

Policy & Strategy Committee Meeting AGENDA

Tuesday, December 15, 2020 – 9:00 a.m.

1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES of November 17, 2020 (as circulated)
5. BUSINESS ARISING FROM MINUTES
6. PRESENTATIONS - NIL
7. REFERRAL FROM COUNCIL - NIL
8. STAFF REPORTS
 - 8.1. Planning Department
 - 8.1.1 PCP Milestone 2 1-10
 - 8.2. Recreation Department
 - 8.2.1 MODL Recreation Programs Update 11-16
9. MAYOR'S/DEPUTY MAYOR'S/COUNCILLORS' MATTERS
 - 9.1. Parking Space for Veterans (Deputy Mayor Bell) 17
 - 9.2. Ambulance Shortages (Councillor Cathy Moore) 18-28
10. ADDED ITEMS
11. IN CAMERA
 - 11.1. Legal Update under Section 22(2)(g) of the MGA
12. NEXT MEETING – January 19, 2021 – 9:00 a.m.
13. ADJOURNMENT



Municipality of the District of Lunenburg

Report to Policy and Strategy Committee

Report To: Policy and Strategy Committee
Submitted By: Zachary Thompson Sustainability Planner
Date: 15/12/2020
Re: PCP Milestone 2

The PSC needs to set MODL's Corporate GHG emissions reduction target to achieve milestone 2 of the PCP program.

In order to set a target that is achievable as well as aspirational the PSC needs to provide guidance on projects they would be interested in, as well as provide guidance on the target they would like to set.

This report looks at different options to reduce GHG emissions as well as how many tonnes of GHG emissions will need to be mitigated to achieve different targets.

Zachary Thompson Sustainability Planner

Print Name & Position

/xxx

Attachments

PSC GHG Reduction PowerPoint

Corporate Reduction Target

1

- ▶ What we need to do to get to milestone 2
- ▶ Examples
- ▶ Our emissions, rise
- ▶ Areas to reduce and issues
- ▶ Overview of options
- ▶ Direction from them

2

PCP Milestone 2

- ▶ To achieve Milestone 2 for the PCP program MODL must set a GHG reduction target
- ▶ The target should be aspirational, to reflect the importance of mitigating climate change, while also realistic.
- ▶ The target is set by choosing a level to decrease emissions by a target year from a baseline year.
- ▶ For example reduce emissions by 60% by 2030 using the 2019 inventory as a baseline. (Our emissions will be 60% lower than they were in 2019 by 2030)

3

- ▶ Targets are usually 10 year periods
- ▶ Targets can also have a second period i.e reduce emissions by 50% by 2030 and 90% by 2050
- ▶ Example targets

4

Oakville Ont

- ▶ Long-Term: A corporate GHG emission reduction of 80 per cent below 2014 levels by 2050;
- ▶ Short-Term: A corporate greenhouse gas per capita emission reduction of 20 per cent below 2014 levels by 2030,

5

Bathurst NB

- ▶ To reduce corporate emissions by 20% below 1995 levels by 2010
- ▶ Set in 2001

6

Halifax

- ▶ Corporate: 30% below 2008 levels by 2020
- ▶ Community: 20% below 2008 levels by 2020; 80% by 2050

7

MODL

- ▶ Total Emissions 1198.5 Tonnes in 2019

Corporate			
Energy Source	Tonnes of CO ₂ e	% of Total	Consumption
Electricity	705.15	59.28	989812.8
Fuel Oil	93.24	7.84	33326.8
Propane	0.00	0.00	0
Gas	53.11	4.46	22834.84
Diesel	302.25	25.41	110709.4028
Waste	35.76	3.01	26.5122
Total	1189.508496		

8

Natural Changes with new building

- ▶ Propane increase of 69 Tonnes
- ▶ Fuel Oil Decrease of 53 Tonnes
- ▶ Electricity Change of -7 (Old School)
- ▶ Electricity increase 29.76 Tonnes

