

Notice and Agenda  
Joint Services Committee of Leeds and Grenville

Tuesday, April 8, 2025

9:00 a.m.

Council Chambers

25 Central Avenue West, Brockville, Ontario

---

	Pages
1. Call to Order	
2. Adoption of the Agenda	
3. Disclosure of Pecuniary Interest and General Nature Thereof	
4. Adoption of the Minutes of the Previous Meeting	
4.1 Meeting Minutes Dated March 4, 2025	1 - 8
5. Delegations/Presentations	
5.1 Robyn Holmes, John Howard Society re: Supportive Cabins Initiative Update	
6. Correspondence, Communications and Petitions - Nil	
7. Information Items - Nil	
8. Staff Reports	
8.1 Community and Social Services	
8.1.1 Report No. JSC-016-2025: Supportive Cabins Initiative Update	9 - 13
8.1.2 Report No. JSC-013-2025: Lease - Gananoque EarlyON Child and Family Centre - Catholic District School Board of Eastern Ontario	14 - 37
8.2 Paramedic Service	
8.2.1 Report No. JSC-017-2025: Community Paramedic Program - Health Canada's Substance Use and Addictions Program (Summit)	38 - 56
8.3 P.O.A. - Nil	

8.4 All Services - Nil

9. Sub-Committee, Ad Hoc Committee and Member Reports

10. Unfinished Business

10.1 CAO's Report - Joint Services Committee Requests

57 - 57

11. Announcements

12. Notice of By-law/Notice of Motion

12.1 A By-law to Enter Into a Lease Agreement with the Catholic District  
School Board of Eastern Ontario for EarlyON Child and Family Centre  
Space

13. Questions from the Media

14. Questions from the Public

15. Closed Meeting - Nil

16. Adjournment

**The Joint Services Committee of Leeds and Grenville  
Minutes**

**Tuesday, March 4, 2025**

**9:00 a.m.**

**Council Chambers**

**25 Central Avenue West, Brockville, Ontario**

**Members Present:** Brant Burrow, Chair  
Corinna Smith-Gatcke, Warden, Michael Cameron,  
Tory Deschamps, Roger Haley, Arie Hoogenboom, Robin Jones,  
Nancy Peckford, Herb Scott, Jeff Shaver, United Counties of Leeds  
and Grenville  
John Beddows, Town of Gananoque  
Gauri Shankar, Town of Prescott

**Staff Present:** Alison Tutak, Interim CAO  
Shanna Culhane, Director of Community & Social Services  
Jeff Carss, Paramedic Chief  
Pat Huffman, Treasurer  
Kerry Morris, Paramedic Deputy Chief  
Andrea Bolton, Interim Clerk (Recording Secretary)

**Others Present:** John Lawless, Recorder & Times

**1. Call to Order**

Recording Timestamp 00:00:01

The Chair called the Joint Services Committee meeting to order at 9:00 a.m.

**2. Adoption of the Agenda**

Recording Timestamp 00:00:02

**Resolution No. JSC-018-2025**

**Moved by Robin Jones**

**Seconded by Jeff Shaver**

**THAT the Agenda for the March 4, 2025 meeting of the Joint Services Committee be adopted with the following changes.**

**ADDITION:**

**8.2 Staff Reports – Paramedic Service**

**8.2.2 Report No. JSC-014-2025: Supply and Delivery of Three Response Units**

**8.2.3 Report No. JSC-015-2025: Purchase Stryker Power Load System and Stretchers**

**CARRIED**

**3. Disclosure of Pecuniary Interest and General Nature Thereof – Nil**

Recording Timestamp 00:00:49

**4. Adoption of the Minutes of the Previous Meeting**

**4.1 Meeting Minutes Dated February 4, 2025**

Recording Timestamp 00:00:58

**ResolutionNo. JSC-019-2025**

**Moved by Herb Scott**

**Seconded by Gauri Shankar**

**THAT the Minutes of the Joint Services Committee meeting held February 4, 2025 be adopted as circulated.**

**CARRIED**

**5. Delegations/Presentations – Nil**

Recording Timestamp 00:01:24

**6. Correspondence, Communications and Petitions – Nil**

Recording Timestamp 00:01:29

**7. Information Items – Nil**

Recording Timestamp 00:01:32

**8. Staff Reports**

**8.1 Community and Social Services**

**8.1.1 Report No. JSC-009-2025: Annual Drinking Water Systems Update**

Recording Timestamp 00:01:37

**Resolution No. JSC-020-2025**

**Moved by John Beddows**

**Seconded by Arie Hoogenboom**

**THAT the Joint Services Committee of Leeds and Grenville recommend to Counties Council to receive and accept the 2024 Drinking Water Systems Annual Reports, for Miller Manor, 3 Miller Drive, Mallorytown, and The Maples, 33 Bennett Street, Spencerville, as attached, and made accessible to the public.**

**CARRIED**

**8.1.2 Report No. JSC-010-2025: Award of Tender - Window and Door Replacement - Scattered Family Units in Prescott**

Recording Timestamp 00:02:22

**Resolution No. JSC-021-2025**

**Moved by Nancy Peckford**

**Seconded by Roger Haley**

**THAT the Joint Services Committee of Leeds and Grenville approve awarding of the Request for Quotations (RFQ) CSS-2025-02 and CSS-2025-09 – Window and Door Replacement at scattered family units in Prescott, to Wiltse’s-Brockville Glass, in the total amount of \$244,859.25, excluding taxes; and**

**THAT this contract will be in effect from June 1, 2025 up to and including October 31, 2025; and**

**THAT the necessary by-law be prepared.**

**CARRIED**

## **8.2 Paramedic Service**

### **8.2.1 Report No. JSC-012-2025: Year End Statistical Report – 2024**

Recording Timestamp 00:03:35

Recording Timestamp 00:11:15

Mr. Beddows noted the hospital offload times in 2024 were lower with the exception of the Brockville General Hospital (BGH). He suggested stationing a paramedic at the hospital to receive the patients brought in by ambulance might be one way to ensure ambulances are able to return to service quickly. Chief Carss confirmed this is a strategy that is being discussed with senior leadership at BGH. He explained staff are reviewing the funding agreement with the Province to determine if changes can be made to have paramedics staff the offload position when the hospital cannot.

Mr. Deschamps joined the meeting at 9:14 a.m.

Recording Timestamp 00:15:14

Warden Smith-Gatcke requested the Joint Services Committee receive a report regarding the Virtual Triage Assessment Centre (VTAC) in two months, in order to determine what funding will be required.

Recording Timestamp 00:19:32

Ms. Jones agreed a report regarding VTAC is needed and suggested Paramedic Chief Nolan from Renfrew County be invited to make a presentation at the Joint Services Committee on Renfrew's VTAC and the mental health, addictions, and homelessness program called Mesa. Ms. Jones also requested an update on the Leeds Grenville Substance Use and Addictions Program (SUAP) as a report. Ms. Tutak indicated the SUAP report would be forthcoming in April.

Recording Timestamp 00:25:00

Mr. Burrow noted Mr. Beddows had previously requested statistical information related to paramedic calls on Highway 401 and 416.

**8.2.2 Report No. JSC-014-2025: Supply and Delivery of Three Response Units**

Recording Timestamp 00:25:28

**Resolution No. JSC-022-2025**

**Moved by Nancy Peckford**

**Seconded by John Beddows**

**THAT the Joint Services Committee of Leeds and Grenville approves the purchase of three paramedic response unit (PRU) vehicles; and THAT Rowland Emergency Vehicle Products Inc. be awarded the purchase contract at a price of \$340,200.00, excluding taxes.**

**CARRIED**

**8.2.3 Report No. JSC-015-2025: Purchase Stryker Power Load System and Stretchers**

Recording Timestamp 00:26:05

Recording Timestamp 00:26:47

Mr. Beddows noted there has been a decrease in back injuries and asked if there has been any impact on WSIB costs. Chief Carss noted there is a decrease in physical injuries, but an increase in mental health injuries. He indicated he would speak with the Director of Corporate Services to determine if there is an impact on how the premiums are calculated.

**Resolution No. JSC-023-2025**

**Moved by Corinna Smith-Gatcke**

**Seconded by Gauri Shankar**

**THAT the Joint Services Committee of Leeds and Grenville approve the purchase of four Stryker Power-LOAD cot loading and fastening systems and four Stryker Power-Pro XT powered ambulance cots; and THAT the equipment be acquired from and installed by, Rowland Emergency and Specialty Vehicles as a single source, at the quoted price of \$295,718.64 excluding taxes.**

**CARRIED**

**8.3 P.O.A. – Nil**

Recording Timestamp 00:28:43

**8.4 All Services – Nil**

Recording Timestamp 00:28:45

**9. Sub-Committee, Ad Hoc Committee and Member Reports**

Recording Timestamp 00:28:47

**10. Unfinished Business**

**10.1 CAO's Report - Joint Services Committee Requests**

Recording Timestamp 00:28:59

**11. Announcements**

Recording Timestamp 00:29:14

Ms. Peckford urged everyone to read the recent Globe and Mail article by Lloyd Axworthy regarding the impending United States tariffs, noting the author recommends immediate measures for the provincial and federal governments. She also offered congratulations to Premier Ford and MPP Steve Clark on their success in the recent provincial election. She expressed hope that municipalities can work closely with them at this critical moment in time.

Recording Timestamp 00:30:28

Mr. Beddows noted the National Theatre School Provincial Showcase will be bringing 300 to 400 high school students to Gananoque and the 1000 Islands



Playhouse in May to deliver theatre productions. He congratulated the Playhouse and the Tourism Advisory Panel on attracting this event to the area.

Recording Timestamp 00:31:18

Ms. Jones noted the Association of Municipalities of Ontario (AMO) had a lengthy executive meeting last week at which they recognized that every mayor is being called upon to act in the face of the US tariffs. She stated it is helpful the provincial government is back in place and noted there is a Team Canada approach; she said she would keep the members apprised of the Federation of Canadian Municipalities' efforts. She noted there are issues around drug enforcement, such as downloading to the OPP and the need for cost recovery. She said they are working with an economist firm to provide tools to municipalities and said the AMO Board is meeting more frequently.

Recording Timestamp 00:33:17

Mr. Hoogenboom congratulated the Premier and the MPP Clark on their re-elections. He thanked all those who let their names stand for office across the province, noting it is important to democracy. He also announced Allison Gibson of the Township of Rideau Lakes has been selected as one of two Student Trustees representing all students at the Upper Canada District School Board. Mr. Hoogenboom wished her well and said she will do an excellent job.

## **12. Notice of By-law/Notice of Motion**

### **12.1 A By-law to Award Contract No. CSS-2025-02 and CSS-2025-09, Window and Door Replacement, Prescott, to Wiltse's-Brockville Glass**

Recording Timestamp 00:34:13

## **13. Questions from the Media**

Recording Timestamp 00:34:14

There were no questions from the media.

**14. Questions from the Public**

Recording Timestamp 00:34:19

There were no questions from the public.

**15. Closed Meeting – Nil**

Recording Timestamp 00:34:31

**16. Adjournment**

Recording Timestamp 00:34:33

**Resolution No. JSC-024-2025**

**Moved by Jeff Shaver**

**Seconded by Herb Scott**

**THAT the meeting of the Joint Services Committee adjourn at 9:35 a.m.**

**CARRIED**

---

Brant Burrow, Chair

---

Andrea Bolton, County Clerk

**APRIL 8, 2025**

**JOINT SERVICES COMMITTEE REPORT**

**REPORT NO. JSC-016-2025**

**SUPPORTIVE CABINS INITIATIVE UPDATE**

**PAUL DARLING  
MANAGER, CSS FINANCE AND  
DEPUTY TREASURER**

**CHRIS MORRISON  
MANAGER, HOUSING**

**SHANNA CULHANE  
DIRECTOR, COMMUNITY AND  
SOCIAL SERVICES**

---

**RECOMMENDATIONS**

**THAT** the Joint Services Committee of Leeds and Grenville recommends to Counties Council, the borrowing of \$900,000.00 from the Community Housing Amortization Reserve; and

**THAT** the Joint Services Committee of Leeds and Grenville recommends to Counties Council, that a ten-year repayment plan of \$90,000.00 per year, starting in 2026, be funded through the annual Community Housing operational budget; and

**THAT** the Joint Services Committee approve the single source awards to:

- NOW Housing in the amount of \$625,061.00 for the cabins;
- COMAC in the amount of \$220,478,00 for the amenities buildings;
- Bradley Contracting in the amount of \$766,789.00 for site preparation;
- 401 Electric in the amount of \$163,929.00 for site electrical;
- Eastern Engineering in the amount of \$52,565.00; and

**THAT** the necessary by-law be prepared.

### **FINANCIAL IMPLICATIONS**

<b>Item</b>	<b>Estimated Costs</b>
Cabin purchase and delivery	\$680,000.00
Amenities buildings	\$220,478.00
Site preparation	\$1,082,407.00
Total estimated costs	\$1,982,885.00
Funding utilized	\$1,082,885.00
Shortfall	\$900,000.00

Report No. JSC-053-2024 – Cabin Initiative Funding Request, approved the use of \$400,000.00 from the Community Housing Amortization Reserve; however, the site created some challenges and an additional \$500,000.00 will be required.

