

**Regional Municipality of Waterloo
Community and Health Services Committee
Agenda**



Date: Tuesday, April 4, 2023
Regular Session: 9:45 a.m.
Location: Council Chambers

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400, TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca

Pages

Start time is approximate. The Community and Health Services Committee will start immediately following the Administration and Finance Committee.

1. **Call to Order**
2. **Land Acknowledgement**
3. **Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”**
4. **Presentations**
None.
5. **Delegations**
None.
6. **Consent Agenda**

Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.

Recommended Motion:

That the Consent Agenda items be received for information and approved.

6.1 Strategic Focus - Thriving Economy

- 6.1.1 PDL-CUL-23-005, Temporary Public Art Project - CAFKA 2023 Festival

4

Recommended Motion:

That the Regional Municipality of Waterloo support a temporary public art installation along the ION Rapid Transit corridor and GRT bus route as part of the Contemporary Art Forum Kitchener and Area (CAFKA) biennial public art festival with funding up to \$20,000 from the Public Art Reserve, as set out in report PDL-CUL-23-005, dated April 4, 2023.

7.	Regular Agenda	
7.1	Strategic Focus - Thriving Economy	
7.1.1	PDL-CUL-23-004, Collaborative Municipal Funding for Key Cultural Institutions	8
	Recommended Motion:	
	That the Regional Municipality of Waterloo approve the 2023 funding allocations of \$385,725 to the Kitchener Waterloo Symphony and \$385,725 to THEMUSEUM under the Key Cultural Institutions grant program as outlined in report PDL-CUL-23-004 dated April 4, 2023.	
7.1.2	CSD-CHS-23-001, Canada-wide Early Learning and Child Care (CWELCC) Growth Priority Areas	14
	Recommended Motion:	
	That the Regional Municipality of Waterloo approve the recommended allocation of new licensed Child Care spaces related to the Canada-wide Early Learning and Child Care (CWELCC) growth mandate and the request for additional 997 Child Care spaces from the Ministry of Education to meet legislated population-based targets, as outlined in CSD-CHS-23-001, dated April 4, 2023.	
7.2	Strategic Focus – Healthy, Safe and Inclusive Communities	
7.2.1	CSD-HOU-23-011, Plan to End Chronic Homelessness Update	34
	For information.	
7.2.2	Verbal Update, Interim Housing Plan	
	For information.	
7.2.3	PHP-PSV-23-002, Paramedic Services' 2022 Response Time Performance Plan Results	51
	For information.	
7.2.4	PHP-PSV-23-003, Paramedic Services' Key Performance Measurement Indicators Update (January – December 2022)	61
	For information.	
8.	Information/Correspondence	
8.1	Council/Committee Tracking List	82
9.	Other Business	
10.	Next Meeting - May 9, 2023	
11.	Closed Session	
	Recommended Motion:	
	That a closed meeting of the Planning and Works, Administration and Finance, and Community and Health Services Committees be held on Tuesday, April 4, 2023 immediately following the Community and Health Services Committee in	

the Waterloo County Room, in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

1. Labour relations;
2. Financial information, supplied in confidence to the Region from the Government of Canada;
3. Providing direction to staff on a plan to be applied to negotiations related to a potential acquisition of lands; and
4. Receiving advice that is subject to solicitor-client privilege related to a proposed disposition of land

12. Adjourn

Recommended Motion:

That the meeting adjourn at x:xx x.m.

Region of Waterloo
Planning, Development, and Legislative Services
Cultural Services

To: Community and Health Services Committee
Meeting Date: April 4, 2023
Report Title: Temporary Public Art Project – CAFKA Festival

1. Recommendation

That the Regional Municipality of Waterloo support a temporary public art installation along the ION Rapid Transit corridor and GRT bus route as part of the Contemporary Art Forum Kitchener and Area (CAFKA) biennial public art festival with funding up to \$20,000 from the Public Art Reserve, as set out in report PDL-CUL-23-005, dated April 4, 2023.

2. Purpose / Issue:

Cultural Services staff recommends allocation from the Public Art Reserve Fund for approval by Regional Council. Staff recommends supporting a temporary public art installation in public transit advertising spaces that integrates public transportation, culture, and community.

3. Strategic Plan:

This Public Art project supports the following 2019-2023 Corporate Strategic Plan objectives:

1.3 Support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region.

2.1 Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public.

5.1 Enhance opportunities for public engagement, input and involvement in Region of Waterloo initiatives.

4. Report Highlights:

- a) CAFKA's biennial temporary public art festival will take place June 3 – July 22, 2023.
- b) CAFKA has proposed using public transit advertising spaces along the ION Rapid Transit corridor and GRT bus routes in Waterloo, Kitchener and

- Cambridge to present temporary public art as part of its festival.
- c) CAFKA has asked to partner with the Region of Waterloo to cover the costs of printing, installation and rental of advertising space .
 - d) The anticipated cost is approximately \$16,300 inclusive of HST.
 - e) The Region has a contract with Pattison Outdoor to manage the public transit advertising spaces.
 - f) CAFKA will retain responsibility for the selection of the art and the payment of all artist fees.
 - g) The CAFKA Programming Committee has selected the artwork to be installed in the advertising spaces. The proposed artwork is an installation entitled “Chains & Crowns” by Ottawa-based artist Stephané Alexis. This installation is a series of photographs that depict the history, politics, science and psychology of Black hairstyles. See **Appendix A** for more information.

5. Background:

Contemporary Art Forum Kitchener and Area (CAFKA) is a non-profit, artist-run organization that presents a free, biennial exhibition of contemporary art in public spaces throughout Waterloo Region. CAFKA commissions contemporary artists to develop new temporary art projects that respond to the specific features of the local urban landscape and culture.

The Regional Municipality of Waterloo recognizes the value of Public Art in increasing the stature and maturity of the community, elevating its cultural profile, and adding another feature for consideration in peoples' choices of places to live and work. The Region's Public Art Program includes both permanent and temporary public art projects.

In 2021, CAFKA, in partnership with the Public Art Program, utilized the Pattison advertising spaces at several ION stations to feature a contemporary photography project. CAFKA once again wishes to incorporate the ION rapid transit corridor along with the GRT bus route in its biennial temporary public art festival from June 3 to July 22, 2023. The installation will be part of a self-guided walking/biking/transit tour.

The Public Art Program is overseen by the Public Art Advisory Committee (PAAC) that is made up of community representatives with a diverse range of expertise in public art including artists, architects/landscape architects, design professionals, curators, conservators, educators, and arts administrators. In 2021, PAAC recommended CAFKA's project to Council.

Regional Advisory Committees are currently in the process of being nominated. Because of the time-sensitive nature of this project, and the solid working relationship that was established in previous years between CAFKA and the Public Art Program, staff are bringing this recommendation directly to Council in the absence of an Advisory Committee.

Since its launch in 2019, the ION has been the site of significant Public Art initiatives, including the nine permanent art installations at select stations. It is anticipated that CAFKA's temporary art installation will enhance community engagement along our transit lines in a creative and innovative way.

6. Area Municipality Communication and Public/Stakeholder Engagement:

Area Municipality Communication:

CAFKA coordinates art installations across the Region, including in partnership with other area municipalities.

Public/Stakeholder Engagement:

CAFKA's programming is guided by a programming committee made up of professional artists and educators in the field. Individual artworks are selected from an open call by a jury that is made up of the programming committee as well as the Director, and additional invited community members, with an emphasis on knowledge and equity.

7. Financial Implications:

Staff have reviewed the financial implications of this briefing note to ensure all aspects can be accommodated within existing capital programs and/or operating budgets. The approved 2023 Public Art operating budget includes a provision of \$20,000 for a CAFKA project.

8. Conclusion / Next Steps:

Subject to approval of the expenditure, Staff will enter into an agreement with CAFKA and Pattison Outdoor to coordinate the temporary installation of the artwork at designated advertising spaces. CAFKA will be responsible for all coordination with the artist and will lead the promotion of the installation, as part of the wider festival event.

9. Attachments:

Appendix A: CAFKA art installation on Transit Advertising Spaces proposal by
Stephané Alexis

Prepared By: Helen Chimirri-Russell, Director, Cultural Services

Approved By: Rod Regier, Commissioner, Planning, Development and Legislative Services

Appendix A: CAFKA art installation on Transit Advertising Spaces proposal by Stephané Alexis

Chains & Crowns explores afro hairstyles and its impact on culture from a socio-historical standpoint. As the lineage of these hairstyles are followed, we find the opportunity to understand members of the culture not only from a technical standpoint, speaking on structure, maintenance and styling, but the history of the people and persons. Timestamped are these hairstyles throughout members of the artist's communal and individual history, as they've cycled through periods of oppression and appreciation through the lens of society and self. Many of these hairstyles deriving from Africa and the Caribbean have not only been repurposed for survival and adaptation but ingenuity and creativity. Deeply woven within the roots of black culture is the influence of style, community and resilience that has brought growth and character development to many of its members throughout time. This shifting of character has brought forth a unique perspective to our Western culture. As we arrive in the present moment, we are free to follow the strands of love, contemptment, and overall beauty of what we call "black hair".

For further context, a longer description of the project can also be found on [Stephané's website](#) (linked).

Region of Waterloo
Planning, Development, and Legislative Services
Cultural Services

To: Community and Health Services Committee
Meeting Date: April 4, 2023
Report Title: Collaborative Municipal Funding for Key Cultural Institutions

1. Recommendation

That the Regional Municipality of Waterloo approve the 2023 funding allocations of \$385,725 to the Kitchener Waterloo Symphony and \$385,725 to THEMUSEUM under the Key Cultural Institutions grant program as outlined in report PDL-CUL-23-004 dated April 4, 2023.

2. Purpose / Issue:

This report summarizes both the findings from the 2023 collaborative funding process for Key Cultural Institutions and the findings from THEMUSEUM's conditional funding period.

3. Strategic Plan:

1.3 Support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region.

1.3.2 Develop a robust, transparent and equitable grant funding strategy to support the arts and culture sector.

Report Highlights:

- The Region of Waterloo provides annual operating funds to the Kitchener Waterloo Symphony and THEMUSEUM through the Key Cultural Institutions Grant Program.
- Staff recommend \$385,725 be allocated to THEMUSEUM and \$385,725 be allocated to the Kitchener Waterloo Symphony in 2023. This allocates the entire \$771,450 budget that was allocated to the Key Cultural Institutions grant program. These funding levels are the same as both organization's 2022 allocation.
- The pandemic has been challenging for cultural organizations who faced multiple closures as well as limitations on audience numbers. They have not had an un-

interrupted year since 2019. Though most Covid-related restrictions were lifted in mid-2022, reopening is not the same as recovering. Audience patterns have changed, having an impact on cash flows. These organizations are striving to create and present relevant, engaging programs for a changing community, while managing increasing costs. Stable municipal funding supports these organizations as they adapt to significant changes.

- The Key Cultural Institutions grant program is run in collaboration with the City of Kitchener and the City of Waterloo. The table below summarizes municipal contributions for 2023:

Key Cultural Institution	In-Kind Facilities Maintenance (Kitchener)	In-Kind Facilities Maintenance (Waterloo)	Kitchener	Waterloo	Region	Total
Canadian Clay and Glass Gallery		\$96,459		\$52,550		\$148,959
Kitchener Waterloo Art Gallery			\$353,645	\$80,325		\$433,970
Kitchener Waterloo Symphony			\$372,626	\$102,900	\$385,725	\$861,251
THEMUSEUM	\$135,261		\$160,382	\$47,250	\$385,725	\$728,573
TOTAL	\$135,261	\$96,459	\$886,653	\$282,975	\$771,450	\$2,172,753

- The Region of Waterloo does not provide funding to the Kitchener Waterloo Art Gallery or the Canadian Centre for Clay and Glass following a policy decision in 2000 that art galleries are an area-municipal responsibility (FIN-00-030 June 22, 2000)

Kitchener Waterloo Symphony

- Staff are recommending that \$385,725 be allocated to the Kitchener Waterloo Symphony for their 2023 annual operating grant (8% of their 2022 operating budget). The Kitchener Waterloo Symphony received an operating grant of \$385,725 from the Region of Waterloo in 2022 from the Key Cultural Institutions grant program. This represented 20% of their previous operating budget. The Kitchener Waterloo Symphony ran a 3% (-\$171,506) operating deficit in 2022.
- Kitchener Waterloo Symphony's operations increased by 17% between 2021 and 2022, mostly as a result of increased performance opportunities following significant pandemic restrictions in the previous year. The Kitchener Waterloo Symphony has pivoted and delivered virtual and off-site programs, adapting to closures and lock-downs. Audiences are returning, however audience patterns have changed. The Kitchener Waterloo Symphony continues to work with partners to identify new programming and funding opportunities, while prioritizing artistic excellence.

THEMUSEUM

- Staff are recommending that \$385,725 be allocated to THEMUSEUM for their 2023 annual operating grant (11% of their 2022 operating budget). THEMUSEUM received an operating grant of \$385,725 from the Region of Waterloo in 2022 from the Key Cultural Institutions grant program. This represented 20% of their previous operating budget. They also received an additional \$100,000 one time grant from the Region of Waterloo to support the marketing of the UNZIPPED exhibit. THEMUSEUM ran a 9% (\$336,873) operating surplus in 2022.
- THEMUSEUM's operations increased by 87% between 2021 and 2022, mostly as a result of Covid-constrained operations in 2021 and a large exhibit in 2022. THEMUSEUM has pivoted and delivered online and off-site programs, adapting to closures and lock-downs, resulting in 68,767 visits. In the upcoming year they have a roster of engaging exhibits, plans to showcase local art, new programs to serve educators and students and family and adult programming.

THEMUSEUM 3-year Conditional Funding

- In 2020, following a strategic review of the operations of THEMUSEUM, In partnership, THEMUSEUM and municipal funders have developed a conditional 3-year funding agreement (see PDL-CUL-20-03 March 3, 2020). The conditional funding agreement supported THEMUSEUM to achieve sustainability, ensures responsible stewardship of public funds, and mirrors funding best practices in funding jurisdictions, while maintaining the current funding envelope.
- Staff have been assessing their progress annually. Their 2023 application marks

the final year of the three-year review. THEMUSEUM have indicated that the organization increased revenues significantly while managing expenses strategically. They have reported that they are on the right track for sustainable operations, with three years with three successive surpluses. They have noted that they will continue to pursue financial sustainability while addressing the repercussions of the COVID-19 pandemic on their services.

- Based on the reports that THEMUSEUM has submitted, and assurances that they have addressed the systemic operating challenges that were highlighted in the Operating Review report, staff are recommending that additional scrutiny is no longer needed and that current municipal funding levels are appropriate for the ongoing sustainability of their operations.
- Staff will continue to monitor all applications to this program and will inform council of any concerns that may arise.

