



THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH & SOCIAL SERVICES COMMITTEE
FINAL AGENDA

PHSSC 2-2024

Tuesday, February 6, 2024

1:00 p.m.

Council Chamber - In Person and Electronic Meeting

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

To view live stream meeting proceedings visit: niagararegion.ca/government/council

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3. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
4. <u>PRESENTATIONS</u>	
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Opportunities

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8. OTHER BUSINESS

9. NEXT MEETING

The next meeting will be held on Tuesday, March 5, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).

Physician Recruitment 2023 Annual Review

Public Health and Social Services Committee

February 6, 2024

Jill Croteau, Physician Recruitment Retention Coordinator

Physician Recruitment

2023 Annual Review

February 6, 2024

Agenda

1. Niagara Physician Recruitment Program
2. Landscape of Primary Care Physicians in Niagara
3. Challenges and Opportunities
4. Questions

Niagara Physician Recruitment Program

- Identifying clinic space and practice opportunities
- Marketing of practice opportunities and Niagara
- Applicant tracking and candidate engagement
- Coordinate site tours and interviews
- Navigating physicians through licensing, immigration, Ministry of Health
- Onboarding physicians into the community
- Workforce planning

Niagara Stats January 2024



NIAGARA STATS

January 2024

Niagara has **265** family physicians with **236** who are associated with a MOHLTC enrolment model



Physician Capacity

Niagara physicians enroll **329,910** people. Our population has increased to over 477,000 in 2021. This % can only be maximum of 69% of the population.



Family Doctors over 65

15% of the 265 physicians are over 65
Those in a PEM enroll just over 50,000 patients.



For a population of **477,000** our region should have **346** family doctors based on an average practice size of **1380** -
Shortage of 81 doctors.



Niagara Physician Recruitment, MOHLTC IMSC January 2024

Five Year KPI Chart – Physicians In/Out

Year	New Primary Care Physicians to Niagara	Physicians Out of Practice in Niagara	Total Family Physicians in Niagara; Signatory and Non-Signatory Primary Care	1:1380 Doc:Pop Ratio # needed	Recommend based on population
2019	14	14	252	73	325
2020	18	13	257	68	325
2021	17	20	254	92	346
2022	18	17	255	91	346
2023	19	9	265	81	346
Total	174	155	265	81	346

Challenges

- Supply in physicians coming from Canadian programs is just over 400 every year – significantly short
- Less Canadian medical students are choosing family medicine and fewer family medicine graduates are choosing family practice
- 1300 family medicine positions posted on HFOjobs.ca which is the provincial portal for physician opportunities
- Competition across the region/province/country
- Suitable group practices/appropriate clinic space
- Physician Services Agreement changes; Minimum of three Family Health Organization doctors at one location and a min. of six in the group.

Opportunities

1. Additional medical school and residency spots
2. Changes to family physician licencing in Ontario
3. Quicker immigration process
4. Canadian Association of Physician Recruitment repatriation events for Canadian medical students studying abroad
5. Southern Ontario Physician Recruitment Alliance

Opportunity 1

1. Additional medical school and residency spots

- Expansion of 160 undergraduate and 295 postgraduate medical training seats announced last year
- Starting in 2023, the Ontario government is investing an additional \$33 million over three years to add another 100 undergraduate medical school seats
- Another 154 postgraduate medical training seats beginning in 2024

Province Helping More Ontario Students Become Doctors at Home in Ontario | Ontario Newsroom (<https://news.ontario.ca/en/release/1002882/province-helping-more-ontario-students-become-doctors-at-home-in-ontario>)

Opportunity 2

2. Changes to family physician licencing in Ontario

- International physicians no longer need to write the Medical of Council Qualifying Exams (MCCQE) if they have already written their Board certification exams in the United States, United Kingdom, Ireland or Australia to apply for a license in Ontario.

CPSO - Alternative Pathways to Registration for Physicians Trained in the United States

(<https://www.cpso.on.ca/Physicians/Registration/Registration-Policies/Alternative-Pathways-to-Registration>)

Opportunity 3

3. Quicker immigration process

- Applications for Labour Market Impact Analysis have moved to an online process
- Federal Government is processing more Permanent Residency and at a faster rate; Express Entry or Provincial Nominee Program
- 61% of our new physicians in 2023 were recruited from outside of Canada (United Kingdom, United States, Ireland and Australia)

Canada announces new immigration stream specific to health workers -
Canada.ca (<https://www.canada.ca/en/immigration-refugees-citizenship/news/2023/06/canada-announces-new-immigration-stream-specific-to-health-workers.html>)

Opportunity 4

4. CaSPR Initiatives - Repatriation Expos for Canadians

- 6 Irish Medical schools
- 25+ Medical schools in United Kingdom
- 20+ in Australia
- 175+ Medical schools in the United States
- 60+ Medical schools in the Caribbean (linked to US schools)

(We currently have 17 medical schools in Canada)

Opportunity 5

5. Southern Ontario Physician Recruitment Alliance (SOPRA)

- Collaboration on International Physician Recruitment
- Shared applicant tracking system to create a better candidate experience, enhanced recruiter experience
- Shared best practices for 15+ physician recruitment programs across Ontario Health West

“A rising tide lifts all boats”

Questions

Jill Croteau

Physician Recruitment Specialist, Niagara Region

jill.croteau@niagararegion.ca

Long Term Care Redevelopment Construction Update

Public Health and Social Services Committee

February 6, 2024

Bradley Ray, Associate Director, Facilities Project Assets & Energy
Corporate Services

Long Term Care Construction 2024 Status Update

Linhaven and Gilmore Lodge Project Status Update

Agenda

Gilmore Lodge

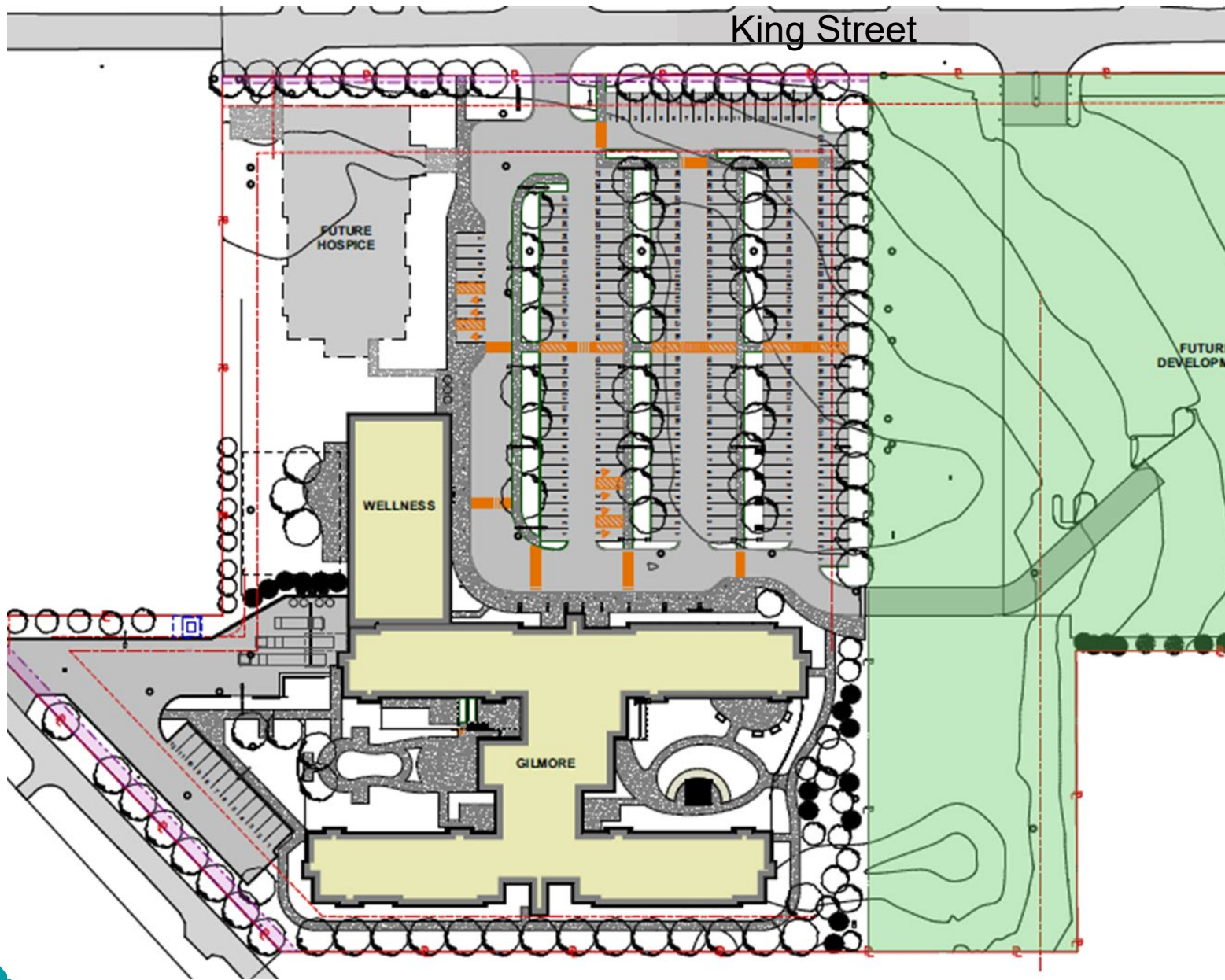
- Project Overview
- Project Milestones
- Current Status
- Financial Snapshot
- Path to Completion

Linhaven

- Project Overview
- Project Milestones
- Current Status
- Financial Snapshot
- Path to Completion

Gilmore Lodge



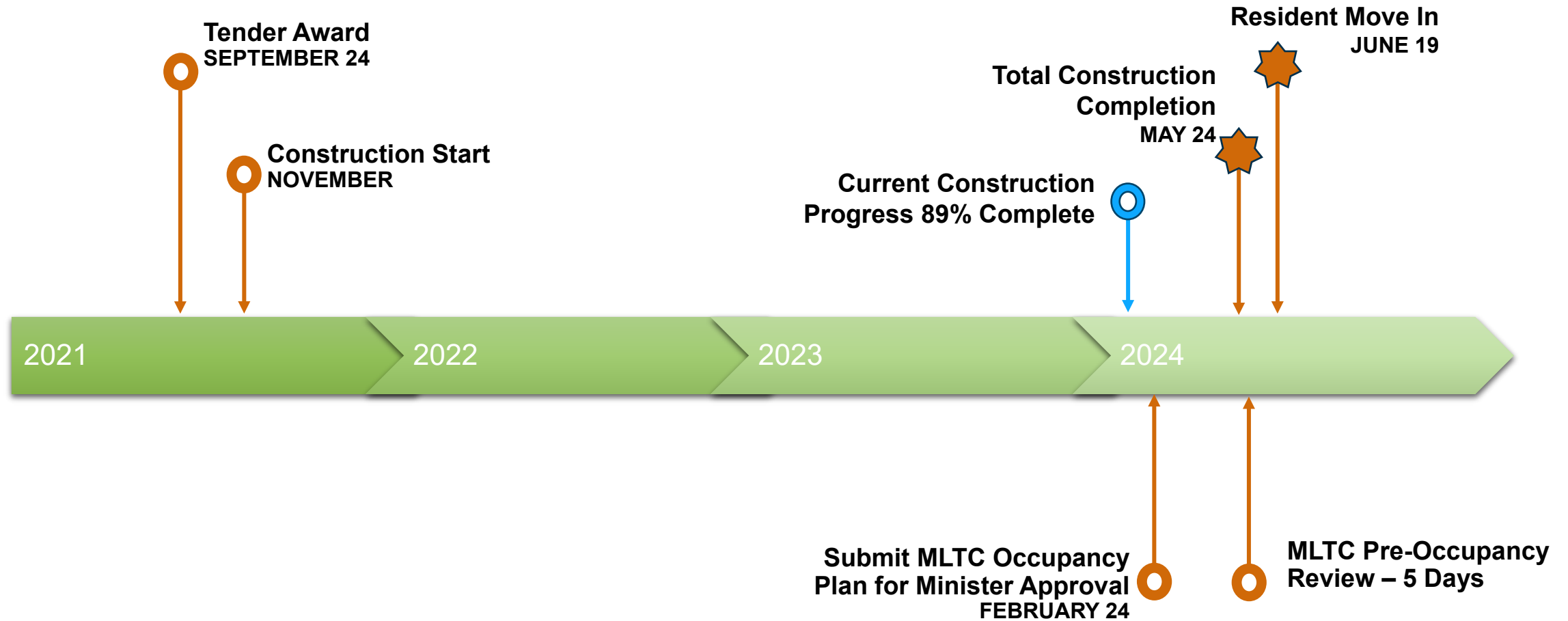


Project Overview

Gilmore Lodge 60 King Street, Fort Erie

- **160 Beds LTC + Wellness**
- **3 Storeys**
- **156,000 Square Feet**
- **Project Budget: \$85.9M**
- **Construction: \$72.7M**
- **Prime Consultant – MMMC Architects Inc.**
- **Contractor – Walsh Canada**

Project Milestones – Gilmore Lodge



Gilmore Lodge



Gilmore Lodge



Gilmore Lodge



Resident Home Area - Corridor



Financial Snapshot – Gilmore Lodge

	Council Approved Budget (A)	Expended & Committed as of 01/25/24 (B)	Contract Award/ Forecast (C)	Budget Remaining (D) = (A) - (B) - (C)
<u>Total Project Cost (10GD1505)</u>				
Construction including Contingency	72,722	63,780	8,942	-
Project Contingency	991	-	991	-
Other Project Costs	12,204	9,028	3,176	-
Total Project Cost	85,917	72,808	13,109	-

- Project is tracking **on-budget**
- **Expenditures** to January 25, 2024 - **\$72.8M (85%)**

Path to Completion – Gilmore Lodge

Construction & Building Fit-out

- Building Occupancy Permit & Construction Completion – **April 2024**
- Contract Substantial Performance – **May 2024**
- Furniture, Fixtures & Equipment Installation – **April & May 2024**
 - Region IT network, phones and computers
 - Resident beds and furniture
 - Office furniture, signage & miscellaneous equipment
 - Artwork, appliances and supplies

Path to Completion – Gilmore Lodge

Ministry Reporting & Operational Planning

- Occupancy Plan Submission to Ministry – February 2024
- Complete Staff Training
- Resident and Content Move Plan Finalization
- Submission of Ministry Pre-occupancy Checklists
- Ministry Pre-Occupancy Review & Issuance of License – **June 2024**

Resident Move-in – June 19, 2024

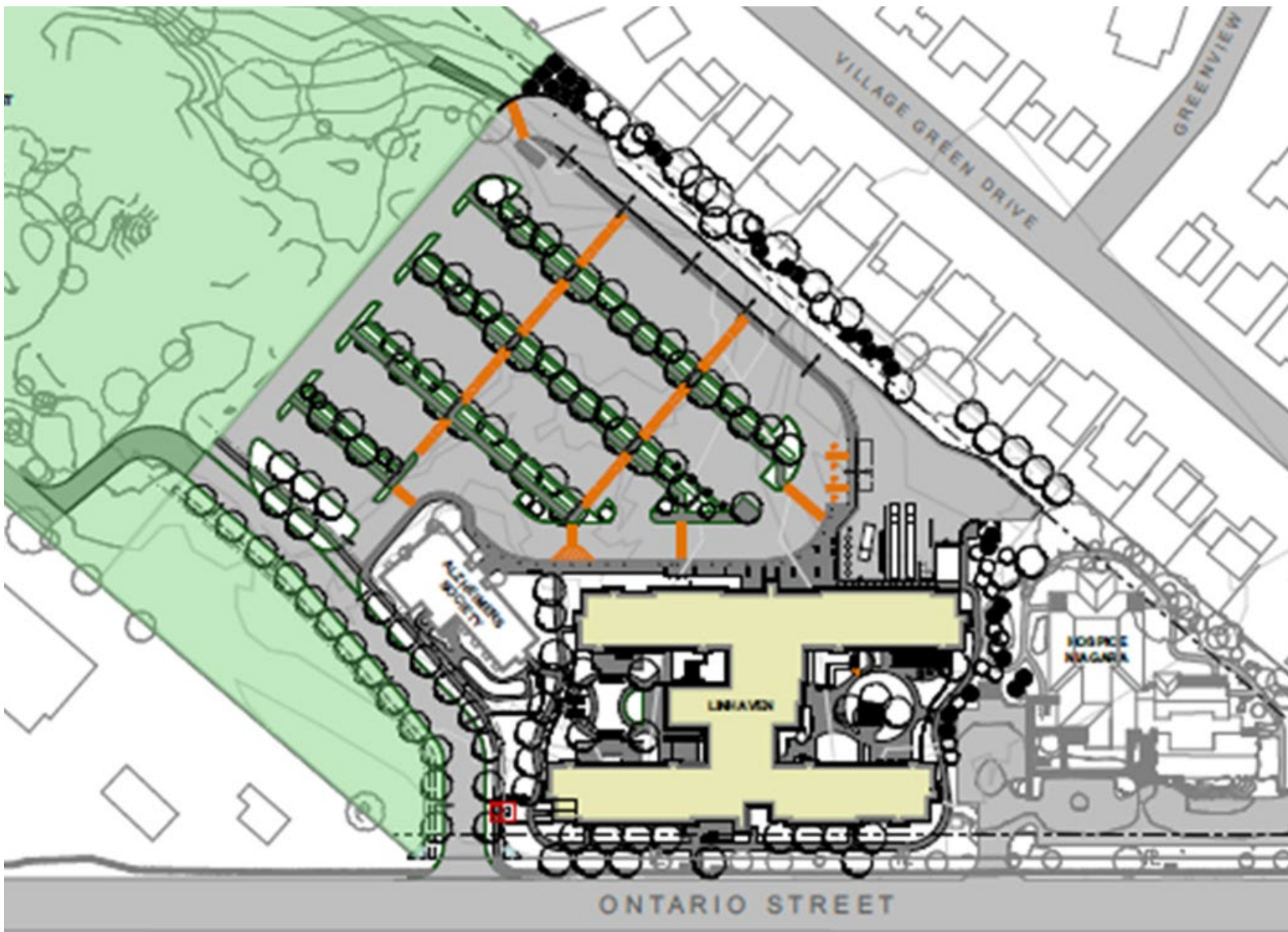


Linhaven

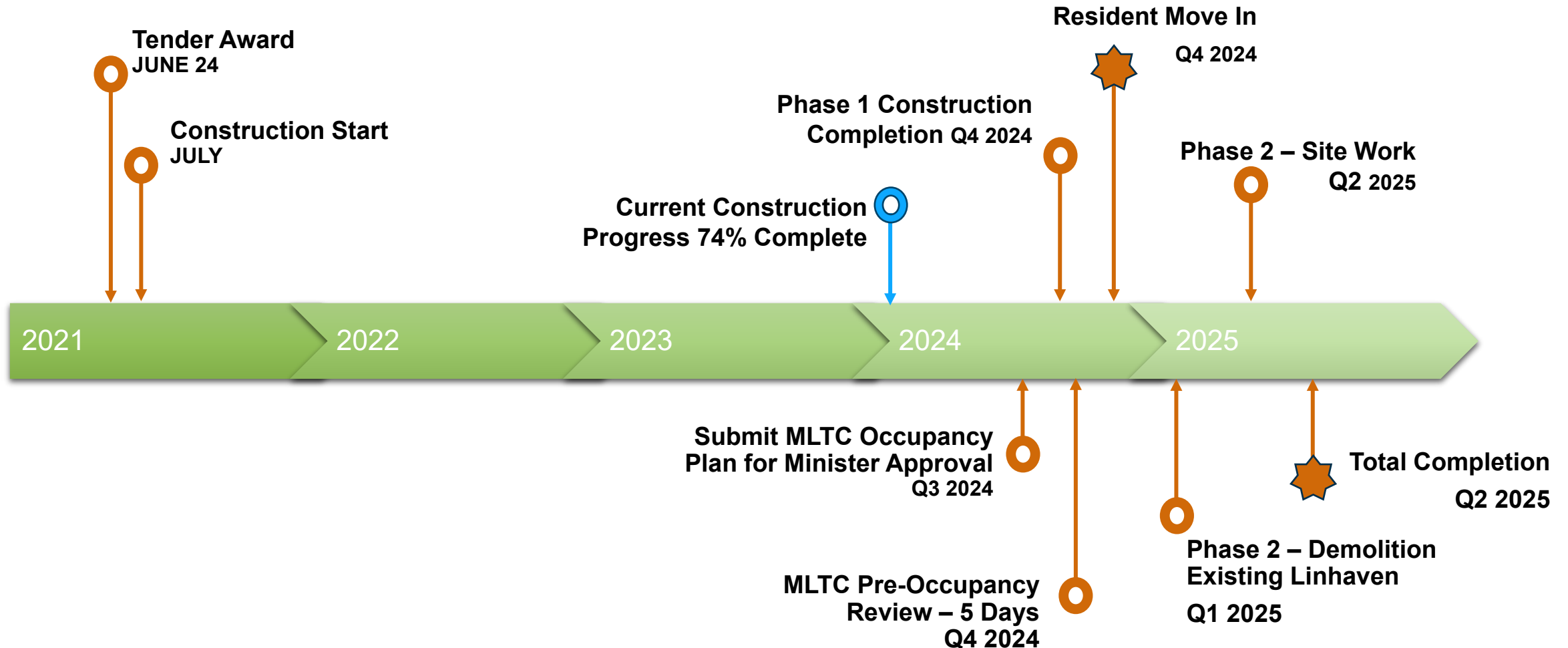
Project Overview

**Linhaven - 403 Ontario Street
St. Catharines**

- **256 Beds LTC + Wellness**
- **5 Storeys**
- **230,000 Square Feet**
- **Project Budget: \$105.6M**
- **Construction: \$90.9M**
- **Prime Consultant – MMMC Architects Inc.**
- **Contractor – Buttcon Ltd.**



Project Milestones - Linhaven



Linhaven



Linhaven



Linhaven



Linhaven



Private Resident Room & Ensuite

18

35



Financial Snapshot - Linhaven

Total Project Cost (20001203)

Construction including Contingency
 Project Contingency
 Other Project Costs
Total Project Cost

Council Approved Budget	Proposed Budget Adjustment	Revised Council Approved Budget	Expended & Committed as of 01/07/24	Contract Award/ Forecast	Budget Remaining
(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C) - (D) - (E)
90,929	2,035	92,964	67,793	25,171	-
4,070	(2,035)	2,035	-	2,035	-
10,653	-	10,653	5,116	5,537	-
105,652	-	105,652	72,909	32,743	-

- Project is tracking **on-budget**
- **Expenditures** to January 7, 2024 - **\$72.9M (69%)**

Path to Completion – Linhaven

Phase 1 - Construction & Building Fit-out

- Building Occupancy Permit & Construction Completion – **Q4 2024**
- Ministry Pre-Occupancy Review & Issuance of License – **Q4 2024**
- Resident Move-in – **Q4 2024**

Phase 2 - Demolition & Site Work

- Demolition of Existing Linhaven – **Q1 2025**
- Completion of Remaining Sitework – **Q2 2025**
- Project Total Completion – **Q2 2025**

Questions?

