Regional Municipality of Waterloo

Community Services Committee

Agenda

Tuesday, March 3, 2020

Approximately 10:30 a.m.

Following Administration and Finance Committee

Regional Council Chamber

150 Frederick Street, Kitchener, Ontario

1. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”

2. Delegations

Consent Agenda Items

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

3. Request to Remove Items from Consent Agenda

4. Motion to Approve Items or Receive for Information

4.1 CSD-SEN-20-02, Long Term Care Homes Public Inquiry – Update and Implications for Sunnyside Home and Seniors’ Services (Information)

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400, TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca
4.2 **CSD-HOU-20-02**, Revised COCHI/OPHI Investment Plan

Recommendation:

That the Regional Municipality of Waterloo take the following actions regarding the proposed revisions to the Ontario Priorities Housing Initiative (OPHI) investment plan, as outlined in report CSD-HOU-20-02, dated March 3, 2020:

a) Endorse the proposed revisions to the OPHI investment plan for years two (2020/2021) and three (2021/2022); and,

b) Authorize staff to forward the revised investment plan to the Ministry of Municipal Affairs and Housing (MMAH).

4.3 **CSD-CHS-20-02**, Children and Youth Planning Table Funding Grant from the Astley Family Foundation

Recommendation:

That the Regional Municipality of Waterloo increase the 2020 Children and Youth Planning Table operating budget by $90,000 gross with $0 net levy impact to reflect a grant of $90,000 received from the Astley Family Foundation, for the Children and Youth Planning Table, as described in report CSD-CHS-20-02 dated March 3, 2020.

**Regular Agenda**

5. Reports – Public Health and Emergency Services,

5.1 **PHE-IDS-20-01/PHE-CRS-20-01**, Consumption and Treatment Services Operations and Construction Update

Recommendation:

That the Regional Municipality of Waterloo amend the 2020-2029 Public Health capital program to reflect a budget of $1.1 million to be funded using $883,500 in provincial funding and the balance of $216,500 from the Region’s Tax Stabilization Reserve; and

That the 2020 Public Health Operating budget be amended to reflect operating costs for the Consumption Treatment Site of $1,585,500 to be funded with 100% provincial dollars as outlined in report PHE-IDS-20-01/PHE-CRS-20-01, dated March 3, 2020.

6. Information/Correspondence

3234674
6.1 Council Enquiries and Requests for Information Tracking List

7. Other Business

8. Next Meeting – Tuesday, March 24, 2020

9. Motion to go into Closed Session

That a closed meeting of Planning and Works Committees be held on Tuesday, March 3, 2020 immediately following Community Services Committee in the Waterloo County Room in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

a) negotiations on behalf of the municipality related to an agreement

10. Adjourn
Region of Waterloo

Community Services

Seniors’ Services

To: Chair Elizabeth Clarke and Members of the Community Services Committee

Date: March 3, 2020

File Code: A02-20

Subject: Long Term Care Homes Public Inquiry – Update and Implications for Sunnyside Home and Seniors’ Services

Recommendation:
For information.

Summary:
The Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System began on August 1, 2017 and was completed on July 31st, 2019. The inquiry was prompted by the murder of eight long term care residents and attempted murder of four others by a nurse responsible for their care (none of which occurred at Sunnyside Home). The inquiry was intended to enhance the safety and security of people living in long term care and those accessing home care services. The inquiry resulted in 91 recommendations for everyone who works in the Ontario long term care and home care systems. While Seniors’ Services and Sunnyside Home already meet many of these recommendations, staff have also identified additional improvements as a result of the inquiry’s findings and created action plans to respond.

Report:

1. Key Findings of the Long-Term Care Homes Public Inquiry
On July 31, 2019, the Commissioner for the Long Term Care Homes Public Inquiry, the Honourable Eileen E. Gillese released her final report: “Public Inquiry into the Safety and Security of Residents in the Long Term Care Homes System.”

The report was released following a 2-year intensive inquiry with delegations from key stakeholders including family members of the victims, the Coroner’s office, the College of Nurses, AdvantAge Ontario, the Ontario Long Term Care Association, labour organizations and the Long Term Care Clinicians’ Association.
Commissioner Gillese provided 91 recommendations not only to improve the safety and security of those living in long term care but also to improve the quality of residents’ daily lives. She indicated that while many recommendations will cost little or nothing to implement, the cost of others that require more funding would be justified.

While some recommendations are directed at particular stakeholders within the system, the bulk of the recommendations are connected to four systemic issues:

1. Strengthening the long-term care system as a whole to encourage excellence in resident care and prevent intentional harm;
2. Creating awareness of the possibility that a healthcare worker may intentionally harm a resident or patient;
3. Implementing measures to deter those who may seek to intentionally harm residents or patients; and,
4. Detecting intentional harm when it occurs.

The comprehensive report made three key findings:
- If the killer had not confessed, the offenses would not have been discovered;
- The offences were the result of systemic vulnerabilities and therefore no finding of individual misconduct (beyond that of the murderer) are warranted; and,
- The long term care system is strained but not broken.

Commissioner Gillese found no findings of individual misconduct beyond those of the perpetrator but identified vulnerabilities in Ontario’s long-term care system and issued a call to action to all who work in the system – government, regulators, employers, and staff. The Ministry of Health and Long Term Care (MOHLTC) has committed to reviewing the findings in depth and directives from the Ministry resulting from this report are anticipated by July, 2020.