The balance in the Community Housing Amortization Reserve is estimated to be approximately \$4,492,000.00 as of December 31, 2024.

### **CLIMATE CHANGE IMPLICATIONS**

Where possible, reports are provided in a digital format to reduce the Counties’ carbon footprint.

### **ACCESSIBILITY CONSIDERATIONS**

This report can be made available in alternate accessible formats upon request.

The Counties makes every effort to provide services in a manner that is inclusive and where accessibility barriers are reduced or eliminated. In particular, as the Counties works to expand the units in its portfolio, it is striving to secure properties that have accessibility features or are fully accessible. In addition, consideration is given to accessibility in the context of financial sustainability.

### **COMMUNICATIONS CONSIDERATIONS**

There continues to be a significant interest in the community regarding the Counties’ response to its ongoing homelessness challenge, which includes the Supportive Cabins Initiative. A comprehensive communication plan was created by the Counties’

Communication Coordinator to keep stakeholders, the public, and community partners informed about the initiative and its progress. In addition to media and detailed information documents on the initiative, a public information session was held on October 30, 2024, which was well attended by the public and media.

## **BACKGROUND**

In June 2023, staff began working on a collaboration with the City of Brockville for a possible capital project to address homelessness. In December 2023, it was decided to move forward with an alternative shelter initiative, similar to projects undertaken in other municipalities, comprised of sleeping cabins and a central hub for facilities, such as bathrooms, showers, meeting space and food distribution.

In June 2024, a request for proposal for supportive housing case management was issued to the community. The successful proposal was from the John Howard Society of Ontario - Kingston and District. The service agreement is from November 1, 2024 until March 31, 2026.

The ten-year lease for the City of Brockville's building at 1805 County Road East was signed on August 12, 2024.

Access to the site was granted on September 1, 2024, per the lease. The application for a building permit was submitted on September 10, 2024, and was issued on October 4, 2024.

The initial plan for the Supportive Cabins Initiative was to utilize the first floor of the three-storey building as a central hub for facilities, such as bathrooms, showers, office space, meeting space and food distribution. Due to competing demands, that plan was set aside in August 2024, and it was decided these functions would be housed in a purchased, purpose-built amenity trailer and washroom/shower trailer.

The change in direction and tight timelines to be operational before winter did not allow for front-end planning and the regular tendering process resulting in a time and material approach to meet the deadlines.

Location of service connections, the existence of bedrock, winter conditions, multiple changes to site plans impacted and increased costs of water, sewer and electrical installation. In addition, work was completed on the existing administration building

including security cameras, entry system, new door locks and upgrades to the electrical system.

The property was turned over to the John Howard Society on January 31, 2025.

The cabins began accepting residents the week of February 3, with eleven individuals accessing their new home that week. This was followed by another six residents the following week, and eventually the cabins were at 100% capacity by mid-February. Since opening, the cabins have all generally been accessed and at capacity, with some vacancies occurring as some individuals leave for other accommodation. This has been one of the early successes of the initiative, as two of the residents were able to secure independent, sustainable residences shortly after entering the cabins and taking part in the programming offered. As vacancies manifest, these are subsequently filled by others on the Counties' ByName List, thereby affording opportunities to others that are homeless in the community. As March comes to an end, 23 of the 25 cabins are inhabited, and two individuals presently experiencing homelessness are being contacted for consideration in filling these two vacancies.

As part of the Ten-year Housing and Homelessness Plan (HHP), the Supportive Cabins Initiative has helped to ensure 25 additional individuals are housed at any given time with support wrapped around. The cabins are instrumental to the plan to reduce homelessness in Leeds and Grenville and to ensure a systemic approach to meeting the needs of those in the community.

Discussions are now underway as part of the refresh of the HHP to ensure the Counties best utilizes the building located at 1805 County Road 2 to provide transitional housing to individuals currently experiencing homelessness.

Further information regarding this and other initiatives planned for the ten-year HHP will be presented in the coming months to Joint Services.

## **DISCUSSION/ALTERNATIVES**

Due to the timelines of this project, staff were unable to complete an open procurement process. Approving the single-source recommendation above, ensures staff are in compliance with the Counties' procurement policy.

The HPP will drive decision making each year and any additional amounts above the allotted \$90,000.00 repayment will be brought forward with the annual budget for Council's review and approval.

**ATTACHMENTS**

Nil

The report set out above has been reviewed and the information verified by the individuals listed below.

<b>PAUL DARLING MANAGER, CSS FINANCE AND DEPUTY TREASURER</b>	<b>MARCH 24, 2025 DATE</b>
---	--------------------------------

<b>CHRIS MORRISON MANAGER, HOUSING DEPARTMENT</b>	<b>MARCH 18, 2025 DATE</b>
---	--------------------------------

<b>SHANNA CULHANE DIRECTOR, COMMUNITY AND SOCIAL SERVICES</b>	<b>MARCH 27, 2025 DATE</b>
---	--------------------------------

<b>PAT HUFFMAN TREASURER</b>	<b>MARCH 27, 2025 DATE</b>
----------------------------------	--------------------------------

<b>ALISON TUTAK INTERIM CHIEF ADMINISTRATIVE OFFICER</b>	<b>APRIL 1, 2025 DATE</b>
--	-------------------------------

**APRIL 8,2025**

**JOINT SERVICES COMMITTEE REPORT**

**REPORT NO. JSC-013-2025**

**LEASE – GANANOQUE EARLYON CHILD AND  
FAMILY CENTRE – CATHOLIC DISTRICT SCHOOL  
BOARD OF EASTERN ONTARIO**

**SHANNON BROWN  
MANAGER, CHILDREN’S SERVICES**

**SHANNA CULHANE  
DIRECTOR, COMMUNITY AND SOCIAL SERVICES**

---

**RECOMMENDATIONS**

**THAT** the Joint Services Committee of Leeds and Grenville approves the lease agreement between the Corporation of the United Counties of Leeds and Grenville and the Catholic District School Board of Eastern Ontario for the purpose of renting programming space for the EarlyON Child and Family Centre located at St. Joseph Catholic School, 235 Georgina Street, Gananoque; and

**THAT** this lease agreement be in effect from September 1, 2024, to August 31, 2025; and;

**THAT** the necessary by-law be prepared.

**FINANCIAL IMPLICATIONS**

EarlyON Child and Family Centres (CFC) operations and programs are funded by the Ministry of Education (Ministry).

The annual leasing cost for the site will be \$11,517.30 excluding HST, and has been included in the 2025 budget.



### **CLIMATE CHANGE IMPLICATIONS**

Where possible reports are provided in a digital format to reduce the Counties' carbon footprint.

### **ACCESSIBILITY CONSIDERATIONS**

This report can be made available in alternate accessible formats on request.

The Counties makes every effort where possible to provide services in a manner that is inclusive to ensure accessibility barriers are reduced or eliminated.

### **COMMUNICATIONS CONSIDERATIONS**

N/A

### **BACKGROUND**

The EarlyON CFCs in Leeds and Grenville had 22,314 combined visits of child and adults, in 2024. Of these families accessing program/services last year, the Gananoque site received 2,741, or 12% of these visits.

The EarlyON CFC in Gananoque was custom built for the Counties by the Catholic District School Board of Eastern Ontario (CDSBEO) and was fully funded using the Counties' Best Start funding.

The leasing cost of \$9.27 per square foot for 2024-2025 is inclusive of heat, hydro, snow removal, parking, custodial services and supplies, grass cutting, garbage removal, security monitoring services, and regulatory inspections as relates to fire and water, plus HST.

### **DISCUSSION/ALTERNATIVES**

The previous lease with the CDSBEO for the Gananoque site expired on August 31, 2024 and allowed for a cost of \$8.83 per square foot. The new lease for 2024-2025 reflects a forty-four cent (\$0.44) per square foot increase over the previous year's lease.

The Counties also leases space from the Upper Canada District School Board (UCDSB) for its Brockville and Kemptville EarlyON CFC sites. The per square foot cost of leased space from the CDSBEO is less expensive than that of the UCDSB. In contrast to the non-school locations that have been previously leased by the Counties for EarlyON CFC programs, space in schools continue to be the most cost-effective space leasing option.

### **ATTACHMENTS**

Draft Lease with the Catholic District School Board of Eastern Ontario

The report set out above has been reviewed and the information verified by the individuals listed below.

**SHANNON BROWN  
CHILDREN'S SERVICES MANAGER**

**MARCH 26, 2025  
DATE**

**PAT HUFFMAN  
TREASURER**

**MARCH 26, 2025  
DATE**

**SHANNA CULHANE  
DIRECTOR, COMMUNITY AND SOCIAL SERVICES**

**MARCH 28, 2025  
DATE**

**ALISON TUTAK  
CHIEF ADMINISTRATIVE OFFICER**

**APRIL 1, 2025  
DATE**

## LEASE AGREEMENT

for space at **St. Joseph Catholic School, Gananoque**  
(Hereinafter referred to as "the School")

### BETWEEN

**THE CORPORATION OF THE UNITED COUNTIES OF LEEDS AND GRENVILLE -  
EARLYON CHILD & FAMILY CENTRE**  
25 Central Ave. W. Brockville, ON K6V 4N6 (UCLG office)  
(Hereinafter referred to as "the **Tenant**")

### AND

**CATHOLIC DISTRICT SCHOOL BOARD OF EASTERN ONTARIO**  
Box 2222, 2755 Hwy. 43, Kemptville, Ontario K0G 1J0  
(Hereinafter referred to as "**CDSBEO**" or "**Board**")

**Whereas** CDSBEO owns and maintains the School known as St. Joseph Catholic School located at 235 Georgiana St. Gananoque, ON K7G 1M9.

**And whereas** The Tenant has requested permission to utilize space in a CDSBEO school to operate a Full-Day Child Care Program for infant, toddler and/or pre-school age children and/or a Before and After School Child Care Program for school-age children and/or EarlyON Family Centre.

**Now therefore** this agreement witnesses that in consideration of and subject to the terms, conditions and covenants hereinafter contained and set forth, CDSBEO hereby approves the use of the space as set out hereinafter for a -one-year period commencing September 1, 2024 – August 31, 2025, with an option to renew at the end of the one-year term as mutually agreed by the parties.

### 1. DEFINITIONS

- a) **Child Care and Early Years Act (CCEYA)**, 2014
- b) **Before and After School Program:** Before and after school programs run outside of the regular school day and are for children ages 3 to 12. This program is licensed under CCEYA.
- c) **Full Day Child Care Program:** Full Day Child Care programs run throughout the regular school day and are for infants, toddlers and/or pre-school aged children. This program is licensed under CCEYA.
- d) **Early ON Child & Family Centres:** Drop-in programs for parents/guardians and their children from birth to age 6 years old.

- e) **Community Use of Schools:** Refers to temporary rental permits for space within CDSBEO facilities and properties in accordance with CDSBEO Administrative Procedure: [Community Use of Schools](#).
- f) **Board Recognized Holidays:** Refers to Non-Instructional Days where there are no custodial and maintenance services available due to the Collective Agreements in place at the time of this Agreement. The Tenant will not be permitted access to the space during such days unless the Superintendent of Business or Early Years Superintendent has given prior written approval.

Board Recognized Holidays are as follows:

1. Labour Day;
2. Thanksgiving Day;
3. Christmas Eve Day;
4. Christmas Day;
5. Boxing Day;
6. New Year's Eve Day;
7. New Year's Day;
8. Day After New Year's Day;
9. Family Day;
10. Good Friday;
11. Easter Monday;
12. Victoria Day;
13. Canada Day; and
14. Ontario Civic Holiday.