Subject: 2024 NEMS Vehicle Strategy

Report to: Public Health & Social Services Committee

Report date: Tuesday, February 6, 2024

Recommendations

1. That this report regarding Niagara Emergency Medical Services (NEMS) 2024 Vehicle Strategy **BE RECEIVED**; and
2. That Council **APPROVE** a one-year Sole Source of 2024 Ambulances and 2023-24 Emergency Response Vehicles (ERV) to allow NEMS to review and develop new requirements for vehicles to allow for more competition.

Key Facts

- NEMS are already behind in approved ambulance and ERV purchases, leading to additional operating and maintenance costs
- There is currently a long lead time to procure Sport Utility Vehicles for use as Emergency Response Vehicles (ERV). Waiting until a new RFP is secured will put NEMS significantly further behind in ERV replacements
- The current ERV supplier (Rowland) has the needed ERVs in stock now.
- Only the current ambulance supplier (Demers) can produce an ambulance meeting current specifications, and the current ambulance chassis in use by NEMS will no longer be available after 2025 (Attached email from Demers)
- Over the past 7 years there has been a lack of competition when going to Request For Proposal (RFP) from ambulance manufacturers.
- Since 2019, the cost to procure ambulances has increased by 41%; going to market now will cause delays and costs will have increased further by the time a contract is signed
- We propose to sole source both ambulance and ERVs for 2024 and use the next several months to re-evaluate our ambulance specifications with plans to go to market for 2025

Financial Considerations

The funds required to purchase the ambulances and ERVs have been previously approved by Regional Council. The four approved capital projects that will be used are 20002007 (24-Ambulance & Equipment Replacement), 20002010 (24-EMS ERV Replacement), 20001761 (23-New ERVs), and 20001760 (23-ERV Replacement). The approved capital budgets for each of these projects is \$2 990650, \$368 400, \$261 413, and \$250 544 respectively.

Analysis

Ambulances

The contract with Demers, our current manufacturer of ambulances, concluded at the end of 2023. Demers remains the only manufacturer in the market certified by the Ministry of Health that can produce an ambulance meeting NEMS specifications. NEMS recommends a single source contract for one year with Demers. This would meet requirements of Region of Niagara procurement by-law No. 02- 2016:

- 18. (a) Bid Solicitations are not required for Single Source Purchases, provided that any of the following conditions apply:
 - (iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier a Sole Source is being recommended;

Going through a formal request for proposal (RFP) would delay the ordering of our 2024 ambulances while still producing the same result as sole sourcing. This delay would result in longer lead times for delivery and lead additional NEMS vehicles to age past the recommended 5 year or 250,000 km life cycle, resulting in a higher risk of breakdowns and increased cost of operating those vehicles. Given that the current chassis in use will no longer be available by 2026 (Appendix 1) vehicle requirements can be further reevaluated over the next year, allowing NEMS to go to market in 2025 with specifications that will attract a broader market within Canada and the USA.

ERV's

In 2023 a consultant report was completed to review future requirements for ERV chassis (Appendix 3). The report recommends switching to the GMC Tahoe due to better availability, reduced lead time, increased flexibility, space and reliability for only minimally more total operating cost over the vehicle's lifecycle.

In 2023 the vehicle manufacturers ordering bank for the vehicle model currently in use was missed due to timing of the budget process. To get caught up on 2023 and 2024 approved capital purchases, the chassis consultant report recommends sole sourcing with Rowland Emergency Vehicle Products LTD for their turnkey solution. Niagara EMS agrees with the consultant report and is recommending that as well for one year.

By sole sourcing with Rowland, who currently has the GMC Tahoe in stock and available, for one year lead-time to purchase ERVs can be reduced and Niagara EMS can replace the nine ERVs needed sooner. This will avoid increased operational costs due to maintenance and breakdown, in addition to reducing the risk of failure while responding to emergencies.

2024 Vehicle Strategy

Following a sole source procurement strategy for both types of vehicles for one year will facilitate NEMS to reduce the current order back log, caused by long lead times and missed timing due to budget approval process.

During this calendar year NEMS will be able to review overall vehicle and consider broadening ambulance requirements. If possible, this would allow for increased competition and confirm the fleet ratio needed between ambulances and ERVs to meet future needs.

Alternatives Reviewed

Issuance of RFPs for both the ambulances and ERVs with our current requirements is an alternative. This approach limits competition and puts us at risk of not having vehicles that meet our needs over the next 2 years, increasing both operating cost and risk.

Relationship to Council Strategic Priorities

These recommendations align with fiscal responsibility by ensuring vehicle requirements meet the current and long term needs while ensuring more manufacturers have an opportunity to offer NEMS their products at competitive rates.

Prepared by:

Randy McDougall
Commander of Logistics and Planning
Niagara Emergency Medical Services

Recommended by:

Azim Kasmani, MD, MSc, FRCPC
Medical Officer of Health and
Commissioner
Public Health & Emergency Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

Appendices

Appendix 1	Demers Sprinter MX152 Production
Appendix 2	Certified Vendor Listing_OPLAERVS_Version 6
Appendix 3	NEMS Chassis Final Report November 20, 2023

Hi Randy

As per our conversation regarding the Springer MX152 vehicle status.

Our plan is to move away from the Sprinter platform in 2025\26.

This chassis will be replaced with the Ford Transit chassis.

I have attached the MOHLTC certifying listing for current vehicles approved by the MOHLTC.

It is normal to get a one year, extension after the certificate has expired so that is why we may go out to 2026 if we do not have the Ford Transit ready.

Please feel free to contact me or Andrew if you require any further information.

Regards

Frederick Laurin

Regional Sales Manager, Ontario / Maritimes

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Ministry of HealthEmergency Health Regulatory and
Accountability Branch590 Rossland Rd. E.
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Fax: 905-665-4044**Ministère de la Santé**Direction de la réglementation et de la
responsabilisation des services de santé
d'urgence590 rue Rossland E.
Whitby ON L1N 9G5Tél.: 905-665-8086
Télééc.: 905-665-4044**Updated: December 1, 2023**

Ambulance & Emergency Response Vehicle Contractor Certification Listing

Ontario has a sound history of having high quality land ambulances and emergency response vehicles (ERV). This has been achieved by setting standards for the construction and conversion of emergency vehicles that meet the need for patient care, delivery, and safety. To ensure that these standards are well known and understood by all, the Ministry of Health developed and implemented the *Ontario Provincial Land Ambulance & Emergency Response Vehicle Standard* (Standard). The current version of the Standard describes the minimum requirements for new and re-mounted ambulances to be used in the province. Ambulances and ERVs operated by service providers must comply with this Standard. Compliance requirements for the Standard are accomplished through a series of performance tests. The test results are submitted to the Director, Emergency Health Regulatory and Accountability Branch for certification approval. This testing process is normally the responsibility of the ambulance conversion vendor. Certification is necessary to show compliance with the Standard for any ambulance and ERVs intended for use in Ontario.

Certification requirements and continued compliance details are outlined in section 19 of the Standard for ambulances and Annex 'A' for ERVs.

The certificate shall remain valid, and the vehicle deemed compliant to the Standard provided that:

- The design, material, dimensions, and equipment are the same as the ambulances and ERVs tested and presented for review,
- The ambulance or ERV is manufactured in the same manner as the model tested and presented for review,
- The chassis is the same, make, model, engine and specifications as the model presented for review (differences in model years can be accepted so long as equivalent to model presented for review).

Certificate extensions can be obtained by making application to the Director, Emergency Health Regulatory and Accountability Branch, it remains the sole discretion of the Director to extend valid certificate date.

The compliance certification requirements for the remounting of a patient compartment module on a new chassis are described at Annex 'B' of the Standard.

The following tables list the current conversion contractors and their models that are certified for use in Ontario.

Ambulance Conversion/Remount Contractors

Certified to the

ONTARIO PROVINCIAL LAND AMBULANCE & EMERGENCY RESPONSE VEHICLE STANDARD

[VERSION 6 – November 1, 2023](#)

<u>Contractor</u>	<u>Certificate #</u>	<u>Make/Model</u>	<u>Expiry Date</u>
Demers Ambulances	23-601 R1	Mercedes Sprinter 3500 3.0L Diesel Type 3 - MX152A Single Cot	October 24, 2025
Demers Ambulances	23-602	Ford E350/E450 7.3L Gas GM 3500/4500 6.6L Gas Type 3 - MX164A Single Cot	September 13, 2025
Crestline Coach Ltd.	23-603	GM 3500 6.6L Gas Remount Type 3 – 2015 or newer New Era Single Cot	June 18, 2026

Crestline Coach Ltd.	23-604	Ford E350 7.3L Gas GM 3500 6.6L Gas Remount Type 3 – 2015 or newer Fleetmax and Commander Single and Dual Cot	March 11, 2026
Demers Ambulances	23-605	Ford E350/E450 7.3L Gas GM 3500/4500 6.6L Gas Remount Type 3 – 2015 or newer MX164A Single Cot	September 13, 2025

ERV Conversion Contractors

Certified to the

ONTARIO PROVINCIAL LAND AMBULANCE & EMERGENCY RESPONSE VEHICLE STANDARD

[VERSION 6 – November 1, 2023](#)

<u>Contractor</u>	<u>Certificate #</u>	<u>Date Issued</u>	<u>Make/Model</u>
Rowland Emergency Vehicles	23-E601	June 20, 2023	Ford Interceptor (Explorer) Ford Expedition Chevrolet Tahoe
MSJ Automotive	23-E602	June 22, 2023	Ford Edge GMC Suburban

NEMS EMERGENCY RESPONSE UNIT CHASSIS REVIEW FINAL REPORT

November 20, 2023

Contact:

David Bajurny, Partner, The Clarico Group Inc.

E: david.bajurny@claricogroup.com

C: 416-993-0733

Abstract

Final Report for Emergency Response Unit Chassis review.

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1. Executive Summary

Niagara Emergency Medical Service (NEMS) provides 365 day- 24-hour evidence-based emergency pre-hospital medical care and transportation to individuals experiencing injury or illness. The dedicated team of highly qualified front-line paramedics and advanced emergency medical dispatchers work with equipment and technology to ensure the residents and visitors of Niagara receive the highest level of care available.

To address a constantly changing environment (financial pressures, safety, service demand, and sustainability requirements) the NEMS engaged the consulting firm The Clarico Group Inc. (CLARICO) to perform a high-level current state review and comparison (marketplace and similarly sized emergency medical services) for on the market available chassis including but not limited to diesel, gas, and hybrid for all Emergency Response Vehicles (ERV non-ambulance). The intention is to create a 5-year chassis strategic plan with extensions to 10 years if needed.

ERV suitable vehicle chassis requirements were gathered from focused interviews, workshops, observations, existing specifications, comparative emergency service scans, Provincial Equipment Standards for Ontario Ambulance Services v3.7, and market trends.

CLARICO conducted a wide scan of chassis available and in use by Province of Ontario emergency services. A short list was created based on the current state (currently NEMS deploys 19 Ford Explorers are a typical vehicle in use SRV), vehicles in use by comparative emergency services, the marketplace, guidance from Conversion companies (only 3 suppliers in Ontario), and future vehicle trends.

Seven requirement categories were developed and elaborated for a total of 48 requirement dimensions (of which the financial cost per km contains an additional 13 cost dimensions). Weights were applied to each dimension with 5 for mandatory requirements and diminished to 1 as appropriate. Within each dimension, each vehicle was scored based on satisfaction of requirements from 5 full satisfaction of requirements to zero (complete fail). Where quantitative comparisons are possible a ranked Relative Ranking (RR) was applied (5 full points for the top performer and ranked to zero from there).

Below is the weighted matrix summary by category.

Make and Model	F2023 Ford Interceptor Utility "Explorer" (Hybrid available)	2023 Ford F-150 XLT SSV SuperCrew Pickup 8' box	2023 Ford Transit Crew PTV Regular 130 MR	2023 Ford Expedition / MAX SSV	2023 Chevrolet Tahoe PPV	2023 Ram 1500 Special Service Crew Cab 4x4	2023 Mercedes-Benz Metris Cargo Van 135 in Standard Roof 135" Wheelbase
Specifications Scoring Total	399	418	406	375	425	408	385
Operational & Maintenance Scoring Total	101	101	117	77	77	81	101

3rd Party Ranking Scoring Total	48	61	31	28	57	40	16
Warranty Scoring Total	80	80	80	80	76	80	76
Financial Scoring Total	55	58	69	62	53	44	64
Converter Scoring Total	100	100	35	80	100	80	20
Unit Appropriateness Scoring Total	70	70	70	90	95	60	70
Overall Score	865	900	816	800	903	805	744

Not surprisingly, the final scores are all quite close (due to prefiltering of study vehicles). A perfect score is 1070 with the 2023 Chevrolet Tahoe PPV (903) and the 2023 Ford F-150 XLT SSV SuperCrew (900) are the preferred choices for the NEMS SRV fleet. The Ford Explorer (and preferably a hybrid) is also a solid 3rd choice however the known issues with this current state make it less favorable and it may not be possible to accommodate and readily access the growing equipment volume.

CLARICO recommends the following options (in order of preference) to meet the needs of NEMS for the next 5 years with a minor review of the strategy after 5 years to satisfy the next 10 years:

Option 1: Migrate entire Fleet (SRU, MIH, Supervisors) to 2023 Chevrolet Tahoe PPV

Employing a waved approach, migrate entire ERV Fleet to the 2023 Chevrolet Tahoe PPV. The below table outlays a roadmap to replace the existing Fleet within 5 years (as per the NEMS vehicle 5-year replacement rate). The added benefit of a uniform vehicle choice provided the modest fleet size maximum efficiency in terms of ease of procurement, vehicle support, maintenance, and familiarity across the SRU/MIH/Supervisor staff base.

Recommendation	Details	Timeline
SRU + MIH	Commit to standardizing and replacing fleet of 16 Explorers with 2023 Chevrolet Tahoe PPV (and if possible, Hybrid). Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Supervisors	Commit to 2023 Chevrolet Tahoe PPV (and if possible, Hybrid). Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Wave 1: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Suggest 5 x Tahoe to start for learning and testing (4 SRU, 1 Supervisor).	Next 4 months
Wave 1: Vehicle Reception	Begin conversion and receiving for initial order.	Next 6-8 months.

Wave 2: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Leverage learning and configuration from wav #1 and procure 7 x Tahoe.	Next 12 months
Wave 2: Vehicle Reception	Begin conversion and receiving for initial order.	Next 16 months
Wave 3	Complete replacement of Fleet to 19 x Tahoe PPV (Hybrid if available).	+ Next 16 months

Option 2: Migrate to 2023 Chevrolet Tahoe PPV for SRU+MIH and the Ford F150 XLT CabCrew 8' bed with hard cap for Supervisors.

Employing a waved approach, migrate to the Tahoe for SRU+MIH and the Ford F150 XLT CabCrew 8' bed with hard cap for Supervisors. The below table outlays a roadmap to replace the existing Fleet within 5 years (as per the NEMS vehicle 5-year replacement rate). The key difference of option #2 over #1 is that the Supervisor vehicle tray and tracking configuration will be tailored to the supervisors however there are currently only 3 Supervisor vehicles in the fleet of which a standard Tahoe PPV cargo configuration may suffice for all SRU/MIH/Supervisor.

Recommendation	Details	Timeline
SRU + MIH	Commit to standardizing and replacing fleet of 16 Explorers with 2023 Chevrolet Tahoe PPV (and if possible, Hybrid). Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Supervisors	Commit to Ford F150 XLT CabCrew 8' bed. Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Wave 1: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Suggest 4 x Tahoe and 1 x Ford F150 to start for learning and testing.	Next 4 months
Wave 1: Vehicle Reception	Begin conversion and receiving for initial order.	Next 6-8 months.
Wave 2: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Suggest 5 Tahoe and 2 Ford F150 to start for learning and testing.	Next 12 months
Wave 2: Vehicle Reception	Begin conversion and receiving for initial order.	Next 16 months.
Wave 3	Continue complete replacement of Fleet to 16 x Tahoe PPV (Hybrid) and 3 x Ford F150 SSV CrewCab	

The above roadmap is based on a 5-year plan commencing immediately. CLARICO recommends the findings of this study to be revisited at a minimum of every 5 years as the chassis landscape changes exponentially (and not linear) with regards to alternative fuel innovations and technologies. In support of

a 5-year review toward alternative fuels, below is macro level direction from industry expert McKinsey and Company.

"The electric vehicle landscape is rapidly changing as both technology and interest evolve, and the coming years will see many more EVs take to the roads, seas, and skies....electric vehicles sales have climbed by more than 40 percent a year since 2016. By 2035, the largest automotive markets will be fully electric—providing both a glimpse of a green future and significant economic opportunity." (*"How electric vehicles will shape the future."* McKinsey and Company, April 23, 2022)

2. Project Description and Background

Niagara Emergency Medical Service (NEMS) provides 365 day- 24-hour evidence-based emergency pre-hospital medical care and transportation to individuals experiencing injury or illness. The dedicated team of highly qualified front-line paramedics and advanced emergency medical dispatchers work with equipment and technology to ensure the residents and visitors of Niagara receive the highest level of care available.

To address a constantly changing environment, the NEMS engaged the consulting firm The Clarico Group Inc. (CLARICO) to perform a high-level current state review and comparison (marketplace and similarly sized emergency medical services) for on the market available chassis including but not limited to diesel, gas and hybrid for all Emergency Response Vehicles. The intention is to create a 5-year chassis plan with extensions to 10 years if needed.

3. Terms and Acronyms

Emergency Response Vehicles (ERV)

Special Response Vehicles (SRV)

Police Package Vehicles (PPV)

Special Service Vehicles (SSV)

Special Response Unit (SRU)

Mobile Integrated Health (MIH)

Special Response Team (SRT)

Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE)

Rated Ranking (RR)

4. Scope

1. A review and comparison of the available chassis including but not limited to diesel, gas and hybrid.
2. Evaluations included:
 - Safety
 - Purchase cost and lead time
 - Fuel economy
 - Repair cost
 - Maintenance/service intervals as per OEM
 - Replacement life cycle
 - Resale value

- Emissions
 - Cargo carrying capacity (i.e., weight limits, space for cabinets and specialty equipment)
 - Ease of conversion (i.e., lights and siren, cabinets, AVL)
3. Ensure compliance for all Acts that govern EMS throughout the study.
 4. Consider Ministry of Health certification requirements.
 5. Consider ties to the Region of Niagara strategic priorities.

5. Methodology

CLARICO applied the following tools and methods for the project:

- Focused Interviews and workshops where applicable with NEMS to define the mandatory and desired requirements for emergency response vehicles.
- Profile chassis requirement regarding personnel and equipment/tools required for all Emergency Response Vehicles. CLARICO will develop separate profiles by function with the intent to evaluate separate or single chassis for various profiles to support a 5-year plan (with extension to 10 years)
- Financial review of historical service costs, asset management and maintenance, etc.
- Scan of similar emergency response services (of similar size, geographical range, in Ontario, etc.) to understand their strategy and deployment of emergency response fleets.
- Analysis of vehicle conversion process, types, designs, and constraints.
- Document review of supplied documents with possible third-party consultation as related to emerging technologies.
- Process Observations where applicable.
- Weighted Requirements Matrix
- Financial Costing (straight line method as analysis is capability not capital based)

6. Findings and Analysis

Study Vehicle Selection


The project team then narrowed the chassis comparison to the following production available vehicles. This was based on the current state (currently 19 Ford Explorers are typical vehicle in use for NEMS), vehicles in use by comparative emergency services, the marketplace, guidance from Conversion outfits, and future vehicle trends, and group sessions from NEMS team members advised to the following:




- Hamilton, Peel, and London use Pick-Up Trucks for supervisors and command vehicles.
- The Team thought CLARICO should also look at the Ford Transit and the Mercedes Van as they are popular with logistics operations.
- Discussed the pros and cons of a single manufacturer. Pro being less complicated to contract and manager however risk increases if/when recalls issued or if NEMS was unlucky enough to purchase a "lemon".
- Different vehicles for each team vs. = better match for requirements.

- Common vehicle for all teams = 1) Ease of servicing (although a Ford dealership is maintaining the MB fleet), and 2) ease of sharing between units.
- Pick-Up Trucks will require some sort of climate control in the bed, mostly for the narcotics and other liquid drugs.
- Team did not think a Van should be considered.
- "Should build in the possibility of future ability to expand."
- "We should ensure that any considered vehicle allows for the driver to be in full gear."
- "We should visit the NRPS Marine unit and observe their Pick-up Truck."

Note in some cases hybrid or fully electric vehicles are becoming available of which they are discussed in Alternative Fuels section.

The following short list of vehicles is identified for further analysis and comparison.

