Region and North Durham Ontario Health Team, and as a collaborating partner for Mackenzie Health. Through this partnership, Public Health will be able to even more effectively identify and promote up-stream activities specific to York Region, making further contributions to reducing hallway health care.
- Through the Regional integrated model, Public Health is able to leverage multi-stakeholder partners in the event of a large scale public health emergency
  - York Region has memoranda of understanding with local municipalities to access facilities and support during a threat or emergency
  - During Severe Acute Respiratory Syndrome (SARS) in 2003 and H1N1 in 2009, York Region Public Health easily accessed the surge capacity needed to respond to emerging public health threats
  - Currently, with COVID-19 (Coronavirus Disease, 2019), being embedded within the Region allows Public Health to quickly redeploy existing Public Health staff and to access specialized corporate supports such as emergency management, communications, call centre, legal, risk and finance
  - Being positioned within the Region, Public Health most effectively leverages partnerships to respond to health threats. For example, Public Health partnered with York Regional Police to lead an Opioid Education and Response in York Region
- As part of the Community and Health Services Department, along with other human services functions (e.g., Social Assistance, Children's Services, Housing Services, Homelessness Community Programs, Paramedic Services and Senior Services), Public Health is enabled to provide a unique model of service delivery and care with enhanced benefits to residents. These benefits are realized through a range of programs and initiatives that positively impact the social determinants of health.

## **2. What are some changes that could be considered to address the variability in capacity in the current public health sector?**

- Consider separate approaches for communities with capacity weaknesses, such as combining smaller Public Health units. Voluntary mergers could be encouraged and supported with the right incentives.



- Give Public Health Ontario a stronger mandate and resources to support coordination among health units as this could address many of the challenges identified by the Ministry.
- Consider setting up a collaborative working group between the Province, Public Health Ontario and Public Health Units to develop a provincial digitization strategy as an early priority
- Consider the [service system manager](#) used by the Ministry of Community and Social Services (Children’s Services) and the Ministry of Housing (Housing; Homelessness) as a model for Public Health. Local service system management as a governance model has been in place for two decades, and provides better value and outcome for Ontario’s communities<sup>6</sup>
  - These Ministries have established an accountability model that supports a good balance between Ministry and local objectives, by setting clear outcome goals and leaving it to municipalities to determine the most effective and efficient ways to achieve those outcomes in their unique contexts
  - In addition, they have established practices for working with the 47 service system managers across the Province. These practices support the province to effectively address its objectives balanced with local priorities, help ensure programs can be delivered effectively on the ground, provide specialized advice to the Province, and support collaboration among municipalities.
- Adjust the current Public Health model to give public health units flexibility to determine how to achieve Provincial objectives, to better reflect local conditions including more efficient delivery options. For example:
  - Vision Screening Program
    - Public health units have been required to provide vision screening for all senior kindergarten students since 2018. In York Region, like most if not all communities in Ontario, vision screening is already done by community agencies, physicians, ophthalmologists and optometrists, and OHIP covers the full cost of comprehensive eye exams.
    - Requiring public health units to provide this additional programming represents a costly duplication of services already available at no additional cost to families in the community.
    - For York Region alone, this program costs \$187,000, of which approximately \$65,000 comes from property taxes.

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<sup>6</sup> Ontario Municipal Social Services Association. Received from <https://www.omssa.com/human-services.php> ,on February, 2020

- Low Income Seniors Dental Program
  - In its April 2019 budget, the Province announced its intent to launch the Low Income Seniors Dental Care Program. This is good news as each year in Ontario preventable dental issues lead to more than 60,000 emergency room visits, of which a significant portion are seniors
  - However, this much needed program will not be fully implemented in York Region until about two years after the Province announced it because of the Ministry's rules on how the program must be delivered. We are required to:
    - Construct dental operatories at an estimated cost of \$2.2 million to the province (our capital funding application for the operatories was submitted summer 2019, and has not yet been approved)
    - Directly operate the program including hiring dentists, hygienists and other staff as civil servants, and procure specialized dental services (examples include dentist, endodontist and oral surgeon), at an estimated annual cost of \$3.96 million to the province
  - In addition to the delay to program implementation, once implemented there can be only five locations in our very large geographic area based on Ministry requirements
  - An alternative option would have been to mirror the approach used currently in the Province's Ontario Works program in York Region, and the Province's Healthy Smiles Ontario program. These programs permit clients to use local, private services. York Region has over 1,000 dental providers and 718 reported that they provided dental services in 2019 through the Healthy Smiles Ontario program. In 2019, over 850 dental providers in York Region provide dental services for Social Assistance, Ontario Works and Ontario Disability Support Programs. This approach could have seen the Low Income Seniors dental program implemented within weeks of the provincial budget, with improved customer service (e.g. more options for service providers, more locations to ease travel concerns, more flexible service hours)
- While Public Health has attained much efficiency by being part of the Region, there is still not enough Provincial funding to deliver all the services the Ministry requires us to deliver, and in the way the Ministry wants it done. The Region has made up for provincial underfunding by investing discretionary property tax dollars beyond the minimum mandated by the Province for Public Health. Regional contributions to public health funding are expected to increase by approximately 88% between 2016 and 2022 based on proposed funding models and historical under-funding.

### 3. What changes to the structure and organization of public health should be considered to address these challenges?

- Integration of Public Health in the Regional structure has undoubtedly provided more effective opportunities and influence on municipal activities and policies that impact population health than would be possible with an autonomous Board of Health. The Ministry should consider structural and organizational changes that would improve integration of Public Health units with municipal governments. A spectrum of organization models ranging between fully integrated and stand-alone options should be allowed in response to local conditions.
- Recently, Public Health's Regionally integrated model was recognized by Excellence Canada as Gold level in Excellence, Innovation and Wellness standard. Excellence Canada commended the positive and productive relationships across a range of departments and the local municipalities that facilitate innovative and effective service delivery.
- Given our effective and efficient organizational and governance model, it is recommended that the Ministry consider examining the York Region model as a best practice approach for other communities.

## CHALLENGE 2: MISALIGNMENT OF HEALTH, SOCIAL AND OTHER SERVICES

### York Region's Experience

- York Region Public Health is best positioned to address social determinants of health as part of its integration with Community and Health Services in the Region
- York Region Public Health's local collaboration extends to other services such as hospitals, through York Region's formal partnerships with Ontario Health Teams

### York Region's Advice

- Boundary, governance or other large structural changes will negatively impact existing partnerships and service delivery; in fact, such changes would make effective collaboration more difficult. Time and resources will be required to re-establish partnerships and operate a new organization.

#### 4. What has been successful in the current system to foster collaboration among public health, the health sector and social services?

##### **The factor that has contributed most to the success of Public Health is its position within the Regional municipal government**

- Findings from a review of key resources and literature indicates that as key social services providers, municipal governments have more influence over the social determinants of health affecting a community:
  - Local government can coordinate departments allied to Public Health, such as housing and transportation, to address social determinants of health and local health inequalities<sup>7</sup>
  - Councils understand and recognize that health and wellbeing is socially determined and develop actions accordingly<sup>8</sup>
  - “Integrated health units may find some savings through the sharing of human resources, finance, information technology, and legal personnel with other departments”<sup>9</sup>
- Public Health, being aligned with other municipal functions such as land use planning, transportation, transit, water and waste water, is also able to maximize its impact on population health. These examples include:
  - Working closely with Environmental Services to ensure safe drinking water as per Section 19 of the *Safe Drinking Water Act 2002* , which requires Regional Councilors to meet provincial statutory standard of care for drinking water systems
  - Working with York Region’s Long-Range Planning and Transportation to develop a Built Environment and Health Action Plan
  - Undertaking a Climate Change and Health Vulnerability Assessment, which studied how York Region communities may be vulnerable to the impacts of climate change from a health perspective, with the support of Regional teams such as Forestry, Water and Wastewater, and Long Range Planning

##### **Public Health’s integration within Community and Health Services in the Region has resulted in many innovative programs and opportunities to fulfilling public health mandate**

<sup>7</sup> Atkins L, Kelly MP, Littleford C, Leng G, Michie S. From the National Health Service to local government: perceptions of public health transition in England. PUBLIC HEALTH (ELSEVIER) 2019 09;174:11-17

<sup>8</sup> Browne GR, Davern MT, Giles-Corti B. An analysis of local government health policy against state priorities and a social determinants framework. AUST NZ J PUBLIC HEALTH 2016 04;40(2):126-131

<sup>9</sup> Lyons J. The Independence of Ontario's Public Health Units: Does Governing Structure Matter? Healthc.Policy. 2016 Aug;12(1):71-83.

Public Health is situated within the Region's Community and Health Services Department. The Department covers the full range of human services delivered by single and upper tier municipalities. These include Seniors' Services (two long-term care homes, five adult day programs and oversees the Region's Seniors' Strategy), Income Supports, Children's Services, Homelessness Community Programs, and Housing Services. Two additional branches provide the Region's call centre and intake service, communication services, business supports such as finance, and strategic policy support such as planning for immigrants and refugees, community safety and well-being (in partnership with York Regional Police), accessibility and equity.

This integrated model enables different human service areas to seamlessly collaborate on program development and delivery using social determinants of health lens to provide holistic local services. Integration of Public Health within Community and Health Services provides numerous benefits for increasing the effectiveness of Public Health.

#### **5. How could a modernized public health system become more connected to the health care system or social services?**

- Collaboration must begin at the Provincial level between Ministry of Health and Ministries of Children, Community and Social Services, and Municipal Affairs and Housing. This would enable scaling up innovative initiatives introduced in York Region in collaboration with social services as described previously in response to Question 4.
- An example of connection is how York Region Public Health uses the Ontario Telemedicine Network and Connecting Ontario to remotely view Electronic Medical Records.
- Public Health Units should be connected to Ontario Health Teams to maximize opportunities to, reduce hallway health care and costly acute care through the "up-stream" supports that Public Health provides, and to inform Public Health services.

#### **6. What are some examples of effective collaborations among public health, health services and social services?**

In York Region, Public Health being embedded in a human services department has allowed for many effective collaborative initiatives between Public Health and Social Services. Below are some examples of collaboration:

- Public Health and Social Assistance developed a program to pay for breast pumps for mothers who rely on Ontario Works income supports
- Public Health and Homelessness Services developed a model that connects tuberculous clients who are homeless or at risk of homelessness to the Short-Term Assistance to Renters program, which avoids having these clients in our emergency shelters, and to have the stable housing they need to heal.
- Public Health and Children's Services work together to coordinate services for families and children, which not only provide services responsive to families specific needs, it also avoids costly intake and assessment duplication. Public Health and Integrated Children's Services

created the Early Years Support Service Registry which will provide health professionals with easy access to up-to-date information with direct links to the support services found in our community. This resource targets health professionals and also benefits child care and children services professionals.

- Public Health partnered with Housing Services, Social Assistance, and community agencies (including the United Way and York Region District School Board) to deliver Food Handler's Certificate training programs for adults and high school students with intellectual disabilities, low-income residents and new immigrants as this increases their chance at employment.
- As part of the Community and Health Services department, Public Health has access to an extensive network of community partners and advice through the [Human Services Planning Board of York Region](#) (the Board). The Board is comprised of executive leaders in human services from many sectors operating in York Region including hospitals, Canadian Mental Health Association, school boards, local municipalities, Workforce Planning Board, YMCA GTA, United Way Greater Toronto, York University, and community agencies serving people who are experiencing homelessness, seniors, vulnerable youth, this includes 360°kids, the John Howard Society of York Region and many others (See Appendix B).
- Public Health co-chairs the Community and Health Services Emergency Management Working Group. Through this group, Public Health accesses advice and support from the Department to respond effectively to public health emergencies.
- Public Health leads the Community and Health Services cross department Social Determinants of Health (SDOH) Committee. The purpose of this committee is to support an SDOH lens on all activities, and to maximize opportunities to address the determinants. The Committee is linked to the Department Leadership Team.