- g) **Non-Instructional Days:** Refers to the days when school is not in session. 2024-2025 School Year Calendar included as Appendix G.

These days are as follows:

1. Professional Activity Days (PA Days)
2. Board Recognized Holidays (as per Section 1.f)
3. Christmas Break
4. March Break
5. School Summer Break
6. Statutory Holidays

- h) **Leased Space:** shall have the meaning ascribed to it in Section 3 hereof.

## 2. ACCESS AND USE OF SPACE

The Tenant will operate as:

- a licensed Full-Day Child Care Program
- a licensed Before and After School Program
- a EarlyON Child and Family Centre
- a Community Program/Other

The Leased Space shall only be used for the purposes set out **Appendix C: Scope of Tenant Programs and Services**. The Tenant shall have exclusive access to the Leased Space for the operation defined herein unless designated below as non-exclusive space. Any extended expansion in the hours or days of use of the Leased Space, outside of the scope included in Appendix C, the EarlyON Centre will strive to notify, in writing, the CDSBEO Superintendent of Business or Early Years Superintendent 90 days in advance.

The Tenant shall take all steps to ensure that its use of the Leased Space, and of any other part of the School, complies with all laws, regulations and health and safety protocols which specifically apply to its operations as recommended or mandated by its governmental authority/regulatory body, as well as all laws, regulations, requirements, directives, protocols and guidelines that are recommended or mandated by government and/or the applicable local public health authorities at any given time and from time to time for the purpose of limiting the spread of COVID-19 and/or any other coronaviruses which could lead to a Health Emergency as defined in Section 10 herein.

Upon request, building access may be approved while custodial staff are not present. However, the Tenant will be responsible for building security, building opening and lock-up, snow clearing (that is required for the operation of the program only) and building operation (lights and access shall be limited to the areas used for program operations only) in accordance with CDSBEO procedures. The Tenant will be responsible for the payment of any fees that CDSBEO incurs in making the space available.

The Tenant acknowledges that any child care or EarlyON programming may be required to relocate to alternate licensed spaces in the School as set out in **Appendix B: Description of Leased Space**, due to summer cleaning and/or school renewal projects.

The Tenant further acknowledges the facilities may be entirely shut down for weather, safety or other reasons from time to time, such as but not limited to CDSBEO recognized holidays, summer cleaning and/or construction projects. The Board will strive to provide notice of the annual cleaning dates or construction projects that will impact the operations of the EarlyON Centre no less than 6 weeks in advance, apart from an emergency.

In extenuating circumstances, where CDSBEO employees are on strike and/or taking job action, or CDSBEO is acting reasonably due to unforeseen circumstances, including but not limited to inclement weather and power outages, where public access to the facilities is not possible due to damage, repairs or reasons of safety, the Tenant may be required to reduce and/or change hours of operation or close temporarily. CDSBEO will not compensate the Tenant, nor will rent abate, for these circumstances unless access is unavailable to the Tenant for more than three (3) consecutive days.

In extenuating circumstances which involve an emergency or other situation which, in the opinion of the CDSBEO (based on health advice or other communication from the Ministry of Education, the Council of Ontario Medical Officers of Health, and/or the applicable local public health authority), poses a health or safety risk to the occupants of the School and/or the Leased Space, the CDSBEO will have authority to close the School, including the Leased Space. This authority includes but is not limited to Health Emergencies which are specifically addressed in Section 10 of this Agreement. The dates and times of any such closure will be communicated and shared with the Tenant

as soon as possible. The Tenant is not permitted access to the School or Leased Space during this time, unless prior written approval has been given from the Superintendent of Business or Early Years Superintendent.

Due to the Board’s obligations in terms of the safety of students and staff, as required under the Education Act, Occupational Health and Safety Act, as well as, but not limited to the Occupier’s Liability Act, will supersede any perceived terms of this Agreement; however, the Board will endeavour to provide reasonable notice regarding any building closure.

**3. FEES & INVOICING & PAYMENT**

a) **FEES:** Beginning in September 2024, the CDSBEO will charge the following fees plus HST.

The fees for this one-year term, is as follows:

EarlyON Child & Family Centre	1,234 sq. ft.	\$9.27/sq. ft.	\$11,441.03 + HST
-------------------------------	---------------	----------------	-------------------

The Tenant recognizes that the cost per sq.ft. used in the fee calculation is a reduction in the actual cost per sq.ft. that the Board incurs at the time of signing this Lease.

The Tenant agrees to pay any additional costs, (such as but not limited to, custodial services and utilities) when provided specifically for the Tenant’s use of the premises, outside the regular school program days and hours or when the costs exceed that of normal school operation of the Leased Space. In the event of significant or major overages in utility costs, the Tenant will be invoiced on a cost recovery basis and agrees to pay all invoices for additional expenses, payable upon receipt.

b) **INVOICING:** Upon dually signed by authorized signatories, CDSBEO Accounting Department will issue an invoice for the total amount owing under this Lease Agreement.

c) **PAYMENT:** Payment of fees invoiced under this lease agreement at minimum should be paid monthly. Payment should be remitted electronically to [accountsreceivable@cdsbeo.on.ca](mailto:accountsreceivable@cdsbeo.on.ca).

d) **CHANGES TO FEES:** The fees are calculated based on the information included in Appendix C (Access & Use of Space). If there is a change to the access and/or use of space, as per Section 2, the fees will be revised to reflect the change in access/use. Otherwise, fees are not subject to change.

**4. CLEANING AND MAINTENANCE**

CDSBEO shall provide custodial services and be responsible for the building maintenance of the Leased Space during the hours noted within this Agreement at no extra cost (Refer to Appendix A: Custodial Services).

In order to comply with CDSBEO Labour Agreements in place at the time of this agreement, custodial services will not be provided on Board Recognized Holidays, snow days, Fridays during the summer and emergencies resulting in school closure. The Tenant recognizes that custodial services may be adjusted on non-instructional days.

The Tenant will be responsible on a cost recovery basis, for custodial fees related to their use of the Leased Space beyond the hours in this Agreement.

Services included:

- custodial services during regularly scheduled custodial hours (as outlined in Appendix A);
- general maintenance, upkeep and repairs of CDSBEO-owned equipment, where applicable;
- landscaping, lawn maintenance, snow plowing and removal (except during Board Recognized Holidays);

- utilities (ie: heating & cooling, hot water, gas, electricity, equivalent to normal school operation of Leased Space);
- regulatory inspections for fire and life safety systems;
- garbage removal; and
- security monitoring services.

Any costs associated with an alarm call out as a result of the failure by the Tenant to operate the security system as instructed will be the responsibility of the Tenant.

Requests for maintenance and/or repair shall be submitted by the Tenant through the Board's eBase Work Order electronic database. The Tenant will receive one login to the eBase Work Order database.

## **5. EQUIPMENT**

The Tenant must receive written approval from CDSBEO before bringing in any equipment. Any equipment brought into CDSBEO properties must comply with CDSBEO standards, policies and procedures as well as any related legislation and/or regulations. And will be installed by CDSBEO, at the Tenants expense.

The Tenant shall be solely responsible for the purchase, maintenance, repair and disposal of equipment and appliances (ie: washer/dryer, dish washer, fridge, microwave, etc.) that are owned by the Tenant and located in the Leased Space.

Any use of School or CDSBEO equipment shall require CDSBEO prior written approval.

## **6. WATER FLUSHING AND RECORDING PROCEDURES**

The Full-Day Child Care Program or EarlyON Family Centre Tenant is responsible for the flushing and recording requirements of Ontario Regulation 243/07 "Safe Drinking Water Act" as per the procedure and Drinking Water Flushing Plan provided in Appendix D.

## **7. SIGNAGE**

Any internal and/or external signage requires prior written approval from CDSBEO. The cost of purchase, installation, maintenance/repairs, removal of the aforementioned signage shall be the sole responsibility of the Tenant.

## **8. ALTERATIONS**

The Tenant may not perform any alterations, repairs, renovation or construction in the Leased Space, School, parking area or grounds, without prior written permission of CDSBEO, which may be withheld at its sole discretion.

The cost of any approved alterations shall be the responsibility of the Tenant.

## **9. SAFETY**

The programs and/or services provided by the Tenant must:

- not compromise the student achievement strategy of CDSBEO;
- not compromise the health and safety of the students and employees;
- be appropriate for the School setting; and
- be provided by qualified and licensed personnel.

The Tenant will adhere to food and substance restrictions that may be, from time to time, applicable to the School. The School will advise the Tenant as soon as they are aware of any student with allergies that may require changes to the Tenant's use of the Leased Space in order to protect the safety of those students.

The Tenant shall be responsible for the actions and safety of all persons permitted by them in the Leased Space. For full-day child care, before and after, and/or Early ON Family Centres use, The Tenant shall provide supervision for all children in the program during all hours of their operations and until such time as all children have been picked up at the end of each day's program.

The Tenant shall take all steps to ensure that its staff/employees (permanent and occasional), students, volunteers, visitors, third-party contractors, and all others who provide services within the Leased Space, abide by all laws, regulations and health and safety protocols which specifically apply to its operations as recommended or mandated by its governmental authority/regulatory body, as well as all laws, regulations, requirements, directives, protocols and guidelines that are recommended or mandated by government and/or the applicable local public health authorities at any given time and from time to time for the purpose of limiting the spread of the COVID-19 and/or any other coronaviruses which could lead to a Health Emergency as defined in section 10 herein.

In conjunction with the School Principal, the Tenant shall abide by and familiarize themselves with all fire and lockdown drills/procedures conducted by the School and follow CDSBEO procedures accordingly.

The Tenant shall comply with all applicable policies, notably safety policies provided by the School and CDSBEO and shall provide access for safety inspections as required by CDSBEO.

The Tenant shall ensure that staff having contact with children have undergone a criminal background check and vulnerable sector check.

Under O. Reg. 221/11 of the *Education Act*, the "Service Provider" and its employees must report to a school's Principal when they become aware that a pupil of a school of the board may have engaged in an activity for which suspension or expulsion must be considered. These incidents could include students in any grade, not just students enrolled in the licensed program (See Appendix E: Fact Sheet – Reporting to the Principal). Upon receiving the information reported, the School Principal will take the required measures, as prescribed by legislation and CDSBEO policies.

## **10. HEALTH EMERGENCIES**

"Health Emergency", when referred to in this Lease Agreement, means a situation which may, in the opinion of the CDSBEO (based on health advice or other communication from the Ministry of Education, the Council of Ontario Medical Officers of Health, and/or the applicable local public health authority), expose the Tenant, its staff/employees, students, volunteers, visitors, third party contractors, and any others who provide services within the Leased Space, to imminent danger from a disease, virus or other biological or physical agent that may be detrimental to human health, including but not limited to the COVID-19, its variants and other coronaviruses.

The Tenant shall immediately upon becoming aware of same, inform the CDSBEO of any incidence of a reportable infectious disease as defined by Public Health among its staff/employees, children, volunteers, visitors, third party contractors, and any others who provide services within the Leased Space, including but not limited to an individual testing positive for COVID-19, where such outbreak may impact the health and/or safety of other occupants of the School or lead to a Health Emergency.

If a Health Emergency exists, the CDSBEO may enforce, amend, and supplement any existing rules, procedures and restrictions and impose any additional rules, procedures and restrictions it deems necessary to mitigate or minimize the effects of the Health Emergency. Without limiting the generality of the foregoing, during a Health Emergency, the CDSBEO shall be entitled to:

- (i) restrict or limit access to the Leased Space for a reasonable period of time;



- (ii) require specific modes of ingress and egress to the Leased Space, including but not limited to separate entrance/exit locations, staggered entrance times, marked routes within the School and other physical distancing requirements which complement CDSBEO procedures and policies and align with the recommendations of the applicable local public health authority;
- (iii) require the Tenant to decontaminate all or any part of the Leased Space, failing which the CDSBEO shall be entitled to enter the Leased Space and do so at the Tenant's expense;
- (iv) close all or any part of the Leased Space if CDSBEO determines that it is not safe to continue to operate the Leased Space or certain parts of same.

