Present were: Chair S. Strickland, L. Armstrong, J. Brewer, T. Cowan*, D. Craig*, R. Deutschmann*, T. Galloway*, J. Haalboom*, B. Halloran, R. Kelterborn, G. Lorentz, J. Mitchell*, K. Seiling, J. Wideman* and C. Zehr*

Members absent: C. Millar

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared

DEPARTMENTAL PRE-BUDGET PRESENTATIONS

a) Public Health/Emergency Medical Services – Dr. L. Nolan

Dr. Liana Nolan, Commissioner/Medical Officer of Health provided a presentation detailing the current financial issues in Public Health and Emergency Medical Services (EMS). A copy of the presentation is appended to the original minutes. She noted that the highest costs are related to staff compensation and that the largest portion of their revenue comes from various grants. She also stated that the programs are highly regulated by either the Ontario Public Health Standards or the Ambulance Act. She explained that the department is challenged by increasing population and chronic disease projections.

*T. Cowan joined the meeting at 9:07 a.m.
*J. Haalboom joined the meeting at 9:10 a.m.

T. Galloway asked Dr. Nolan to address the key issues faced by the department. She explained that the department is constantly looking to work within the envelope of existing resources by redesigning business processes to streamline work. She noted that EMS call volume is increasing and will require additional resources in the future.

D. Craig asked if there was a plan to bring response times in Cambridge in line with the other cities. Dr. L. Nolan explained that Cambridge’s lower population density affects this statistic but that Cambridge’s response times are trending toward those of Kitchener and Waterloo. D. Craig also asked if Dr. Nolan could investigate why Cambridge has significantly more calls than Waterloo. Dr. L. Nolan stated that she would work with the Response Times Working Group to investigate this issue.

R. Deutschmann asked how many ambulances were planned for the coming years. Dr. L. Nolan informed the Committee that the current plan includes the addition of one rural emergency response unit next year and one twelve hour ambulance each of the next two years, however these increases are dependant on annual budget decisions. The Committee requested that this be brought back to budget meetings for consideration.
R. Kelterborn requested that during the budget process a summary be provided for each department outlining the money that they required out of the tax base in 2013 and the money that they were requesting out of the tax base for 2014. Mike Murray, Chief Administrative Officer, stated that these numbers could not be provided yet but that it would be provided as a part of the budget book.

Chair S. Strickland asked if there were any Public Health programs that were entirely funded by the local tax base. Dr. L. Nolan stated that all programs are cost shared with the exception of the acute dental program. She also informed the Committee that the Region is required to provide all of the cost shared programs but has discretion over how they are offered.

b) Social Services – Seniors’ Services and Social Planning, Policy and Program Administration – D. Bartholomew-Saunders

Douglas Bartholomew-Saunders, Commissioner of Social Services, provided a presentation detailing the current financial issues in the Seniors’ Services and Social Planning, Policy and Program Administration areas of Social Services. A copy of the presentation is appended to the original minutes. He noted that the majority of revenue comes from grants from various ministries. Seniors’ Services is facing increasing pressure due to aging, requests for high quality programming, and heavy regulations and reporting.

In the Social Planning, Policy and Program Administration area there has been large increases in the use of homeless shelters and there is no indication of this changing in the near future. D. Bartholomew-Saunders stated that he believes that many of the long term trends are evident of recession lag and that going forward it will be necessary to develop a regional employment strategy.

The Committee asked about the rise in client acuity at Sunnyside Home. D. Bartholomew-Saunders explained that provincial decisions to limit construction of long term care facilities and focus on keeping individuals in their homes as long as possible means that individuals with high acuity are the priority for placement in long term care. The rise in acuity is typical across the province.

Chair S. Strickland asked whether the current shelter system has enough capacity. D. Bartholomew-Saunders responded that the use of motels as overflow indicates that the shelter spaces are being used but that with the overflow ability the shelters are never at capacity. He stated that rather than debating the use of motels or expanding the shelter system, the Committee needs to look at creating more sustainable housing because stable housing leads to jobs and getting out of system. Shelters are not homes and should only be a short term solution.

c) PH&CS – Housing and Community Services – R. Horne

Rob Horne, Commissioner of Planning Housing and Community Services, provided a presentation on the budgetary issues facing the Housing and Community Services divisions. A copy of the presentation is appended to the original minutes. He explained the Region is the second largest landlord in the area and has approximately 22,000 individuals living in community housing. He reminded the Committee that community housing is highly regulated by the province. He explained the biggest challenges for community housing are the rising demand coupled with not a lot of people moving out and provincially mandated cost increases. Community Services has seen increased e-borrowing at the Township libraries and increased revenue and attendance at the Waterloo Region Museum.
He reminded the Committee that community housing is a key part of the social safety net and that aspects of the cultural file should be seen as economic development drivers for attracting high quality employers and employees.

The Committee asked how the existing housing wait list compares to other communities in the province and country. Deb Schlichter, Director of Housing, stated that it is difficult to compare data due to different measurement criteria and the varying pressures in each community.

T. Galloway noted that the delegation for the Administration and Finance Committee is present and has been waiting for a while. He suggested that the Committee consider convening an Administration and Finance Committee meeting when questions on the presentation were complete.

The Committee asked what was being done to address federal funding that has been removed from social housing. R. Horne informed the Committee that Regional Council has taken a position on the issue and that advocacy organizations, the province, and service managers are pursuing the issue at political and administrative levels. If the federal government is not forthcoming the Region may be faced with further subsidy obligations or lowering service levels.

