

MANAGEMENT REPORT

Date:	December 17, 2020
To:	Municipal Shared Services Committee
From:	Kim McElroy, Director of Social Services
Report:	3 rd Quarter Update for the Social Services Department (2020)

ONTARIO WORKS

Social Services Relief Fund, Phase 2 Allocation

Background: The Social Services Relief Fund (SSRF) was created in March 2020 with a focus on helping support Service Managers and their local responses to the COVID-19 Pandemic. The City of Stratford, as described in report COU20-035, was eligible to receive \$1,043,100 from Phase 1 of the SSRF funding. The initial 50% of this allocation was provided in April 2020 and was provided through the Community Homelessness Prevention Initiative (CHPI) to allow for the most flexible program delivery options for Service Managers across the province. On August 12, 2020, it was announced that the City of Stratford CMSM is eligible for up to an additional \$721,621 in SSRF Phase 2 funding.

The objectives of SSRF Phase 2 are as follows:

- 1. Mitigate ongoing risk for vulnerable people, especially in congregate care settings:**
 - Where appropriate, support changes to the physical design of congregate spaces, permit physical distancing and other modifications based on public health guidance; and
 - Provide ongoing services and supports to address immediate pandemic needs of vulnerable people.
- 2. Encourage longer-term housing-based solutions to homelessness post-COVID-19:**
 - Service Managers and Indigenous Program Administrators are encouraged to use funding in ways that create longer-term housing solutions, move towards client service models that are innovative, and support client and organizational readiness for potential future outbreaks or emergencies.
- 3. Enhance rent assistance provided to households in rent arrears due to COVID-19:**
 - Service Managers and Indigenous Program Administrators are encouraged to consider using funding to support renter households who may be in rental arrears and at a high risk of becoming homeless.

Analysis: With the funding allocation that was received on August 12, 2020, the City of Stratford Social Services Department began reviewing investment opportunities, creative solutions to the issue of affordable housing and ways to further enhance the services and programs provided to residents experiencing homelessness and housing instability in the community. The Province of Ontario has

requested a business case be submitted by September 11, 2020 that outlines the intended ways in which this funding will be allocated. Approximately 30 per cent of the funding set aside for Service Managers will be held back by the Province and will be allocated after the third quarter of the 2020-21 fiscal year. The ministry will determine how to allocate these funds based on how the public health situation unfolds in the coming months and on the interim reporting from Service Managers. The funding available can be used for both operational and capital needs, with operational funding needing to be fully spent by March 31, 2021 and capital funding needing to be fully spent by December 31, 2021. For both funding streams, Service Managers have until January 31, 2021 to fully commit funding based on the projects submitted in the business case and cannot change the funding allocations after this date.

In response to the COVID-19 Pandemic, the Social Services Department has continued to utilize local motels and hotels to support vulnerable citizens who are actively experiencing homelessness. Outreach support was made available to all individuals accessing services with a focus on moving individuals from hotels and motels into permanent housing options. Phase 1 of SSRF Funding has been mostly utilized to address the increased volume of clients using emergency housing due to the onset of COVID-19.

SSRF Phase 2 allows the Social Services Department to further enhance the services being provided and focus on re-housing individuals in the community into permanent housing options. The Social Services team is evaluating several different projects to determine the best fit for the community and will report back to Council on the initiatives being undertaken once the business case has been approved by Ministry of Municipal Affairs and Housing (MMAH).

Some of the projects that are being evaluated at this time include:

- The services of a local realtor to help expand the repertoire of our affordable rental housing;
- Short-term housing allowances to make the available housing options more affordable for clients experiencing homelessness;
- Additional outreach support for individuals experiencing homelessness in the community, outside of business hours;
- Additional emergency housing options in the community; and
- Additional transitional housing options within the community

The Social Services Department has also launched an enhanced COVID-19 Rent Bank on July 27, 2020 which focuses on rental arrears that have been accrued due to COVID-19. Eligible residents can access these services by contacting the Social Services Department during business hours. Depending on the need within the Community, it can be expected that some funding will need to be allocated to this program to minimize evictions for non-payment of rent.

Financial Impact: Additional funds of up to \$721,621 have been allocated to the City of Stratford CMSM to address solutions for homelessness and housing instability across our Service Manager area.

Outcome: THAT the report titled "Social Services Relief Fund; Phase 2 Allocation" be received for information

HOUSING

The City of Stratford Social Services Department's Continued Participation in the Built for Zero Canada Campaign

Background: As outlined in previous reports (SOC19-001 and SOC20-001), since 2017, The Corporation of the City of Stratford, as Consolidated Municipal Service Manager (CMSM) for Stratford, Perth County and St. Marys, has been an active member of Built for Zero Canada (previously called the 20,000 Homes Campaign) - a national movement to end chronic homelessness. This commitment has involved establishing a local team, participating in learning sessions, implementing local improvement projects between the learning sessions, creating a By Name List, and submitting monthly reports on housing move-ins, actively homeless numbers and other measures which enable us to better understand homelessness in our community and to track our progress towards ending it.

In November 2019, a Quality By Name List was achieved and a baseline of 97 was set for the number of households experiencing chronic homelessness.

Analysis: The City of Stratford - Social Services Department desires to continue its participation in Built for Zero Canada and the associated collaborative experience as offered by the Canadian Alliance to End Homelessness (CAEH) in order to work toward an end to chronic homelessness in Stratford, Perth County and St. Marys.

