Regional Municipality of Waterloo
Community Services Committee
Minutes

Tuesday, August 9, 2016
9:05 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario


Absent: K. Kiefer, and S. Strickland

Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”

E. Clarke declared a pecuniary interest with respect to items 4.4 CSD-CHS-16-19, Amendments to Purchase of Service Agreements for Children’s Services and 4.6 CSD-HOU-16-07, Homelessness Partnering Strategy due to her employment with the YWCA.

Consent Agenda Items

Request to Remove Items From Consent Agenda

E. Clarke requested that items 4.4 CSD-CHS-16-19, Amendments to Purchase of Service Agreements for Children’s Services and 4.6 CSD-HOU-16-07, Homelessness Partnering Strategy be removed from the consent agenda.

In response to a question from the Committee, Deb Schlichter, Director, Housing Services, stated that, in relation to items 4.6 CSD-HOU-16-07, Homelessness Partnering Strategy and 4.7 CSD-HOU-16-08, Region’s Response to Proposed Bill 204 – Promoting Affordable Housing Act, the funding from the federal and provincial governments includes accessible housing as a priority. When the Region receives
proposals for these projects, the proposals that best meet the objectives, including accessibility, will be preferred.

In response to a question from the Committee, Jeff Schumacher, Supervisor, Housing Supply Initiatives, stated that the change to the Development Charges Act referenced in CSD-HOU-16-08 is a clarification that municipalities cannot impose additional development charges if a second or third dwelling unit is added to a new building.

Nancy Dickieson, Director, Children’s Services, responded to a question regarding report CSD-CHS-16-18, Parent Satisfaction Survey Results – Directly Operated Programs. She explained that the differences in response rates between parents with children in home child care and directly operated centres may be due to increased contact with the families in the centres.

**Motion to Approve Items or Receive for Information**

**CSD-CHS-16-19, Amendments to Purchase of Service Agreements for Children’s Services**

Moved by K. Redman

Seconded by D. Jaworsky

That the Regional Municipality of Waterloo amend current service agreements with the Waterloo Region District School Board and the Waterloo Catholic District School Board to incorporate all school sites offering extended day programs effective September 1, 2016;

And That the Regional Municipality of Waterloo amend current service agreements with Conestoga College Institute of Technology and Advanced Learning, 299 Doon Valley Drive, Kitchener, ON N2G 4M4; Kitchener-Waterloo Young Men’s Christian Association, 161 Roger St., Waterloo, ON N2J 1B1; Kitchener-Waterloo Young Women’s Christian Association, 153 Frederick St., Kitchener, ON N2H 2M2, for the purposes of offering youth development programs as outlined in report CSD-CHS-16-19, dated August 9, 2016.

Carried

**CSD-HOU-16-07, Homelessness Partnering Strategy**

Moved by K. Redman

Seconded by D. Jaworsky
That the Regional Municipality of Waterloo approve the following actions with regards to the federal Homelessness Partnering Strategy (HPS), as outlined in report CSD-HOU-16-07, dated August 9, 2016:

a) Authorize the Commissioner, Community Services, to execute such agreements and documentation necessary with the Government of Canada or a Ministry or agency thereof, upon terms and conditions acceptable to the Regional Solicitor, as may be required to advance funding for this program;

b) Authorize the Commissioner, Community Services to determine local HPS funding allocations, with recommendations from the Community Advisory Board (CAB), and execute agreements in a form satisfactory to the Regional Solicitor, to ensure funding for this program is fully utilized;

c) Increase the 2016 Operating Budget for Housing Services by $165,677 gross and $0 net Regional levy; and

d) Increase temporary full time equivalent (FTE) position by 0.3 to support program implementation to March 31, 2019.

Carried

Moved by K. Redman

Seconded by D. Jaworsky

That the following items be approved:

- That the Regional Municipality of Waterloo enter into a Service Contract effective August 17, 2016 with 2491061 Ontario Ltd., operating as Elite Day Care, located at 445 Thompson Drive, Cambridge, Ontario as outlined in report CSD-CHS-16-20, dated August 9, 2016.

- That the Regional Municipality of Waterloo endorse, and submit to the Province of Ontario, the Region’s response to the Proposed Bill 204 – Promoting Affordable Housing Act, as outlined in report CSD-HOU-16-08, dated August 9, 2016, and that the report be forwarded to the area municipalities.

