Regional Municipality of Waterloo

Community Services Committee

Minutes

Tuesday, March 7, 2017

12:51 p.m.

Regional Council Chamber

150 Frederick Street, Kitchener


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

E. Clarke declared a pecuniary interest with respect to item 3.3 CSD-HOU-17-07, Emergency Shelter Program Framework due to her employment with the YWCA.

Reports – Public Health and Emergency Services

PHE-PSV-17-01, Paramedic Services Performance Measurement Report – January to December 2016 (year-end)

Stephen VanValkenburg, Chief Paramedic Services, provided a presentation on the Paramedic Services Performance Measurement Report. A copy of the presentation is appended to the original minutes. He explained that for the majority of 2016 indicators such as response times, code yellows, and code reds were decreasing despite increased call volumes. He noted that in the last quarter these indicators started to trend upward.

S. VanValkenburg advised the Committee that December 2016 was exceedingly busy and call volumes have stayed at a similar level for 2017. He noted that the unpredictability of the service makes it difficult to plan resources; however it is
necessary to have the resources available to respond to spikes in demand when they occur. He advised the Committee that if the current call volumes continue staff will be requesting that, for the 2018 budget, Council revisit the 2017 budget decision to defer a paramedic shift.

Responding to questions, S. VanValkenburg stated that approximately seventy-five percent of the calls are dispatched at a code four but only eleven percent come back at the same level. He noted that the province is working on implementing a new dispatch triage tool that will allow for calls that do not meet requirements to be not sent out as a high emergency. However, it will be at least two years before this tool is ready. S. VanValkenburg informed the Committee that a report on a public education campaign on when to call an ambulance will be presented at the next meeting.

Received for information.

PHE-17-02, Modernized Ontario Public Health Standards, and Working with the LHINS

Dr. Liana Nolan, Commissioner and Medical Officer of Health, advised the Committee that the provincial government has issued draft Standards for Public Health and has requested formal responses from the Board of Health. She stated that there is a focus on LHIN related work, a vision screening program, and engaging with Indigenous populations. She explained that the Ministry’s intent is that the new standards will be resource neutral, but it is difficult to assess the impact at this time. L. Nolan noted that the CEO and Board Chair of the Waterloo-Wellington LHIN have been invited to appear at a future Committee meeting to discuss working together. She also invited interested Committee members to attend a consultation session in Hamilton on April 3, 2017.

Moved by L. Armstrong

Seconded by S. Foxton

That the Region of Waterloo forwards a copy of report PHE-17-02, dated March 7, 2017, as feedback, to the Ministry of Health and Long Term Care, with a copy to the Association of Local Public Health Agencies (alPHa) and the Association of Municipalities of Ontario (AMO), as part of the consultation process for the draft revised “Standards for Public Health Programs and Services.”

Carried

Reports – Community Services

CSD-HOU-17-07, Emergency Shelter Program Framework

Marie Morrison, Manager, Social Planning, provided a presentation on the Emergency
Shelter Program Framework. A copy of the presentation is appended to the original minutes. She explained that the framework is based on extensive consultation and is designed to better align with the goal of ending homelessness. She stated that the framework will provide a clear source of information, clarify that a shelter stay is not required to access services, and create a database that will allow staff to access an individual's information wherever they are accessing services.

The Committee noted that a lack of affordable housing is a province wide issue and requested an update on, and possible options for increasing, evening street outreach programs.

Moved by K. Redman
Seconded by J. Mitchell


Carried

Reports – Planning, Development and Legislative Services

PDL-CUL-17-03, Region of Waterloo Museums 2016 Highlights and 2017 Planned Initiatives

Lucille Bish, Director, Cultural Services, provided a presentation on the museums’ 2016 highlights and plans for 2017. A copy of the presentation is appended to the original minutes. She introduced Adele Hempel who is the new Manager and Curator of the Regional Museums.

