

COMMITTEE AGENDA



TO **Corporate Administration, Finance and Emergency Services
Committee**

DATE January 9, 2012

LOCATION Council Chambers

TIME 5 p.m.

DISCLOSURE OF PECUNIARY INTEREST

CONFIRMATION OF MINUTES – December 5, 2011

PRESENTATIONS (Items with no accompanying report)

a)

CONSENT AGENDA

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Corporate Administration, Finance & Emergency Services Committee Consent Agenda will be approved in one resolution.

| ITEM | CITY PRESENTATION | DELEGATIONS | TO BE EXTRACTED |
|--|----------------------|-------------|--------------------|
| CAFES-1 Report on Land Ambulance Enhancements – Next Steps | | | |
| CAFES-2 Operating Variance Reporting Schedule | | | |
| CAFES-3 Rolling Calendar | | | |
| CAFES-4 Proposed Offer to Purchase Permanent Easement – Emergency Access and Walkway – NS Teal Drive | | | |

Resolution to adopt the balance of the Corporate Administration, Finance & Emergency Services Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

NEXT MEETING – February 13, 2012

**The Corporation of the City of Guelph
Corporate Administration, Finance, and Emergency Services
Committee
Monday, December 5, 2011, 4:00 p.m.**

A meeting of the Corporate Administration, Finance and Emergency Services Committee was held on Monday, December 5, 2011 in the Council Chambers at 4:00 p.m.

Present: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge

Also Present: Councillors Bell, Findlay, Furfaro, Guthrie, Laidlaw and Van Hellemond

Staff Present: Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. S. Aram, Acting City Treasurer; Ms. T. Agnello, Acting City Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Dennis
Seconded by Mayor Farbridge
THAT the minutes of the Corporate Administration, Finance and Emergency Services Committee meeting held on November 14, 2011 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

Consent Agenda

The following items were extracted from Corporate Administration, Finance & Emergency Services Committee December 5, 2011 Consent Agenda:

- CAFES-2011 A.47 Information Technology (IT): Strategic Plan Framework
- CAFES-2011 A.48 Tax Billing and Collection Policy
- CAFES-2011 A.49 2010 Investment Performance Report
- CAFES-2011 A.50 Investment Policy Review
- CAFES-2011 A.51 Canada-EU Comprehensive Economic and Trade Agreement

2. Moved by Councillor Dennis

Seconded by Councillor Wettstein

THAT the balance of the Corporate Administration, Finance & Emergency Services Committee December 5, 2011 Consent Agenda, as identified below, be adopted:

a) Budget Impacts Per Ontario Regulation 284/09

REPORT

THAT Council approve the compliance report for expenditures excluded from the 2012 Budget as required by Ontario Regulation 284/09 passed under the Municipal Act, 2001.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

Canada – EU Comprehensive Economic and Trade Agreement

Ms. Cynthia Folzer expressed concern with the effect the trade agreement will have on our environment. She stated that the agreement would allow corporations to ignore or challenge municipal environmental regulations, and make it difficult to introduce rules to protect the environment. She advised that the EU has targeted the Provincial Green Energy Act as offending the CETA procurement rules which will be lengthy and costly for municipalities. Municipalities will not be able to request environmental engineering services or technologies from Canada or local services. She requested Council demand a national public consultation and debate on CETA and recognize the declaration of the rights of nature in our constitution.

Ms. Nora Chaloner advised that the Council of Canadians have a petition opposing the Charter, and have requested the federal government exclude sub federal governments and their public agencies from any EU procurement agreements. They also request any negotiations with the EU cease until public consultation can occur. She expressed concern that municipal powers are being removed and they will lose their ability to build local economies. She also stated there is a lack of information and no opportunity for municipal debate. She believes the international and inter-provincial trade deals puts municipalities in a more vulnerable position to be challenged. She stated that minimum Canadian content quotas and some local preferences for quality purposes should not be barred. She believes exclusion from CETA should be the default position of municipalities until more information can be gathered. She stated that CETA needs

to recognize strategic and public interest considerations before barring all preferential treatment based on country of origin.

She requested Council to:

- find out if the City is part of Ontario's initial procurement offer to the EU;
- review the latest draft of the procurement chapter; and
- direct staff to draft a report outlining the potential impact CETA would have on City powers.

Ms. Janice Folk-Dawson, on behalf of the Guelph & District Labour Council, stated they believe CETA will harm our communities and limit the power of local government. She raised the following three concerns:

- Europe wants procurement access to cities and provinces, crown corporations, school boards, universities and all public institutions;
- would open up our water systems to privatization because the decision-making action would be taken away from municipalities and a trade dispute panel would be making decisions;
- it will cost between 28,000 and 150,000 jobs.

She requested Council adopt the same resolution that several other municipalities have adopted.

Mr. George Kelly, Co-Chair of the Guelph-Wellington Coalition for Social Justice, stated they are concerned about the CETA proposal. He stated the coalition believes CETA will:

- weaken the democratic rights of the citizens of Guelph;
- compromise policies promoting social objectives such as ethical procurement;
- prohibit municipalities from applying buy local or buy Canadian policies preferences to contracts or requiring bidders to use a portion of Canadian goods or services;

He stated the coalition wants the municipal sector excluded from the agreement and asks Council to oppose CETA.

Mr. Keith Bellairs expressed concern about trade agreements because he believes we are giving up the ability of our government to protect our citizens and the communities in favour of protecting investor rights. He stated the standard for judging purchasing will be profit rather than benefit to the community. He said that aspects of tendering would be subject to challenge for not meeting economic profit-oriented criteria of the trade agreement. He noted that CETA will complicate and make the purchasing process more expensive and will invalidate our current purchasing by-law. CETA will require

specific new procedures to be followed and the City would have to pre-list their purchases for the year. He said that a bidder or corporation could hold up a purchasing process by challenging the city under the CETA provisions; and if the City already completed a purchase, they could face having to pay damages. All this creates new expenses for the City so he recommends the City examine the impact CETA will have as soon as possible.