4. Background:

In May 2016, staff initiated the collaborative funding and assessment process for Key Cultural Institutions (KCI). This initiative aims to consider the total funding for the KCIs and assess the equity of the fund allocation and ensure accountability of public funds.

The development of the collaborative funding process was a recommendation of the Joint Review of Per Capita/Arts Sustainability Funding and Ongoing Regional Investment in Community Arts and Culture Organizations report (PDL-CUL-15-15) approved by Council on October 6, 2015.

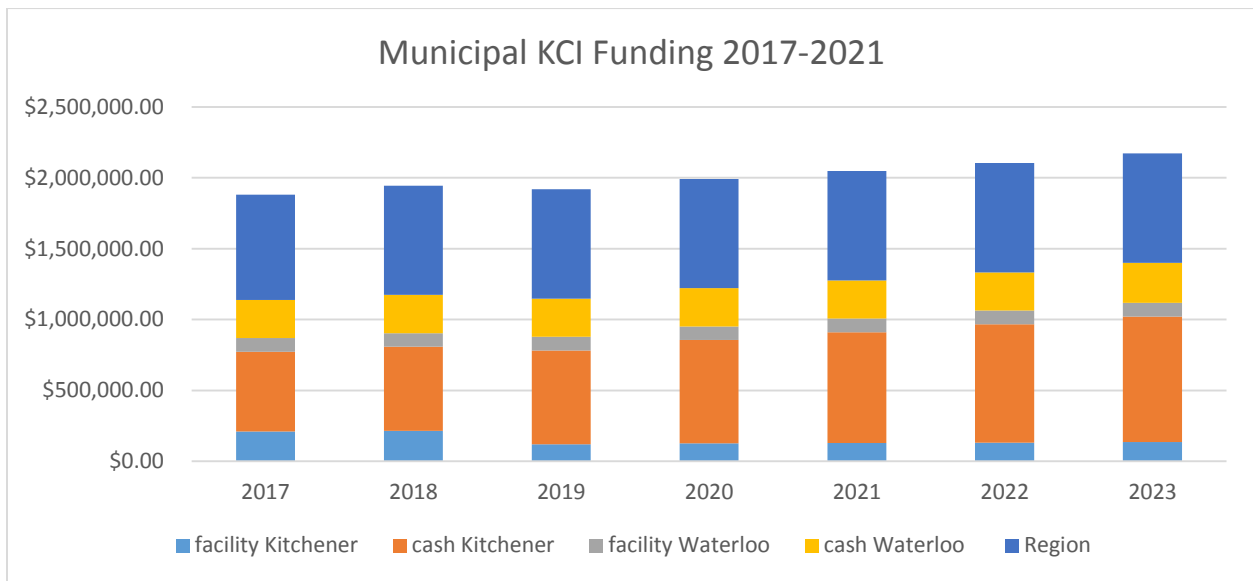
KCIs are large organizations that contribute to the social and economic prosperity of Waterloo Region, creating employment opportunities for artists, attracting visitors and stimulating creative thought and activity. There are currently four organizations in the Region that fit the KCI criteria: Canadian Clay and Glass Gallery (CCGG), Kitchener Waterloo Art Gallery (KWAG), Kitchener Waterloo Symphony (KWS), and THEMUSEUM.

Together these organizations represent a significant asset and play an important role in the Region's cultural ecology. Reliable municipal operational funding is necessary to sustain the impact of these organizations and to leverage funding from other levels of government and private sources.

This collaborative approach recognizes that municipalities are significant funders of KCIs, and it is important for municipal staff to have an on-going understanding of their strengths and challenges. In addition, this collaborative approach has a number of benefits:

- Improved transparency for decision-making

- Improved accountability for public funds
- Improved communication between municipalities, KCIs and Councils
- Improved efficiency for KCIs and municipalities.



5. Area Municipality Communication and Public/Stakeholder Engagement:

Area Municipality Communication: Collaboration with regional partners has been extensive through the Municipal Cultural Initiatives Working Group, community partners at the Key Cultural Institutions and various stakeholders through previous meetings with partners.

6. Financial Implications:

The Region’s approved 2023 Cultural Services Operating Budget includes \$771,450 for Key Cultural Institutions allocated to THEMUSEUM (\$385,725) and the Kitchener Waterloo Symphony (\$385,725). Funding beyond 2023 is subject to Regional Council’s annual budget deliberations.

7. Conclusion / Next Steps:

The KCI’s continue to provide a valued contribution to our community and economy. Given the changing landscape under which the KCIs operate, it is important for municipalities to continually explore opportunities to support each organization within their unique mandates and operating situations. As such, staff will consider opportunities to enhance the Collaborative Funding approach, to better meet the needs of our KCIs while ensuring community benefits shared across municipal boundaries are realized.

8. Attachments:

Nil

Prepared By: Helen Chimirri-Russell, Director, Cultural Services

Approved By: Rod, Regier, Commissioner, Planning, Development and Legislative Services

Region of Waterloo
Community Services
Children's Services

To: Community and Health Services Committee
Meeting Date: April 4, 2023
Report Title: Priorities for Canada-Wide Early Learning and Child Care Growth

1. Recommendation

That the Regional Municipality of Waterloo approve the recommended allocation of new licensed Child Care spaces related to the Canada-wide Early Learning and Child Care (CWELCC) growth mandate and the request for additional 997 Child Care spaces from the Ministry of Education to meet legislated population-based targets, as outlined in CSD-CHS-23-001, dated April 4, 2023.

2. Purpose / Issue:

This report seeks Council approval on the recommended approach to licensed child care growth, including the identified priority areas for new CWELCC community-based licensed child care spaces, and the need for additional CWELCC community-based child care spaces in Waterloo Region.

3. Strategic Plan:

This report addresses the Region's Corporate Strategic Plan 2019-2023:

- Focus Area 3: Thriving Economy, Strategic Objective 1.1 Create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region, and
- Focus Area 4: Healthy, Safe and Inclusive Communities, Strategic Objective 4.1 Improve child and youth wellbeing in Waterloo Region.

4. Report Highlights:

- The Ontario Ministry of Education (Ministry) released its plan for distributing new licensed child care spaces that will be part of the Canada-Wide Early Learning and Child Care (CWELCC) system across Ontario. The CWELCC system supports families to access high quality, inclusive, licensed child care, in part, through reducing licensed child care fees in participating programs to an average of \$10 per day by 2026.
- The Ministry provided a notional target of **1,871** new licensed child care spaces (including licensed home and centre-based child care) for ages 0 to 5 years in Waterloo Region from 2022 to 2026.
 - **789** of these spaces are allocated for school-based spaces (i.e., at a centre co-located at a publicly funded school). Planning for these school-based spaces is managed by Waterloo Region school boards through a separate planning process called Schools First Capital.
 - **1,082** of these spaces are allocated for community-based spaces (i.e., at a location other than a publicly funded school, including stand-alone centre, place of worship, educational institution, caregiver home, etc.). Children's Services has been directed by the Ministry to determine priority areas for these new community-based spaces.
- Of the 1,082 community-based spaces, Children's Services has estimated that approximately 900 spaces will be accounted for through already approved licensed home child care growth. Another 105 spaces have been committed to previously approved licensed centre-based site expansions. This leaves a very limited number of community-based spaces for additional licensed centre-based growth.
 - Licensed home child care growth meets critical parent needs, particularly for more vulnerable families, through providing flexible schedules (e.g., evenings, weekends) and culturally-responsive care. As a result of CWELCC, there is increased interest among unlicensed home child care providers to become part of the licensed child care system.
- Children's Services has requested Ministry approval for an additional 997 community-based spaces to bring Waterloo Region in line with the provincial access target of 37%.
- Per Ministry direction, Children's Services has identified thirteen priority areas across Waterloo Region for new CWELCC community-based spaces. These spaces must support families who need affordable child care the most, including low-income families, children with disabilities, Indigenous children, Black and other racialized children, and new immigrant children.

5. Background:

The Region of Waterloo Children's Services, in its role as the Consolidated Municipal Service Manager (CMSM), is responsible for planning, overseeing, and managing licensed child care and early years programs and services, including managing and directing growth at a local level.

On March 28, 2022, the Province of Ontario signed the Canada-Wide Early Learning and Child Care (CWELCC) agreement with the federal government. CWELCC represents transformational change in the child care system and will support more families in Ontario to access high quality, affordable, flexible, and inclusive early learning and child care. Under the CWELCC agreement, Ontario has been funded to support the creation of 86,000 new licensed child care spaces (relative to 2019), with funding being used to predominantly support the creation of not-for-profit child care spaces by December 2026. Of the new spaces, 53,000 will be created between 2022 and 2026.

On December 19, 2022, the Ministry released its plan for distributing the remaining 53,000 CWELCC spaces across Ontario alongside a draft Access and Inclusion Framework. The addition of these spaces will help each region progress towards a provincial access target of 37%. Currently, there is a shortage of licensed child care in Waterloo Region, with approximately 26% of children ages 0 to 4 years having access to a licensed centre or home-based space. Since the announcement of CWELCC ("10 per day child care") in March 2022, demand and waiting lists for licensed child care have increased significantly. As of February 2023, a total of 7,214 children ages 0 to 4 years are on the waitlist for a licensed child care space in Waterloo Region.

Through the CWELCC Agreement, the Ministry has committed to maintaining or increasing the proportion of not-for-profit and for-profit licensed child care spaces at 70% and 30% respectively. With Waterloo Region licensed child care spaces currently at a 59% not-for-profit and 41% for-profit ratio, the local growth strategy will focus primarily on not-for-profit growth to match the provincial space proportions of 70% not-for-profit and 30% for-profit.

Regardless of the number of community-based spaces approved in Waterloo region, interest in operating new community-based spaces will exceed available spaces. Selection processes will be determined based on the number of community-based spaces available. Prospective operators will be evaluated based on alignment with priority geographic locations, viable plans and targets for ensuring inclusion of priority families, financial viability, program quality, and auspice.

Children's Services will inform child care operators of CWELCC growth priorities, selection processes, and CWELCC enrolment status. New/expanded licensed child care programs that are not selected to participate in CWELCC will still be permitted to

operate, but will not receive CWELCC funding to support fee reductions

The Ministry has identified that CWELCC funding allocations to CMSMs will be revised as new licensed child care spaces are created, to ensure that approved spaces receive ongoing CWELCC funding to reduce fees. The Ministry also identified some capital start-up funding will be provided to support the creation of new spaces. Children's Services is waiting for detailed funding allocations and guidelines regarding this funding.

To ensure that vulnerable and diverse families access new and existing spaces and to increase inclusion within the early years and child care system, Children's Services is developing an in-depth equity and inclusion plan. This plan will build on the Service System Plan and will be based on engagement with families and other key stakeholders.

It is important to note that the child care system across Ontario, including Waterloo Region, is currently facing a critical workforce crisis. All child care operators in Waterloo Region report significant challenges with recruitment and retention of qualified Registered Early Childhood Educators. Without new workforce strategies and investments, targets for child care growth will not be achieved.

6. Area Municipality Communication and Public/Stakeholder Engagement:

In January and February 2023, Children's Services shared information with licensed child care operators regarding the Ministry of Education's directed growth strategy as well as transitional CWELCC approval processes. Current child care licensees were also surveyed to gather information about their plans for community-based expansion both at existing sites and new locations. This report also draws on engagement with parents, conducted as part of the [Early Years and Child Care Service System Plan 2022-2026](#), which demonstrates that parents prefer to access child care that is closer to their home or work or co-located in a school.

Once the Ministry has confirmed space allocation targets and finalized the Access and Inclusion Framework, Children's Services will be conducting broad stakeholder engagement with parents, child care operators, and community partners to inform the development of an equity and inclusion plan for the local child care system, in alignment with the Early Years and Child Care Service System Plan 2022-2026.

7. Financial Implications:

The Canada-wide Early Learning and Child Care plan is fully funded by the Ministry and has no impact to the Regional Levy. The Ministry has communicated that additional revenue will be provided starting in 2023 to support incremental CWELCC expenses associated with child care growth. A request to amend the 2023 operating budget will be submitted after the Ministry provides confirmation. The following is included in the 2023 approved Operating Budget.

Current 2023 CWELCC Provincial Allocations include:

Operating Budget (\$000s)	2023 Budget
CWELCC Fee Reductions	\$84,619
CWELCC Wage Compensation	\$2,910
CWELCC Administration	\$1,167
Subtotal Expenditures	\$88,696
Ministry of Education Revenues	\$88,696
Net Regional Levy	\$0

8. Conclusion

Access to high quality, affordable, flexible, and inclusive early learning and child care is necessary for the well-being of all children, women's workforce participation, addressing the impacts of poverty, and supporting a robust economy. Council's approval of the recommended approach to the CWELCC licensed child care space growth will ensure Waterloo Region has child care spaces for families who need affordable, high quality child care the most. Children's Services, through its role as System Manager, will work with the community to create an equity and inclusion plan that will include concrete actions to ensure that all families are able to access high quality child care in Waterloo Region.

9. Attachments:

Appendix A: Region of Waterloo's Canada-wide Early Learning and Child Care (CWELCC) Priority Areas for Growth 2023-2026

Appendix B: Canada-wide Early Learning and Child Care (CWELCC) Growth Priority Areas Presentation

Prepared By: Michelle Martin, Social Planning Associate

Bethany Wagler-Mantle, Manager, Integrated Policy, Planning & Funding

Tyla Fullerton, Manager, Integrated Policy, Planning & Funding

Reviewed By: Barbara Cardow, Director, Children's Services

Approved By: Peter Sweeney, Commissioner, Community Services

Appendix A: Region of Waterloo’s Canada-wide Early Learning and Child Care (CWELCC) Priority Areas for Growth 2023-2026

Introduction

As part of the implementation of the Canada-wide Early Learning and Child Care (CWELCC) system, an additional 53,000 licensed child care spaces will be added in Ontario between late 2022 to 2026. The addition of these spaces will help each region progress towards the provincial target of 37% access to licensed child care spaces for children ages 0 to 5 years by 2026. This is equivalent to there being one affordable child care space available for every 2.7 children aged 0 to 5 years.

The Ministry of Education (Ministry) has provided a notional space allocation target for Waterloo Region and requires that each system manager determine priority areas for new licensed child care spaces. The purpose of this document is to provide an overview of the priority areas for child care growth in Waterloo Region under the CWELCC system.

Notional Space Allocation for Waterloo Region

As shown in Table 1, the notional space allocation for the Regional Municipality of Waterloo is **1,871** spaces for ages 0 to 5 years from 2023-2026, with **1,082** spaces designated for community-based locations and **789** spaces for school-based locations.

Of the 1,082 community-based spaces, Children’s Services has projected that approximately 900 spaces are accounted for through already approved licensed home child care growth. Another 105 spaces have been committed to previously approved licensed centre-based site expansions. This leaves a very limited number of community-based spaces for additional licensed centre-based growth.