L. Bish advised the Committee that the attendance for the museums in 2016 was over 110,000, which is the highest attendance since the opening of the Regional Museum. She noted that revenue increased as well. The exhibits planned for 2017 include the ongoing Tyrannosaurus exhibit and the upcoming Women in Canada that is planned to coincide with Canada 150.

Received for information.

Information/Correspondence

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

Other Business

2359216
E. Clarke requested that staff provide an update on the Transit Subsidy Pilot.

Next Meeting – April 4, 2017

Adjourn

Moved by H. Jowett
Seconded by L. Armstrong

That the meeting adjourn at 2:08 p.m.

Carried

Committee Chair, G. Lorentz

Committee Clerk, T. Brubacher
Exceptional call response volume

Challenges in forecasting long-term demand and resource needs when faced system demand that changes on an hourly, daily, and monthly basis due to factors out of control of Paramedic Services.

Volatility and Unpredictability

Additional interpretation and context is provided below for some indicators.
Previous maximum average daily call response volume was 136 in September 2016. December 2016's was 147.
Call response volume was driven by four main problem types (nature of call):

- Respiratory (SOB) Dyspnea
- Fall
- General illness/weakness/Dizzy/Unwell
- Abdominal/Pelvic/Perineal/Rectal pain

Early 2017 data suggests:

- January 2017’s volume continue at about 147 calls per day.
- February 2017’s volume slightly lower at 142 calls per day
- Volumes still well above the 2016 (Jan to Nov) average of 131 calls per day.
Code Yellow/Code Red

- Code yellow and Code red were much improved through 2016

- December call volume caused a spike in Code Red and Code Yellow

- The following graphically represents Code Red surge in December
% Time Spent in Code Red

<table>
<thead>
<tr>
<th>Month</th>
<th>3-year monthly average</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>0.9</td>
<td>0.55</td>
</tr>
<tr>
<td>Feb</td>
<td>1.1</td>
<td>0.88</td>
</tr>
<tr>
<td>Mar</td>
<td>0.9</td>
<td>0.93</td>
</tr>
<tr>
<td>Apr</td>
<td>0.9</td>
<td>0.71</td>
</tr>
<tr>
<td>May</td>
<td>0.7</td>
<td>0.77</td>
</tr>
<tr>
<td>Jun</td>
<td>0.6</td>
<td>0.56</td>
</tr>
<tr>
<td>Jul</td>
<td>0.2</td>
<td>0.27</td>
</tr>
<tr>
<td>Aug</td>
<td>0.4</td>
<td>0.09</td>
</tr>
<tr>
<td>Sep</td>
<td>0.3</td>
<td>0.13</td>
</tr>
<tr>
<td>Oct</td>
<td>0.9</td>
<td>0.37</td>
</tr>
<tr>
<td>Nov</td>
<td>0.5</td>
<td>0.34</td>
</tr>
<tr>
<td>Dec</td>
<td>0.6</td>
<td>2.12</td>
</tr>
</tbody>
</table>

2016 code red time (H:M:S):
- Jan: 04:05:06
- Feb: 05:53:47
- Mar: 06:56:35
- Apr: 05:05:11
- May: 05:44:29
- Jun: 04:00:32
- Jul: 02:00:26
- Aug: 00:41:00
- Sep: 00:57:54
- Oct: 02:46:57
- Nov: 02:27:02
- Dec: 15:47:2

3-year monthly average:

- Jan: 0.9
- Feb: 1.1
- Mar: 0.9
- Apr: 0.9
- May: 0.7
- Jun: 0.6
- Jul: 0.2
- Aug: 0.4
- Sep: 0.3
- Oct: 0.9
- Nov: 0.5
- Dec: 0.6

% of time in code red (2016):
- Jan: 0.55
- Feb: 0.88
- Mar: 0.93
- Apr: 0.71
- May: 0.77
- Jun: 0.56
- Jul: 0.27
- Aug: 0.09
- Sep: 0.13
- Oct: 0.37
- Nov: 0.34
- Dec: 2.12
The rate per 1,000 of unique responses for Region of Waterloo Paramedic Services continues to approach the MBN Canada median.
December 2016 was a very busy and volatile month.