Mr. James Gordon sees the free trade agreement allowing corporations to come in unfettered and denying freedom of municipalities to protect their resources. He advised that the EU is requesting full access to public procurement including the right to bid on core municipal services such as transit, water systems and wastewater management systems. He stated the agreement would provide opportunities for corporations to tie up municipalities if they are not the successful bidder. He raised the concern of the City losing control of our water supply and wastewater management system because some services and sustainability will be threatened if our water is privatized. He urged Council to do whatever possible to prevent the agreement from having control over the City and to make community and quality of life a priority over profit. He does not believe the City will thrive under CETA.

Councillor Hofland stepped down from the Chair and Councillor Wettstein assumed the Chair

3. Moved by Mayor Farbridge
Seconded by Councillor Hofland

THAT the report dated December 5, 2011 regarding the Canada-EU Comprehensive Economic and Trade Agreement which has been prepared by Economic Development and Tourism Services be received;

AND THAT Guelph City Council does not support the ratification of the Canada-EU Comprehensive Economic and Trade Agreement by the Government of Canada at this time without the Government of Canada providing further opportunity for public and municipal government assessment of the Canada-EU Comprehensive Economic and Trade Agreement and the opportunity for further input into the Canada-EU Comprehensive Economic and Trade Agreement;

AND THAT the City of Guelph request a briefing from the Ontario Government on the scope and content of trade negotiations with the European Union, including the details of its procurement, services and investment offers to the EU;

AND THAT the City of Guelph requests the Federation of Canadian Municipalities to provide a sector-by-sector analysis of the potential

impacts on municipal functions and powers of the procurement regime that the European Union is seeking, and which exists already in the WTO Agreement on Government Procurement;

AND THAT the resolutions regarding the Canada-EU Comprehensive Economic and Trade Agreement be sent to AMO for consideration and circulation.

It was requested the clauses be voted on separately.

4. Moved by Mayor Farbridge
Seconded by Councillor Hofland

Mr. P. Cartwright

THAT the report dated December 5, 2011 regarding the Canada-EU Comprehensive Economic and Trade Agreement which has been prepared by Economic Development and Tourism Services be received.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

5. Moved by Mayor Farbridge
Seconded by Councillor Hofland

THAT Guelph City Council does not support the ratification of the Canada-EU Comprehensive Economic and Trade Agreement by the Government of Canada at this time without the Government of Canada providing further opportunity for public and municipal government assessment of the Canada-EU Comprehensive Economic and Trade Agreement and the opportunity for further input into the Canada-EU Comprehensive Economic and Trade Agreement.

VOTING IN FAVOUR: Councillors Hofland, and Mayor Farbridge (2)

VOTING AGAINST: Councillors Dennis, Kovach and Wettstein (3)

Defeated

6. Moved by Mayor Farbridge
Seconded by Councillor Hofland

REPORT

THAT the City of Guelph request a briefing from the Ontario Government on the scope and content of trade negotiations with the European Union, including the details of its procurement, services and investment offers to the EU.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, and Mayor Farbridge (4)

VOTING AGAINST: Councillor Wettstein (1)

Carried

7. Moved by Mayor Farbridge
Seconded by Councillor Hofland

THAT the City of Guelph requests the Federation of Canadian Municipalities to provide a sector-by-sector analysis of the potential impacts on municipal functions and powers of the procurement regime that the European Union is seeking, and which exists already in the WTO Agreement on Government Procurement.

VOTING IN FAVOUR: Councillors Hofland, and Mayor Farbridge (2)

VOTING AGAINST: Councillors Dennis, Kovach and Wettstein (3)

Defeated

8. Moved by Mayor Farbridge
Seconded by Councillor Hofland

REPORT

THAT the resolutions regarding the Canada-EU Comprehensive Economic and Trade Agreement be sent to AMO for consideration and circulation.

VOTING IN FAVOUR: Councillors Hofland, Wettstein, and Mayor Farbridge (3)

VOTING AGAINST: Councillors Dennis and Kovach (2)

Carried

Councillor Hofland resumed the Chair.

Information Technology (IT): Strategic Plan Framework

9. Moved by Mayor Farbridge
Seconded by Councillor Kovach

REPORT

THAT the IT Strategic Plan Framework be approved and that staff be authorized to develop the IT Strategic Plan.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

Tax Billing and Collection Policy

REPORT

10. Moved by Mayor Farbridge
Seconded by Councillor Kovach

THAT Report FIN-11-55 dated December 5, 2011, entitled 'Tax Billing and Collection Policy', be approved, as amended, deleting Refunds and Credit Balances Section G. iv, a portion of paragraph 2. which states: "credits under \$5.00 will be written off".

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

Staff will remove the Tax Services Charges chart from the Tax Billing and Collection Policy report text and make it a Schedule to allow for efficient amendments.

2010 Investment Performance Report

Ms. S. Aram

11. Moved by Mayor Farbridge
Seconded by Councillor Wettstein

THAT the report dated December 5, 2011 entitled '2010 Investment Performance Report', be received for information.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

Investment Policy Review

REPORT

12. Moved by Councillor Kovach
Seconded by Councillor Dennis

THAT the City investment policy, Appendix 1, be approved as amended;

AND that staff bring forward the Investment Policy at the beginning of each term of Council.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

2011 Investment Portfolio Improvements Report

Ms. S. Aram

13. Moved by Councillor Kovach
Seconded by Mayor Farbridge
THAT Report FIN-11-60 dated December 5, 2011 and entitled '2011
Investment Portfolio Improvements Report', be received for
information.

VOTING IN FAVOUR: Councillors Hofland, Dennis, Kovach, Wettstein
and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

The meeting adjourned at 6:02 p.m.