And that the following items be received for information:

- PHE-HPI-16-07, Quarterly Charged/Closed Food Premises Report

- CSD-CHS-16-18, Parent Satisfaction Survey Results – Directly Operated Programs

- CSD-CHS-16-21, Raising the Bar on Quality Initiatives Final Report
Carried

Regular Agenda Resumes

Reports – Public Health

PHE-PSV-16-04, Paramedic Services Master Plan Update

Stephen Van Valkenburg, Chief, Paramedic Services, provided an overview of the process used to create the new Paramedic Services Master Plan that staff were directed to develop in 2015. He noted that the full plan will be presented to the Committee in October. He explained that this process has included numerous consultations with stakeholders and reviews of best practices, provincial legislation and comparable ambulance services.

S. Van Valkenburg introduced Marvin Rubinstein, ApexPro Consulting Inc. to provide a presentation on the work that has been done to develop the Master Plan. A copy of the presentation is appended to the original minutes. M. Rubinstein explained that since the last master plan in 2007 there have been a number of significant accomplishments including increased paramedic resources, greater collaboration with local partners, and increased emphasis on patient care and reporting. He noted that the primary challenges for the future are an increasing population and a significant increase in the population of seniors.

M. Rubinstein explained that the Region currently employs proportionately fewer staff than comparable municipalities, but is managing well with the existing resources. However, there will be a need for increased staff to deal with the increasing call volume and to address the increased time that paramedic services is spending in a code yellow or red situation. He noted that the increase in call volume is not unique to the Region and is being seen in comparable municipalities.

Dr. Liana Nolan, Commissioner and Medical Officer of Health, explained that the steering team has discussed opportunities for increased advocacy with the province. The Committee requested that information demonstrating the possible cost savings of options such as better triage tools, minimizing off load delays, and taking over dispatch services be included in the master plan for advocacy purposes.

In response to a question from the Committee, L. Nolan stated that in addition to analyzing calls from seniors, staff are also paying attention to individuals that are calling 911 repeatedly and working to see what can be done to work with this group. However, it was noted that the aging population is still a key driver in increased call volume.

Received for information.
**PHE-IDS-16-05, Immunization of School Pupils Act and School Immunization Program Compliance Report**

Karen Quigley-Hobbs, Director Infectious Disease, Dental and Sexual Health, explained that the report provides data on the number of students that are considered to be compliant with the vaccinations required under the Immunization of School Pupils Act for the 2015-16 school year. She noted that compliance rates were quite high in most schools but cautioned that these numbers are only accurate for the dates that they were produced and that multiple years of data will be needed in order to identify possible trends. K. Quigley-Hobbs stated that the process will be expanded in the future to include French language and private schools.

In response to a question from the Committee, K. Quigley-Hobbs stated that students are eligible for the HPV vaccination throughout high school but that the focus has been on encouraging receiving the vaccination earlier.

Received for information.

**Reports – Community Services**

**CSD-CHS-16-17, Early Learning and Child Care Service Plan 2016-2020**

N. Dickieson distributed a copy of the Early Learning and Child Care (ELCC) Service Plan and provided a presentation on the key points of the plan. A copy of the presentation is appended to the original minutes. She explained that developing the plan included significant consultations with parents and ELCC providers. She noted that cost continues to be the primary barrier for parents choosing licensed care and is an issue for providers in ensuring high quality care.

N. Dickieson stated that the plan identifies five key priorities being developing a master plan, improving access to high quality ELCC, building capacity to support inclusion for all children, addressing the service experience for families, and a renewed approach to continuous and measurable quality improvement.

*D. Craig entered the meeting at 10:10 a.m.*

In response to a question from the Committee, D. Bartholomew-Saunders stated that the increase in the federal child care benefit is not likely to have an impact on ELCC for low income families who will likely use the additional money to address housing or food costs.

Moved by K. Redman

Seconded by B. Vrbanovic

2206084
That the Region of Waterloo endorses, the ELCC Service Plan 2016-2020 as outlined in report CSD-CHS-16-17, dated August 9, 2016

And that staff be directed to forward the ELCC Service Plan 2016 – 2020 to the Early Years Division, Ministry of Education

Carried

CSD-HOU-16-09, Survivors of Domestic Violence – Portable Housing Benefit (SDV-PHB) Pilot Program

D. Bartholomew-Saunders informed the Committee that the Region has been selected to operate one of twenty pilot projects in the province to serve survivors of domestic violence. He noted that the project is funded for 2016 through 2018.