MOVED by T. Cowan  
SECONDED by J. Mitchell

THAT the Committee recess at 10:55 a.m. and that an Administration and Finance Committee meeting be held during the recess for the purpose of hearing the delegation from the Woodland Christian High School.

CARRIED

MOVED by J. Haalboom  
SECONDED by L. Armstrong

THAT the Committee reconvene at 11:50 a.m.

CARRIED

*R. Deutschmann, J. Wideman, and C. Zehr were not present when the meeting reconvened.

REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

There were no requests to remove items from the consent agenda.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by T. Cowan  
SECONDED by T. Galloway

THAT the following items be approved:

- THAT the Regional Municipality of Waterloo enter into the Amending Agreement No. 6 for the Public Health Accountability Agreement with the Province of Ontario (effective January 1, 2011 for a term of three years) as attached (Attachment 2), pursuant to Report PH-13-040;
AND THAT the 2013 Operating Budget for Public Health be increased by 176,431 gross and $0 net Regional Levy as outlined in report PH-13-040.

- THAT the Regional Municipality of Waterloo approve the 2013-2014 Ontario Works Service Plan;

AND THAT the plan be forwarded to the Ministry of Community and Social Services for approval as outlined in report SS-13-028, dated September 20, 2013.

- THAT the Regional Municipality of Waterloo request the Province to make the $42M in one-time Community Homelessness Prevention Initiative (CHPI) transition funding a permanent allocation under CHPI as outlined in Report SS-13-030, dated September 10, 2013;

AND THAT this request be forwarded to the Ministers of Municipal Affairs and Housing and Community and Social Services;

AND FURTHER THAT this request be shared with the Ontario Municipal Social Services Association (OMSSA), the Association of Municipalities of Ontario (AMO) and local Members of Provincial Parliament (MPPs).


AND THAT the following items be received for information:

- PH-13-038, Healthy Smiles Ontario: An Update
- PH-13-039, 2012 Public Health Annual Report
- SS-13-029/P-13-091, 2012 Homelessness to Housing Stability Reports
- SS-13-033, Child Care Central Registration And Wait List – “Onelist”
- P-13-083, Fifteenth Annual Report of The Kissing Bridge Trailway Advisory Committee
- P-13-084, The Guelph to Goderich Trail - Expanding the Kissing Bridge Trailway Westward to Goderich
- Memo: New Director/Chief of EMS
- Memo: Poverty Myth Busters, Housing Stability System Newsletter, Comprehensive Approach to Poverty Reduction Progress
- Memo: Regional Poverty Reduction Steering Committee Recognized for Local Municipal Champions Award, 2013
- Memo: Volunteer Today Campaign

CARRIED

REGULAR AGENDA RESUMES

REPORTS – PUBLIC HEALTH

a) PH-13-034, Requesting the Release of the Human Development and Sexual Health Component of the Ontario Grades 1-8 Health and Physical Education Curriculum

Karen Quigley-Hobbs, Director Infectious Disease, Dental and Sexual Health, introduced the report. She reminded the Committee that in 2012 the Board of Health approved the Waterloo
Region Sexual Health Youth Strategy and explained that implementation of the proposed provincial curriculum would be supportive of the education component of that strategy.

MOVED by J. Mitchell
SECONDED by L. Armstrong

THAT the Regional Municipality of Waterloo request the Minister of Education implement the Human Development and Sexual Health component of the 2010 Ontario Grades 1-8 Health and Physical Education Curriculum;

AND THAT the Regional Municipality of Waterloo, for information, forward a copy of Report PH-13-034, dated September 10, 2013, to the Premier of Ontario, Minister of Education, Minister of Health and Long-Term Care, local area Members of Provincial Parliament (MPP) and the Ontario Physical and Health Education Association.

CARRIED

b) PH-13-035, Excellence in Patient Care: Improvements to EMS Service Delivery update

* R. Deutschmann, and J. Wideman returned to the meeting at 11:53 a.m.

Dr. L. Nolan explained that this report is in response to a commitment made in April to update the Committee on progress made in improving EMS services. She informed the Committee that EMS has successfully met the certification criteria and expect to receive a new certificate from the province in the near future. She introduced the new Chief of EMS, Stephen Van Valkenburg.

Chair S. Strickland welcomed S. Van Valkenburg and congratulated staff on the improvements made to date.

Received for Information.

c) PH-13-036, Emergency Medical Services (EMS) Performance Measurement Quarterly Report

Dr. L. Nolan introduced the report and explained that this is the first report of its kind and proposed providing similar reports on a quarterly basis with the next report being presented in November.

*T. Galloway, D. Craig, and J. Mitchell left the meeting at 11:55 a.m.

MOVED by L. Armstrong
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo endorse the EMS Performance Measurement Quarterly Report framework as described in PH-13-036.

CARRIED

d) PH-13-037, Emergency Medical Services (EMS) Response Times Performance

Dr. L. Nolan introduced Arthur Graham, Interim Director EMS, and asked him to provide an overview of the report. A. Graham explained that the report outlines the EMS response times for the first two quarters of 2013 in relation to the standards set by Regional Council. He stated that
overall he is pleased with the results and he noted that while the times for defibrillator arrival were lower than desired they only reflect the arrival of EMS defibrillator and do not take in to account the arrival times of defibrillators provided by fire services or other devices in the community.

The Committee asked if it was possible to gather the data of when a defibrillator is used prior to the arrival of EMS so that it can be factored into the report. Dr. L. Nolan committed to working with the Response Times Working Group to investigate how additional information can be captured for a future quarterly update.

*J. Mitchell and D. Craig returned to the meeting at 11:57 a.m.