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Chairperson

**CORPORATE ADMINISTRATION, FINANCE & EMERGENCY SERVICES COMMITTEE
CONSENT AGENDA**

January 9, 2012

Members of the Corporate Administration, Finance & Emergency Services Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Corporate Administration, Finance & Emergency Services Committee Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

| REPORT | DIRECTION |
|--|------------------|
| <p>CAFES-2012 A.1) REPORT ON LAND AMBULANCE ENHANCEMENTS – NEXT STEPS</p> <p>THAT the report dated January 9th, 2012 with respect to Guelph Wellington Emergency Medical Service coverage enhancements and next steps be received for information.</p> | Receive |
| <p>CAFES-2012 A.2) OPERATING VARIANCE REPORTING SCHEDULE</p> <p>THAT the report FIN-12-02 entitled “Operating Variance Reporting Schedule” dated January 9, 2012, be received for information.</p> | Receive |
| <p>CAFES-2012 A.3) ROLLING CALENDAR</p> <p>THAT the attached Rolling Calendar for Corporate Administration, Finance & Emergency Services Committee, be received for information.</p> | Receive |
| <p>CAFES-2012 A.4) PROPOSED OFFER TO PURCHASE PERMANENT EASEMENT – EMERGENCY ACCESS AND WALKWAY – NS TEAL DRIVE</p> <p>THAT the Mayor and Clerk be authorized to execute an agreement for a permanent easement in favour of Seaton Ridge Communities Ltd. For the purposes of an emergency access and walkway over the property legally described as Block 46, Plan 61M40, City of Guelph, designated as Part 9 on 61R8456.</p> | Approve |

B Items for Direction of Committee

attach.

COMMITTEE REPORT



TO Corporate Administration, Finance and Emergency Services Committee

SERVICE AREA Emergency Services
DATE January 9 ,2012

SUBJECT Report on Land Ambulance Enhancements – Next Steps
REPORT NUMBER

SUMMARY

Purpose of Report

To provide information on Guelph Wellington EMS enhancements and next steps.

Committee Action

To receive this report for information.

RECOMMENDATION

That the report dated January 9th, 2012 with respect to Guelph Wellington Emergency Medical Service coverage enhancements and next steps be received for information.

BACKGROUND

In 2011, the City of Guelph elected to enhance the resources of Guelph Wellington EMS in an effort to improve performance and specifically response times to emergency calls. Management of the EMS division has been tasked to prepare a report on the effect of those enhancements after 120 days of service.

The Province of Ontario has designated the City of Guelph as the Delivery Agent responsible for Land Ambulance Services for the City of Guelph and the County of Wellington. The service is provided by a division of the City's Emergency Services. The service is known as Guelph Wellington EMS. The City is required to provide this service in compliance with all applicable legislation. This includes meeting a specific response time target to life-threatening emergency calls. The service is funded with 50% coming from the Ontario Ministry of Health, 20% from Wellington County and 30% from the City of Guelph. As the managing partner, the City of Guelph makes the determinations on deployment and staffing for the service.

REPORT

Guelph Wellington EMS service management held a public education session in early 2011 with members of the public, representatives of City of Guelph Council and Wellington County council to discuss these targets. Direction was given to work towards a gradual reduction in these response times.

In the 2011 budgeting process, the City of Guelph approved the addition of 7.5 Full Time equivalent paramedic positions with Guelph Wellington EMS. Service management elected to use these additional resources to increase the hours of existing ambulances, and to add an additional ambulance 12 hours per day

The attached report summarizes the results of land ambulance enhancements across the coverage area since June 24th, 2011.

CORPORATE STRATEGIC PLAN

2.4 - The lowest crime rate and best emergency services record of any comparable-sized Canadian city.

FINANCIAL IMPLICATIONS

The 2011 trial enhancement continues to be part of the 2012 deployment and funded by the 2012 operating budget,

DEPARTMENTAL CONSULTATION

COMMUNICATIONS

The County of Wellington Social Services Committee will be provided with an update and a copy of this report for the January 11, 2012 Social Services Meeting.

ATTACHMENTS

Attachment # 1 Guelph Wellington EMS – Report on Land Ambulance Enhancements – Next Steps



“original signed by Shawn Armstrong”

Prepared By:

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Recommended By:

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“original signed by Harry Dunning”

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Prepared By:

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Recommended By:

Ann Pappert,
Chief Administrative Officer,
City of Guelph,



Introduction

In 2011, the City of Guelph elected to enhance the resources of Guelph Wellington EMS in an effort to improve performance and specifically response times to emergency calls. Management of the Emergency Services - EMS division has been tasked to prepare a report on the effect of those enhancements after 120 days of service.

Background

The Province of Ontario has designated the City of Guelph as the Delivery Agent responsible for Land Ambulance Services across the coverage area, comprised of the City of Guelph and the County of Wellington. The municipally delivered service is known as Guelph Wellington EMS. The City is required to provide this service in compliance with all applicable legislation. This includes meeting a specific response time target to life-threatening emergency calls. The service is funded with 50% coming from the Ontario Ministry of Health, 20% from Wellington County and 30% from the City of Guelph. As the managing partner, the City of Guelph makes the determinations on deployment and staffing for the service.

Guelph Wellington EMS employs 139 paramedics including supervisors and managers. 47 of these paramedics are certified at the Advanced Care Paramedic level. The service staffs 8 ambulances and one rapid response unit 24 hours per day, additionally 4 ambulances are deployed during peak hours.

Guelph Wellington EMS serves approximately 230,000 residents covering over 1500 square kilometres with both urban and rural response landscapes combined with all manner of residential commercial, manufacturing and agricultural fabric.

Guelph Wellington EMS service management held a public education session in early 2011 with members of the public, representatives of City of Guelph Council and Wellington County council to discuss these targets. Feedback from the session supported the need to work toward a gradual reduction in these response times.

The delivery agent is aware of the importance of the involving community stakeholders in service issues and the need for an improved community advisory model for residents across the coverage area. Efforts have been made to create a more transparent service for the populations served.