The new agreement will cover the period from July 1, 2020 to March 31, 2022. CAEH will provide training and support both in-person and virtually to the Community to enable the Community to participate in the adaptation of the Built for Zero methodology in a collaborative model for ending chronic homelessness.

In addition to the activities identified in **SOC19-001**, by entering this new agreement, the City of Stratford is committed to delivering the following items:

- Creation of a broad local team to coordinate and implement efforts to end chronic homelessness
- The **development of a robust coordinated access system** that meets CAEH quality standards (as assessed through the Coordinated Access Scorecard Guide and Tools)
- Month-over-month **reduction of the number of people experiencing chronic homelessness**, as measured by a real-time, By-Name List that meets CAEH's By-Name List data quality standards
- **Achieving and sustaining functional zero** among people experiencing chronic homelessness as measured by CAEH's definition of functional zero and by a real-time, By-Name List that meets CAEH's by-name list data quality and reliability standards
- Contribute actively to Built for Zero Canada and the national peer support network to ensure we can rapidly spread ideas and solutions to other communities

As well, during the period of agreement, the City of Stratford would also participate in three (3) learning sessions hosted by the campaign:

- January/February 2021
- June 2021

- January/February 2022

These sessions are an opportunity for participating communities to share ideas, projects, tools, and lessons learned with each other and with subject matter experts from across Canada and the USA.

Financial Impact: As previously stated in Report SOC20-001, due to the smaller size of our service area there is no membership fee for the City of Stratford to participate in the Collaborative. The costs to the Social Services Department only include travel related expenses for the learning sessions and would be covered through the Consolidated Homelessness Prevention Initiative and Home for Good; under the 100% provincially funded programs.

Outcome: THAT Council authorize the Director of Social Services to enter into and execute a Built for Zero Canada Agreement between the City of Stratford Social Services Department and the Canadian Alliance to End Homelessness

New Service Manager Social Housing Directives

Background: As part of the Community Housing Renewal Strategy announced in 2019 the Province filed new regulations under the Housing Services Act, 2011 designed to address improved efficiency of the community housing system to ensure value for money and long term sustainability. A report on the Community Housing Renewal Strategy was previously provided to Social Services Sub-Committee (SOC19-019).

The amended regulations are intended to:

- 1) Create safer communities;
- 2) Improve Waiting lists; and
- 3) Simplify Rent-Geared-to-Income (RGI) assistance calculation rules.

Analysis:

Legislative Review and Housing Provider Consultations

The Housing Division conducted an in-depth review of the following Social Housing (SH) Notifications released by the Ministry of Municipal Affairs and Housing (MMAH) in September 2019:

- SH Notification - Amendment to Ontario Regulation 367/11 under the *Housing Services Act, 2011* that allows housing providers to refuse to offer a unit to a household based on a previous eviction for serious illegal activity.
- SH Notification - Amendments to Ontario Regulation 367/11 under the *Housing Services Act, 2011* including a new provincial eligibility rule on refusal of offers, rules on household preferences for a housing project and changes to a Service Manager's authority to make a local rule where a household ceases to meet occupancy standards. The amendments come into force on January 1, 2020.
- SH Notification - New Ontario Regulation 316/19 "Determination of Geared-to-Income Rent under Section 50 of the Act" under the *Housing Services Act, 2011* to simplify the

calculation of RGI assistance. Amendments to Ontario Regulation 367/11 "General" under the *Housing Services Act, 2011* to support RGI simplification.

- SH Notification - Amendment to Ontario Regulation 367/11 under the *Housing Services Act, 2011* related to tenant transfers between different housing providers in the same Service Manager service area.

Housing Division staff also participated in discussions with OMSSA, MMAH and the 47 Service Manager Leads on interpretation of the regulatory amendments, implementation strategies and timelines, and has conducted several consultations (provider survey, virtual meetings) with local Community (social) Housing Providers and Housing Division staff involved in RGI administration.

Proposed Directives

1. Create Safer Communities: Effective September 23, 2019, an additional ground upon which a housing provider may refuse to offer a unit to a household was introduced through regulatory amendments. This added rule is intended to support community safety within prescribed housing projects, with the aim of improving the safety of residents and others within the community. The rule does not require housing providers to refuse a unit to anyone but rather provides a new tool they may use to address safety.

The proposed **Directive 2020-05 – Refusal of Offer Unit by Housing Provider** specifies that order to use this additional ground:

- A housing provider must pass a Board of Director Resolution approving the practice of refusing to offer a unit based on an N6 Eviction, confirming that all legislative, regulatory and Service Manager Requirements will be followed when refusing an offer of housing.
- Every time a housing provider wishes to exercise their option to refuse to offer an RGI unit to a household based on an N6 Eviction, they must first confirm refusal meets criteria outlined in legislation and
- Notify the Service Manager in writing of the refusal within ten (10) business days by using the *Decision to Refuse to Offer a RGI Unit based on a N6/N6C Eviction Form*.

Directive 2020-05 will replace the following directives:

- 2013-18 - Refusal to Offer Unit by Housing Provider
- 2013-26 - Refusal to Offer Unit – Special Needs Housing

2. Improve Waiting Lists: Effective January 1, 2021 as a result of regulatory amendments the centralized waiting list is moving from a three-refusal to a one-refusal system.

The proposed **Directive 2020-03 – Cessation of Eligibility – Refusal of Offer** specifies that a household is no longer eligible for RGI assistance if it refuses the first offer for an RGI unit, except in extenuating circumstances as determined by the Service Manager. This rule applies to all applicants on the centralized waiting list, including those with Special Provincial Priority (SPP) but does not apply to offers for a portable housing benefit.