2. Current State in Seniors’ Services and Sunnyside Home

In her report, Commissioner Gillese made recommendations in 18 different focus areas. At Sunnyside, it was felt that of the 18 focus areas tabled, four were to some degree in our span of control. These four areas include: 1) the role of long term care homes, 2) improved medication management, 3) agency nurses in LTC, and 4) the role of home care service providers.

In response to the inquiry findings, staff in The Region of Waterloo Seniors’ Services completed a current state/gap analysis in the fall of 2019. The analysis was to review the recommendations in these four areas and determine appropriate action. Consultation also occurred with Sunnyside Home’s Medical Director and pharmacy provider.

This analysis identified that Seniors’ Services already has many activities in place that directly address the report recommendations pertaining to: the role of long term care
homes, improved medication management, home care services and use of agency nurses. An overview to activities/accomplishments in place are listed below.

2.1 Role of Long Term Care Homes:
- The Region of Waterloo Human Resources policies are robust and Sunnyside’s management is provided with training in hiring best practices.
- All new staff are thoroughly screened, references are fully checked and a vulnerable sector criminal reference check is conducted.
- A complete discipline history for each employee is maintained to allow for easy review and decision making, as necessary.
- Unannounced spot checks, by Nursing Leadership, are conducted on evening and night shifts, including weekends.
- All reports of resident abuse/neglect are thoroughly investigated, responded to and reported to the MOHLTC and/or College of Nurses as appropriate.
- Sunnyside physicians are specialists in geriatric care, supporting best care practices.
- Annual training in the prevention of resident abuse/neglect is provided to all staff.
- Management and registered staff can attend training (supported by the organization covering costs of training and ensuring shifts are backfilled).
- The Sunnyside Medical Director, Dr. Fred Mather is the Chair of the Long Term Care Clinicians’ Association and leads training for LTC Medical Directors across Ontario.

2.2 Improved Medication Management
- Increased security for medication management through the use of a triple locked system, swipe cards for medication rooms and security cameras.
- Leadership staff work closely with the health care team, pharmacy provider and training in safe medication management is provided to all nursing staff and security to ensure medication rooms are safe and secure.
- Thorough investigations are completed for all medication incidents in partnership with the Sunnyside Home pharmacy provider.

2.3 Home Care Services
- Training in human resources (including best practices for screening and selecting candidates) and in investigating and reporting risk events and complaints takes place and is facilitated by contracted organizations. Sunnyside ensures the above requirements take place during bi-annual and service review meetings with contracted organizations.
- Maintain permanent personnel files containing employee’s performance histories, and any records of complaints and concerns are maintained by contracted organizations.
2.4 Use of Agency Nurses

- Agency nurses are not hired to care for residents at Sunnyside Home.

3. Action Planning: Continuous Quality Improvement for Seniors’ Services

The analysis also determined that additional action plans could begin in advance of directives from the MOHLTC and could be completed at little or no additional cost to the Region. These plans cover three main areas: long term care, medication management and home care services.

3.1 Action plan for long term care:

Ten recommendations for long term care homes were tabled in the inquiry’s final report. In response, Sunnyside Home staff are taking the following actions:

- A policy will be developed that clarifies reporting obligations to the College of Nurses in relation to performance and/or discipline of Registered Nursing staff.
- An amendment to the Region’s contract between Sunnyside Home and the Medical Director will be made to ensure that the Medical Director receives mandatory training similar to direct care staff.
- Enhancements will be added to the screening and hiring process for prospective staff to query when there are gaps in resumes or if a candidate was terminated from previous employment.

3.2 Action plan for medication management:

Medication management was an area of particular focus within the inquiry’s final report, with 11 recommendations tabled in this area. In response, Seniors’ Services staff, in collaboration with Sunnyside’s pharmacy provider, have developed a policy on insulin safety to support best practices. The policy is focused on:

- Safe and appropriate use of insulin;
- Monitoring and auditing of insulin and glucagon use for early detection of potential use of insulin for intentional harm.

3.3 Action plan for home care services

Seniors’ Services delivers home care across the Region through the Homemakers and Nursing Support Program (HNSA). These services are delivered through contracted community providers.

Recommendations identified within the inquiry’s report that have resulted in action being facilitated by Seniors’ Services (to be addressed by contracted organizations) include:
• Establishing a process for service providers to report unusual incidents, including unauthorized entry into a client’s home;
• Establishing formal practices to verify if their subcontractors are conducting rigorous screening practices. (Service providers are strongly encouraged not to use subcontracted services); and,
• Strengthening language in contractual agreements specific to elements of staff training.
These criteria will also be incorporated into any new HNSA service contracts across the Region.

Conclusion:

Commissioner Gillese indicated that she hopes the inquiry and report will force society to decide if they are willing to make the investment to improve the quality of life, safety and security of older Ontarians. The Commissioner also stated that the inquiry may help to heal those who have suffered as a result of the offences and restore public confidence in Ontario's long term care system.

Staff in Seniors’ Services has reviewed the report findings thoroughly and will implement the recommendations related to long term care, medication management and home care as well as any further recommendations from the MOHLTC set out on or before July 2020. Staff will take advantage of any resources provided by the Province of Ontario to support this important work and ensure compliance with the inquiry’s recommendations and provincial legislation. Seniors’ Services staff will report back with any further updates once the MOHLTC directives have been released.