Notwithstanding any other provision of this Lease Agreement, in the event that a Health Emergency results in the restriction or limitation of access to the Leased Space, or a closure of all or any part of the Leased Space, the Tenant shall not be entitled to any compensation for any losses, inconvenience, nuisance or discomfort occasioned by same, or to a cancellation or termination of this Lease Agreement.

## **11. PARKING AND TRAFFIC**

Parking will be shared with the daycare and any use by clients of common parking areas is subject to availability and CDSBEO rules and regulations.

Traffic must not interfere with school buses and/or student pick-up and drop-off times and must not compromise the safety of staff and/or students at any time.

## **12. INSPECTIONS**

During the School year, designated school staff may conduct monthly and occasional inspections in accordance with CDSBEO procedures. The Tenant agrees that any equipment must conform to CSA Group standards and/or applicable legislation as amended from time to time and is in good state of repair as required by law. CDSBEO assigned employees may enter and view Leased Space and its contents.

## **13. RISK MANAGEMENT/INSURANCE**

The Tenant shall be solely responsible for the conduct and supervision of all persons admitted to the School property for the purposes of its program(s) and shall be responsible that all such persons observe School procedures and regulations as well as CDSEO policies and procedures.

The Tenant shall maintain liability and property damage insurance with a minimum coverage of *\$5 Million* and shall provide CDSBEO with a Certificate of Insurance, upon annual renewal, naming the CDSBEO as "additional insured", as follows:

Catholic District School Board of Eastern Ontario  
2755 Highway 43  
Kemptville, ON  
K0G 1J0

The Tenant shall provide proof of an all-risk property policy covering their contents and equipment at replacement costs.

The Tenant shall also carry insurance to provide coverage with respect to the risk of business interruption to an extent sufficient to allow the Tenant to meet its ongoing obligations to CDSBEO and to protect the Tenant against loss of revenues. The Tenant shall provide such further insurance coverage as required by CDSBEO from time to time.

Prior to occupancy of the Leased Space by the Tenant, and upon request thereafter, the Tenant shall provide CDSBEO with evidence of insurance coverage in compliance with this Agreement.

The Tenant accepts full liability for all damages arising out of injuries and/or losses sustained by it or by persons under its charge and control, including but not limited to, its staff, the children attending the program(s) and visitors to the program(s) and for all property and equipment damage directly or indirectly caused by it or by persons under its charge and control or loss or damage resulting from the Tenant's use of the Leased Space.

The Tenant shall indemnify and save harmless CDSBEO, its trustees, servants, agents, employees and their heirs, executors, administrators, successors and assigns, from and against:

all injury, damage, actions, causes of action, suits, claims and demands of whatsoever nature which may result or may be brought or made as a result of this Agreement, the use of the Leased Space, including by the Tenant, its guests, clients and invitees, or by reason of any negligence or act or default of the Tenant, its servants, agents, employees, students, invitees or licensees or on account of any damage to the property of CDSBEO or the Tenant or in connection with any loss, damage or injury in any manner based upon, arising out of or incidental to this Agreement or the exercise or purported exercise by the Tenant of the use of any CDSBEO facility or equipment, save and except if caused by the gross negligence of CDSBEO.

The Tenant waives all of its rights of action against CDSBEO related to this Agreement. The Tenant further agrees to indemnify CDSBEO from any actions or causes of actions and related damages or costs, which are initiated against CDSBEO by any invitee of the Tenant or person under the charge and control of the Tenant related to this Agreement.

The Tenant will compensate CDSBEO for any injury or damage to the property or equipment of CDSBEO caused by, directly or indirectly, or attributed to the use by the Tenant of CDSBEO property or equipment.

Without limiting the foregoing, the parties agree that CDSBEO shall not be held responsible or liable for any of the following:

- Financial losses suffered by the Tenant for any reason, including low enrolment or vacancy in their program(s);
- Any costs associated with daily operation of the Tenant's programs/services; and
- Any costs associated with tenant compliance of any federal, provincial and/or municipal orders, by-laws, instructions, regulations or licensing requirements.

Notwithstanding anything to the contrary, in no event shall CDSBEO be liable under this Agreement to the Tenant for any incidental, consequential, indirect, statutory, special, exemplary or punitive damages, including, but not limited to, lost profits, loss of use, loss of time, shutdown or slowdown costs, inconvenience, lost business opportunities, damage to goodwill or reputation, or other economic loss, regardless of whether such liability is based on breach of contract, tort, strict liability or otherwise, and even if advised of the possibility of such damages or such damages could have been reasonably foreseen. CDSBEO's aggregate liability under this agreement for any direct damages shall not exceed the fees paid or payable by the Tenant to CDSBEO under this Agreement in the SIX (6) months period immediately preceding the events giving rise to such liability.

#### **14. COMMUNICATION**

All publicity shall indicate that programs taking place in the Leased Space are operated by the Tenant and are not affiliated or operated by CDSBEO.

Use of CDSBEO or school logo is prohibited unless prior written approval is obtained from CDSBEO.

Both parties will keep each other informed of activities and/or events that may affect each other's operation. School practices in respect to safe schools will be recognized as a priority.

## **15. TERM OF AGREEMENT**

The term of this agreement is from September 1, 2024 – August 31, 2025, subject to renewal as outlined in this Section.

If the Tenant duly pays fees and performs the covenants herein contained CDSBEO will, at the option of the Tenant, grant a renewal of this Agreement for a further five-year term unless the Leased Space is required by CDSBEO for school purposes.

Fees, terms and conditions are subject to review and amendment, as determined by CDSBEO.

The Tenant will indicate to CDSBEO no later than 180 days prior to August 31<sup>st</sup> of each year, its intent to renew and/or request changes. This information should be conveyed to the Superintendent of Business or Early Years Superintendent.

Where it is CDSBEO's intention not to renew this Agreement at the end of the one-year term, at its option, written notice may be given to the Tenant where possible, 180 days before the expiration of this Agreement.

## **16. ASSIGNMENT**

The Agreement is not assignable or transferable by the Tenant without the prior written consent of CDSBEO. Any change of control, bulk sale of assets, or amalgamation of the Tenant shall require the prior written consent of CDSBEO. Any consent given by CDSBEO to any assignment or other transfer of the Tenant's interest in this Agreement or in the Leased Space shall not relieve the Tenant from its obligations under this Lease.

## **17. TERMINATION OF AGREEMENT**

If the Tenant is in default of any provisions of this Lease, CDSBEO reserves the right to terminate this Agreement by issuance of a 30-day Notice to the Tenant. If the Tenant's default is not resolved within 30 days from the date of a written termination Notice, the Tenant will be required to vacate the premises immediately thereafter.

CDSBEO further has the right to terminate this Agreement immediately in the event of bankruptcy, winding up, or making of a proposal by the Tenant, or the appointment of a receiver or receiver and manager of all or substantially all of the assets of the Tenant.

Upon expiry or termination of this Agreement, the Tenant agrees that it will give up any possession of the Leased Space and the Agreement shall be terminated without any recourse whatsoever by the Tenant either by law or in equity against CDSBEO.

The Superintendent of Business shall communicate to the Tenant any proposed changes to the assigned Leased Space. In the event that changes affecting the program are deemed necessary, CDSBEO shall provide 90 days written notice to the Tenant.

## **18. RULES AND REGULATIONS**

The Tenant agrees on behalf of itself and all persons entering the Leased Space with the Tenant's authority or permission to abide by such reasonable rules and regulations that form part of this Agreement and as CDSBEO may make from time to time.

## **19. NOTICE**

- (1) Any notice required or permitted to be given by one party to the other pursuant to the terms of this Agreement may be given

To CDSBEO at:

**Ashley Hutchinson, Superintendent of Business & Treasurer  
Catholic District School Board of Eastern Ontario  
Box 2222, 2755 Hwy #43  
Kemptville ON K0G 1J0  
(613) 714-6380**

To the Tenant at the Leased Space or at:

**Andrea, Bolton, Interim County Clerk and Manager of Legislative Services  
The Corporation of the United Counties of Leeds and Grenville  
25 Central Ave. W. Brockville, ON K6V 4N6  
Office: (613) 342-3840**

**Corinna Smith-Gatcke, Warden  
The Corporation of the United Counties of Leeds and Grenville  
25 Central Ave. W. Brockville, ON K6V 4N6  
Office: (613) 342-3840**

- (2) The above addresses may be changed at any time by giving ten (10) days written notice.
- (3) Any notice given by one party to the other in accordance with the provisions of this Lease shall be deemed conclusively to have been received on the date delivered if the notice is served personally or seventy-two (72) hours after mailing if the notice is mailed.

**20. REGISTRATION**

The Tenant shall not at any time register notice of or a copy of this Agreement on title to the property of which the Leased Space form part without consent of CDSBEO.

**IN WITNESS WHEREOF** this agreement has been executed by The Tenant and CDSBEO this \_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_ .

SIGNED in the presence of:

**CORPORATION OF THE UNITED COUNTIES OF LEEDS AND GRENVILLE**

**Representative:** Andrea Bolton

**Signature:** \_\_\_\_\_

**Title:** Interim County Clerk and Manager of Legislative Services

**Date:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Tel:** 613-342-3840

**Representative:** Corrina Smith-Gatcke

**Signature:** \_\_\_\_\_

**Title:** Warden

**Date:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Tel:** 613-342-3840

**CATHOLIC DISTRICT SCHOOL BOARD OF EASTERN ONTARIO**

**Representative:** Ashley Hutchinson

**Signature:** \_\_\_\_\_

**Title:** Superintendent of Business & Treasurer

**Date:** \_\_\_\_\_

**Email:** [Ashley.hutchinson@cdsbeo.on.ca](mailto:Ashley.hutchinson@cdsbeo.on.ca)

**Tel:** (613) 714-6380

RELEASED

**APPENDIX A**

**CUSTODIAL SERVICES**

Custodial services included in the annual lease cost of this agreement:

Daily	Weekly	As Required
<ul style="list-style-type: none"> <li>• Empty garbage and re-bag garbage pail(s)</li> <li>• Complete sweep of floor area</li> <li>• Complete mopping of floor area with Perdiem disinfectant</li> <li>• Washing of all tabletops with Perdiem</li> <li>• Clean white boards and trays</li> <li>• Complete cleaning of washrooms including floors, toilets, sinks and counter tops</li> <li>• Spot clean walls</li> </ul>	<ul style="list-style-type: none"> <li>• Dusting of horizontal surfaces</li> <li>• Washing of walls around waste baskets</li> <li>• External inspections and recording</li> </ul>	<ul style="list-style-type: none"> <li>• Clean light fixtures</li> <li>• Re-stock paper towel, toilet paper and soap in dispensers</li> <li>• Clean corridor glass</li> <li>• Preventative maintenance on equipment</li> <li>• Snow removal during the day at doorways</li> <li>• Recording of ice and snow maintenance</li> </ul>