As such, Children’s Services has requested an additional 997 community-based spaces to support Waterloo Region in meeting the provincial access target for children ages 0 to 5 years. It is unknown how many, if any, of the requested additional spaces will be approved by the Ministry. Without Ministry approval of the additional requested spaces, there will be very few opportunities to approve further CWELCC community-based spaces and access to licensed child care in Waterloo Region will remain below the provincial access target.

The child care system across Ontario, including Waterloo Region, is currently facing a critical workforce crisis. Without new workforce strategies and investments, targets for child care growth will not be achieved.

Table 1: Number of Spaces Allocated & Requested for Waterloo Region

Type of Spaces	Notional Allocation	Additional Requested Spaces (Approval Status Unknown)	Total Potential New Spaces
School-based Spaces	789	--	789
Community-based Spaces	1,082	997	2,079
Total Spaces	1,871	997	2,868

Community-based Growth

The primary focus of this document is on community-based child care growth. Community-based growth encompasses both home-based growth as well as centre-based growth at existing sites and new sites to be located in priority areas across Waterloo Region. Children's Services collected data from centre-based and home-based child care programs regarding their expansion and growth plans to help make projections for growth. The actual number of spaces to be distributed across home-based and centre-based sites will be determined based on a number of factors including proposed expansions, Ministry approval of additional requested spaces, and alignment with priorities.

Priority Areas

As outlined in the Ministry's draft Access and Inclusion Framework, new CWELCC community-based spaces must be located in areas that support families who need affordable child care the most, including low-income families, children with disabilities, Indigenous children, Black and other racialized children, and new immigrant children. Increasing flexible child care options for those who work non-traditional hours is also a priority. Licensed home child care is a critical part of the local child care system, offering parents flexible models of care and often serving the most vulnerable families. To ensure that vulnerable and diverse families access new and existing spaces and to increase inclusion within the early years and child care system, Children's Services is developing an in-depth equity and inclusion plan. This plan will build on the Service System Plan and will be based on engagement with families and other key stakeholders. The plan will include concrete actions that address current system barriers and inequities.

Children's Services has identified thirteen priority areas across Waterloo Region for new CWELCC community-based spaces. These areas were selected because they have low access to licensed child care spaces and a high proportion of low-income families. These indicators were chosen as families living in low income face significant barriers to accessing affordable child care outside of their neighbourhoods, so it is vitally important to ensure new CWELCC spaces are located in areas where children living in low income have access to them.

The priority areas were determined using aggregate dissemination area (ADA) level information from the 2021 Census. Aggregate Dissemination Areas (ADAs) are a dissemination geography created for the Census. ADAs are created from existing dissemination geographic areas and are formed from census tracts (CTs), census subdivisions (CSDs) or dissemination areas (DAs). Where possible, ADAs have a population between 5,000 and 15,000 based on the previous census population counts.

Each ADA included has less than 10% access to centre-based child care or has less than 37% access and over 10% of children living in low income (as determined by the Low Income Measure After Tax (LIM-AT) indicator). ADAs with greater than 37% access to child care, or where additional spaces planned in schools exceeds 37% access, were excluded from being priority areas for growth. In total, 29 ADAs of the 60 ADA met the criteria for inclusion. The 29 ADAs have been grouped into thirteen priority areas based on their close geographic proximity to each other. Table 2 shows the thirteen priority areas for community-based CWELCC growth,

the municipality it is in, and the number of ADAs in the priority area. Table 3 shows the key descriptive statistics used to determine inclusion for each priority area. Figure 1 shows a map of the 13 priority areas.

Table 2: Priority Areas for CWELCC Growth

Priority Area Name	Municipality	# of ADAs
1. Alpine Laurentian Hills	Kitchener	1
2. Breslau-Rural Woolwich North East/St. Jacobs	Woolwich	2
3. Chicopee/Idlewood/Stanley Park-Heritage Park/Rosemount	Kitchener	4
4. Dearborn Lexington Lincoln	Waterloo	1
5. Downtown Kitchener (City Core Frederick Civic Centre/Eastwood Auditorium King East/Highland Stirling/Kingsdale/Mill Courtland Rockway/Victoria Park St Mary's)	Kitchener	6
6. Forest Heights East/Highland South West/Forest Hill-Lakeside	Kitchener	3
7. Lakeshore	Waterloo	1
8. Northview	Cambridge	1
9. Preston/Blair	Cambridge	1
10. Rural Wilmot	Wilmot	1
11. Wellesley Township	Wellesley	1
12. Westmount-Cherry Hill/North Victoria Hills/Fairfield-Mt Hope-Huron Park	Kitchener	3
13. Westview-Victoria Highlands/South West Galt/West Glenview/East Glenview Southview	Cambridge	4

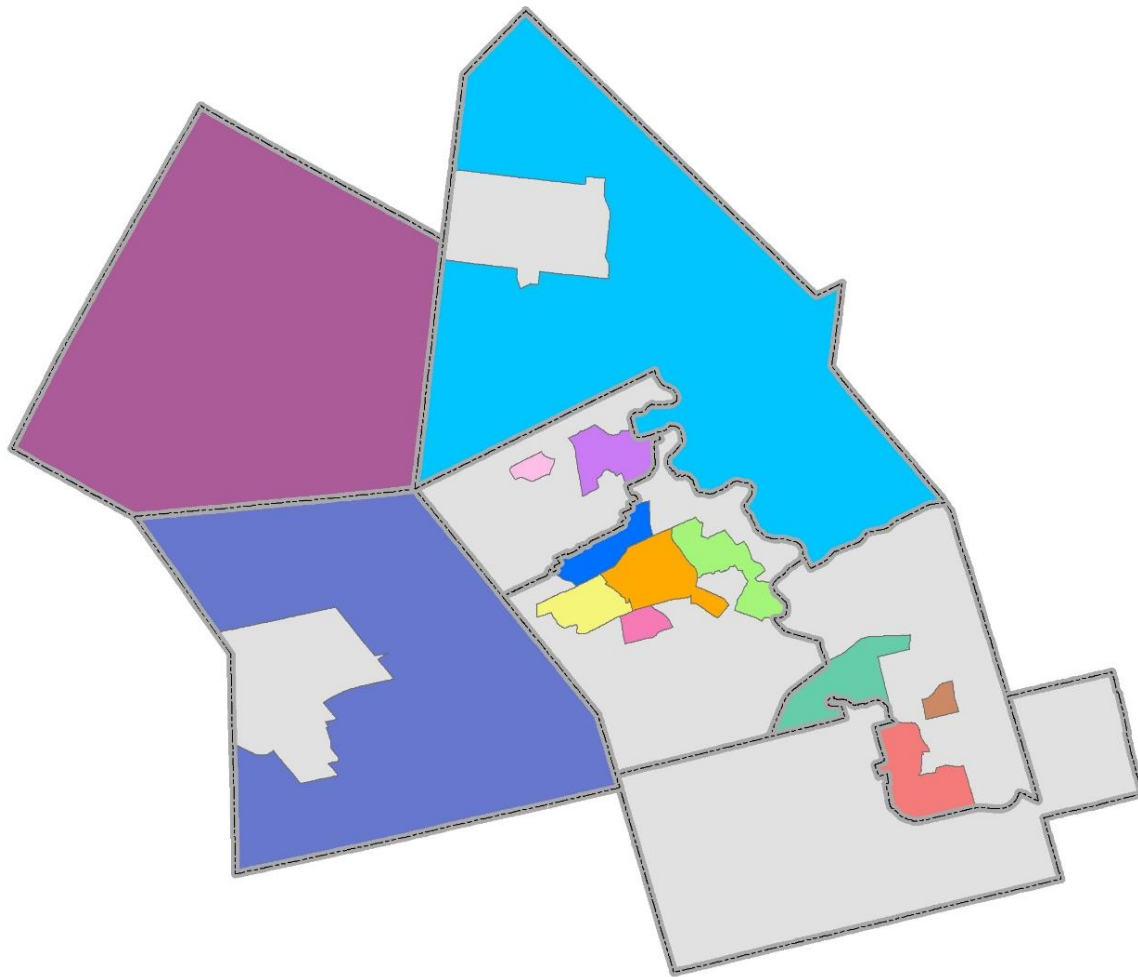
Table 3: Key Descriptive Statistics for Determining Priority Areas


Priority Area Name	Population Under Age 4	Proportion of Children Ages 0 to 5 Living in Low Income (based on LIM-AT)	Number of Centre-Based Child Care Spaces for Children Under Age 4	Percentage of Children Under Age 4 with Access to a Centre-Based Child Care Space
1. Alpine Laurentian Hills	425	22%	0	0%
2. Breslau-Rural Woolwich North East/St. Jacobs	805	13%	130	16.1%
3. Chicopee/Idlewood/Stanley Park-Heritage Park/Rosemount	1,045	15%	0	0.0%
4. Dearborn Lexington Lincoln	625	9%	39	6.2%

Priority Area Name	Population Under Age 4	Proportion of Children Ages 0 to 5 Living in Low Income (based on LIM-AT)	Number of Centre-Based Child Care Spaces for Children Under Age 4	Percentage of Children Under Age 4 with Access to a Centre-Based Child Care Space
5. Downtown Kitchener (City Core Frederick Civic Centre/Eastwood Auditorium King East/Highland Stirling/Kingsdale/Mill Courtland Rockway/Victoria Park St Mary's)	1,710	19%	159	9.3%
6. Forest Heights East/Highland South West/Forest Hill-Lakeside	1,150	15%	83	7.2%
7. Lakeshore	255	20%	0	0.0%
8. Northview	425	14%	31	7.3%
9. Preston/Blair	715	15%	40	5.6%
10. Rural Wilmot	190	4%	16	8.4%
11. Wellesley Township	675	12%	66	9.8%
12. Westmount-Cherry Hill/North Victoria Hills/Fairfield-Mt Hope-Huron Park	1,325	21%	58	4.4%
13. Westview-Victoria Highlands/South West Galt/West Glenview/East Glenview Southview	1,270	9%	47	3.7%

Source: 2021 Census Data for population and LIM-AT statistics; OCCMS report as of November 2022 for number of child care spaces

Figure1: Map of the Thirteen Priority Areas for CWELCC Growth



Legend	
	Alpine Laurentian Hills
	Breslau-Rural Woolwich North East/St Jacobs
	Chicopee/Idlewood/Stanley Park-Heritage Park/Rosemount
	Dearborn Lexington Lincoln
	Downtown Kitchener
	Forest Heights East/Highland SW/Forest Hill-Lakeside
	Lakeshore
	Northview
	Preston/Blair
	Rural Wilmot
	Wellesley Township
	Westmount-Cherry Hill/N Victoria Hills/Fairfield-Mt Hope-Huron Park
	Westview-Victoria Highlands/SW Galt/Glenview-Southview

School-based Growth

The 789 school-based spaces allocated for Waterloo Region will be managed through a separate planning process known as the Schools First Capital program. Children’s Services continues to work with the Waterloo Catholic District School Board (WCDSB), the Waterloo Region District School Board (WRDSB), Conseil scolaire Viamonde (CS Viamonde), and Conseil scolaire catholique MonAvenir (CSC MonAvenir) to determine priority areas for child

care spaces in schools. As shown in Table 4, the current Schools First Capital program has spaces allocated for growth from 2022 to 2026 across Waterloo Region. Children’s Services continues to advocate for more child care spaces in schools, but as this planning process takes significant time, it is unlikely that additional child care spaces in schools will be approved and opened before 2026.

Table 4: School-based Child Care Growth from 2022 to 2026

School Name	School Board	Address	# of Spaces	Projected Year to Open
Southeast Cambridge	WRDSB	Franklin Blvd / Green Gate, Cambridge (TBD)	72	TBD
Oak Creek	WRDSB	80 Tartan Ave, Kitchener	88	2022
Lackner Woods	WRDSB	151 Zeller Dr, Kitchener	49	Jan 2023
Saginaw	WRDSB	740 Saginaw Pky, Cambridge	49	2022
South Kitchener (Ormston/ Thomas Slee)	WRDSB	670 Thomas Slee Dr, Kitchener (TBD)	49	TBD
Breslau-Hopewell Crossing	WRDSB	Loxleigh Lane / Ironhorse Dr Breslau (TBD)	73	TBD
St. Josephine Bakhita	WCDSB	25 Beckview Dr Kitchener	88	2023
St. Francis	WCDSB	154 Gatewood Rd Kitchener	88	TBD
St. Patrick	WCDSB	Thaler Ave / Burgetz Ave Kitchener (TBD)	88	2025
New Baden	WCDSB	Tbd Baden	88	2026
ÉÉP L'Harmonie	CS Viamonde	158 Bridgeport Rd E Waterloo	33	2024
ÉÉC Mère-Élisabeth-Bruyère	CSC MonAvenir	280 Glenridge Dr Waterloo	24	2022

How Priority Populations will be Served

While the location of new child care sites is important for priority populations to have access to affordable child care, it is also vitally important that all system and program policies and practices support an accessible and inclusive child care system. Children’s Services is reviewing its system policies to help ensure that CWELCC spaces support priority populations. In addition, all CWELCC operators will be required to demonstrate a plan outlining how they will support these priority populations as well as prioritize enrollment for children in receipt of fee subsidy. Children’s Services will be working with all child care operators, including those in community and school-based programs, to ensure support of priority populations. In addition, Children’s Services is exploring options to support populations that would find value and benefit in having culturally specific child care (e.g., Indigenous-led child care).