Some examples of collaboration with health care, which may be further explored through the Region's participation in the new Ontario Health Teams, include:

- Through strong relationships with Obstetrician/Gynecologists, Midwives, Family Health Team staff and Nurse Practitioners in each of the three hospitals in York Region, Public Health provides information at the bedside to support breastfeeding and other public health services. This allows new mothers to obtain the right information at the right time.
- Public Health has established effective partnerships with Southlake Family Health Team and Family Medicine Teaching Unit, as well as Family Health Teams in the City of Markham, the City of Richmond Hill, the City of Vaughan Community Health Centre and the Family Medicine Teaching Unit at Markham Stouffville Hospital. This working partnership enables health information to be provided to residents in a timely manner.
- Public Health has established partnerships with all three public hospitals, 28 long-term care homes and 36 retirement homes in York Region to support them with response and control of respiratory and enteric outbreaks. These partnerships include providing advice and recommendations to these facilities on outbreak control measures (e.g., infection

prevention and control, antiviral treatment recommendations, enhanced cleaning and disinfection practices), and the repatriation of residents back from hospital into their long-term care/retirement home in the event of a hospitalization

## CHALLENGE 3: DUPLICATION OF EFFORT

### York Region's Experience

- In [May 2019](#) York Regional Council endorsed the position of the Council of Ontario Medical Officers of Health in support of a seamless immunization registry whereby health care providers directly input immunization information at the time of vaccine administration
- Having to create 'work-arounds' to use Ministry databases creates additional work that takes away from front-line service delivery
- Lack of a central immunization registry requires front-line public health staff to enter information, also taking away from service delivery

### York Region's Advice

- Provincially coordinated and centralized public health technology solutions could be the most effective opportunity to drive efficiencies, reduce costly duplication, and potentially improve service quality and data accuracy. Modernization of systems (digital and forms) will generate efficiencies across the system of public health units once implemented, and this is where the Province must look to find savings.
- Modernize systems and update technology, in consultation with front-line public health staff
- Update databases to provide streamlined access to services that connect health care records across programs and the broader health care system
- Provide self-serve/automated systems that use identity access management
- Automate forms with work flow to enable integration between systems and minimize manual data entry
- Have reciprocal data sharing agreements to increase access to data and maximize evidence-based decision making

## 7. What functions of public health units should be local and why?

- A standardized approach across the province may be ineffective and inefficient from a community health perspective as different populations across the province have distinct needs and public health priorities
- Programs and initiatives that work best in a municipal integrated model by enabling a tailored approach to the communities they serve, and local partnerships, include:
  - Local disease surveillance and monitoring with integration/coordination at provincial level
  - Built Environment work requires relationships with municipalities influence policies such as Official Plans, built-form, transit and transportation plans
  - Local environmental issues that may not be priorities in other communities
  - Climate vulnerability assessment and design of climate mitigation and adaptation strategies
  - Sustainable food systems and food security work
  - Local population health assessments, surveillance and evaluation
  - Emergency management and planning, in particular to identify risks and hazards, and responses that work in the local context
  - Services delivered directly to residents such as infectious disease management, immunization clinics, public health inspections and sexual health services
- Research on matters with province-wide impact could be centralized. An arm's length agency, such as Public Health Ontario, could take on a centralized research and dissemination function, and leverage Public Health units across the province for their expertise and experience to complement that of the Ministry.

## **8. What population health assessments, data and analytics are helpful to drive local improvements?**

- York Region Public Health has sufficient capacity to conduct timely, relevant, meaningful and actionable public health assessments due to the size of the health unit and number of staff
- All topic areas identified in the Ontario Public Health Standards should identify corresponding population health assessment indicators and provincial data collection systems that allow standard data collection and indicator definition (i.e. instead of using Association of Public Health Epidemiologists in Ontario's core indicators guidelines). This standardized approach to measuring results and outcomes of the Ontario Public Health Standards will avoid unnecessary duplication and make data across Ontario comparable.



- Incorporate requirements into the Ontario Public Health Standards to ensure analytics, data and evaluation results are used to determine effectiveness of programs

**9. What changes should the government consider to strengthen research capacity, knowledge exchange and shared priority setting for public health in the province?**

- Better coordination and information sharing between the Ministry, Public Health Ontario, and Public Health Units would strengthen capacity to set shared priorities. This would enable opportunities to form coalitions and leverage local expertise to inform specific system-wide priority topics.
- Create a centralized and coordinated approach to advance required research and knowledge mobilization. Currently this work is done individually by each public health unit. Establish program specific networks to collaborate on issues, exchange knowledge and set priorities. This will help avoid duplication in research, facilitate knowledge exchange across public health units and potentially enable innovative research and capacity building through partnerships between health units, provincial ministries, health organizations, and academic institution.
- Develop program evaluation guidance materials for all local public health units to use to make sure that they are evaluating their programs in a consistent manner that includes provincial benchmark indicators on Public Health Standards. This would establish consistency in evaluating Ministry-mandated programs and ensure results are comparable.
- Develop systems to collect data, and any mandatory data collected should be funded, built, implemented, and coordinated at a provincial level to ensure standardized reporting. Centralized systems need to be responsive to local public health needs, have standardized reporting approaches/tools/methods, and be usable by the entire health sector to enable a single point of access to information. A Provincially developed data collection system would create a central repository of information and avoid duplication in systems by public health units.
- The Ministry has announced plans for a modernized Digital Strategy. A Provincially coordinated and centralized data strategy is the biggest opportunity to drive efficiencies and improve service quality. Refer to Question 11 for example of technologies that need to be fixed to maximize efficiencies.

**10. What are public health functions, programs or services that could be strengthened if coordinated or provided at the provincial level? Or by Public Health Ontario?**

- Consider creating a provincial centre of excellence of epidemiological expertise, as proposed by the Ontario Auditor General (2017), working in partnership with local public

health units; care must be taken to adequately resource this function at the provincial level.

- Clarify roles and responsibilities of Public Health Ontario, Ministry of Health and Public Health units. The lack of clarity in when/how to access Public Health Ontario supports creates duplication locally and across the province. Work that can be completed by Public Health Ontario ends up being addressed at the local level. For example, conducting applied public health research activities and program evaluations of common programs delivered by all health units.
- Public Health Ontario services mainly support infectious diseases and environmental health. Other areas such as child health and chronic diseases are under-serviced and would benefit from strengthened research capacity, knowledge exchange and shared priority setting in these areas
- Public Health Ontario/Ministry needs to take greater leadership role in standardizing messaging/resources used commonly across the province (e.g., disease-specific fact sheets for Diseases of Public Health Significance); as well as enable knowledge transfer of successful population health interventions.

**11. Beyond what currently exists, are there other technology solutions that can help to improve public health programs and services and strengthen the public health system?**

- Currently York Region Public Health **must** use many different Ministry databases that don't connect to each other. To work around these problems, we have had to develop our own databases, creating additional work, extra costs and taking away from front-line service delivery. For example, we have had to create stand-alone inspection module platforms for our food safety and vaccine inventory management programs. In addition, the lack of a central immunization registry is a huge resource draw requiring front-line public health staff to enter this data, when it could be done faster, more accurately and more efficiently by physicians, health care providers and parents or guardians at the time the vaccine is given.
- The Deloitte report on administrative efficiencies commented on the need for Public Health to find a way to automate and link forms, as another work around to the Provincial system. This is an issue for Public Health units across the province. The Province must urgently address work to fix the systems that are creating the inefficiencies and duplications, and then all Ontario Public Health units could be more efficient.
- The Ministry of Health has announced plans for a modernized Digital Strategy, and this is very good news. A Provincially coordinated and centralized data strategy is the biggest opportunity to drive efficiencies and even improve service quality.

## CHALLENGE 4: INCONSISTENT PRIORITY SETTING

### York Region's Experience

- York Region Public Health displays strong accountability, leadership and governance capacity
- Our work is guided by the Ontario Public Health Standards and shaped by local population health needs
- Balancing local needs with larger system priorities cannot be done in isolation; it requires Public Health Ontario to have a stronger role
- The Medical Officer of Health, like other mandated positions in municipal governments such as Chief of Police and Chief Building Official, has the authority and autonomy to ensure provincial priorities are addressed
- Opportunities to share our expertise and to learn from others could be improved

### York Region's Advice

- Develop an improved coordination role for Public Health Ontario to help manage priority setting, and ensure Public Health Ontario is properly resourced to take on this role
- Consider the service system manager model used by other provincial ministries to improve collaboration, decision making, priority setting and service effectiveness
- Maintain Medical Officer of Health autonomy to set priorities and inform Board of Health decision-making based on local needs

### 12. What processes and structures are currently in place that promote shared priority setting across public health units?

- Ontario Public Health Standards guides larger system priorities. Public Health Ontario and the Ministry have many tools at their disposal to set and enforce its standards and priorities, such as its funding agreements, standards and legislation
- The Ministry should take a stronger leadership role in ensuring a focused, overarching and strategic approach to public health, including research, health promotion programs, and chronic disease prevention initiatives
- Ministry should consider creating provincial working groups under confidentiality agreements (for example, the Association of Municipalities of Ontario MOU with the province) to work in partnership with diverse health and other human service

professionals to leverage local expertise to inform shared priority setting. Similar tactics are employed in other Provincial ministries such as Ministry of Children, Community and Social Services and Ministry of Housing

### **13. What should the role of Public Health Ontario be in informing and coordinating provincial priorities?**

- Giving Public Health Ontario a stronger mandate and resources to support coordination between health units would address many of the challenges the Ministry has identified. Public Health Ontario could have that coordination role, however, it would need the mandate and resources to do it
- As the provider of provincial research/synthesis of other jurisdictions' research and evidence, properly resourced Public Health Ontario could provide the following:
  - Coordination of knowledge and research activities to eliminate duplication at the local level (e.g., conducting research into best practices locally when a solution could be identified at the provincial level based on greater population research initiatives/engagement)
  - Coordinate data analytics at the local and provincial levels to create a coordinated surveillance system for data collection across province that can be used by local analysts/epidemiologists to support understanding local need and decision making
  - Coordinate health equity data sources/information that can be used at the local level
  - Strengthen provision of evidence based practice information/guidance to health units to support operationalization of the Ontario Public Health Standards while increasing consistency/equity across the province
  - Speed up Locally Driven Collaborative Projects to provide timely, meaningful, applied public health research and knowledge exchange that improves front-line services

### **14. What models of leadership and governance can promote consistent priority setting?**

- Effective Public Health will balance local priorities and provincial objectives
- The Medical Officer of Health continuing to have the authority and autonomy to ensure provincial priorities are addressed
- Through our current governance model and integration with human services, York Region Public Health is accountable, has strong leadership and governance capacity. Regional Council, as Board of Health, includes the voice of all nine local municipalities, allowing for collaborative priority setting based on locally identified needs

- The Province directs all public health legislation, regulations, funding, standards, and reporting requirements to all local public health units regardless of their governance and leadership models
- No evidence is provided to conclude that the variation in public health governance and leadership models contribute to inconsistent priority setting. A reasonable spectrum of organizational models from integrated to stand-alone must be allowed to respond to local conditions and achieve the provinces stated objectives
- Structural re-organization alone is not enough to bring about collaboration and integration, policy change and action, with basic agenda of public health remaining the same across different governance structures and processes of reorganization<sup>10</sup> In fact taking a province wide modernization approach will take the focus away from those Public Health Units in need of assistance.
- We have found no evidence that costly and disruptive changes to Public Health's governance would make priority setting and decision making more consistent and balanced with local needs.
- In 1974, England consolidated many locally delivered public health services into the National Health Service. In 2013 they returned delivery of most public health services back to local government. The rationale for this transition was that local government was better placed to meet local health needs by coordinating departments allied to public health such as transport and housing, and in doing so was better able to address social influences on health and tackle local health inequalities.<sup>11</sup>
- The Ministry should consider looking at the [service system manager](#) model used by the Ministry Community and Social Services and the Ministry of Housing for children's services, homelessness services and housing. These ministries have established an accountability model that supports a good balance between ministry objectives and local objectives. They set provincial objectives, and let municipalities decide how to best achieve them based on local needs, resources and context. These other ministries have established practices for working with the 47 service system managers across the province which could also work for Public Health.<sup>12</sup>

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<sup>10</sup> Holt DH, Carey G, Rod MH. Time to dismiss the idea of a structural fix within government? An analysis of intersectoral action for health in Danish municipalities. Scand.J.Public Health 2018 Jun;46(22\_suppl):48-57

<sup>11</sup> Atkins L, Kelly MP, Littleford C, Leng G, Michie S. From the National Health Service to local government: perceptions of public health transition in England. PUBLIC HEALTH (ELSEVIER) 2019 09;174:11-17

<sup>12</sup> Ontario Municipal Social Services Association. Received from: <https://www.omssa.com/human-services.php>, on February, 2020

## INDIGENEOUS, FIRST NATION AND FRANCOPHONE COMMUNITIES

### York Region's Experience

- York Region has adopted [Inclusion Charter for York Region](#) where we pledge our commitment to “welcoming and inclusive communities where diversity is celebrated and where everyone can develop to their full potential participate freely in society and live with respect, dignity and freedom from discrimination.” This Charter was developed in partnership with municipalities, police services, hospitals, school boards, conservation authorities, community agencies and the United Way Greater Toronto. The Inclusion Charter reflects a collective vision that each community partner brings to life through specific plans and initiatives. Our Charter is recognized by the United Nations’ training arm (the United Nations Institute for Training and Research (UNITAR) as best practice. In particular, UNITAR acknowledged the collaborative approach used to develop the Charter as unique and a model others around the world can emulate to create inclusive communities.

### INDIGENOUS COMMUNITIES

#### York Region's Advice

- Assign Public Health Ontario responsibility for coordinating cross-provincial priorities for these distinct populations to balance their unique needs with those of other emerging priority populations
- Permit public health units to identify local priority populations

### 15. What has been successful in current system to foster collaboration among Public Health and Indigenous communities and organizations?