Quality of Life Indicators:

Actions from this report align with the following Quality of Life Indicators:
• Physical and emotional well-being: mitigating associated risks related to safe medication management;
• Skills development: providing formal and informal education and skill development;
• Relationships: maintaining effective relations and communication amongst care providers and with residents/tenants/clients and next of kin to make the best possible care decisions and ensure safety.

Corporate Strategic Plan:

This report addresses the Region’s Corporate Strategic Plan 2019-2023:
4.5: Enhance community safety and wellbeing in Waterloo Region.
5.2: Provide excellent citizen centered services that enhance service satisfaction.
Financial Implications:
Nil.

Other Department Consultations/Concurrence:
Nil.

Attachments
References:

The Final Report for the Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System in full it can be found at: longtermcareinquiry.ca.

Prepared By: Constance Lacy, Director, Seniors’ Services, Community Services
Gerard Reuss, Coordinator, Quality Improvement and Risk Management

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services
Region of Waterloo

Community Services

Housing Services

To: Chair Elizabeth Clarke and Members of the Community Services Committee

Date: March 3, 2020

File Code: S13-40

Subject: Revised COCHI/OPHI Investment Plan

Recommendation:

That the Regional Municipality of Waterloo take the following actions regarding the proposed revisions to the Ontario Priorities Housing Initiative (OPHI) investment plan, as outlined in report CSD-HOU-20-02, dated March 3, 2020:

a) Endorse the proposed revisions to the OPHI investment plan for years two (2020/2021) and three (2021/2022); and,

b) Authorize staff to forward the revised investment plan to the Ministry of Municipal Affairs and Housing (MMAH).

Summary:

As permitted by the OPHI program guidelines, the City of St. Thomas, through MMAH, has requested that the Region of Waterloo exchange a small portion of its year two and year three OPHI funding. This exchange will allow the City to secure enough funding within year two to complete an affordable housing project, with minimal impacts on the OPHI funding plan for the Region.

Background and Report:

In August 2019, Council endorsed the Canada-Ontario Community Housing Initiative (COCHI) and OPHI investment plans (CSD-HOU-19-09/COR-TRY-19-81). The plans allocate $12,364,400 over three years to help grow and stabilize community housing in Waterloo region by protecting affordability, supporting repairs, and expanding supply.

MMAH has provided Service Managers with their approved funding allocation for year one and with planning allocations for years two and three of OPHI. Yearly funding allocations are expected to be spent within the year and funds that are not committed by
the required timelines may be reallocated to other Service Managers.

As such, the OPHI program guidelines allow for Service Managers to request to exchange their allocations with others Service Managers to move funds between program years and/or to request to pool their annual funding allocations into one fiscal year, to facilitate the development of larger projects. MMAH coordinates requests for exchanges of funding allocations between fiscal years and/or between Service Managers, to ensure each Service Manager maintains their total funding allocations and that province-wide annual total funding remains unchanged.

Request from City of St. Thomas to exchange a portion of OPHI allocation

Through the MMAH, the City of St. Thomas has requested that the Region exchange a portion of its OPHI allocation within years two (2020/2021) and three (2021/2022) to allow for the City to have sufficient in-year funding to complete an affordable housing project. If approved by Regional Council, the year two allocation for Waterloo region would be decreased by $278,790, and the year three allocation would be increased by $278,790 (See Appendix 1). This exchange will have no impact on the Region’s total three-year OPHI funding allocation.

This revision can be accommodated by deferring some OPHI-funded capital repairs and/or Ontario Renovates approvals from year two to year three. This impact is minimal for the Region, as the allocations for those years have not yet been assigned.

Continued alignment with the 10-Year Housing and Homelessness Plan

The overall OPHI funding remains unchanged. COCHI and OPHI align with the goals of the 10-Year Housing and Homelessness Plan to increase housing affordability and expand supports to help low-and moderate-income households find and maintain housing. In particular, and as part of the implementation of the 10-Year Plan under Strategic Direction 1, the Region will continue to invest in private, non-profit, and co-operative housing providers to develop new community housing units, beyond the new stock developed by Waterloo Region Housing (WRH). Further, a portion of the funds available through COCHI and OPHI will be used towards capital repairs of existing community housing units and to assist housing providers to achieve long-term sustainability as affordable housing providers after their mortgages expire.

Quality of Life Indicators:

Funding that supports community housing applicants aligns with Economic Well-Being (e.g., increased access to affordable housing); and Social Inclusion and Equity (e.g., housing support positively impacts participants’ sense of belonging).
Corporate Strategic Plan:

This report addresses the Region’s Corporate Strategic Plan 2019-2023, focus area 4: Healthy, Safe and Inclusive Communities and strategic objective 4.2: Make affordable housing more available to individuals and families.

Financial Implications:

The request from the City of St. Thomas will allow the City to complete an affordable housing project. The Region’s funding in year two (2020/2021) will decrease by $278,790 with a corresponding increase of $278,790 in year three (2021/2022). The overall OPHI funding envelope of $9,029,700 will remain unchanged.

Other Department Consultations/Concurrence:

Finance staff was consulted on this report.

Attachments

Nil.