Vehicle	Study Inclusion Justification	
2023 Ford Interceptor Utility Explorer (Hybrid available)	<p>Currently in use at NEMS and several Emergency Service Organizations.</p> <p>PPV version available.</p> <p>Meets most requirements with noted deficiencies in passenger and cargo volume (although cargo configuration can be improved), excessively loud operation, and other issues.</p> <p>Hybrid also available.</p>	
2023 Ford F-150 XLT SSV Pickup 8' box	<p>In use in multiple Emergency Service Organizations and receives many positive recommendations.</p> <p>PPV version available.</p> <p>The Ford Lightning All Electric Vehicle variant is also available and discussed later in this report under the Alternative Fuels section.</p> <p>Note study evaluated F150 XLT SSV however the Ford F250 is equally suitable and possess slightly larger interior, cab, and power rating.</p>	
2023 Ford Transit PTV Regular 130 MR	<p>Commonly used as support vehicle but able to be adapted to ERV vehicle.</p> <p>Able to support two seat rows.</p> <p>Provides ample storage (with customization)</p> <p>No PPV available.</p>	

<p>2023 Ford Expedition / MAX SSV</p>	<p>In use in multiple Emergency Service Organizations and receives many positive recommendations. Aluminum frame allows for a lighter vehicle with ample passenger and cargo space however requires extra engineering and costs for conversion.</p>	
<p>2023 Chevrolet Tahoe PPV</p>	<p>In use in multiple Emergency Service Organizations and receives many positive recommendations. PPV version available. Hybrid available.</p>	
<p>2023 Ram 1500 Special Service Crew Cab 4x4</p>	<p>In use in multiple Emergency Service Organizations and receives many positive recommendations. PPV version available. Hybrid available.</p>	

2023 Mercedes-Benz Metris Cargo, Standard Roof 135 Wheelbase"	Commonly used as support vehicle but able to be adapted to ERV vehicle. Able to support two seat rows. Provides ample storage (with customization) No PPV available.
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Functional and Non-Functional Requirements

Vehicle Chassis requirements were gathered from focused interviews, workshops, observations, existing specifications, comparative emergency service scans, Provincial Equipment Standards for Ontario Ambulance Services v3.7, and market trends. The following Dimensions were created:

Within each Dimension, detailed requirement/specifications were further elaborated and are listed in the Weighted Matrix in Appendix A.

Note: Rankings based on satisfaction of requirements. Where quantitative comparisons are possible a ranked Relative Ranking (RR) was applied (5 full points for top performer and ranked to zero from there).

Requirement Dimension	Detailed Description
Type (SUV, Pickup, Van, Sprinter)	Only these types of vehicles eligible for study. Sedans, cross overs, and other types excluded as they do not meet the base requirements.
Android Auto/Apple CarPlay (Y/N)	Requested by team during information gathering sessions. Not mandatory
Fuel Type (Gas, Diesel, EV)	Gas or hybrid is preferred. Working groups, vehicle range, electrical power limits, and infrastructure do not currently support full EV but are considered for the road ahead.
Hybrid (Gas, EV)	Preference for hybrid or EV if available. This also addressed in GHG section.
Drive Train (FW, RW, AWD)	AWD is mandatory requirement.
Wheelbase	The larger footprint of a long wheelbase vehicle also gives it greater stability in corners, so it feels safer to drive however excessively wide causes parking challenges. Conversely, long wheelbase cars tend to be less agile.
Height	Relevant for storage and clearance into parking garages.
Width	Relevant for storage and clearance into parking garages.
Length	The larger footprint of a longer vehicle can provide r stability in corners, so it feels safer to drive however excessively wide causes parking challenges. Conversely, long wheelbase cars tend to be less agile.
Number of Tires (4, 6 with double rear for larger vehicles, etc.)	4 tires is preferred (unless needed for towing or weight) due to tire costs and maintenance.
Tire Size	Larger wheels offer better traction, and because they have more rubber on the tire, this also means a better grip on the road. Larger tires are better for car cornering and handling than your regular tires. They also reduce the braking distance and improve braking overall, adding to safety. 18" and above preferred for traction and handling.

Number of passengers(base) Note: must have 4 seats for paramedic and public	2 rows of seats (4 passengers) mandatory requirement
Engine Size (5L)	The bigger the engine size, typically the greater the power and torque figures however it must be considered with vehicle weight and fuel efficiency requirements.
Cylinders	More is better up to a point for power, efficiency, and then more cylinders to maintain.
Max Horsepower	Horsepower is a measure of how quickly an engine delivers its torque. In the real-world, horsepower is important because it more closely relates to how quickly the vehicle can reach maximum speed.
Mac Torque (lbs)	Higher torque at lower r.p.m. means you have a lot more horsepower at lower r.p.m., which makes it easier to tow packages from a standstill. High torque at higher r.p.m. means more power while you're already underway, which usually results in higher top speed.
GVWR (lbs)	A vehicle's GVWR does not include the weight of any trailer. GVWR only accounts for the maximum weight of the vehicle, its occupants, and cargo. Also, if a trailer is in tow the trailer's tongue weight counts against a vehicle's GVWR.
Curb Weight	This is how much the vehicle weighs sitting on the curb with no driver, passengers, no cargo, and no load with all standard options.
Payload Capacity (lbs)	<p>Payload is considered all the extra equipment you put inside your vehicle, whether it be passengers or a pile of rocks, that weight is all considered payload. You can increase it by:</p> <ul style="list-style-type: none"> Upgrading the Rear Springs. Adding Coil-Over Shock Absorbers. Installing a Longer Truck Bed. Attaching a Trailer. Adding Bed Racks.

Towing Capacity > 1500lbs	SRU vehicles do not typically tow assets but are requested to on occasion. The maximum trailer weights listed are only applicable for altitudes up to 3280 ft (1,000 m) above sea level. With increasing altitude, the engine power and therefore the car's climbing ability are impaired because of the reduced air density, so the maximum trailer weight has to be reduced accordingly. The weight of the car and trailer must be reduced by 10% for every further 3280 ft (1,000 m) (or part thereof).
Total Interior Cubic Volume	Current State ERV – base o 25.63 ft3 Additional FIT o 7.10 ft3. o SRU Current 16.45 ft3 Future 26.68 ft3
SAE 2 row passenger volume index (RR)	Mandatory requirement
Base cubic rear cargo behind second seat (RR)	Comparative base cargo storage. Usable storage will depend on racking and trays configuration as well as other items (batteries, cooler, etc.)
PPV (with idle feature and additional power supply)	Although PPV not a mandatory requirement, PPV provides additional electrical power outputs and are better suited for emergency response converters.

Operational & Maintenance	Detailed Description
Maximum Oil Change time synthetic oil	Manufacturer recommend type A maintenance schedule for synthetic oil
Maximum Oil Change range synthetic oil	Manufacturer recommend type A maintenance schedule for synthetic oil
EPA GHG emission (RR)	EPA calculation based on tailpipe CO2
Fuel Economy (mi) City (RR) https://www.fueleconomy.gov/feg/findacar.shtml	EPA estimation based on size of fuel tank and 45:55 highway to city fuel economy
EPA Fuel Economy (mi) Highway (RR)	EPA estimation based on size of fuel tank and 45:55 highway to city fuel economy

Total Range (mi) (RR)	EPA estimation based on size of fuel tank and 45:55 highway to city fuel economy
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3rd Party Ranking	Detailed Description
JD Power Ranking (RR)	Best (91–100): Vehicles classified as “best” are the highest-rated within their category by owners. Great (81–90): Models marked “great” didn't score high enough to rank at the top of their category but are better than average. Average (70–80): These models earned a par score within their category.
Safety Rating Score (out of 4) (RR) https://www.nhtsa.gov/ratings	The National Highway Traffic Safety Administration’s New Car Assessment Program (NCAP) created the 5-Star Safety Ratings program to provide consumers with information about the crash protection and rollover safety of new vehicles beyond what is required by federal law. One star is the lowest rating; five stars is the highest. More stars equal safer cars.
Car and Driver (RR)	Max rating of 10 covering reliability, performance, safety, and customer satisfaction.

Financial	Detailed Requirements
Base Capital Cost	As provided by Rowland.
Estimated Resale Value (RR)	Straight line (due to 2023 model usage) based on purchase price.
Capital Needed for Use	Charging stations + other infrastructure.
5-Year Cost per km driven (RR)	As calculated by financial model using fuel efficiency, cost of gas, purchase prices, idling fuel costs calculated at 0.6 litres / hr per litre of engine displacement per 4 hours per day, vehicle depreciation, and estimated resale value.

Conversion	Detailed Requirements
Converter Approved (Y/N)	A Ministry of Ontario company currently converts vehicles for other emergency services.
Conversion Cost (Rowland)	Engineered templates exist for model and in use by other emergency forces that NEMS can leverage.
Ease of Conversion Rowland	Conversion possible but additional engineering and customization will be needed for NEMS
Storage Management with sliding drawers/compartments. To 1) maximize use of cubic space available, and 2) To quick access to emergency equipment.	Existing templates come with sliding trades for ease of access and also safe storage during transport.

Unit Appropriateness (Full Pass, Partial Pass with issues, Partial Fail with issues, Fail)	Detailed Requirements
SRU	Additional emergency response, quick access to equipment needed. Paramedic comfort and safety very important.
Ops Supervisors	Additional storage needed to support multi-victim calls. Paramedic comfort and safety very important.

MIH	Community awareness and potential passenger transport. Paramedic comfort and safety very important.
Community Programs	Additional storage needed for interventions.

Weighted Requirements Matrix

Requirement Weighting: Each requirement is given a weighting out of five. If the requirement is mandatory, it is automatically a weighting of 5 while other requirements are weighted 1 through 5.

Supplier Scoring: Where definitive quantitative requirements were available, a Ranked Rating (RR) is applied for the best or first placed supplier was given a 5 out of 5 score while others were ranked and scored in descending order with the last two suppliers scoring 1 out 5 provided, they met the minimum requirements. If a supplier did not meet the specific requirements a score of zero was awarded. Otherwise, subjective scores were given based on an assessment of the information located for the supplier and the requirement.

Summary of Weighted Matrix

Make and Model	F2023 Ford Interceptor Utility "Explorer" (Hybrid available)	2023 Ford F-150 XLT SSV SuperCrew Pickup 8' box	2023 Ford Transit Crew PTV Regular 130 MR	2023 Ford Expedition / MAX SSV	2023 Chevrolet Tahoe PPV	2023 Ram 1500 Special Service Crew Cab 4x4	2023 Mercedes-Benz Metris Cargo Van 135 in Standard Roof 135" Wheelbase
Known Current State Issues to Address	Issues with current Explorers: uncomfortable seats Seating/cabin not adequate for driving in full gear. excessively loud to operate Requires Headlight adjustment fully loaded. insufficient cargo space only 8K km between servicing	Hard cap extra purchase (needed air conditioning and heating for hard cap) best option for storage (if trays and side doors on hard cap used) and towing	Nonstandard custom conversion will need to be designed with converter	Aluminum frame required extra engineering for converters Transmission errors reported after 100K km warranty Diesel also available for 21 city/ 29 highway mpg	Ample storage and people space. Police specific comfort front seats. Preferred by survey respondents. The Tahoe is certainly bigger than the Explorer with more than 70 cubic feet of space. The rear doors also open wider than previous generations.	Not on standard menu for Converters but can be done with extra engineering hard cap extra purchase (needed air conditioning and heating for hard cap) best option for storage and towing.	Only 1 warranty dealer in area but servicing can be done at Chevy dealers not standard vehicle for converters.
Specifications Scoring Total	399	418	406	375	425	408	385
Operational & Maintenance Scoring Total	101	101	117	77	77	81	101
3rd Party Ranking Scoring Total	48	61	31	28	57	40	16
Warranty Scoring Total	80	80	80	80	76	80	76
Financial Scoring Total	55	58	69	62	53	44	64
Converter Scoring Total	100	100	35	80	100	80	20
Unit Appropriateness Scoring Total	70	70	70	90	95	60	70
Overall Score	865	900	816	800	903	805	744

Detailed weighting and scores by requirements can be found in Appendix A.

Current State and Known Issues: Acknowledging the current state challenges or widely known features and comparative information from emergency services, a subjective score was made for this category positioning the Tahoe PPV and Ford F-150 XLT as front runners due to overall cabin layout and common use in emergency services.

Specifications Scoring Total: The base specifications cover items like engine power, passenger and cargo sizes, dimensions, etc. This holistic dimension positions the Tahoe PPV first with Ford F-150 XLT SSV in pursuit. Units are in imperial for ease of comparison as the total score is of greater interest.

Operational & Maintenance Scoring Total: Fuel efficiency is the largest driver in this category and the Cargo vans (having lighter empty weights) fare the best with the Ford Explorer plus Pick Up Trucks also keeping position. The Tahoe (new Hybrid not considered for 2023 however future consideration is extremely called for) and Expedition bring up the rear due to their larger size and weights. The fuel efficiency and maintenance is also capture in the financial analysis withing the cost per km owned metric.

3rd Party Ranking Scoring Total: All vehicles scored near perfect for consumer rankings however the Ford F-150 (people who love their trucks, love their trucks) and the Tahoe scoring second (despite 3 out of 4 score for front end collision reporting).

Warranty Scoring Total: Vehicle manufacturers closely match each other in this area and the scores are near flat. The study did report increased warranty coverage when buying 5 vehicles or more for fleets.

Financial Scoring Total: The detailed Vehicle Costing tab breaks down key aspects such as city to highway fuel consumption (the Ford Explorer fares the best by far), purchase price (Expedition SSV is the highest however using straight line depreciation of 50% in 5 years recovers itself for resale value), maintenance costs (using a standard cost per km that increases for size of vehicle), and finally a cost per km driven over 5 years. While the Ford Explorer has superior fuel economy to the Tahoe and Expedition (although surprisingly good for its size due to lighter aluminum frame) it still loses ground here.

Converter Scoring Total: Converters showed a solid preference for PPV vehicles with a selection of others that tend to be used for logistics to community services purposes. With respect to the NEMS, strategic vehicle choice common to EMS services with templated designs (provided they meet mandatory requirements) should be preferred.

Unit Appropriateness Scoring Total: A holistic (and somewhat subjective) weighting and ranking was created to sum up the interviews, workshops, and work requirements. The F-150 is best suited for supervisor duties and SUV for SUV and MIT teams.

The Overall Score: Not surprisingly, the final scores are all quite close (due to prefiltering of study vehicles). A perfect score is 1050 with the 2023 Chevrolet Tahoe PPV (903) and the 2023 Ford F-150 XLT SSV SuperCrew (900). These vehicles are the preferred choices for the NEMS SRV fleet. The Ford Explorer (and even hybrid) is also a solid 3rd choice however the known issues identified would need to be overcome.

Based on the weighted matrix, the preferred chassis are the following:

2023 Chevrolet Tahoe PPV: High Score: 903



Key Benefits:

- Ample driver, passenger, and most importantly cargo space
- Preferred ERV across police and paramedics
- Ample power (engine and electricity), towing capability, adverse driving ability.

Considerations:

- Poorer fuel efficiency than peers. The less fuel-efficient Tahoe will need to be factored into mileage calculations for NEMS. To remedy this, the Hybrid model should be explored when readily available in the PPV version.
- ¾ star JD Power rating on frontal collision.

Ford F150 SSV CrewCab for Supervisors: Score 900



Considerations

- Added hard cap purchase needed.
- Added cooling/heating needed for hard cap.
- F150 is sufficient however Hamilton transitioned from Tahoe to F250 (2 years ago) because operations did not require the emergency response vehicle but needed more cargo space the SVU cannot offer. Users are happy with this extra space but note it is a large truck to operate and one must be mindful of parking, driving into hospitals for turnaround. Additionally, upon purchase one may desire to change tires to smoother treads upon delivery.

Alternative Fuels

- As directed by staff interviews and requirements, the study group NEMS should only consider non-plug-in Hybrids, but not plug-in or pure EVs. "We don't have the infrastructure or time to charge. Plus, we could be idling the vehicle for 3-4 hours at a time".
- The Ford Lightning All Electric Vehicle variant is also available with encouraging specifications however its charging range of 200 kms is not sufficient for minimum range requirements.
- Several of the vehicles under study (F150, Tahoe, and Dodge) are available with diesel engines. Diesel engines offer excellent power and fuel efficiency but are less desirable due to polluting levels (namely CO₂, SO₂, and NO₂) and as such are not recommended for further study.
- The study briefly reviewed alternative fuels such as hydrogen however these vehicle types (and supporting infrastructure) do not meet the minimum requirements for NEMS (namely power, range, capacity, etc.).

Some emergency services are installing charging stations at bases for employees. This is an avenue that NEMS could explore as a stepping point in preparation an all-electric fleet (likely 5+ years out).

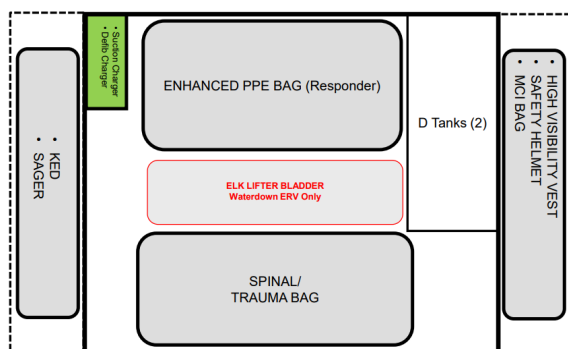
Vehicle Conversion Companies

The study identified three conversion companies that can procure (optional) and convert a vehicle to an approved Ministry of Ontario emergency service vehicle. Of the three conversion companies, only two provide the majority of Ontario (and other provinces) based conversion abilities with Rowland Converting being the primary provider. This creates somewhat of bottleneck and risk for all emergency services however Rowland is a third-generation family company that shows no signs of slowing down.

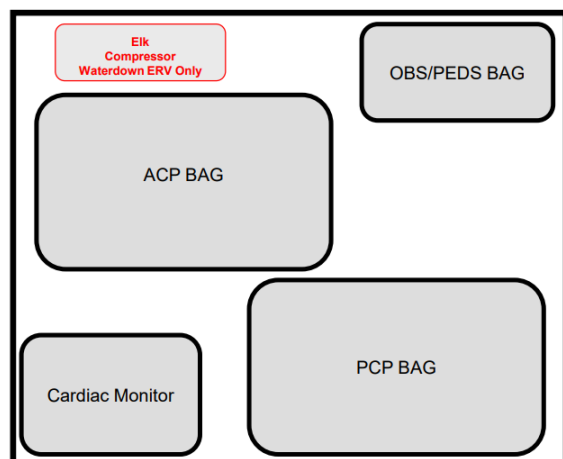
Of the vehicles under study, only the cargo/crew vans pose challenges as they are not standard or in large scale use and thus require added engineering and therefor costs.

In terms of configuration, Rowland (and to a lesser extent Kerr) offer templates specifically designed for emergency services. Below are excellent starting points for a Tahoe and Ford F150.

Tahoe Top Tray



Tahoe Bottom Tray




Drawers

Upper Drawer

<ul style="list-style-type: none"> • Bags – Yellow Biohazard (2) • Bags – Clear (2) • Bags – Red Chemotherapy (2) • Labels – Dirty Equip. (6) • Labels – Cytotoxic (6) • Exam Gloves (2 ea. size) • N95 Masks (2 ea. style)
<ul style="list-style-type: none"> • Hand Cleanser • Ear Plugs (3 sets) – <i>in 4x4" bag</i> • Insect Repellent Wipes (3) – <i>in 4x4" bag</i> • Sunscreen (3) – <i>in 4x4" bag</i> • Safety Glasses • Work Gloves • Helmet Liners (6) – <i>in 6x6" bag</i>
<ul style="list-style-type: none"> • Adult NRB (2) • Nasal Cannula (2) • Naloxone • Harm Reduction (NEO Supplies)
<ul style="list-style-type: none"> • Pediatric NRB (2) • Lancets (40) – <i>in 6x6" bag</i>
<ul style="list-style-type: none"> • Isolation Mask – Adult • Isolation Mask – Pediatric • Nebulizer – Adult • Nebulizer – Pediatric

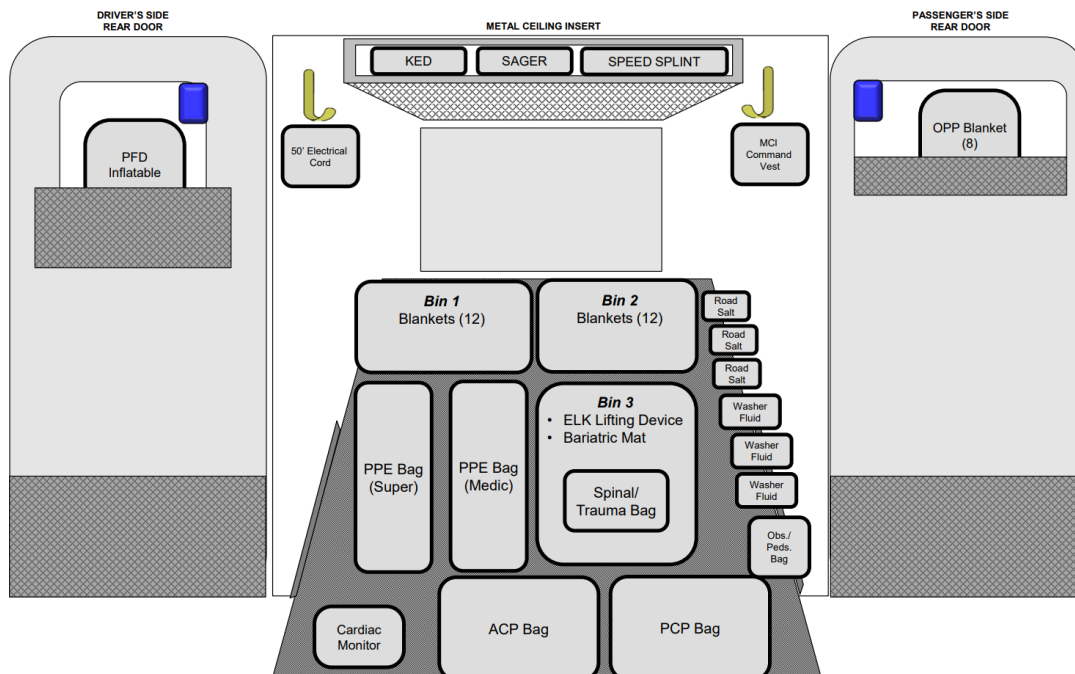
Lower Drawer

<div>BURN KIT</div>	<div>SM. SHARPS CONTAINER</div>
<div>  </div>	<div>500CC NORMAL SALINE (2)</div>
<div> <ul style="list-style-type: none"> • MDI RespiChamber • Resus. Mask – Adult • Resus Mask – Ped. • Resus Mask – Infant </div>	<div>250CC D10W (1)</div>
<ul style="list-style-type: none"> • Monitoring Electrodes(30) • Defib. Paper • Defib Pads – Adult • Defib Pads – Pead • EtCO2 – Nasal (4) 	
<div> <ul style="list-style-type: none"> • Cold Packs (2) • Hot Pack • Malleable Splint • Virox Wipes • Emesis Bags (5) </div>	
<div>Garbage Can</div>	