The proposed **Directive 2020-02 – Ceasing to Meet Occupancy Standards** specifies that moving from a three-refusal to a one-refusal system also applies to households who are in receipt of RGI subsidy and are deemed Over Housed.

Directive 2020-03 is a new policy (no replacements). Directive 2020-02 will replace the Directive 2013-07 - Ceasing to Meet Occupancy Standards.

3. Simplify RGI Rules: Effective July 1, 2021 as a result of the regulatory amendments the Service Manager will be implementing the suite of changes to the rent-geared-to-income calculation to make calculating rent simpler for Service Managers and housing providers and easier for tenants to predict and understand.

The proposed **Directive 2020-01 – Review of Continued Eligibility – Annual Reviews** specifies that the Service Manager and/or housing providers are required to review, on an annual basis, households currently receiving RGI assistance to ensure they remain eligible for that assistance. The directive also states that households cease to be eligible for RGI assistance if any member of the household whose income should be included in the calculation of rent has not filed an income tax return under the *Income Tax Act* for the taxation year prior.

Directive 2020-01 will replace the following directives:

- 2013-01 Cessation of Eligibility Failure to Provide Information
- 2013-21 Review of Continued Eligibility – Timing of Reviews, Documents
- 2013-38 Review of Geared-to-Income Rent Payable – Annual Review

The proposed **Directive 2020-04 – Notification of Changes Outside of Annual Reviews** specifies that in-year changes to income, assets, and household composition will only result in seven particular circumstances which are outlined in the directive. This reduces recipients need to report fluctuating income or an increase in income, with some exceptions.

Directive 2020-04 will replace the current Directive 2013-39 - Change in Rent Upon New Information Outside a Review.

Implementation Strategy

The Housing Division has developed the following implementation plan to communicate the new Social Housing Service Manager Directives:

- Updating the City of Stratford's website
- Advising all applicants on the Centralized Wait List of the new Social Housing Directives that impact them via mailing
- Launching a new online RGI application system
- Advising all clients in receipt of RGI assistance subsidy of the new Social Housing Directives that impact them via mailing
- In-service training within Community Housing Providers and staff of the Social Services Department
- Presentations to any relevant Community Partners

Financial Impact: As tenants will no longer be required to report an increase in income between reviews, and there have been no announcements that the transfer payments received from the Province will increase, the Service Manager may be required to provide more subsidies and/or receive less rental revenue. It is recommended that the ability for the Service Manager to create a system to facilitate internal transfers between Social Housing Providers not be implemented at this time due to limited resources in staffing to administer. This voids any expected increases of internal transfers as well as the associated unit turnover costs.

Outcome: THAT Council receives this information report with respect to the following 2020 Service Manager Social Housing Directives:

- **2020-01 – Review of Continued Eligibility – Annual Reviews**
- **2020-02 – Ceasing to Meet Occupancy Standards**
- **2020-03 – Cessation of Eligibility – Refusal of Offer**
- **2020-04 – Notification of Changes Outside of Annual Reviews**
- **2020-05 – Refusal of Offer Unit by Housing Provider;**

AND THAT Council acknowledges that the following 2013 Service Manager Social Housing Directives are rescinded by the Province with the 2020 Directives coming into effect:

- **2013-01 - Cessation of Eligibility Failure to Provide Information**
- **2013-07 - Ceasing to Meet Occupancy Standards**
- **2013-18 - Refusal to Offer Unit by Housing Provider**
- **2013-21 - Review of Continued Eligibility – Timing of Reviews, Documents**
- **2013-26 - Refusal to Offer Unit – Special Needs Housing**
- **2013-38 - Review of Geared-to-Income Rent Payable – Annual Review**
- **2013-39 - Change in Rent Upon New Information Outside a Review.**

2019 Annual Report – Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024)

Background: The Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024) provides a roadmap for addressing issues related to housing stability and homelessness response locally. As required by the Housing Services Act, 2011, the City of Stratford (as Service Manager for Stratford, Perth County, and St. Marys) reports annually on the community's accomplishments in implementing this Plan.

Analysis: In the sixth year of the Housing and Homelessness Plan, implementation activities included:

- The completion of three new affordable housing properties (47 units);
- The creation of more affordable housing options through rent support programs;
- Capacity-building in the community housing sector; and
- Continued efforts to prevent and end homelessness.

2019 also saw the completion of a comprehensive review of the Housing and Homelessness Plan, which resulted in the development of an updated Plan designed to guide the community over the next five years (2020-2024).

Financial Impact: There is no new or additional financial impact for the City associated with this report.

Outcome: THAT the 2019 Annual Report – Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024) be endorsed by Council.

Housing and Homelessness Plan for Stratford, Perth County, and St. Marys, 5-Year Update (2020-2024)

Background: As Consolidated Municipal Service Manager (CMSM), the Social Services Department is responsible for reviewing its 10-Year Housing and Homelessness Plan for the Service Manager area (Stratford, Perth County, and St. Marys) every five years, as per the Housing Services Act, 2011. Information on this review process, including its framework, methodology, and timelines, has been shared in management reports **SOC18-007**, **SOC19-009**, and **SOC19-021**. In December 2019, the Social Services Sub-Committee was provided with a draft version of the updated Plan (**SOC19-023**) which was then submitted to the Ministry of Municipal Affairs and Housing (MMAH) at the end of that month for approval. In March 2020, MMAH approved this updated Plan without requiring any revisions.