Chair S. Strickland noted the decrease in hospital off load delay times and asked what affect that had on overall response times. A. Graham stated that the improvement on response times was not quantified but that the decrease in hospital off load delay times improves services for the community by ensuring that EMS resources are quickly put back into availability.

*C. Zehr returned to the meeting at 11:59 a.m.

MOVED by G. Lorentz  
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo receive the EMS Response Time Performance report for the first two quarters of 2013 (as outlined in PH-13-037) on compliance to the Response Time Performance Plans established by Regional Council at their meeting of September 25, 2012 in accordance with Ambulance Act, O. Reg. 267/08, amending O. Reg. 257/00, under Part VII, Response Time Performance Plans, Sections 22-24;

AND THAT the Regional Municipality of Waterloo continue to monitor EMS Response Times against the standards established by Regional Council on September 25, 2012 and report quarterly to the Response Times Working Group;

AND THAT the Regional Municipality of Waterloo adopt a recommendation from the Response Time Working Group that the Response Time Performance Plans for 2014 remain the same as the plan that was adopted on September 25, 2012, in order to allow for the analysis of a full year’s worth of data before consideration be given to any modifications;

AND FURTHER THAT the Regional Municipality of Waterloo endorse that measurement of EMS compliance to Response Time Performance Plans for sudden cardiac arrest be based solely on EMS defibrillator response to such events, as an interim measure, since the Region of Waterloo EMS does not have universal access to community defibrillator response time.

CARRIED

REPORTS – SOCIAL SERVICES

e) SS-13-031, Children’s Services Division Utilization of Unconditional Grant

D. Bartholomew-Saunders explained that in 2005 the Region received an unconditional grant related to the Best Start program to increase child care spaces. This report is in relation to the final commitment of the grant. He introduced Nancy Dickieson, Director, Children’s Services, to answer any questions.
The Committee asked if there were any federal restrictions in relation to providing the funds for services related to Aboriginal Peoples. N. Dickieson responded that there are no restrictions in this regard. She also stated that the funding is only in relation to start up costs and that it will be contingent on the applicable organizations securing operational funding.

* T. Galloway returned to the meeting at 12:02 p.m.

MOVED by J. Brewer
SECONDED by J. Haalboom

THAT the Regional Municipality of Waterloo approve the allocation of the 100% Provincial Best Start Unconditional grant funding to support the start up costs of two new non-profit child care centres being built in 2013 as follows:

$205,500 to Bright Starts Cooperative Early Learning Centre Inc. for start up costs (including furnishings, equipment and play materials) at the new child care centre to be located at the University of Waterloo, Seagram Drive, Waterloo, and

$44,500 to the Young Women's Christian Association of Kitchener Waterloo for start up costs (including furnishings, equipment and play materials) at the new child care centre, located at Jean Steckle Elementary School, Kitchener.

AND THAT the Regional Municipality of Waterloo approve in principle the allocation of $250,000 at the discretion of the Commissioner of Social Services as follows:

Up to $150,000 to support the development and start up costs of an Aboriginal Child and Family Resource Centre to be located in Waterloo Region; and

Allocation of the remaining balance of $100,000 to offset pressures in the fee subsidy budget on a one time basis, as outlined in report SS-13-031, dated September 10, 2013.

CARRIED

REPORTS – PLANNING, HOUSING & COMMUNITY SERVICES

f) P-13-090 Housing Services Corporation Insurance Program 2013 Update

*J. Wideman returned to the meeting at 12:04 p.m.

D. Schlichter explained that changes to the insurance program at the Housing Services Corporation (HSC) have saved the Region $300,000. However, potential changes, including insurance benchmarks, could affect the competitive process in the future. It is important for the Region to provide a clear message to HSC and the provincial government, regarding the importance of an ongoing competitive process in order to ensure the Region’s ability to manage costs.

MOVED by T. Galloway
SECONDED by J. Wideman

THAT Regional Council notify the Housing Services Corporation (HSC) and the Ministry of Municipal Affairs and Housing that it supports the recent changes to the HSC Insurance Program and the current Insurance Benchmarks that are part of the community housing subsidy funding model, and does not support any move toward either increasing the insurance
benchmark or creating an unlimited “pass through” model to be incurred by the Region of Waterloo as the Service Manager, as described in Report No. P-13-090, dated September 10, 2013.

CARRIED

INFORMATION/CORRESPONDENCE

a) There were no items on the Council Enquiries and Requests for Information Tracking List

NEXT MEETING – Tuesday, October 1, 2013

MOTION TO GO INTO CLOSED SESSION

MOVED by T. Cowan
SECONDED by C. Zehr

THAT a closed meeting of the Community Services, Administration and Finance and Planning and Works Committees be held on Tuesday, September 10, 2013 immediately following the Community Services Committee meeting in the Waterloo County Room, in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) personal matters about identifiable individuals
b) proposed or pending disposition of lands in the Region of Waterloo
c) receiving of legal advice that is subject to solicitor-client privilege related to a By-law and a policy
d) labour relations or potential litigation on a matter before an administrative tribunal
e) receiving of legal advice that is subject to solicitor-client privilege related to an agreement and proposed or pending acquisition of land in the City of Cambridge
f) receiving of legal advice that is subject to solicitor-client privilege related to procurement

CARRIED

ADJOURN

MOVED by T. Cowan
SECONDED by R. Deutschmann

THAT the meeting adjourn at 12:06 p.m.