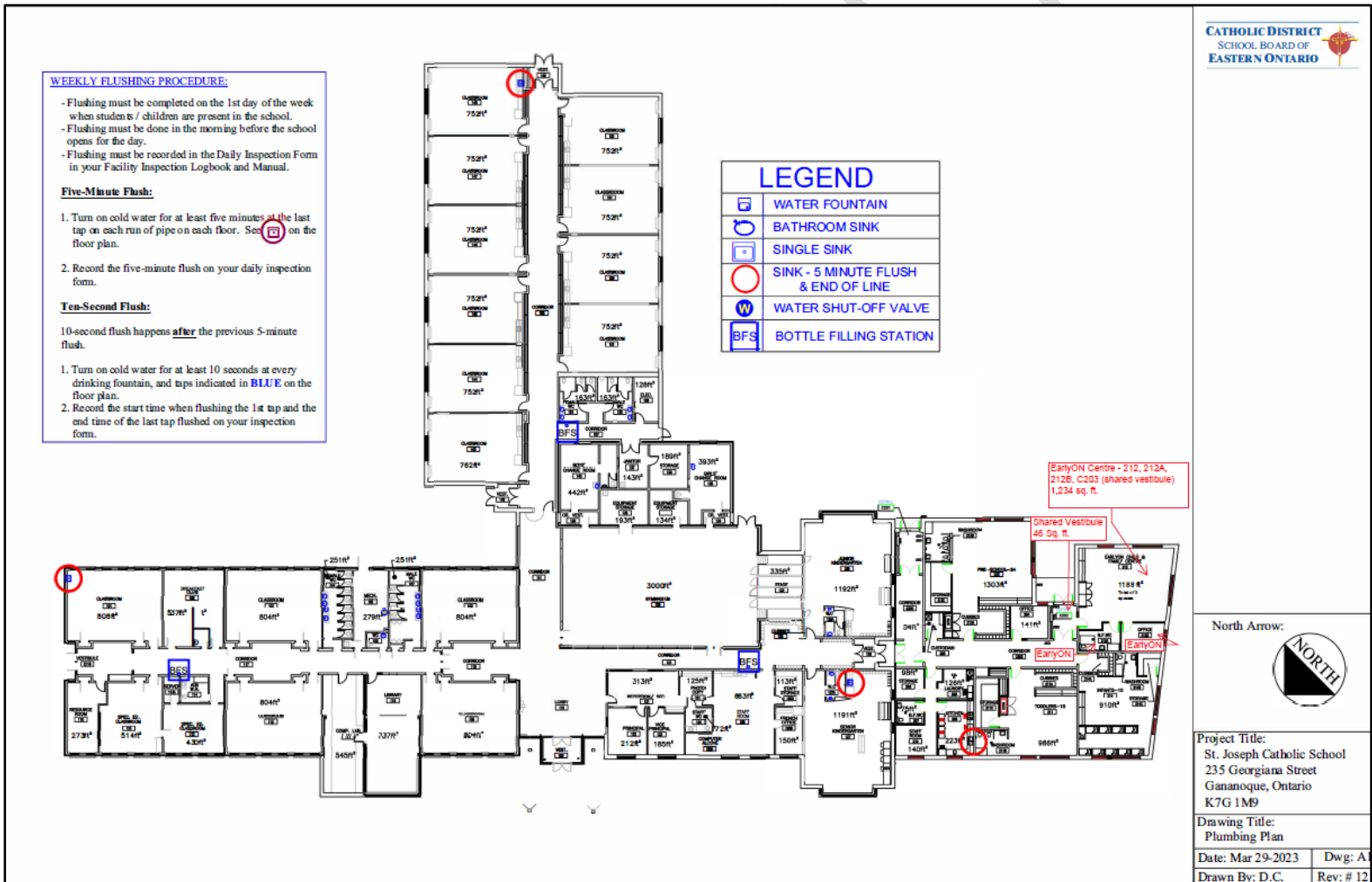
APPENDIX B

DESCRIPTION OF LEASED SPACE

Program Name	Corp. of the UCLG - EarlyON Child & Family Centre
Program(s) Room Numbers	212, 212A, 212B, 212B, C203
Program(s) Total Square footage	1,188 sq. ft plus 46 sq. ft. Common vestibule (C203) = 1234 sq. ft.
Alternate Licensed Spaces	n/a
Access areas	C203
Parking	Shared parking with Thousand Islands Daycare Centre

Floor plan of Leased Space:

**EarlyON Child & Family Centre**



**APPENDIX C**

**SCOPE OF TENANT PROGRAMS AND SERVICES**

Program Name: \_\_\_\_\_  
School: \_\_\_\_\_  
Operated by: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Email Address: \_\_\_\_\_  
Contact Number: \_\_\_\_\_  
Alternate Contact Number: \_\_\_\_\_

**Non-Instructional Days:**

Hours of Use: \_\_\_\_\_ Days of the week: \_\_\_\_\_

The Tenant will operate on the following non-instructional days:

- Professional Activity Days (PA Days)
- Board Recognized Holidays (as per Section 1.f)
- Christmas Break
- March Break
- School Summer Break
- Statutory Holidays

**Instructional Days:**

Hours of Use: \_\_\_\_\_ Days of the week: \_\_\_\_\_

Prior to taking possession for licensed Child Care, the Tenant shall provide the CDSBEO with a copy of the License issued to the Operator by the Ministry of Education – Child Care Quality Assurance & Licensing Division applicable to the Leased space.

Description of programs/services provided by Tenant:

Full-Day Child Care Program (insert description below, if applicable):

Before and After School Program (insert description below, if applicable):

EarlyON Family Centre (insert description below, if applicable):



## APPENDIX D

### TENANT - FLUSHING & RECORDING PROCEDURES

There are province-wide requirements for the flushing and testing of water systems in schools, day nurseries and private schools. These requirements are set out in *Ontario Regulation 243/07 – Schools, Private Schools and Day Nurseries*.

The goal of this regulation is to provide increased protection for children, especially children under the age of seven who are particularly vulnerable to the effects of lead. As a result, flushing must be completed and documented on a daily or weekly basis. The frequency of flushing depends on the lead test results completed by the Board during the months of May or June.

It is the responsibility of the “Tenant” to adhere to the following procedures.

1. The Tenant shall be responsible to flush cold-water taps in rooms, washrooms and fountains used by the program prior to the arrival of children on a weekly or daily basis. Please refer to the Drinking Water Flushing Plan included in Appendix D.
2. It is the responsibility of the Tenant to complete and record the daily or weekly flushing records via the Board’s eBase electronic database at [eBASE](#). The Tenant shall ensure that a copy of all records related to the regulation, including the test results and flushing records shall be kept at the facility for a period of 6 years.
3. The Board shall be responsible for the annual lead testing. Lead samples shall be taken on a rotational basis from taps or fountains used by the Tenant and School. The Board shall alternate the sampling schedules to ensure compliancy in accordance with subsection 5 (2) of the Ontario Regulation 243/07. The laboratory’s Certificate of Analysis shall be sent to the Tenant, no later than the third Thursday in August.
4. In the event of an exceedance from the samples taken, the Board shall provide the Tenant with a copy of the Notice of Lead Exceedance Test Results. It is the responsibility of the Tenant to carry out the exceedance notifications and corrective actions as required by the regulation.

## APPENDIX D

### FLUSHING AND RECORDING PROCEDURES

To ensure compliance with O. Reg. 243/07, the following steps shall be taken to complete the flushing of the plumbing system:

#### Flushing Procedure

Please refer to the attached Plan to see if daily or weekly flushing is required at this facility.

#### Flushing Procedure

1. **Daily Flushing:** to be done **every day** the daycare is in operation.
2. **Weekly Flushing:** to be done on the **first day (Monday)** of the week.
3. Flushing must be completed on a daily or weekly basis before the daycare opens at the locations indicated on the plan.

#### Five-Minute Flush

1. **Turn on** the cold water for a **minimum** of five minutes at the tap or taps encircled in **RED** on the Drinking Water Flushing Plan provided.
2. **Record** the five-minute flush.

#### Ten-Second Flush

The 10-second flush is to be performed only **after** the 5-minute flushing has been completed.

1. **Turn on** the cold water for at least 10 seconds at fountains and every tap encircled in **BLUE** on the Drinking Water Flushing Plan.
2. **Record** the start time when flushing the 1<sup>st</sup> tap and the end time of the last tap flushed. **Actual times must be recorded.**

If you have any questions regarding the flushing and recording procedures, please do not hesitate to contact Dan Tackaberry, Facilities Planning Coordinator, at 613-714-6410, or by email at [Dan.Tackaberry@cdsbeo.on.ca](mailto:Dan.Tackaberry@cdsbeo.on.ca).


APPENDIX D

DRINKING WATER FLUSHING PLAN

**WEEKLY FLUSHING PROCEDURE:**

- Flushing must be completed on the 1st day of the week that students / children are present in the school.
- Flushing must be done in the morning before the school opens for the day.
- Flushing must be recorded in the Daily Inspection Form in your Facility Inspection Logbook and Manual.

**Five-Minute Flush:**

1. Turn on cold water for at least five minutes at the last tap on each run of pipe on each floor. See  on the floor plan.
2. Record the five-minute flush on your inspection form.

**Ten-Second Flush:**


- 10-second flush happens **after** the previous 5-minute flush.
1. Turn on cold water for at least 10 seconds at every drinking fountain, and taps indicated in **BLUE** on the floor plan.
  2. Record the start time when flushing the 1st tap and the end time of the last tap flushed on your inspection form.

LEGEND	
	WATER FOUNTAIN
	BATHROOM SINK
	SINGLE SINK
	DOUBLE SINK
	SINK – 5 MINUTE FLUSH END OF LINE SINK
	WATER SHUT-OFF VALVE
	BOTTLE FILLING STATION

**WEEKLY FLUSHING PROCEDURE:**

- Flushing must be completed on the 1st day of the week when students / children are present in the school.
- Flushing must be done in the morning before the school opens for the day.
- Flushing must be recorded in the Daily Inspection Form in your Facility Inspection Logbook and Manual.

**Five-Minute Flush:**

1. Turn on cold water for at least five minutes at the last tap on each run of pipe on each floor. See  on the floor plan.
2. Record the five-minute flush on your daily inspection form.

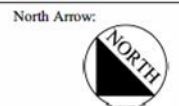
**Ten-Second Flush:**

- 10-second flush happens **after** the previous 5-minute flush.
1. Turn on cold water for at least 10 seconds at every drinking fountain, and taps indicated in **BLUE** on the floor plan.
  2. Record the start time when flushing the 1st tap and the end time of the last tap flushed on your inspection form.

LEGEND	
	WATER FOUNTAIN
	BATHROOM SINK
	SINGLE SINK
	SINK - 5 MINUTE FLUSH & END OF LINE
	WATER SHUT-OFF VALVE
	BOTTLE FILLING STATION



CATHOLIC DISTRICT  
SCHOOL BOARD OF  
EASTERN ONTARIO



Project Title:  
St. Joseph Catholic School  
235 Georgiana Street  
Gananoque, Ontario  
K7G 1M9

Drawing Title:  
Plumbing Plan

Date: Mar 29-2023      Dwg: A  
Drawn By: D.C.      Rev: # 12

APPENDIX D

O. REG. 243/07-SAFE DRINKING WATER ACT FLUSHING RECORDING FORM

<b>Tenant:</b> _____			<b>School Location:</b> _____				
<b>Month of</b> _____ <b>20</b> _____			<b>Address:</b> _____				
INSPECTION	COMPLETED BY	Initials	5 Minute Flush		10 Second Flushing		Date:
Flushing of Water System (before the arrival of children)			Start Time: End Time:		Start Time: End Time:		
Day of Week _____							
Day of Week _____							
Day of Week _____							
Day of Week _____							
Day of Week _____							

<b>Tenant:</b> _____			<b>School Location:</b> _____				
<b>Month of</b> _____ <b>20</b> _____			<b>Address:</b> _____				
INSPECTION	COMPLETED BY	Initials	5 Minute Flush		10 Second Flushing		Date:
Flushing of Water System (before the arrival of children)			Start Time: End Time:		Start Time: End Time:		
Day of Week _____							
Day of Week _____							
Day of Week _____							
Day of Week _____							
Day of Week _____							

\*\* Names and initials must be clear and legible

## Appendix E

### FACT SHEET – REPORTING TO THE SCHOOL PRINCIPAL

Under O. Reg. 221/11 of the *Education Act*, employees and contractors of third-party operators, (referred to as “Tenant” for the purpose of this Agreement), are required to report to the school’s principal when they become aware that a pupil of a school of the Board may have engaged in activity for which suspension or expulsion must be considered, in accordance with the *Education Act* and CDSBEO Administrative Procedures, more specifically [414 Suspension, Expulsion, Appeal and Programs](#). These employees and contractors must report the matter to the school’s Principal.

Incidents, which a School Principal must consider for suspension, include:

- Uttering a threat to inflict serious bodily harm on another person
- Possession of alcohol or illegal drugs
- Being under the influence of alcohol
- Swearing at a teacher or at another person in a position of authority
- Committing an act of vandalism that causes extensive damage to school property at the pupil’s school or to property located on the premises of the pupil’s school
- Bullying
- Any other activity that is an activity for which a principal may suspend a student under a policy of the board

Incidents, which a School Principal must suspend, and consider for expulsion, include:

- Possessing a weapon, including possessing a firearm
- Using a weapon to cause or threaten bodily harm to another person
- Committing physical assault on another person that causes bodily harm requiring treatment by a medical practitioner
- Sexual assault
- Trafficking in weapons or in illegal drugs
- Committing robbery
- Giving alcohol or cannabis to a minor
- Bullying, if,
  - the pupil has previously been suspended for engaging in bullying, and
  - the pupil’s continuing presence in the school creates an unacceptable risk to the safety of another person.
- Any activity for which suspension must be considered under the *Education Act* that is motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, gender identity, gender expression, or any other similar factor.
- Any other activity that, under a policy of the board, is an activity for which a principal must suspend a pupil and conduct an investigation to determine whether to recommend to the board that the pupil be expelled.