Principles of Service Delivery

The City is committed to adhere to specific principles in the operation of the EMS service, including **Accessibility**, so that the service is available to all residents of and visitors to the City and County, **Integration**, so that the EMS service works cooperatively, efficiently and effectively with other emergency services and the social services that are offered to the residents of the catchment area, **Seamlessness**, so that the closest appropriate available ambulance is sent to a request for emergency assistance regardless of borders and boundaries, **Accountability** to the residents of the catchment area and the elected officials that represent them, and **Responsiveness**, so as to respect and respond to the changing needs of the community. The service fulfills its mandate in the most efficient and effective manner through ongoing evaluation and strategic planning. This includes an internal quality audit of each response and a third party provincially sponsored review once every 3 years.



The goals of the EMS service are to provide excellence in service including high customer satisfaction, providing a high quality patient care, meeting response times that meet or exceed requirements and to function in a financially appropriate manner. In meeting these goals and objectives, the service optimizes resources by locating ambulances in areas where calls are likely to occur based on historical data and other predictors such as a densely populated area. A consequence of deploying ambulances strategically is that areas with a predicted lower call volume will generally have extended response times. Often this means the population numbers are not as dense.

Dispatch Services Provided by the Province

Ambulances in Ontario are dispatched by Central Ambulance Communication Centres (CACCs) managed by the Ontario Ministry of Health. The CACC that controls ambulance movement in the Wellington County area is based in Cambridge. The CACC receives calls for EMS service, determines the closest most appropriate available vehicle(s) as staffed and deployed by the service operator, and sends that resource to the call. The CACC has authority over all EMS vehicle movement.



Ambulances are dispatched by the CACCs under a principle of seamless ambulance service, so that the closest, most appropriate ambulance is dispatched to an emergency call regardless of the service operator or municipality managing that ambulance. Using this principle, ambulances from other municipalities may be dispatched to calls in Wellington County, and Guelph Wellington EMS ambulances are sometimes dispatched to calls outside of Wellington County.



Response Times

The response time target by which an EMS service should be able to have an ambulance arrive at a call for a life-threatening emergency has not been well defined and varies with each Municipality. In 2000, the Ontario Government transferred the responsibility of managing the EMS services in the Guelph Wellington area to the City of Guelph. In that transition, the Ministry of Health set the response time target for each coverage area at the level that was provided by the EMS services in 1996. In the Guelph Wellington area, that response time was 14 minutes and 55 seconds, 90 percent of the time.

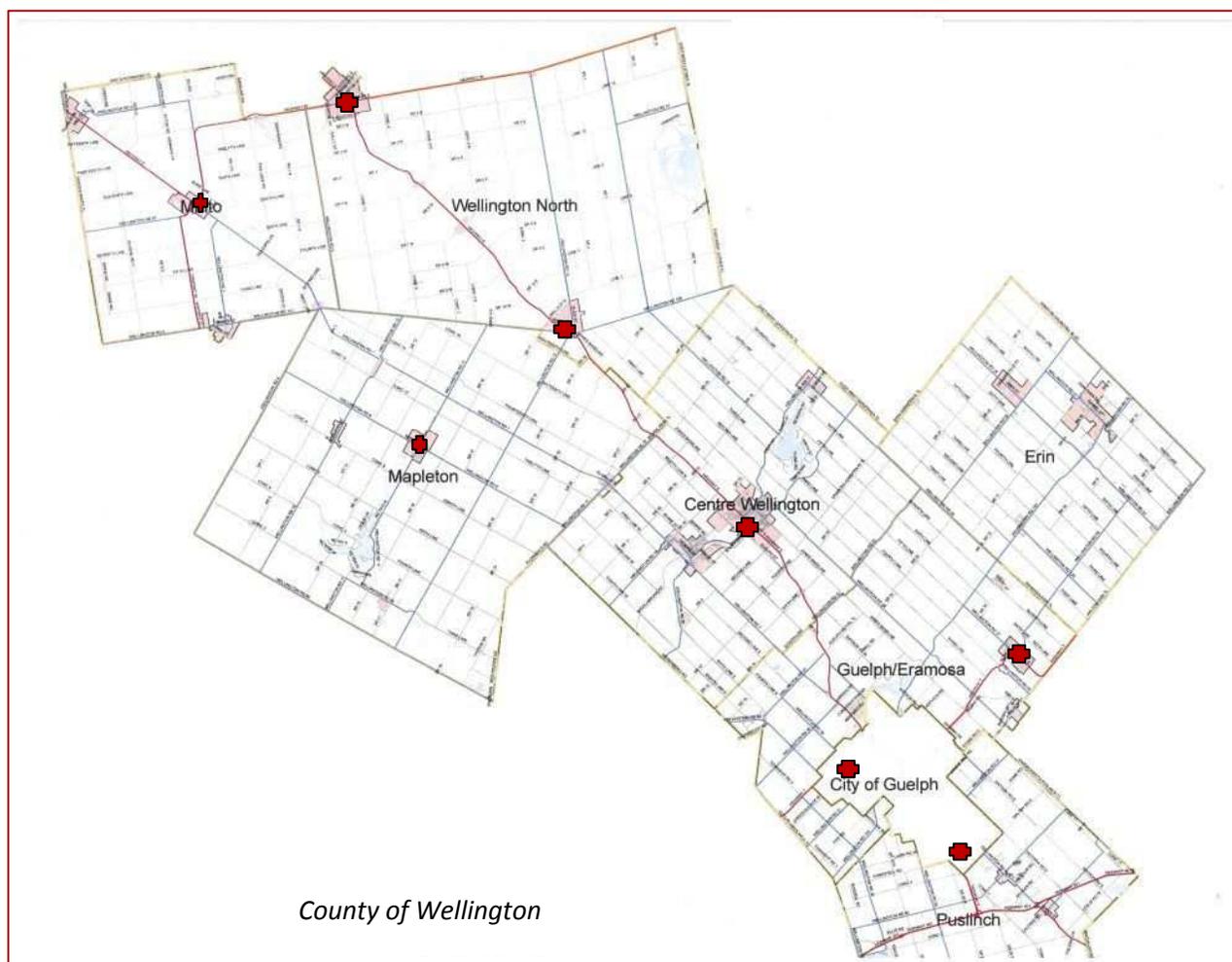
The response time by an EMS service in Ontario to emergency calls is measured as a 90th percentile, as opposed to an average response time. Where an average response time provides a time by which one half of all calls take longer than the time stated, the 90th percentile time represents the maximum time that a patient can be reasonably expected to wait for a response. The historical maximum response time to an area (100 percentile) is potentially not representative or a good predictor of future performance because it likely involves an anomaly or series of circumstances that occurred and are not likely to reoccur. The standard measurement, 90th percentile, eliminates the highest 10% of response times and states the response time to the 90th percent of calls, which has been found to be a good predictor of the maximum time that a patient could reasonably be expected to wait for a response. This measurement is comparable to other EMS services in Ontario and internationally that use the same calculation. Response times are measured from the time that