9

After Changes

Energy Source	Tonnes of CO ₂ e	% of Total	Consumption
Electricity	727.74	0.59	1090401.40
Fuel Oil	40.49	0.03	14333.60
Propane	69.00	0.06	45000.00
Gas	53.11	0.04	22834.84
Diesel	302.25	0.25	110709.40
Waste	35.76	0.03	26.51
Total	1228.35		

10

Possible Scenarios

2019 Emissions target

Emissions Reduction Target									
% Reduction	10%	15%	20%	25%	30%	35%	40%	45%	50%
Tonnes Reduced	122.83	184.25	245.66	307.08	368.49	429.91	491.32	552.74	614.15
New Emissions Total	1070.56	1011.08	951.61	892.13	832.66	773.18	713.71	654.23	594.75

11

Low Hanging Fruit

- ▶ Energy Efficiency
- ▶ Operations
- ▶ Renewables

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Issues

- ▶ Can only do renewables on some buildings
- ▶ A lot of emissions are from processes not operations

13

Solar

- ▶ ~\$215,000-\$280,000 per 100KW system
- ▶ Limited to 100 KW systems currently
- ▶ Does offer payback ~12-18 years
25 year warranty

14

EV's



- ▶ Savings of \$1,600 per vehicle per year
- ▶ Reduced Maintenance
- ▶ Cost is close to current ICE

15

Waste Trucks

- ▶ Electric waste trucks can drive ~208 km per charge
- ▶ Our average trip length is 220 Km, with some much longer some much shorter
- ▶ Could be part of next contract.

16

Retrofits

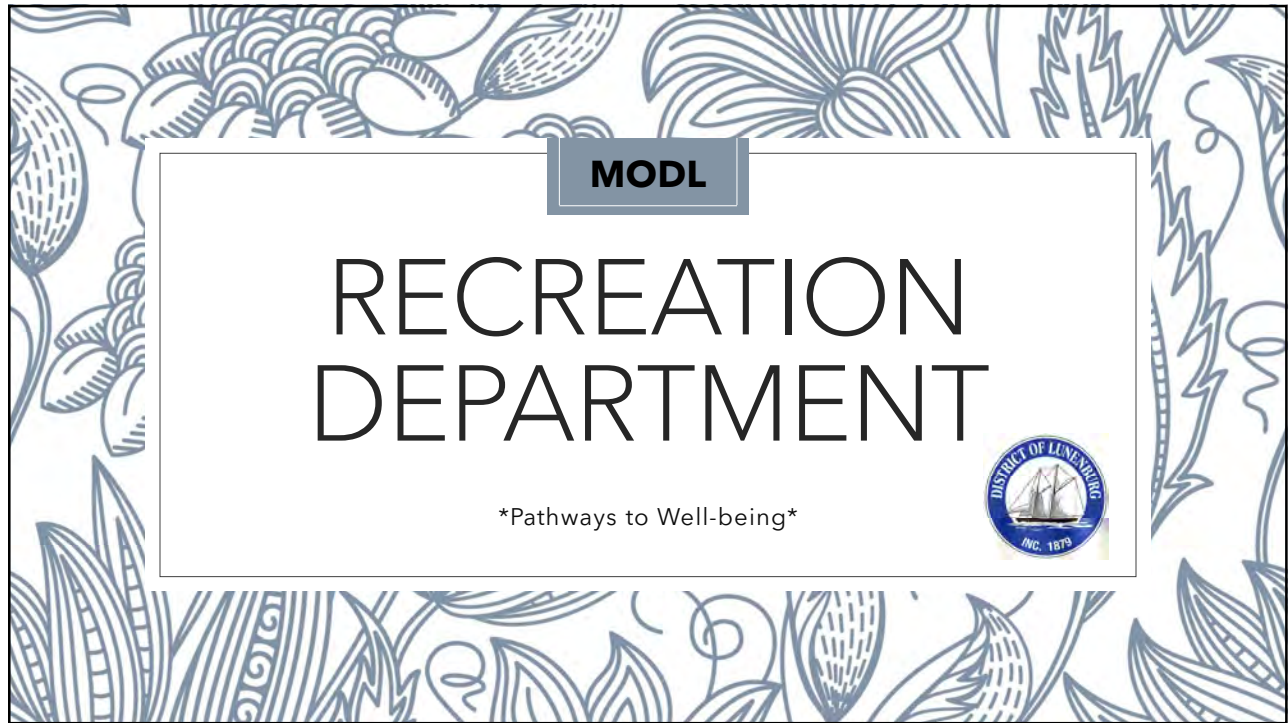
- ▶ Changing from oil to electricity
- ▶ Heat pumps, geothermal an option
- ▶ Would also include building retrofits, insulation, windows, lights
- ▶ MARC, possibly WWTP's an option.