What to do:

1. Report to the School Principal, as soon as reasonably possible, all incidents listed above.
2. Confirm all reports to the School Principal in writing using the Safe Schools Incident Reporting Form – Part I (provided by the School Principal).
3. The School Principal will provide written acknowledgement Safe Schools Incident Reporting form – Part II) that your report was received and whether he or she has taken any action regarding the incident that you reported.

## APPENDIX F

### RULES AND REGULATIONS FORMING PART OF THIS LEASE AGREEMENT

The Tenant shall observe the following Rules and Regulations (as amended or supplemented from time to time by CDSBEO):

1. The sidewalks, entrances, elevators, stairways and corridors of the building shall not be obstructed or used by the Tenant, his agents, servants, contractors, invitees or employees for any purpose other than access to and from the Leased Space.
2. The floors, skylights and windows that reflect or admit light into passageways or into any place in the building shall not be covered or obstructed by the Tenant, and no awnings shall be put over any window.
3. The toilets, sinks, drains, washrooms and other water apparatus shall not be used for any purpose other than those for which they were constructed, and no sweepings, rubbish, rags, ashes or other substances, such as chemicals, solvents, noxious liquids or pollutants shall be thrown therein, and any damage resulting to them from misuse shall be borne by the Tenant by whom or by whose employees, agents, servants, contractors or invitees the damage was caused.
4. The Tenant shall not perform any acts or carry on any activity which may damage the School or be a nuisance to any other tenant.
5. No animals or birds shall be brought into the building or kept on the Leased Space, except for service animals.
6. Smoking and the use of cannabis and/or alcoholic beverages are strictly prohibited in the Leased Space and elsewhere on CDSBEO property.
7. The Tenant shall not mark, drill into, bore or cut or in any way damage or deface the walls, ceilings or floors of the Leased Space. No wires, pipes or conduits shall be installed in the Leased Space without prior written approval of CDSBEO. No broadloom or carpeting shall be affixed to the Leased Space by means of a non-soluble adhesive or similar products.
8. No one shall use the Leased Space for sleeping apartments or residential purposes, for the storage of personal effects or articles other than those required for business purposes or for any illegal purpose.
9. The Tenant shall not use or permit the use of any objectionable advertising medium such as, without limitation, loudspeakers, public address systems, sound amplifiers, radio, broadcast or television apparatus within the building which is in any manner audible or visible outside of the Leased Space.
10. The Tenant must observe care not to allow windows to remain open so as to admit rain or snow, or so as to interfere with the heating of the building. The Tenant neglecting this rule will be responsible for any damage caused to the property of other tenants, or to the property of CDSBEO, by such carelessness. The Tenant, when closing the Leased Space, shall close all windows and lock all doors.
11. The Tenant shall not without the express written consent of CDSBEO, place any additional locks upon any doors of the Leased Space and shall not permit any duplicate keys to be made therefor; but shall use only additional keys obtained from CDSBEO, at the expense of the Tenant, and shall surrender to CDSBEO on the termination of the Lease all keys of the Leased Space.
12. No inflammable oils or other inflammable, toxic, or dangerous materials shall be kept or permitted to be kept in or on the Leased Space.
13. No bicycles or other vehicles shall be brought within the Leased Space or upon CDSBEO's property, unless otherwise agreed in writing.
14. Nothing shall be placed on the outside of windows or projections of the Leased Space. No air-conditioning equipment shall be placed at the windows of the Leased Space without the consent in writing of CDSBEO.
15. The moving of all heavy equipment and office equipment or furniture shall occur only between 6:00 pm and 8:00 am or any other time consented to by CDSBEO and the persons employed to move the same in and out of the building must be acceptable to CDSBEO. Safes and other heavy equipment shall be moved through the Leased Space and common areas only upon steel bearing plates. No deliveries requiring the use of an elevator for freight purposes will be received into the building or carried in the elevators, except during hours approved by CDSBEO.
16. CDSBEO reserves the right to restrict the use of the building after 6:00 pm.
17. Canvassing, soliciting and peddling in the building is prohibited.
18. The Tenant shall first obtain in writing the consent of CDSBEO to any alteration to the electrical system in the Leased Space and all such alterations and modifications shall be completed at the Tenant's expense by an electrical contractor acceptable to CDSBEO.
19. The Tenant shall first obtain in writing the consent of CDSBEO to the placement by the Tenant of any garbage containers or receptacles outside the Leased Space or building.
20. The Tenant shall not install or erect on or about the Leased Space television antennae, communications towers, satellite dishes or other such apparatus.

CDSBEO shall have the right to make such other and further reasonable rules and regulations and to alter, amend or cancel all rules and regulations as in its judgement may from time to time be needed for the safety, care and cleanliness of the building and for the preservation of good order therein and the same shall be kept and observed by the Tenant, his employees, agents, servants, contractors or invitees. CDSBEO may from time to time waive any of such rules and regulations as applied to tenants and is not liable to the Tenant for breaches thereof by other tenants.

APPENDIX G

2024-2025 SCHOOL YEAR CALENDAR

CATHOLIC DISTRICT SCHOOL BOARD OF EASTERN ONTARIO						
SCHOOL YEAR CALENDAR – 2024/2025						
2024						
<b>SEPTEMBER</b>						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
September 4 <sup>th</sup> – first day of school						
<b>OCTOBER</b>						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
<b>NOVEMBER</b>						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
<b>DECEMBER</b>						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				
2025						
<b>JANUARY</b>						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
<b>FEBRUARY</b>						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	
<b>MARCH</b>						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
<b>APRIL</b>						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			
<b>MAY</b>						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
<b>JUNE</b>						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
June 26 <sup>th</sup> – last day of school						
PROFESSIONAL ACTIVITY DAYS						
STATUTORY & REGULAR SCHOOL HOLIDAYS						
EXAMINATION DAYS - SECONDARY						

**APRIL 08, 2025**

**JOINT SERVICES COMMITTEE REPORT**

**REPORT NO. JSC-017-2025**

**COMMUNITY PARAMEDIC PROGRAM – HEALTH CANADA’S SUBSTANCE USE AND ADDICTIONS PROGRAM (SUMMIT)**

**JONATHAN SYLVESTER  
DEPUTY CHIEF, PARAMEDIC SERVICE**

---

**RECOMMENDATIONS**

For information purposes only.

**FINANCIAL IMPLICATIONS**

There are no financial implications at this time, as this program remains 100% funded by Health Canada (HC). Approved federal funding remains approved for three full years to fiscal year of 2027-28. No impact is expected due to the recent Federal government prorogue or upcoming Federal election on Monday April 28, 2025. Contribution Agreements are in place along with Service Agreements between the Leeds Grenville Paramedic Service and the South East Health Unit to ensure funding commitments.

**CLIMATE CHANGE IMPLICATIONS**

Opportunities for incorporating energy efficiency and climate change awareness into paramedic operations will be identified and implemented where possible in the planning process. Minimization of travel distances to maximize response will also assist with emissions reductions.



## **ACCESSIBILITY CONSIDERATIONS**

The purpose of minimizing response, is to maximize access to paramedic services. All equipment requires accessible design standards to be met. Implementation of technology to assist with special needs for communication purposes will be incorporated where cost effective.

## **COMMUNICATIONS CONSIDERATIONS**

A designed Core Group to assist the guidance and program direction has been established for this project. Representatives from Leeds Grenville Paramedic Service, South East Health Unit, Rideau Community Health Centre, Lanark, Leeds, Grenville Addictions and Mental Health and John Howard Society make up the main Core Group. A greater Advisory Committee is currently being established made up of a wide array of community partners. Invitations to participate have been sent to proposed Advisory Committee members with an overview of the program and work plan for review. Ongoing dialogue with local health care and service providers to determine community needs and collaboration is underway. Communication is led by the South East Health Unit and Leeds Grenville Paramedic Service, with Health Canada's involvement.

## **BACKGROUND**

The Health Canada's Substance Use and Addictions Program (SUAP) has moved forward with program development, hiring and operations beginning in January 2025. This new Program will be operating as Summit Integrated Care Program (Summit). The initial phase of the program has seen the creation and approval of the program's 2024-25 and 2025-26 Work Plan, the development of the program Logic Model. Health Canada has provided the approval of the performance metrics for the program, the initial phase of staff hiring, establishment of interim office and clinic location, as well as the approval of the program's operating name. Please see the attachment # 1 for further details on the program overview.

## **DISCUSSION/ALTERNATIVES**

Summit is creating structured initiatives to help reduce harm, prevent, refer, and support individuals struggling with substance use, mental health, housing and food insecurities. Summit is incorporating best practices from public health, harm reduction services, medical and social work. Community engagement, stakeholder collaboration, and culturally competent approaches are crucial to ensuring effectiveness of this program.

Ongoing evaluation and data collection help refine strategies, address community trends and help improve outcomes. Summit is committed to working with its community partners to identify and support individuals through direct and indirect supports, supplies, treatment and referrals.

Location – Summit has entered into a lease agreement for offices and clinic space in partnership with John Howard Society at 125 Stewart Blvd. This partnership and location are advantageous, as the synergy between the two service providers will assist in identifying community clients in need and ensure collaborative efforts are focused on the program. Social and health services will be provided in the office/clinic location. Outreach services are being provided in the community and are designed to meet individuals where they are at.

Staffing update – Summit’s Project Coordinator has been hired and its two Health Systems Navigators are in the final stages of the hiring process. The Community Paramedic Program Outreach Paramedics are fully operational and have been working in various capacities to support Summit’s program development and service delivery in outreach settings. Administrative and operations staff will be continuing to work on partnership development, education and program development. Peer Support workers and Persons with Lived or Living Experience will be hired for further community connection and support through the Spring and Summer of 2025, as program needs dictate.

Budget update – The 2024-25 budget has been utilized appropriately as per the Health Canada budget plan and program supplies and start-up needs have been met in order to move comfortably into the 2025-26 operating year and further program development.

Programming – Summit is making connections with community partners to identify individuals struggling to access services through traditional pathways. Summit is working in the community to provide direct and indirect care, ongoing support, referrals for service, education and connections to the most appropriate services for individual client needs. The workplan through the beginning of 2025-26 includes increasing targeted communication channels to reach populations, establishing services tracking procedures, advocate for integration into existing community programs to reduce duplication of community services and increasing access to substance use and harm reduction services in the region. In addition, the program will be increasing staffing to include peer support workers and augment outreach services for individuals that are reticent to access care through traditional pathways.

**ATTACHMENTS**

Attachment #1 - Summit Integrated Care Overview

The report set out above has been reviewed and the information verified by the individuals listed below.

**JONATHAN SYLVESTER  
DEPUTY CHIEF, PARAMEDIC SERVICE**

**APRIL 1, 2025  
DATE**

**JEFFREY CARSS  
CHIEF, PARAMEDIC SERVICE**

**APRIL 1, 2025  
DATE**

**PAT HUFFMAN  
TREASURER**

**APRIL 1, 2025  
DATE**

**ALISON TUTACK  
INTERIM CHIEF ADMINISTRATIVE OFFICER**

**APRIL 1, 2025  
DATE**

# SUMMIT

Integrated Care Hub and Outreach Services





# SUMMIT INTEGRATED CARE

SUAP Community Collaboration

## For Those Struggling With Substance Use, Mental Health & Housing Challenges

---

### Executive Summary

The Summit Integrated Care Program (Summit), will create a collaborative, peer-led social support and care delivery system for those struggling with mental health, substance use and housing by bringing together healthcare, public health and social service providers in the community.

Summit embodies a cohesive, individual-centered approach to care that creates a single point of access rooted in harm reduction, equity, diversity, inclusion, trauma and violence informed care for people who are struggling with substance use, addictions, mental health challenges and lack of housing. System navigation and coordination will focus on a variety of health care services, such as primary and acute care, harm reduction services, social services support, service referrals to treatment agencies and other not for profit agencies in the community.

The summit of mental health and addictions recovery is not a single peak to be conquered, but a continuous ascent – an evolving journey rather than a final destination. Some days, the summit feels within reach – clarity, resilience standing tall before us. Other days, the path is obscured by fog, the weight of the climb pressing down. The climb is not easy; it demands support, resilience, self-awareness and strength to navigate. Each step taken is towards higher ground, where the air is clearer, and the view is one of hope.