CARRIED

COMMITTEE CHAIR, S. Strickland

COMMITTEE CLERK, T. Brubacher
Public Health and EMS

Building Healthy and Supportive Communities in Partnership
## Public Health Department Operating Expenditures ($56.2M)

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget ($000's)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Compensation</td>
<td>$45,781</td>
<td>81%</td>
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<tr>
<td>Debt Servicing</td>
<td>$799</td>
<td>1%</td>
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<tr>
<td>Materials</td>
<td>$2,698</td>
<td>5%</td>
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<tr>
<td>Contracted Services</td>
<td>$2,162</td>
<td>4%</td>
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<tr>
<td>Reserve Transfer</td>
<td>$1,236</td>
<td>2%</td>
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<tr>
<td>Internal Charges</td>
<td>$2,569</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>$963</td>
<td>2%</td>
</tr>
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</table>

**Total** $56,289
Public Health Department
Operating Revenues ($56.21 M)

2013 Budget ($000's)

- Tax Levy: $18,519 (33%)
- Recoveries (Internal & External): $413 (1%)
- Fees & Charges: $1,020 (2%)
- Grants: $36,256 (64%)
Budget Presentation - Public Health Scope

• Ontario Public Health Standards defines the scope: prevention, health promotion and health protection in partnership with health care and a range of community organizations (e.g. education, social services, municipalities)

• Accountability Agreement defines provincial expectations, with the ability to tailor response to local needs
Budget Presentation - Public Health Scope

• Enable all children to attain optimal health and developmental potential
  • Prevent and minimize risk by reducing environmental and other hazards (food, water)
• Reduce and manage infectious disease risks
  • Reduce the burden of preventable chronic diseases
• Monitor and report population health information (health surveillance, health status reporting)
• 20,351 children screened for need for urgent dental care
• 4,503 families with a live birth received a post partum contact
  • 5,011 routine inspections of food premises
  • 927 rabies investigations
  • 1,128 visits to the TB skin test clinic
• 2,519 confirmed communicable disease cases followed
• 2,197 tobacco inspections (workplaces/public places and vendors)
• 5,608 people reached by community nutrition workers and peer health workers
• See Annual Report
Staff trend is decreasing to respond to budget pressures; using other mechanisms to find efficiencies in program delivery to deal with growing service requirements including restructuring and business redesign

2011: 286.4 FTE
2012: 285.10 FTE
2013: 282 FTE
Public Health Programs
Operating Revenues

2013 Budget ($000's)

- Tax Levy: $7,424 (22%)
- Fees & Charges: $999 (3%)
- Provincial Grants: $5,609 (16%)
- Recoveries: $413 (1%)

Total Revenue: $34.38 Million

Provincial Grants: 58%
Fees & Charges: 3%
Tax Levy: 22%
Recoveries: 1%
Provincial Grants: 75%

Total Revenue $34.38 Million
• Growth in population drives service demands
• Aging of population and acuity of patients impacts on LTC and hospital support for infection control and outbreak management

• Increased responsibilities from the province (inspecting personal service workplaces incl. tattoo parlours; small drinking water systems; pharmacy support for flu vaccine delivery; increased number of vaccines for children and complexity of immunization schedule)
Budget Presentation - Public
Health Key Trends and Issues

• Growth in priority populations who require tailored service delivery:
  • Immigrants and refugees
  • Families living in poverty

• Increased requirement for transparency and information sharing:
  • Increased reporting to the Ministry
  • Increased requests for information from the public
• Climate change:
  • More emergencies to respond to due to extreme weather events and
  • Changes in communicable disease patterns due to changes in distribution of mosquitoes and other vectors (e.g. West Nile virus, Lyme disease)

• Strategic priorities from the Ministry:
  • Increased attention to chronic disease prevention, Healthy Kids Panel (healthy eating and physical activity), mental health initiatives, early child development and resiliency, tobacco strategy renewal, immunization strategy renewal
• Business redesign and resource re-allocations:
  • Discontinuation of travel clinic in January
  • Immunization program delivery redesign
  • Healthy Babies Healthy Children program redesign
  • Health Protection and Investigation Program redesign
    • Business process redesign following call centre implementation
  • Resources re-allocated to increase capacity to partner with schools and support schools
Population estimates by age group, Waterloo Region, 1990-2011*
Population Projections for Waterloo Region, 2016, 2026, 2036

<table>
<thead>
<tr>
<th>Year</th>
<th>Waterloo Population</th>
<th>Waterloo Growth</th>
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<tbody>
<tr>
<td>2016</td>
<td>572,991</td>
<td>8.1</td>
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<tr>
<td>2026</td>
<td>662,708</td>
<td>25.0</td>
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<tr>
<td>2036</td>
<td>751,631</td>
<td>41.8</td>
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</table>
Proportion of individuals aged 12 years and older with diabetes, Waterloo Region, 2005, 2007-2008, 2009-2010

<table>
<thead>
<tr>
<th>CCHS Survey Year</th>
<th>Proportion with diabetes</th>
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<tbody>
<tr>
<td>2005</td>
<td>4.2</td>
</tr>
<tr>
<td>2007-2008</td>
<td>4.1</td>
</tr>
<tr>
<td>2009-2010</td>
<td>7.5</td>
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</tbody>
</table>
Estimated prevalence of obesity in Canadian adults by province, 2000-2011
Budget Presentation- EMS

Scope

Decrease premature morbidity and mortality by providing effective and efficient emergency medical services

• Highly regulated service, under the authority of the Ambulance Act

• Promote the use and availability of public access defibrillators
Budget Presentation- EMS Key Statistics (2012)

• 32,216 patient contacts
  • 90% of code 4 calls reached within 11 minutes 54 seconds or less from time of dispatch
  • 25 vehicles operated from 10 stations
  • 265 public access defibrillators provided at public facilities
  • See EMS Performance measurement report and Annual Report
Staff trend is increasing to respond to increased call volume and to maintain or improve response times over time.