Analysis:

Changes from the Draft

Due to the timing of the submission, some data in the draft version of the Plan was only available up until September 30, 2019. The final version of the Plan has been updated on the following pages to include this data up until December 31, 2019:

- **Pages 30 & 31** - Centralized Waiting List for Rent-Geared-to-Income (RGI) housing
- **Page 33** - Emergency Accommodation through Community Homelessness Prevention Initiative (CHPI)
- **Page 34** - By-Name-List

The Social Services Department also engaged the services of a graphic designer to improve the design of the Plan.

Distribution & Dissemination of the Plan

The updated Plan will be shared with the public, community partners, municipal partners, and consultation participants in a variety of ways such as:

- **Adding it to the City of Stratford's website;**
- **Circulating it through the City's social media;**
- **Distributing it through email distribution lists; and**
- **Providing presentations as requested.**

Social Services staff has begun preparing for an official launch of the updated Plan in the fall.

Financial Impact: There is no new or additional financial impact for the City associated with this report.

Outcome: THAT the Housing and Homelessness Plan for Stratford, Perth County, and St. Marys, 5-Year Update (2020-2024) be endorsed by Council.

CHILD CARE

Federal Safe Restart Funding for Child Care and Early Years in Stratford, Perth and St. Marys

Background: On August 14, 2020, the Government of Canada announced \$625M in new funding nationwide to help the child care sector ensure a safe, sufficient, and adequate supply of child care is available to support the return to work of parents as the economy re-opens.

Through Ontario's Ministry of Education, Safe Restart Funding will be provided through the City of Stratford for licensed child care and EarlyON Child and Family Centre programs. Funds are intended to be spent by December 31, 2020.

Analysis: The City of Stratford will receive \$698,427 in Safe Restart Funding.

Face coverings, including surgical masks and face shields, will be directly provided to licensed child care programs by the Ministry of Education. Face coverings for EarlyON Child and Family Centre programs will be provided to the City of Stratford by the Ministry of Education and distributed as needed. The Safe Restart Funding can be used to procure other additional PPE, for enhanced cleaning, hiring of additional staff to meet health and safety requirements, support of short term vacancies, and minor capital projects required in accordance with the Ministry of Education's reopening operational guidance and local public health requirements.

The City of Stratford will be required to track and monitor expenditures and service data related to those agencies who are supported with Safe Restart Funding.

Financial Impact: No financial impact to the City of Stratford is expected.

Outcome: THAT the Report "Federal Safe Restart Funding for Child Care and Early Years in Stratford, Perth and St. Marys" be accepted for information.

ADMINISTRATION

Community Income Tax Clinic

Background: The City of Stratford has coordinated annual Income Tax Clinics for low income residents since 1989.

Analysis: The 2020 Income Tax clinic was scheduled to take place on March 17, 2020, with services provided free of charge by three local accounting firms including BDO Canada LLP, Famme and Company and McCutchen & Pearce Professional Corporation.

By the afternoon of March 13, 2020 it was evident that creative solutions to in-person appointments needed to be put in place due to the unravelling Covid-19 situation. After discussions with external accounting partners, it was decided to adapt the process to utilize the external drop box at 82 Erie Street as well as one at BDO Canada LLP. Participants were asked to submit their paperwork in sealed envelopes clearly marked "Income Tax Clinic" along with their name and telephone number. Envelopes were delivered to the appropriate accounting firm by social services department staff at a prearranged time.

The firms continued to provide this important service through 135 appointment slots to low income individuals and couples to enable them to complete and submit their 2019 tax return. Eligible residents included individuals with an annual income of less than \$18,000, and couples with an annual income of less than \$28,000. Telephone contact was utilized by the firms to clarify information directly with the participants. Completed tax returns were returned to social services department staff at 82 Erie Street by all three firms and were mailed to participants by April 14, 2020. Postage paid envelopes with the proper mailing address for CRA were provided by social services as necessary (some returns were e-filed).

Preparation for the clinic by social services staff commenced in January, when firms were contacted to ascertain their willingness to participate.

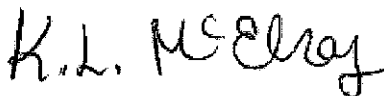
Since its inception, this well-received program has served many residents. Over the past five years (2016-2020) the average participation has been about 147 persons per year. Participation this year was 135 persons.

Financial Impact: As indicated, all professional accounting services are provided free of charge to participants. Estimated postage costs amounted to about \$500.

Outcome: THAT the report on annual Community Income Tax Clinic activities and outcomes be received for information.

THAT Social Services issue a thank you to all businesses that offered and provided their support and services.

Respectfully submitted,



Kim McElroy,

Director of Social Services - Consolidated Municipal Service Manager Stratford

To: Warden Aitcheson and Members of Council
Meeting Date: December 17, 2020
Prepared By: Betty Jo Belton, Manager of Archives Services / Archivist
Subject: MSSC Report for Stratford-Perth Archives / Preservation Policy

Recommended Action:

THAT Perth County Council receives the "MSSC Report for Stratford-Perth Archives / Preservation Policy

THAT Council approve the policy and the report for submission to the MSSC meeting of December 17, 2020.

Executive Summary:

The report presents a Preservation Policy summarizing resources and best practices in place at Stratford-Perth Archives to ensure long-term preservation of key government records and community heritage collections.