paramedics are notified of a call until they notify the Provincial dispatch centre that they have arrived at the address that they were given. It does not include the time that is required for the dispatch centre to process the information from the caller, or the time for the paramedics to reach the patient after they have arrived at a scene.

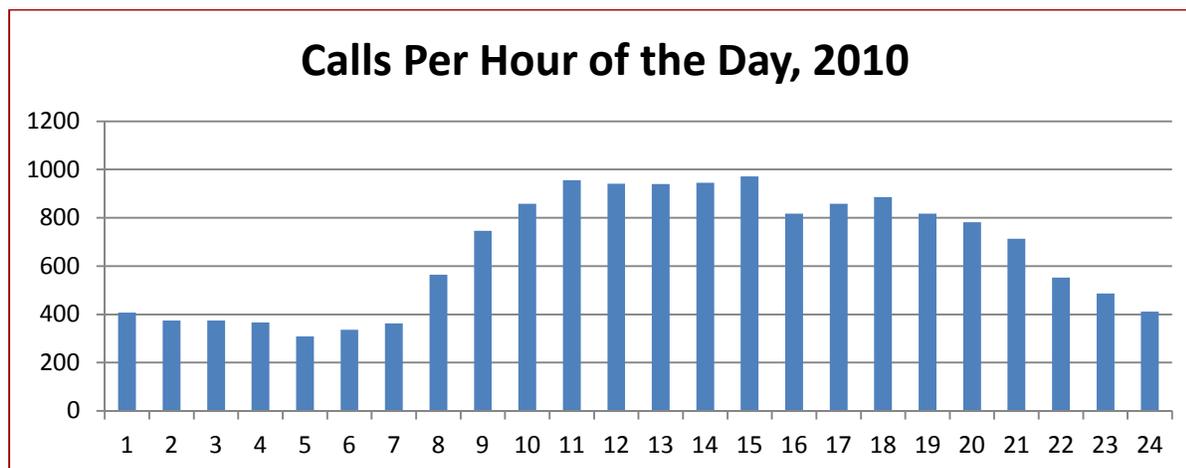
Deployment Strategies

Guelph Wellington EMS operates out of 8 EMS stations located in Guelph and Wellington County. The ambulances are stationed throughout the coverage area at locations determined by call volume, high volume traffic area, historical call volume, statistics and to some extent locations that pre-exist the current organization. County borders must also be considered.



Locations of Guelph Wellington EMS stations in the City of Guelph and Wellington County

Not all ambulances are staffed 24 hours per day. Historical patterns in call volumes can be used to predict the future requirements for an ambulance at specific times of the day with some degree of accuracy. While the time of day that a specific emergency call will occur cannot be predicted, there are patterns that occur when a larger number of calls are considered. It is not surprising, for example, that fewer people call for EMS assistance between the hours of 3 am and 6 am than during daylight hours.



Data Relating to Dispatching and Response Times

As Guelph Wellington EMS does not dispatch ambulances, we do not have first hand information and data on the number of calls and locations of calls in Wellington County. While we do have some information from our copies of documentation, we do not have access to information on the activities of other services' ambulances working in Wellington County and other relevant data. The Ministry of Health and Long Term Care collects the necessary data in the Ambulance Response Information Service (ARIS) database, and provides ambulance services in Ontario with data on a regular basis through a program called ARIS Dispatch Data Access Service (ADDAS).

For the purposes of reporting our performance, this data is used to measure the standard. Currently there is a significant problem with the accuracy of the data provided to Guelph Wellington EMS through ADDAS related to ambulance calls from April, 2011 to present. Issues related to data provided by the Ministry are not unique to Guelph Wellington and affect many ambulance services across Ontario. Accuracy of data has been an ongoing issue for several years. The Ministry of Health is aware of the problem and report that they are working on resolving data accuracy issues, but the inaccuracy creates a significant challenge in providing valid data for this report. The ADDAS data from 2010 is relatively reliable and has been utilized.

New Service Standards Measured by the Ministry of Health

The Ministry of Health and Long Term Care Ambulance Services Branch has announced an impending change to the response time standards that ambulance services will be required to meet. The new system sets response times for specific life-threatening emergency calls, and then allows the local responsible governments to decide on the percentage of time that the ambulance service will target to meet that standard. Further work is required to engage the community, receive appropriate feedback and recommend new service standards in advance of the impending changes.

The new standard will include, among others, a requirement to report on the percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to sudden cardiac arrest patients or other patients categorized as CTAS 1 within eight minutes of the time notice is received by the service regarding the medical emergency. This new standard is required by October, 2012. Staff will develop recommendations to address the new reporting requirements in anticipation of the above deadline.