The call volume levels are continuing into 2017.

Call volumes seems to be trending in steps rather than a slow steady curve and each step is indicative of a "new normal".

Given the information and trending on volumes and busyness, the 218 budget request will include an ask for the deferred shift form the 2017 budget process.
Emergency Shelter Framework

Community Services Committee Meeting
March 7, 2017
Emergency Shelters

Cambridge Shelter

Lutherwood – Safe Haven

Charles St. Men’s Shelter

Argus Residence

oneROOF

The Working Centre

YWCA Emergency Shelter
Why Develop the ES Framework?

1. To provide the best service possible to people and the community within available resources
2. To respond to local evolution in shelter options and approach to service in the system
3. To clarify how shelter fits in a system designed to prevent and end homelessness
4. To support implementation of the Province's updated Long Term Affordable Housing Strategy (LTAHS) and Community Homelessness Prevention Initiative (CHPI)
# Emergency Shelter

<table>
<thead>
<tr>
<th></th>
<th>Pre-CHPI</th>
<th>Post CHPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislation</td>
<td>OW Act</td>
<td>Housing Services Act</td>
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<tr>
<td>Ministry</td>
<td>MCSS</td>
<td>MOH</td>
</tr>
<tr>
<td>Policy</td>
<td>OW Directives</td>
<td>LTAHS</td>
</tr>
<tr>
<td>Funding</td>
<td>Uncapped, Cost-shared per diem with PNA</td>
<td>Capped, 100% CHPI (no PNA)</td>
</tr>
<tr>
<td>Guidelines</td>
<td>Local Guidelines</td>
<td>CHPI Program Guidelines</td>
</tr>
<tr>
<td>Plans</td>
<td>Annual Budget Submission</td>
<td>CHPI Investment Plan &amp; 10 Year Plan (2014)</td>
</tr>
<tr>
<td>Reporting</td>
<td>Financial</td>
<td>Service &amp; Outcome</td>
</tr>
</tbody>
</table>
System Change
CHPI Supportive Housing (fixed-site support)

Emergency Shelter

Coordinated Access (HIFIS & SPDAT)

Housing Help Plus & STEP Home (pilots to 2018)

Housing Resource Centres & Housing Help Hubs
The "Before": Connected, but Uncoordinated

- Street Outreach
- Affordable Housing & Supportive Housing
- Time Limited Residence
- Emergency Shelter
- Housing Help
Working To Be Better Aligned & Coordinated
ES Framework

- Reviewed investments, policies, practices
- Environmental scan and new learning
- Extensive consultation
  - Meetings: 16 Working Group + 4 sets with agencies
  - Input from support workers and program participants
  - 6 surveys (providers and broad community input)
  - 3 open community forums + 4 stakeholder meetings
  - 4 drafts out for review
ES Framework – What It Includes

- History and context for local shelter services
- New program description
  - Policy direction
  - Definition and purpose
  - Scope of activities under four new service objectives
  - 10 core elements
  - New funding model
- Implementation next steps
# The "ABCs of Shelter Policy"
## New Shelter Design & Policy Direction

<table>
<thead>
<tr>
<th>A</th>
<th>Avoid a shelter stay wherever possible</th>
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<tbody>
<tr>
<td>Align policies and practices to prevent homelessness.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>Be housing-focused.</th>
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<tbody>
<tr>
<td>Be accessible, safe, and strengths-based.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>C</th>
<th>Community resolves complex housing issues</th>
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</thead>
<tbody>
<tr>
<td>Collaborate to address unmet housing stability needs.</td>
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</tr>
</tbody>
</table>
"7 Steps to Shelter Service"