2011: 128.65 FTE
2012: 134.15 FTE
2013: 139.15 FTE
Emergency Medical Services
Operating Revenues

2013 Budget ($000's)

- **Provincial Grants (50%)**
  - $10,202
  - 47%

- **Provincial Grants (100%)**
  - $508
  - 2%

- **Fees & Charges**
  - $21
  - 0%

- **Tax Levy**
  - $11,096
  - 51%

Total Revenue = $11,096

$21.3 over 10 years

Major Projects:
- Vehicle and Equipment Replacements
- New Stations
  - Downtown Kitchener
  - Baden
- EMS Master Plan
  - Stations
  - Equipment

Based on 2013 Capital Plan
• Call volume growth
• Aging population; increased complexity and acuity in patients
  • Offload delay
  • New response time framework
• "Excellence in Patient Care" action plan in response to Ministry report
• Addition of EMS resources according to Master Plan to match call volume growth and meet response time targets
  • 2007 added one 24 hour ambulance and one RERU
  • 2008 added one RERU
  • 2011 added one 12 hour ambulance
  • 2012 added one 12 hour ambulance
  • 2013 added one 12 hour ambulance
• Response time monitoring and review of response time framework in 2014
• Exploring resources and targets assigned to rural and urban areas
• Partnership with hospitals to continue to improve patient flow and reduce pressure on ER
• Current station development- Downtown Kitchener Station and Phillipsburg Station
Budget Presentation- EMS Key Initiatives

• EMS Master Plan review/refresh to start in 2014 for service design and resources past 2016

• Excellence in Patient Care- continue quality assurance redesign and support culture change
Budget Presentation - EMS

Count of Calls by Dispatch Priority
2008 to YTD June 30, 2013

Count of Calls

Dispached Priority

2008 2009 2010 2011 2012 2013

Count of Calls

1 2 3 4

28000 24000 20000 16000 12000 8000 4000 0
2013 Code-4 Response Times

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<tr>
<th>Location</th>
<th>C-4 90th</th>
<th>C-4 Avg</th>
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<td>Cam</td>
<td>11:10</td>
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<tr>
<td>Kit</td>
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<tr>
<td>Well</td>
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<td>17:50</td>
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<tr>
<td>Wool</td>
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<tr>
<td>Urban</td>
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<tr>
<td>Rural</td>
<td>17:30</td>
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<tr>
<td>Region</td>
<td>11:21</td>
<td>6:49</td>
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Pre-Budget Presentation to Council
September 10, 2013

• Departmental Overview
• Senior's Services Division
• Social Planning, Policy & Program Administration Division

Douglas Bartholomew-Saunders
Commissioner, Social Services
Social Service Department Vision …

- Individuals and families will have an enhanced quality of life through integrated, comprehensive services that overcome obstacles and create opportunity
Scope of Services

- Commissioners Office/ESS: $365,628
- Children’s Services: $40,982,772
- Employment & Income Support: $103,150,725
- Seniors’ Services: $29,234,265
- Social Planning, Policy & Program Administration: $15,902,324

Department TOTAL: $189,625,723
Social Services Department
Operating Expenditures ($190.4 M)

2013 Budget ($000's)

- Transfers: $121,980 (64%)
- Employee Compensation: $57,059 (30%)
- Debt Servicing: $3,445 (2%)
- Internal Charges: $3,184 (2%)
- Reserve Transfer: $318 (0%)
- Materials: $4,398 (2%)
Social Services Department
Operating Revenues ($190.4 M)

2013 Budget ($000's)

- **Grants**
  - $132,921 (70%)

- **Fees & Charges**
  - $9,870 (5%)

- **Reserves**
  - $4,091 (2%)

- **Tax Levy**
  - $42,594 (22%)

- **Recoveries (Internal & External)**
  - $908 (1%)
Social Services Department
Capital Plan

• $19.5 million over 10 years
• Major Projects:
  • Redevelopment of Elmira Children's Centre
  • Redevelopment of Edith MacIntosh Children's Centre

Based on 2013 Capital Plan
Key Facts & Figures

• Large program department that spans pre-birth to end of life care
• Programs delivered across 9 sites
• Services and supports are provided by 685.8 FTEs comprised of 911 staff
Seniors' Services Vision …

• a recognized leader in enabling adults to age with dignity
Scope of Services

• Long Term Care (Sunnyside Home)
• Housing with Supports
• Convalescent Care
• Respite Care
• Homemakers & Nurses Services
• Community Programs
• Sunnyside Wellness Centre
Social Services Department
Seniors' Services

2013 Budget ($000's)

- Long Term Care: $25,518 (87%)
- Supportive Housing: $1,130 (4%)
- Community Programs: $2,000 (7%)
- Homemakers & Nurses: $576 (2%)
Key Facts & Figures

- Number of Service Sites = 2
- Sunnyside Home Beds = 263
  - Long Term Care = 236
  - Convalescent Care = 25
  - Respite Care = 2
- Clients Served:
  - Community Alzheimer Program = 420
  - Wellness Centre = 350 Memberships
  - Homemakers & Nurses Program = 240
- Meals Served Annually = 311,710
- Total FTEs = 291.55
- Total Staff = 423
Key Themes, Trends & Issues

• Increasing acuity levels & risk management
• Increasing demand for community programs
• Heightened consumer expectations
• Increased reporting and oversight
• Increased focus on quality indicators
• Leadership role within community – partnerships
• "Silver Tsunami"
Key Initiatives