Ford F250 (Hamilton EMS)

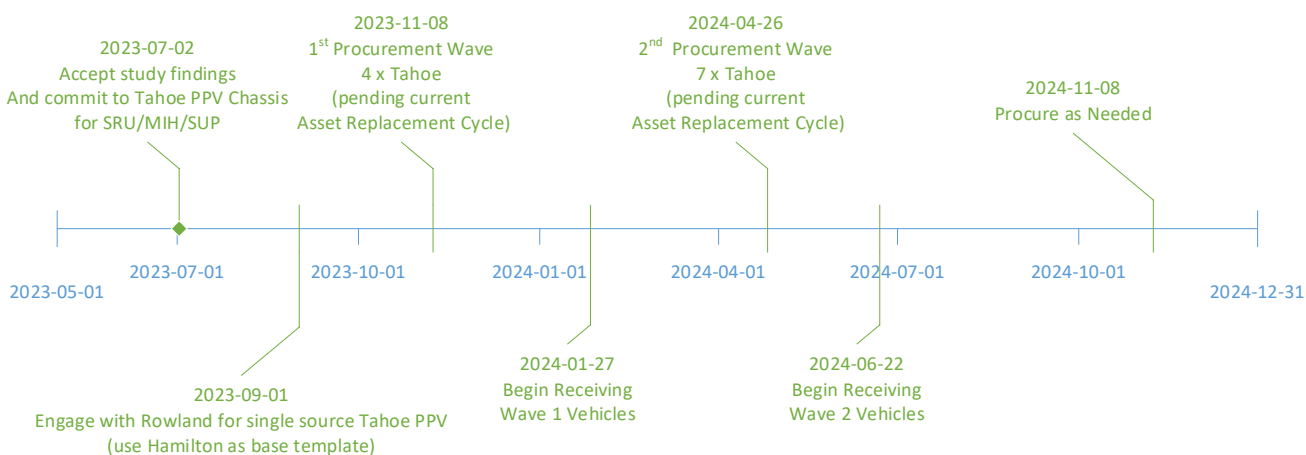


Equipment Layout F-250 Supervisor ERV Rear Compartment



7. Conclusions and Recommendations

Option 1: Migrate entire Fleet (SRU/MIH/Supervisors) to 2023 Chevrolet Tahoe PPV:

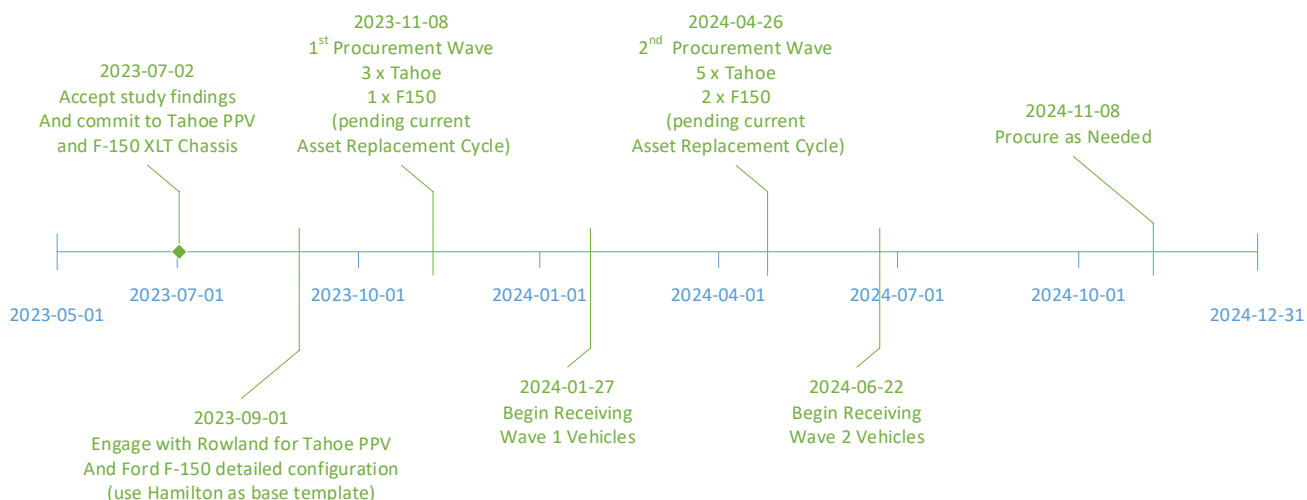


Employing a waved approach, migrate entire ERV Fleet to the 2023 Chevrolet Tahoe PPV. The below table outlays a roadmap to replace the existing Fleet within 5 years (as per the NEMS vehicle 5-year

replacement rate). The added benefit of a uniform vehicle choice supplies the modest fleet size maximum efficiency in terms of ease of procurement, vehicle support, maintenance, and familiarity across the SRU/MIH/Supervisor staff base.

Recommendation	Details	Timeline
SRU + MIH	Commit to standardizing and replacing fleet of 16 Explorers with 2023 Chevrolet Tahoe PPV (and if possible, Hybrid). Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Supervisors	Commit to 2023 Chevrolet Tahoe PPV (and if possible, Hybrid). Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Wave 1: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Suggest 5 x Tahoe to start for learning and testing (4 SRU, 1 Supervisor).	Next 4 months
Wave 1: Vehicle Reception	Begin conversion and receiving for initial order.	Next 6-8 months.
Wave 2: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Leverage learning and configuration from wav #1 and procure 7 x Taho.	Next 12 months
Wave 2: Vehicle Reception	Begin conversion and receiving for initial order.	Next 16 months
Wave 3	Complete replacement of Fleet to 19 x Tahoe PPV (Hybrid if available).	+ Next 16 months

Option 2: Migrate to 2023 Chevrolet Tahoe PPV for SRU+MIH and the Ford F150 XLT CabCrew 8' bed with hard cap for Supervisors.



Recommendation	Details	Timeline
SRU + MIH	Commit to standardizing and replacing fleet of 16 Explorers with 2023 Chevrolet Tahoe PPV (when available, Hybrid). Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Supervisors	Commit to Ford F150 XLT CabCrew 8' bed. Conduct sole source detailed configuration and equipment layout analysis with Rowland Converting (using Hamilton templates as a base).	Immediate
Wave 1: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Suggest 4 x Tahoe and 1 x Ford F150 to start for learning and testing.	Next 4 months
Wave 1: Vehicle Reception	Begin conversion and receiving for initial order.	Next 6-8 months.
Wave 2: Procurement Plan	Based on the asset lifecycle of existing Explorer Fleet, begin procurement. Suggest 5 Tahoe and 2 Ford F150 to start for learning and testing.	Next 12 months
Wave 2: Vehicle Reception	Begin conversion and receiving for initial order.	Next 16 months.
Wave 3	Continue complete replacement of Fleet to 16 x Tahoe PPV (when available, Hybrid) and 3 x Ford F150 SSV CrewCab	

8. Appendices

- Chassis Ranking and Costing Final Report XLS Workbook
 - Summary
 - Weighted Matrix
 - Costing Analysis
- Converter Templates from Hamilton EMS provided by Rowland Converting.

Make and Model	F2023 Ford Interceptor Utility "Explorer" (Hybrid available)	2023 Ford F-150 XLT SSV SuperCrew Pickup 8' box	2023 Ford Transit Crew PTV Regular 130 MR	2023 Ford Expedition / MAX SSV	2023 Chevrolet Tahoe PPV	2023 Ram 1500 Special Service Crew Cab 4x4	2023 Mercedes- Benz Metris Cargo Van 135 in Standard Roof 135" Wheelbase
Known Current State Issues to Address	Issues with current Explorers: uncomfortable seats Seating/cabin not adequate for driving in full gear. excessively loud to operate Requires Headlight adjustment fully loaded. insufficient cargo space only 8K km between servicing	Hard cap extra purchase (needed air conditioning and heating for hard cap) best option for storage (if trays and side doors on hard cap used) and towing	Non standard custom conversion will need to be designed with converter	Aluminum frame required extra engineering for converters Transmission errors reported after 100K km warranty Diesel also available for 21 city/ 29 highway mpg	Ample storage and people space. Police specific comfort front seats. Preferred by survey respondents. The Tahoe is certainly bigger than the Explorer with more than 70 cubic feet of space. The rear doors also open wider than previous generations.	Not on standard menu for Converters but can be done with extra engineering hard cap extra purchase (needed air conditioning and heating for hard cap) best option for storage and towing.	Only 1 warranty dealer in area but servicing can be done at Chevy dealers not standard vehicle for converters.
Specifications Scoring Total	399	418	406	375	425	408	385
Operational & Maintenance Scoring Total	101	101	117	77	77	81	101
3rd Party Ranking Scoring Total	48	61	31	28	57	40	16
Warranty Scoring Total	80	80	80	80	76	80	76
Financial Scoring Total	55	58	69	62	53	44	64
Converter Scoring Total	100	100	35	80	100	80	20
Unit Appropriateness Scoring Total	70	70	70	90	95	60	70
Overall Score	865	900	816	800	903	805	744

Make and Model	Detailed Description	Weighting (1 minor, 5 Very Important) RR=Relative Ranking	F2023 Ford Interceptor Utility "Explorer" (Hybrid available)	Score	Total	2023 Ford F-150 XLT SSV SuperCrew Pickup 8' box	Score	Total	2023 Ford Transit Crew PTV Regular 130 MR	Score	Total	2023 Ford Expedition / MAX SSV	Score	Total	2023 Chevrolet Tahoe PPV	Score	Total	2023 Ram 1500 Special Service Crew Cab 4x4	Score	Total	2023 Mercedes-Benz Metris Cargo Van 135 in Standard Roof 135" Wheelbase	Score	Total
Sources					0	https://www.jdpower.com/cars/2023/ford/f-150/xlt-4wd-supercab-8-box/specs		0	https://www.ford.com/trucks/transit-passenger-van-wagon/models/transit-xl/		0			0	https://www.gmenvolve.com/fleet/policies/chevrolet-tahoe-ppv#:~:text=The%20Tahoe%20PPV%20pr		0	https://www.stellantisfleet.com/ramtrucks/ssv.html		0	https://www.mbvans.com/en/sprinter/passenger-van		
Known Current State Issues to Address		4	Issues with current Explorers: uncomfortable seats Seating/cabin not adequate for driving in full gear. excessively loud to operate Requires Headlight adjustment fully loaded. insufficient cargo space only 8K km between servicing	3	12	Hard cap extra purchase (needed air conditioning and heating for hard cap) best option for storage (if trays and side doors on hard cap used) and towing	3	12	Non standard custom conversion will need to be designed with converter	2	8	Aluminum frame required extra engineering for converters Transmission errors reported after 100K km warranty Diesel also available for 21 city/ 29 highway mpg	2	8	Ample storage and people space. Police specific comfort front seats. Preferred by survey respondents. The Tahoe is certainly bigger than the Explorer with more than 70 cubic feet of space. The rear doors also open wider than previous generations.	5	20	Not on standard menu for Converters but can be done with extra engineering hard cap extra purchase (needed air conditioning and heating for hard cap) best option for storage and towing.	3	12	Only 1 warranty dealer in area but servicing can be done at Chevy dealers not standard vehicle for converters.	3	12
Specifications																							
Type (SUV, Pickup, Van, Sprinter)	Only these types of vehicles eligible for study. Sedans, cross overs, and other types excluded as they do not meet the base requirements.	5	SUV	5	25	PU	5	25	Van	4	20	SUV	5	25	SUV	5	25	PU	5	25	Van	4	20
Android Auto/Apple CarPlay (Y/N)	Requested by team during information gathering sessions. Not mandatory	3	Y	5	15	Y	5	15	Y	5	15	Y	5	15	Y	5	15	No	5	15	Y	5	15
Fuel Type (Gas, Diesel, EV)	Gas or hybrid is preferred. Working groups, vehicle range, electrical power limits, and infrastructure do not currently support full EV but are considered for the road ahead.	4	Gas	4	16	Gas	4	16	Gas	4	16	Gas	4	16	Gas	4	16	Gas	3	12	gas or diesel	5	20
Hybrid (Gas, EV)	Preference for hybrid if available.	4	Hybrid Available	5	20	Hybrid Gas. Note All Electric 2023 Ford F-150 Lightning SSV Pickup available	3	12	Gas. EV version also available	3	12	Gas	3	12	Hybrid Available (new)	3	12	No	3	12	No	3	12
Drive Train (FW, RW, AWD)	AWD is mandatory	5	AWD	5	25	AWD	5	25	AWD/RWD	5	25	AWD	5	25	4WD Autotrac	5	25	4WD 8 speed Automatic w/OD	5	25	AWD 9 speed Automatic w/OD	5	25
Wheel Base	The larger footprint of a long wheelbase car also gives it greater stability in corners, so it feels safer to drive however excessively wide causes parking challenges. On the flip side, long wheelbase cars tend to be less agile.	4	119.1 in	3	12	145.4 in	3	12	2 wheelbases available 130" or 140"	3	12	131.6	3	12	120.9	4	16	144.5 in	3	12	135 in	3	12
Height	Relevant for storage and clearance into parking garages.	4	69.4 in	4	16	77.2 in	4	16	99.1 in	5	20	76.2 in (4x4)	5	20	77.9	4	16	77.5 in	5	20	75.2 in	5	20
Width	Relevant for storage and clearance into parking garages.	4	78.9 in mirrors folded	4	16	79.9 in mirrors folded	4	16	83.2 in	4	16	83.6 in mirrors folded	4	16	81.0	4	16	75.8 in	3	12	75.9 in	3	12
Length	The larger footprint of a long wheelbase car also gives it greater stability in corners, so it feels safer to drive however excessively wide causes parking challenges. On the flip side, long wheelbase cars tend to be less agile.	3	198.8 in	4	12	231.7 in	3	9	217.9 in	3	9	221.9 in	3	9	210.7	4	12	229 in	3	9	211 in	3	9
Number of Tires (4, 6 with double rear for larger vehicles, etc.)	4 tires is preferred (unless needed for towing or weight)	4	4	5	20	4	5	20	4	5	20	4	5	20	4	5	20	4	5	20	4	5	20
Tire Size	Larger wheels offer better traction, and because they have more rubber on the tire, this also means a better grip on the road. Larger tires are better for car cornering and handling than your regular tires. They also reduce the braking distance and improve braking overall, adding to safety. 18" and above preferred for traction and handling.	3	18"	4	12	18" Silver painted wheels std	4	12	Tires, 195/75R16C 107/105 R BSW All-Season (RWD with Standard Front Axle Configurations Only) - (DRW) Tires, 235/65R16 BSW All-Season - (SRW)	4	12	Tires – 265/70R17 all-terrain OWL	4	12	20" Firestone Hawk Pursuit Tires	5	15	P265/70SR17	3	9	P235/60HR16	3	9

Number of passengers (Note: Must have 8 seats for passengers and public)	2 rows of seats (3 passengers) mandatory requirement	8	3 passengers	8	22	Front bucket and back bench 3 passengers	8	22	2 with optional bench	8	22	3, 8	8	22	2 Front, 3 rear standard 2, 3 front, 3 rear optional	8	22	2 Front, 3 Bench depending on configuration	8	22
Engine Size (cc)	The bigger the engine size, typically the greater the power and torque figures however it must be considered with vehicle weight and fuel efficiency requirements.	8	1.3L 1400 cc	8	18	1.5L 1.5L	8	18	1.5L Fuelmax® V6 98	8	18	1.5L Fuelmax 3 valve V6	8	18	1.5L	8	18	1.5L	8	18
Cylinders	More is better up to a point for power, efficiency, and then more cylinders to maintain.	8		8	22	V6	8	22	4.0L Fuelmax 4-valve V6	8	22	3.0L Fuelmax 3-valve V6	8	22	4.0	8	22	3.0L Intercooled Turbo Premium 2-valve I-4	8	8
Max Horsepower	Horsepower is a measurement of how quickly an engine delivers its torque. In the real world, horsepower is important.	8	100 @ 1400 rpm (gas engine)	8	22	100 @ 1400	8	18	150 @ 1600	8	22	180 @ 1600	8	22	120 HP	8	22	188 hp @ 1600 rpm	8	22
Max Torque (lb-ft)	Higher torque at lower r.p.m. means you have a lot more horsepower at lower r.p.m., which makes it easier to tow things from a standstill. High torque at higher r.p.m. means more power while you're already underway, which usually results in higher top speed.	8	100 lb-ft @ 1,400 rpm (optional system torque) 180 lb-ft @ 1,000 rpm (gas engine)	8	22	100 lb-ft @ 1,400	8	18	150 lb-ft @ 1,600	8	22	170 lb-ft @ 1,200	8	22	140 lb-ft	8	22	132 lb-ft @ 1,600	8	22
GVMW (lbs)	A vehicle's GVWR does not include the weight of any trailer. GVWR only accounts for the maximum weight of the vehicle, its occupants, and cargo. Also, if a trailer is to tow the trailer's tongue weight counts against a vehicle's GVWR.	8	4,140 lbs	8	18	4,500 lbs	8	18	5,000 lbs	8	22	5,500 lbs	8	8	5,000 lbs	8	18	5,100 lbs	8	18
Curb Weight	This shows much the vehicle weighs sitting on the curb with no driver, passengers, no cargo and no fuel with all standard options.	8	3,440 lbs	8	22	3,570 lbs	8	22	3,660 lbs	8	18	3,750 lbs	8	18	3,660 lbs	8	18	3,660 lbs	8	22
Payload Capacity (lbs)	Payload is considered all the extra stuff you put inside your vehicle, whether it be passengers or a pile of rocks. That weight is all considered payload. You can increase it by upgrading the rear springs, Adding Coil-Over Shock Absorbers, Installing a longer Truck Bed, Adding a Trailer, Adding Bed Rails.	8	1,620 lbs	8	18	1,620 lbs	8	18	1,620 lbs	8	22	1,750 lbs	8	22	1,690 lbs	8	18	2,000 lbs	8	22
Towing Capacity (T-Model)	For vehicles listed typically tow ratings but are requested for an occasion. The maximum trailer weights listed are only applicable for altitudes up to 3,000 ft (1,000 m) above sea level. 10% increasing altitude the engine power and therefore the car's climbing ability are impaired because of the reduced air density, so the maximum trailer weight has to be reduced accordingly. The weight of the car and trailer must be reduced by 10% for every further 1,000 ft (1,000 m) for each thereafter.	8	3,000 lbs	8	18	3,000 lbs Max towing 11,000	8	22	3,000 lbs	8	18	3,000 lbs	8	22	3,000 lbs	8	18	3,150 lbs	8	22
Total Interior Cubic Volume	2000 - base 425.40 ft ³ Additional 10 ft ³ to 7.10 ft ³ 2000 425.40 ft ³ to Future 25.60 ft ³	8	170 cu ft	8	22		8	22	186.7	8	22	170 cu ft	8	22	186.8 cu ft	8	22		8	22
1st 3 row passenger volume (ft ³)	mandatory requirement	8	118 cu ft	8	22	100 cu ft	8	22	131.4 cu ft	8	22	136.3 cu ft	8	22	128.2 cu ft	8	22	106.7 cu ft	8	22
Rear cubic rear cargo behind second row (ft ³)	Compartment rear cargo storage. Usable storage will	8	27.9 cu ft	8	18	27.9 cu ft with added third row	8	22	202.4 cu ft	8	22	21.3 cu ft	8	22	21.3 cu ft	8	22	29 cu ft with added third row	8	22