Enhancements

In the 2011 budgeting process, the City of Guelph approved the addition of 7.5 Full Time equivalent paramedic positions with Guelph Wellington EMS. Service management elected to use these additional resources to increase the hours of existing ambulances, and to add an additional ambulance 12 hours per day. This additional ambulance has been assigned to an existing station (in Centre Wellington) but the assignment for this vehicle includes an assignment to roam through other townships in the county several times per shift as call volume permits.

Results

As mentioned earlier in this report, the accuracy of the data available from the Ontario Ministry of Health for the period following the addition of these enhancements is questionable. Based on the best available information, the results of these enhancements appear to be as follows:

In 2010, the call volume in the Guelph Wellington EMS catchment area was 15,779 patient-related calls, with 10,241 of these being classified as life-threatening. When considering all calls in the catchment area, the 90th percentile response time was 12:18. 9 times out of 10 an ambulance was on scene within 12 minutes 18 seconds or less.



The data shows that the call volume in the first half of 2011 has risen by approximately 18%. (These numbers were verified specifically with the Ministry of Health). In that time, the 90th percentile response time also increased to 13:14.

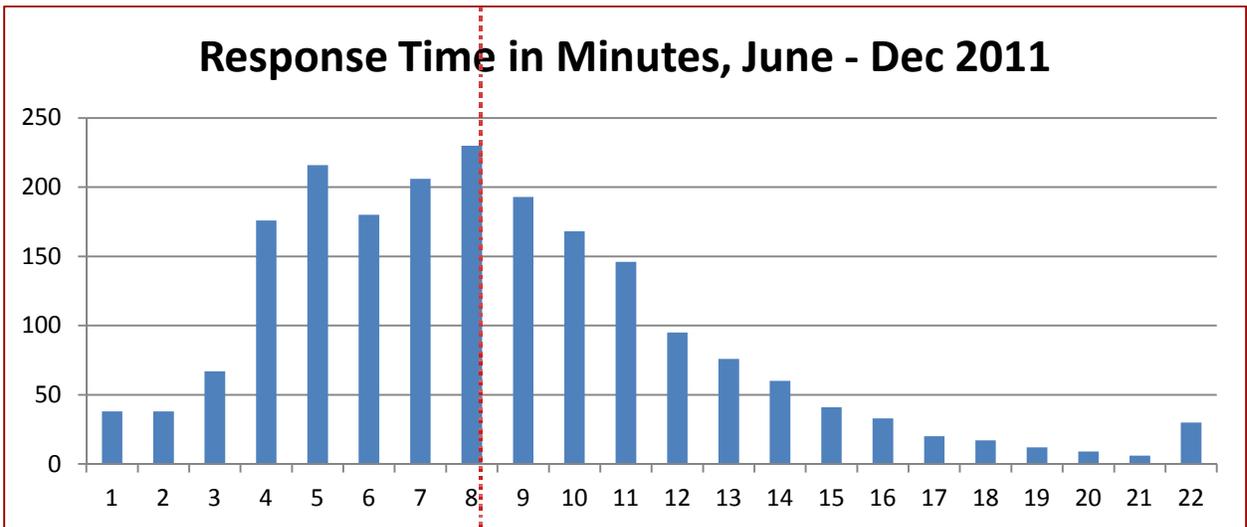
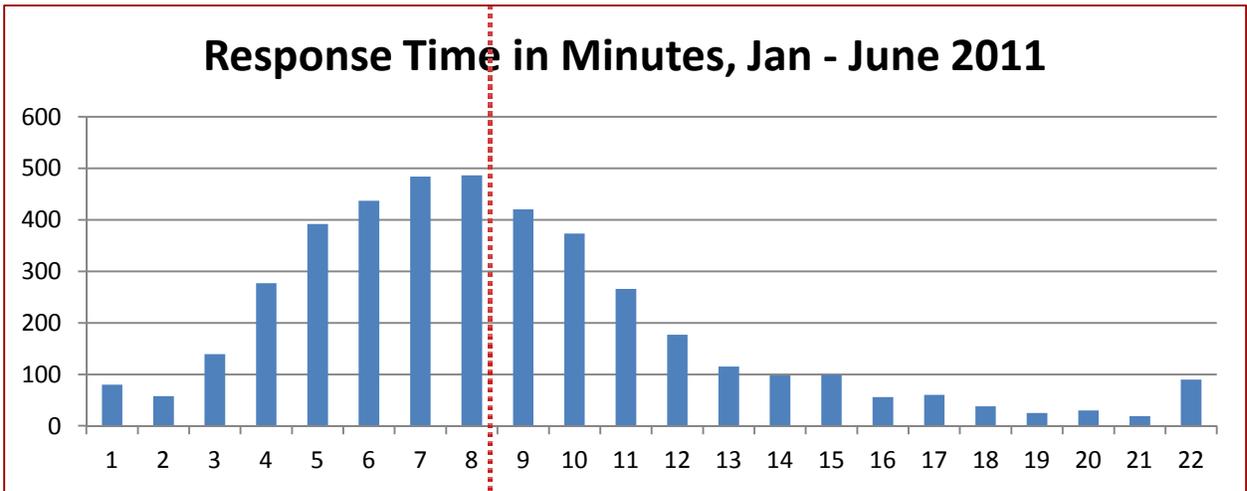
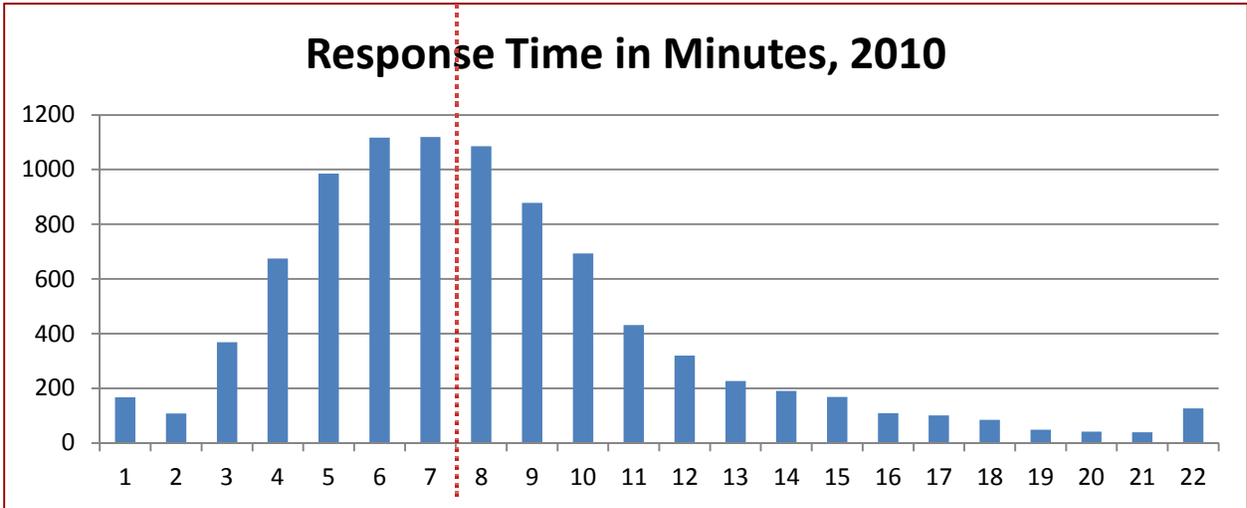
Following the introduction of the enhancement, the data is less clear. The number of calls in the data has dropped 35%, although anecdotal experience suggests that that call volume has actually continued to increase. The data shows that the 90th percentile response time has decreased from the first half of the year, but this is based on the calls in the database so the result is incomplete and unreliable.