- In collaboration with the Indigenous community, York Region Public Health provides the following programs and services:
  - Public Health as part of Community and Health Services received training to strengthen cultural awareness, inform relationship building and enhance organizational programs and policies

- Safe Water program collaborates with the Chippewas of Georgina Island in delivery of their beach sampling program by providing supports with water sample transportation, provision of supplies, water results interpretation and public notifications for their six beaches.
- The existing municipal governance and operating model for York Region Public Health leverages benefits of integrated service delivery ultimately contributing to the overall health of the community and provides equity of care
- The Community and Health Services Department conducted a Knowledge Needs Assessment survey of staff in summer 2019 to assess potential training needs on Indigenous engagement. Results informed the development of staff training.

**16. Are there opportunities to strengthen Indigenous representation and decision-making within Public Health sector?**

- In York Region, 0.5% (5,915) of the population identifies as Indigenous. For those we know of, such as the Chippewas of Georgina Island, they are inundated by requests for partnerships and consultations because every provincial Ministry has made the Indigenous communities a priority. We want to engage, and do engage, in ways that are respectful of the Community's time and resources.
- York Region has worked to strengthen its relationship with Indigenous residents, communities and organizations through government to government meetings, and partnering with the Central Local Health Integration Network (CLHIN) and Indigenous community members to discuss the idea of creating an Indigenous Health Advisory Circle in York Region. This work stopped because of a lack of community support and due to the LHIN restructuring.

**FRANCOPHONE COMMUNITIES**

**17. What has been successful in the current system in considering the needs of Francophone populations in planning, delivery and evaluation of public health programs and services?**

- In York Region, 2.1% of the population identify as Francophone
- The City of Markham is a designated French language area. Most provincial programs delivered by Community and Health Services are required to provide French language services, and the various Ministries have been helpful in working with us to meet provincial requirements. York Region offers French language services to Markham French speaking residents through translation (written and verbal), signage and francophone employees

- Local efforts to work directly with French-language-first schools have improved responses and compliance to Ontario's *Immunization of School Pupils Act* requirements, as well as improved overall awareness of immunization and its importance

### **18. What improvements could be made to public health service delivery in French to Francophone communities?**

- The Francophone community is relatively small in York Region
- York Region Public Health is challenged in providing resources in more sought after languages (such as Cantonese, Mandarin, and Farsi) as well as French

## **IMMIGRANT AND NEWCOMER COMMUNITIES**

- 47% of York Region residents were born outside of Canada (2016 Census)
- Despite immigration and newcomers driving provincial population growth, the Ministry has not made the immigrant and newcomer community a priority. This sub-segment of the population has their own unique health needs and could benefit from targeted support
- As immigrants and newcomers are not recognized as a priority group in the Ontario Public Health Standards, Public Health does not have the mandate or funding to appropriately address the needs of the immigrant and newcomers
- Public Health Units should be permitted to determine local priorities. The Ministry of Housing, for example, through the Service Manager governance model, permits mandates some priority populations for access to subsidized housing, and permits service managers to establish local priorities based on local needs
- York Region Community and Health Services is responsible for the Federal Local Immigration Partnership. The Community Partnership Table established by York Region Council provides advice on the development and implementation of a strategy that supports immigrant integration under the following objectives:
  - To create a community that is welcoming and inclusive
  - To support the economic, social, cultural, and civic/political integration of newcomers living in York Region
  - To identify local priorities, assets and gaps and develop solutions to current and anticipated needs of newcomers in York Region



## LEARNING FROM PAST REPORTS

### 19. What improvements to the structure and organization of public health should be considered to address these challenges?

- Challenges identified by the Ministry in the Discussion Paper are not experienced by York Region. York Region Public Health is faring well. This has a lot to do with our integration into a holistic human services framework in York Region.
- Having public health integrated into a municipal government is an effective model because public health can leverage expertise, funding, and additional resources when needed, and because public health can influence a wide range of factors related to the social and economic determinants of health
- The Province should look at municipally integrated Public Health as a model for the future, rather than a problem that needs to be solved. At a minimum a range of organizational models across the province must be permitted
- Consider the service system management model for Public Health, supported by a well-resourced Public Health Ontario

### 20. What about the current public health system should be retained as the sector is modernized?

- The challenges identified by the Ministry in the Discussion Paper are not experienced by York Region to the extent described. York Region Public Health is fairing relatively well. This has a lot to do with our integration into a holistic human services framework in York Region. The Province should look at municipally integrated Public Health as a model for the future, rather than a problem that needs to be solved

### 21. What else should be considered as the public health sector is modernized?

- Research suggests economies of scale are not always realized by amalgamating or regionalizing public health authorities. There are only economies of scale for certain public health activities, only at certain minimum volumes<sup>13</sup>, or only with sufficient and stable funding.<sup>14</sup>
- The Region is a major contributor to public health and must be permitted to have some say for its financial support. We are a mature order of government that has been delivering Public Health for 40 years, and delivering provincial services such as housing, children's services, homelessness services, social assistance and paramedic services for twenty years. We should be treated as vital community partners with the Ministry in

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<sup>13</sup> Bernet PM, Singh S. Economies of Scale in the Production of Public Health Services: An Analysis of Local Health Districts in Florida. *Am.J.Public Health* 2015 04/02;105:S260-S267

<sup>14</sup> Chen L, Jacobson J, Roberts S, Palm D. Resource allocation and funding challenges for regional local health departments in Nebraska. *J PUBLIC HEALTH MANAGE PRACT* 2012 2012;18(2):141-147

the planning and delivery of public health services that will achieve our shared interest in efficient, effective, and equitable public health services for all Ontarians.

- An increase to the municipal cost-share for public health is not sustainable without impacting front-line services and/or large property tax increases. Municipal governments should not be expected to make up for reductions in provincial funding. The current cost share formula of 70:30, but based on actual costs, could work for York Region based on historical contributions; a 60:40 cost share is not sustainable without undue pressure on property taxes
- The Ministry needs to commit funding public health services in Ontario at a minimum of 70% provincial funding, based on actual costs. Cost sharing on actual costs may encourage the Province to consider the mandated services from a financial perspective, and permit Boards of Health to look at alternate ways to deliver on services to achieve desired outcomes.
- Moving ahead urgently with digitization and modernization for the benefit of all public health units

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For more information on this report, please contact Dr. Karim Kurji, Medical Officer of Health, at 1-877-464-9675 ext. 74102.

## APPENDIX A: YORK REGION COUNCIL, AS BOARD OF HEALTH, POSITION AND MANDATE FOR A RESTRUCTURED YORK REGION PUBLIC HEALTH

**Wayne Emmerson**  
Chairman and CEO



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July 3, 2019

Christine.elliott@pc.ola.org

The Honourable Christine Elliott  
Deputy Premier and Minister of Health  
Ministry of Health  
777 Bay Street, 5th Floor  
Toronto, ON M7A 2J3

Dear Minister:

**Re: Public Health Board Realignment**

Congratulations on your recent confirmation as Minister of Health. Your continued role leading this vital Ministry will help steer this province through some significant changes.

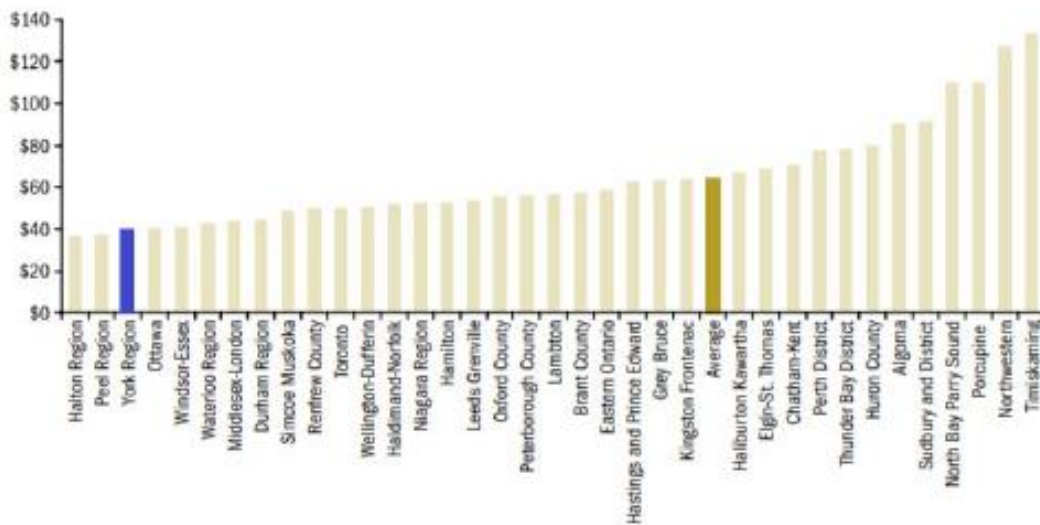
I have attached, for your consideration, a resolution of York Regional Council in their role as the Board of Health, seeking a change to the proposed realignment of Public Health delivery affecting residents in your constituency and beyond. **Regional Council is asking that your government leave the current boundaries of the Board of Health serving York Region intact and delivered through Regional Council.**

It is our view that the scale of York Region, comprising 1.2 million residents and including some of Canada's most diverse communities, is sufficient to warrant standing as one of the 10 geographically defined health units. The Provincial Growth Plan forecasts that our population will approach 1.8 million in only two more decades – adding even more rationale to our recommendation.

Our Council is proud of the way we have integrated Public Health within the delivery of other municipally and provincially funded services. In our role as a Consolidated Service System Manager, we deliver social services (Ontario Works, housing and childrens' services). We also deliver the provincially cost-shared land ambulance (paramedic) service. In our relentless efforts to better serve our residents, we have integrated services to better address the social determinants of health. The Provincial Auditor General's 2017 Value-for-Money [audit](#) of chronic disease prevention, illustrates the overall cost effectiveness of public health delivery through the Region of York – ranking us 3<sup>rd</sup> out of the 36 health units existing at the time.

**Figure 9: Provincial Per Capita Funding of All 36 Public Health Units, 2016/17**

Source of data: Ministry of Health and Long-Term Care



I encourage you to reconsider the disruptive merger of our health unit with a portion of Simcoe-Muskoka under the direction of a board with limited accountability to the property tax-payers being called upon to fund a larger share. Our strong preference is to continue under the current mandate for Regional Council with our proven and accredited emphasis on continuous improvement and accountability to the public we serve.

Sincerely,

Wayne Emmerson  
York Region Chairman and CEO

Attachments – June 20, 2019 Board of Health Resolution

#9722850



## Position and Mandate for a Restructured York Region Public Health

On June 20, 2019 the York Region Board of Health made the following decision:

That the Board of Health adopt the following recommendations, as amended, in the report dated June 12, 2019 from the Medical Officer of Health and the Commissioner of Community and Health Services:

1. York Region Board of Health direct the Chair of the Board to send a letter to the Minister of Health, with copy to the Premier of Ontario, to include the following:
  - a. Request that the geographic area of the restructured public health entity include only the existing geographic area of York Region.
  - b. Request that the governance and operating model of the restructured public health entity maintain the integrated service model which currently exists for York Region Public Health, to continue leveraging of all municipal activities towards addressing the social determinants of health.
  - c. Highlight opposition to the cost sharing changes which are estimated to increase the tax levy contributions to public health in the range of \$12.7 million.
  - d. Highlight that the proposed changes to the operating model and boundaries would create an additional tax levy burden on York Region due to the proposed amalgamation with the Simcoe Muskoka District Health Unit and associated increase in costs.
2. Until the Ministry of Health makes its final decision on the geographic area, and governance and operating models for the new public health entity, York Region Board of Health authorize and direct the Medical Officer of Health to establish a team to engage with the Simcoe Muskoka District Health Unit, guided by the following principles:
  - a. No significant service loss to York Region residents
  - b. No reduction in employment for front line positions, given that the population of York Region continues to grow
  - c. Protect current employees from job loss and maintain years of service as much as possible
  - d. Ensure that York Region tax levy funding remains in York Region to fund services in the Region
  - e. Do not exceed, on an annual basis, the total York Region tax levy funding currently contributed to deliver public health services, including both direct and indirect costs

3. York Region Board of Health authorize the Medical Officer of Health to request financial assistance from the Ministry of Health for planning and transition costs related to restructuring York Region Public Health.
4. York Region Board of Health authorize the Medical Officer of Health to retain management consulting resources as required, to advise on the structure and governance of the new public health entity.
5. This report be sent by the Regional Clerk to all nine local municipalities, York Region Members of Provincial Parliament, Canadian Union of Public Employees Local 905 (York Region Unit), Ontario Nurses Association Local 16, the Association of Municipalities of Ontario, the Association of Local Public Health Agencies, the Chief Medical Officer of Health of Ontario, the Ontario Health Agency and the other 34 Boards of Health.

## APPENDIX B: HUMAN SERVICES PLANNING BOARD OF YORK REGION

### Human Services Planning Board of York Region

#### Description

The Human Services Planning Board of York Region (the Board) is a multi-sector collaborative of key human service agencies, government, private sector, and community leaders. All Board Members are appointed by York Regional Council for up to a four year term, which runs concurrent with the term of Regional Council. In addition to quarterly meetings, the Board establishes working groups, as required, undertaking initiatives to address issues and legislated requirements related to human services.