17

Operations

- ▶ Green procurement
- ▶ Climate lens
- ▶ Social cost of carbon included in purchases

18



1



2

What We Strive to Achieve

Become the MOST ACTIVE HEALTHY REGION in the Province!



Recreation and parks opportunities that contribute to the well-being of all individuals



Recreation and parks opportunities that contribute to the cohesion, vibrancy, and overall well-being of our district



High quality recreation and parks spaces and places are created and maintained

3

Our Guiding Principles

Access for All

- We don't leave anyone out

Championing

- We are top of mind

Continuous Learning

- We share our stories, lessons learned and our history

Collaboration

- We work together

Forward Thinking

- We are innovative and creative

Stewardship

- We value the land, air, water, and biodiversity

Viability

- We are responsible

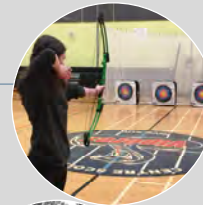
4

Nova Scotia Shared Strategy Goals

MODL embraces the National/Provincial Recreation Framework



5



Programming:

- Multisport
- Archery
- Mahone Bay Fitness
- Chair Yoga
- Snowshoeing
- Geocache Challenge
- Canoeing
- Summer Programs



Special Events:

- Easter Egg Hunt
- Fishing Derby
- Seniors Christmas Party
- Pumpkin Parties
- Take the Roof off Winter



Communication:

- Recreation Guide
- Municipal Matters
- NG Newsletter
- Social Media
- Local Radio
- Website
- School Handouts

6

Inclusion and Access

To increase inclusion and access for populations that face barriers to participation



PRO Kids



Integrated Services



Equipment Loan Program



Low Cost/No Fee Opportunities



Awareness (marketing/communications)



7

Connecting People and Nature

To motivate and assist people to connect to nature



Programs and Special Events

- Trailblazers
- Campfire Cooking
- Tree/Plant Identification
- Hiking and Biking
- Skating Party
- Wreath Making
- Camping (Summer)

8

Supportive Environments

To ensure the provision of supportive physical and social environments that encourage engagement, participation, and build strong caring communities



- 
Healthy Eating Policy
- 
Smoke Free Outdoor Spaces Policy
- 
Collaboration
- 
Active Living Strategy (2014)

9

Recreation Capacity

To ensure the continued growth and sustainability of the recreation field

Grants for not-for-profit organizations \$\$

\$113,238.15 in grants were distributed in 2019-2020

Committees of Council 🌲

Sawpit Wharf, Miller Point

Leaders in Training (LIT) 👑

Average 8 youth leaders/summer

Volunteer Recognition 👤

32 volunteers recognized locally
 Provincial Volunteer - Peter Simpson
 Provincial Youth Volunteer - Laura Isaacs

10

Looking Ahead.. Challenges and Opportunities



11

**WE APPRECIATE YOUR FEEDBACK
TODAY, TOMORROW, AND BEYOND!**

Go Team MODL GO!

12

**Request for Agenda Items under
Mayor's/Deputy Mayor's/Councillors' Matters**

TO: Chief Administrative Officer
FROM: Martin Bell, Councillor/Deputy Mayor
DATE: December 1st 2020

1. Agenda Item

Parking space for veterans.