Prepared By:  Ryan Maharaj, Social Planning Associate

Jennifer Murdoch-Martín, Manager, Housing Programs and Development

Ryan Pettipiere, Director, Housing Services

Approved By:  Douglas Bartholomew-Saunders, Commissioner, Community Services
# Appendix 1: Proposed Revised Investment Plan (COCHI/OPHI)

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<tr>
<th>Program Component</th>
<th>Budget Type</th>
<th>Year 1 (2019-2020)</th>
<th>Year 2 (2020-2021)</th>
<th>Year 3 (2021-2022)</th>
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**TOTAL COCHI**

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<th>$506,250</th>
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**TOTAL OPHI**

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**Combine Total**

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<th>$5,144,647</th>
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Region of Waterloo
Community Services
Children and Youth Planning Table

To: Chair Elizabeth Clarke and Members of the Community Services Committee
Date: March 3, 2020  File Code: S14-20
Subject: Children and Youth Planning Table Funding Grant from the Astley Family Foundation

Recommendation:
That the Regional Municipality of Waterloo increase the 2020 Children and Youth Planning Table operating budget by $90,000 gross with $0 net levy impact to reflect a grant of $90,000 received from the Astley Family Foundation, for the Children and Youth Planning Table, as described in report CSD-CHS-20-02 dated March 3, 2020.

Report:
The Children and Youth Planning Table (CYPT), is an open membership collaborative of approximately 60 organizations and planning tables serving children, youth and families in Waterloo Region. The group works collaboratively towards the shared vision of happy, healthy children and youth – today and tomorrow. The mission of the CYPT, as defined by the membership, is to “collectively mobilize as one system for children and youth in Waterloo Region that relentlessly strives to maximize wellbeing throughout generations”. In addition to in-kind supports from member organizations, funding to support the work of the CYPT has traditionally been provided through the Region of Waterloo Children’s Services and the Lyle S. Hallman Foundation.

One of the member organizations of the CYPT is the Astley Family Foundation (AFF). In 2019, AFF approached the CYPT Co-Chairs about the potential to invest in the collaborative efforts of the Table. Specifically, AFF was excited about the membership’s passion and development in the area of meaningful child and youth engagement, and wanted to pursue an opportunity to invest in the collective efforts of those involved with the CYPT. Specifically, an opportunity is being scoped with Voting Members and Nested Groups to create a role on the CYPT Backbone Team, dedicated to the capacity building of meaningful child and youth engagement in the system of services and
supports for children and youth in Waterloo region. The majority of this one-year grant of $90,000 will be granted to a community agency (one of the Voting Member organizations of the CYPT) through a fair and transparent Expression of Interest (EOI) process with the CYPT membership. The successful organization will engage in a service contract with Community Services, to carry out the work on behalf of the CYPT through a grant of $82,500 (note, the remaining $7,500 in funding will be used for CYPT operating expenses). The community grant funding will be used for staffing costs primarily, and some engagement expenses with children and youth. The funding is anticipated to be received for a second and third year (supporting the work of the CYPT with the above noted resources through to April 2023).

This role has the potential to contribute to the partnership project between CYPT, UNICEF Canada and the Canadian Index of Wellbeing to develop a community survey for Waterloo Region (and Canada as a whole) for older children and youth that aligns with UNICEF Canada’s Canadian Index of Child and Youth Well-being(CSD-CHS-19-04), as well as the Smart Waterloo Region initiative.

**Quality of Life Indicators:**

Child and youth wellbeing aligns with all of the Quality of Life Indicators:

- Economic Wellbeing (e.g., ensuring children and youth have their basic needs met)
- Social Inclusion and Equity (e.g., ensuring children and youth feel valued, heard and included and have a sense of belonging)
- Physical and Emotional Wellbeing (e.g., a focus on physical and emotional health of children and youth)
- Skills Development (e.g., ensuring children and youth are lifelong learners)
- Relationships (e.g., a focus on being connected to a network of positive, responsive caring adults and engaging in healthy relationships with peers)

**Corporate Strategic Plan:**

This report addresses the Region’s Corporate Strategic Plan 2019-2023, Focus Area 4: Healthy, Safe and Inclusive Communities and Strategic Objective 4.1: Improve child and youth wellbeing in Waterloo Region.

**Financial Implication**

The budgeted expenditures of $90,000 are offset by a $90,000 grant from the Astley Family Foundation. The one-time grant allocation will be partially expended in 2020 with
the remaining portion to be fully expended by April 30, 2021 as shown in the table below. The funding provided is to be used solely for staff, child and youth engagement and operating expenses related to the Children and Youth Planning Table.

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<th>Operating Budget Impact</th>
<th>2020</th>
<th>2021</th>
<th>Total</th>
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<td>CYPT Community grant</td>
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<td>$82,500</td>
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<tr>
<td>CYPT Operating expenses</td>
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<td>Tax Levy Impact</td>
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**Other Department Consultations/Concurrence:**

Staff in Corporate Services/Treasury Services were consulted in the preparation of this report.

**Attachments**

Nil

**Prepared By:** Alison Pearson, Manager, Children and Youth Planning Table

Barbara Cardow, Director, Children’s Services

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Community Services
Region of Waterloo
Region of Waterloo Public Health and Emergency Services
Infectious Disease, Harm Reduction and Sexual Health
Central Resources

To: Chair Elizabeth Clarke and Members of the Community Services Committee
Date: March 3, 2020
File Code: P25-20

Subject: Consumption and Treatment Services Operations and Construction Update

Recommendation:

That the Regional Municipality of Waterloo amend the 2020-2029 Public Health capital program to reflect a budget of $1.1 million to be funded using $883,500 in provincial funding and the balance of $216,500 from the Region’s Tax Stabilization Reserve; and

That the 2020 Public Health Operating budget be amended to reflect operating costs for the Consumption Treatment Site of $1,585,500 to be funded with 100% provincial dollars as outlined in report PHE-IDS-20-01/PHE-CRS-20-01, dated March 3, 2020.