Background Information:

Stratford-Perth Archives occupies a purpose built facility with environmental controls, building management software and a separately ventilated room to segregate infested or mouldy collections. There are rules for researchers and staff handling collections. Staff conduct daily inspections of the Collections Room for signs of flooding, pests or other problems. The Disaster Response plan was updated in 2020. Preservation needs are noted in the business plans reviewed along with annual budget submissions and budgets include accounts for building maintenance, archival supplies and professional development for staff.

Together, these resources and practices provide a high level of protection for Archives collections.

Comments:

The attached draft Preservation Policy summarizes how preservation of archival records is enhanced when in use by researchers, through building security, and when records are being copied, exhibited and stored. Emergency response, conservation treatments, staff training and annual budget requests are addressed.

The policy supports the Archives' overall mandate of ensuring that key evidence of local government decisions and historically significant records of individuals, families, organizations and businesses in Stratford and Perth County will remain available for as long as possible.

Financial Implications:

There are no financial implications with respect to implementation of this policy.

Connection to Strategic Plan:

Goal 3 – Customer Service Excellence

Goal 5 – Corporate Sustainability

Attachments:

PRESERVATION POLICY for STRATFORD-PERTH ARCHIVES

Reviewed By:

Lori Wolfe, Interim CAO

PRESERVATION POLICY for STRATFORD-PERTH ARCHIVES

December 2020

Purpose and Function

The Stratford-Perth Archives is the municipal archives for the City of Stratford, the County of Perth and the County's member municipalities of Perth East, Perth South, North Perth and West Perth, their predecessors and their agencies, boards and commissions.

The Archives supports efficient and effective governance by providing timely access to historical records for municipal staff and elected officials. The Archives supports transparent and accountable government by capturing key evidence of local government decisions and activities and making it available to citizens. The Stratford-Perth Archives identifies, acquires, preserves and promotes access to local community archival records documenting the history of the County of Perth, the Municipalities of Perth South, West Perth, Perth East and North Perth, and the City of Stratford.

Our key customers are municipal councillors and staff, local citizens of Perth County and the general public from around the world with an interest in our local history.

The Preservation Policy supports the overall goal of ensuring that the key evidence of local government decisions and archivally significant records of individuals, families, organizations and businesses in Stratford and Perth County will remain available for as long as possible.

Definitions

Accessioning: creating a legal record of the circumstances under which records have been added to the archives' collections that documents transfer of custody or ownership to the archives

Collections Management: one of the core businesses of Stratford-Perth Archives, collections management includes the following activities –

- Maintain optimal storage conditions for all collections
- Catalogue and document status of all collections
- Disaster response plan for Stratford-Perth Archives
- Reappraise collections as needed

Service to Municipal Governments: one of the core businesses of Stratford-Perth Archives, service to municipal governments includes the following activities –

- Support transparent and accountable government for Stratford and Perth County residents
- Information management through permanent records transfers and appraisal of long-term value of other government records and information

- Reference and research service to support policy development and maintain corporate memory
- Digitize government records to protect original records and facilitate access

Service to Public Clients: one of the core businesses of Stratford-Perth Archives, service to public clients includes the following activities –

- Reference & Research requests
- Photograph & document scanning requests
- Digitize government records and community collections to protect original records and facilitate public access

Scope

The Preservation Policy applies to all staff and volunteers involved in collections management work for all collections in all formats that have been accessioned into the Stratford-Perth Archives with the exception of the rare book and reference library. Separate policies address library items. There is also a separate policy and set of guidelines for researchers using Archives collections that addresses preservation concerns.

Preservation Philosophy, Standards and Ethics

As noted in the annual business plans for Stratford-Perth Archives, municipal records in Ontario are subject to a variety of legislation dictating how they are created, accessed and, in some cases, preserved in perpetuity. Additionally, each of the six sponsoring municipalities has a records management /retention program authorizing transfer of certain permanent records to the Archives. The Archives manages all collections in its holdings, transferred municipal records and records donated by community members, with the goal of maximizing their lifespan and usefulness for researchers today and in the future. Archives staff conduct their work in accordance with the Association of Canadian Archivists' Code of Ethics.

Access & Use

Through its core businesses of Service to Municipal Governments and Service to Public Clients, Stratford-Perth Archives provides access to its holdings either in person at its facility in Stratford, Ontario or through telephone, email or by letter. Hours and fees for service are set by Perth County Council. In person researchers are required to conduct themselves in accordance with various Archives procedures for activities like researcher registration, reference and retrieval and use of reading room lockers in order to protect collections from accidental damage, vandalism or theft. Researchers are not allowed to make their own photocopies though some use of personal cameras is permitted, under staff supervision.

Security

General building security at the Stratford-Perth Archives is managed by Perth County Public Works / Facilities Division in consultation with the Manager of Archives Services/Archivist. Security for computer systems is managed by Perth County Corporate Services/Information Technology Division. Generally, access to the Collections Room is limited to Archives staff. County Facilities Division staff have access in order to supervise outside service providers working on the building. Monitoring visitors to the Reading room and Exhibition gallery is the responsibility of Archives reference staff on duty.

Surrogacy and Reformatting

Generally, copies of holdings for public use are created to protect the original records and/or to make them available to a wider audience via the County's website. Protection of the original records will be the paramount concern when deciding whether or not they can be copied either for the use of an individual researcher or for wider distribution.

Exhibition and Loan

Preservation of collections while on exhibition at Stratford-Perth Archives or loaned to another institution is covered under a separate policy. Preservation of collections on exhibition loans from other institutions will be dealt with in accordance with that institution's policies and documented in a loan agreement with them.