2. On what agenda do you want the item placed?

P & S Committee

3. Do you have written material to circulate with the agenda? Yes No

If you do, please attach it to this form. If you do not, please explain.

one photo attached for consideration and discussion purposes

4. What is its relevance to Council or the committee?

I would like Canadian Forces veterans who have the special veterans license plates to be able to receive a special parking space. Such special parking can be seen in other municipal units like, Calgary, Winnipeg, Vancouver, Ottawa, Surrey, Toronto, and Richmond. (to name a few)

I would like Canadian Forces veterans who have special veterans' license plates to be provided a special parking space. This is done in Etobicoke, Toronto, Calgary, Winnipeg, Surrey and Richmond to name a few.

5. What outcome(s) are you seeking?

To provide signage at at least one parking spot for veterans.



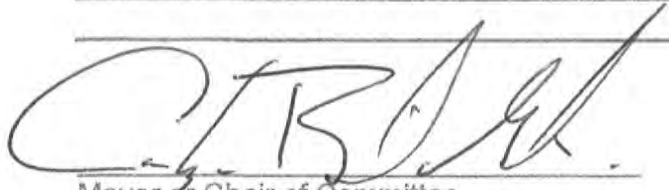
Councillor's Signature

Dec 01 2020

Date

Approval for agenda: Yes No

Reason for Denial:



Mayor or Chair of Committee

Dec. 10, 2020.

Date

**Request for Agenda Items under
Mayor's/Deputy Mayor's/Councillors' Matters**

TO: Chief Administrative Officer
FROM: Cathy Moore
DATE: Dec 8 / 20

1. Agenda Item Ambulance Shortages

2. On what agenda do you want the item placed?
Policy + Strategy Dec 15 / 20

3. Do you have written material to circulate with the agenda? Yes No

If you do, please attach it to this form. If you do not, please explain.

4. What is its relevance to Council or the committee?
Health + Safety of Residents

5. What outcome(s) are you seeking?
Letter written

Cathy Moore Date Dec 8 / 20
Councillor's Signature

Approval for agenda: Yes No

Reason for Denial:

[Signature] Date Dec. 10, 2020
Mayor or Chair of Committee

PETER SIMPSON: Answers to Nova Scotia ambulance shortages may lay in shelved Fitch and Associates report

Peter Simpson (peter_simpson@hotmail.com)

Published: a day ago

Updated: a day ago



An EHS ambulance departs the Halifax Infirmary in Halifax on Monday June 3, 2019. File Image / Tim Krochak / The Chronicle Herald

Unions and employers often butt heads on issues, especially during bargaining sessions, but it's nice when the two sides can find common ground on issues that impact workers and their families.

Take, for example, Emergency Health Services (EHS), employer of the province's roughly 1,100 paramedics, and International Union of Operating Engineers Local 727, representing paramedics.

Now, I'm not implying that interaction between those two bodies is always a love-in, with Barry White singing seductively in the background, but they do seem to agree on most issues these days.

"We both share a main objective – a safe, healthy and productive work environment that is cohesive for everybody," said Mark Wheatley, EHS senior manager of provincial operations.

"The union has been a really good partner with us in supporting those initiatives ... it's a good position for a union and employer to be in together," added Wheatley.

Local 727 president Michael Nickerson echoes those sentiments.

"We have a good relationship with the employer. We both want what's best for paramedics and the communities they serve."

So, why then are more and more paramedics these days worn out, stressed out and burned out?

Paramedics are running flat out, keeping up with the heavy demand for service. Five years ago, they responded to 350-450 calls during a 24-hour period, occasionally reaching 500. Today they average 500 calls a day, and sometimes reach more than 700. The daily record to date is 735 calls for service.

Wow, this in a province with fewer than one million residents, many of them located in rural regions.

On its website, EHS claims to have more than 180 ambulances and support vehicles at its 60-plus stations, in addition to its life-saving LifeFlight helicopters and fixed-wing aircraft.

Problem is, those ambulances and their paramedic crews are stretched thin, if they are on the road at all. In late October, there was only one ambulance available from Bridgewater to Barrington, and in early November a solitary ambulance was available to service the Liverpool to Yarmouth corridor.