Summary:

Consumption and Treatment Services have been operating at 150 Duke Street West in Kitchener since October 15, 2019. In the first three full months of operations (November to January), monthly visits to the site ranged from 699 to 975 per month. Sanguen Health Centre staff responded to 40 overdoses during this time period. Clients of the site may also access other services on site including wound care, Hep C and HIV testing and treatment, counselling and support, and referrals to offsite services including treatment services and primary care. Construction of the permanent site will begin mid-April and upon completion, will support additional onsite wrap-around services including addictions counselling and primary care. Region of Waterloo Public Health staff continue to provide technical support to City of Cambridge staff related to their process to consider and then potentially plan for Consumption and Treatment Services in
Cambridge.

The provincial government has approved 100% annualized base funding of $1,585,500 for the operation of Consumption and Treatment Services at the 150 Duke Street West location, effective October 1st, 2019. Additionally, the province has provided $1,021,700 in capital funding for the project.

Report:

Since Consumption and Treatment Services have been operating at 150 Duke Street West in Kitchener, Public Health has provided the members of Community Services Committee with verbal updates on operations within scheduled committee meetings. This report will provide an update on:

- the first three full months of operations (November to January);
- the funding and construction of the full site on the main floor of 150 Duke Street West; and
- City of Cambridge planning process related to Consumption and Treatment Services.

Consumption and Treatment Services Operations Update

The Consumption and Treatment Services site in Kitchener has been operating since October 15, 2020. The site is open from 9:00 a.m. to 9:00 p.m., seven days a week.

Through a partnership agreement, Region of Waterloo Public Health and Sanguen Health Centre plan, monitor, implement and evaluate services. Sanguen Health Centre is responsible for day-to-day site operations and Region of Waterloo Public Health leads community engagement, wrap-around service planning, and site administration including reporting and evaluation.

The interim site is located on the second floor of 150 Duke Street West until construction of the permanent site on the main floor is completed. The goal of the interim site is to address the immediate need in the community related to opioid overdose while ensuring clients have access to other services through onsite supports or by referral. As such, the interim site has two consumption booths and operates at minimum staffing levels. The services available onsite since opening include:

- Overdose response (supervised consumption and post consumption monitoring)
- Distribution of harm reduction supplies including naloxone kits and disposal containers
- Drug testing
- Referral to mental health, primary care and treatment services.

In November, Sanguen Health Centre added additional onsite supports in response to
the client needs being observed at the site. This included both a Nurse Practitioner and a Registered Nurse who are onsite twice a week to support primary care needs such as episodic health concerns, wound care and Hep C and HIV testing and treatment, and one social worker who is onsite twice a week to provide mental health counselling and support.

When the full site is operational, the menu of services available onsite will be expanded to include addiction counselling through House of Friendship, further enhancements to primary care through Kitchener Downtown Community Health Centre Primary Care outreach team, access to housing and income support through Region Community Services, and access to treatment options through Sanguen Health Centre.

Early impact of site

Public Health is required to provide monthly reports to the Ministry of Health on all aspects of operations. Table 1 provides overdose data from the first three full months of operations.

Table 1. Overdose Prevention Data, November 1, 2019 to January 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>Nov/19</th>
<th>Dec/19</th>
<th>Jan/20</th>
<th>Ave.</th>
<th>Total</th>
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<tbody>
<tr>
<td>Number of visits</td>
<td>699</td>
<td>975</td>
<td>706</td>
<td>793</td>
<td>2,380</td>
</tr>
<tr>
<td>Number of unique clients</td>
<td>116</td>
<td>113</td>
<td>159</td>
<td>129</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of overdoses at site</td>
<td>15</td>
<td>10</td>
<td>15</td>
<td>13</td>
<td>40</td>
</tr>
<tr>
<td>Number of fatal overdoses at site</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number of overdose calls to EMS/transport to emergency department</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

When individuals visit the site, staff have opportunities to speak with them about other supports that they may need in addition to supervised consumption. Through supportive conversations, staff can encourage people to access other services that are either available onsite or offsite by referral. When possible, staff will support uptake of offsite services by providing clients with a “warm referral” that includes the name of a person to contact directly or by talking them through an intake process.

Referrals to mental health services (e.g. counselling, crisis intervention, group supports) were the most common type of referral by staff with a total of 334 referrals made from November to January. There were a total of 46 referrals to primary care for issues like wound care, foot care, HIV/Hep C testing and treatment, vein care, or sustained injuries, and 23 referrals to addiction treatment (e.g. detox/withdrawal management, community treatment, the Rapid Access Addiction Clinic, and opioid agonist therapies).