Storage

Stratford-Perth Archives is committed to maintaining optimal storage conditions for all collections. Standards for temperature and humidity in the Collections Room and in the Archives building generally are set in accordance with industry standards to prolong the useful life of all collections. As collections are processed and catalogued, they will be moved to appropriate archival quality boxes and file folders.

Integrated Pest Management

There are daily inspections by Archives staff for signs of pests in the Collections Room. Incoming records showing signs of damage by insects or animals are segregated in the Contamination Room. Potential donations or transfers of records with active infestations are assessed on a case by case basis before and a plan developed to handle them before they are brought into the Archives.

Housekeeping

Cleaning for most of the Archives is supervised by Perth County Public Works – Facilities Division staff and done in accordance with guidelines written by Archives staff. Archives staff have a regular routine for cleaning in the Collections Room.

Emergency Response

The Stratford-Perth Archives maintains an up to date Disaster Response Plan and participates in the Archives Association of Ontario's Emergency Response Network.

Conservation

Archives staff collaborate to recommend annual recommendations on conservation priorities to the Manager of Archives Services / Archivist. Where needed, treatments required to stabilize documents that are to be digitized or put on exhibition will be given priority. Recognizing that skill and knowledge levels of staff members will vary over time, the Manager of Archives Services / Archivist will determine whether or not the treatment required will be completed at Stratford-Perth Archives or if a contract conservator will be hired. Members of the Canadian Association of Professional Conservators will be preferred for contract work. All treatments will be documented in a conservation project plan that will be added to the relevant permanent collections file when completed.

Training

Information about safe handling of archival records will be provided to all users, volunteers and contract staff. Archives staff will have individual training plans as part of their annual work plans / evaluations to address gaps in skills and knowledge needed to preserve archival collections.

Finance

The Stratford-Perth Archives annual budget includes requests for capitol maintenance for the building and its systems, archival quality storage containers and files and professional development for staff.

To: Warden Aitcheson and Members of Council
Meeting Date: December 17, 2020
Prepared By: Linda Becker, Manager of Court Services
Subject: POA Operational Update to County Council & MSSC

Recommended Action:

THAT Perth County Council receives the "POA Operational Update to County Council & MSSC" report for information.

Executive Summary:

This report provides an update on activities at the Provincial Offences Court Administration office to the end of November 2020 and includes operational impacts of COVID 19.

Background Information:

The Provincial Offences Courts have been closed by order of the Chief Justice from March 15 up to and including January 22, 2021. This has had a profound impact on our operations and has required adjustments to our normal procedures. The Regional Senior Justice of the Peace has given court staff the authority to administratively adjourn all matters on the dockets that fall within this closure. Appropriate notices have been produced and defendants have been contacted by mail, by e-mail or by phone in accordance with legislative requirements.

Comments:

POA Court Services Staff continue to work towards setting up remote video courts using the Zoom platform. The only matters that can appear in court in-person will be ordered by a Justice of the Peace.

Audio courts have been held since July 7 for all non-trial matters which include guilty pleas and matters that are resolved to a lesser charge. Our court has registered convictions on 567 cases.

The Chief Justice has issued an order pursuant to section 85 of the Provincial Offences Act which extends certain time periods to February 26, 2021, including convictions for failing to respond and for enforcing defaulted fines by licence suspension.

Charges filed show a 27% reduction from the average number of charges from the yearly average number of charges filed to the end of November.

Year	Charges filed to November 30
2020	7,038
2019	10,643
2018	8,660
2017	9,568

Fines collected shows a 17% reduction from the yearly average revenue collected to the end of November.

Year	Fines collected to November 30
2020	\$1,188,723
2019	\$1,497,260
2018	\$1,384,959
2017	\$1,408,795

Distribution of Revenue as of November 30 has been calculated based on fines paid.

Municipality	% of Net Fines
St. Marys	3.17%
Stratford	22.29%
Perth County	74.54%

Financial Implications:

Financial Analysis shows that as of the end of November, this division continues to recover our operating costs with revenue left to be distributed to our local partner municipalities.

Connection to Strategic Plan:

Goal 2 - Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Reviewed By:

Lori Wolfe, Interim CAO

To: Warden Aitcheson and Members of Council
Meeting Date: December 17, 2020
Prepared By: Mike Adair, Chief of Paramedic Services
Subject: Paramedic Services Municipal Shared Services Committee Update

Recommended Action:

THAT Perth County Council receives "Paramedic Services Municipal Shared Services Committee Update" for information; AND

THAT This report be provided to the Municipal Shared Services Committee for the December 17, 2020 meeting.

Background Information:

This report provides Council and the Municipal Shared Services Committee (MSSC) with an update regarding Perth County Paramedic Services (PCPS) significant accomplishments and a projection of system performance statistics for 2020. The report also announces that the Ministry of health (MOH) has allocated funding through the South West Local health Integrated Network (LHIN) Home and Community Care (HCC) Team for the expansion of Community Paramedicine through the Mobile Integrated Health (MIH) services in our community.

1. PCPS Accomplishments – 2020

In providing paramedic services, in harmony with the County Strategic Plan and goals, PCPS strives to:

- Improve **Community and patient health** by providing high-quality patient care through caring individuals.
- Provide **Excellence in patient care** through a patient centered approach.
- Ensure our employees are cared for through a best practice **Employee wellness program**.
- **Deliver a best in class** paramedic service through excellence, quality, and system responsiveness that exceeds the needs of the community.