Where were the other ambulances? Many were likely doing patient transfers and/or stuck at hospitals awaiting offloading, the practice of handing over transported patients to hospital staff. Paramedic crews must care for patients until hospital personnel take over their care, which can take hours.

The lengthening offload times at hospitals have been viewed by both EHS and the union as a long-standing problem, which has only been exacerbated by the impacts of COVID-19 safety protocols.

So much for that

A little over a year ago, Randy Delorey, then-Minister of Health and Wellness, announced that hospital offloads must be completed within 20 minutes. Well, so much for that directive.

According to Nickerson, offload delays now average two hours, and can reach double digits.

"We are seeing offload delays of up to 12, 13, 14 hours. At one point, before COVID-19, we had a report of an ambulance stuck at a hospital with a patient on a stretcher for 28 hours. There were multiple paramedic shift changes right at the hospital for that one patient," said Nickerson.

Wheatley says the offload issue has been around for a dozen years or so, and it's worrisome.

Emergency department closures happen on a daily basis, said Wheatley, which can double an ambulance transport time. And the hospitals whose emergency departments are open are impacted greatly by the large influx of patients who normally go to health-care facilities in other communities.

"The numbers of doctors, nurses and paramedics are all lower than where they should be," he said.

"We are losing dozens and dozens of hours daily to offload delays around the province. It's the equivalent of several ambulance shifts being off the road. Coupled with all the other challenges the paramedics are experiencing, it's no wonder they are at the breaking point," Wheatley added.

Nickerson said, "There is no space or capacity in hospitals to offload the patient from the ambulance stretcher to a stretcher in the hospital's emergency department, so the patient and paramedics wait."

Wheatley said EHS has strategized, used tactical measures, worked with both the health authority and government on finding solutions, and served on countless committees.

"We are excited about every initiative that is brought up as a possibility to find a solution, however great or small," he said.

"Paramedics are off work dealing with mental health needs, which is absolutely what they need to be doing. I can only conclude that the health authority, primary health and long-term care are all having similar staffing issues. As a result, the entire system is stressed to a breaking point," he said.

Sadly, there are paramedics leaving Nova Scotia to pursue para-medicine opportunities in other provinces, where wages are arguably higher, or are launching businesses unrelated to para-medicine. I recently met a 15-year paramedic battling PTSD who left to launch a small trucking company.

Both Wheatley and Nickerson agree COVID-19 concerns delayed the hiring of new paramedics because schools were closed for a while. They are back on track now but students must scramble to complete their studies and write their final exams before graduating and entering the workforce.

Here's what I'm thinking

Wheatley and Nickerson are decent, resourceful guys, doing the best they can under the circumstances to work together, but they need help from the provincial government.

Steps must be taken to ensure EHS paramedics and hospital emergency departments can handle offloads more expeditiously and seamlessly. The patients' well-being, even lives, are at stake.

Answers can likely be found in a report gathering dust at the Department of Health and Wellness.

Missouri-based Fitch and Company was hired to research and report on proposed improvements to EHS operations. The company bills itself as "providing guidance and expertise to help clients deliver better and more efficient emergency services, accountability and sustainability."

Both EHS and the paramedics union provided input into the Fitch process, but neither group has seen the report or has any knowledge of the findings.

At the Nov. 10 meeting of the Standing Committee on Health, Dartmouth North NDP MLA Susan Leblanc expressed to committee members that it is critical to understand what gaps exist in our Emergency Health Services and how to address them.

"To this end, the Auditor General asked the Department of Health and Wellness to conduct a review of Nova Scotia's Emergency Health Services, which resulted in a report by Fitch and Associates at a cost of \$144,000," said Leblanc.

She moved "that the committee write a letter to the Minister of Health and Wellness, calling on him to immediately provide the Fitch and Associates report to the members of the Health Committee."

Argyle-Barrington PC MLA Colton LeBlanc seconded the motion. Cole Harbour-Eastern Passage PC MLA Barbara Adams and Cape Breton Centre NDP MLA Kendra Coombes expressed support.