Region of Waterloo

Canada-Wide Early Learning and Child Care (CWELCC) Growth Priority Areas

Community and Health Services Presentation

Presented by Barbara Cardow, Director Children's Services

April 4, 2023

Children's Services as System Manager

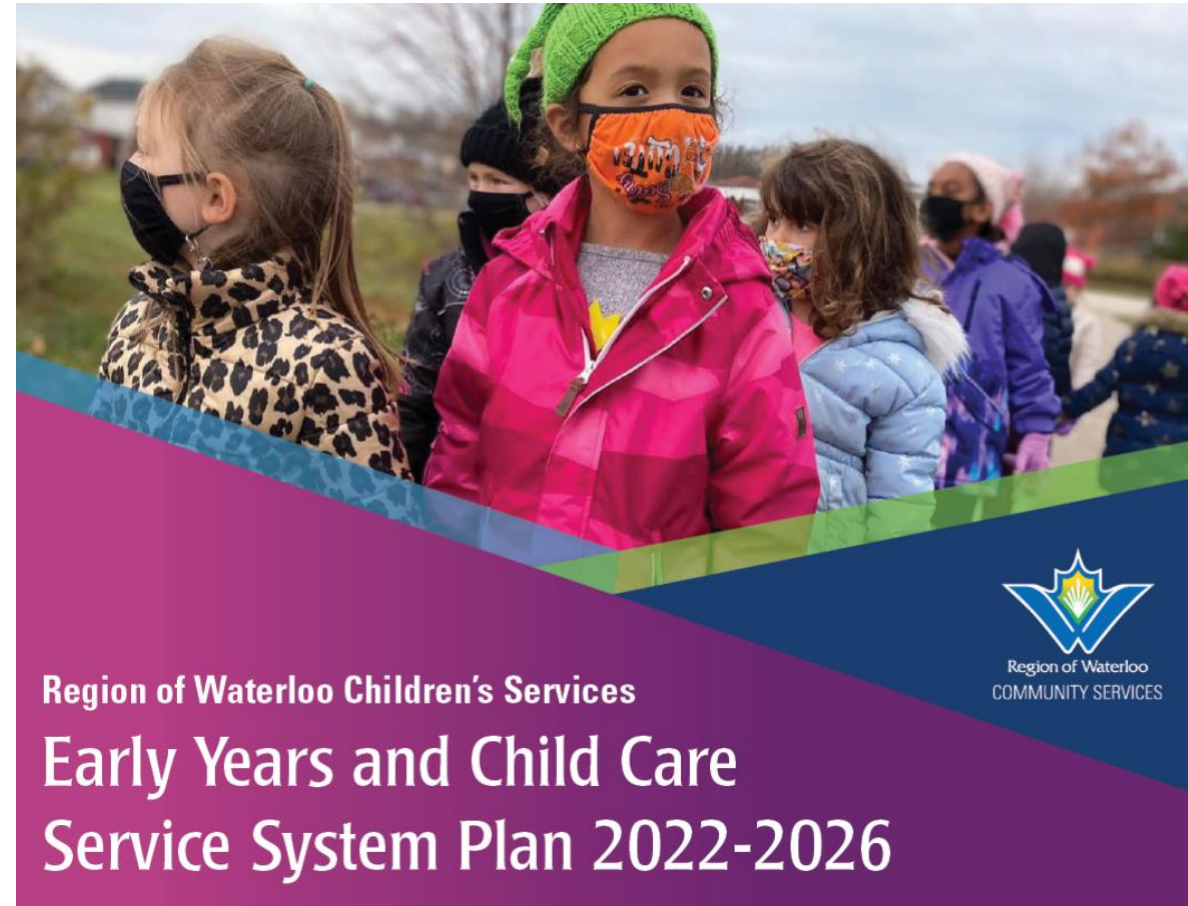
- As the Consolidated Service System Manager (CMSM), the Region of Waterloo is responsible for planning, overseeing, and managing licensed child care and early years programs and services for children aged 0 to 12 years at the local level.



Early Years and Child Care Service System Plan 2022-2026

Strategic Priorities:

1. Advocate for new investments
2. Address systemic inequities
3. Grow and sustain the system
4. Evaluate outcomes of investments
5. Enhance stakeholder engagement
6. Support continuous quality improvement
7. Improve service experiences



Region of Waterloo Children's Services

Early Years and Child Care
Service System Plan 2022-2026



Canada-Wide Early Learning and Child Care (CWELCC)

- On March 28, 2022, Ontario reached a \$13.2 billion agreement with the federal government on funding for the Canada Wide Early Learning and Child Care (CWELCC) program
 - Support more families in Ontario to access high quality, affordable, flexible, and inclusive early learning and child care
 - Lower child care costs to \$10 per day (on average)
- 86,000 new licensed child care spaces (relative to 2019) across Ontario
- The addition of these spaces will help each region progress towards a provincial target of 37% access for children ages 0 to 5 years (that's 1 affordable child care space for every 2.7 children)
- Commitment to maintain or increase the proportion of not-for-profit and for-profit licensed child care spaces at 70% and 30% respectively

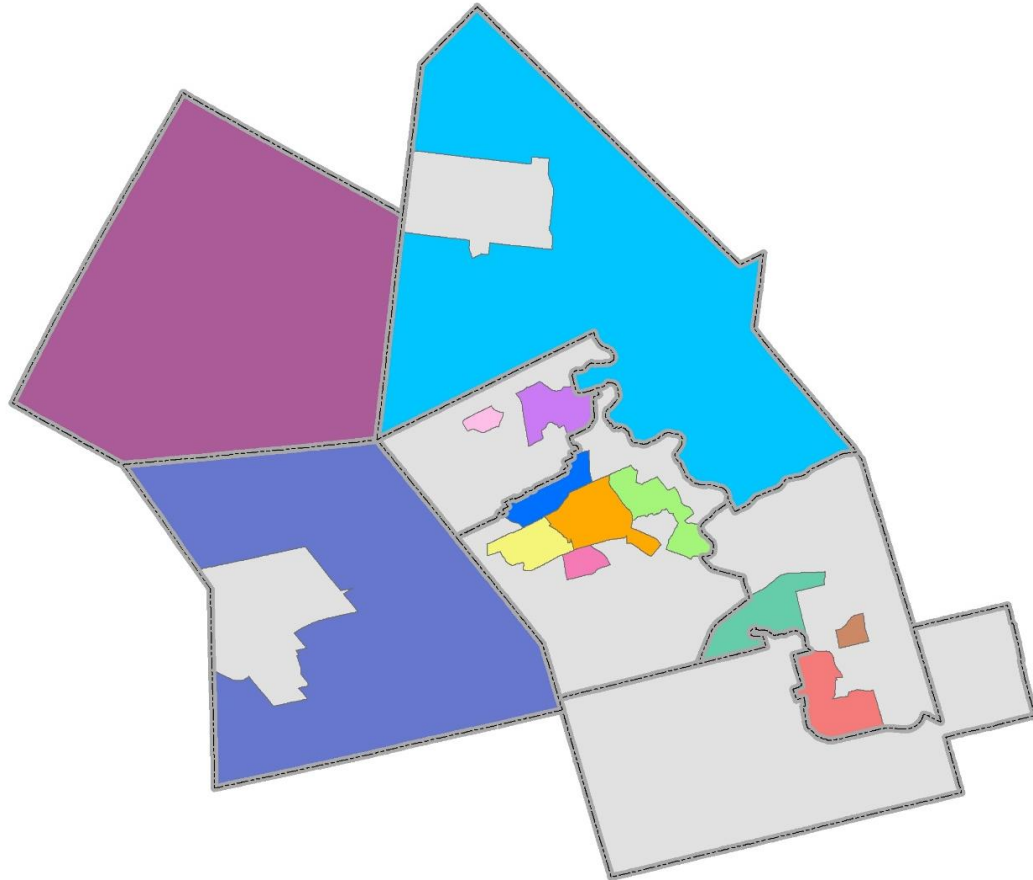
CWELCC Growth in Waterloo Region

- 98% of licensed child care centres and 100% of licensed home child care agencies have opted-in to CWELCC in Waterloo Region!
- The Region of Waterloo has been allocated **1,871** new licensed child care spaces (including licensed home and centre-based child care) for ages 0 to 5 years in Waterloo Region from 2022 to 2026.
 - **789** of these spaces are allocated for school-based spaces (i.e., at a centre co-located at a publicly funded school)
 - **1,082** of these spaces are allocated for community-based spaces (i.e., at a location other than a publicly funded school, including stand-alone centre, place of worship, educational institution, caregiver home, etc.)
- Children's Services has requested an additional 997 community-based spaces to bring Waterloo Region in line with the provincial access target of 37% (It is unknown how many, if any, of the requested additional spaces will be approved by the Ministry)

Growth Planning

- CWELCC spaces must support families who need affordable child care the most, including low-income families, children with disabilities, Indigenous children, Black and other racialized children, and new immigrant children
- Children's Services has identified thirteen priority areas across Waterloo Region for new CWELCC community-based spaces as per Ministry direction.
 - These areas were selected because they have low access to licensed child care and a high proportion of low-income families

Map of 13 Priority Areas for CWELCC Growth



- Alpine Laurentian Hills
- Breslau-Rural Woolwich North East/St Jacobs
- Chicopee/Idlewood/Stanley Park-Heritage Park/Rosemount
- Dearborn Lexington Lincoln
- Downtown Kitchener
- Forest Heights East/Highland SW/Forest Hill-Lakeside
- Lakeshore
- Northview
- Preston/Blair
- Rural Wilmot
- Wellesley Township
- Westmount-Cherry Hill/N Victoria Hills/Fairfield-Mt Hope-Huron Park
- Westview-Victoria Highlands/SW Galt/Glenview-Southview

Workforce Crisis

- The child care system across Ontario, including Waterloo Region, is currently facing a critical workforce crisis.
- Without new workforce strategies and investments, targets for child care growth will not be achieved

Next Steps

- Inform child care operators of growth priorities and current status
 - Without Ministry approval of the additional requested spaces, there will be very few opportunities to approve further CWELCC community-based spaces
- Conduct broad stakeholder engagement with parents, child care operators, and community partners to inform the development of an equity and inclusion plan for the local child care system, in alignment with the Early Years and Child Care Service System Plan 2022-2026
 - Include concrete actions to ensure that all families are able to access high quality child care in Waterloo Region

Region of Waterloo
Community Services
Housing Services

To: Community and Health Services Committee

Meeting Date: April 4, 2023

Report Title: The Plan to End Chronic Homelessness

1. Recommendation

For information.

2. Purpose / Issue:

To provide an overview of the project: The Plan to End Chronic Homelessness (The Plan).

3. Strategic Plan:

This report addresses the Region's Corporate Strategic Plan 2019-2023:

- Focus Area 4: Healthy, Safe, and Inclusive Communities. This includes Strategic Objective 4.2 to make affordable housing more available to individuals and families; Objective 4.3 to promote and enhance equity in policies, planning, services, and decision-making in order to positively impact community wellbeing; and Objective 4.5 to enhance community safety in Waterloo Region.
- Focus Area 5: Responsive and Engaging Public Service. This includes Strategic Objectives 5.1 to enhance opportunities for public engagement, input and involvement in Region of Waterloo initiatives.

4. Report Highlights:

- As part of the Interim Housing Solutions strategy approved by Council in August 2022, staff were directed to create a Plan to End Chronic Homelessness.
- Homelessness is a complex problem with many causes. There is no one answer. Finding solutions requires courage, humility, rebuilding of trust, and unprecedented collaboration with community. The development of the Plan provides the Region with the opportunity to adopt a community-centred approach through a model of co-creation.
- In addition to broad-based community engagement, the co-creation of the Plan will involve those with lived/living experience, service providers and community partners.

Working with community, in community, for community will strengthen relationships and build a sense of shared ownership of solutions. To achieve this aim, Regional staff are working in collaboration with The Social Development Centre Waterloo Region (SDCWR) and Overlap Associates.

- The development of The Plan and its implementation requires a new approach, as the Region moves forward in its aim to end chronic homelessness. The Plan will outline the strategies and resources needed to end chronic homelessness in Waterloo Region. It will examine gaps in the current system, barriers to access, root causes, and will seek creative solutions to decades-long issues.
- The community engagement approach will be confirmed by late April. Engagement activities such as interviews, street team outreach and surveys will take place over the summer. A project update will be provided to Council in September 2023 with a final report expected in late 2023.

5. Background:

The number of people experiencing homelessness in Waterloo Region is unprecedented. Since the beginning of the COVID-19 pandemic, homelessness has risen in visibility and numbers. The Region estimates that more than 1,000 individuals are currently experiencing homelessness with over 500 of those individuals estimated to be experiencing chronic homelessness or homelessness for longer than six months. In response, Regional Council directed staff to develop a “Homelessness Master Plan” as part of the Interim Housing Solutions strategy approved in August 2022.

Ending chronic homelessness will require equity-centred and systems-level solutions informed by the voices of those with lived/living experience. Working with community, in community, for community will strengthen relationships and build a sense of shared ownership of solutions.

To achieve these aims, the two main project partners - Overlap Associates and The Social Development Centre Waterloo Region (SDCWR) - are collaborating with staff to develop The Plan. Overlap Associates will oversee broad-based community engagement. The SDCWR will facilitate engagement with those who have lived/living experience of homelessness. The SDCWR’s partnership is central to the work due to their commitment to engagement, as well as long-term working relationships with those experiencing homelessness and housing precarity.

Preliminary project planning has been underway. In order to build equitable and responsive approaches to end chronic homelessness, the project uses three key elements:

- Human-centred design – To provide the project structure and methodology. It works through the stages of problem definition, research, ideating, prototyping, and testing.
- Community engagement – To build authentic partnerships and develop a community-owned plan.
- Change management – To guide the process for everyone involved. Staff,

partners, and those with lived/living experience work together to use resources, skills, and knowledge to create meaningful action from The Plan.

6. Area Municipality Communication and Public/Stakeholder Engagement:

Area Municipality Communication:

A comprehensive communications plan has been developed. It outlines a phased, multi-channel approach to support the project and encourage broad public participation in creation of The Plan. Close collaboration and communication with area municipalities will be essential for the project's success.

Communications will use a variety of tactics including digital channels (e.g. Engage WR webpage, digital screens in local libraries, etc.), media relations, social media, video, advertising, and print materials to provide easy access to information about the project and opportunities to provide feedback. The communications plan will be regularly evaluated and adjusted, as needed.

Public/Stakeholder Engagement:

There will be opportunities for engagement that build on existing partnerships with cities and townships; business, post-secondary and technology sectors; and community agencies. All residents who want to participate in The Plan will have the opportunity to engage. For The Plan to succeed, it will require shared ownership, cross-sector engagement, and community-wide input from across Waterloo Region.

The creation of The Plan is a community-centred process. A phased approach (Appendix A) is undertaken by first compiling a list of groups and individuals to engage with, who make up co-creators and represent voices most impacted by homelessness. Co-creation among staff, the project partners, and those identified as co-creators then occurs as these groups work together to develop The Plan. In this process of co-creation, co-creators provide input to shape the community engagement approach, assist in the sense-making of findings and develop final recommendations. Co-creators also become champions of The Plan, helping to bring The Plan to the community for its implementation.

A future committee of co-creators may include but is not limited to:

- Lived and living experience consultants
- Equity-deserving groups
- Indigenous partners
- Shelter and housing stability organizations
- Health sector
- The Region

The project team will work closely with Region staff undertaking community engagement on other projects during the same time period (e.g. Strategic Plan,

Integrated Mobility Plan, etc.) to maximize engagement efforts and reduce duplication. Staff will collaborate on data, resources, and approaches to engagement.

Social Development Centre Waterloo Region (SDCWR) Engagement:

To support The Plan, the SDCWR has brought together a multifaceted team rooted in lived experience and supported by researchers from the University of Waterloo and Wilfrid Laurier University, community development organizations, and staff.

The SDCWR will facilitate dedicated coaching throughout the project to ensure the transformation of relationships among Region staff, people with lived expertise, and community members. This approach will lead to collaboration and a change management process to transform community responses to chronic homelessness.