• Completion of Seniors' Strategy by ROWSAC – based on World Health Organization criteria
• System redesign – convalescent & rehabilitative care & day programs
• Introduction of electronic records – staff charting
• WWLHIN lead role for day programs - regionally
Value Proposition - Efficiency

• Divisional review of positions, divisional structure and administrative processes (2014)
• Investigate revenue generation – unused capacity in laundry; Wellness Centre
• E-Learning for staff development – reduce cost of staff replacements for attendance at large training events
Value Proposition – Service Excellence

• Reducing waitlist for Homemaker & Nursing Services – currently at:
• Partner with community organizations for centralized intake for community programs (overnight stays; respite; convalescent care; etc)
Performance Measurement

Quality Indicator: Percentage of Residents with a New Stage 2 to 4 Pressure Ulcer, Sunnyside Home and the Provincial Average
Performance Measurement

Case Mix Index (CMI) Scores: Castle Kilbride area of Sunnyside Home

<table>
<thead>
<tr>
<th>Date</th>
<th>CMI Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 24/12</td>
<td>0.8779</td>
</tr>
<tr>
<td>Sept 26/12</td>
<td>0.8712</td>
</tr>
<tr>
<td>Dec 31/12</td>
<td>1.0033</td>
</tr>
<tr>
<td>Mar 31/13</td>
<td>1.016</td>
</tr>
<tr>
<td>June 30/13</td>
<td>1.0198</td>
</tr>
</tbody>
</table>

DOCS#1454959
Summary – Balancing Competing Priorities

• High quality care in environment of increased recording, reporting, surveillance & compliance
• Widening gap between consumer expectation & ability to satisfy within resources
• Demographic shifts – "Silver Tsunami" – increased service demand
• Future steps – continue to review structure and resources and seek partnerships that will enable us to continue to balance these priorities and continue to make a difference every day in the lives of Waterloo Region's older adults
Social Policy Division Vision …

• to create an inclusive, thriving, sustainable community where no one is left behind
Scope of Services

• Housing Stability
• Social Development
  • Community Outreach Program
  • Counselling Collaborative
• Immigration Partnership
• Research & Evaluation
• Program Administration
Social Services Department
Social Planning, Policy and Program Admin

2013 Budget ($000's)

- Social Development: $1,694 (11%)
- Administration: $652 (4%)
- Immigration Partnership: $464 (3%)
- Transfers to Other Agencies: $634 (4%)
- Homelessness: $12,458 (78%)
Key Facts & Figures

Emergency Shelters (comparison 2012 vs 2008):
• Total people served = 3,447 (+24%)
  • # Older Adults = 45 (+50%)
  • # Youth = 795 (+28%)
  • # Families = 214 (+229%)
  • # Children in Families = 420 (+300%)
• Total bed nights = 91,697 (+45%)

Counselling Collaborative:
• Total people served = 2,565 (1,537-OW/1,028-ODSP)
• Total Units of Service = 8,770
Key Facts & Figures ... cont'd

Community Outreach
• Total contacts with Family Outreach Workers = 16,928
• # Families Supported = 3,357
• # Children Supported = 7,118
• # Families involved in Linguistic Diversity Proj = 2,780

Staffing
• Total FTEs = 23
• Total Staff = 27
Key Themes, Trends & Issues

• Increased # of families seeking emergency shelter
• Increased demand for basic needs – Outreach Program
• Increase in Community program funding needs
• Increased vulnerability in voluntary sector
• Increasing client complexity – in response to their circumstances
Key Initiatives

- Community Homelessness Prevention Initiative (CHPI)
- Comprehensive Approach to Poverty Reduction
- Rapid Re-housing Discharge Fund Pilot
- Supportive Housing Project
- Immigration Partnership Strategic Plan
Value Proposition – Efficiency

• CHPI data framework
• Homelessness System Assessment Tool
• CHPI Staffing model development
• Waterloo Region Energy Assistance Program Review
• Hana data web base enhancement – Community Outreach Program
• Social Return on Investment (STEP)
• Community Investment Strategy – Resiliency Initiative
Value Proposition – Service Excellence

• Prevention, Diversion and Rapid Re-housing
• Social Enterprise Pilots
• Developmental Evaluation Projects
## Performance Measurement

### Emergency Shelter Bed Nights from 2006 to 2012

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitchener-Waterloo YWCA: YWCA-Mary’s Place</td>
<td>19,935</td>
<td>15,854</td>
<td>13,609</td>
<td>19,576</td>
<td>20,865</td>
<td>29,935</td>
<td>33,506</td>
</tr>
<tr>
<td>Lutherwood: Safe Haven Shelter</td>
<td>2,484</td>
<td>1,561</td>
<td>1,444</td>
<td>1,582</td>
<td>1,282</td>
<td>1,817</td>
<td>1,556</td>
</tr>
<tr>
<td>Reaching Our Outdoor Friends (ROOF) – Providing A Roof (PAR)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,271</td>
<td>3,262</td>
<td>4,568</td>
</tr>
<tr>
<td>Kitchener-Waterloo Out of the Cold</td>
<td>8,927</td>
<td>10,913</td>
<td>10,820</td>
<td>10,615</td>
<td>8,338</td>
<td>6,862</td>
<td>9,830</td>
</tr>
<tr>
<td>House of Friendship: Charles Street Men’s Hostel</td>
<td>15,255</td>
<td>17,024</td>
<td>15,569</td>
<td>15,987</td>
<td>14,465</td>
<td>14,634</td>
<td>15,670</td>
</tr>
<tr>
<td>Argus Residence for Young People: Young Men &amp; Young Women</td>
<td>5,981</td>
<td>6,533</td>
<td>6,719</td>
<td>6,493</td>
<td>6,736</td>
<td>6,889</td>
<td>6,606</td>
</tr>
</tbody>
</table>
Summary – Balancing Competing Priorities