PPV (with idle feature and additional power supply)	Although PPV not a mandatory requirement, PPV provides additional electrical power outputs and are better suited for emergency response converters.	4	Yes	5	20	Yes	5	20	No	0	0	na	0	0	Yes	5	20	Yes	5	20	No	0	0
Specifications Scoring Total					399			418			406			375			425			408			385
Operational & Maintenance																							
MaxOil Change time synthetic oil	Manufacturer recommend type A maintenance schedule for synthetic oil	5	12 months	5	25	12 months	5	25	12 months	5	25	12 months	5	25	12 months	5	25	12 months	5	25	12 months	5	25
Max 'Oil Change range synthetic oil	Manufacturer recommend type A maintenance schedule for synthetic oil	4	10,000 mi	4	16	10,000 mi	4	16	12,000 mi	5	20	10,000 mi	4	16	10,000 mi	4	16	10,000 mi	4	16	10,000 mi	4	16
EPA GHG emission (RR)	EPA calculation based on tailpipe CO2	4	6.7 m ton/yr.	3	12	6.8 m ton/yr.	3	12	5.3 m ton/yr.	5	20	7.8 m ton/yr.	2	8	8.5 m ton/yr.	2	8	11.2 m ton/yr	1	4	6.5 m ton/yr	4	16
Fuel Economy (mi) City (RR) https://www.fueleconomy.gov/feg/findacar.shtml	EPA estimation based on size of fuel tank and 45:55 highway to city fuel economy	4	17 mpg	4	16	18 mpg	4	16	24 mpg	5	20	15 mpg	2	8	15 mpg	2	8	15 mpg	2	8	19 mpg	4	16
EPA Fuel Economy (mi) Highway (RR)	EPA estimation based on size of fuel tank and 45:55 highway to city fuel economy	4	25 mpg	4	16	23 mpg	3	12	27 mpg	5	20	19 mpg	2	8	20 mpg	3	12	21 mpg	4	16	23 mpg	4	16
Total Range (mi) (RR)	EPA estimation based on size of fuel tank and 45:55 highway to city fuel economy	4	436 mi	4	16	460 mi	5	20	395 mi	3	12	394 mi	3	12	384 mi	2	8	396 mi	3	12	370 mi	3	12
Operational & Maintenance Scoring Total					101			101			117			77			77			81			101
3rd Party Ranking																							
ID Power Ranking (RR)	Best (91–100): Vehicles classified as "best" are the highest-rated within their category by owners. Great (81–90): Models marked "great" didn't score high enough to rank at the top of their category but are better than average. Average (70–80): These models earned a par score within their category.	5	82	3	15	83	4	20	NR	0	0	NR	0	0	84	5	25	NR	0	0	NR	0	0
Safety Rating Score (out of 4) (RR) https://www.nhtsa.gov/ratings	The National Highway Traffic Safety Administration's New Car Assessment Program (NCAP) created the 5-Star Safety Ratings program to provide consumers with information about the crash protection and rollover safety of new vehicles beyond what is required by federal law. One star is the lowest rating; five stars is the highest. More stars equal safer cars.	5	4	5	25	4	5	25	3	3	15	4	4	20	3 (due to 3 stars on frontal crash) Note OPP uses Tahoe PPV	4	20	3 (due to Dynamic Brake Support Optional)	4	20	not rated but 1 star due to roll over	0	0
Car and Driver (RR)	Max rating of 10 covering reliability, performance, safety, and customer satisfaction.	4	7.5	2	8	9	4	16	9	4	16	7.5	2	8	8.5	3	12	10	5	20	9	4	16
3rd Party Ranking Scoring Total					48			61			31			28			57			40			16
Warranty																							
Bumper to Bumper	Standard manufacturer warranty however bulk purchase may increase time and mileage coverage.	4	3 years / 36000 miles	5	20	3 years / 36000 miles	5	20	Bumper to Bumper: 3 years / 36,000 miles	5	20	3 years / 36000 miles	5	20	3 years/36,000 miles2. Bumper-to-Bumper Limited Warranty	5	20	3 years / 36,000 miles	5	20	3 years / 36000 miles	5	20
Powertrain	Standard manufacturer warranty however bulk purchase may increase time and mileage coverage.	4	5 years / 60000 miles	5	20	5 years / 60000 miles	5	20	Powertrain: 5 years / 60,000 miles	5	20	5 years / 60000 miles	5	20	5 years / 60000 miles	5	20	5 years / 60,000 miles	5	20	5 years / 60000 miles	5	20
Corrosion Protection	Standard manufacturer warranty however bulk purchase may increase time and mileage coverage.	4	5 years / Unlimited miles	5	20	5 years / Unlimited miles	5	20	Corrosion (Perforation Only): 5 years / Unlimited miles	5	20	5 years / Unlimited miles	5	20	3 years / 36,000 miles	4	16	5 Years / Unlimited miles	5	20	5 years / 100000 miles	5	20
Roadside Assistance Program	Standard manufacturer warranty however bulk purchase may increase time and mileage coverage.	4	5 years / 60000 miles	5	20	5 years / 60000 miles	5	20	Roadside Assistance Program: 5 years / 60,000 miles	5	20	5 years / 60000 miles	5	20	5 years / 60000 miles	5	20	5 years / 60,000 miles	5	20	3 years / 36000 miles	4	16
Warranty Scoring Total					80			80			80			80			76			80			76
Financial																							
Base Capital Cost	As provided by Rowland.	4	\$54,643 \$58,061 Hybrid	4	16	\$63,853	4	16	\$61,534	4	16	\$68,085	3	12	\$66,000	3	12	\$56,732	5	20	\$54,270	5	20

Estimated Resale Value (RR)	Straight line (due to 2023 model usage) based on purchase price.	4	\$27,322	1	4	\$31,927	3	12	\$30,767	2	8	\$34,043	5	20	\$33,000	4	16	\$28,366	1	4	\$27,135	1	4
Capital Needed for Use	Charging stations + other infrastructure.	4	No. Hybrid Gas.	5	20	No	5	20	No	5	20	No	5	20	No. Hybrid Gas.	5	20	No	5	20	No	5	20
5-Year Cost per km driven (RR)	As calculated by financial model using fuel efficiency, cost of gas, purchase prices, and amortization.	5	\$0.301	3	15	\$0.331	2	10	\$0.287	5	25	\$0.380	2	10	\$0.355	1	5	\$0.360	0	0	\$0.290	4	20
Financial Scoring Total					55			58			69			62			53			44			64
Converter Company																							
Converter Approved (Y/N)	A Ministry of Ontario company currently converts vehicles for other emergency services.	5	Yes	5	25	Yes	5	25	Yes	4	20	Yes	5	25	Yes	5	25	No but possible with design and engineering	1	5	No but possible with design and engineering	1	5
Conversion Cost (Rowland)	Engineered templates exist for model and in use by other emergency forces that NEMS can leverage.	5	Preferred conversion. Templates exist.	5	25	Preferred conversion. Templates exist.	5	25	Not possible without extensive design and engineering	1	5	Preferred conversion. Templates exist.	3	15	Preferred conversion. Templates exist.	5	25	Preferred conversion. Templates exist.	5	25	Not possible without extensive design and engineering	1	5
Ease of Conversion Rowland	Conversion possible but additional engineering and customization will be needed for NEMS	5	Preferred conversion. Templates exist.	5	25	Preferred conversion. Templates exist.	5	25	Not possible without extensive design and engineering	1	5	Preferred conversion. Templates exist.	3	15	Preferred conversion. Templates exist.	5	25	Preferred conversion. Templates exist.	5	25	Not possible without extensive design and engineering	1	5
Storage Management with sliding drawers/compartments. To 1) maximize use of cubic space available, and 2) To quick access to emergency equipment.	Existing templates come with sliding trades for ease of access and also safe storage during transport.	5	Engineered approved conversion installation	5	25	Engineered approved conversion installation	5	25	Not possible without extensive design and engineering	1	5	Engineered approved conversion installation	5	25	Engineered approved conversion installation	5	25	Engineered approved conversion installation	5	25	Not possible without extensive design and engineering	1	5
Converter Scoring Total					100			100			35			80			100			80			20
Unit Appropriateness (Full Pass, Partial Pass with issues, Partial Fail with issues, Fail)																							
SRU	Additional emergency response, quick access to equipment needed. Paramedic comfort and safety very important.	5		3	15		3	15		3	15		5	25		5	25		3	15		3	15
Ops Supervisors	Additional storage needed to support multi-victim calls. Paramedic comfort and safety very important.	5		3	15		4	20		3	15		5	25		5	25		3	15		3	15
MIH	Community awareness and potential passenger transport. Paramedic comfort and safety very important.	5		5	25		3	15		3	15		5	25		5	25		3	15		3	15
Community Programs	Additional storage needed for interventions.	5		3	15		4	20		5	25		3	15		4	20		3	15		5	25
Unit Appropriateness Scoring Total					70			70			70			90			95			60			70
Overall Score		214			865			900			816			800			903			805			744
Total Score Possible		1070																					

Vehicle Cost Comparison

	Driver Information	Fuel Cost per Litre	Fuel Type			Body Style	
Km Driven per Year:	50,000	\$1.30	1		Regular Gas	1	Medium SUV
% City driving:	55%	\$1.40	2		Mid-grade Gas	2	Large SUV
% Highway driving	45%	\$1.55	3		Premium Gas	3	Pick-Up Truck
		\$1.80	4		Diesel	4	Van
						5	MiniVan

		Ford Explorer SSV	Ford F-150 SSV	Ford Transit	Ford Expedition SSV	Chev Tahoe SSV	Ram 1500 SSV	MB Van	Comments
Vehicle Information	Model Year:	2023	2023	2023	2023	2023	2023	2023	
	Make-Model:	F2023 Ford Interceptor Utility "Explorer" (Hybrid available)	2023 Ford F-150 XLT SSV SuperCrew Pickup 8' box	2023 Ford Transit Crew PTV Regular 130 MR	2023 Ford Expedition / MAX SSV	2023 Chevrolet Tahoe PPV	2023 Ram 1500 Special Service Crew Cab 4x4	2023 Mercedes-Benz Metris Cargo Van 135 in Standard Roof 135" Wheelbase	
	Trim:	mid	mid	mid	mid	mid	mid	mid	
	Engine Cylinders:	6	8	6	8	8	8	4	
	Body Style:	1	3	4	2	2	3	4	Enter 1, 2, 3, 4 or 5 for Body Style
	Fuel Type:	1	1	1	2	1	1	1	Enter 1, 2, 3, or 4 for Fuel Type
	Current Mileage:	250	250	250	250	250	250	250	
	City L/100km	13.836	13.068	9.801	14.701	14.701	16.801	12.380	See www.fueleconomy.gov for mpg estimates
	Highway L/100 km	9.4086	10.227	8.712	12.380	11.761	13.068	10.227	
Purchase Price	Capital Cost:	\$54,643	\$63,853	\$61,534	\$68,085	\$66,000	\$56,732	\$54,270	Recommend www.Edmunds.com to evaluate current Trade-in Value.
Financing	Interest Rate on Financed amount:	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	
	Repayment period (Years)	5	5	5	5	5	5	5	
	Amount Financed:	\$ 54,643	\$ 63,853	\$ 61,534	\$ 68,085	\$ 66,000	\$ 56,732	\$ 54,270	
	Total Interest Paid:	\$ 5,663	\$ 6,618	\$ 6,377	\$ 7,056	\$ 6,840	\$ 5,880	\$ 5,624	
Insurance	Annual Insurance:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Fees and Taxes	Annual Property Tax:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Sales Tax:	\$961.72	\$1,123.81	\$1,083.00	\$1,198.30	\$1,161.60	\$998.48	\$955.15	Non recoverable HST of 1.76 %
	Destination, Title and other fees:	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Depreciation									
	Km at end of 5 Years:	250,250	250,250	250,250	250,250	250,250	250,250	250,250	
	Future 5 Year Trade-in value:	\$27,322	\$31,927	\$30,767	\$34,043	\$33,000	\$28,366	\$27,135	Use Edmunds estimate that cars depreciate 50% every 5 years
Fuel Costs	Depreciation Loss:	\$27,322	\$31,927	\$30,767	\$34,043	\$33,000	\$28,366	\$27,135	
	Your average L/100 km	12	12	9	14	13	15	11	
	Idling Costs 0.6 litres / hr per litre of engine displacement x 4 hrs/ day	\$6,832.80	\$9,110.40	\$6,832.80	\$9,811.20	\$9,110.40	\$9,110.40	\$4,555.20	
Maintenance & Repairs	fuel cost next 5 years:	\$38,492	\$38,315	\$30,259	\$47,797	\$43,478	\$49,143	\$37,085	
	KM driven in 5 years:	250,000	250,000	250,000	250,000	250,000	250,000	250,000	
5-Year Cost of Ownership	Estimated Maintenance/Tire costs next 5 years:	\$2,520	\$3,458	\$3,773	\$3,233	\$3,233	\$3,458	\$3,773	
	5 years of insurance:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	5 Years of property taxes:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Est. Cost to own next 5 years:	\$75,167	\$82,809	\$71,632	\$94,883	\$88,821	\$90,077	\$72,548	
10-Year Cost of Ownership	5-Year Cost per km driven:	\$0.30	\$0.33	\$0.29	\$0.38	\$0.36	\$0.36	\$0.29	
	Cost for extra 5 years:	\$61,506	\$66,846	\$56,248	\$77,862	\$72,321	\$75,894	\$58,980	(assumes new car is paid off by 5 years)
	Total Cost for 10 years:	\$136,672	\$149,655	\$127,880	\$172,746	\$161,142	\$165,971	\$131,528	
	10-Year Cost per km driven:	\$0.27	\$0.30	\$0.26	\$0.35	\$0.32	\$0.33	\$0.26	

Car Price	54,643.00	63,853.00	61,534.00	68,085.00	66,000.00	56,732.00	54,270.00
Down Payment		-					
Interest rate	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%
Repayment period (year)	5	5	5	5	5	5	5
	-			-			
Monthly Payment	\$1,005.10	\$1,174.51	\$1,131.85	\$1,252.35	\$1,214.00	\$1,043.53	\$998.24
Total Payment	\$60,306.09	\$70,470.60	\$67,911.26	\$75,141.19	\$72,840.11	\$62,611.59	\$59,894.44
Total Interest Payment	\$5,663.09	\$6,617.60	\$6,377.26	\$7,056.19	\$6,840.11	\$5,879.59	\$5,624.44

	AAA 'Your Driving Costs' 2023			
	\$/km			
	(subtracted .02 cent per km for AAA's very expensive/unnecessary 'comprehensive warranty)	7500 km service window		
Medium SUV	0.0336	2,520		maintenance & tires
Large SUV	0.0431	3,233		maintenance & tires
Pick-Up Truck	0.0461	3,458		maintenance & tires
Van	0.0503	3,773		maintenance & tires
MiniVan	0.0403	3,023		maintenance & tires



Logistics Division

RRU Template

Updated: February 2023

*Ontario MOHLTC EHRAB
Provincial Equipment Standards for Ontario Ambulance Services
Version 3.7*

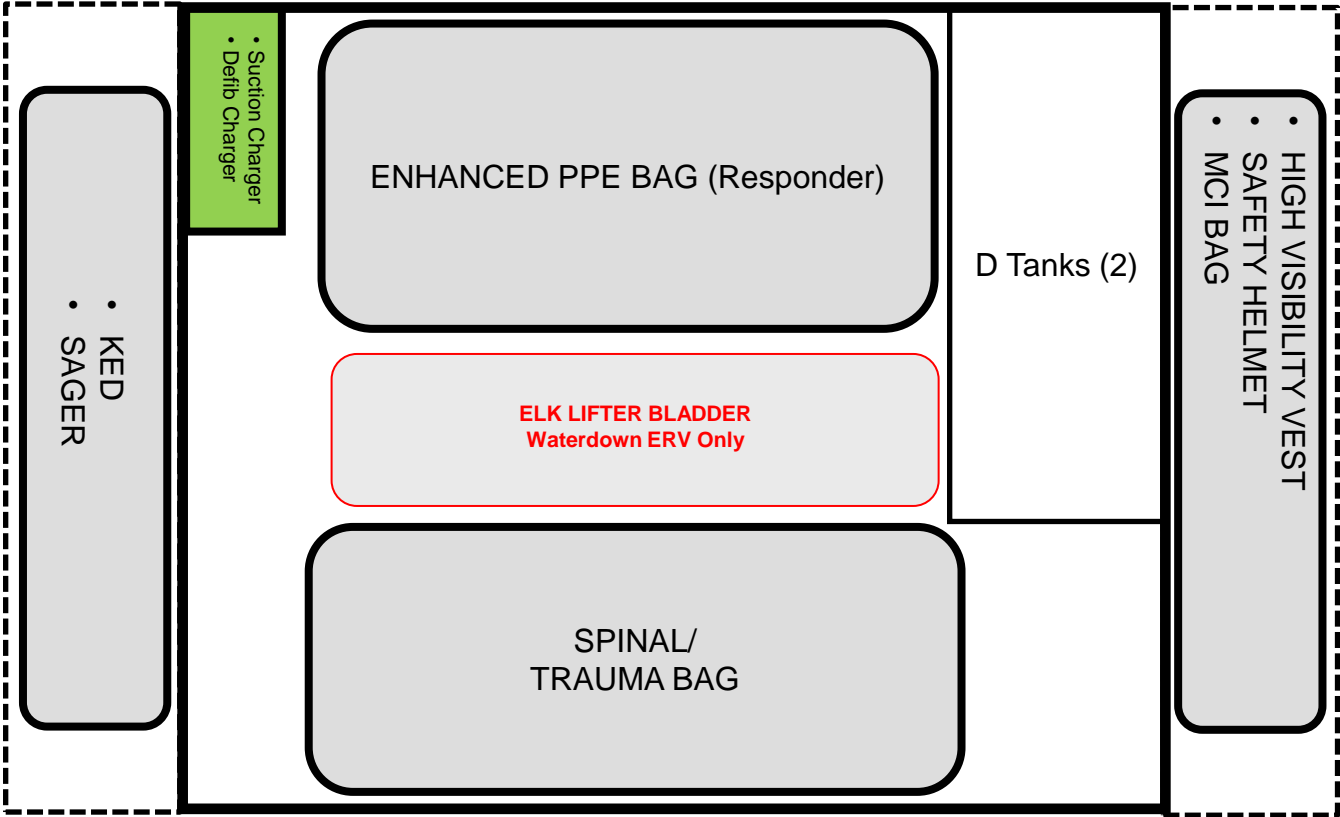
Review Period: Yearly or PRN

**Ontario MOHLTC EHRAB
Provincial Equipment Standards
for Ontario Ambulance Services
*Version 3.7***



Equipment Layout

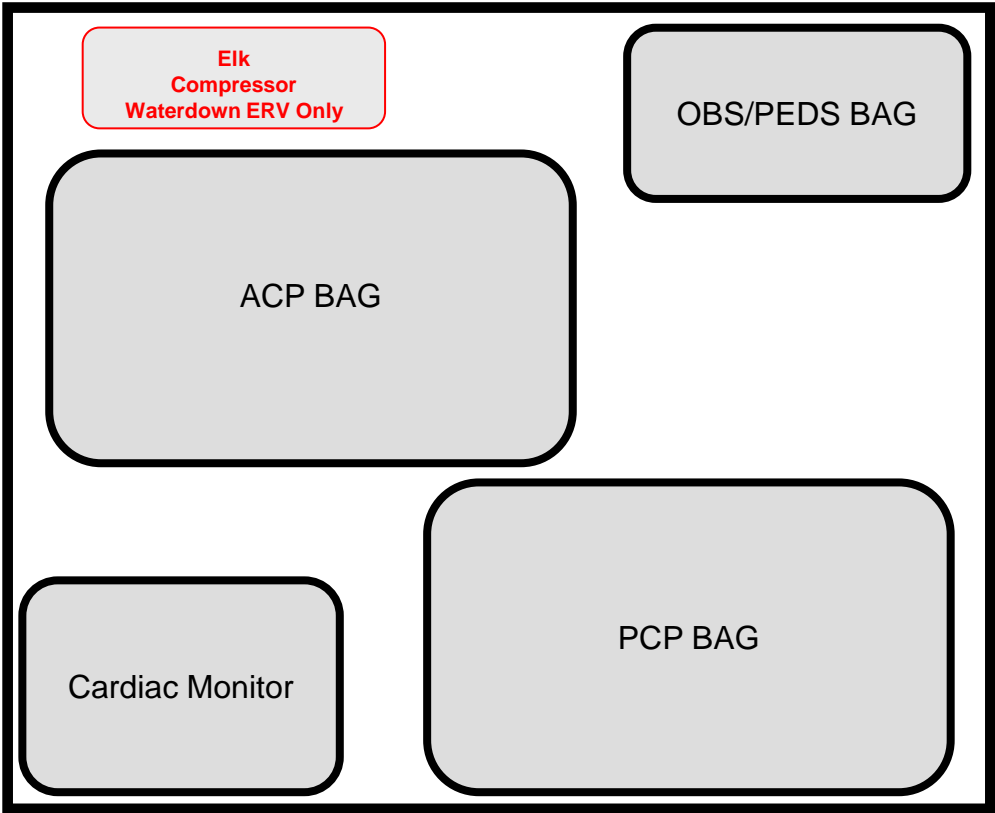
Top Tray





Equipment Layout

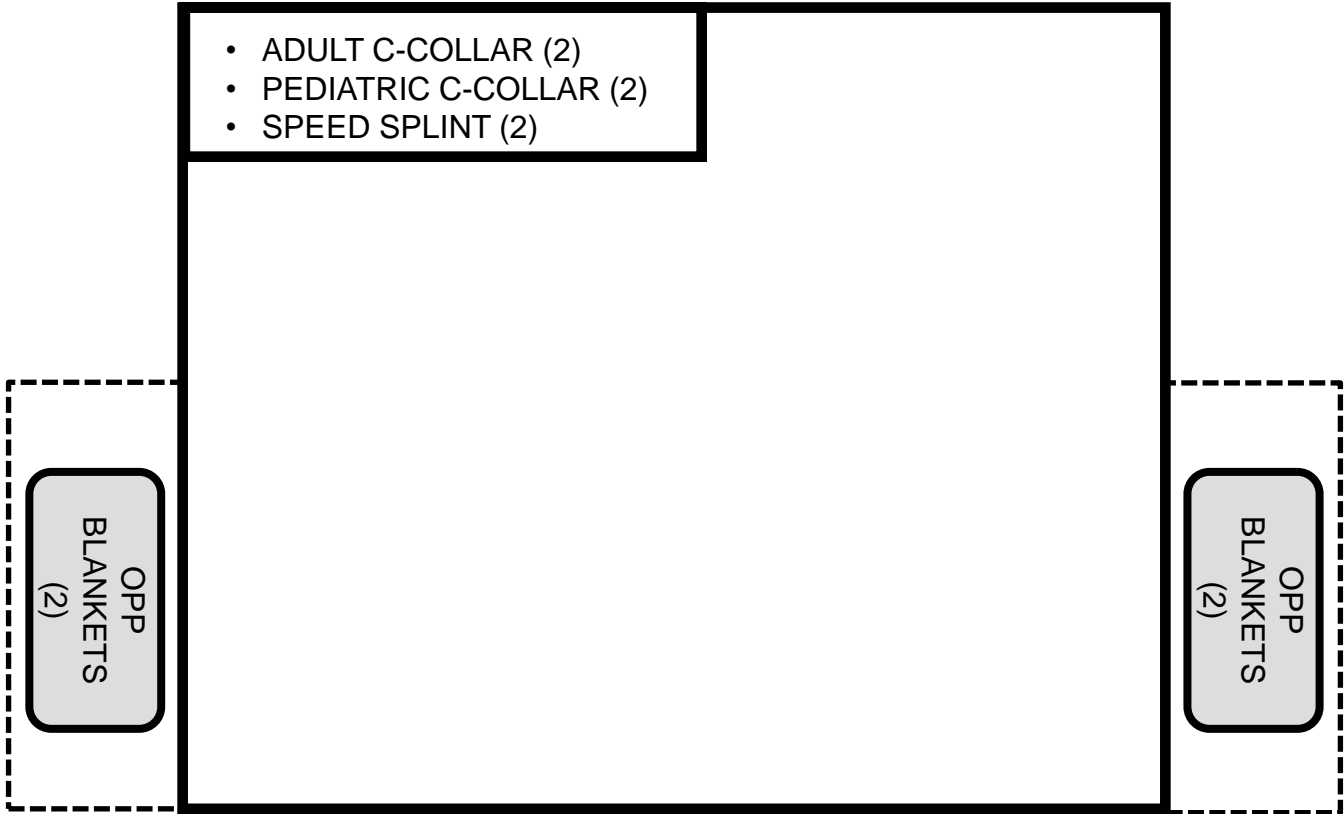
Bottom Tray





Equipment Layout

Rear View





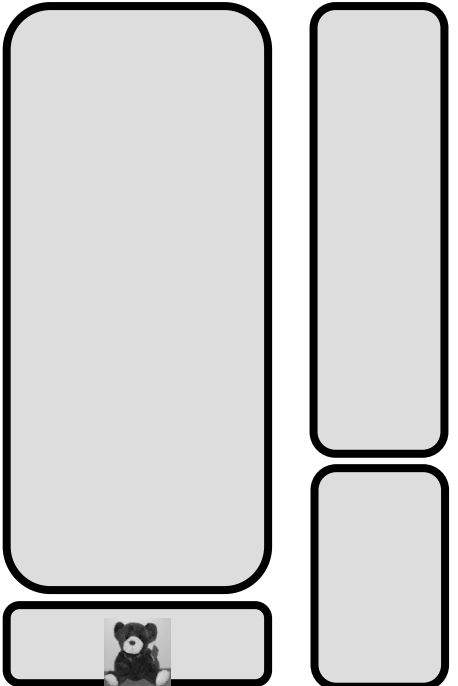

Equipment Layout

Drawers

Upper Drawer

<ul style="list-style-type: none">• Bags – Yellow Biohazard (2)• Bags – Clear (2)• Bags – Red Chemotherapy (2)• Labels – Dirty Equip. (6)• Labels – Cytotoxic (6)• Exam Gloves (2 ea. size)• N95 Masks (2 ea. style)
<ul style="list-style-type: none">• Hand Cleanser• Ear Plugs (3 sets) – <i>in 4x4" bag</i>• Insect Repellent Wipes (3) – <i>in 4x4" bag</i>• Sunscreen (3) – <i>in 4x4" bag</i>• Safety Glasses• Work Gloves• Helmet Liners (6) – <i>in 6x6" bag</i>
<ul style="list-style-type: none">• Adult NRB (2)• Nasal Cannula (2)• Naloxone• Harm Reduction (NEO Supplies)
<ul style="list-style-type: none">• Pediatric NRB (2)• Lancets (40) – <i>in 6x6" bag</i>
<ul style="list-style-type: none">• Isolation Mask – Adult• Isolation Mask – Pediatric• Nebulizer – Adult• Nebulizer – Pediatric