Participatory Action Research (PAR) guides the first phase of the project, where those with lived expertise will engage and collect information from their peers to validate and prioritize a number of prospective solutions for implementation. Presently, the following groups are a part of the lived experience groups:

- Lived Expertise Working Group (LEWG)
- A Better Tent City (ABTC)
- People's Action Group (PAG)
- Disabilities and Human Rights Group
- Tent City (Roos Island)
- KW Urban Native Wigwam Project (KWUNWP)

The second part of the process will focus on the collaboration of alternate solutions with Region staff and people with lived experience of homelessness. This process will create the conditions for moving beyond consultations towards the co-implementation of prospective solutions by engaging parts of the community who have not previously worked together in this way. The learnings implemented will be added to the final recommendations and inform the overall Plan to End Chronic Homelessness.

Indigenous Engagement:

Seventeen per cent of those who participated in the Point in Time (PiT) count survey on September 21, 2021 self-identified as First Nations, Indigenous and/or Métis in the Region. To ensure involvement with the Indigenous community, Indigenous partners are identified as co-creators of The Plan and advisors to the engagement strategy.

Staff are currently exploring engagement approaches with Indigenous leaders through conversation and continue to build long-term relationships, including those with the larger Indigenous community. Local calls to actions serve as a primer for Indigenous engagement, a crucial step for a trauma-informed engagement that is responsive to existing community efforts and to Truth and Reconciliation. Staff are also working to produce change management by integrating an ongoing bottom-up approach where Indigenous community knowledge is continuously communicated up to management and decision makers within the Region.

7. Financial Implications:

The approved 2023 Homelessness Operating Budget includes \$8.2M to develop an Interim Housing Solutions strategy (\$7.4M for non-staffing and \$0.8M for staffing costs). Project work on The Plan will be accommodated within the 2023 Operating budget and solutions identified pertaining to The Plan will be presented to Council for their direction, as part of the 2024 Budget process.

8. Conclusion / Next Steps:

As social determinants of health—the conditions in which people are born, grow, live, work, and age—addressing housing and homelessness are essential to the health and well-being of individuals and communities. The COVID-19 pandemic illustrated the need and importance of taking action on housing and ending chronic homelessness in order to sustain population health and wellbeing. Helping to end chronic homelessness through Interim Housing Solutions, while also accelerating new affordable housing units through Building Better Futures are key priorities for the Region of Waterloo. To build a more equitable and inclusive community, the Region of Waterloo will provide strong leadership in collaboration with the above-mentioned co-creators by working together to end the experience of chronic homelessness for residents.

The community engagement approach will be confirmed by late April. Engagement activities such as interviews, street team outreach and surveys will take place over the summer.

A project update will be provided to Council in September 2023 with a final report expected in late 2023.

See Appendices A and B for a detailed list of the next steps.

9. Attachments:

Appendix A: The Plan to End Chronic Homelessness Project Timeline and Phases

Appendix B: The Plan to End Chronic Homelessness Presentation

Prepared By: Social Development Centre Waterloo Region

Overlap Associates

Afnan Naeem, Social Planning Associate, Housing Services

Skylar Niehaus, Social Planning Associate, Housing Services

Kiera Grainger, Program Assistant, Housing Services

Reviewed By: Peter Phillips, Project Manager, Housing Services

Chris McEvoy, Manager, Housing Services

Kelly-Anne Salerno, Assistant Director, Housing Services

Ryan Pettipiere, Director, Housing Services

Approved By: Peter Sweeney, Commissioner, Community Services

The Plan to End Chronic Homelessness Project Timeline and Phases

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Overlap Process											
Phase 1: Project Initiation - Discovery											
		Phase 2: Needs Assessment									
		Phase 3: Design and Execution of Community Engagement									
								Phase 4: Ongoing Engagement & Change Management			
SDC/LEWG Process											
	Lit Review	Co-Initiating: Identifying initial topics	Co-Sensing: Validating the topics to prototype	Co-Creating: Exploring solutions together				Co-Shaping: Planning next steps			
Council Reporting											
		April 4 (today): Project Overview						Sept 12: Key Findings and Plan Outline	Nov 7: Opportunities for 2024		

Region of Waterloo The Plan to End Chronic Homelessness

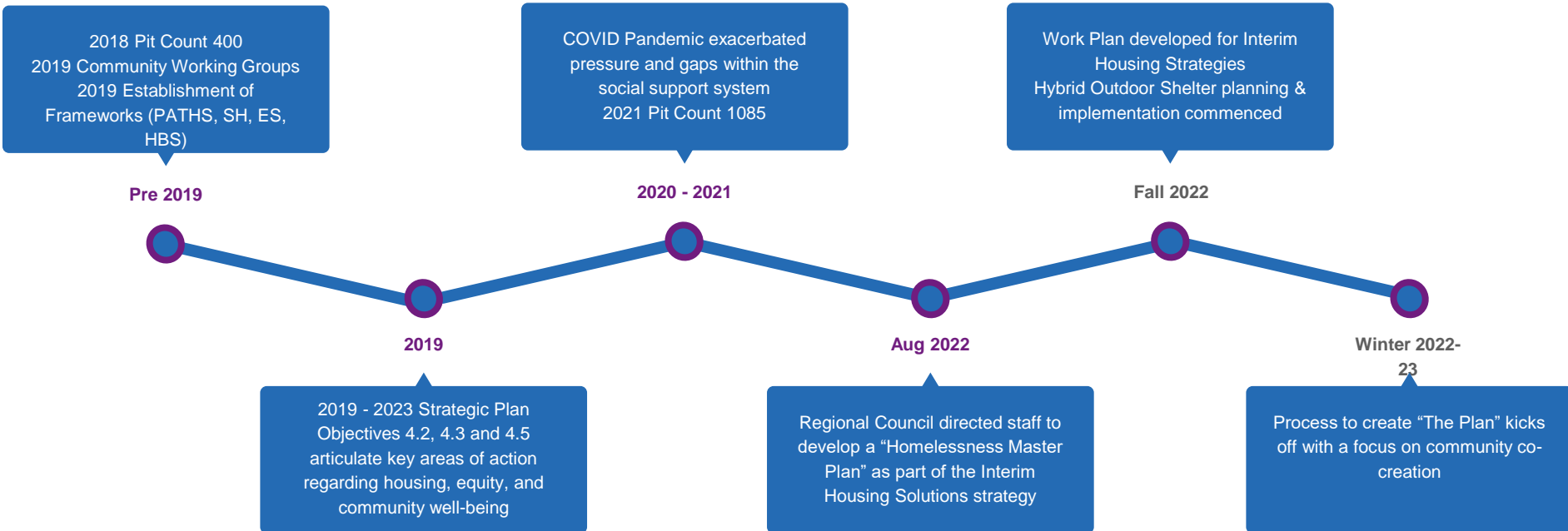
April 4 - Council Presentation

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Region of Waterloo

The story so far...



This might feel *different* because...

Our project approach incorporates several key elements:

Human
-Centred
Design

Community
Engagement

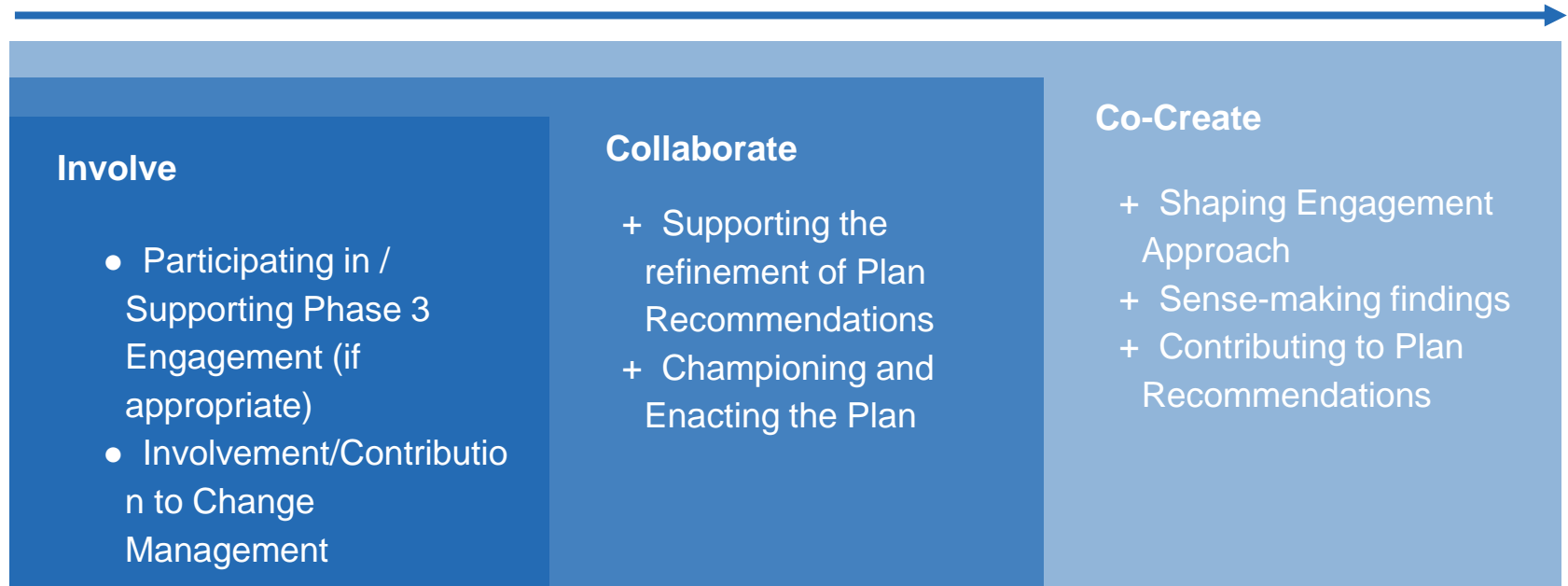
Change
Management

Co-Creation

Working with community, in community, for community

Key Interest-holders and Partners

IAP2 Spectrum Categories



Identified Plan Co-Creators

Co-creators will provide input to shape the community engagement approach, assist in sense-making of findings, and develop final recommendations. Our draft list of co-creators includes

- Lived and Living Experience Consultants
- Equity-Deserving Groups
- Indigenous Partners
- Shelter and Housing Stability Organizations
- Health Sector
- The Region



Transformation guided by lived expertise



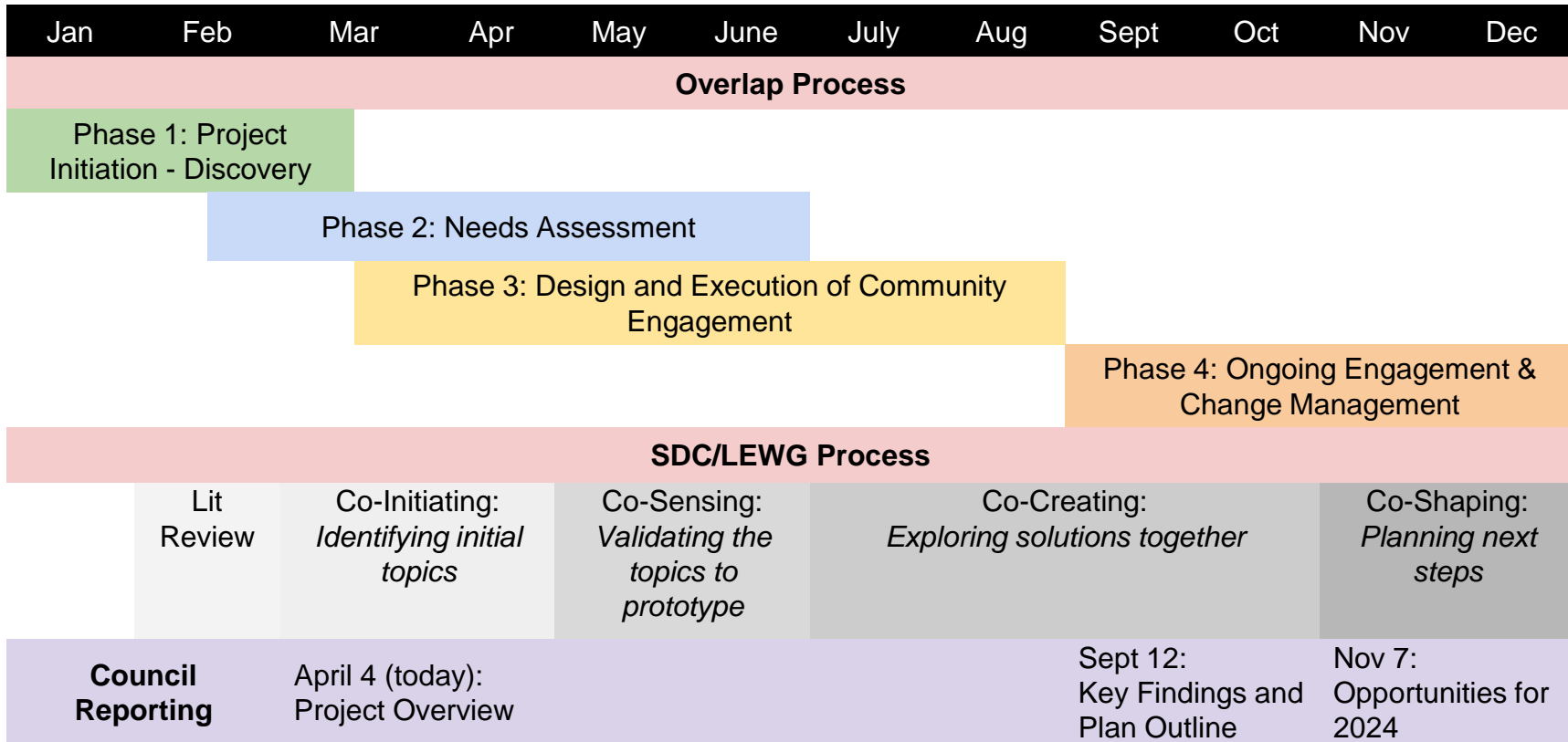
Social Development Centre
— WATERLOO REGION —

- Change started on Day 1
- Value of Lived Expertise
- Accountability begins with co-implementation



Lived Expertise Working Group: Video message

[Click Here for Video](#)



Communications Plan

Communications goals

- To promote awareness of the complex issue of homelessness in Waterloo Region
- To encourage broad public participation in the community creation of The Plan

A multi-channel approach

- Digital channels
- Media relations
- Social media
- Video
- Advertising
- Print materials

The journey ahead...



Region of Waterloo

Public Health and Paramedic Services

Paramedic Services

To: Community and Health Services Committee

Meeting Date: April 4, 2023

Report Title: Paramedic Services' 2022 Response Time Performance Plan Results

1. Recommendation

For Information.