The ministry requires Consumption and Treatment Services operators to track the number of security incidents including the number of times police were called to the site.
In the first three full month of operations there were two security incidents, both in November, that required a response by onsite security staff. Both incidents were for non-CTS related issues occurring outside the site. There were no 9-1-1 crime or security related calls to police by CTS during this period. One 9-1-1 call was made in response to a person in non-overdose related medical distress. Public Health and Sanguen Health Centre meet with Region of Waterloo Security, Waterloo Region Police Service and City of Kitchener staff to discuss safety and security issues as they arise and develop solutions.

Needle recovery sweeps in the area around the site are required under the provincial program. From November to January, staff conducted 268 sweeps and recovered 80 needles.

Community engagement

A multi-pronged community engagement strategy is used to keep the community informed about operations, provide opportunities for individuals to learn about services and ask questions, and to provide a forum for issues or concerns to be shared and responded to in a timely manner. The following activities make up the strategy:

- Information about Consumption and Treatment services including hours of operation on Region of Waterloo Public Health and Sanguen Health Centre websites
- Dedicated phone line and email address for the community to use to ask questions or share concerns
- A virtual tour that allows people to see the site through an online video (see Attachment 1)
- In-person site tours for individuals or groups interested in learning more about how the site operates and to ask questions
- Community Advisory Group meetings to provide a dedicated forum for staff to provide updates to key stakeholders on operations, discuss issues and potential solutions, and seek input on site-related activities such as evaluation or additional engagement activities (refer to Attachment 2 for membership)

Members of the Community Advisory Group hold a liaison role between their agencies or groups that they represent and staff of Public Health and Sanguen Health Centre. As such, during the meetings members are asked to share any concerns or issues associated with site operations. Since opening, no concerns directly associated with site operations have been shared by any member of the Community Advisory Group. Adjacent neighbours have reported anecdotal decreases in public drug use and needle litter; fewer overdoses; and no concerns with loitering. Advisory Group members continue to share that issues affecting marginalized populations such as homelessness, mental health and addictions, remain in the central Kitchener and while not directly
related to Consumption and Treatment Services, need to be addressed. This provides opportunities for staff to share information and make connections to other initiatives underway in Kitchener and Waterloo Region that aim to address additional issues facing our community.

Evaluation Planning

Outcome (impact) evaluation is an important tool to measure the effectiveness of the Consumption and Treatment services on meeting its goals. As part of the process to create an evaluation plan, the Community Advisory was engaged to provide input into research questions they believe are important to consider. Over the next few months, Public Health staff will design an evaluation that incorporates methods to measure both client and community outcomes including, but not limited to, health and wellness outcomes for clients, community outcomes related to public substance use and other indicators impacted by Consumption and Treatment Services, in addition to issues of safety and security related to the presence of the Consumption and Treatment Services site.

Funding and Construction Update

On April 9, 2019, Community Services Committee passed a motion for an interim Consumption and Treatment Services site to be established while the permanent site at 150 Duke Street West was being prepared in response to the urgent and growing issue of opioid overdose in Waterloo Region (refer to report PHE-IDS-02). While capital and operating costs associated with provincially approved Consumption and Treatment Services are eligible for 100% funding from the province, an interim site allowed by the Federal program does not provide for funding.

As such, on June 5th, 2019 Community Services Committee approved the location for interim Consumption and Treatment Services on the second floor of 150 Duke Street West in Kitchener. Additionally, all one-time capital and ongoing operating costs associated with the site preparation and operations for the provision of interim Consumption and Treatment Services at 150 Duke Street West, Kitchener were to be funded from the Tax Stabilization Reserve (refer to PHE-IDS-05).

An application for operating and one-time capital funding for the permanent site was submitted to the province on May 31st, 2019.

The interim Consumption and Treatment Services began operations on October 15th, 2019. On the same day, the provincial Ministry of Health announced the approval of the 150 Duke Street West site as a provincially funded Consumption and Treatment Service site. The province committed funding for the operation of the site located on the second floor while the permanent site to be located on the first floor of 150 Duke Street West was being prepared. The site was approved (and funded) as it meets the minimum
criteria for wrap around services (available through referral) and because work is underway to meet other criteria of provincially funded sites. The approval of the permanent site and availability of provincial funding for operating costs effective October 1st, 2019 (refer to Attachment 3) means it would no longer be necessary to utilize the tax stabilization reserve to cover monthly operating costs for the temporary site in 2019 and 2020. The annualized base funding from the province for operations of the permanent site is $1,585,500.

Following extensive negotiations with provincial staff, on January 30th, 2020, the Ministry announced a one-time capital grant of $1,021,700 for construction of the permanent site on the first floor (refer to Attachment 4). The capital grant relates to costs for the planning, construction and equipping of the permanent CTS site at 150 Duke Street. The tender has been awarded to the low bidder, GEN-PRO/1320376 Ontario Ltd., and construction is due to begin in mid April. All work associated with the main floor renovations and turn over for program occupancy is scheduled to be completed by mid July with the remaining portion of the phased renovation including any exterior/seasonal work to be substantially completed by the middle of August.

Consumption and Treatment Services in Cambridge

On April 10, 2018, Cambridge Council passed a one-year interim control by-law affecting the three core areas of Cambridge in addition to 500 metres of land adjacent to the core areas. Cambridge staff were directed to undertake a Planning Study to examine the Official Plan land use policies and Zoning By-law regulations to be used in regulating Supervised Consumption Services and/or Temporary Overdose Prevention sites.

Following public consultation for the planning session in December 2019 and the completion of the Planning Study Report, the following recommendations were presented to the Planning and Development Committee of Cambridge Council on February 1, 2020 (see Attachment 5).