The following are PCPS 2020 accomplishments that aid in accomplishing our goals not limited to:

- Pandemic Business Continuity Plan developed and implemented
- Pandemic supplies stabilized
- Pandemic supply chain and long-term solution with strategy developed
- Pandemic related training program for PPE
- Pandemic inspired CPR training program developed, approved, and implemented
- Pandemic related hire of part-time staff
- Pandemic response to unique community and system partner needs
- MIH temporary funding of approximately \$120,000
- New employee orientation
- Assistant Deputy Chief Training and Quality hired
- Paramedic Chief recruited and hired by Medavie Health Services
- New stretchers and preventive maintenance program / strategy implemented
- Expanded key performance indicators and dashboard developed and implemented
- Paramedic return to work program revised and implemented
- Staff communication strategy implemented
- PCPS social media strategy developed and to be implemented Q4
- Strategic date calendar
- Senior team meetings
- CUPE arbitration and settlements
- Inclusive safe workplace training developed and to be implemented Q4
- CUPE Letter of Understanding developed for field training paramedics, mobile integrated health positions, and other scheduling related matters.
- Leveraged Chatham-Kent and Elgin Paramedic services relationships
- Implemented system status dashboard for monitoring paramedic and dispatch performance
- Peer support program contract and program development advanced
- CUPE collective agreement negotiated and implemented
- Teamsters collective agreement negotiated and implemented
- Revised a new version of deployment plan
- Employee field evaluations commenced
- New employee evaluation program implemented
- Enhanced patient chart auditing system implemented including an “audit the auditor” for feedback

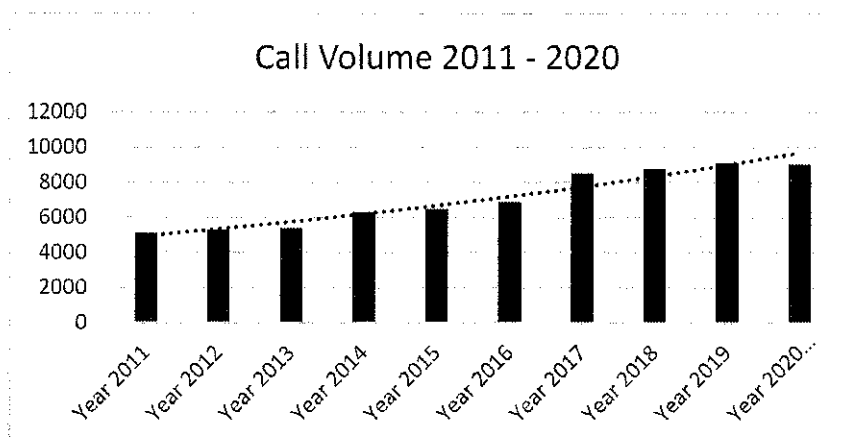
2. PCPS Projected System Performance – 2020

Deployment Performance

This section of the report outlines some current trends that impact PCPS deployment. A brief description accompanies each graph or table.

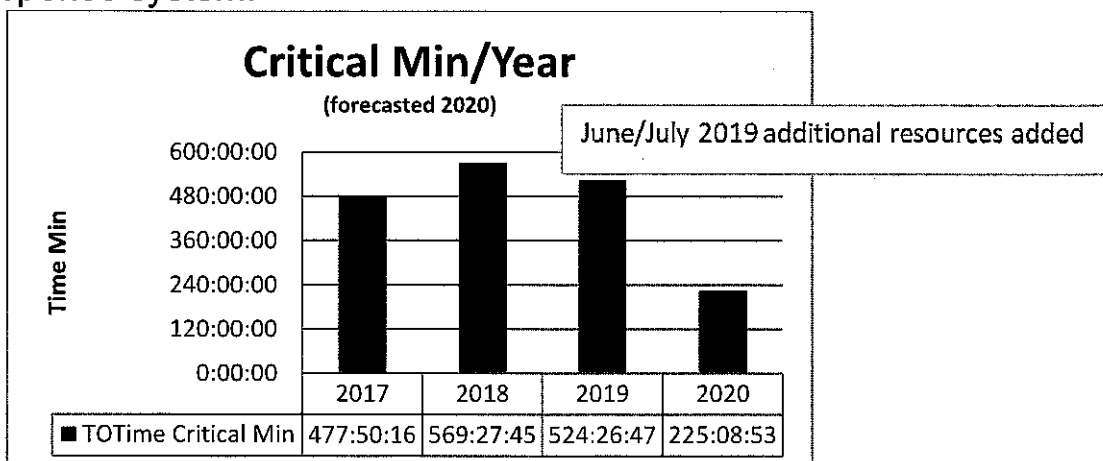
Call Volume

This bar graph shows the call volume trends since 2011. PCPS has projected the 2020 call volume to be similar to 2019. It should be noted that PCPS has experienced a spike in calls in the last quarter of the year and a decline in calls at the beginning of the year. It is possible that COVID-19 has had an impact and created this anomaly. PCPS expects the call volume trend to continue increasing with the needs of the aging community along with population growth.



Code Critical

PCPS monitors the amount of time where ambulance resources are limited in availability to effectively respond within our community with three or less ambulance transport units. This chart illustrates how the additional resources that were added during 2019 have had a significant positive impact on capacity of the PCPS response system.