#### Mandate

The mandate of the Board is to provide Regional Council and staff with strategic advice on human services matters in York Region, including but not limited to, providing the Advisory Committee function as set out in the *Police Services Act, 2018*.

This mandate will be fulfilled by considering and providing input in three areas:

- Capacity building, community engagement and collaborative advocacy initiatives related to human services, community safety and well-being
- Legislated requirements related to human services and community safety and well-being, such as but not limited to the *Police Services Act, 2018*
- Development and delivery of integrated human services policies and programs

#### Membership

##### Regional Government Sector

**Wayne Emmerson**, Chairman and Chief Executive Officer, The Regional Municipality of York

**John Taylor**, Mayor, Town of Newmarket

**Mario Ferri**, Regional Councillor, City of Vaughan

**Jack Heath**, Regional Councillor, City of Markham

##### Education Sector

**Mary Battista**, Superintendent of Education: Curriculum and Assessment, York Catholic District School Board

**Cecil Roach**, Coordinating Superintendent of Education, Indigenous Education and Equity, York Region District School Board

**Dr. Rhonda L. Lenton**, President and Vice-Chancellor, York University

##### Healthcare Sector

**David Stolte**, Vice President, Strategy and Redevelopment, Mackenzie Health  
**Rebecca Shields**, CEO, Co-Chair, Canadian Mental Health Association  
**Kim Baker**, CEO, Central Local Health Integration Network

### **Community Safety Sector**

**Eric Jolliffe**, Chief, York Regional Police  
**Chunilall (Robin) Doobay**, York Regional Police Services Board

### **Non-Profit Community Organizations Investment Sector**

**Nation Cheong**, Senior Vice President, Community Opportunities and Mobilization, United Way Greater Toronto  
**Michael Braithwaite**, CEO, Blue Door Shelters (effective March 18, 2019)

### **Children, Youth and Family Services Sector**

**Clovis Grant**, CEO, 360°kids  
**Dean Rokos**, Executive Director, York Hills Centre for Children, Youth and Families

### **Seniors/Healthy Aging Sector**

**Christina Bisanz**, CEO, Community & Home Assistance to Seniors

### **Training-Education/Labour Market/Business Community Sector**

**Darryl Gray**, Director of Education and Training, Toronto and Region Conservation Authority  
**Tracy Macgregor Walter**, President and CEO, Newmarket Chamber of Commerce, Chamber of Commerce representative  
**Al Wilson**, Executive Director, Workforce Planning Board of York Region

### **Community and Social Support Based-Services Sector**

**Christin Cullen**, Executive Director, John Howard Society of York Region  
**Medhat Mahdy**, President and CEO, YMCA of Greater Toronto  
**Liora Sobel**, Executive Director, Women's Centre of York Region  
**Colleen Zakoor**, Executive Director, Community Living Central York

### **Advisors and Resources**

**Charles Beer**, Principal, Counsel Public Affairs  
**Harry Bezruchko**, Regional Program Manager, Central Region, Employment and Training Division Ministry of Training, Colleges and Universities  
**Daryl Chong**, President and CEO, Greater Toronto Apartment Association  
**Noor Din**, CEO, Human Endeavour



**Moy Wong-Tam**, Executive Director, Centre for Immigrant and Community Services  
**Nadia Venafro**, Affordable Housing Consultant, Canada Mortgage and Housing Corporation

# Community and Health Services

## WHAT WE DO



### Housing Services

- Responsible for 6,700+ affordable housing units
- Deliver rent subsidies
- Develop new affordable housing



### Homelessness Community Programs

- Prevent homelessness
- Help residents find and keep housing
- Help residents access Social Assistance



### Social Assistance

- Help residents find and keep jobs
- Provide financial help for basic living costs



### Children's Services

- Provide child care and recreation subsidies for low-income families
- Support children with special needs
- Support children's learning and development (EarlyON)



### Public Health

Deliver range of programs and services including:

- Family, child health and dental services
- Harm reduction and substance misuse prevention
- Infectious disease control
- Inspections (restaurants, spas, etc.)



### Paramedic Services

- Respond to emergency medical calls
- Deliver lifesaving treatment
- Foster partnerships with hospitals
- Deliver community paramedicine



### Long-Term Care/Seniors' Services

- Operate two long-term care homes
- Provide day and outreach programs to people with long-term healthcare needs



### Community Development

- Build community partnerships to implement plans and strategies
- Fund community agencies to address community issues and gaps



### Access York

- Initial contact for resident inquiries
- Assess resident needs, and provide referrals and applications for York Region programs and services



**Access York** 1-877-464-9675

[accessyork@york.ca](mailto:accessyork@york.ca)

[york.ca](http://york.ca)

Accessible formats and communication supports are available upon request

**From:** Carolyn Lance <[clance@georgina.ca](mailto:clance@georgina.ca)>

**Sent:** March 2, 2020 9:55 AM

**To:**

**Subject:** Continuation of Programs and Services by Conservation Authorities

Good morning Honourable Premier, Honourable Ministers, et al.

Please be advised that Georgina Town Council considered correspondence from the Township of Uxbridge at a recent Council meeting regarding the continuation of programs and services by Conservation Authorities and supported the Township's position with the following motion:

WHEREAS the Town of Georgina has been well serviced by the Lake Simcoe Region Conservation Authority;

AND WHEREAS the Town of Georgina and Region of York rely on the expert advice of the Lake Simcoe Region Conservation Authority regarding land use planning proposals, source water protection and watershed integrity;

AND WHEREAS the Lake Simcoe Region Conservation Authority provides expert information, knowledge and advice regarding flood management and water quality monitoring;

AND WHEREAS the Lake Simcoe Region Conservation Authority provides programs to residents that include recreation, education, preservation and restoration projects that protect natural vegetation, species at risk and soil erosion;

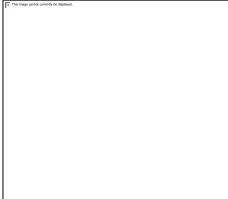
AND WHEREAS the Provincial Government is reviewing mandated programs, core services and potential funding of Conservation Authorities;

THEREFORE BE IT RESOLVED;

1. That the Town of Georgina supports the continuation of the programs and services provided by Conservation Authorities to municipalities and requests that the Provincial Government provide clear direction to maintain core services and provide stable funding to Conservation Authorities in order to provide these services.
2. That this resolution be forwarded to the Minister of Environment, Conservation & Parks, the Minister of Natural Resources and Forestry, Premier Doug Ford, all York Region MPP's, Lake Simcoe Region Conservation Authority, Conservation Ontario, the Association of Municipalities of Ontario and all York Region municipalities.

Accordingly, Town Council respectfully requests your consideration of its position on this matter and thanks you for your time.

Sincerely,  
FOR THE TOWN OF GEORGINA,



**Carolyn Lance**

Council Services Coordinator

Clerk's Division | Town of Georgina

26557 Civic Centre Road, Keswick, ON | L4P 3G1

905-476-4301 Ext. 2219 | [georgina.ca](http://georgina.ca)

Follow us on [Twitter](#) and [Instagram](#), like us on [Facebook](#)

**From:** OSUM Communications <[communicate@amo.on.ca](mailto:communicate@amo.on.ca)>

**Sent:** March 2, 2020 3:50 PM

**To:** Lyons, Lisa <[llyons@newmarket.ca](mailto:llyons@newmarket.ca)>

**Subject:** Call for OSUM Executive Committee Nominations and Information on the 67th Conference and Tradeshow



Dear Head of Council, Members of Council and Municipal Staff

RE: 2020 OSUM Conference & Trade Show and Executive Committee Nominations

The 67<sup>th</sup> Ontario Small Urban Municipalities (OSUM) Annual Conference and Trade show is being held in in the County of Brant from April 29, 2020 to May 1, 2020. Please join us to celebrate *Springtime in Paris*.

OSUM is the small urban voice of the province. It is an integral part of the Association of Municipalities of Ontario (AMO) and includes a number of Board members who serve on the AMO Board of Directors. Policy and research for OSUM is undertaken by AMO. OSUM provides an important forum for elected and appointed municipal officials to share information and examine pressing and emerging issues facing small urban communities. OSUM is the vehicle by which matters of common interest can be addressed through collective action to improve local government service across Ontario.

Nominations for the 2020-2022 term of the OSUM Executive Committee are being accepted now. A nomination form is [attached](#) and will be received by the undersigned until 4 PM on April 15, 2020.

Registration and accommodation information is for the OSUM *Springtime in Paris* Conference is available on the AMO website at: [www.osum.ca](http://www.osum.ca)

Yours truly,

A handwritten signature in black ink, appearing to read 'Larry J. McCabe', written in a cursive style.

Larry J. McCabe

Administrative Officer





**The Corporation of the Township of Tyendinaga**

**Reeve, Rick Phillips**

March 3, 2020

March 3, 2020

**Re: New Business- Motion of Support for a peaceful conclusion to the ongoing rail disruptions and encouragement for ongoing discussions for a solution to the Costal GasLink Project.**

At its meeting of March 2, 2020, the Council of the Corporation of the Township of Tyendinaga ratified a motion, regarding the support for a peaceful conclusion to the ongoing rail disruptions and encouragement to find a path a peaceful solution regarding the Costal GasLink Project.

“WHEREAS the dispute regarding the Coastal Gas Link Project in British Columbia is continuing;

AND WHEREAS the dispute has directly affected both the Township of Tyendinaga and the Mohawks of the Bay of Quinte;

AND WHEREAS a resolution of the situation lies in discussion and negotiations with the appropriate parties;

NOWTHEREFORE the Corporation of the Township of Tyendinaga calls on those parties to work together to find a successful and peaceful resolution of the pipeline matter as quickly as possible;

AND FINALLY that the Township urges all municipalities and municipal organizations across the Country to support the parties involved in their search for a resolution of this critically important matter.”

Best Regards,

A handwritten signature in black ink, appearing to be the initials "BR" in a stylized, cursive font.

**Brad Roach**

CAO (Chief Administrative Officer)

Clerk-Treasurer

**The Corporation of the Township of Tyendinaga**

859 Melrose Road, Shannonville, ON, K0K 3A0

(613) 396-1944 | [clerk@tyendinagatownship.com](mailto:clerk@tyendinagatownship.com)

[www.tyendinagatownship.com](http://www.tyendinagatownship.com)







West Nipissing Ouest

Joie de vivre

The Corporation of the Municipality of West Nipissing  
La Corporation de la Municipalité de Nipissing Ouest  
101-225, rue Holditch Street, Sturgeon Falls, ON P2B 1T1

P/T (705) 753-2250 (1-800-263-5359)  
F/TC (705) 753-3950

March 3, 2020

SENT VIA E-MAIL

Honourable Doug Ford, Premier of Ontario  
Premier's Office, Room 281  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1

Honourable Premier Ford:

**SUBJECT: PROVINCIALY SIGNIFICANT WETLANDS DESIGNATION**

---

At its regular meeting held on February 25, 2020, Council for the Municipality of West Nipissing passed resolution **2020/080**, attached hereto. The resolution supports a request circulated by the Village of Merrickville-Wolford, asking the Ministry of Natural Resources and Forestry to respectfully review its practices and procedures to include a requirement to provide supporting evidence, to impacted municipalities, when designating Provincially Significant Wetlands within their boundaries.

We trust the enclosed is self-explanatory.

Respectfully,

Deputy Clerk / Assistant to the  
Chief Administrative Officer

\Encl.

cc: Minister of Natural Resources and Forestry  
Minister of Municipal Affairs and Housing  
Association of Municipalities of Ontario (AMO)  
Rural Ontario Municipal Association (ROMA)  
Ontario Municipalities



The Corporation of the Municipality of West Nipissing /  
La Corporation de la Municipalité de Nipissing Ouest

Resolution No.

2020 / 0 8 0

FEBRUARY 25, 2020

Moved by / *Proposé par* :

Seconded by / *Appuyé par* :

**WHEREAS** the Municipality of West Nipissing received resolution no. R-029-20 from the Village of Merrickville-Wolford, attached hereto; pertaining to the Ministry of Natural Resources and Forestry's practices and procedures when designating of Provincially Significant Wetlands;

**BE IT RESOLVED THAT** Council for the Municipality of West Nipissing supports the Village of Merrickville-Wolford requesting that the Ministry of Natural Resources and Forestry to respectfully provide supporting evidence with respect to the expansion of wetlands designations within their boundaries;

**BE IT FURTHER RESOLVED THAT** Council for the Municipality of West Nipissing calls upon the Ministry of Natural Resources and Forestry to respectfully review its practices and procedures to include a requirement to provide supporting evidence, to impacted municipalities, when designating Provincially Significant Wetlands within their boundaries;

**BE IT FURTHER RESOLVED THAT** a copy of this resolution be forwarded to the Premier of Ontario, the Minister of Natural Resources and Forestry, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities.