THAT Council direct City staff to implement Consumption and Treatment Services (CTS) Planning Study Option Number 5 – CTS Permit Anywhere as a Public Use - as described in Report Number 20-024(CD) – CTS Planning Study Options; AND

THAT Council acknowledges that there are Federal and Provincial programs in place for the Consumption and Treatment Services site application process; AND

FURTHER THAT Cambridge Council acknowledges that they still have the opportunity to withhold a Council resolution of support for a CTS site application under the Provincial program for a site they do not support.
On February 18, 2020, Cambridge Council moved to defer a decision to endorse the recommendation until until a by-election for Ward 7 is held.

By defining Consumption and Treatment Service as a Public Use, under the Cambridge Official Plan, the City, the Region, the Province and the Government of Canada are permitted within all Official Plan land use designations in the city. Therefore, for a site to be considered as a permitted use, it would have to be operated by “any level of government or any department, agency, board or commission, which would include Region of Waterloo Public Health and Emergency Services”. If a decision on the Planning Study recommendations is made in which Consumption and Treatment Services in Cambridge can be considered, then a community consultation plan could be finalized to support possible site identification, and solicitation of community input. The design and implementation of the consultation process is being led by a professional facilitator and with input from the Cambridge Community Wellness Advisory Committee. Public Health staff continues to provide input and technical expertise into the process to identify candidate sites, as requested by City of Cambridge staff, and is a non-voting member on the Cambridge Community Wellness Advisory Committee.

**Ontario Public Health Standards:**

Harm reduction planning, programming, and service provision relates to the following Ontario Public Health Standards (2018):

- Infectious and Communicable Diseases Prevention and Control (Requirements 7, 8, 9 and 10)
- Substance Use and Injury Prevention (Requirements 1 and 2)

**Corporate Strategic Plan:**

Operation of Consumption and Treatment Services at 150 Duke Street West in Kitchener assists in meeting the 2019-2023 Corporate Strategic Plan objective 4.4: To prevent and reduce problematic substance use and its consequences by implementing appropriate Consumption and Treatment Services in Waterloo Region.

**Financial Implications:**

Regional Council previously approved funding up to 6 months of operating costs for the temporary CTS site from the tax stabilization reserve (approximately $600,000). As a result of the province’s approval to operate a permanent site as of October 1st, 2019 and the availability of 100% provincial funding for full operating costs as of that date, it will no longer be necessary to utilize the tax stabilization reserve for this purpose.

Capital expenditures of $121,738 related to the temporary site were incurred in 2019.
and were funded from the tax stabilization reserve. Capital expenditures of $158,728 related to the permanent site were incurred in 2019 and were funded within the provincial approval.

The approved 2020-2029 Public Health capital program includes $1 million for this project in 2020. At the time of budget preparation, a cost share of 50% Provincial funding and 50% Regional Tax Stabilization Reserve was assumed. The January 30th capital funding approval of $1,021,700 from the province significantly reduces the amount from the region’s tax stabilization reserve that would have been required for this project.

In order to reflect the recent provincial approvals, it is recommended that the 2020 capital budget be updated to a total of $1,100,000, to be funded $883,500 provincial and 216,500 Regional tax stabilization reserve; and further that the annualized operating budget be updated to $1,585,500 to be funded 100% by provincial revenues.

Other Department Consultations/Concurrence:

Corporate Services (Facilities and Finance), and Planning & Legislative Services (Legal) were consulted in the preparation of this report and have been integrally involved in implementation of Consumption and Treatment Services at the Duke Street location.

Attachments

Attachment 1 [link only]: Consumption and Treatment Service Virtual Tour
https://youtu.be/ltjNRasL-KY

Attachment 2: Consumption and Treatment Services Community Advisory Committee Membership

Attachment 3: Letter from the Ministry of Health – dated October 11, 2019

Attachment 4: Letter from Ministry of Health – dated January 29, 2020


Prepared By: Grace Bermingham, Manager, Harm Reduction
Anne Schlorff, Acting Commissioner

Approved By: Anne Schlorff, Acting Commissioner
Dr. Hsiu-Li Wang, Acting Medical Officer of Health
### Attachment 2: Consumption and Treatment Services Community Advisory Group Membership