Response Time Performance Plan

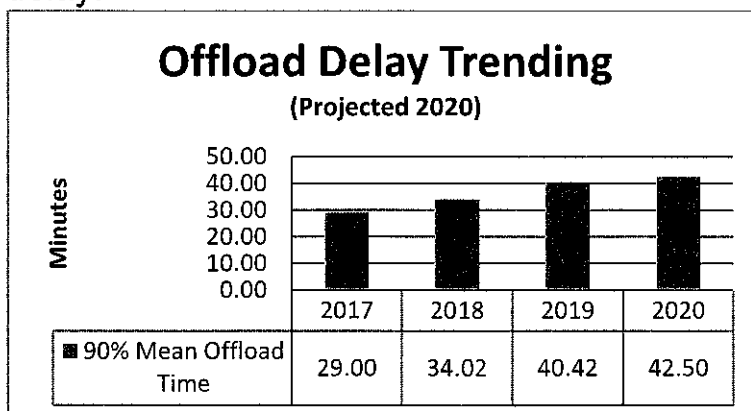
Submission of Response Time Standard Performance Plans for paramedic services occurs in accordance to provincial regulation. According to the Ministry of Health all Upper Tier Municipalities and Designated Delivery Agents (UTMs/DDAs) under the Ambulance Act, Regulation 257/00 are responsible for the establishment, monitoring, reporting and evaluation of response time performance plans and performance achieved for patients. The measurement is categorized as the Canadian Triage Acuity Scale (CTAS) 1 to 5 and Sudden Cardiac Arrest (SCA) patients. Results are submitted to the ministry on an annual basis.

This table outlines the actual performance for previous years and the projected performance for 2021. PCPS is on target for meeting the response times set by council.

PCPS Performance Standard	2014	2015	2016	2017	2018	2019	2020 (Projected)
6min 51%	63.04	50	40.43	60.42	43.04	38.89	60.87
8 min 70%	74.07	68.81	61.32	70.75	68.04	73.68	74
16min 75%	95.7	94.05	93.38	94.31	94.63	94.56	94.22
16min 75%	94.13	92.18	93.01	94.07	93.08	93.28	95.9
16min 75%	93.36	93.16	93.61	92.35	92.72	93.44	94.06
30min 75%	99.56	100	100	99.67	99.69	99.71	100

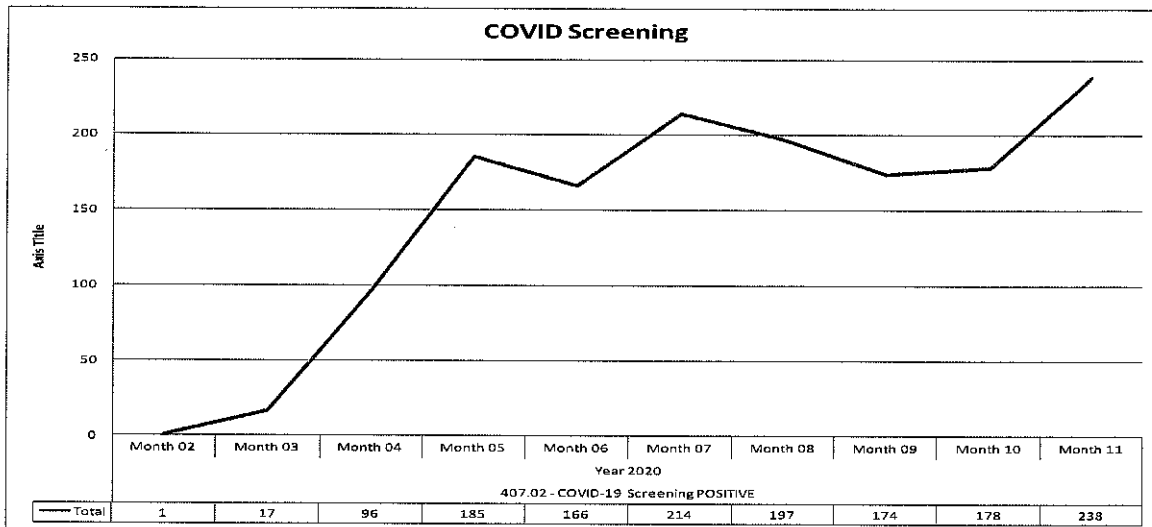
Hospital Offload Delay Monitoring

Hospital offload delays occur when paramedics are waiting to transfer patient care but are still at the hospital. This bar graph indicates that 90% of the time paramedics are offloading patients within 42.5 minutes of being triaged at the hospital. There is a slight increase in time paramedics are required to attend to patients in hospital. The increases since 2017 show a trend in lengthening offload delays. PCPS will continue to monitor this trend and, where appropriate work with system partners to improve system performance. It can be noted however, that during 2020 with COVID-19 as a focus, new screening processes and procedures are having impacts on many areas of the health system, including offload delay.



COVID-19 Screening

This line graph illustrates times where paramedics encounter a patient who screens as a COVID-19 risk, and subsequently are required to take full PPE precautions. The peak and values are similar to the provincial and local pandemic wave trends in responding to the COVID-19 pandemic.



3. Ontario Health Announcement – MIH Funding PCPS

The Ministry of health MOH has allocated funding through the South West LHIN and HCC Team for the expansion of Community Paramedicine through MIH services in our community. A report is being presented at County Council on December 17, 2020 with a recommendation that PCPS receive this funding estimated at \$120,000 to be applied to MIH. PCPS is in a position where we can temporarily expand our program making immediate and meaningful contributions to our community that are aligned with our County goals during the context of pandemic pressures placed on our local health and municipal system.

Financial Implications:

This report is for information only, there are no financial implications to report.

Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Goal 4 – Community Development & Planning

Goal 5 – Corporate Sustainability

Reviewed By:

Lori Wolfe, Interim CAO