Brace yourselves, here comes the kick to the privates. Kings South Liberal MLA Keith Irving, Hants East Liberal MLA Margaret Miller, Waverley-Fall River-Beaver Bank Liberal MLA Bill Horne, Clayton Park West Liberal MLA Rafah DiCostanzo, and Hammonds Plains-Lucasville Liberal MLA and committee chair Ben Jessome all voted no, so the motion was defeated 5-4.

So, if you are having problems with ambulance service in your region, you know who to call.

Prior to the committee vote, Adams said "it is unconscionable that we pay \$144,000 for a report and we don't have a right to see the recommendations. If in any point in our history we have the best chance to make changes to our emergency system, it is right now."

Wheatley told me there is no denying the Fitch report will create a blueprint for a path forward, but stressed EHS is not in a holding pattern until the report is released.

"It's up to the government to release the report, and until they do, we will continue to plan for short-, medium-, and long-term solutions. We are trying to address the concerns the public has with ambulance availability. It keeps us up at night trying to find solutions to the problems." he said.

Peter Simpson is a veteran journalist and former CEO who lives in Dayspring. Here's What I'm Thinking appears bi-weekly in the South Shore Breaker.

PETER SIMPSON: Pilot project aims to free up Nova Scotia ambulances

Premium content

Contributed

Peter Simpson (peter_simpson@hotmail.com)

Published: Dec 04 at 3:40 p.m.

Updated: Dec 04 at 6:40 p.m.



In this file photo, an EHS ambulance crew arrives with an empty stretcher at the Halifax Infirmary. The provincial government recently announced a one-year pilot project to free up ambulances and paramedics by providing three passenger vans for non-emergency transportation of people between health-care facilities. Tim Krochak / SaltWire Network

A A

Sometimes I miss the days of writing for a daily newspaper, when my column would be published the next day. Writing for a weekly newspaper compels me to file my column up to 10 days in advance of the publication date, and often the content of the column can be overtaken by events.

Last week I wrote about how this province's paramedics are worn down and stressed out working long hours, often without meal breaks, and experiencing lengthy patient offload delays at hospitals.

I opined that a remedy to the problems might be found within a Fitch and Associates report, which was commissioned in 2018 by the provincial government – at a cost of \$144,000 to taxpayers – to review the province's ambulance system (EHS) and recommend improvements where needed.

Two years later, the report is still languishing on a government shelf, an unconscionable state of affairs for something that could be a critical game-changer for the emergency medical system in Nova Scotia.

Surely the government knows what is in the report, but Emergency Health Services (EHS), its parent Emergency Medical Care Inc. (EMC), paramedics union, opposition parties, other health-care providers, members of the Standing Committee on Health, and taxpayers have no clue what the report contains. Last week in my column I called on the government to make public the report.

During an interview for last week's column, Mark Wheatley, EHS senior manager of provincial operations, told me "there is no denying the Fitch report will create a blueprint for a path forward" and he stressed that "EHS is not in a holding pattern until the report is released."

Well, about two days after I met my filing deadline, too late for column amendments, the provincial government announced a one-year pilot project to free up ambulances and paramedics by providing three passenger vans for non-emergency transportation of people between health-care facilities.

The vans, to be driven by EHS employees, will be stationed in Bridgewater, Kentville and HRM.

Health Minister Leo Glavine said in a news release that "by using vans for clients who do not require medical care during a transfer, we are freeing up our ambulances and paramedics to focus on the important emergency medical care they provide."

Michael Nickerson, president of the union that represents paramedics, the International Union of Operating Engineers, Local 727, told me the vans are a step in the right direction, but he has not yet had a chance to have discussions with EHS or the government on this issue.

"It's a start. At least the government is starting to do something, and I have to give them credit for that," said Nickerson, who then expressed frustration that the Fitch report has not been made public.

"There are bound to be recommendations in the report on how to fix health-system issues, so why is the government sitting on it when we all know the system is not functioning properly?" he asked.

Three days after I filed last week's column, again too late to include breaking news, Nickerson sent an open letter to Liberal leadership candidates Labi Kousoulis, Iain Rankin and Randy Delorey, urging them to commit to the full, unredacted release of the Fitch report.