Moved by K. Redman

Seconded by S. Shantz

That the Regional Municipality of Waterloo approve the following actions with regard to the Survivors of Domestic Violence – Portable Housing Benefit Pilot (SDV-PHB), as outlined in report CSD-HOU-16-09, dated August 9, 2016:

a) Authorize the Director, Housing Services, to execute and deliver all documentation required by the Province of Ontario and the Region of Waterloo for the purpose of implementing SDV-PHB;

b) Authorize the Commissioner, Community Services, to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required to advance funding for this program; and,

c) That the 2016 Operating Budget for Housing Services be $53,831 and $0 net Regional levy.

Carried

CSD-HOU-16-10, Social Infrastructure Funding and Social Housing Improvement Program – Program Delivery and Fiscal Plan

D. Bartholomew-Saunders stated that the report provides an overview of the funding that is being provided by the provincial government in order to expand service options. He noted that the funding envelope will cover 2016-2018.

Moved by J. Mitchell

Seconded by S. Shantz

That the Regional Municipality of Waterloo approve the following with regard to the
Social Infrastructure Funding (SIF) and Social Housing Improvement Program (SHIP) – Program Delivery and Fiscal Plan (PDFP) and program delivery, as described in Report CSD-HOU-16-10, dated August 9, 2016:

a) Endorse the recommended PDFP as summarized in Table 2 of Report CSD-HOU-16-10 and the proposed implementation of the PDFP;

b) Authorize staff to forward the PDFP to the Provincial Ministry of Housing;

c) Authorize the Commissioner, Community Services to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required to process the advance of funding for these programs;

d) Authorize the Director of Housing Services to execute and deliver all other documentation required by the Province of Ontario and the Region of Waterloo for the purpose of accessing funding from SIF and SHIP;

e) Authorize the Director of Housing Services to reallocate funding between the appropriate components within each program year, as needed, to ensure full utilization of the notional allocation;

f) Approve five temporary full time equivalents (FTE) positions as detailed in Table 3 of Report CSD-HOU-16-10 dated August 9, 2016 for a period not to exceed fifteen months and increase the 2016 Operating Budget for Housing Services by $217,355 gross and $0 net;

g) Increase the 2016 Capital Budget for Housing Services by $89,400 to be funded by provincial grants for the Social Housing Improvement Program (SHIP);

h) Increase the 2017 Capital Forecast for Housing Services by $6,021,655 to be funded by provincial grants for the Social Housing Improvement Program (SHIP);

i) Increase the 2017 Capital Forecast for Housing Services by $3,187,500 to be funding by provincial grants for the Social Infrastructure Fund – Investment in Affordable Housing Rental Housing;

j) Increase the 2018 Capital Forecast for Housing Services by $4,491,975 to be funded by provincial grants for the Social Infrastructure Fund – Investment in Affordable Housing – Rental Housing; and

k) That the 2016 Operating Budget for Housing Services be increased by $21,000 gross and $0 net Regional Levy for the Housing Allowance
Assistance (HAWS) program.

Carried

TES-TRS-16-19/CSD-EIS-16-12, Review of Affordable Public Transit Programs

D. Bartholomew-Saunders stated that staff from Community Services, Corporate Services, and Transportation and Environmental Services have developed a project team and steering committee to review low income transit programs. They have examined programs offered by the Region, and ones offered elsewhere, and are recommending the creation of a pilot program to gather data and information to inform future decisions. D. Bartholomew-Saunders stated that they have applied for a grant from the Local Poverty Reduction Fund to cover the costs of the pilot program.

The Committee thanked staff for the reasonable approach to the project and commended the collaboration between the departments. In response to a question from the Committee, Lee Parent, Manager, Finance, explained that the $796,300 figure in Appendix A is the amount that it costs the Region to operate the Transit for Reduced Income Program and GRT receives the full cost from clients and Community Services.

The Committee discussed if it would be possible to issue more tickets if the revenue cost ratio for GRT was reduced. D. Bartholomew-Saunders noted that the steering committee is not at that point yet but that the pilot program intends to address that issue and bring a range of options to the Committee.

Moved by B. Vrbanovic

Seconded by S. Foxton

That the Regional Municipality of Waterloo endorses a pilot study of Low Income Transit Programs which would provide individuals currently on the Transit for Reduced Income Program (TRIP) waitlist access to discounted fare products to research and evaluate the personal, social, and economic impacts of affordable transit for people living with low income, as outlined in report TES-TRS-16-19/CSD-EIS-16-12, dated August 9, 2016.