2. Purpose / Issue:

In September 2021 (PHE-PSV-21-03), Council approved Paramedic Services' 2022 Response Time Performance Plan targets. This report summarizes Paramedic Services' compliance to its Council approved targets.

3. Strategic Plan:

The Response Time Performance Plan aligns with the Healthy, Safe and Inclusive Communities strategic initiative for the Region of Waterloo: Providing timely response to residents in need of pre-hospital care.

4. Report Highlights:

- Paramedic Services met its compliance targets for five of six categories.
- Compliance results indicate that urgent calls were given a more appropriate priority and attended to faster. Setting faster times for more urgent calls, and progressively slower times for less urgent calls, is a standard approach.
- Paramedic Services' results by Canadian Triage and Acuity Scale (CTAS) category were:
 - Sudden Cardiac Arrest (SCA):
 - Target: 6 minutes or less for a defibrillator to arrive on scene 70% of the time.
 - Result: 65 per cent compliance
 - 70 per cent of the time SCA calls were responded to

- within 7 minutes 7 seconds.
- The six-minute time standard is set by the Ministry of Health.
- The 70 per cent compliance standard for SCA calls was chosen by Paramedic Services, and exceeds the Ministry mandated compliance target of 50 per cent.
- SCA results include data from local fire departments.
- CTAS 1 (resuscitation):
 - Target: eight minutes or less 70 per cent of the time
 - Result: 74 per cent
 - Seventy per cent of the time CTAS 1 calls were responded to within 7 minutes 31 seconds.
- CTAS 2 (emergent):
 - Target: ten minutes or less 80 per cent of the time
 - Result: 81 per cent
 - Eighty per cent of the time CTAS 2 calls were responded to within 9 minutes 50 seconds.
- CTAS 3 (urgent):
 - Target: eleven minutes or less 80 per cent of the time
 - Result: 81 per cent
 - Eighty per cent of the time CTAS 3 calls were responded to within 10 minutes 53 seconds.
- CTAS 4 (less urgent):
 - Target: twelve minutes or less 80 per cent of the time
 - Result: 83 per cent
 - Eighty per cent of the time CTAS 4 calls were responded to within 11 minutes 20seconds.
- CTAS 5 (non-urgent):
 - Target: twelve minutes or less 80 per cent of the time.
 - Result: 80 per cent
 - Eighty per cent of the time CTAS 5 calls were responded to within 11 minutes 57 seconds.
- Response times vary according to population, road density, system capacity, and road conditions. Drives times are longer in rural areas.

5. Background:

Each year, all land ambulance services are required to submit a Response Time Performance Plan to the Ministry of Health as required under legislation and in accordance with the Ambulance Act, O. Reg. 267/08, amending O. Reg. 257/00, under Part VII, Response Time Performance Plans, and Sections 22-24.

Once approved by council, the following year's Response Time Performance Plan is submitted to the Ministry of Health each October, and the previous year's Response Time Performance Plan compliance results are submitted to the Ministry of Health each March.

6. Area Municipality Communication and Public/Stakeholder Engagement:

None.

7. Financial Implications:

The Council approved addition of three 12 hour ambulances was implemented in October 2022. As part of the 2023 budget process, Council approved the addition of four new 12 hour ambulances to be on-boarded July 2023, and the addition of four more 12 hour ambulance units to commence January 1, 2024.

8. Conclusion / Next Steps:

The compliance results to the 2022 Response Time Performance Plan will be submitted to the Ministry of Health prior to the March 31, 2023 deadline.

Paramedic Services will table a report later this year seeking approval for the 2024 Response Time Performance Plan targets. Once approved, the Ministry of Health will be notified of the adoption of the 2024 Response Time Performance Plan as required under legislation.

9. Attachments:

Appendix A - Response Time Performance Plan 2022 Presentation

Prepared By: Stephen Drew, Health Data Analyst
James Macintosh, Epidemiologist

Reviewed By: John Riches, Chief Paramedic Services

Approved By: Dr. Hsiu-Li Wang, Commissioner/Medical Officer of Health



Region of Waterloo



Response Time Performance Plan 2022

Community & Health Services Committee – April 4, 2023

John Riches, Chief

Kevin Petendra, Deputy Chief

Highlights

- Paramedic Services met all of the Ministry of Health compliance targets
- Results indicate that compared to 2021 response times response times are increasing (slower)
- Despite all the system pressures, Paramedic Services continues to provide excellence in patient care and respond as quickly as possible to calls

CTAS and Sudden Cardiac Arrest

- Paramedics apply the Canadian Triage and Acuity Scale (CTAS) to each patient they encounter. The Service is then required to use CTAS to measure compliance under the Real Time Performance Plan.
- Sudden Cardiac Arrest (SCA)
 - Ministry of Health Target: 50% of the time a defibrillator to arrive on scene in 6 minutes or less.
 - ROW Service Target: 70% of the time a defibrillator to arrive on scene in 6 minutes or less.
 - 2022 Result = 65%
 - 70th percentile = 7 minutes 7 seconds or less

CTAS 1 and CTAS 2

- CTAS 1 – (resuscitation)
 - Target: 8 minutes or less 70 % of the time
 - 2022 Result = 74%
 - 70th Percentile = 7 minutes 31 seconds

- CTAS 2 – (emergent)
 - Target: 10 mins or less 80% of the time
 - 2022 Result = 81 %
 - 80th Percentile = 9 minutes 50 seconds

CTAS 3 and 4

- CTAS 3 – (urgent)
 - Target: 11 minutes or less 80% of the time
 - 2022 Result = 81%
 - 80th Percentile = 10 minutes 53 seconds
- CTAS 4 – (less urgent)
 - Target: 12 minutes or less 80% of the time
 - 2022 Result = 83%
 - 80th Percentile = 11 minutes 21 seconds

CTAS 5

- CTAS 5 (non urgent)
 - Target: 12 minutes or less 80% of the time
 - 2022 Result = 80%
 - 80th Percentile = 11 minutes 57 seconds

Questions?

Region of Waterloo
Public Health and Paramedic Services
Paramedic Services

To: Community and Health Services Committee
Meeting Date: April 4, 2023
Report Title: Paramedic Services' Key Performance Measurement Indicators Update (January – December 2022)

1. Recommendation

For information.

2. Purpose / Issue:

This performance measurement report provides analysis of key performance indicators for 2022 with comparisons to previous years' results.

3. Strategic Plan:

The performance plan aligns with Focus Area 4.5: Enhance community safety and wellbeing in Waterloo Region.

4. Report Highlights:

- Vehicle responses grew 11.0 per cent from 2021 to 2022; nearly double the pre-pandemic (2015-2019) annual growth rate of 6.5 per cent.
- Unit utilization for 2022 was 48.3 per cent and remained well above the recommend threshold of 35.0 per cent. Current unit utilization levels are unsustainable on an ongoing-basis.
- Offload delay resulted in a loss of 601 ambulance days in 2022. Paramedic Services is currently losing the equivalent of more than three 12-hour ambulance shifts per day to offload delay.
- Total time spent in code red increased 571 per cent from 2021 (11.3 hours) to 2022 (75.9 hours). In total, Paramedic Services experienced 210 code red events with a median length of 15 minutes 16 seconds per day in code red in 2022 compared to 42 events of a median length of 12 minutes 23 seconds in 2021.
- Response times in 2022 were 17 seconds slower than in 2021.

These key indicators reflect the growing demands on Paramedic Services, driven at its core by a growing and aging population (adults 65 and older represent 43 per cent of call volume), and exacerbated by increased hospital and health system flow issues across the province. They underscore the importance of the Council-supported shift to a high-growth planning scenario as per the Paramedic Services Master Plan, the efforts undertaken locally to mitigate impacts where possible, and the continued need for engagement of the provincial Ministry of Health with Paramedic Services on broader health system issues which are resulting in offload delays.

5. Background:

Paramedic Services Master uses a data informed approach to decision making and planning, performance measurement and monitoring. This approach allows for assessment of results in comparison to the Paramedic Services Master plan and assists in ensuring quality performance and excellence in patient care.

6. Area Municipality Communication and Public/Stakeholder Engagement:

None.

7. Financial Implications:

The Council approved addition of three 12 hour ambulances was implemented in October 2022. As part of the 2023 budget process, Council approved the addition of four new 12 hour ambulances to be on-boarded July 2023 and the addition of four more 12 hour ambulance units to commence January 1, 2024.

8. Conclusion / Next Steps:

Paramedic Services will continue to report on performance indicators on a semi-annual basis.

9. Attachments:

Appendix A - Paramedic Services Performance Measurement Report Charts and Figures, January – December 2022

Appendix B – Performance Measurement 2022 presentation

Prepared By: Stephen Drew, Health Data Analyst
James Macintosh, Epidemiologist

Reviewed By: John Riches, Chief Paramedic Services

Approved By: Dr. Hsiu-Li Wang, Commissioner/Medical Officer of Health



Appendix A

Paramedic Services Performance Measurement Key Indicator Trends

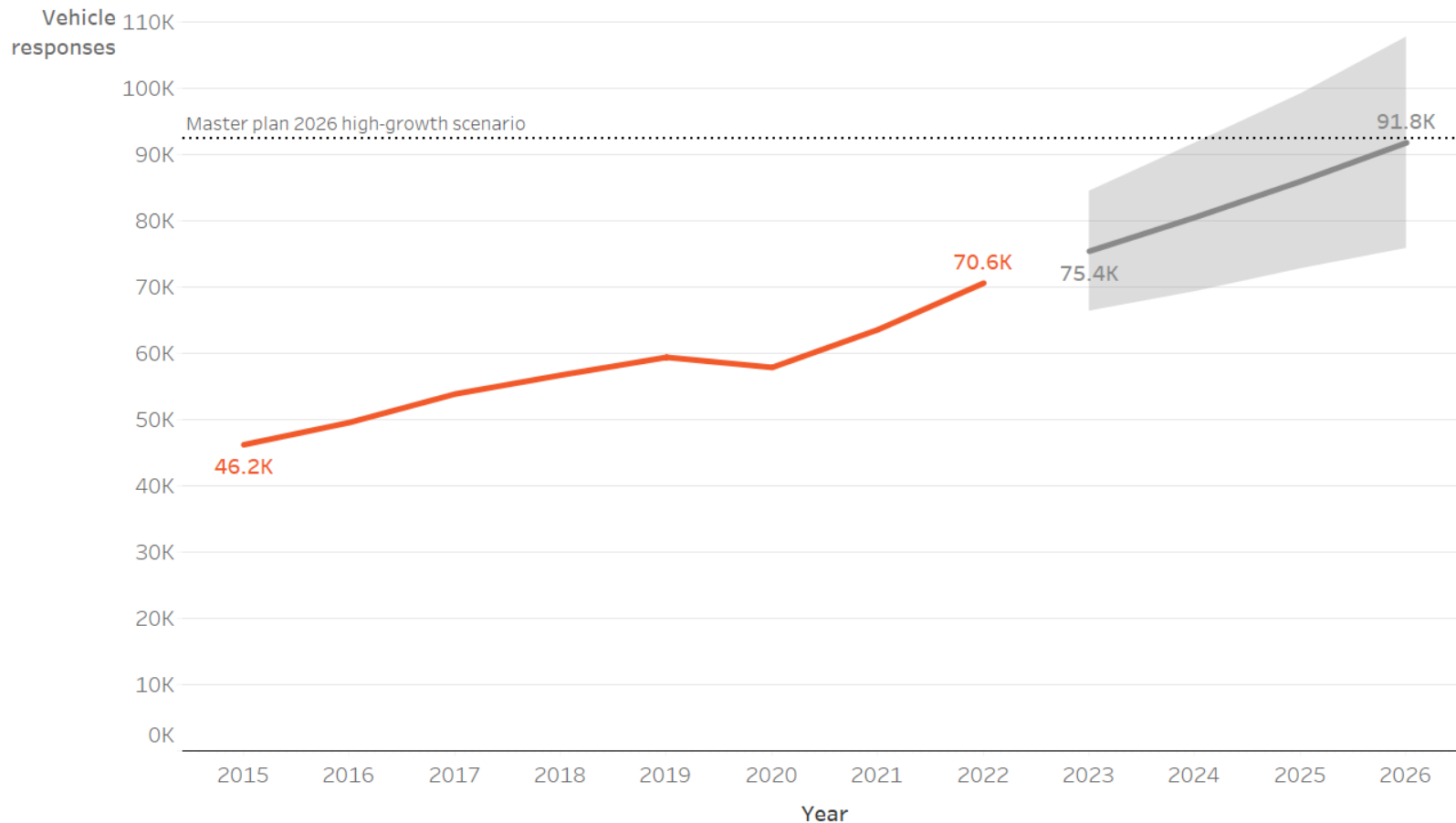


Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

Actual and forecast number of vehicle responses, by year

Region of Waterloo Paramedic Services, inside and outside of Waterloo Region, 2015 to 2026

Vehicle responses volume continues to align to the high growth scenario of the Master Plan growing 11 per cent from 2021 to 2022. Excluding 2020 and 2021, annual growth in vehicle responses is averaging 7 per cent.