	YEAS	NAYS
DUHAIME, Yvon		
FISHER, Christopher		
LARABIE, Roland		
MALETTE, Léo		
ROVEDA, Dan		
SÉGUIN, Jeremy		
SÉNÉCAL, Denis		
SÉNÉCAL, Lise		
SAVAGE, Joanne (MAYOR)		

CARRIED: \_\_\_\_\_

DEFEATED: \_\_\_\_\_

DEFERRED OR TABLED: \_\_\_\_\_

Established 1793  
 Incorporated  
 Wolford 1850  
 Merrickville 1860  
 Amalgamated 1998



Telephone (613) 269-4791  
 Facsimile (613) 269-3095

## VILLAGE OF MERRICKVILLE-WOLFORD

February 5, 2020

**The Honourable Doug Ford, Premier of Ontario**  
 Premier's Office, Room 281  
 Legislative Building, Queen's Park  
 Toronto, ON, M7A 1A1

Dear Premier Ford:

**Re: Provincially Significant Wetlands Designation**

Please find attached the Council of the Corporation of the Village of Merrickville-Wolford's Resolution No. R-029-20, with respect to the Village's concerns surrounding the Ministry of Natural Resources and Forestry's practices and procedures while implementing designations of Provincially Significant Wetlands.

While the attached resolution is tailored to a Village-specific issue, it is Council's position that the concerns expressed therein are being experienced by municipalities Province-wide.

Thank you in advance for the consideration that you give this matter.

Yours truly,

Doug Robertson  
 CAO/Clerk/Director, Economic Development

- c. Honourable John Yakabuski, Minister of Natural Resources and Forestry
- Honourable Steve Clark, Minister of Municipal Affairs and Housing
- Andy Brown, CAO of the United Counties of Leeds and Grenville
- Association of Municipalities of Ontario
- Rural Ontario Municipal Association
- All Ontario municipalities

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Incorporated  
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Merrickville 1860  
Amalgamated 1998

Telephone (613) 269-4791  
Facsimile (613) 269-3095



**VILLAGE OF MERRICKVILLE-WOLFORD**

For Clerk's use only, if required:  
**Recorded Vote Requested By:**

Cameron	Y	N
Foster	Y	N
Halpenny	Y	N
Molloy	Y	N
Struthers	Y	N

Resolution Number: R - 029 - 20

Date: January 27, 2020

Moved by: Cameron Foster Halpenny Molloy

Seconded by: Cameron Foster Halpenny Molloy

WHEREAS the Village of Merrickville-Wolford is endeavouring to adopt a new Official Plan as required per Section 17 of the *Planning Act* and the Village is required to incorporate the Provincial Policy Statements of the Act;

AND WHEREAS the Provincial Policy Statements require the Village to provide in its Official Plan the updated provisions of new and expanded Provincially Significant Wetlands designations;

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned that the expansion of these wetlands is detrimentally affecting certain landowners and the Village's assessment base;

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned that designations of Provincially Significant Wetlands have occurred throughout the Province of Ontario without the provision of supporting evidence;

Established 1793  
 Incorporated  
 Wolford 1850  
 Merrickville 1860  
 Amalgamated 1998

Telephone (613) 269-4791  
 Facsimile (613) 269-3095



## VILLAGE OF MERRICKVILLE-WOLFORD

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned about the expansion of the Provincially Significant Wetlands in the Northeast quadrant of the Village;

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned that these wetlands designations have been expanded without the Ministry of Natural Resources and Forestry having provided to the Village supporting evidence to justify said expansion;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Village of Merrickville-Wolford does hereby respectfully request that the Ministry of Natural Resources and Forestry provide the Village with supporting evidence with respect to the expansion of these wetlands designations;

AND THAT the Ministry of Natural Resources and Forestry re-evaluate the subject properties without delay;

AND THAT a copy of this resolution be sent to the Honourable Premier Doug Ford, Minister of Natural Resources and Forestry, the Minister of Municipal Affairs and Housing, the United Counties of Leeds and Grenville, the Association of Municipalities of Ontario and the Rural Ontario Municipal Association and all Ontario municipalities.

Carried / Defeated

  
 J. Douglas Struthers, Mayor





If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

March 3, 2020

Premier Doug Ford  
Via Email: premier@ontario.ca

Dear Premier:

**Re: Support Role of Conservation Authorities**  
**Clerk's File Number: PG.25.06**

---

At a meeting held on March 2, 2020, the Council of the Municipality of Clarington approved the following Resolution #PD-042-20:

Whereas the Municipality of Clarington has been well served by Central Lake Ontario, Kawartha Region and Ganaraska Region Conservation Authorities; and

Whereas the Municipality of Clarington and Durham Region rely on the expert advice of Conservation Authorities regarding land use planning proposals, source water protection and watershed integrity; and

Whereas Conservation Authorities provide expert information, knowledge and advice regarding flood management and water quality monitoring; and

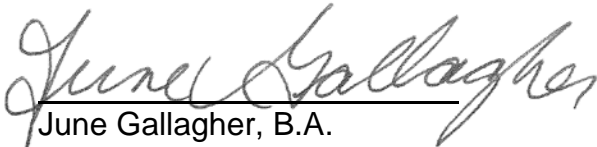
Whereas Conservation Authorities provide programs to residents that include recreation, education, preservation and restoration projects that protect natural vegetation, species at risk and soil erosion; and

Whereas the Provincial Government is reviewing mandated programs, core services and potential funding of Conservation Authorities;

Now therefore be it resolved that the Municipality of Clarington supports the continuation of the programs and services provided by Conservation Authorities to municipalities and requests that the Provincial Government provide clear direction to maintain core services and provide stable funding to Conservation Authorities in order to provide these services; and

That this resolution be forwarded to the Minister of Environment, Conservation & Parks; the Minister of Natural Resources and Forestry; Premier Ford; all Durham Region MPP's; Northumberland - Peterborough South MPP; Central Lake Ontario Conservation Authority; Ganaraska Region Conservation Authority; Kawartha Region Conservation Authority, the Association of Municipalities of Ontario; all Durham Region and Greater Toronto Area municipalities.

Yours truly,



June Gallagher, B.A.  
Deputy Clerk

JG/lp

- c. **See attached list of Interested Parties**  
A. Burke, Acting Manager of Special Projects  
F. Langmaid, Acting Director of Planning Services



**Interested Parties List**

Jeff Yurek, Minister of Environment, Conservation & Parks  
John Yakabuski, Minister of Natural Resources and Forestry  
Peter Bethlenfalvy, MPP Pickering-Uxbridge  
Lorne Coe, MPP Whitby  
Jennifer French, MPP Oshawa  
Lindsey Park, MPP Durham  
Rod Phillips, MPP Ajax  
David Piccini, MPP Northumberland-Peterborough South  
Central Lake Association of Municipalities of Ontario  
Ganaraska Region Conservation Authority  
Kawartha Region Conservation Authority  
Association of Municipalities of Ontario  
Ralph Walton, Regional Clerk/Director of Legislative Services, Durham Region  
Nicole Cooper, Director of Legislative & Information Services, Town of Ajax  
Becky Jamieson, Municipal Clerk, Township of Brock  
Mary Medeiros, City Clerk, City of Oshawa  
Susan Cassell, City Clerk, City of Pickering  
Chris Harris, Town Clerk, Town of Whitby  
Debbie Leroux, Director of Corporate Services/Clerk, Township of Uxbridge  
John Paul Newman, Director of Corporate Services/Clerk, Township of Scugog  
Michael de Rond, Town Clerk, Town of Aurora  
Peter Fay, City Clerk, City of Brampton  
Angela Morgan, City Clerk, City of Burlington  
Carey Herd, General Manager/Town Clerk, Town of Caledon  
Fernando Lamanna, Municipal Clerk, Town of East Gwillimbury  
Rachel Dillabough, Town Clerk, Town of Georgina  
Suzanne Jones, Town Clerk, Town of Halton Hills  
Kathryn Moyle, Director of Clerks/By-law Enforcement, Township Clerk,  
Township of King  
Kimberley Kitteringham, City Clerk, City of Markham  
Diana Rusnov, Director of Legislative Services and City Clerk, City of  
Mississauga  
Troy McHarg, Town Clerk, Town of Milton  
Lisa Lyons, Director of Legislative Services and Town Clerk, Town of Newmarket  
Vicki Tytaneck, Town Clerk, Town of Oakville  
Kathryn Lockyer, Regional Clerk and Director of Clerk's, Peel Region  
Stephen Huycke, Town Clerk, Town of Richmond Hill  
Ulli S. Watkiss, City Clerk, City of Toronto  
Chris Raynor, Regional Clerk, York Region  
Todd Coles, City Clerk, City of Vaughan  
Gillian Angus-Traill, Town Clerk, Town of Whitchurch-Stouffville  
Judy Smith, Director of Municipal Governance, Clerk/Freedom of Information  
Coordinator, Municipality of Chatham-Kent  
Tracey Dickson, Archives/Administrative Support, The Corporation of the County  
of Prince Edward  
Maggie Downey, Administrative Assistant, Municipal Governance, Municipality of  
Chatham-Kent  
Jannette Amini, Manager of Legislative Services/Clerk, County of Frontenac

Maddison Ellis, Deputy Clerk, Executive Assistant to the CAO, Northumberland  
County

Doug Robertson, CAO/Clerk/Director, Economic Development, Village of  
Merrickville-Wolford

Amanda Cox, Clerk/Planning Coordinator, Township of Madoc



Legislative Services  
Michael de Rond  
905-726-4771  
clerks@aurora.ca

Town of Aurora  
100 John West Way, Box 1000  
Aurora, ON L4G 6J1

March 4, 2020

**Delivered by email**  
regional.clerk@york.ca

Chris Raynor, Regional Clerk  
The Regional Municipality of York  
17250 Yonge Street  
Newmarket, ON L3Y 6Z1

Dear Mr. Raynor:

**Re: Town of Aurora Council Resolution of February 11, 2020**  
**Re: Report No. PDS20-014 – Town of Aurora Official Plan Review**

Please be advised that this matter was considered by Council at its Public Planning meeting held on February 11, 2020, and in this regard Council adopted the following resolution:

1. **That Report No. PDS20-014 be received; and**
2. **That another Public Planning meeting be held after the public engagement consultant's work is underway and staff report back with an Official Plan Review work plan that incorporates the feedback received to date from public consultation; and**
3. **That the Town Clerk provide a copy of this report to The Regional Municipality of York, Lake Simcoe Region Conservation Authority, Toronto and Region Conservation Authority, Town of Newmarket, Township of King, Town of Whitchurch-Stouffville, and City of Richmond Hill, for information.**

The above is for your consideration and any attention deemed necessary.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Michael de Rond", is written over a white background.

Michael de Rond

Town Clerk

The Corporation of the Town of Aurora

MdR/lb

Council Resolution – Town of Aurora Official Plan Review

March 4, 2020

Page 2 of 2

Attachment: Report No. PDS20-014 – Town of Aurora Official Plan Review

Copy: Lake Simcoe Region Conservation Authority  
Toronto and Region Conservation Authority  
Town of Newmarket  
Township of King  
Town of Whitchurch-Stouffville  
City of Richmond Hill



**Town of Aurora**  
**Public Planning Report**

**No. PDS20-014**

---

**Subject:** Town of Aurora Official Plan Review  
**Prepared by:** Michael Logue, Senior Policy Planner, Growth Management  
**Department:** Planning and Development Services  
**Date:** February 11, 2020

---

## **Recommendations**

- 1. That Report No. PDS20-014 be received;**
- 2. That Staff report back with an Official Plan Review workplan that incorporates the feedback received to date from public consultation; and,**
- 3. That the Town Clerk provide a copy of this report to the Regional Municipality of York, Lake Simcoe Region Conservation Authority, Toronto and Region Conservation Authority, Town of Newmarket, Township of King, Town of Whitchurch-Stouffville, and City of Richmond Hill, for information.**

## **Executive Summary**

Staff are seeking feedback from the public at this Special Meeting on the proposed scope of the Official Plan Review, and the key issues that need to be addressed through the Study process. The Town of Aurora's Official Plan Review is a Provincially legislated Municipal Comprehensive Review conformity exercise and major undertaking.

- Aurora's Official Plan must conform with the Regional Official Plan, Provincial Policy Statement, Growth Plan, and Oak Ridges Moraine Conservation Plan
- A preliminary scan of the 2010 Official Plan has identified six thematic Focus Areas, to keep the Plan current, strategically relevant and in conformity;
- The study process is envisioned in five phases over a multi-year work program;
- Forecasted growth to include minimum intensification levels, and density targets for the Major Transit Station Area surrounding Aurora GO; and,
- Environmental policies and natural heritage mapping will need to be updated.

The preliminary work program described at a high level in this report, the scope of the Official Plan review, and the Public Engagement and Communications Strategy will be further refined in a subsequent report to Council.

## **Background**

Aurora's upcoming Municipal Comprehensive Review and Official Plan Review was first introduced to Council in December 2019, through Report No. PDS19-098.