Carried

Information/Correspondence

a) Council Enquiries and Requests for Information Tracking List was received for information.

Next Meeting – September 13, 2016

2206084
Adjourn

Moved by S. Foxton
Seconded by L. Armstrong

That the meeting adjourn at 10:33 a.m.

Carried

Committee Chair, G. Lorentz
Committee Clerk, T. Brubacher
PARAMEDIC SERVICES MASTER PLAN (2017-2027) SUMMARY OF FINDINGS

COMMUNITY SERVICES COMMITTEE MEETING - AUGUST 9, 2016

APEXPRO CONSULTING INC.
CONTENTS

1. Major Accomplishments 2007-2016

2. Service Drivers and Demand

3. Service Profile

4. Service Pressures

5. Summary
In December 2007, Waterloo Regional Council approved a 25-year EMS Master Plan, to serve as a long-term EMS strategic planning framework in support of the Regional Growth Management Strategy. The Plan included a detailed implementation focus on the first 10 years (2007-2016).

The 2007 EMS Master Plan has served the Region well for the past 10 years. Major accomplishments attributed in whole or in part to the original Plan include:

- Paramedic resources were increased in accordance with the original Plan’s staffing projections
- Increased collaboration with hospital officials, Cambridge CACC and local Fire departments
- “Excellence in Patient Care” with increased emphasis on consistency, quality, effectiveness, efficiency and accountability of EMS services delivery; and transparent reporting of performance.

In consideration of parallels between the current ROW Paramedic Services and performance-based EMS systems operating in other jurisdictions, APEXPRO has concluded that ROW Paramedic Services is transitioning from a BEST EFFORTS model (inherited by way of a provincial transference of governance in December 2000) to a PERFORMANCE-BASED EMS system.

MOHLTC carried out an external Ambulance Service Review in November 2015. The ASR concluded that the Service meets Ontario regulations for certification, and commended ROW Paramedic Services for its efforts relating to service, quality assurance, training and Human Resource Information (HRI) management.
SERVICE DRIVERS AND DEMAND

The rapid escalation in EMS demand is tied intimately to growth in total population and seniors’ population.

The Paramedic Services Master Plan is predicated on future population projections that align closely with a “Moderate (Stretched) Forecast”. A variance analysis was carried out relative to “High (P2G)”, a forecast that aligns with “Places to Grow” legislation.

The Paramedic Services Master Plan timeframe is 10 years, 2017 to 2027. However, our analysis in support of the Master Plan carries forward 15 years to 2031.

By doing so, we have incorporated potential buffers for:

• Ongoing rapid growth in EMS service demand beyond the next decade, which will continue to influence the Region’s long-term future needs for additional vehicles, paramedics, supporting staff, and facilities infrastructure, as well as

• Additional future capital requirements that may arise within the 10-year master planning timeframe (2017-2027) under a faster pace of growth such as High Places to Grow (P2G).
Total population is forecast to increase at an average rate of 1.2% a year, from the current 580,000 persons, to 648,000 persons by 2026, and 680,000 by 2031.

Seniors growth is projected to increase more rapidly, at an average rate of 3.2% a year.
EMS RESPONSES BY AGE CATEGORY

Seniors are currently 13% of the total population and they generate 43% of EMS responses.

In 10 years, seniors will be over 17% of the total population, and in 15 years they will be 19% of the total – and will place considerably higher demand on the Region’s Paramedic Services.
CURRENT EMS DEMAND

In 2015, ROW Paramedic Services responded to 39,000 calls, with approximately 45,000 vehicle responses. Kitchener, Waterloo and Cambridge collectively house 90% of the population and they generate 90% of EMS responses. Woolwich and Wilmot house 8% of the population and generate 8% of EMS responses. North Dumfries and Wellesley each generate about 1% of EMS responses.

<table>
<thead>
<tr>
<th>Township</th>
<th>% of calls</th>
<th>Stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitchener</td>
<td>45%</td>
<td>4</td>
</tr>
<tr>
<td>Cambridge</td>
<td>25%</td>
<td>3</td>
</tr>
<tr>
<td>Waterloo</td>
<td>20%</td>
<td>1</td>
</tr>
<tr>
<td>4 Townships</td>
<td>10%</td>
<td>2</td>
</tr>
</tbody>
</table>
EMS DEMAND FORECAST

In 2015, EMS demand was reported to be approximately 45,000 vehicle responses (up from 31,925 in 2006). EMS demand is forecast to increase to 46,900 vehicle responses by year-end 2016; to 73,700 vehicle responses by 2026; and to 88,000 vehicle responses by 2031.