Lower Drawer

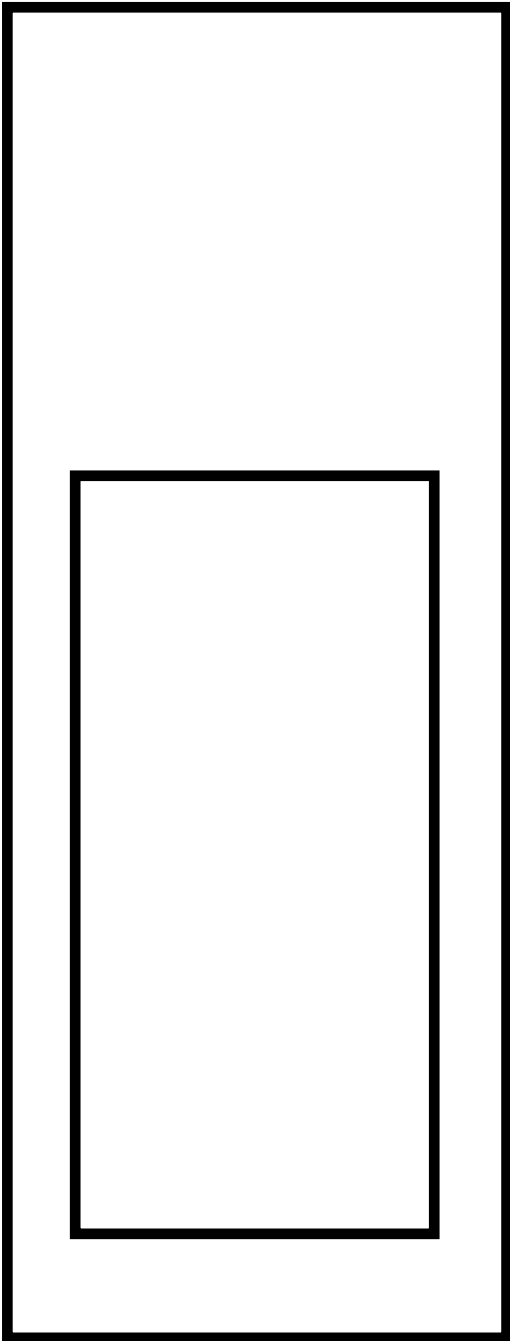

<ul style="list-style-type: none">• MDI Respichamber• Resus. Mask – Adult• Resus Mask – .• Resus Mask – Infant
<ul style="list-style-type: none">• Monitoring Electrodes(30)• Defib. Paper• Defib Pads – Adult• Defib Pads – Pead• EtCO2 – Nasal (4)
<ul style="list-style-type: none">• Cold Packs (2)• Hot Pack• Malleable Splint• Virox Wipes• Emesis Bags (5)




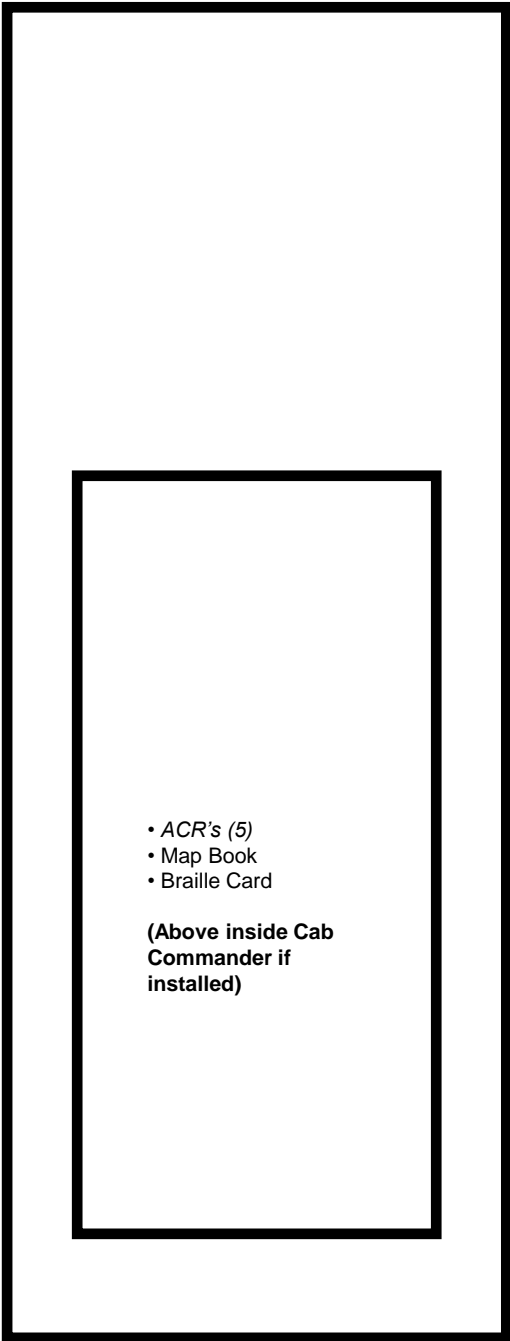
Equipment Layout

Drivers Seat – Rear Pocket

Driver Rear



Passenger Rear





Equipment Layout

Rear Seating Compartment

**Passenger Rear
Compartment**

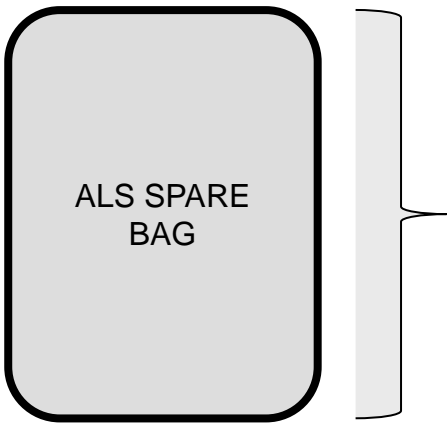
- *PPE*
- *Helmets*



Equipment Layout

Rear Bench Seat – Behind

- Flares (3)
- Fire Extinguisher (complete inspection & sign tag)
- PFD
- Road Salt

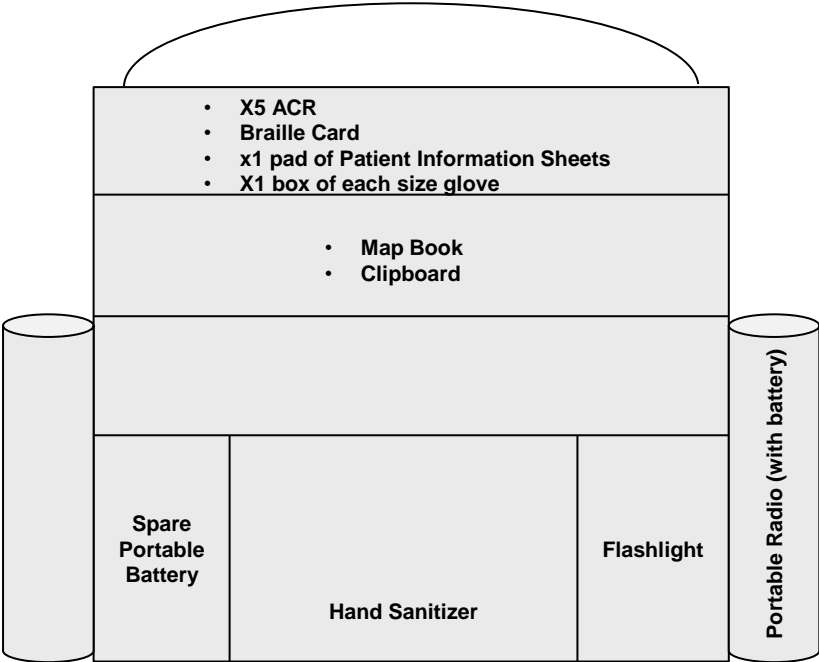


ALS Spare Bag location TBD – secured rear seat location awaiting approval from H&S. Item not in ERV's currently.



Equipment Layout

***Passenger Seat Cab Commander
(once approved)***






Equipment Layout

Front Cab

- 
- Ownership
 - Insurance
 - Business Cards (10)

- 
- CACC Radio
 - MOHLTC Portable Radio (with battery) or Cab Commander
 - Cell Phone & Charger
 - Kleenex (Passenger Visor)
 - Gloves (S, M, L, XL) or Cab Commander
 - Hand Sanitizer or Cab Commander
 - Clipboard or Cab Commander
 - Flashlight or Cab Commander



Logistics Division

F-250 ERV - Supervisor Template

Updated: January 2022

*Ontario MOHLTC EHRAB
Provincial Equipment Standards for Ontario Ambulance Services
Version 3.4*

Review Period: Yearly or PRN

Ontario MOHLTC EHRAB
Provincial Equipment Standards
for Ontario Ambulance Services
Version 3.4