| | Call Volume (patient-related calls) | 90th Response Time | Average Response Time |
|--------------------------|--|---|--|
| All of 2010 | 15,779 | 12:18 | 7:39 |
| Jan 1 – June 25 2010 | 7,486 | 12:21 | 7:35 |
| Jan 1 – June 25 2011 | 8,816 ** 18% increased call volume | 13:14 (note: only 7,091 calls used in this calculation, data error) | 8:09 (note: only 7,091 calls used in this calculation, data error) |
| June 26 – Oct 24 2010 | 5,578 | 12:06 | 7:39 |
| June 26 – Oct 24 2011 | 3,630 (number suspect) | 12:53 | 8:01 |

As the data available from the Ministry of Health is unreliable, data from other sources was utilized in an attempt to provide some indicators that demonstrate the effects of the enhancement. These sources included ambulance call reports and ad hoc reports from Cambridge CACC.

This data from alternative sources shows an imbalance across the service area that the enhancement has not fully addressed to date. This will be addressed through changes in deployment strategies.

The effects of the enhancement on the overall response time average has been to contain the increase despite the increase in call volume. The data shows that the average response time to calls classed as life-threatening has increased only marginally from the 2010 levels.



Conclusions

- Enhancements appear to have slowed the rate of increase in response times related to increased call volume. Clear data is absent relating to conclusions of current staffing having a positive effect on response times for the coverage area.
- Additional staffing has reduced the pressures on a busy service during high demand periods.
- The current deployment strategy has not had a positive impact on response times in the catchment area. This strategy is not safely sustainable in the long term because of health and safety concerns, weather conditions, and it is not consistent with overall goals for reducing carbon emissions and conserving fuel.

Moving Forward

Emergency Services will continue to optimize land ambulance resources, including those added during 2011, to further quantify response times for residents of the coverage area,

Staffing hours of 2 vehicles that are currently deployed during daytime hours will be combined to create one additional 24 hour vehicle, and it will be strategically deployed to provide the optimal service to the community,

Staff will investigate a suitable ambulance base of strategic response for the near and long term sustainability of optimal land ambulance services,

Staff will develop and present a long term operating plan to address the provision of ambulance services in accordance with the principles outlined, in order to create one coverage-wide response time target as regulated in the new reporting standard,

Staff will update on results of this action after approximately 6 months.





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COMMITTEE REPORT



TO **CAFES**

SERVICE AREA Finance
DATE January 9, 2011

SUBJECT Operating Variance Reporting Schedule
REPORT NUMBER FIN-12-02

SUMMARY

Purpose of Report: The purpose of this report is to provide a schedule for operating variance reporting to Council.

Council Action: Receive the report for information.

SUMMARY

Operating variance reports will be produced five times a year (four reports following an election year). The variance reports will be based on reporting periods ending on the last day of the month for March, June, August and December. The December year-end report will have two versions, a preliminary report based on unaudited information and a final report coinciding with the audited year end financial statements.

City of Guelph

FIN-12-02 Reporting Timelines for Variance Reports

| Report | Date of CAFE Meeting |
|-------------------|----------------------|
| Dec 2011 (Prelim) | Apr-10-2012 |
| Dec 2011 (Final) | Jun-11-2012 |
| March 2012 | May-14-2012 |
| June 2012 | Sep-10-2012 |
| Aug 2012 | Oct-9-2012 |

BACKGROUND

Once the Annual Budget is approved, actual expenditures are monitored and compared against budget. Reviewing periodic variance reports enables Council to perform its governance function and allow sufficient time for Executive Team to

take corrective action if necessary to ensure that the City maintains a positive surplus at year end.

Historically, the City of Guelph has produced between three to five operating variance reports per year including the year-end report. A benchmarking to other municipalities in our comparator group indicates that three to four operating variance reports annually is standard. Generally the reports are produced quarterly, with some municipalities opting not to produce a report early in the year. All municipalities examined produce a year-end report.

REPORT

The Finance Department in consultation with City Departments will produce five operating variance reports for Council during each fiscal cycle including preliminary and final year-end variance reports. Following an election year, because of the delayed passing of the Budget, four operating variance reports will be produced for the year (including the year-end reports).