Summit aims to reduce barriers to care, improve access to essential services, and foster a sense of community for individuals facing substance use, addiction and mental health challenges. The project will be delivered through a fixed location in Brockville and through a supportive outreach team, that will extend throughout Leeds and Grenville. The fixed site will create a safe, inclusive, non-stigmatizing, respectful and coordinated one stop access point for vulnerable individuals and will provide them with access to basic needs items, nutritious snacks, harm reduction single use supplies, wound care supplies and health care navigation. The outreach team will strive to provide access to individuals who may be hesitant or unable to attend the fixed location or those who are discharged from various services after regular hours. Summit is a community united in navigating the journey, together.

---

**Mission:** To break the cycle of stigma, improve mental health outcomes, and reduce addiction-related harm by delivering integrated services, raising awareness, and engaging the community. To improve health outcomes in underserved communities by providing integrated, accessible, and compassionate care through coordinated efforts of healthcare providers, Community Paramedics, and community partners.

---

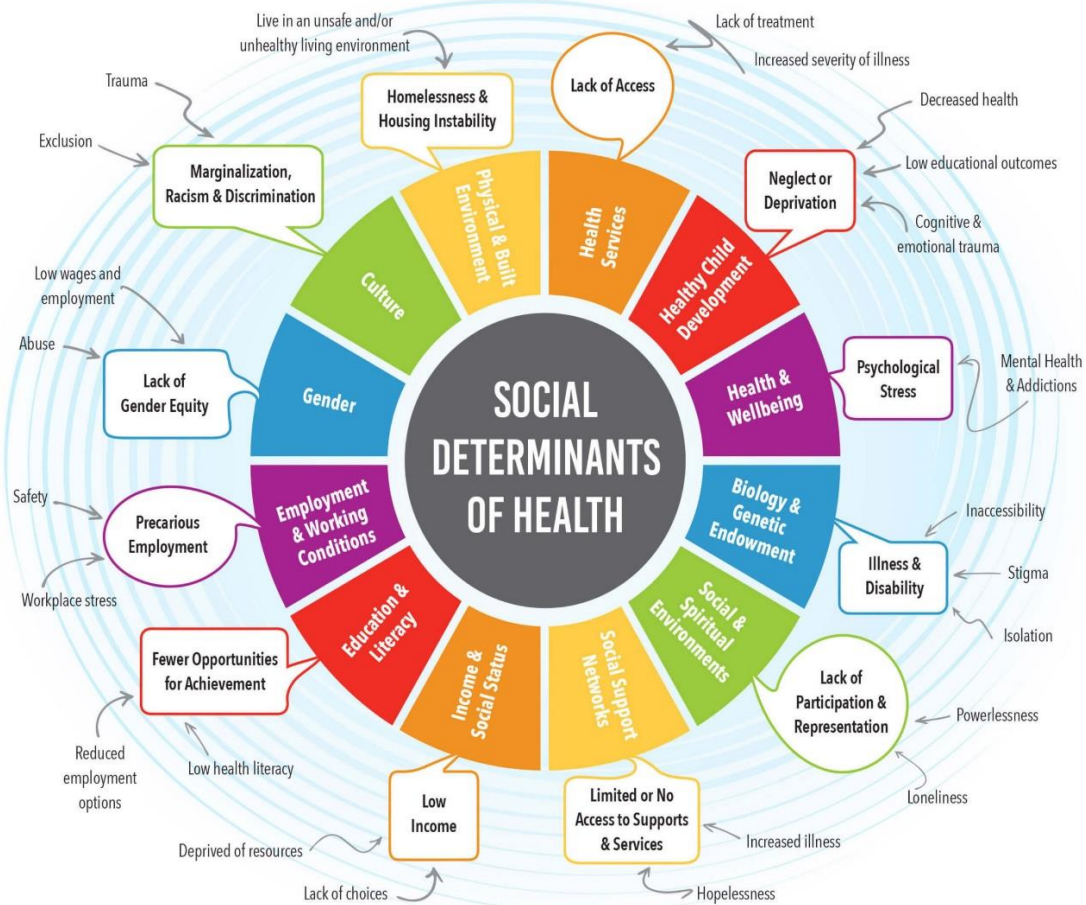
**Vision:** A community where individuals with substance use and addiction challenges are treated with dignity, supported in their challenges and empowered to thrive. To become a leading model of community-based, interdisciplinary healthcare delivery, empowering individuals to manage their health and reducing reliance on emergency services.



Many communities, particularly rural and underserved urban areas, face significant barriers to accessing healthcare services. These include geographical isolation, shortages of healthcare providers, and socioeconomic factors that exacerbate health disparities. The result is a heavy reliance on emergency services, often for non-urgent issues that could be managed more completely through primary or preventive care.

This operating plan details the framework, operations, and key processes necessary to ensure the success of Summit. It emphasizes the organizational structure, staffing, workflows, service offerings, community connections and strategies for long-term sustainability.

FIGURE 1: SOCIAL DETERMINANTS OF HEALTH AND WELL-BEING<sup>14</sup>



## Core Components of the Summit Program:

### 1. Primary Care / Community Paramedic & Outreach Medical Services:

- **Goal:** To provide accessible, person-centered healthcare for individuals facing substance use, mental health and addiction challenges.
- **Activities:** Provide NP led primary care services with Community Paramedic support for Summit clients in the fixed site location, in addition to providing services for individuals that may be averse to accessing traditional care pathways in their own environment on their own time through our Outreach Medical Services activities.

### 2. Peer Navigation / Referral Services:

- **Goal:** To provide a single point of access to coordinated care that is peer led for people who are struggling with mental health, substance use and housing by leading individuals through the health care and social services system at a pace most suitable for their needs.
- **Activities:** Collaborating with local organizations, healthcare providers, law enforcement, and social services to establish and implement referral pathways of support that will lead to a coordinated, holistic response that addresses both the medical and social determinants of health.

### 3. Peer Support Networks:

- **Goal:** To empower individuals with lived or living experience to support others in their journeys.
- **Activities:** Establishing peer-led support groups and mentorship programs, where individuals can share experiences, provide emotional support, and offer practical advice.

### 4. Harm Reduction:

- **Goal:** To increase the availability of harm reduction services to clients and to provide education and training to community partners, when needed.
- **Activities:** Provide single use harm reduction supplies to clients, include safe disposal methods. This includes the provision of Naloxone and any training required.

### 5. Education and Public Awareness:

- **Goal:** To educate the public about mental health and addiction, dispel myths, and reduce the stigma that prevents individuals from seeking help.



## Impact and Outcomes:

Summit is committed to measurable outcomes, including:

- To increase by 90% the total number of people accessing the Summit integrated care hub and outreach services who are connected to one or more partner agencies and retained in care for longer than 3 months by the end of April 2027.
- To increase by 70% the number of people accessing the Summit integrated care hub and outreach services who report positive interactions with local service providers, including but not limited to, reduced stigma and discrimination, improved relationships with community partner agencies etc. by the end of March 2028.
- To have 80% of the staff recruited for positions directly funded by the SUAP grant identify as having lived or living experience with mental health, substance use and/or homelessness by the end of March 2028.

By addressing mental health and addiction challenges through a multi-faceted approach, the Summit Program is leading the charge toward a healthier, more inclusive community. It provides a roadmap for overcoming stigma, fostering resilience, and building supportive environments where individuals can heal, recover, and thrive.



---

## Core Values:

- **Collaboration:** Foster strong partnerships among healthcare providers, Community Paramedics, social services, and community groups.
- **Accessibility:** Ensure healthcare and social services are accessible to underserved and marginalized populations.
- **Innovation:** Implement cutting-edge solutions to deliver preventive, acute, and chronic care efficiently.
- **Holistic Care:** Address medical, mental, and social needs to improve overall quality of life for individuals and communities.

## 1. Organizational Structure

### Governance and Leadership

Summit will be guided by a Core Group of community partners, coupled with the education and advice of a greater Advisory Committee, comprising representatives from key stakeholders, including local healthcare organizations, emergency services, social services, and community organizations. The Core Group will provide strategic direction, approve budgets, and set long-term goals for Summit direction, while the Advisory Committee will provide community input, guidance and discussion for collaborative program development.

### Key Collaboration:

1. **Community Paramedics:** Community Paramedics are specially trained to provide healthcare beyond emergency responses and are increasingly being recognized as a vital resource in addressing these gaps. A peer-led community program that links Community Paramedics with healthcare providers, social services, and substance use professionals can bridge this gap and create a more effective, patient-centered system. This includes trained Community Paramedics who provide healthcare services, home and community visits, substance use and health literacy, wound care and chronic disease management.
2. **Clinical Services:** Collaborates with local healthcare providers (e.g., primary care physicians, health care practitioners, specialists) to ensure patients receive comprehensive care, including virtual care options.
3. **Public Health:** Offers Naloxone (with training) and harm reduction supplies and support, through single use items and safe sharp disposals.
4. **Social Services and Case Management:** Provides assistance with navigating housing, employment, food security, and other social services.
5. **Community Engagement and Outreach:** Leads efforts to involve the community in health education, prevention, and promotion initiatives.
6. **Government:** As a major funder, Health Canada will help guide and monitor the project to ensure it meets its objectives.
7. **Partner Agencies with Common Goals:** Collaborate with both the United Counties' Supportive Cabin Project and the Lanark, Leeds and Grenville HART Hub to ensure maximum synergy.

---

## 2. Staffing and Roles

To ensure the effective operation of Summit, staffing must be adequate, multidisciplinary, and appropriately trained. The program will employ individuals with a wide range of expertise to cover medical, social, psychological, and logistical needs.

## Key Staff Positions:

### 1. Summit Project Coordinator

#### ○ Responsibilities:

- Implement and design improvements to harm reduction services, health care services, substance use treatment in support of the project's work plans.
- Development of programming to reduce barriers to care, improve access to essential services and responsible for planning a comprehensive evaluation framework for the program. Data collection and key performance indicators, managing needs assessment, and making recommendations for improvement based on best practices, develop evaluation procedures for recording program outcome.
- Support a comprehensive communication and engagement strategy in collaboration with all partners and communities.
- Manages the day-to-day operations of the project.

### 2. Community Paramedics

#### ○ Responsibilities:

- Provide health supports, disease management, wellness checks and emergency interventions.
- Conduct assessments and support treatment plans for patients with complex health needs.
- Provide preventive care, wound care, point of care diagnostics, vaccinations, and health education. Substance use and mental health crisis response. Trauma informed care and cultural competency.

### 3. Nurse Practitioners

#### ○ Responsibilities:

- Provide clinical oversight, assist with patient assessments, and coordinate in-person and virtual care visits.
- Work with paramedics and team members to ensure continuity of care for patients requiring ongoing medical attention.

### 4. Health Systems Navigators

#### ○ Responsibilities:

- Assist clients with navigating social services, including housing, employment, and financial support.
- Work with team members to develop care plans that address both medical and social determinants of health.
- Coordinate with community organizations to offer additional resources to clients.

### 5. Peer Support Workers

#### ○ Responsibilities:

- Establishing peer-led support groups and mentorship programs, where individuals can share experiences, provide emotional support, and offer practical advice.

## 6. Administrative and Support Staff

### ○ Responsibilities:

- Manage scheduling, client records, administrative support and coordination with partner agencies.
- Ensure smooth operations by maintaining supply chains, managing logistics, and handling communications.

### Staff Training and Development:

Staff training is essential for maintaining high standards of care and ensuring that the multidisciplinary team can work together effectively. Key training areas include:

- **Interdisciplinary collaboration:** Ensuring Community Paramedics, healthcare providers, and social services staff understand each other's roles and can work seamlessly together.
- **Cultural competency:** Staff will undergo training on how to effectively engage with diverse populations, considering cultural, language and socioeconomic differences.
- **Technology training:** Training on virtual care and assessment platforms, electronic health records (EHR) systems, and other digital tools.
- **Trauma-informed care:** Ensuring that all staff are trained in trauma-informed approaches to healthcare delivery, particularly for populations with substance use and mental health challenges or those experiencing homelessness.

---

## 3. Service Delivery Model

Summit is designed to deliver coordinated, patient-centered services that address both the medical and social needs of the community. Services will be offered in a variety of settings, including homes, clinics, community centers, outreach locations and through virtual platforms.