### **Aurora's Official Plan to be brought into conformity with Regional Official Plan & Provincial plans (Provincial Policy Statement, Growth Plan, Oak Ridges Moraine)**

#### *Provincial Policy Statement (PPS)*

On May 2, 2019, the Province of Ontario (the "Province") released "More Homes, More Choice: Ontario's Housing Supply Action Plan". The Action Plan included a series of initiatives intended to address housing supply in the Province, including a review of the PPS. On July 22, 2019, the Province released proposed changes to the PPS. The PPS provides direction on matters of provincial interest as it relates to land use planning. The most recent version of the PPS came into effect April 2014. The PPS is issued under Section 3 of the *Planning Act* and all decisions of Council affecting land use planning matters shall be consistent with the PPS.

#### *A Place to Grow: Growth Plan for the Greater Golden Horseshoe*

The Growth Plan provides a strategic framework for managing growth in the Greater Golden Horseshoe (the "GGH") region including:

- Setting intensification targets within built-up areas, minimum density targets within greenfield areas, and establishing Major Transit Station Areas as mixed-use mobility hubs. These and related policies direct municipalities to make more efficient use of land, resources and infrastructure to reduce sprawl. They promote a culture of conservation, compact built form, and better designed communities with an attractive and vibrant public realm; and,
- Building complete communities with a diverse range of housing options, public service facilities, recreation and green space that better connect transit to where people live and work.

The Growth Plan builds on the policy foundation provided by the PPS, and provides more specific land use planning policies to address issues facing the GGH region. The Town of Aurora Official Plan must conform to the Growth Plan. On May 16, 2019, the Province brought into effect A Place to Grow: Growth Plan for the Greater Golden

Horseshoe, 2019 (the “Growth Plan (2019)”), for which all planning matters are required to conform. This new Growth Plan (2019) replaces the previous Growth Plan (2017).

The *Places to Grow Act, 2005* requires that Official Plans must be amended to conform to the Growth Plan by a specified time period. In 2017, the Minister of Municipal Affairs directed that by July 1, 2022 Official Plans be brought into conformity with the previous Growth Plan (2017). Despite the release of the new plan in May 2019, it is Staff’s understanding that the conformity deadline for the Official Plan remains July 1, 2022.

#### *Greenbelt Plan and Oak Ridges Moraine Conservation Plan*

The Oak Ridges Moraine Conservation Act, 2001 and the accompanying Oak Ridges Moraine Conservation Plan (ORMCP) (2017), is the policy framework for protecting and enhancing the Oak Ridges Moraine’s ecological and hydrological features and functions that support the health and well-being of the Region’s ecosystems and residents. Municipal planning decisions are required to conform to the Oak Ridges Moraine Conservation Plan, which prevails over Official Plans. Through the MCR process, the Town’s Official Plan will be reviewed to ensure conformity with the Oak Ridges Moraine Conservation Plan (2017).

#### *York Region Official Plan*

York Region is currently undertaking a Municipal Comprehensive Review (the “MCR”). A draft Regional Official Plan (the “ROP”) is not expected to be released until late 2020, and anticipated Council adoption in 2021. The Region’s work plan involves a number of thematic Focus Areas, which include:

- Intensification and Employment Strategies, including population and employment forecasts to 2041 and direction for Major Transit Station Areas and Strategic Growth Areas;
- Complete & Healthy Built Environment;
- Natural Heritage;
- Implementing the Agricultural System;
- A Housing Strategy;
- A Climate Change Action Plan;
- Indigenous Communities Consultation & Vision;
- Infrastructure Master Plans; and,
- A Fiscal Impact Analysis.

Staff have been actively engaged in the Regional conformity processes. Regional policy direction must be known and understood in advance of preparing the Town's policies and related mapping. Aurora's Official Plan will need to be brought into conformity with the ROP once the Province approves it.

## **Analysis**

### **Section 26 of the Planning Act set out the requirements for updating an existing Official Plan**

An Official Plan is a strategic document that guides land use and infrastructure planning for a municipality. Official Plans have legal status and derive their authority from the *Planning Act*. Official Plans contain goals and objectives of the community and establish policies to direct the form, extent, nature and rate of growth and change. Official Plans are typically written to guide municipal decisions for a certain planning horizon, e.g. to 2041.

Section 26 of the *Planning Act* sets out the requirements for updating an Official Plan. It identifies the basic scope of an Official Plan review:

- That it confirm with, or not conflict with, provincial plans;
- That it has regard for matters of provincial interest; and,
- That it be consistent with the PPS.

An OP update as per Section 26 of the *Planning Act* can be undertaken within five years, or ten years for a brand new Official Plan. One primary consideration in an Official Plan review is determining the scope of the review. The scope of the review of the Town's 2010 Official Plan must be carefully defined in order to identify the resources that will be required to undertake the review and analysis in a timely manner.

### **Special Meeting of Council & Open House Officially Kick Off OP Review**

The purpose of the Special Meeting required by the *Planning Act*, is to determine the scope of the review. This report and open house serve as the Special Meeting, introducing the Official Plan Review and providing the community and stakeholders an opportunity to provide feedback on the focus areas identified. Notice of the Public Open House and public meeting was provided in accordance with the requirements of the *Planning Act*.



### **Crucial step is determining the scope of review of Town's existing Official Plan**

It is important to recognize that this is a review of the Town's existing Official Plan to consider what policies are working, and what new policies are required to be added. The purpose of this review is not to create a new Official Plan from first principles, but to build open the OP's existing guiding principles which are still quite relevant in 2020.

Staff have undertaken an internal scan to understand the potential scope of the review of the 2010 Official Plan with the Town's Departments, residents, business owners, and York Region. Staff will continue to engage other commenting partners, such as public agencies, advisory committees and conservation authorities to seek feedback.

A Technical Steering Committee (TSC) comprising of staff from the Town's Departments and York Region has been established and will act as a resource for the Study Project Team on key issues and provide input at various stages during the review. A community-based steering committee, comprised of residents, stakeholders and Councillors, is proposed to be formed at the outset of the review.

Once the scope of the Official Plan Review has been clearly determined, Staff will report back to Council on the issues to be addressed as part of the review. This will include whether a comprehensive review of the 2010 Official Plan is necessary to fully conform to Provincial Policy and the Region of York Official Plan, or if the review will require more of a scoped approach targeting specific issues.

### **The Study process is envisioned in five phases with six strategic Focus Areas**

The draft work program for the MCR and Official Plan Review envisions the Study process being conducted over five phases (see figure in Attachment 1):

- Background Review;
- Growth Analysis;
- Complete, Vibrant and Healthy Communities;
- Infrastructure & Movement; and,
- Synthesis & Implementation.

Each phase of the Study process will be iterative, and include a process of generating, testing and confirming ideas, concluding with a discussion paper synthesizing the policy recommendations. Six strategic Focus Areas of study are proposed (see figure in Attachment 2):

- Employment Strategy;
- Growth Management Strategy;
- Neighbourhood, Complete Community & Housing;
- Environment & Climate Strategy;
- Urban Design, Greening & Heritage; and,
- Infrastructure & Movement.

The Study will be complemented by a series of consultation events, which are described in the Public Consultation section below.

### **Municipal Comprehensive Review Requirements**

Major Growth Plan (2019) policy matters required to be addressed through the conformity exercise, which will form part of the Official Plan Review include:

- Managing forecasted growth through intensification;
- Protecting Employment lands; and,
- Developing environmental policies and updating natural heritage mapping.

The MCR requirements are further described in the following paragraphs. A future report will outline a detailed work program and associated timing to achieve conformity with the Growth Plan (2019) in the context of the York Region's MCR and reporting timelines.

### **Managing forecasted growth through intensification**

The Growth Plan (2019) sets out the requirement for municipalities to develop an intensification strategy to achieve minimum intensification targets. Single and upper tier intensification targets are set out in the Growth Plan (2019), and in Aurora's case will be determined through York Region's MCR.

York Region is determining the distribution of revised Growth Plan growth forecasts, and intensification targets, to each local municipality based on a 2041 planning horizon. The growth forecast for Aurora will inform the Town's MCR and Growth Strategy. A draft growth forecast from York Region is expected to be released by March 2020.

**Intensification and Density Targets for York Region set out in the Growth Plan (2019); Aurora's to be determined through the Region's MCR.**

The Built-Up Area, as delineated by the Province's Built Boundary (unchanged from its delineation in the current Official Plan's Schedule A), identifies the area within which the minimum intensification targets will apply. The Growth Plan (2019) encourages intensification generally throughout the delineated built-up area.

The Growth Plan (2019) also sets out minimum density targets for Major Transit Station Areas (MTSAs). Formerly known as mobility hubs, MTSAs are the lands around transit stations generally defined as the areas within an approximate 500-800 metre radius of a transit station, representing about a 10-minute walk. Through the MCR, the Region is required to delineate the boundaries of each MTSA and to demonstrate that each MTSA is planned to meet the prescribed minimum density targets (200 residents and jobs per hectare for subways; 160 residents and jobs per hectare for light rail transit; and 150 residents and jobs per hectare for GO Transit rail).

The Growth Plan (2019) also allows for identifying strategic growth areas. Strategic Growth Areas (SGAs) are to be the focus for accommodating intensification and higher-density mixed uses in a more compact built form, similar to an MTSA but not necessarily surrounding a major transit station. The MCR may identify major opportunities for infill, lands along major roads or other areas with existing or planned frequent transit, as potential SGAs.

As part of the York Region's ongoing Municipal Comprehensive Review, Town Staff have been working with the Region to delineate Aurora's only MTSA, surrounding the GO train station. Within Aurora's policy context, the Aurora Promenade is serving as the starting point for the MTSA, and also meets the criteria to be considered as an SGA (Yonge Street corridor). Staff will continue to engage the Region in its MCR process.

As per Council's resolution of October 22, 2019, the Official Plan Review will consider establishing a policy framework for a Community Planning Permit system for the Aurora Promenade.

**Planning for Employment Lands to include job density targets**

The Growth Plan (2019) requires municipalities to plan for all Employment Areas by regulating permitted land uses and establishing minimum density targets. The Growth Plan (2019) requires that municipalities will prohibit certain land uses (residential and

other sensitive land uses) within lands designated as Employment Areas. The Growth Plan (2019) also requires municipalities to either prohibit major retail uses or to establish size or scale thresholds for these uses.

Mandated minimum density targets for Employment Areas will be measured in jobs per hectare, and reflect the current and anticipated type and scale of employment for specific Employment Areas. A future report on the Official Plan work will detail the analysis needed to achieve conformity in this focus area.

### **Environmental policies and natural heritage mapping to be updated**

The Growth Plan (2019) requires municipalities to develop conservation policies in their Official Plan related to: water, energy, air quality improvement, integrated waste management, and stormwater master plans. The Growth Plan (2019) also requires that municipalities develop Official Plan policies that will address greenhouse gas emissions and climate change that are aligned with other provincial plans and policies. Based on consultation with Town departments, agencies, and the Region, the staff report on the work program will identify any technical studies required to achieve conformity.

### **Public consultation for Official Plan Review will be guided by a Public Engagement and Communications Strategy**

The five year review to consider any updates to the Official Plan is a statutory requirement of the *Planning Act*. The *Planning Act* sets out the minimum requirements for public consultation in undertaking the review. Meeting the legislation will require substantial time and resources. The Town is planning to go beyond the minimum requirements based on best practices for Official Plan reviews, and have developed a preliminary Public Engagement and Communications Strategy. Staff are in the process of retaining a public engagement consultant to assist the Town in undertaking public consultation.

The strategy developed by Planning staff and Corporate Communications will provide a consistent approach and serve as the framework for public engagement, ensuring members of Council, key stakeholders and residents are engaged during all phases of the study process.

## **Next Steps**

Planning Staff will prepare a future report that advises on the scope and work program for the Official Plan Review. While the Focus Areas identified in this report will continue to form the basis of the overall work program and the consultation strategy, the report will present the results of the external scan of the community, including public agencies and partners that have been consulted to date, and any refinements to the Focus Areas.

## **Advisory Committee Review**

Not applicable.

## **Legal Considerations**

The legal considerations are throughout the report.

## **Financial Implications**

Council has approved a capital budget of \$300,000 for the Official Plan Review in 2016. A capital budget request has been made for 2021 and there is the potential for additional capital budget requests for future years, dependent on the scope and other timing considerations to be determined in the detailed work plan.

## **Communications Considerations**

Based on the International Association for Public Participation (IAP2) Spectrum and the Town of Aurora Community Engagement Framework, the Town of Aurora will utilize the 'Involve' level of engagement (the third, or middle level of five).

As mentioned in this report, the Town intends to go above and beyond minimum standards for engaging the public in the Official Plan Review. Staff, in partnership with the project's engagement consultants, will involve the public and work directly within them throughout the process to ensure that public concerns are consistently understood and considered. We will work to ensure community concerns are reflected in recommendations and alternatives and it is anticipated that public feedback will be a factor in decision-making processes.

Throughout the review process a number of online and offline engagement activities will be used, including public meetings, online consultations, surveys and interactive

educational activities. To date, feedback has already been sought via online survey and through Planner Pop-up events throughout Town. A comprehensive webpage has already been completed to ensure residents are kept informed of activities and opportunities to provide feedback.

Once the public engagement consultant is engaged, a comprehensive plan of engagement activities will be developed and shared with Council and the public.