Equipment Layout
F-250 Supervisor ERV





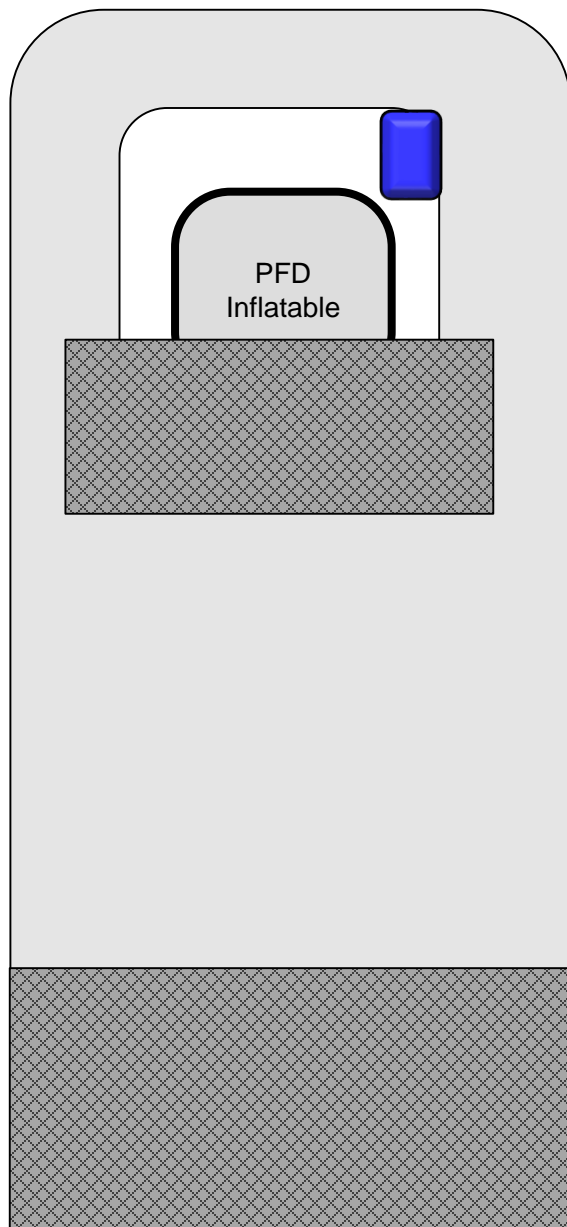
Equipment Layout

F-250 Supervisor ERV

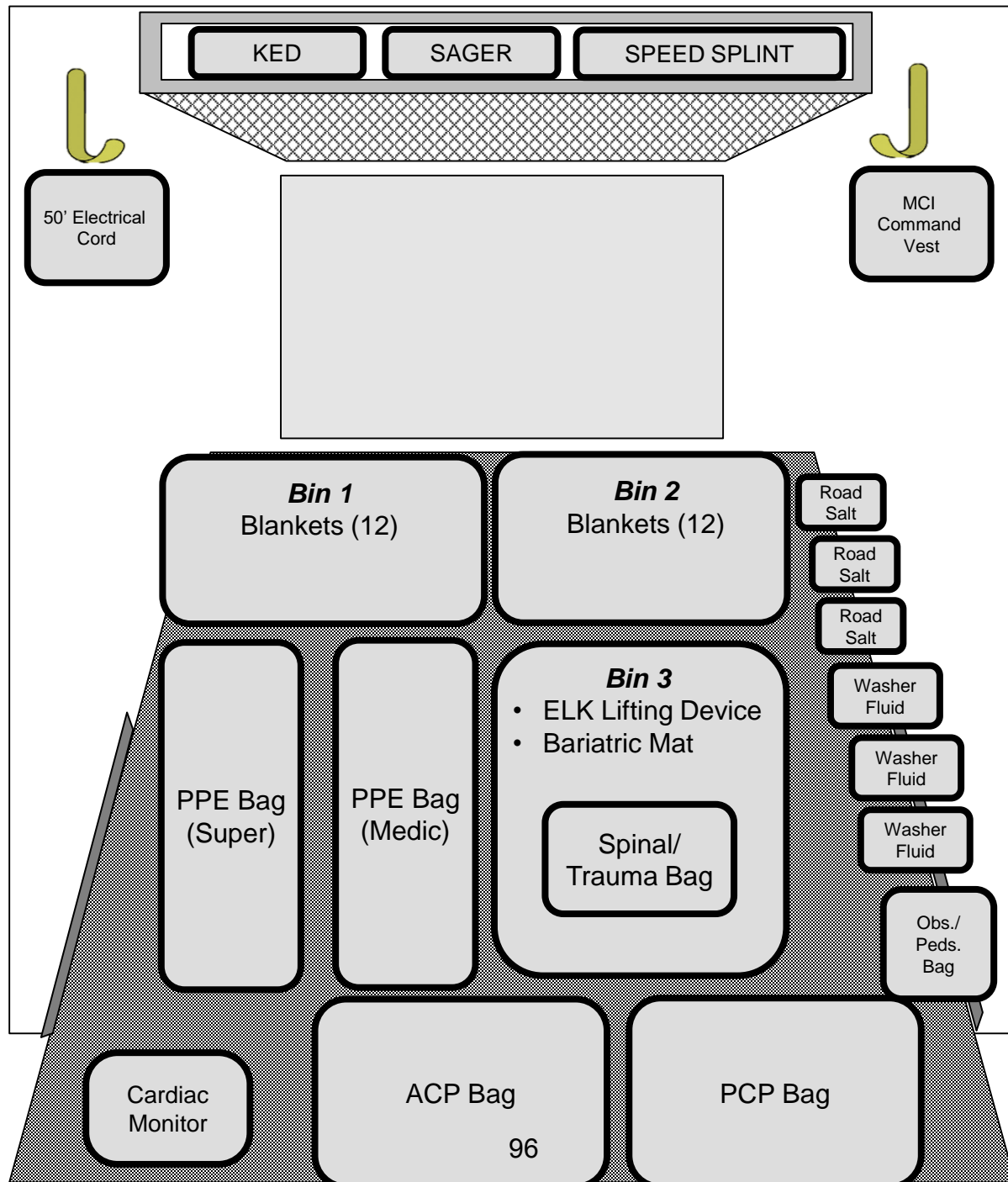
Rear Compartment



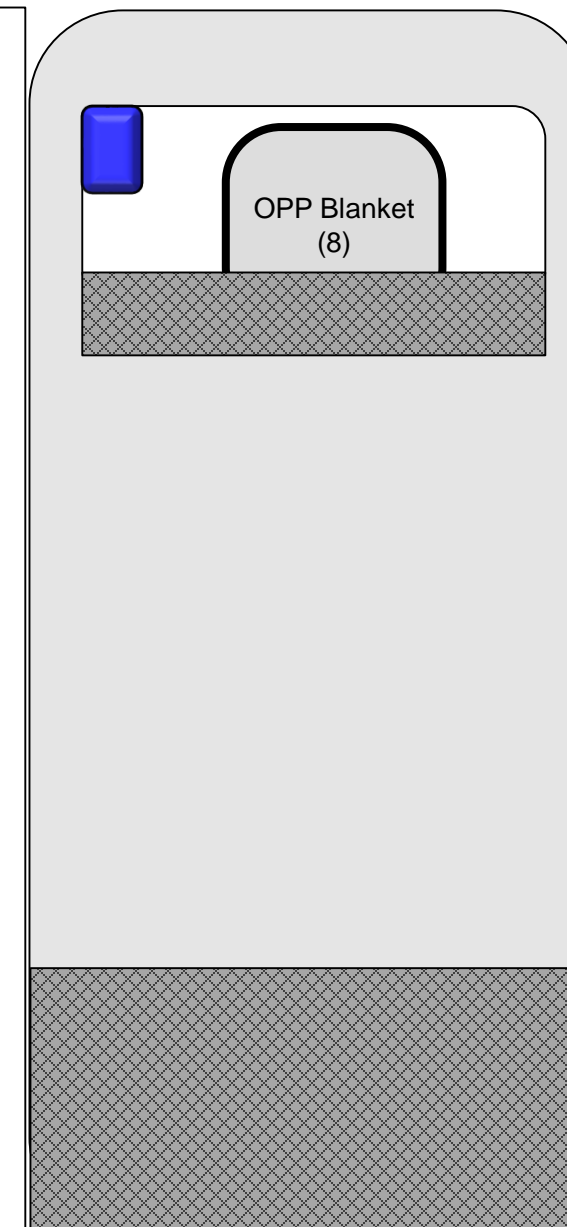
DRIVER'S SIDE
REAR DOOR



METAL CEILING INSERT



PASSENGER'S SIDE
REAR DOOR





Equipment Layout

F-250 Supervisor ERV

Driver's Side Swing-Open Compartment



DRIVER'S SIDE COMPARTMENT

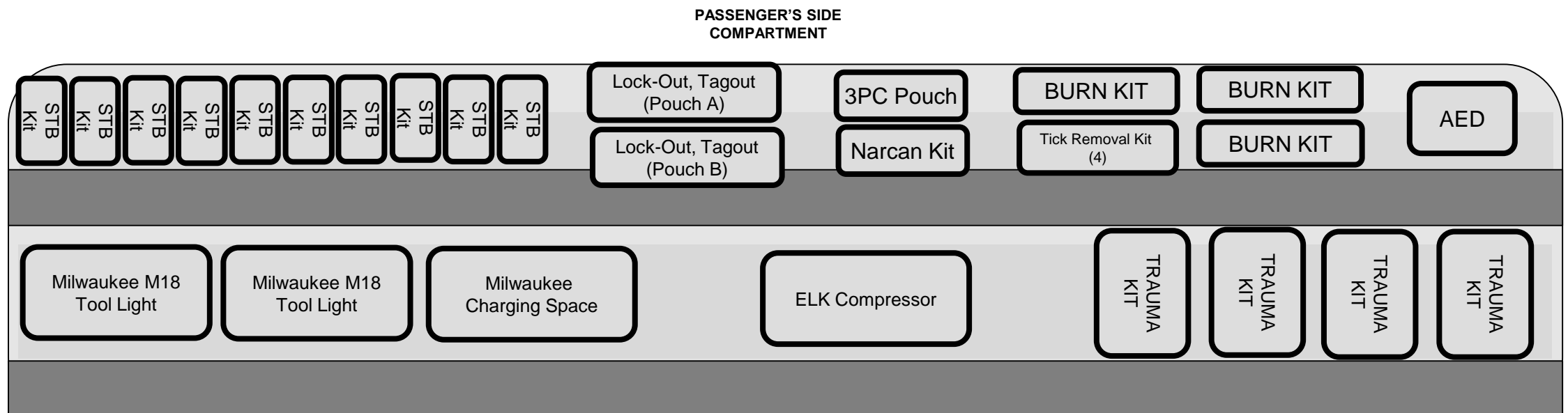




Equipment Layout

F-250 Supervisor ERV

Passenger's Side Swing-Open Compartment

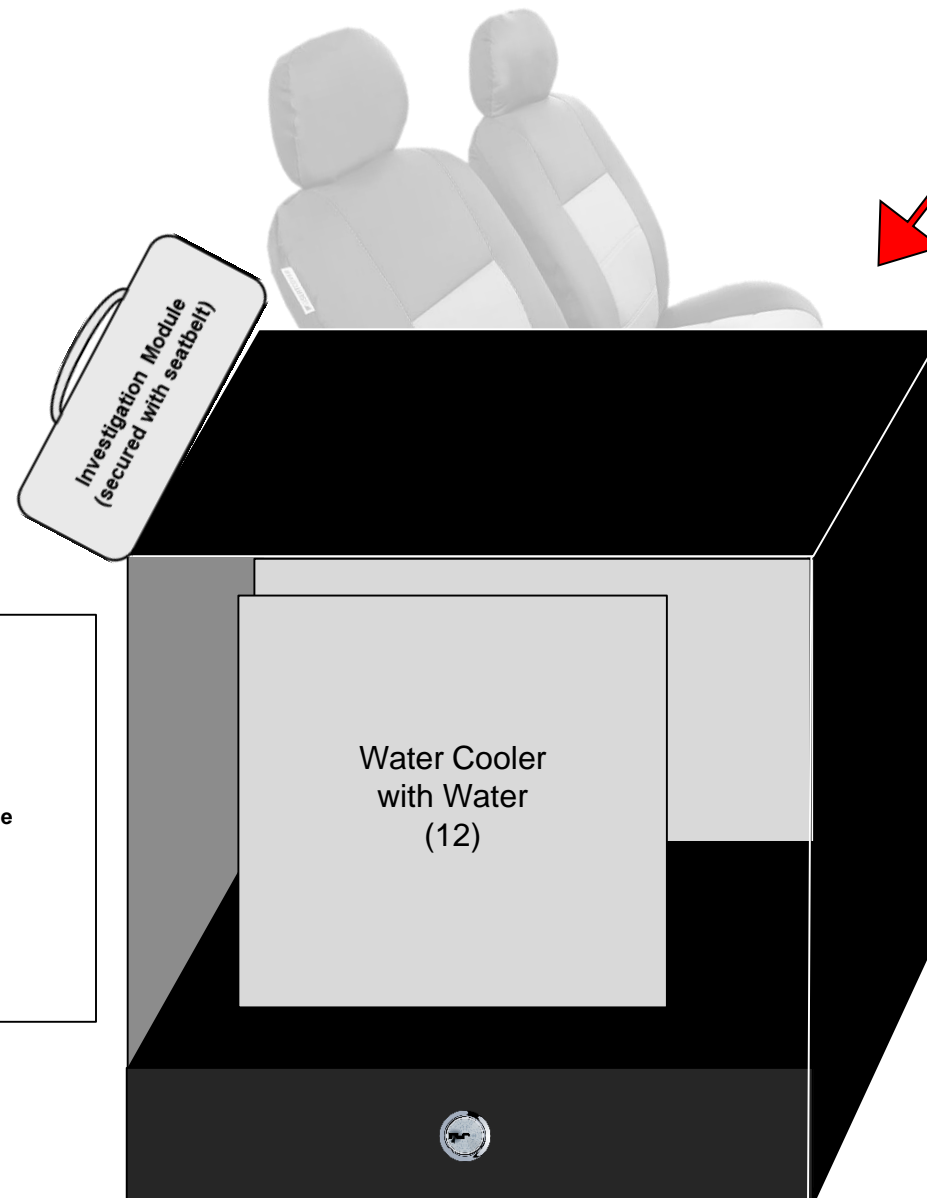




Equipment Layout

F-250 Supervisor ERV

Passenger's Compartment (Inside Cab)



Investigation Module – Contents List

- Clipboard
- Metal Zip Pack
- Sharpies (2)
- Shaving Kit (shaving cream and x5 razors)
- Steno Notebook (6"x9")
- Classified Driver Improvement Program – Participants Guide

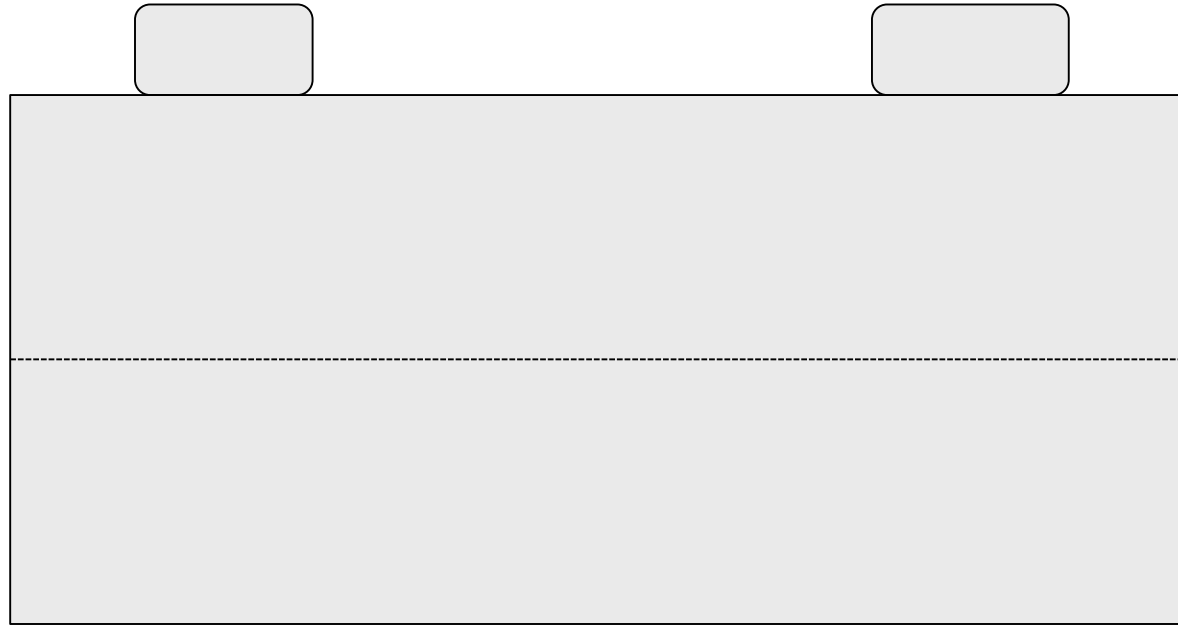
Following housed inside Poly Envelope:

- Collision Report (5)
- Driver Education Packages (5)
- Critical Incidents Investigation Report (5)
- Ebola – Non-Designated Vehicle Transport/Transfer



Equipment Layout

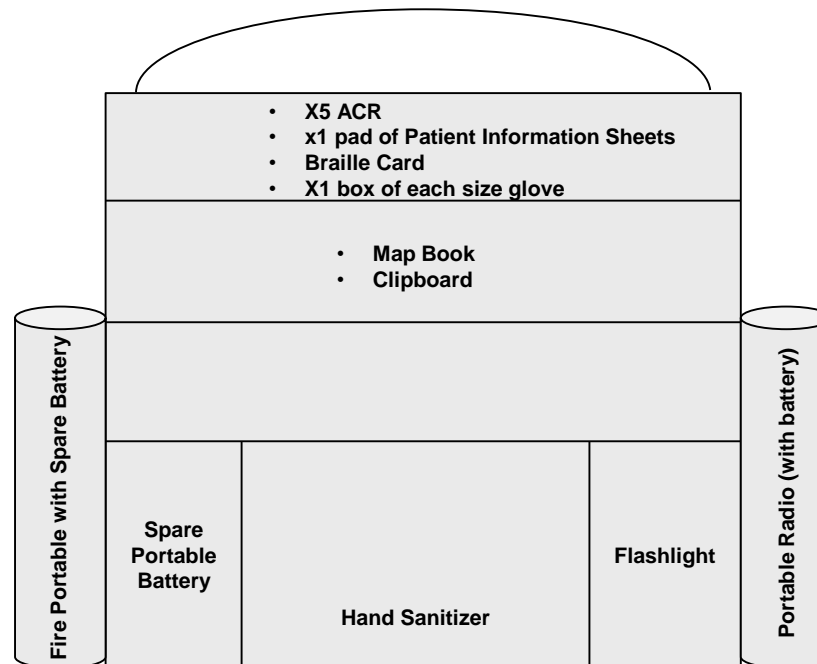
Rear Seat





Equipment Layout

Passenger Seat Cab Commander





Equipment Layout *Front Cab*



Subject: Child Care and Early Years 2024 Operating Budget Adjustment

Report to: Public Health and Social Services Committee

Report date: Tuesday, February 6, 2024

Recommendations

1. That a gross operating budget adjustment in the amount of \$8,265,385 gross and \$0 net, to be fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara's early years and child care system; and
2. That the Regional Chair **BE DIRECTED** to submit a letter to the Minister of Education requesting that:
 - i. the one-time transitional grant of \$2,225,742 be reinstated to support the additional responsibilities of the service system manager as a result of the Canada Wide Early Learning and Child Care program;
 - ii. the administrative funding cap be maintained at ten (10) per cent instead of being reduced to five (5) per cent to provide sufficient funding and flexibility to manage the early years and child care system; and
 - iii. the province funds the costs of the directed value for money audits required for municipally operated child care centres above the allocation provided for the early years and child care system, as this is a new additional requirement.

Key Facts

- The purpose of this report is to inform Council of the 2024 funding announcement received from the MEDU for Children's Services and obtain approval of the related budget adjustment. An in-year receipt of funding must comply with By-law 2017-63, Budget Control, items 6.6(a) and 6.6(b), requiring Council's approval for any amounts received in excess of \$1.0M for operating programs.
- Subsequent to the 2024 budget being submitted, the MEDU confirmed Niagara's child care funding allocation of \$108.0M for 2024, an increase of \$8.3M over the initial budget estimate of \$99.7M. This increase is primarily attributed to the Canada Wide Early Learning and Child Care (CWELCC) program (\$8.1M), as well as small increases for Early Learning Child Care (ELCC) and EarlyON Child and Family Centres (\$0.2M).
- Changes in provincial funding policy, has reduced Niagara's administration funding for early years and child care by \$2.2M and reduced the administration funding

threshold from ten (10) per cent to five (5) per cent; resulting in an increase cost share for administration expenditures and requiring any administrative expenses over the five (5) per cent cap to be funded by the levy.

- While these budget adjustments and provincial changes will have no impact on Niagara Region's 2024 regional tax levy, it will result in a program funding reduction of \$1.6 million.
- The MEDU 2024 CWELCC program funding guidelines introduce a number of changes, including additional service system manager responsibilities, and a requirement for a value for money audit for municipally operated child care centres.

Financial Considerations

Niagara Region received a funding allocation for 2024 from the MEDU of \$108.0M, which is just over \$8.3M more than the \$99.7M estimated in the operating budget. These are 100% MEDU funding dollars with no additional investments required from the regional tax levy. The revised 2024 Children's Services budget is summarized in the table below:

	2024 Regional Budget	2024 MEDU Budget Adjustment	Revised 2024 Regional Budget
2024 MEDU Funding	\$99.7M	\$8.3M	\$108.0M
2024 Gross Expenses	\$109.2M	\$8.3M	\$117.5M
2024 Niagara Region Levy*	\$9.5M	\$0	\$9.5M

*Includes indirect allocations

Children's Services will invest the funding into the delivery of early years and child care services as per MEDU direction.

Analysis

2024 Key Changes to CWELCC Directives

Since the initial implementation of the CWELCC agreement in March 2022, the MEDU has provided a series of updated funding and policy guidelines. The MEDU has noted that further changes to funding allocations and funding methodologies will occur in the fall of 2024. The key changes to the 2024 provincial guidelines are summarized below.

1. Provincial Funding Reductions

i. Administrative funding cuts

New in 2024, there will be a 50/50 region-province administration funding cost-sharing arrangement for a portion of the funding provided. Further, there will be a reduction in the allowable administrative funding threshold, from ten (10) per cent to five (5) per cent. While these changes were announced by the MEDU in 2018, implementation was delayed due to COVID-19 and supported through a one-time transitional grant between 2021- 2023, valued at \$5.7M over three years, to Niagara Region.

With the implementation of the CWELCC program, in April 2022, the MEDU confirmed that administration funding will be restored and that “now was not the time” to implement previously announced funding cuts.

These changes result in an increase of \$1.6 million to the existing provincial cost share of \$6.1 million, bringing the total cost share (i.e., expected minimum levy contribution) in 2024 to \$7.7 million.

The Niagara Region’s total 2024 levy investment in child care is budgeted at \$9.5 million, which allow the additional cost sharing requirements of \$1.6M to be accommodated without any additional regional levy at this time. However, these changes will result in a program funding decrease of \$1.6 million in 2024. These funding cuts will put pressure on the administration of the child care system. With the implementation of CWELCC, provincial reporting requirements continue to increase without sufficient administration funding to support the roll-out of the program and reporting requirements. These funding cuts further put core service delivery at risk, including the delivery of special needs resourcing and operating grant programs to support the viability of the system.

ii. Other Funding Policy Changes

The MEDU has introduced new restrictions for CWELCC funding. The 2024 CWELCC funding is provided based on the program occupancy and one-third buffer between licensed capacity and program occupancy. This is resulting in Niagara Region Children’s Services only being able to access the additional \$4.4 million in CWELCC funding if Children’s Services can demonstrate that there are more children attending child care in CWELCC enrolled centres than that was forecasted by the MEDU.

The added restriction on funding reduces the Region's flexibility in service system management, increases administrative burden, and may influence the ability to support service providers and the system as a whole.

Furthermore, Niagara Region continues to experience a decrease in core MEDU funding. This funding supports high quality child care, special needs resourcing, fee subsidy for low-income families, including support for 6 to 12 years old who are ineligible for the CWELCC program.

Since 2019, core MEDU funding for Niagara Region has been reduced by \$3,291,167 from \$40,504,770 in 2019 to \$37,213,603 in 2024. This reduction in funding further does not consider any inflationary costs. MEDU funding for core services has been decreasing despite increasing pressures for special needs resourcing, amidst the increasing child care demand, with the introduction of the CWELCC program.

2. Value For Money Audits For Directly Operated Child Care Centres

The MEDU requires all municipalities to conduct a value for money audit on directly operated municipal child care centres. The expressed purpose of the value for money audit is to determine whether provincial funding is being used efficiently and effectively.

While the value for money audits may provide insight into the effective use of provincial funding, staff propose that it will be difficult to provide an accurate comparison without similar audits being requested by MEDU for other not-for profit or for-profit child care centres. Further, the MEDU is not providing additional funding to support the costs of the value for money audits and expects municipalities to fund the costs from the already reduced administration funding or municipal levy.

In accordance with provincial direction, Children's Services will conduct a value for money audit and will report back to Regional Council through the Public Health and Social Services Committee in late 2024 as required by the MEDU.

3. Supplemental Child Care Operator CWELCC Funding

Based on the 2024 CWELCC provincial guidelines, cost escalation funding is being provided at 4.91 per cent from 2022 to 2024. The cost escalation funding is for costs beyond the child care operators' control (e.g., rent increases, inflation, etc.). While this funding may be beneficial for operators who have increasing operating costs, year-over-year funding increases are not meeting the annual inflation rates, which exceed the 4.91 per cent provincial increase from 2022 to 2024, creating a pressure on child care centres.

The 2024 CWELCC guidelines also introduce an 'emerging issues' funding line to support child care operators who demonstrate that their revenue for CWELCC spaces is insufficient to support non-discretionary costs. Niagara Region has been allocated \$1.86 million. With cost escalation funding being funded at a rate lower than inflation, Niagara Region Children's Services will need to monitor increased inflationary pressures to support sector stability through these funds.

4. Registered Early Childhood Educator Workforce Funding Update

In November 2023, the MEDU announced an Ontario Child Care Workforce Strategy. Funding will be provided to Niagara Region to address professional development, mental health, and local innovative strategies for recruitment and retention and to increase the wage floor for Registered Early Childhood Educators of child care operators participating in CWELCC to \$23.86 per hour. Guidelines on the implementation of the Workforce Strategy are expected from the MEDU in early 2024. Niagara Region Children's Services will provide an update to Public Health and Social Services Committee after additional information from the province has been received.

Alternatives Reviewed

Should the budget adjustment not be approved, the unspent funds would have to be returned to the provincial government, resulting in less funding to the local licensed child care system and threaten the on-going implementation of CWELCC.

Relationship to Council Strategic Priorities

Council Strategic Priority: Effective Region

Objective 1.3 – Deliver fiscally-responsible and sustainable core services

Council Strategic Priority: Prosperous Region

Objective 4.4 – Be an effective and unified voice to advocate with senior governments on behalf of Niagara

Other Pertinent Reports

[CWCD 2022-80 Canada-Wide Early Learning and Child Care Agreement: A Plan for Ontario Families](http://www.niagararegion.ca/council/Council%20Documents/2022/council-correspondence-april-01-2022.pdf) (www.niagararegion.ca/council/Council%20Documents/2022/council-correspondence-april-01-2022.pdf)

Prepared by:

Satinder Klair
Director, Childrens Services
Community Services

Recommended by:

Adrienne, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Donovan D’Amboise, (Acting) Associate Director Reporting & Analysis, Kayla Jourdan, Manager, Early Years and Child Care Services, and John Pickles, Program Financial Specialist.

Subject: Homelessness Services Negotiated Request for Proposal (NRFP) Award Results - 2023-RFP-154 - Niagara Homelessness Service System – Housing Focused Emergency Shelters

Report to: Public Health and Social Services Committee

Report date: Tuesday, February 6, 2024

Recommendations

1. That the homelessness contracts to Housing Focused Emergency Shelters successful proponents outlined in Appendix A **BE AWARDED** in the amount of \$18,170,365 for the period April 1, 2024 to March 31, 2027;
2. That an additional contingency of \$500,000 **BE APPROVED** should system adjustments be necessary during the term of the contracts to adjust the number and/or type of beds offered; and
3. That staff **BE AUTHORIZED** to execute any required agreements and documentation for service providers of emergency shelter.

Key Facts

- The purpose of the report is to seek approval to provide \$18,170,365 to Niagara's emergency shelter system for the period April 1, 2024 to March 31, 2027.
- There are five (5) successful proponents that will be delivering 136 shelter beds and 24 units (more than one bed offering i.e., family, couples). This is in addition to Regionally operated shelters (Niagara Falls and St. Catharines) with a 115 bed capacity and 8 additional units added during the winter to further support South Niagara.
- The requested funding includes an additional contingency of \$500,000 should funding adjustments be necessary during the term of the contracts to increase the number or adjust types of beds offered.
- Housing focused emergency shelter services include overnight accommodation, meals, hygiene items, and other supports to assist clients to find stable and adequate housing.

- Council is receiving this report as the award value of the Request for Proposal (RFP) is over the \$5M threshold of the Procurement By-law 02-2016 which requires Council approval.

Financial Considerations

The total cost, of the three (3) year contract, to provide housing focused emergency shelter in Niagara is \$18,170,365 . The funding highlighted within this report is available in the current 2024 approved budget and from confirmed external funding allocations. The three (3) year contracted amount is contingent upon receiving the same funding level until March 31, 2027. The Homelessness Services' base budget is funded primarily by Provincial funding (70%), Federal funding (15%), as well as Regional levy (15%). The provincial funding received from the Ministry of Municipal Affairs and Housing (MMAH) is mainly through the Homelessness Prevention Plan (HPP) program.

In 2024, \$2.4 million from the reserve was initially included in the budget detail to fund the RFP pressures for homelessness operations. As the RFP negotiations were on-going, Council approved the flexibility to finalize these contracts by way of approval for up to an additional \$1.7M (now totalling \$4.1 M) in one time funding from reserves and, as the asks from proponents were still exceeding funding available, some further program reductions were required, in order to ensure that the total budget was achieved with the funding available. A summary of the resulting budget impact will be brought forward in March. This is considered a one-time request from the reserve because the HPP funding increase of \$9.3M, of which \$6.2M is dedicated in 2024 to capital investments, will be redirected to these contracts in 2025.

Analysis

The Community Services department operationalizes the Region's responsibilities as the Consolidated Municipal Service Manager (CMSM) for the homelessness system in Niagara, through the Homelessness Services division. Its key responsibility is service system planning and administration for the homelessness system, and it operates under rules established by the Ministry of Municipal Affairs and Housing (MMAH). Niagara Region also receives federal funding as the local Community Entity for its Reaching Home funding, operating within directives provided by the Office of Infrastructure of Canada (INFC).

The Homelessness Services division contracts with community agencies to provide housing focused emergency shelter services to individuals and families who are

experiencing homelessness. Within the shelter, all clients will have their basic shelter needs met while receiving housing- focused services that move the client toward appropriate and attainable housing options. In addition, shelters provide connections and referrals to other services including financial assistance, mental health supports, addictions treatment and healthcare counseling as required.

Niagara's homelessness system works to align its services with best practice and a reflection of local needs. There is a commitment from the Homelessness services to support agencies to deliver standardized services through a housing-focused shelter approach. Housing-focused sheltering diverts individuals seeking shelter to safe and appropriate options wherever possible. For individuals who access shelter, there is an effort towards working with staff to support their housing goals.

The Housing Focused Emergency Shelter Request for Proposal process was informed by the Shelter Capacity Review (COM 21-2023: Homeless Shelter Capacity Review) which provided recommendations to define the future state of emergency shelter in Niagara and enhance shelter capacity by:

- Replacement of seasonal shelters with permanent shelters;
- Optimizing investments to ensure maximum number and quality of beds in each site;
- Professionalizing the shelter system through training and staffing supports;
- Enhancing supportive housing alongside shelter increases.

Negotiated Request for Proposal (NRFP) Process

Successful proponents, outlined in Appendix A, were selected through a NRFP process which had been undertaken with support from the Region's Procurement and Strategic Acquisitions division. A review process was completed in accordance with an evaluation matrix as presented in the Regional Council Memorandum CWCD 2023-129: Subject: Homelessness Services 2024 Procurement Process. Interested service proponents were required to complete a written submission for each service area of interest. After the NRFP closing date, Procurement & Strategic Acquisitions reviewed all submissions to determine compliance. All compliant written submissions were distributed to a review panel for review and scoring.

The selected proponents were based on the highest score and were invited to enter into contract negotiations with Niagara Region to provide that particular service and participate in the continued transformation for improvement, to a progressive, more integrated homelessness system.