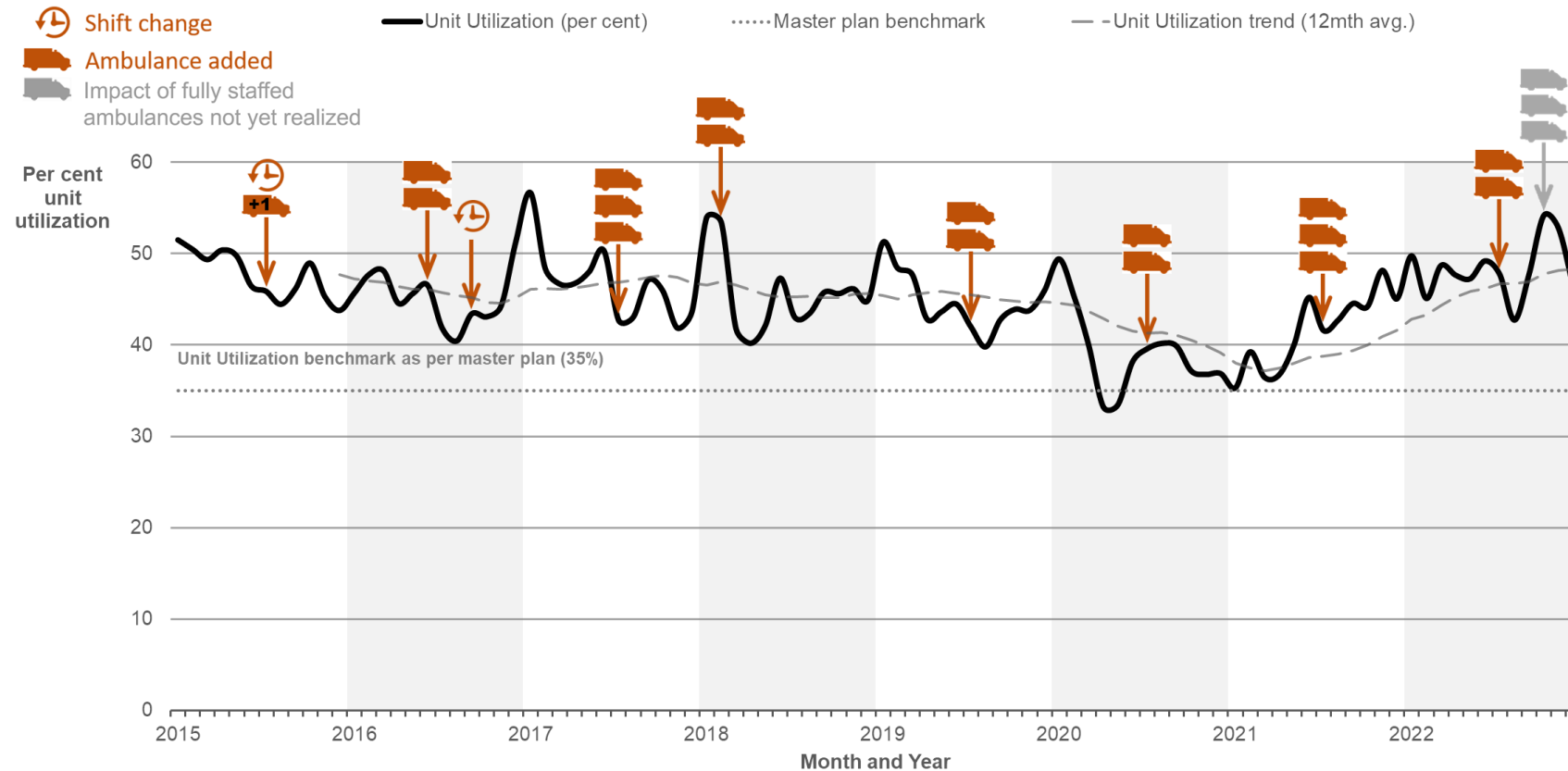
Source: Ambulance Dispatch and Reporting System (ADRS) (February 2023)

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Unit Utilization (ambulance use) by month

Region of Waterloo Paramedic Services, January 2015 to December 2022

Unit utilization remains above well above the recommend threshold of 35 per cent and is considered unsustainable on an ongoing-basis.



Notes: For unit utilization, a decreasing trend is considered positive, while an increasing trend is seen as a negative. The impact of the three, twelve-hour ambulance shifts added in October 2022 have not yet been fully realized due to staff recruitment and retention issues.

Source: ADRS (February 2023)

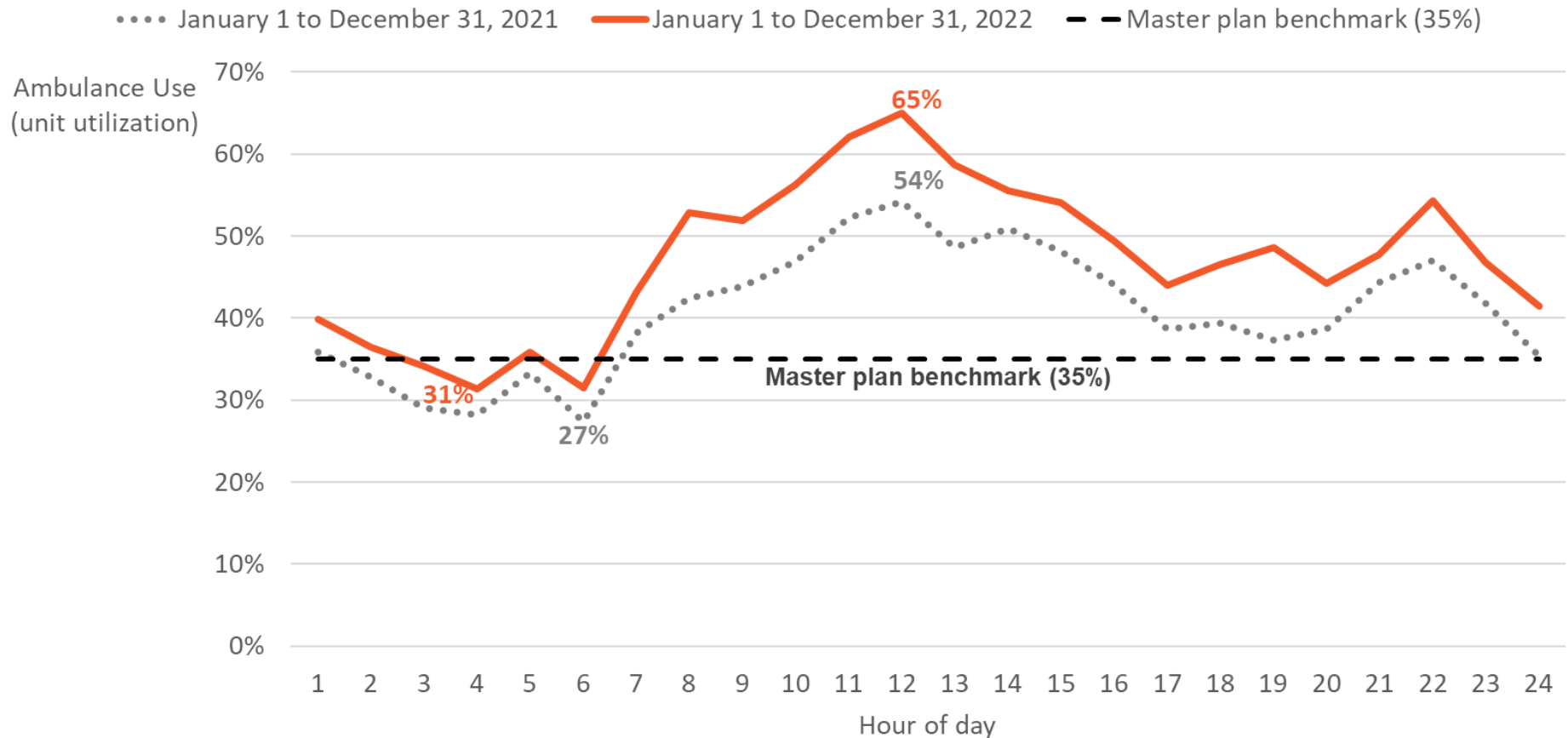


Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

Unit Utilization (ambulance use) by hour of day

Region of Waterloo Paramedic Services, 2021 and 2022

Unit utilization remains above well above the recommend threshold of 35 per cent for most hours of the day.



Note: For unit utilization, a decreasing trend is considered positive, while an increasing trend is seen as a negative.

Source: ADRS (February 2023)

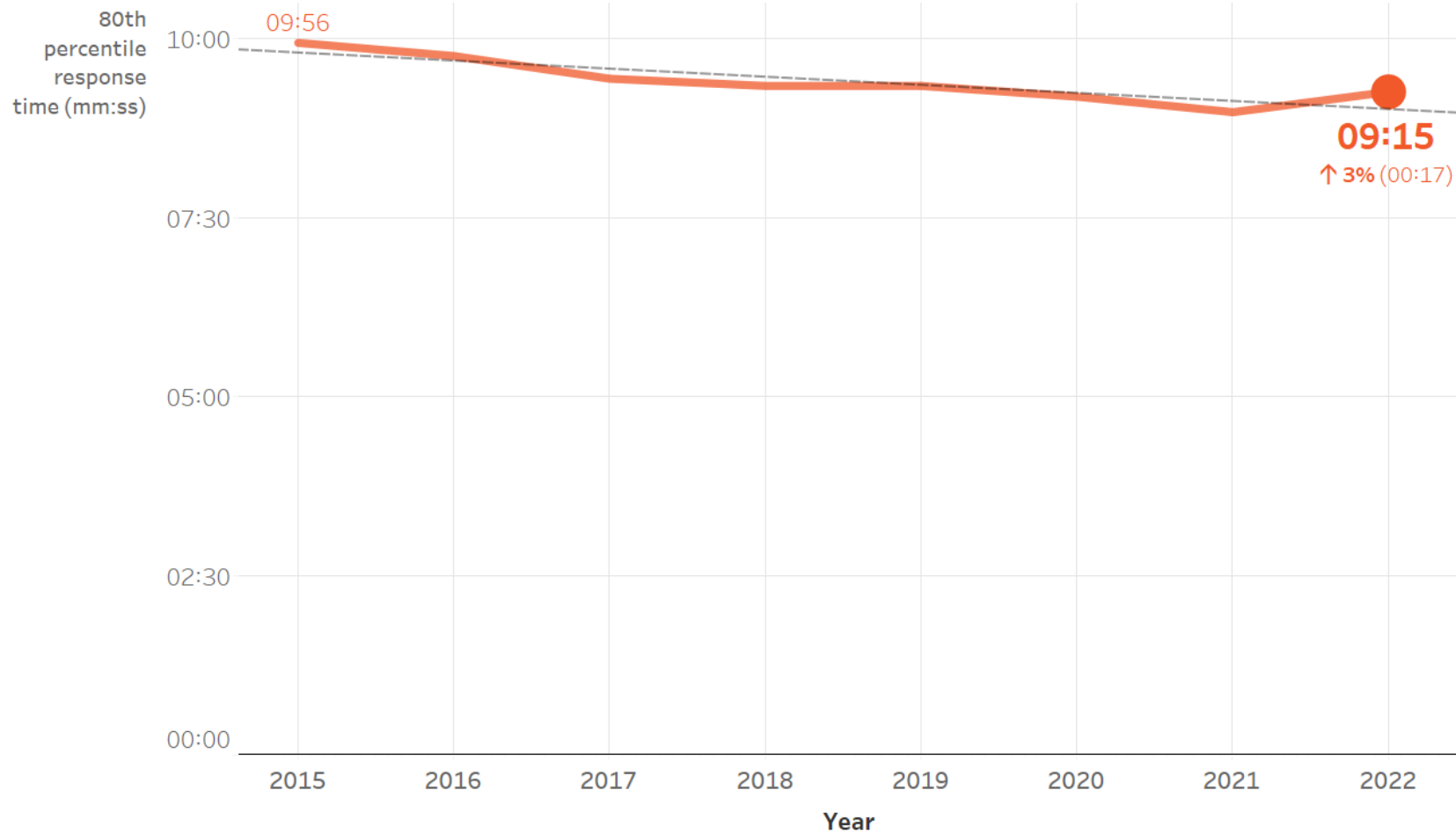


Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

80th percentile response time to emergency calls (code 4) by year

Region of Waterloo Paramedic Services, inside Waterloo Region, 2015 to 2022

Despite increased call volume and other pressures facing the service, response times remain consistent.



Sources: ADRS (February 2023)

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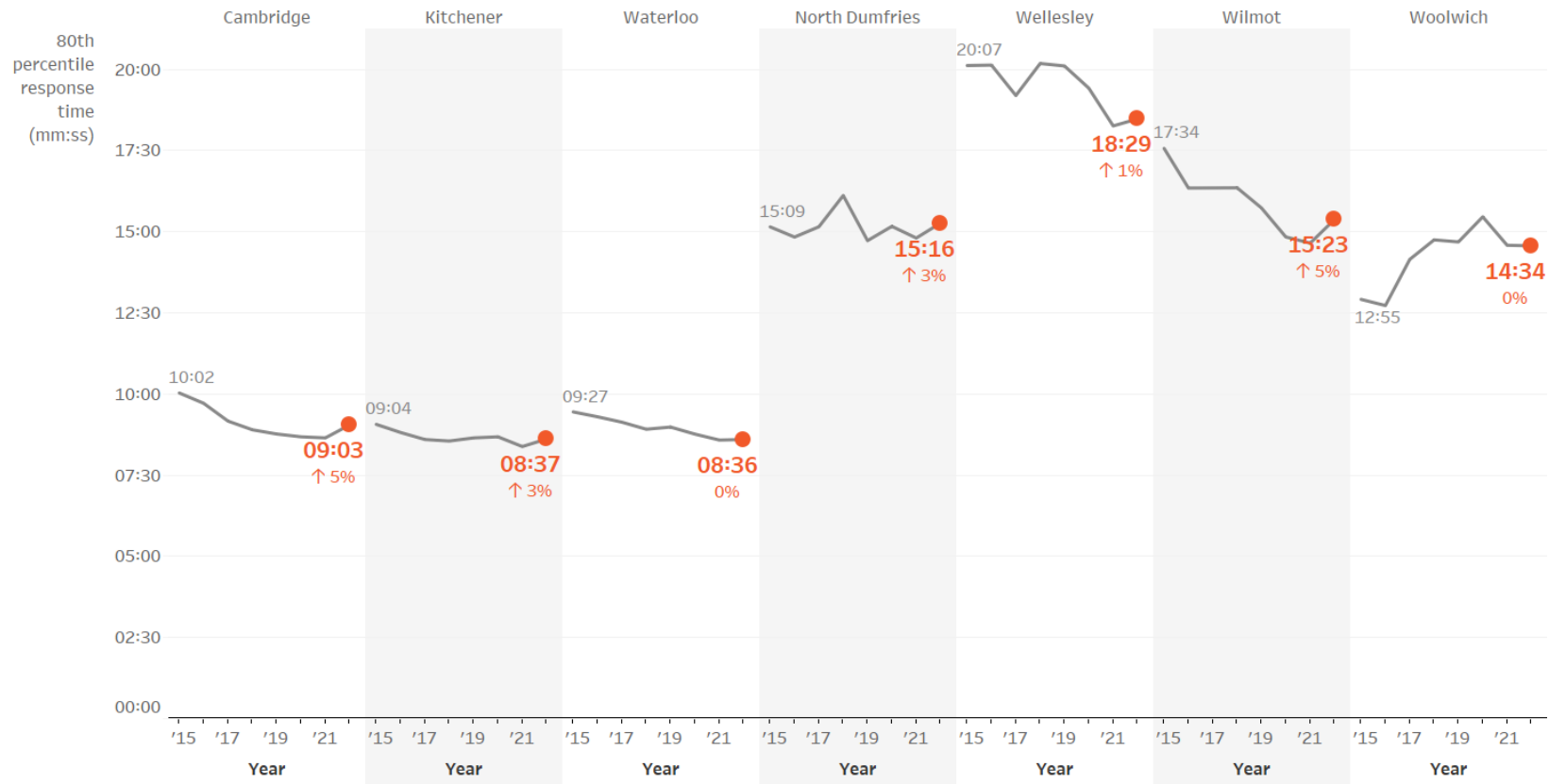


Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

80th percentile response time to emergency calls (code 4) by municipality and year

Region of Waterloo Paramedic Services, inside Waterloo Region, 2015 to 2022

Response times increased slightly across most municipalities, but for the most part, remain well below historical highs.