### **Link to Strategic Plan**

The Municipal Comprehensive Review and review of the Official Plan supports the Strategic Plan goal of: Supporting an exceptional quality of life for all, via the objective of Strengthening the fabric of our community, specifically through the action item: Prepare and update the Town's Official Plan and Zoning By-law in accordance with the requirements of the *Planning Act*.

### **Alternative(s) to the Recommendation**

1. That Council provide direction.

### **Conclusions**

The Provincially legislated MCR conformity exercise, together with the review of the Town's Official Plan, represents a major undertaking that will result in a multi-year work program. In undertaking a preliminary scan of the 2010 Official Plan, Staff have identified a number of thematic Focus Areas that need to be addressed in order to keep the document current, strategically relevant and in conformity with Provincial and Regional Plans.

The work program presented at a high level in this report, will be described in greater detail in a future report to Council. The Public Engagement and Communications Strategy will also be refined and presented to a future Council meeting.

Staff are seeking feedback from the public at this Special Meeting on the proposed scope of the Official Plan Review and key issues to be addressed through the Study process. The scope of the review will be confirmed following the Special Meeting.

February 11, 2020

Page 11 of 11

Report No. PDS20-014

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### **Attachments**

Attachment 1: Town of Aurora MCR & OPR Process

Attachment 2: Town of Aurora MCR & OPR Focus Areas

### **Previous Reports**

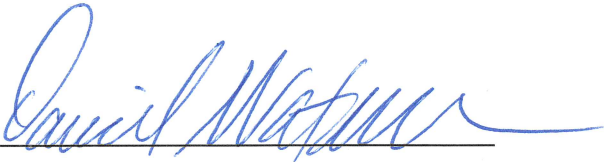
General Committee Report No. PDS19-198, dated December 3, 2019

### **Pre-submission Review**

Agenda Management Team Meeting review on January 23, 2020.

### **Departmental Approval**

### **Approved for Agenda**



**David Waters, MCIP, RPP, PLE  
Director  
Planning and Development Services**



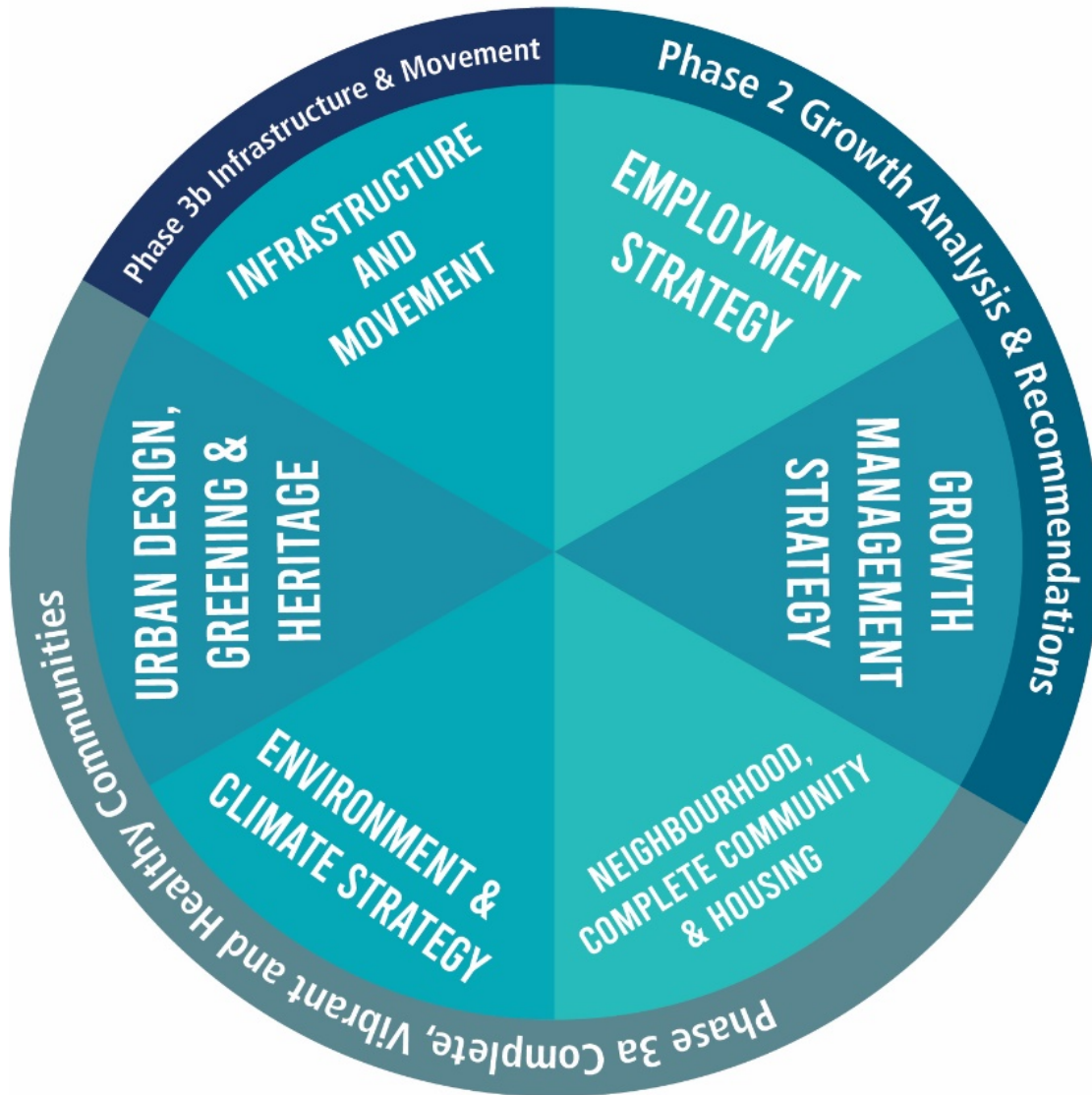
*for* **Doug Nadorozny  
Chief Administrative Officer**

**Attachment 1: Town of Aurora MCR & OPR Process**





**Attachment 2: Town of Aurora MCR & OPR Focus Areas**







West Nipissing Ouest

Joie de vivre

The Corporation of the Municipality of West Nipissing  
La Corporation de la Municipalité de Nipissing Ouest  
101-225, rue Holditch Street, Sturgeon Falls, ON P2B 1T1

P/T (705) 753-2250 (1-800-263-5359)  
F/TC (705) 753-3950

March 5, 2020

SENT VIA E-MAIL

Hon. John Yakabuski  
Minister of Natural Resources and Forestry  
Whitney Block 6th Flr Rm 6630,  
99 Wellesley St W,  
Toronto, ON M7A 1W3

Honourable Minister Yakabuski:

**SUBJECT: LEGISLATIVE CHANGES IN BILL 132**

---

At its regular meeting held on March 3, 2020, Council for the Municipality of West Nipissing passed resolution **2020/101**, attached hereto. The resolution supports a request circulated by the Township of Puslinch, supporting AMO's position on the legislative changes in Bill 132 with respect to the *Aggregate Resources Act* and the *Safe Drinking Water Act*.

We trust the enclosed is self-explanatory.

Respectfully,

Deputy Clerk / Assistant to the  
Chief Administrative Officer

\Encl.

cc: Minister of Health and Long-Term Care  
Association of Municipalities of Ontario (AMO)  
Ontario Municipalities



The Corporation of the Municipality of West Nipissing /  
La Corporation de la Municipalité de Nipissing Ouest

Resolution No.

2020 / 1 0 1

MARCH 3, 2020

Moved by / Proposé par :

Seconded by / Appuyé par :

**WHEREAS** the Municipality of West Nipissing received resolution no. 2020-010 from the Township of Puslinch supporting the Association of Municipalities of Ontario's (AMO) position on the Legislative Changes in Bill 132 with respect to the *Aggregate Resources Act* and the *Safe Drinking Water Act*;

**BE IT RESOLVED THAT** Council for the Municipality of West Nipissing also supports AMO's position on the Legislative Changes in Bill 132 with respect to the *Aggregate Resources Act* and the *Safe Drinking Water Act*, as supported by the Township of Puslinch;

**BE IT FURTHER RESOLVED THAT** a copy of this resolution be forwarded to the Ministry of Natural Resources and Forestry, the Ministry of Health and Long-Term Care, the Association of Municipalities of Ontario (AMO) and Ontario municipalities for their consideration.

	YEAS	NAYS
DUHAIME, Yvon		
FISHER, Christopher		
LARABIE, Roland		
MALETTE, Léo		
ROVEDA, Dan		
SÉGUIN, Jeremy		
SÉNÉCAL, Denis		
SÉNÉCAL, Lise		
SAVAGE, Joanne (MAYOR)		

CARRIED: \_\_\_\_\_

DEFEATED: \_\_\_\_\_

DEFERRED OR TABLED: \_\_\_\_\_



February 20, 2020

RE: AMO's position on the Legislative Changes in Bill 132 with respect to the Aggregate Resources Act and the Safe Drinking Water Act.

Please be advised that Township of Puslinch Council, at its meeting held on January 2, 2020, considered the aforementioned topic and subsequent to discussion, the following was resolved:

**Resolution No. 2020-010:** Moved by Councillor Sepulis and  
Seconded by Councillor Bailey

**That Council receives the Intergovernmental item 7.9 Queens Park Update; and  
That Council direct staff to send correspondence in support of AMO's position on the  
Legislative Changes in Bill 132 with respect to the Aggregate Resources Act and the Safe  
Drinking Water Act.**

**CARRIED**

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

Yours very truly,  
Courtenay Hoytfox  
Development and Legislative Coordinator

**Courtenay Hoytfox**

---

**From:** AMO Communications <Communicate@amo.on.ca>  
**Sent:** Monday, December 16, 2019 11:17 AM  
**To:** Courtenay Hoytfox  
**Subject:** Queen's Park Update - December 16, 2019

AMO Update not displaying correctly? [View the online version](#) | [Send to a friend](#)  
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December 16, 2019

## Queen's Park Update

### Cannabis

On December 12<sup>th</sup>, the government amended Ontario Regulation 478/18 under the *Cannabis License Act, 2018*. This opens Ontario's cannabis retail market in 2020. Retail applications begin on January 6, 2020 and the new changes in the regulation include:

- Ceasing the lottery for retail licenses
- Eliminating pre-qualification requirements for retailers
- Allowing licensed producers to open retail store connected to a production facility

On March 2, 2020, the restrictions on the total number of store authorizations permitted in the province will be revoked. Licensed operators will be allowed to have up to 10 stores until September 2020, up to 30 stores until September 2021 and up to 75 stores afterwards. Store applications will only be eligible in municipalities that have opted-in to sell cannabis.

For more information, visit [www.agco.ca](http://www.agco.ca).

### End of the Fall Legislative Session

The Legislative Assembly of Ontario ended its 2019 legislative session on December 12<sup>th</sup> and is adjourned until February 18, 2020. Here are some short summaries of Bills of municipal interest that have received Royal Assent.

**[Bill 132, Better for People, Smarter for Business Act, 2019](#)** – Received Royal Assent on Dec. 10<sup>th</sup>.

The legislative changes in Bill 132 of most municipal concern are to the *Aggregates Act*. While it is an improvement that a change will require an application process for below water table extraction, rather than just an amendment to a licence, it still allows the province to issue licences for below water table extraction while the *Safe Drinking Water Act*, Section 19 stipulates that owners of municipal drinking water sources are guilty of an offence if they fail to exercise care over a drinking water system, like a well. As aquifers are connected, a decision of the province to allow below water table extraction could lead to contamination of municipal drinking water sources.

Given the conflict between these two Acts, AMO had asked for a concurrent amendment to the *Safe Drinking Water Act* to indemnify Council members for decisions on *Aggregates Act* applications that the province makes. This amendment was not made to the legislation that now has Royal Assent. We believe this will result in municipal councils appealing all provincial decisions on below water table extraction to the Local Planning Appeal Tribunal (LPAT) to show appropriate due diligence.

As well through Bill 132, the *Highway Traffic Act* was amended to allow municipal governments to pass by-laws that will allow some off-road vehicles to be driven on municipal highways.

For more information on this omnibus bill, please refer to AMO's [Bill 132 submission](#).

**Bill 138, Plan to Build Ontario Together Act, 2019** – Received Royal Assent on December 10<sup>th</sup>.

This omnibus Bill accompanied the 2019 Fall Economic Statement and affected 40 statutes. This included:

- Section 26.1 of the *Development Charges Act* is amended and will remove industrial development and commercial development from eligible development types that can be charged.
- Subsection 329 (2) of the *Municipal Act, 2001* and section 291 (2) of the *City of Toronto Act, 2006* has been amended regarding calculating property taxes when the permitted uses of land change.
- The *Supply Chain Management Act* specifies how the broader public sector may carry out supply chain management and procurement. AMO has confirmed that these provisions will not apply to municipalities.
- Section 37 of the *Planning Act* has been amended to set out a process for a person or public body to appeal a community benefits charge by-law to the Local Planning Appeal Tribunal.
- Section 40 (1) of the *Liquor Licence and Control Act* permits municipal councils to designate a recreational area under its jurisdiction to prohibit the possession of liquor.