The NRFP, Contract number 2023-RFP-154 Housing Focused Emergency Shelters was issued on August 16, 2023, and closed on Friday, September 29, 2023. Seven (7) proposals were received at time of closing. The evaluation was completed by a panel of four (4) individuals, with representation from Finance and Community Services departments.

Alternatives Reviewed

Staff did consider extending current contracts as opposed to entering into a renewed procurement process. The opportunity to engage in a public procurement allowed Homelessness Services to support the continued improvement of the Homelessness Service System, update and streamline contracts, and align with recommendations of recent program reviews i.e., Shelter Capacity Review (COM 21-2023) including providing cost of living increases to contracts to support recruitment and retention of a critical workforce within the homelessness service system.

Relationship to Council Strategic Priorities

This procurement aligns with the goals in Niagara's 10-Year Housing and Homelessness Action Plan, including Goal 1: housing individuals who do not have a home and Goal 4: building capacity and improving the effectiveness of the housing system.

The recommendation will also advance the following Niagara Region's Strategic Priorities

- Effective Region – Transforming service delivery in a way that is innovative, collaborative and fiscally-responsible.
- Equitable Region- Improve access to affordable and attainable housing.

Other Pertinent Reports

- CWCD 2023-129: Subject: Homelessness Services 2024 Procurement Process
- CAO 6-2023 Homelessness Prevention Plan Investment Plan 2023-24
- COM 21-2023: Homeless Shelter Capacity Review

Prepared by:

Cathy Cousins, CPA, CA
Director, Homelessness Services
Community Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Nicole Cortese, Manager of Homelessness Operations, Maggie Penca, Manager of Homelessness Services, Amanda Fyfe, Manager Program Financial Services; reviewed by Jeff Mulligan, Manager Strategic Sourcing.

Appendices

Appendix A: Summary of Successful Proponents for 2023-RFP-154 - Niagara Homelessness Service System – Housing Focused Emergency Shelters

Appendix A: Summary of Successful Proponents for 2023-RFP-154 - Niagara Homelessness Service System – Housing Focused Emergency Shelters

Housing Focused Emergency Shelter (2023-RFP-154) Agency	One-time Costs	April 1, 2024 – March 31, 2025	April 1, 2025 – March 31, 2026	April 1, 2026 – March 31, 2027
Niagara Resource Service for Youth (The RAFT)	\$0	\$516,192	\$520,915	\$525,685
Southridge Community Church	\$47,400	\$1,490,780	\$1,503,124	\$1,514,620
The Governing Council of the Salvation Army in Canada operating as The Salvation Army St. Catharines Booth Centre	\$2,500	\$819,599	\$825,929	\$832,323
The Hope Center	\$0	\$1,197,328	\$1,262,077	\$1,267,023
The Young Women's Christian Association of Niagara Region (YWCA Niagara Region)	\$12,000	\$1,929,747	\$1,944,242	\$1,958,882
Total	\$61,900	\$5,953,646	\$6,056,287	\$6,098,532
Total Award Value for the period of April 1, 2024- March 31, 2027	\$18,170,365			

Subject: Budget Adjustment – Homelessness Services

Report to: Public Health and Social Services Committee

Report date: Tuesday, February 6, 2024

Recommendations

1. That an operating adjustment, to the previously adopted 2024 Regional Municipality of Niagara (Niagara Region) operating budget, in the amount of \$1,255,835 gross and \$0 net, to be fully funded through the Reaching Home program of Infrastructure Canada, **BE APPROVED**.

Key Facts

- The purpose of this report is to obtain approval of the related budget adjustment associated with an in-year receipt of funding, which must comply with Budget Control by-law 2017-63, items 6.6(a) and 6.6(b), requiring Council's approval for any amounts received in excess of \$1 million for operating programs.
- On December 22, 2023, Infrastructure Canada provided notification of a one-time top up funding allocation for Reaching Home designated communities to support increased demand for homelessness services and supports during winter 2023-2024. Niagara will receive an additional amount of \$1,255,835 for eligible expenditures during the six-month period of November 1, 2023, through April 30, 2024.
- Infrastructure Canada required an investment plan for the additional funding to be submitted by January 12, 2024. Staff developed that plan based on system pressures expected over the winter months and submitted as required.
- The operating budget adjustment is for the full allocation, as all expenditures will be in the 2024 operating year.

Financial Considerations

On December 22, 2023, Infrastructure Canada provided notification of the one-time top-up funding for Reaching Home designated communities. Niagara is expected to receive an additional \$1,255,835. This additional funding aims to help people experiencing homelessness find a safer and more stable place to stay and to respond to the increased demand for services and supports during winter 2023-2024 for all Reaching Home designated communities.

Funding will be allocated consistent with the funding policy and submitted investment plan as follows:

Funding Description	Amount
Emergency Shelter Solutions	\$1,015,835
Outreach Support	\$40,000
Minor Capital	\$200,000
<i>Total One Time Grant</i>	<i>\$1,255,835</i>

Analysis

This report is being brought forth to Committee in compliance with by-law 2017-63, Budget Control, requiring Council approval for in year budget adjustments in excess of \$1 million.

The funding received, in addition to those originally budgeted for in the 2024 Niagara Region operating budget, will be invested in their respective program areas in accordance with Infrastructure Canada Reaching Home Funding guidelines. Reaching Home is the name of the federally funded program, through which Niagara Region, as the community entity, receives direct funding to support efforts in addressing local needs and specific homelessness priorities.

The following outlines how this one-time incremental funding will be applied in Niagara:

- Support to emergency shelters to allow for the increased number of beds available during the winter months, inclusive of diversion services.
- Provide additional funding, as required, for outreach services to support additional connections to unsheltered homeless during cold weather alerts.
- Support the shelter system needs for minor capital to assist with efforts to enhance capacity and increase overflow spaces during cold weather alerts.

Alternatives Reviewed

Alternatively, Council could choose to not approve the budget adjustment resulting in these additional funds being reallocated to other Reaching Home communities, and Niagara would not have the opportunity to enhance winter services.

Relationship to Council Strategic Priorities

The recommendation will forward the following Niagara Region's Strategic Priorities

- Effective Region – Transforming service delivery in a way that is innovative, collaborative and fiscally-responsible.
- Equitable Region- Improve access to affordable and attainable housing.

Other Pertinent Reports

None

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Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Amanda Fyfe, Manager, Program Financial Support.

Subject: Budget Adjustment – Social Assistance and Employment Opportunities

Report to: Public Health and Social Services Committee

Report date: Tuesday, February 6, 2024

Recommendation

1. That an operating adjustment to the previously adopted 2024 Regional Municipality of Niagara (Niagara Region), Social Assistance and Employment Opportunities (SAEO), operating budget in the amount of \$1,398,412 gross and \$0 net, to be fully funded through the Ministry of Children, Community and Social Services (MCCSS) funding, **BE APPROVED**.

Key Facts

- The purpose of this report is to inform Council of two, in-year MCCSS funding announcements, totalling \$1,398,412 and to obtain Council approval of the related budget adjustment as per by-law 2017-63, Budget Control, items 6.6(a) and 6.6(b), requiring Council's approval for any amounts received in excess of \$1,000,000 for operating programs.
- The influx of asylum seekers, placed by the Ministry of Immigration Refugees and Citizenship Canada (IRCC) in local hotels, put a significant strain on Niagara Region's ability to administer the Ontario Works (OW) program.
- On September 14, 2023, Niagara Region staff submitted a one-time 2024 funding request to MCCSS to address the anticipated costs associated with the influx of asylum seekers placed in local hotels by IRCC.
- On October 27, 2023, Niagara received confirmation from MCCSS regarding one-time funding of \$415,000 for 2024 to support OW Program Delivery for asylum seekers applying for social assistance benefits.
- In December 2023, Niagara was advised by IRCC that, as a result of the acute pressures on the City of Toronto, the number of hotel rooms and capacity in each room in Niagara would be increased in order to avoid homelessness for claimants, particularly with the arrival of colder weather.
- In response, Niagara staff submitted an additional one-time request to address the anticipated increase to 2,000 new cases as a result of pressures in the GTA.
- In December 2023, there were 1,400 asylum seeker cases in Niagara, resulting in a total OW caseload of 12,400, which is a 19% increase over December 2022 (10,400).

- On January 30, 2024, Niagara received confirmation from MCCSS regarding additional one-time funding of \$807,252 for OW program delivery and stability benefits and \$176,160 towards discretionary benefits to respond to the increased needs of asylum seekers.

Financial Considerations

The 2024 approved gross budget for SAEO is \$125,218,890, with a net levy impact of \$12,538,731. The 2024 budget includes OW Program Delivery Funding (PDF) from MCCSS of \$25,936,236 of which \$3,662,700 is funded 100% (no required cost share) and \$11,830,500 is funded by the province (with a 50/50 cost share requirement with the Region). The province has frozen administrative funding to the social assistance sector and, as a result, this PDF funding has not increased since 2018.

The announcements provide incremental funding of \$1,398,412 for January 1, 2024, to December 31, 2024. Of this amount, \$1,222,252 will be used for OW Program Delivery and stability benefits and the remaining \$176,160 will be put towards discretionary benefits.

Analysis

This report is being brought to committee in compliance with by-law 2017-63, Budget Control, requiring Council approval for in-year budget adjustments in excess of \$1,000,000.

In March 2023, MCCSS provided Niagara with one-time funding of \$857,250 in response to the unexpected and concentrated demand on program delivery created by a high volume of asylum seekers transferred by IRCC to Niagara Falls. At the height of the influx of Asylum seekers, Niagara's Ontario Works caseload realized a 28% caseload increase from April 2022 to April 2023. The increase was inclusive of 1,978 asylum seekers cases which equates to 3,662 people. Therefore, an additional \$250,000 in Program Delivery Funding (PDF) was provided in July 2023 to maintain the enhanced staffing complement required for the remainder of 2023.

In May 2023, the number of Asylum seekers living in Niagara started to decline as individuals either found housing outside of Niagara or were being relocated by IRCC to alternate municipalities. An average of 18% of asylum seekers, from the hotels, were moving out of Niagara each month.

In September 2023, staff submitted a one-time request for 2024 funding to support an estimated 1000 asylum seekers cases remaining in Niagara. On October 27, 2023, Niagara received confirmation from MCCSS regarding 2024 one-time funding of \$415,000 to support OW program delivery for 1,000 asylum seeker cases in 2024.

In December 2023, given the steady rise in the volume of asylum claimants arriving through Pearson International Airport, Pierre Elliott Trudeau International Airport and at inland offices, IRCC communicated that due to acute pressures on the City of Toronto and surrounding municipalities, the number of hotel rooms and per room capacity in Niagara would be increased to avoid homelessness for claimants, particularly with the arrival of colder weather. As a result, in December 2023, there were 1,400 asylum seeker cases (2,227 people) in Niagara, resulting in a total caseload of 12,400, which is a 19% increase in caseload over December 2022 (10,400).

In response, Niagara staff submitted an additional one-time request to address the anticipated increase from 1,000 to 2,000 asylum seeker cases in 2024. The anticipated number of cases considers the current trend of filling vacant beds with additional transfers from the GTA as turnover occurs in Niagara hotels.

On January 30, 2024, Niagara received confirmation from MCCSS regarding additional one-time funding of \$807,252 for OW program delivery and stability benefits, and a one-time increase of \$176,160 towards discretionary benefits, to respond to the demand on expenditures created by the influx of asylum seekers.

Next Steps

Staff will provide updates on IRCC's work to transition asylum seekers from federally funded hotels and the potential impact on local resources and Niagara's shelter system.

Alternatives Reviewed

Should the budget adjustment not be approved, the unspent funds will have to be returned to the provincial government, resulting in less funding to support individuals in receipt of social assistance in Niagara, as well as delayed or reduced services for all applicants and recipients of OW in Niagara.

Relationship to Council Strategic Priorities

The delivery of the OW program aligns with the Council Strategic Priority of Equitable Region.

Other Pertinent Reports

- COM 9-2023
- COM 24-2023
- COM C 27-2023

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Recommended by:

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Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Amanda Fyfe, Manager Program Financial Support.

Subject: Senior Services Quality Improvement Report: July – September 2023

Report to: Public Health and Social Services Committee

Report date: Tuesday, February 6, 2024

Recommendations

1. That this report **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide Committee and Council with highlights of quality initiatives for Seniors Services.
- Areas of focus in this report are:
 - Person-Centered Mealtime Project
 - Nurse Practitioners in Long-Term Care Homes
 - MBN 2022 Report, Long-Term Care Metrics

Financial Considerations

The Ministry of Long-Term Care (MLTC) and Ontario Health West are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and levy.

Analysis

Person-Centered Mealtime Project

Seniors Services has a long-standing practice in hosting placements for the Brock University Masters of Applied Gerontology (MAG) Program. In 2023, Niagara Region partnered with the Brock University MAG Program to complete the Person-Centered Mealtime Project at Rapelje Lodge. This project focused on raising awareness about the importance of the mealtime experience for residents in long-term care homes. Components of the project included a review of the literature on person-centered mealtimes, review of resident food committee minutes, staff interviews, resident surveys, and a presentation of findings.

The project identified some opportunities for improvement, including a recommendation to review and revise the mealtime audit protocol to enhance the focus on resident

experience and to offer menu tasting for key stakeholders. Seniors Services will move forward with implementing the study recommendations across all of the Region's long-term care homes in 2024.

Nurse Practitioners in Long-Term Care Homes

In 2023 the Ministry of Long-Term Care introduced the *Hiring More Nurse Practitioners for Long-Term Care Homes Program* in an effort to increase the number of nurse practitioners working in the sector. The program supports long-term care homes with funding to hire nurse practitioners. Since the program's commencement, Seniors Services has recruited five additional nurse practitioners through this program. There are now nurse practitioners on-site as part of the care team at Gilmore Lodge, Meadows of Dorchester, Rapelje Lodge, Woodlands of Sunsets, Northland Pointe and Linhaven.

Nurse Practitioners play a crucial and multifaceted role in long-term care, contributing significantly to the overall well-being of residents and the effectiveness of healthcare delivery. Nurse Practitioners effectively prevent illness through health promotion and education. Nurse practitioners are also instrumental in preventing unnecessary hospitalizations through early detection of health issues, prompt intervention and effective management of simple and complex medical conditions, as well as chronic disease management. With the introduction of the Nurse Practitioner role into the long-term care homes Seniors Services has been able to achieve among the lowest rates of hospital transfers in the province.

MBN 2022 Report, Long-Term Care Metrics

The Municipal Benchmarking Network of Canada released the 2022 MBN Canada Performance Report in the third quarter of 2023. The report includes two key performance metrics for municipal long-term care: facility cost and resident and family satisfaction. The data for the two metrics shared in the report are detailed in the graphs below. MBN provides a description of the measure, three years of data, and a median line to mark the middle value in the set of data. The median line for the two graphs below represents the median for 2022 data.

The first graph provides data reviewing the cost per bed day for each municipality's long-term care operations. Niagara Region has the lowest cost per bed day of municipalities that participate in the MBN Performance Report with a cost of \$253. The median cost per bed day across the municipalities in 2022 was \$294.

Seniors Services has been able to sustain efficient operations by leveraging technology and economies of scale, by centralizing systems where viable, and by ensuring consistent systems and processes across the long-term care sites. Some examples include: health information systems, centralized recruitment and hiring process, centralized scheduling, and standardized policy system for the Regional long-term care homes.

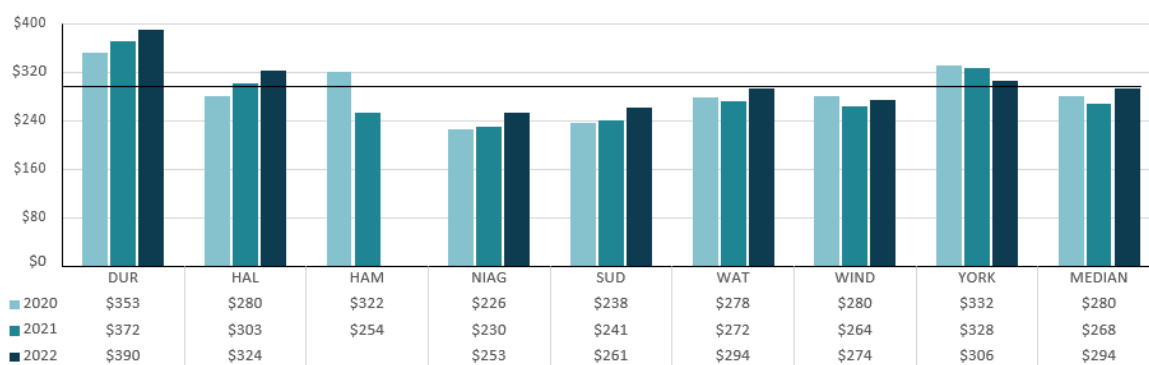
The second graph provides data reviewing overall resident / family satisfaction. Niagara Region had a resident / family satisfaction level of 93% in the 2022 survey results. The median satisfaction level across the municipalities was also 93%.

Seniors Services is committed to a client-centered philosophy of, “nothing about me without me”. Residents and families have many opportunities for engagement and subsequently staff have a good understanding of residents and families needs and wishes and consistently strive to ensure that programs and services offered are responsive to residents’ needs. In 2023, a number of quality improvement initiatives were implemented to enhance care and services based on a combination of data, best practice information and input and feedback from families. Quality initiatives included: an improved admission process for new residents, palliative care program enhancements, and the implementation of software that enables homes to readily share resident recreation participation information with families.

Long-Term Care

LTCR305 - Long-Term Care (LTC) Facility Direct Cost (CMI Adjusted) per LTC Home Bed Day Based on MOHLTC Annual Return

Results are based on calculations using the Ministry of Long-Term Care Annual Report data. Many municipalities contribute additional resources to their long-term care operations to maintain standards of care that exceed provincial requirements. The need to implement enhanced infection prevention and control measures (e.g., increased nursing hours, extra staff for screening/testing and other protocols) to ensure the health and safety of residents and staff in response to COVID-19 impacted on 2020-2021 results across all municipalities.

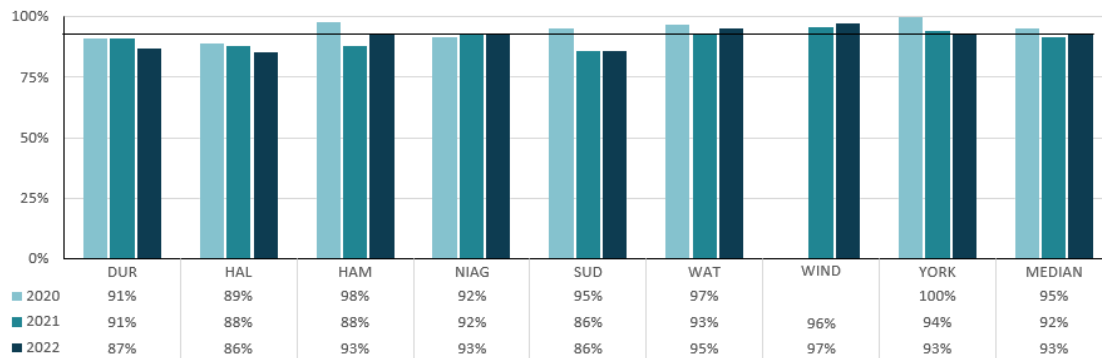


Hamilton: 2022 pending and not available at time of publication.

Long-Term Care

LTCR405 - Long-Term Care Resident/Family Satisfaction

Residents and/or their family members are surveyed annually to ensure their needs are understood and services are provided to meet those needs. Municipalities use different survey tools to measure resident and family satisfaction and response rates will vary.



Windsor: The City was unable to report the Long-Term Care Resident/Family Satisfaction measure in 2020, as staffing resources were dedicated to resident care during the pandemic and preventing COVID-19 from entering the home.

Alternatives Reviewed

Quarterly quality improvement reports provide committee and council with important information, supporting accountability, transparency and a culture of best practice and continuous quality improvement. As the governing body for the Region's LTC Homes, it is important that Council receives these reports to ensure high quality of care, understand the successes, challenges and opportunities experienced in these facilities and meet legislative accountability requirements of LTC.

Relationship to Council Strategic Priorities

Council Strategic Priority: Effective Region

Objective 1.1 – Implement continuous improvement and modernized processes to ensure value-for-money in regional services and programs.

Objective 1.3 Deliver fiscally responsible and sustainable core services.

Other Pertinent Reports

- COM-39-2023 Seniors Services Quality Improvement Report, April - June 2023

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Recommended by:

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Commissioner, Community Services

Submitted by:

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Chief Administrative Officer

This report was prepared in consultation with Jordan Gamble, Program Financial
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Appendices

Appendix 1 Seniors Services Report Card 2023

Appendix 1 Seniors Services Report Card Q3 2023

Seniors Long Term Care Home Metrics

Measures	Definition	2022 Q4	2023 Q1	2023 Q2	2023 Q3
Resident Satisfaction Survey	This metric provides a measure of resident perception of services and overall rating of a great place to live. The survey is issued annually. In 2022 the average for the eight Niagara Region LTC homes was 93%. The 2022 MBN median for upper-tier municipalities was 93%.	93%	93%	93%	93%
Pressure Ulcers	This is a measure of the number of residents with worsened stage 2-4 pressure ulcers. (Provincial average: 2.4%, provincial target is 1%.)	2.15	2.11	2.26	2.45
Outbreaks	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (in 2022 the total number of outbreaks was 37).	14	14	7	13
% of Residents who have fallen in the last 30 days	This is a measure of the percent of residents who sustained a fall in the last 30 days. (Provincial average: 16.4% / provincial target: 9%)	15.05	15.41	15.40	16.88
% of Residents with New Fractures	This is a measure of the percent of residents who sustained a fracture during this quarter. (Provincial average: 1.0%)	1.23	0.59	0.85	.85

Seniors Community Programs

Measures	Definition	2022 Q4	2023 Q1	2023 Q2	2023 Q3
Number of unique individuals served year to date	Each individual is counted once in a calendar year regardless of the number of services one individual may be accessing.	1558	1509	1873 ¹	2277
% satisfied with overall services ¹	Average across all Seniors Community Programs.	97%	95%	95%	94%
# of complex case consultations ²	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care.	3	3	1	1

¹ There has been a marked increase in units of service with the return of pre-covid programming. Wellness and outreach have seen significant service pressures.