These statistics represent a 50% increase in vehicle responses over the past 10 years, a 60% increase in vehicle responses over the next 10 years, and a 90% increase in the next 15 years.
GEOGRAPHIC DISTRIBUTION OF EMS DEMAND

These heat maps show how the demand for EMS services is anticipated to change over time, across the geographic area of the Region.
ROW Paramedic Services currently operates with a paramedic complement of 118 full-time and 39.2 part-time FTE, from 10 stations, including a fleet centre on Maplegrove Road. In total there are 28 ambulances. Peak staffing is 21 ambulances and 3 RERU. The Service is dispatched by the MOHLTC-operated Cambridge CACC.

Stations are well-situated throughout the Region - 86% of incidents are within an 8-minute drive of an existing station, and 92% are within a 9-minute drive.
Relative to EMS peers, ROW Paramedic Services employs proportionately fewer paramedics (20% fewer on average); proportionately fewer Operations Supervisors (30% to 40% fewer); and proportionately fewer personnel in most supporting functions. The Service also operates with proportionately fewer in-service hours (25% fewer on average).

CURRENT SERVICE PROFILE  (cont’d)

<table>
<thead>
<tr>
<th>Waterloo</th>
<th>EMS Peers of Comparable Size</th>
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<tbody>
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<td>A</td>
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<tr>
<td>Leadership, Admin. &amp; Performance</td>
<td></td>
</tr>
<tr>
<td>Chief / Director</td>
<td>1</td>
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<tr>
<td>Deputy Chief</td>
<td>3</td>
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<tr>
<td>Manager, Administration</td>
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<tr>
<td>Administrative &amp; Clerical Support (FTE)</td>
<td>1.5</td>
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<tr>
<td>Performance &amp; Data Analyst (FTE)</td>
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<tr>
<td>Operations</td>
<td></td>
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<tr>
<td>Operations Manager</td>
<td>--</td>
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<tr>
<td>Operations Supervisors</td>
<td>7</td>
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<tr>
<td>Paramedics: Full-Time</td>
<td>118</td>
</tr>
<tr>
<td>Paramedics: Part-Time (Head Count)</td>
<td>79</td>
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<tr>
<td>Logistics &amp; Support</td>
<td></td>
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<tr>
<td>Logistics &amp; Support Manager</td>
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<td>Scheduling (FTE)</td>
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<td>Supervisor, Logistics &amp; Support</td>
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<td>Logistics &amp; Support Technicians (FTE)</td>
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<tr>
<td>Professional Standards</td>
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<tr>
<td>Manager</td>
<td>--</td>
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<tr>
<td>Professional Stds, Training, PAD, and Community Programs</td>
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<tr>
<td>Fleet (At Peak Staffing)</td>
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</tr>
<tr>
<td>Ambulances</td>
<td>21</td>
</tr>
<tr>
<td>ERU</td>
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</table>
RESPONSE TIME & UU ARE ON THE RISE

Despite the rapid escalation in EMS services demand over the past 10 years, response time performance has been managed by periodically increasing paramedic resources, generally in accordance with the staffing recommendations set out in the original (2007) EMS Master Plan.

Rapid call volume growth and ongoing hospital offload delays continue to strain existing EMS resources, as demonstrated by response times and unit utilization (UU), which again are on the rise.

In 2015, the Service operated at a response time of about 10 minutes (at the 80th percentile), up from 9:29 in 2013; and UU was over 41%, up from 37% in 2013.
EXTENSIVE PERIODS IN CODE YELLOW & RED

The strain on existing EMS resources is also demonstrated by extensive periods each day when the Service is in Code Yellow (3 or fewer ambulances are available to respond to the next call) and in Code Red (no ambulances are available / they all are tied up on calls) - this despite the Paramedic Services’ best efforts to align ambulance staffing to hourly variations in demand.

Despite the two additional ambulances that were introduced in July 2016, service performance is not expected to change significantly - this due principally to the projected rapid rise in service demand to almost 47,000 vehicle responses by year end (up from 45,000 in 2015).
SUMMARY

We have concluded that the Service requires a **NEAR-TERM** infusion of additional ambulances and paramedic staffing. Since EMS demand will continue to escalate over the next decade and beyond, the Service will also require additional increases in paramedic resourcing on a going forward basis.