• Complex social issues required comprehensive, innovative responses

• Shifting culture, reducing service systems, realigning resources takes time and cannot be accomplished successfully in the short term

• Economic instability "recession lag"
Planning Housing and Community Services
Presentation to
Community Services Committee

Overview of Community Housing and Community Services
Today's Presentation

- Community Services
- Community Housing

Oct. 1 Planning and Works

- Community Planning
- Transportation Planning
Corporate Strategic Plan Actions: Housing and Community Services

- Create more and better affordable housing
- Foster healthy living through information, education, policy development and health promotion
- Enhance our arts, culture and heritage
- Optimize, maintain and develop infrastructure to meet current and projected needs
1. Community Housing

- Owns (WRH) as Landlord: 2,722 Units
- Oversees Housing Providers 4,621 Units
  - 46 non profits and co-op providers
- Administers Rent Assistance Programs
  - Rent supplement 791
  - Below Average Market Rents (BAMRs) 193 Units
  - TOTAL +/- 8,327 Units

An estimated 22,000+ people reside in community housing

- Excludes units under direct Federal control (1005 units)
- Some rent supplement applied to Providers
- 46 FTES
Housing Division
Operating Expenditures ($53.184 M)

2013 Budget ($000's)

NP/Cooperative
$23,373; 44%

Internal charges
$4,996; 9%

Employee Compensation
$4,393; 8%

Debt Servicing
$993; 2%

Reserve Transfer
$608; 1%

WRH
$13,133; 25%

AHP/Rent. Supp.
$4,884; 9%

Other
$804; 2%
Housing Division
Operating Revenues ($53.184 M)

2013 Budget ($000's)

- Tax Levy: $30,692 (58%)
- Fees & Charges: $12,770 (24%)
- Grants: $9,722 (18%)
Housing Division Capital Plan

• $84.268 million over 10 years (WRH)

Major Projects:

☐ $27.6 Building Interior
  □ Replacing flooring, cupboards, bathrooms, fixtures

☐ $25.9 - Building Exterior
  □ Roof Replacements

☐ $11.3 - Site Work
  □ Replacing sidewalks, parking lot repairs, steps and concrete work as a result of wear and tear and to meet health and safety requirements

☐ $ 8.6 - Mechanical
  □ Upgraded to more efficient furnaces, installing water-efficient toilets

☐ $10.9 – Other
  □ Balcony repairs, elevator upgrades

• Most WRH buildings constructed in 1970s or earlier.
Community Housing Wait List

<table>
<thead>
<tr>
<th>Community Housing</th>
<th>2008</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active households on wait list</td>
<td>3,100</td>
<td>3,162</td>
</tr>
<tr>
<td>➢ Non-senior singles/couples</td>
<td>28%</td>
<td>46%</td>
</tr>
<tr>
<td>➢ Seniors</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td>➢ Families</td>
<td>47%</td>
<td>44%</td>
</tr>
<tr>
<td>Total households housed</td>
<td>1,034</td>
<td>726</td>
</tr>
<tr>
<td>Average wait times (years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Non-senior singles/couples</td>
<td>4 - 6</td>
<td>4 – 6</td>
</tr>
<tr>
<td>➢ Seniors</td>
<td>1 – 2.5</td>
<td>1 – 2</td>
</tr>
<tr>
<td>➢ 2-bedroom</td>
<td>2+</td>
<td>2+</td>
</tr>
<tr>
<td>➢ 3-bedroom</td>
<td>.5 – 2</td>
<td>2+</td>
</tr>
<tr>
<td>➢ 4/5-bedroom</td>
<td>3 - 5</td>
<td>3 - 4</td>
</tr>
<tr>
<td>Priority groups housed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ SPP</td>
<td>180</td>
<td>151</td>
</tr>
<tr>
<td>➢ Local priorities</td>
<td>153</td>
<td>177</td>
</tr>
</tbody>
</table>
## Region of Waterloo Affordable Housing Strategy 2002-2013 (year-to-date)

<table>
<thead>
<tr>
<th></th>
<th>New Rental Supply</th>
<th>Home Ownership</th>
<th>Rent Supplement</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2002-2007 AHS</strong></td>
<td>1,036</td>
<td>170</td>
<td>343</td>
<td>1,549</td>
</tr>
<tr>
<td><strong>2008-2012 AHS</strong></td>
<td>376</td>
<td>132</td>
<td>0</td>
<td>508</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1,320</td>
<td>268</td>
<td>343</td>
<td>2,057</td>
</tr>
</tbody>
</table>
Some Key Community Housing Successes

- Cohesive Community Housing vision
- Community Housing supports many interests (e.g. the elderly, small business owners)
- Partnership with support services
- Stable rent revenues, relatively low arrears, vacancy losses, and evictions
Key Community Housing Challenges

- Growing demand in a prosperous and growing Regional community
- Provincially-directed cost increases
- Providers who get into difficulty
- More subsidies with income declines
- Building upkeep due to age of housing stock
- Loss of Federal subsidies
2. Community Services

- i) Region of Waterloo Libraries (RWL)
- ii) Cultural Sites
- iii) Cultural Heritage/Public Art
- iv) Information and Research
a. Region of Waterloo Library (RWL)

- Serve all four townships
- 10 branches plus headquarters in Philipsburg
- 27.54 FTES
- Overseen by Regional Library Committee
  - Consists of Township Mayors
  - Councillor Cowan currently the Chair
RWL 2012 Stats

- 261 hours of operation per week
- 21,000 registered cardholders
  - 33% of population, +2% from 2011
  - 232,000 items, and reciprocal borrowing with 15 neighboring municipalities
- 1.2M uses in 2012
  - Up 4% from 2011
    - 430,000 electronic uses (33%)
    - 748,000 non-electronic uses (66%)
- 1,270 programs offered in 2012
  - 19,900 attendees
- High Customer Satisfaction (program review results)
Demand for digital resources is growing and costly.
- eBook use doubled in 2010, 2011 and 2012

Demand for more services with limited resources.