1. Explore diversion options
2. Offer space in region
3. Within 48 hours, develop or update Housing Plan
4. Have daily intentional housing conversations; refer to Toolkit, Hubs, Resource Centres, Street Outreach
5. Monitor Housing Plan progress; when needed, assess to inform next steps
6. As needed, engage circles of support for finding housing
7. Support discharges
<table>
<thead>
<tr>
<th><strong>PAST</strong></th>
<th><strong>APRIL 1&lt;sup&gt;st&lt;/sup&gt; / FUTURE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>No single source of information – lots of myths</td>
<td>Clear, transparent ES Framework</td>
</tr>
<tr>
<td>People felt they needed to access shelter for non-shelter services</td>
<td>Non-shelter services never tied to a stay</td>
</tr>
<tr>
<td>Inconsistent approaches and levels of support - not aligned toward housing</td>
<td>Length of stay and services tailored to individualized Housing Plan</td>
</tr>
<tr>
<td>People bounced between shelters – sometimes &quot;fell through the cracks&quot;, had to repeat their story</td>
<td>Consistent diversion, intake and discharge processes and materials – integrated database – coordinated access to more support</td>
</tr>
</tbody>
</table>
Family Shelter Diversion Results

- 524 families served
- 48% families accessing shelter
- 48% in average length of stay
- 68% in average cost to serve a family

Diverted from Shelter 64%
Shelter Stay 22%
Housing Help 14%
PRIORTIZED ACCESS TO HOUSING STABILITY (PATHS)

History of Homelessness and Medium to High Acuity

While waiting for support programs, people continue to be served through Emergency Shelter, Street Outreach and Housing Resource Centers.

PATHS Partners

Housing Help Plus (mobile - pilot)

STEP HOME (mobile)

CHPI SUPPORTIVE HOUSING (fixed)
Next Steps

- Subject to Council approval, Framework will be included with Shelter Agreements for April 1, 2017

- Communication Plan

- Implementation April 2017 to March 2019

- Update Shelter Framework
IN THE DARK

Be immersed in a world of darkness!

On Exhibit
February 5 to May 8
STILL STANDING
On Exhibit July 1 to October 16
You’re Invited!

Canada Day Weekend – July 1 to 3
2016 year marks the 200th Anniversary of the construction of Joseph Schneider Haus. We’re celebrating with an exhibit showing how the techniques that were used to build the Haus have helped in its survival in a constantly changing neighbourhood.

FREE admission on Canada Day
July 1
Cake at 1 p.m. and a commemorative aerial photograph to be taken at 2 p.m.

Special Guests
July 2, 10 a.m. to 3 p.m.
Woodworker Russ Pound teaches us the craft of hand hewing logs for timber framing.

July 2, 11 a.m.
Archaeologist Eva MacDonald tells us ‘the dirt’ on excavating at the Haus.

July 3, 1 to 4 p.m.
Culinary Historian Carolyn Blackstock gets cooking, 1816 style, on the open hearth.

ANIMA ÜRBEM
On exhibit until June 26 at Joseph Schneider Haus.

Visit us at www.josephschneiderhaus.com

Joseph Schneider Haus
519-742-7752  TTY: 519-575-4608
486 Queen Street South
Kitchener, Ontario, Canada

www.josephschneiderhaus.com
Attendance

Waterloo Region Museum and Doon Heritage Village
92, 717

Joseph Schneider Haus
14, 103

McDougall Cottage
3, 830

Total
110, 650
Education Program

Waterloo Region Museum and Doon Heritage Village
30, 880

Joseph Schneider Haus
3, 830

Total
34, 710
Earned Revenue
(WRM/DHV, JSH, McD)

Visitors 208,966
Education 139,513
Facility Rentals 74,436
Food Service 67,350
Memberships 43,413
Retail 41,260

Total $574,938
Collection
Facilities
2017  Waterloo Region Museum

The History of Women in Canada from the 19th-century to the Present
2017  Joseph Schneider Haus

FROM ACROSS Canada
2017 McDougall Cottage
Region of Waterloo
Museums


Waterloo Region Museum
Doon Heritage Village
Joseph Schneider Haus
McDougall Cottage