<table>
<thead>
<tr>
<th>Sector</th>
<th>Organization</th>
<th>Member</th>
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<tbody>
<tr>
<td>CTS Staff</td>
<td>Sanguen Health Centre</td>
<td>Violet Umanetz</td>
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<tr>
<td>Municipal Representatives</td>
<td>Region of Waterloo Public Health</td>
<td>Grace Bermingham (chair)</td>
</tr>
<tr>
<td></td>
<td>City of Kitchener</td>
<td>Hilary Abel</td>
</tr>
<tr>
<td></td>
<td>Waterloo Regional Police Service</td>
<td>Shirley Hilton</td>
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<tr>
<td>Business</td>
<td>Downtown Kitchener BIA</td>
<td>Linda Jutzi</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stefanie Golling</td>
</tr>
<tr>
<td>Schools/Childcare (within 250m)</td>
<td>Blyth Academy</td>
<td>Lorie Guest, Principal</td>
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<tr>
<td></td>
<td>St. Louis</td>
<td>Paul Cox, Principal</td>
</tr>
<tr>
<td></td>
<td>YWCA City Kids Child Care Centre</td>
<td>Michele Kempster</td>
</tr>
<tr>
<td></td>
<td>WLU</td>
<td>Ginette Lafreniere</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Laura Coakley</td>
</tr>
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<td>Residents of surrounding neighbourhood</td>
<td>Olde Berlin Neighbourhood Association</td>
<td>Trudy Wagner</td>
</tr>
<tr>
<td></td>
<td>Downtown Kitchener Neighbourhood Association</td>
<td>Beth McIntosh</td>
</tr>
<tr>
<td></td>
<td>Kitchener Downtown Neighbourhood Alliance</td>
<td>Donna Kuehl</td>
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<tr>
<td></td>
<td>Faith-based organizations</td>
<td>Revd. Dr. Preston Parsons, Rector, St. John the Evangelist</td>
</tr>
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<td></td>
<td>Library</td>
<td>Penny-Lynn Fielding, Director, Customer and Community Engagement</td>
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<td></td>
<td>Representatives from 156 Duke St.</td>
<td>Neil Koebel, CMA Realty Ltd.</td>
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<tr>
<td></td>
<td></td>
<td>Nancy Nay, Superintendent</td>
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<tr>
<td>Community Members</td>
<td></td>
<td>Heidi Morrison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Margo McConnell</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jenny Kirby</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ralph Schmidt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kurt Padaric</td>
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</tbody>
</table>
Attachment 3: Letter from the Ministry of Health – dated October 11, 2019

Ministry of Health

Office of the Deputy Premier and Minister of Health
777 Bay Street, 5th Floor
Toronto ON M7A 1N3
Telephone: 416 327-4300
Facsimile: 416 326-1571
www.ontario.ca/health

Ministère de la Santé

Bureau du vice-premier ministre et du ministre de la Santé
777, rue Bay, 5e étage
Toronto ON M7A 1N3
Téléphone: 416 327-4300
Télécopieur: 416 326-1571
www.ontario.ca/sante

OCT 11 2019

Ms. Karen Redman
Chair, Board of Health
Region of Waterloo, Public Health
150 Frederick St.
Kitchener ON N2G 4J3

Dear Ms. Redman:

I am pleased to advise you that the Ministry of Health will provide the Board of Health for the Region of Waterloo, Public Health up to $792,900 in base funding for the 2019-2020 funding year, which will annualize to up to $1,585,800 for the 2020-2021 funding year, and up to $26,000 in one-time funding for the 2019-20 funding year to support the provision of Consumption and Treatment Services at 150 Duke Street West in Kitchener, Ontario. Please note this funding is subject to Region of Waterloo, Public Health obtaining and maintaining an exemption from the federal Minister of Health under Section 56.1 of the Controlled Drugs and Substances Act.

The Chief Medical Officer of Health of the Office of the Chief Medical Officer of Health, Public Health will write to the Board of Health for the Region of Waterloo, Public Health shortly concerning the terms and conditions governing this funding.

Thank you for your dedication and commitment to harm reduction and public health.

Sincerely,

Christine Elliott
Deputy Premier and Minister of Health

cc: Ms. Laura Mae Lindo, MPP, Kitchener Centre
Dr. Hsiu-Li Wang, Medical Officer of Health (A), Region of Waterloo, Public Health
Attachment 4: Letter from Ministry of Health – dated January 29, 2020

Ministry of Health
Office of the Deputy Premier and Minister of Health
777 Bay Street, 5th Floor
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Telephone: 416 327-4300
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Ministère de la Santé
Bureau du vice-premier ministre et du ministre de la Santé
777, rue Bay, 5e étage
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Téléphone: 416 327-4300
Télécopieur: 416 325-1571
www.ontario.ca/sante

JAN 29 2020

Ms. Karen Redman
Chair, Board of Health
Region of Waterloo, Public Health
150 Frederick St.
Kitchener ON N2G 4J3

Dear Ms. Redman:

I am pleased to advise you that the Ministry of Health ("the ministry") will provide the Board of Health for the Region of Waterloo, Public Health with a one-time capital grant of up to $1,021,700 to support the planning and renovation of Consumption and Treatment Services (CTS) located at 150 Duke Street West in Kitchener, Ontario, subject to Region of Waterloo, Public Health’s continued federal exemption under Section 56.1 of the Controlled Drugs and Substances Act.

The Chief Medical Officer of Health of the Office of the Chief Medical Officer of Health, Public Health will write to the Region of Waterloo, Public Health shortly concerning the terms and conditions governing this funding.

Thank you for your dedication and commitment to harm reduction and public health.

Yours sincerely,

Christine Elliott
Deputy Premier and Minister of Health

C: Dr. Hsiu-Li Wang, Medical Officer of Health (A), Region of Waterloo, Public Health
<table>
<thead>
<tr>
<th>Meeting date</th>
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<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
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<tr>
<td>November 5, 2019</td>
<td>S. Strickland</td>
<td>That staff provide an information report on what other municipalities are doing to encourage the creation of affordable housing.</td>
<td>Community Services</td>
<td>Summer 2020</td>
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<tr>
<td>November 5, 2019</td>
<td>Committee</td>
<td>That the Mooregate Crescent location in the Waterloo Region Housing (WRH) Master Plan, be subject to further review with respect to location and financing</td>
<td>Community Services</td>
<td>Late Fall 2020</td>
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