"When an ambulance is left out of service or half-staffed because our paramedics are too mentally, emotionally and physically exhausted to work extra shifts, communities suffer," wrote Nickerson.

"Enough is enough. Nova Scotians deserve better – and our paramedics do, too," he wrote.

Hear, hear!

Firefighters and MFRs

According to the Canadian Association of Fire Chiefs, there are 152,600 firefighters in Canada.

Seventeen per cent, or 26,000, are full-time career firefighters, while an overwhelming 83 per cent, 126,650, are volunteers, giving freely of their time to help neighbours and strangers in times of need.

From coast to coast to coast, 3,672 fire departments protect their community's residents, properties and businesses. Half of those fire departments also provide emergency medical care.

Here in Nova Scotia, there are 7,500 volunteer and 450 full-time firefighters operating out of 271 fire departments.

More than 2,200 of those firefighters are also medical first responders (MFRs), who respond to medical emergencies in their communities at the request of Emergency Health Services (EHS).

In the more rural regions, MFRs are often on scene prior to the arrival of EHS paramedics to assess the situation and start appropriate treatment. When paramedics arrive, the MFRs brief them on their observations and treatment provided. At this point, the MFRs either clear the scene or, at the paramedics' request, remain to assist in the treatment and/or preparation of the patient for transport.

In March, the outbreak of the COVID-19 pandemic caused health authorities and EHS to temporarily stand down all MFRs, save for a few exceptions.

This might be a good place in my column to disclose that I am a volunteer firefighter and MFR with the Dayspring and District Fire Department in Lunenburg County.

We understand the reasons why MFRs have been stood down for 11 months and counting. Although we are itching to get back to assisting our neighbours when they need emergency medical attention, the stand-down decision was for our own and the patients' protection, since EHS would have been compelled to provide us with costly head-to-toe personal protective equipment (PPE).

A friend of mine is a senior captain with Toronto Fire Services. He told me recently that when fire department medics are despatched to a scene in Toronto, one person suits up in full PPE, then enters the structure to treat the patient. If a second medic is required, that person also dons full PPE. While the medics attend to the patient, the driver sets up a de-contamination zone beside his fire truck.

When the medics complete their work, they quickly step out of their PPE in the de-contamination zone before they climb back into the truck. Everything they wore or touched is considered a bio-hazard. Upon arrival at the fire station, the truck is taken out of service and completely disinfected.

A captain with Halifax Regional Fire and Emergency told me his department's COVID-19 safety protocols are similar to the Toronto process.

Regarding the resumption of service of this province's MFRs, EHS senior communications manager Jean Spicer-Moore expressed in an e-mail that the health and safety of first responders and communities across Nova Scotia continue to be her organization's number-one priority.

"Our MFR program has been working diligently on a multi-phased approach to safely return all MFR agencies to community response. Currently, 31 agencies have been brought back online to respond to cardiac arrests and motor vehicle collisions," wrote Spicer-Moore.

"In addition, Halifax Regional Municipality core and non-core agencies have been brought back online during phase one, which accounts for 40 additional agencies," she added.

Spicer-Moore communicated to me that she and her colleagues are currently working on a provincial phased-in training plan and schedule for all remaining agencies and members.

She expects the next phase in resumption of service will see the next group of MFR agencies come back online beginning in January, 2021.

That's good news for our communities, and a little relief for our hard-working paramedics.

Paramedics union president Michael Nickerson also expressed his support for the province's MFRs.

"You guys often get to a call before us and get a lot of the work done before we arrive, which is a great help to us. We miss the MFRs," he said.

And MFRs miss assisting Nova Scotia's skilled paramedics.

Here's what I'm thinking: If Nova Scotia suffers a sharp spike in COVID-19 cases, that challenging situation might press EHS decision-makers to once again place all 2,200 MFRs on the sidelines.

Peter Simpson is a veteran journalist and former CEO who lives in Dayspring. Here's What I'm Thinking appears bi-weekly in the South Shore Breaker.