Working with Townships to improve accessibility and space in the branches.
ii) Cultural Sites

- Waterloo Region Museum (WRM)
  - New Museum
  - Doon Heritage Village
- Joseph Schneider Haus
- McDougall Cottage

102,000 total visitors to Region's cultural sites in 2012
Cultural Sites Financial

- Approximately 40 Full Time/Part Time Staff
- Net levy $7.3M
- Provincial Grants $128,304 (2012)
- Revenue generated in first six months of 2012 as compared to 2013: $195,696 versus $323,185
  - 300% increase in revenues at WRM from 2010-2012
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Waterloo Regional Museum</strong></td>
<td>47,000 (2010)</td>
</tr>
<tr>
<td></td>
<td>56,000 (2011)</td>
</tr>
<tr>
<td></td>
<td>80,000 est (2013)</td>
</tr>
<tr>
<td><strong>Joseph Schneider Haus</strong></td>
<td>18,000 (typ)</td>
</tr>
<tr>
<td><strong>McDougall Cottage</strong></td>
<td>4,000 (typ)</td>
</tr>
<tr>
<td>Admission Fees (Adults and Family)</td>
<td>Adult</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Waterloo Regional Museum</td>
<td>$10</td>
</tr>
<tr>
<td>Regional/County Museums (18 total)</td>
<td>Median - $4.39-fees range from donation to $10</td>
</tr>
<tr>
<td>Region of Peel Museum</td>
<td>$4.50</td>
</tr>
<tr>
<td>Region of Halton Museum</td>
<td>$6.50</td>
</tr>
<tr>
<td>Joseph Schneider Haus</td>
<td>$2.25</td>
</tr>
<tr>
<td>McDougall Cottage</td>
<td>By donation</td>
</tr>
<tr>
<td>Historic Houses with Galleries - 14 Museum</td>
<td>Median- $5.16 -fees range from donation to $7.96</td>
</tr>
<tr>
<td>Billings Estate, City of Ottawa</td>
<td>$6</td>
</tr>
<tr>
<td>Castle Kilbride, Twp. of Wilmont</td>
<td>$6.50</td>
</tr>
<tr>
<td>Region of Waterloo Museums</td>
<td>2013 (as of Aug. 29)</td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td></td>
<td>868</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grey Roots – Grey County</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grey Roots – Grey County</td>
<td>215</td>
</tr>
<tr>
<td>Guelph Museum</td>
<td>248</td>
</tr>
<tr>
<td>Wellington County Museum</td>
<td>233</td>
</tr>
<tr>
<td>Huron County Museum</td>
<td>39</td>
</tr>
<tr>
<td>Region of Peel Museum</td>
<td>187</td>
</tr>
</tbody>
</table>
Key Cultural Sites Initiatives 2013-14

- **Enhance our arts, culture and heritage/Implement Program Review**
  - Bring *exciting cultural exhibits* to our community
  - Establish *more unified branding*, integrated marketing for three sites, and reciprocal marketing in the community (e.g. other sites, CEI)
  - Partner in *more than 20 events and projects* (e.g. Building Waterloo Region)
  - Implement *ongoing capital improvements* (e.g. more building in Doon Heritage Village)
  - **Enhance WRM website:** 57,000 unique visitors in 2012
    - New websites for JSH and MCD in 2014, integrated with WRM
Cultural Sites Challenges for 2014

- An increase in resources would be required to expand public hours, events and programs.
- Need to balance increases to admission fees with our ability to ensure community-wide access to cultural sites and current market prices.
- Expand marketing to increase visitors within existing budget.
iii) Cultural Heritage & Public Art

- Heritage Planning & Development Review
- Archaeological Assessments & Master Plan
- Conservation of Regionally Significant Heritage Resources & Cultural Heritage Landscapes
- Research & Education (Heritage Conservation Toolbox, plaques, tours)
- Annual Doors Open Event
- Public Art Program
- HPAC and PAAC
iv) Planning Information and Research

- Financials and measures
  - $425,000 (four staff, data acquisition, forecasting model)

- Deliverables (year-to-date 2013)
  - 31 projects incl. East Side Lands, Regional Official Plan, Transit Hub, Development Charges, Community Building Strategy
  - 17 published reports, memos, bulletins
  - Over 350 data and analysis requests
2013/2014 priorities

- Develop population and employment forecasts to incorporate revised Places To Grow, and in support of Regional Official Plan.
- Address gaps in current data availability to support Economic Development.
- Monitor land use, economic, housing and demographic indicators in coordination with Community Planning, Rapid Transit and Transportation Planning; provide support for performance measures.
- Track and analyze development applications and approvals through information systems.
- Analyze Census and NHS data; publish results.
- Provide continuing data support for infrastructure planning
All in a day's work..
Our Biggest Challenge?

Doing more with less, and facing growing demands for our high quality programs and services. This includes addressing:

- Escalating costs
- Competing priorities
- Managing increasing volumes of demand
- Trying to maintain and enhance existing service levels

Thank You.