**Bill 136, Provincial Animal Welfare Services Act, 2019** – Received Royal Assent on December 5<sup>th</sup>.

This bill creates an animal welfare framework. Under the Act, in the event of a conflict between a municipal by-law and the *Provincial Animal Welfare Services Act*, the provision that affords the greater protection to animals will prevail. The legislation

requires an implementation of a full provincial government-based animal welfare enforcement model.

The province has confirmed that all enforcement mechanisms will be performed by them.

**Bill 124, Protecting a Sustainable Public Sector for Future Generations Act, 2019**

– Received Royal Assent on November 7<sup>th</sup>.

Under Bill 124, broader public sector employee salary increases will be limited to 1% for the next three years. AMO has been assured that this Act does not apply to employers that are a municipality, a local board as defined in the *Municipal Act*, and persons and organizations that are appointed or chosen under the authority of a municipality.

**AMO Contact:**

You can contact AMO's Policy Team at [policy@amo.on.ca](mailto:policy@amo.on.ca) or 416-971-9856.

\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



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Honourable Doug Ford  
Premier of Ontario  
Room 281  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1

March 5, 2020

Re: **Supporting Conservation Authorities**

Please be advised that the following resolution was endorsed by Ajax Town Council at its Meeting held February 24, 2020:

WHEREAS, the Town of Ajax is committed to planning for a sustainable future, protecting human life and property from natural hazards, and promoting environmental education and stewardship;

AND WHEREAS the Town of Ajax is located within the Toronto and Region Conservation Authority (TRCA) and the Central Lake Ontario Conservation Authority (CLOCA) jurisdiction and has representatives on both Board of Directors;

AND WHEREAS each respective Board of Directors determine the policies, priorities and budget of the TRCA and CLOCA;

AND WHEREAS the TRCA and CLOCA provide valuable non-mandatory programs and services including expert advice on the environmental impacts associated with land use planning and source water protection, environmental restoration services, educational and recreational opportunities, and community engagement programs, in an efficient manner delivered at a watershed scale;

THEREFORE BE IT RESOLVED that the Town of Ajax supports the continuation of both mandatory and non-mandatory programs and services provided by the TRCA and CLOCA, and that no programs or services of the TRCA or CLOCA, or the other Conservation Authorities in Ontario be "wound down" at this time;

AND THAT the Province engage in early consultations with the TRCA, CLOCA, and other Conservation Authorities, and member municipalities including the Region of Durham, to fully understand the funding structure and local benefits of programs delivered by the Conservation Authorities;

AND THAT a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; Jeff Yurek, Minister of Environment, Conservation and Parks; Rod Philips, MPP Ajax; the Association of Municipalities of Ontario; the Toronto and Region Conservation Authority; Central Lake Ontario Conservation Authority; Conservation Ontario; and all Ontario Municipalities.

If you require any additional information please do not hesitate to contact Sean McCullough, Senior Planner, at 905-619-2529 ext. 3234 or [sean.mccullough@ajax.ca](mailto:sean.mccullough@ajax.ca)

Sincerely

A handwritten signature in cursive script that reads "S. Moore". The signature is written in black ink on a white background.

Sarah Moore  
Acting Manager of Legislative Services/Deputy Clerk

Copy: Jeff Yurek, Minister of Environment, Conservation and Parks  
Rod Philips, MPP Ajax  
Association of Municipalities of Ontario  
Toronto and Region Conservation Authority  
Central Lake Ontario Conservation Authority  
Conservation Ontario; and  
S. McCullough, Senior Planner,  
all Ontario Municipalities



Hon. Ernie Hardeman  
Minister of Agriculture, Food & Rural Affairs  
77 Grenville Street, 11th Floor  
Toronto, Ontario M5S 1B3

Via Email: [minister.omafra@ontario.ca](mailto:minister.omafra@ontario.ca)

Dear Minister Hardeman,

Ontario farms have come under increasing threat from trespassers and activists who illegally enter property, barns and buildings, causing significant disruptions to the entire agri-food sector. These activists are trespassing under false pretenses to gain entry on to farm properties. They have seized private property and threatened the health and safety of Ontario farms, employees, livestock and crops. These individuals and organizations are causing health and safety concerns and undue stress to Ontario farmers, their families, and their businesses. Once peaceful protests have escalated to trespassing, invading, barn break-ins and harassment. These incidents distress farmers, their families and employees, and threaten the health of livestock and crops when activists breach biosecurity protocols, ultimately putting the entire food system at risk.

We strongly support the new proposed legislation, *Bill 156: Security from Trespass and Protecting Food Safety Act*. This new legislation is an important way to keep our farm and food supply safe for all Ontarians. Bill 156 provides a balanced approach to protecting farms while recognizing a citizen's right to protest. This new legislation will ensure farm businesses have a legal standing to protect their farm, family and employees, livestock, crops and ultimately the entire food system. *Bill 156: Security from Trespass and Protecting Food Safety Act* is good news for Ontario's agri-food industry. Thank you for this important new legislation. Protection of our Ontario should be the highest priority.

Sincerely,

**Meagan Elliott**  
**Municipal Clerk**

February 18, 2020 Regular Meeting of Council:

Moved: Eugene Ivanov

Seconded: Patrick Adams

**Whereas** the Provincial Government of Ontario is considering Bill 156, *Security from Trespass and Protecting Food Safety Act, 2019*; and

**Whereas** Bill 156 is intended to protect farms, farm operations, and food safety and security by addressing unwanted trespassing; and

**Whereas** Ontario farmers are increasingly under threat of unwanted trespassers who are illegally entering property, barns and buildings, and safety of drivers of motor vehicles transporting farm animals which threatens the health and safety of the farm, employees, livestock and crops; and

**Whereas** additional protection for the agri-food industry to protect the security of the food chain, the farm owners, family and employees is the purpose of the *Security from Trespass and Protecting Food Safety Act, 2019*; and

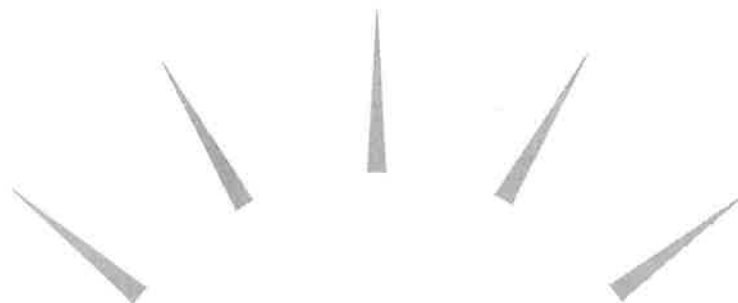
**Whereas** unwanted trespassing occurs on all types of farm operations, including grain farmers, which has the potential to impact the safety and security of people and the food chain;

**Now Therefore Be It Resolved That** the Town of Kirkland Lake supports the intent of Bill 156 and requests that the Province of Ontario expanding Bill 156 to identify and include protections against trespass for grain farm operations; and

**That** a copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario, The Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, Andrea Horwath, Leader of the New Democratic Party of Ontario, John Fraser, Interim Leader of the Liberal Party of Ontario, Mike Schreiner, Leader of the Green Party of Ontario, and Monte McNaughton, MPP, Middlesex-Kent; and

**That** a copy of this motion be sent to the Association of Municipalities of Ontario (AMO), and Ontario municipalities.

CARRIED



OFFICE OF THE MAYOR  
THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

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54<sup>th</sup> Anniversary! Newmarket House League Hockey Tournament

# Help us Celebrate for the KIDS!

MARCH 18<sup>th</sup> – 21<sup>st</sup> 2020



March 3, 2020

Town of Newmarket  
395 Mulock Drive  
Newmarket, ON  
L3Y 4X7  
ATTENTION: Mayor John Taylor

Dear Mayor Taylor,

John – I mean, Mr Mayor!! I am writing you to ask for your support.....knowing, you have been one of our largest supporters over the years. Both you, and your Dad, have always been ones to not only support, but show up and offer words of encouragement to all our Committee. Knowing you and the Town of Newmarket have always appreciated our Committee's efforts, make it worthwhile on its own.

On behalf of the 54<sup>th</sup> Annual Newmarket House League Hockey Tournament Committee, I want to Thank You for your years of service to our great Town, and want to wish you nothing but the best as you continue your life as our Mayor!

I would also like to ask for the support and participation from you, the Mayor, and your Council, and would be honoured if you could celebrate with us and your council during our Tournament: from **Wednesday March 18, 2020 to Saturday March 21, 2020.** We will be once again, hosting one of the largest and longest running House League Hockey Tournaments in Ontario for our 54<sup>th</sup> year. We ask you to **declare this week, "House League Hockey Week" in Newmarket,** in honour of Ken Sturgeon, our longest serving Chairman, and inspirational leader to a lot of still-committee members.

Your help before and during the Tournament is much appreciated and needed to help us celebrate a successful 54years.

Lastly, please find attached with this package, a copy of the ads that were placed in last year's program. If you could have it reviewed, and any changes to be made, can be emailed to myself at [REDACTED]. Alternatively, you can have someone call me at the number found below. The cost of the program ad has gone up to \$180 and can be payable to: Annual Newmarket House League Hockey Tournament.

Please contact myself if you have any questions. Thanks for your continued support.

Yours in sports,

Michael Dukart  
Tournament Chairman





## April is BeADonor Month in Ontario: Get Involved!

### 5 EASY Ways You Can Get Involved from April 1<sup>st</sup> – April 30<sup>th</sup>

1. **Register:** Register as an organ and tissue donor at [www.beadonor.ca](http://www.beadonor.ca), it only takes 2 minutes!
2. **Social Media:** Encourage your followers to register. Tweet the following messages with the graphics attached, or create your own! Be sure to use the hashtag **#BeADonor** and tag **@TrilliumGift** so we can share your posts!

**Graphic 1 Tweet:** *April is #BeADonor Month in Ontario. Let's mark this occasion by honouring those who have given the gift of life and give hope to the countless others who are waiting for a lifesaving organ transplant. Help save a life by registering today at [www.BeADonor.ca](http://www.BeADonor.ca)*

**Graphic 2 Tweet:** *It's never too late to be a hero. This April during #BeADonor Month make sure you're a registered organ and tissue donor. It only takes 2 minutes to change someone's life! Register today at [www.BeADonor.ca](http://www.BeADonor.ca)*

3. **Green Shirt Day:** April 7<sup>th</sup> is Green Shirt Day across Canada in honour of Logan Boulet (*a victim of the tragic 2016 Humboldt Bronco's crash*) and the tremendous impact that his organ and tissue donation had on registrations.

Show your support on April 7<sup>th</sup> by wearing any green shirt or by purchasing the official Green Shirt Day t-shirt at: <https://greenshirtday.shop/>. For more information on Green Shirt Day, please visit <https://greenshirtday.ca/>.

Post a photo of yourself on social media April 7<sup>th</sup> **wearing a green shirt** (feel free to use the sample tweet below).

**Sample Tweet 1:** *Today on #GreenShirtDay, I'm wearing a green shirt to show my support to those currently waiting for a lifesaving organ transplant. Show your support today by registering to be an organ & tissue donor at [www.BeADonor.ca](http://www.BeADonor.ca)*

**Sample Tweet 2:** *Today on #GreenShirtDay, I'm wearing green to show my support for to those currently waiting for a lifesaving organ transplant. Show your support today by registering to be an organ & tissue donor at [www.BeADonor.ca](http://www.BeADonor.ca)*

4. **Issue a BeADonor Month Proclamation in Your City:** Help raise awareness by proclaiming April as BeADonor Month issuing a Mayor's Proclamation for BeADonor Month for the month of April.

5. **Create an Online Registration Drive:** Create a registration drive at [www.beadonor.ca/spread-the-word](http://www.beadonor.ca/spread-the-word). Challenge your friends, family and colleagues to register by sharing your individual registration drive on social media to see how many clicks to register you can collect.

#### **Quick Facts about Organ and Tissue Donation and Transplantation:**

- **One organ donor** can save up to **8 lives** and enhance as many as **75 lives** through tissue donation.
- Today, there are more than **1,600 men, women and children** in Ontario waiting for a lifesaving organ transplant.
- **Every 3 days**, someone in Ontario dies a **preventable death** waiting for a transplant.
- You are 5 times more likely to **need** an organ than to donate one.
- It takes **less than 2 minutes** to register as an organ and tissue donor online at **beadonor.ca**.



Financial literacy is a basic foundation that is necessary for people to participate fully in the social and economic life of their communities.

The Canadian Foundation for Economic Education (CFEE) has created the annual cross-Canada Talk With Our Kids About Money (TWOKAM) Day initiative in partnership with Scotiabank.

The Talk With Our Kids About Money program is comprised of home and school financial literacy topics, which offers free, easily accessible resources that are targeted across a range of ages and grades, which support the improvement of financial literacy across childhood and into young adulthood. It is a day to celebrate the many school money fairs across the country and encourage dialogue about money at school and at home."

For this reason we would like to request your help with this important initiative by proclaiming Wednesday April 15th, as "Talk With Our Kids About Money Day.