### Care Coordination:

Summit will serve as a central coordinating entity, ensuring that patients receive timely and appropriate care through collaboration with various service providers. Care coordination will be managed through:

- **Care Teams:** Multidisciplinary teams, including Community Paramedics, Nurse Practitioner, social workers, and substance use health professionals will meet regularly to review patient cases and adjust care plans as needed.
- **Shared Electronic Health Records (EHRs):** A centralized EHR system accessible to Summit healthcare providers to track patient care and progress in real time.

- **Systems Navigation:** Health Systems Navigators will act as patient navigators, ensuring that individuals are connected to the services they need, such as primary care appointments, specialist referrals, or social services.

**Service Offerings:**

**1. Referral Services**

- Summit will offer referrals to community agencies such as substance use and addiction treatment services, mental health services, housing, and other social service programs.

**2. Primary Care and Chronic Disease Management**

- Summit will provide routine care to patients with chronic conditions, such as substance use, diabetes, wound care, hypertension, and heart disease, in community settings or in home. This will include monitoring vitals, adjusting medications in collaboration with physicians, offering health education and direction to specialized substance use supports.

**3. Emergency and Urgent Care**

- Summit Community Paramedics will continue to provide urgent and emergency care but will continue to develop non-emergent services that prevent hospitalization or emergency department visits in support of substance use and addiction.

**4. Preventive Care and Health Education**

- Summit will offer vaccination programs, harm reduction support, health screenings, and community health education workshops. Summit will engage in preventive health activities, such as medication compliance, wound care and administering vaccines during health visits.

**5. Social Services and Support**

- Social Workers and Health Systems Navigators will assist clients with applying for housing, accessing food support programs, managing financial assistance, securing transportation to medical appointments and offering guidance on diet, exercise, substance use and harm reduction. They will also coordinate with local agencies to ensure patients receive the necessary support to meet their non-medical needs.



## Technology Integration:

1. **Virtual Care:** Patients requiring specialist consultations or immediate physician or nurse practitioner guidance will have access to virtual care services. Summit Community Paramedics will determine the need and use during community, home or clinic visits, allowing real-time consultations or referrals to other healthcare providers.
  2. **EHR System:** Summit will utilize a secure EHR system to store and manage patient records, enabling seamless communication between Summit, healthcare providers, and social services.
  3. **Mobile Health Applications:** Clients may have access to remote patient monitoring where appropriate and/or mobile apps that allow them to monitor their health, schedule appointments, and communicate with Summit care providers.
- 

## 4. Operational Workflow

Efficient workflows are critical to ensuring that Summit operates smoothly and effectively. The following outlines the typical workflow for Summit service delivery:

### Step 1: Client Identification and Referral

Summit clients will be identified through various channels:

- **Emergency Services:** Patients frequently using emergency services for substance use, mental health and addiction related issues may be flagged and referred to Summit.
- **Community Referrals:** Local clinics, hospitals, social services, and community organizations can refer individuals to Summit for follow-up care, harm reduction supports or chronic disease management.
- **Outreach Programs:** Summit will conduct regular community outreach activities, such as health clinics, where individuals can be introduced, screened and referred for ongoing supportive care.

### Step 2: Initial Assessment and Care Planning

Upon referral, a Summit health care professional will conduct an initial assessment, which will include:

- **Health assessment:** Identifying medical conditions, medications, and any urgent harm reduction or immediate health needs.
- **Social needs assessment:** Identifying any social determinants of health that may impact the patient's well-being, such as interest or need for substance use supports, housing insecurity or lack of access to food.

A multidisciplinary care team will then help to create a **personalized support plan** that outlines the services the patient may receive from Summit and its partners.

### Step 3: Service Delivery

- **Health visits:** Summit Community Paramedics and Health Systems Navigators will visit patients in their homes, respective locations or clinics to provide direct care, harm reduction supports, substance use supports, health and medication reviews and education, and offer preventive services.
- **Virtual Care:** For clients requiring specialist care, virtual consultations can be arranged, often during in-person visits with the Summit health care provider present if appropriate.
- **Social service coordination:** Summit Community Paramedics and Health Systems Navigators will support clients to receive the ongoing social supports they need, such as access to harm reduction supplies, assistance to connect with housing and financial supports or access to food security.

### Step 4: Ongoing Monitoring and Follow-Up

Summit care teams will meet regularly to review client progress and adjust supportive care plans as needed. Clients with chronic conditions and ongoing needs will receive **regular follow-up visits** from Summit Community Paramedics and Health Systems Navigators to help support attending appointments, primary care connections and accessing regularly needed substance use and harm reduction resources.

---

## 5. Community Engagement and Partnerships

Community involvement is critical for the success of Summit programming. Summit will actively engage local leaders, organizations, and residents to ensure services meet the needs of the population.

### Partnership Development:

1. **Local Healthcare Providers:** Partnerships with public health, clinics, hospitals, community and primary healthcare providers will ensure that clients have access to necessary medical services beyond the scope of Summit.
2. **Social Services Agencies:** Collaborations with housing authorities, food banks, and financial assistance programs will provide Summit clients with comprehensive support to address social determinants of health.
3. **Community Organizations:** Summit will work closely with community service providers, harm reduction services, local drop-in services and supportive housing organizations to conduct outreach and deliver services to hard-to-reach populations.

4. **Government:** Partnership with the project's funder, Health Canada, to ensure project meets the requirement in the Project's Contribution Agreement.

#### **Community Outreach Initiatives:**

1. **Health Education Workshops:** Summit will offer free workshops in community centers, drop-in programs, and other public spaces to educate clients on health topics, including substance use resources, harm reduction strategies, chronic disease management, preventive care, and mental health awareness.
2. **Mobile Health Clinics:** Summit will operate mobile health units that bring services directly to communities, conducting screenings and offering substance use education, harm reduction services and basic medical care in underserved areas.
3. **Volunteer Programs:** Community members will be encouraged to participate in volunteer programs that support Summit's mission, such as assisting with outreach events or providing needs or logistical support.



---

#### **6. Evaluation and Continuous Quality Improvement**

Summit will implement a rigorous evaluation framework to monitor the quality of care, client outcomes, and overall operational efficiency. Key performance indicators (KPIs) will include:

- **Patient health outcomes:** Tracking improvements in substance use and addictions, chronic disease management, mental health, and preventive care.
- **Patient satisfaction and engagement:** Collecting feedback through surveys and focus groups to assess client satisfaction with services.
- **Community impact:** Measuring improvements in community health, access to services, and social supports with respect to substance use, addictions services and outcomes.

Summit will continuously review data and adjust services to improve care delivery and outcomes.

---



## 7. Sustainability and Financial Model

The long-term sustainability of Summit will depend on securing a diverse range of funding sources and establishing cost-effective operations.

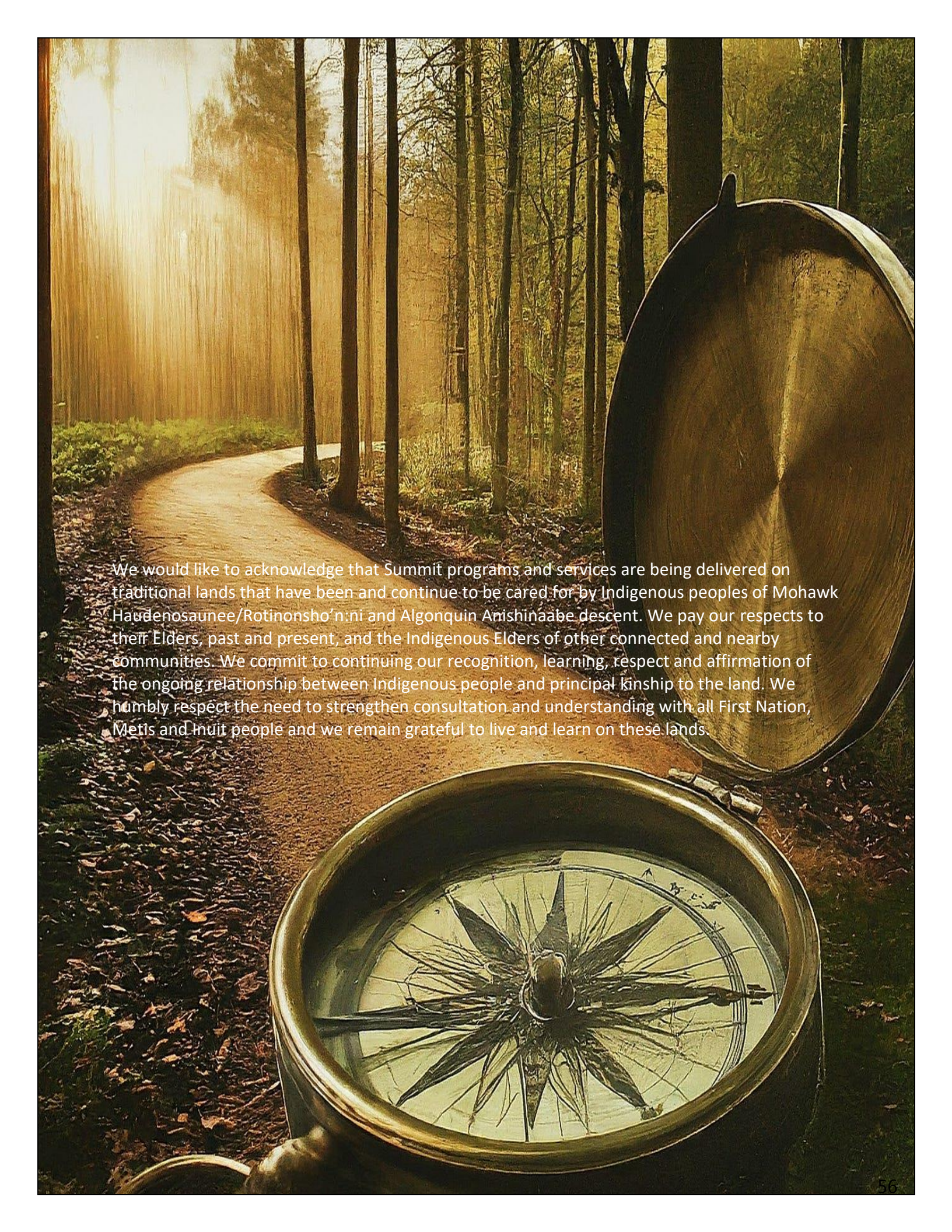
### Revenue Streams:

1. **Government Grants:** Continuing to secure future federal, provincial and local funding through healthcare and public health grants.
2. **Philanthropy and Donations:** Engaging local businesses, foundations, and community members to support the program through contributions where appropriate.
3. **Partnerships:** Developing partnerships with healthcare providers who may contribute resources and staffing to support shared community service objectives.



### Conclusion

Summit represents a transformative approach to healthcare, providing holistic, community-centered services that address substance use and addictions, medical, mental health, and social needs. By focusing on collaboration, accessibility, and innovation, Summit will strive to improve health outcomes, reduce emergency department utilization, and empower underserved populations to manage their health journey. Through strong partnerships, sustainable funding models, and continuous quality improvement, Summit will serve as a model for integrated, interdisciplinary care delivery in communities across the region.

A photograph of a forest path. In the foreground, a brass compass is open, showing its intricate needle and markings. The path is dirt and covered with fallen leaves, curving through a dense forest of tall, thin trees. The lighting is warm and golden, suggesting late afternoon or early morning. The text is overlaid on the path area.

We would like to acknowledge that Summit programs and services are being delivered on traditional lands that have been and continue to be cared for by Indigenous peoples of Mohawk Haudenosaunee/Rotinsonsho'n:ni and Algonquin Anishinaabe descent. We pay our respects to their Elders, past and present, and the Indigenous Elders of other connected and nearby communities. We commit to continuing our recognition, learning, respect and affirmation of the ongoing relationship between Indigenous people and principal kinship to the land. We humbly respect the need to strengthen consultation and understanding with all First Nation, Metis and Inuit people and we remain grateful to live and learn on these lands.

**CAO’s Report: April 2025: Joint Services Committee Action and Policy Report**

This report brings forward issues undertaken by the Directors that require further policy consideration by JSC prior to implementation.

<b>Issue</b>	<b>Action Item</b>	<b>Policy Implication</b>	<b>Timeframe</b>
<b>Supportive Housing</b>	Supportive housing		Housing and Homelessness Plan May 2025