Year End Operating Variance Reports:

In order to provide timely information to Council, two reports will be provided for year end:

1. The preliminary year-end variance report will be presented in March/April. The preliminary version should contain most of the expenditures and revenues for the year and will be a good indication of the final position for each Department.
2. As part of the financial statement preparation process, there are further accounting entries that may be made that could affect the final position such as final reconciliation between the county, interest on reserves, auditor findings etc. As such, a final version of the year-end variance report will be presented to Council. This report will be based on the audited financial statements and provide recommendations from the Executive Team for approval by Council on distribution of any surplus to appropriate reserve and reserve funds.

This operating variance reporting schedule for will be incorporated into the overall rolling calendar for council. A more detailed Budget Monitoring Policy will be presented in early 2012 for Council approval.

CORPORATE STRATEGIC PLAN

5.3 Open, accountable and transparent conduct of municipal business

FINANCIAL IMPLICATIONS

Timely corrective action is required to prevent possible overspending of the approved budget. Frequent variance reporting assists in the monitoring of the budget and in taking timely corrective action.

DEPARTMENTAL CONSULTATION/CONCURRENCE

It is the responsibility of the management of each Service Area to ensure spending does not exceed the Council approved budget. Finance, in consultation with the Executive Team, is responsible for the production of the variance reports.

COMMUNICATIONS

None

“original signed by Colm Lynn”

“original signed by Susan Aram”

Recommended By:

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Recommended By:

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Deputy Treasurer
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COMMITTEE REPORT



TO **Corporate Administration, Finance and Emergency Services Committee**

SERVICE AREA Corporate and Human Resources/Finance/CAO's Office
DATE Monday, January 09, 2012

SUBJECT Rolling Calendar
REPORT NUMBER

SUMMARY:

Purpose of Report: To provide Committee with a 'Rolling Calendar' outlining regular reports to CAFE's expected throughout a calendar year.

Committee Action: To receive for information.

RECOMMENDATION

That the attached Rolling Calendar for CAFE's Committee be received for information.

BACKGROUND

Staff were directed at the October CAFE's meeting to bring forward a 'Rolling Calendar' for the Committee to be used as a planning and information tool from committee members.

REPORT

The purpose of the Rolling Calendar is to provide committee members with an overview of standard and/or annual reports that are forthcoming to Committee each year. These are characterized as Annual Performance reporting and Accountability reporting.

In doing so, a number of purposes are served, among them including, but not limited to:

- allowing for enhanced agenda planning and management
- enhanced transparency for members of the public in providing advance information concerning reports forthcoming that may be of interest
- providing greater transparency and accountability in the governance of the City (i.e. open government) in demonstrating and distinguishing the role of the CAFE's committee to receive or approve various staff reports

CORPORATE STRATEGIC PLAN

Goal 5: A community focused, responsive and accountable government

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

Finance, Human Resources, Emergency Services, CAO's Office, Clerks, Legal, POA Court Services departments were consulted in developing this report.

COMMUNICATIONS

The Rolling Calendar will be updated regularly to reflect any additions or deletions of reports as well as to reflect changes to timing of the reports. The Rolling Calendar will be posted on the City's website.

ATTACHMENTS

Appendix 1- CAFE's Rolling Calendar

"original signed by Mark Amorosi"

Recommended By:

Mark Amorosi

Executive Director, Corporate and Human Resources

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CAFES Committee

Meeting Activity Schedule/

| Performance & Accountability Reporting | Report | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
|--|--------|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|
| Assessment Growth/Tax Revenue | R | | | | ● | | | | | | | | |
| Vacancy Reallocation/FTE Report | I | | | | | | | | | | | | ● |
| Standards and Poors Credit Rating | R | | | | | ● | | | | | | | |

1. The 2013 Budget Guideline Report is coming forward in May to ensure that feedback from Committee & Council can be incorporated into the Budget Call document.

Report: I – Information sheets; R – Report for receipt; A – Report for approval

Legend

- Scheduled
- As Required

COMMITTEE REPORT



TO Corporate Administration, Finance, and Emergency Services Committee

SERVICE AREA Corporate and Human Resources–Legal Services Department

DATE January 9, 2012

**SUBJECT Proposed Offer to Purchase Permanent Easement
Emergency Access and Walkway – NS Teal Drive**

RECOMMENDATION

THAT the Mayor and Clerk be authorized to execute an agreement for a permanent easement in favour of Seaton Ridge Communities Ltd. for the purposes of an emergency access and walkway over the property legally described as Block 46, Plan 61M40, City of Guelph, designated as Part 9 on 61R8456.

REPORT

Seaton Ridge Communities Ltd. is currently developing a residential project at 146 Downey Road. A condition of the Site Plan Agreement (Application SP11A032) requires that the owner design, construct, and maintain an emergency access route and walkway to the development from Teal Drive, on a permanent easement over City lands.

The affected City lands comprise part of a greenway as shown on Appendix 1. The lands underlying the proposed easement are already encumbered by a significant easement in favour of Union Gas. The walkway will provide pedestrian conductivity and the emergency access will only be used for emergency purposes and will otherwise be blocked after construction. Staff have negotiated an agreement with Seaton Ridge for the required easement for consideration of \$5,000.00.

City Policy for the Sale and Disposition of Real Property Interests

The subject easement is not considered to be generally marketable interest. As such, no notice is required to the public regarding the proposed sale. Given that this interest is in lands used for parkland purposes, the net proceeds of the sale shall be placed in the Parkland Reserve Fund.

CORPORATE STRATEGIC PLAN

This initiative supports the following Strategic Goals:

1. An attractive, well-functioning and sustainable city.
2. A community-focused, responsive and accountable government.

FINANCIAL IMPLICATIONS

The proceeds of this sale, less any closing costs for the City, shall be placed in the Parkland Reserve Fund.

ATTACHMENTS

Appendix 1 – Sketch Showing Subject Property

“original signed by Jim Stokes”

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Submitted By:

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Appendix 1 – Sketch Showing Subject Lands