The forecasts below show the number of ambulances that will be needed going forward to 2031. The figures are for shifts of 12 hours’ duration, operating 365 days a year. The forecasts have been developed for a UU of 41% (current), and for more favourable UU of 35% and 30%.

The Service will also require additional supporting staff and facilities infrastructure. Our recommendations, and cost projections (capital and operating) will be presented at a later date.
Community Services Committee
Conceptual Framework

Eight Elements of Quality

- Governance
  - Clear roles and responsibilities
  - Public management of the system
  - Program delivery at local level
  - Parent involvement

- Ideas
  - Strong conceptual framework and values for the system

- Planning & Policy Development
  - Clear strategy for system-wide planning and implementation
  - Evidence-informed

- Physical Environments
  - Well-designed and equipped program settings
  - Sufficient indoor and outdoor space

- Human Resources
  - Qualified, well-supported staff at all levels of the system
  - Ongoing training for supervisors and program staff
  - Good wages and working conditions

- Data, Research & Evaluation
  - Continuous evaluation
  - Collection and analysis of key information

- Financing
  - Adequate, sustained public investment
  - Core/base funding
  - Capital funding
  - Affordable parent fees

- Infrastructure
  - Coordinated program administration
  - Policy development
  - Regulation and monitoring
  - Quality improvement mechanisms
ELCC Community Rating of Progress on the Eight Elements of Quality

- Ideas
- Governance
- Infrastructure
- Planning & Policy Development
- Financing
- Human Resources
- Physical Environments
- Data, Research & Evaluation

2012 Ranking (ELCC Community Advisory Committee)
2016 Ranking (ELCC Forum)
Four Lens

**Availability**
What types of licensed ELCC spaces exist in Waterloo Region? Where are they located? How many spaces are there?

**Affordability**
How much does licensed ELCC cost? How affordable is it to families? Who receives child care fee subsidy?

**Accessibility**
How do families access ELCC programs? What supports exist in ELCC for children with special needs? Is ELCC accessible to all families?

**Accountability**
What are the indicators of a quality ELCC program? Do families understand what makes a quality ELCC program? What resources exist to support quality across the ELCC system?
Key Themes/Barriers

• Cost
• Access
• Availability
• Inclusion
• Change management
• Master Planning
• Quality Assurance
Develop a master plan for development of licensed, high quality ELCC in Waterloo Region.

**Strategies**

1.1 Work in partnership with local school boards to identify areas of need and utilize the Provincial Schools First Capital Program to build new ELCC centres collocated with new schools.

1.2 Work with the Provincial and Federal governments to seek additional funding for growth of new child care spaces.

1.3 Incorporate planning for child care spaces into the Regional Master Plan for growth and development to design a neighbourhood-based approach to planning, with key public and private sector partners.

1.4 Enhance the CMSM capacity to track, monitor and evaluate services demands to support community planning.
Strategies

• 2.1 Work with community partners to develop strategies that will alleviate the cost of ELCC to make it more affordable for families.

• 2.2 Work with Ontario Municipal Social Services Association and the Province to expand the income threshold for child care fee subsidy to increase access for families with limited income.

• 2.3 Continue to monitor the progress of a federal National Early Learning and Child Care Framework and work to support any national initiative related to child care and child well-being.
Build capacity to support inclusion of all children in high quality, early learning and child care experiences.

**Strategies**

- **3.1** Work with local First Nations, Métis and Inuit partners to create culturally relevant child care experiences and services.

- **3.2** Build upon community expertise, best practice and professional development to reshape approaches to wholistic and strength based views of children, families and professionals.

- **3.3** Expand on opportunities to increase knowledge, understanding and approaches to support the many diverse needs of our community.

- **3.4** Monitor and evaluate the efficacy of current approaches and take action to change if needed.
Address the service experience for families within early years services.

Strategies

• 4.1 Work with community partners, parents and private and public sector to develop a communication and marketing strategy to improve access to early years services.

• 4.2 Build upon the current success of OneList Waterloo Region to develop enhancements, decrease confusion and improve the service experience for families.

• 4.3 Work with school boards, other early years service providers to create a more seamless experience for families as they transition between services.
Strategies

• 5.1 Implement a new approach to continuous quality improvement with clearly stated outcomes and measures for all related early years programs.

• 5.2 Implement community wide standards of practice relating to wages, working conditions and approaches to pedagogy.
Next Steps

Communication Strategy

Ongoing Consultation

Priority Actions

Implementation Plans