Note: Response times are not intended to be measured at the municipal level.

Sources: ADRS (February 2023)

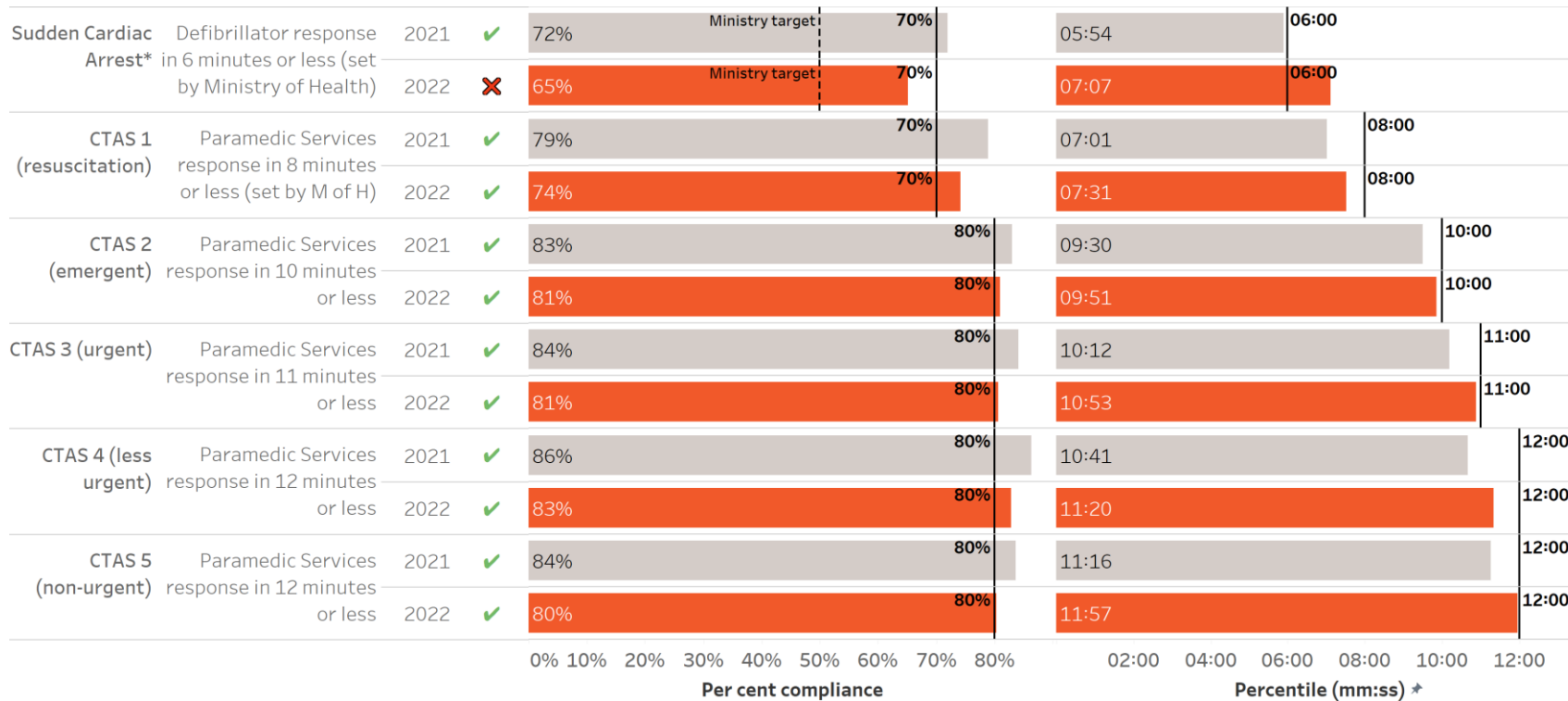


Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

Compliance to 2022 response time performance plan, by Canadian Triage Acuity Score (CTAS)

Region of Waterloo Paramedic Services, 2021 and 2022

Response times remain consistent across most acuity levels. Compliance results indicate that urgent calls are being given a more appropriate priority and attended to faster.



*A dashed reference line indicates a Ministry mandated target. Paramedic Services chosen targets are indicated with solid reference lines. Compliance values should exceed the target while response time percentiles should be lower than the target. To be more reflective of the SCA indicator definition of any defibrillator arriving on scene, the SCA indicator includes fire department data.

Source: ADRS and TabletPCR (February 2023); Cambridge and Kitchener Fire Departments Waterloo Fire Rescue (March 2023)

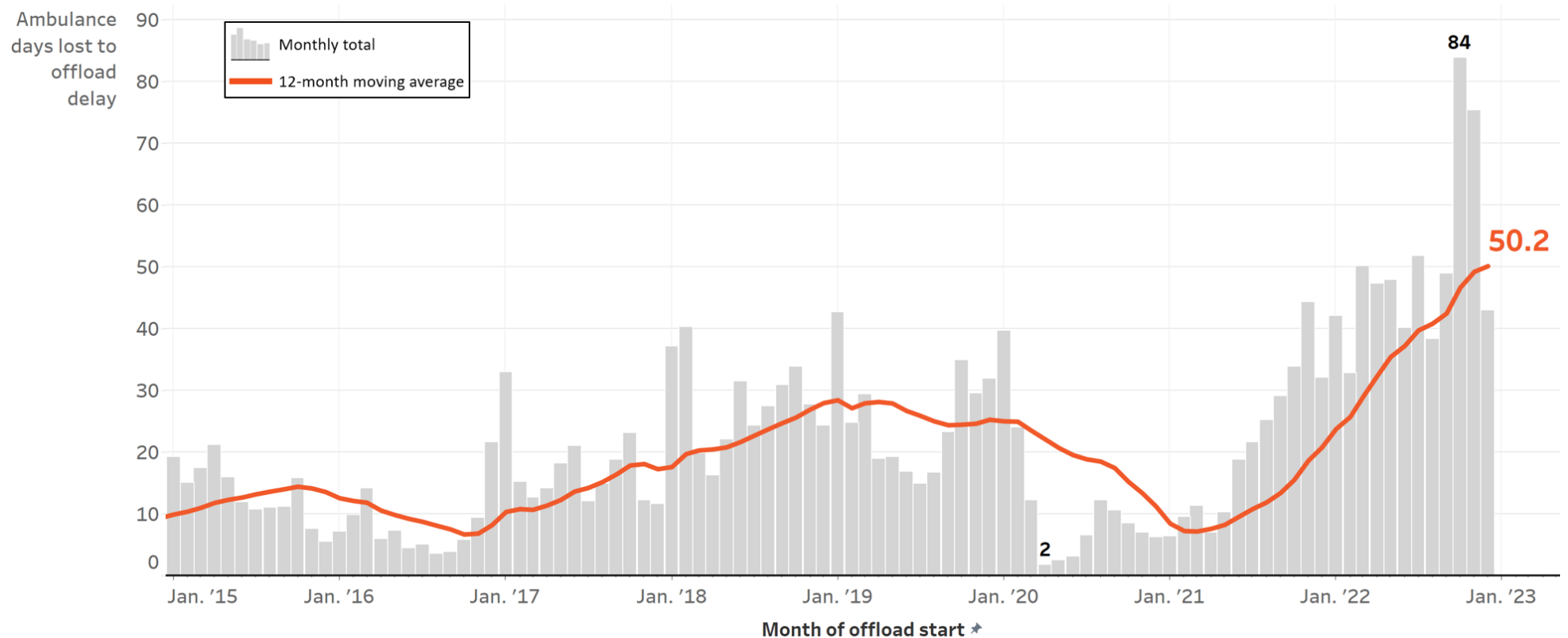


Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

Monthly total and 12-month moving average of ambulance days lost to offload delay, by month

Region of Waterloo Paramedic Services at local hospitals, January 2015 to December 2022

For 2022 Paramedic Services lost an average of 50 days per month to offload delay or the equivalent of removing three, 12 hour shifts from the schedule every day.



Source: TabletPCR (February 2023)



Region of Waterloo * Paramedic Services PERFORMANCE MEASUREMENT

Summary statistics for code yellow and code red status events

Region of Waterloo Paramedic Services, 2021 and 2022

Code yellow and red events were both much more common and much longer in duration in 2022 than in 2021.

	Code Yellow		Code Red	
	2021	2022	2021	2022
Count	710	1,158	42	210
Duration (hours)	367.1 hrs	898.0 hrs	11.3 hrs	75.9 hrs
Per cent of time	4.2%	10.3%	0.2%	0.9%
Median Duration (mm:ss)	20min 46sec	25min 47sec	12min 23sec	15min 16sec
Maximum Duration (hr:mm:ss)	4hr 55min 35sec	12hr 55min 27sec	1hr 00min 56sec	2hr 43min 24sec

Source: CACC (February 2023)

Glossary

ADRS: Ambulance Dispatch Reporting System

CACC: Central Ambulance Communication Centre

Code 1 (Deferrable): A routine call that may be delayed without detriment to the patient (e.g. a non-scheduled transfer; a minor injury).

Code 2 (Scheduled): A call which must be done at a specific time, for example because of special treatment or diagnostic facility requirement (e.g. inter-hospital transfers or a scheduled meet with an air ambulance).

Code 3 (Prompt): A call that should be performed without delay (e.g. serious injury or illness).

Code 4 (Urgent): A call that must be performed immediately where the patients 'life or limb' may be at risk (e.g. Vital Signs Absent patient or unconscious head injury).

Code Red: When the Region of Waterloo Paramedic Services is at a level where no ambulances are available to respond to the next emergency call and no out of town services are immediately available to assist.

Code Yellow: When the Region of Waterloo Paramedic Services is at minimum coverage of three vehicles or less.

CTAS Level: The 'Canadian Triage & Acuity Scale' is used to assign a level of acuity to a patient. Acuity refers to the gravity of the situation – the potential for death and/or irreversible illness. CTAS is a tool that more accurately defines the patient's need for care. Assignment of the CTAS level is to be based upon not only the presenting complaint identified on the initial assessment made by the paramedic, but also on their examination findings, and response to treatment.

Dispatch Priority Code: The priority code number that is assigned to the call by the dispatcher. It identifies the priority under which the ambulance responds to the call location (e.g. an urgent response would be entered as Code 4).

Emergency Calls: Based on dispatch priority only. Emergency calls are categorized as Code 4 (Urgent).

Offload Delay: Offload delay measures the offload of patients at local hospitals, which can impact the resources required and availability to respond to calls.



Region of Waterloo * Paramedic Services

PERFORMANCE MEASUREMENT

Response Time: Response time means the time measured from the time a notice is received to the earlier of either the arrival on-scene of a person equipped to provide any type of defibrillation to sudden cardiac arrest patients or the arrival on-scene of the ambulance crew.

Return Priority Code: The priority code number that is assigned to the call by the ambulance crew. It identifies the priority under which the patient is transported (e.g. a prompt return to a medical facility would be entered as a Code 3).

T1: The time point when a call is entered in to the queue at the Central Ambulance Communications Centre and is available for dispatch.

T2: The time point when ambulance/response unit is notified by the Central Ambulance Communications Centre of a call.

T4: The time point when an ambulance/response unit arrives at the dispatched call's location/scene. This is not the time point when a paramedic is at the patient's side.

T6: The time point when an ambulance arrives at its destination (e.g. hospital).

TabletPCR: An internal tool used to track information and data relevant to calls and patient care reporting.

Unit Utilization: Percentage of staffed vehicles utilized during any unit of time. Note that when UU exceeds a value of 40 per cent, it becomes difficult to ensure an ambulance will be available for the next call in a reasonable time.

Vehicle response: A vehicle response is generated when an ambulance or emergency response unit is dispatched to a call; there can be more than one vehicle response per call (multiple ambulances/emergency response units assigned to the same call; for example, multi-casualty incidents).



Region of Waterloo * Paramedic Services

PERFORMANCE MEASUREMENT

Contact Information

Region of Waterloo Paramedic Services

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Chief of Paramedic Services: John Riches

Accessible formats of this document are available upon request.

Please call the Coordinator, Health Communications at 519-575-4400 ext. 2244, (TTY 519-575-4608) to request an accessible format.



Region of Waterloo



Key Performance Measurement Indicators Update (January – December 2022)

Community & Health Services Committee – April 4, 2023

John Riches, Chief

Kevin Petendra, Deputy Chief

2022 KPI's Results

- Vehicles responses increased
- Unit Utilization increased
- Offload Delay increased
- Response time increased
- Code Yellow/Reds increased

Vehicle Responses and Unit Utilization

- Vehicle responses – increased 11% over 2021
- Unit Utilization: 2022 = 48.3% vs 2021 = 41.7%
- Mitigation Strategies
 - Council approved Paramedic Services Masterplan shift to high growth scenario
 - Addition of frontline resources to address call demand and unsustainable Unit Utilization
 - Further advancement of Community Paramedicine program to address high utilization 911 users

Offload Delays

- Resulted in 601 ambulance days lost - equivalent of losing 3 – 12 Hour ambulance shifts per day
- Mitigation Strategies
 - Advocate to and work with hospital partners to address system pressures that cause offload delays
 - Maximize use of Ministry of Health Designated Offload Nurse Program funding
 - Expand Patient Care Model Standards options such as Treat & Release, Treat & Refer, Alternative Destination

Code Red and Code Yellow

- Code Yellow:
 - Percentage of time spent in code yellow:
 - 2022 = 10.3% (2021 = 4.2%)
- Code Red:
 - Percentage of time spent in code red:
 - 2022 – 0.9% (2021 – 0.2%)
- Mitigation Strategies:
 - Advocacy to speed up implementation of MPDS at Cambridge CACC
 - Council approved Paramedic Services Masterplan shift to high growth scenario and addition of frontline resources to address call demand

Response Times

- Response Time: 17 seconds slower in 2022
 - 2022 = 09:15
 - 2021 = 08:58
- Mitigation Strategies:
 - Increased Response Times will be mitigated by addressing the other factors impacting our resources such as:
 - Offload Delays
 - Implementation of MPDS at Cambridge CACC
 - Council approved Paramedic Services Masterplan shift to high growth scenario and addition of frontline resources to address call demand

Questions?

Council Enquiries and Requests for Information				
Community and				
Meeting date	Requestor	Request	Assigned Department	Anticipated Completion Date
January 10, 2023	Committee	The Committee directed Staff to review the urgent security concerns at all Regional shelter sites and the opportunity for security funding in the 2023 budget with consideration of potentially applicable community resources.	Community Services	2023-2024
March 7, 2023	C. James	The Committee directed Staff to advocate to the Ministry regarding the inclusion of inhalation supplies at Consumption and Treatment (CTS) Sites.	Public Health and Paramedic Services	by March 31, 2023 (in progress)
March 7, 2023	D. Craig	The Committee directed Staff to report on the next steps that are required to establish a Women and Youth Shelter in Cambridge	Community Services	Jun-2023