Regional Municipality of Waterloo

Committee of the Whole

Minutes

Tuesday, March 9, 2021

9:00 a.m.

Meeting held electronically


Roll Call

The Committee Clerk conducted the Roll Call.

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

E. Clarke declared an indirect pecuniary interest with respect to report COR-CFN-21-11 Regional Development Charge Grants for Affordable Housing Projects due to her employment with the Kitchener-Waterloo YWCA.

K. Redman requested that the Committee support lowering the flags on March 11, 2021 for a national day of observance for the lives lost to Covid-19. Committee members agreed to support this and share the information with the area municipalities.

Request to Remove Items from Consent Agenda

There were no requests to remove items from the Consent Agenda.

In response to a question from the Committee, Ryan Pettipiere, Director, Housing Services explained that the funding identified in report CSD-HOU-21-02, Waterloo Region Housing Master Plan Update is from the federal government’s ten-year housing strategy. He further noted that although municipalities and the not for profit sector are 3586234
eligible to apply for funding under this program there has not yet been a shortage in funding.

COR-CFN-21-11 Regional Development Charge Grants for Affordable Housing Projects was taken separately.

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

Moved by L. Armstrong

Seconded by S. Foxton

That the following items be approved:


- That the Regional Municipality of Waterloo endorse the following items as outlined in report TES-WAS-21-06 dated March 9, 2021:
  a) the 2020 Drinking Water Summary Report,
  b) the Annual Management Review of the Drinking Water Quality Management System (DWQMS), and
  c) the 2021 infrastructure maintenance plan update.

And that the following items be received for information:

- CSD-HOU-21-02, Waterloo Region Housing Master Plan Update
- CSD-CHS-21-02, Youth Engagement in Action – CYPT 2021 Youth Impact Survey
- COR-CFN-21-12, Federal Transit Funding Announcement
- PDL-CAS-21-06, Access and Privacy Update
- TES-WAS-21-05, Commercial, Industrial, Institutional Water Efficiency Program Update

**Carried**

Moved by L. Armstrong

Seconded by S. Foxton

That the Regional Municipality of Waterloo take the following action with respect to Regional Development Charge grants for Council-approved affordable rental housing projects located in the City of Kitchener as described in Report COR-CFN-21-11 dated March 9, 2021:
a) Provide a grant to cover the cost of Regional Development Charges in the amount of $713,835 to oneROOF Youth Services for the development of a 45-unit affordable and supportive housing project;

b) Provide a grant to cover the cost of Regional Development Charges in the amount of $650,383 to the YW Kitchener-Waterloo for the development of a 41-unit affordable and supportive housing project.

Carried

* Conflict of Interest E. Clarke

Regular Agenda Resumes

Reports – Public Health and Emergency Services

a) COVID-19 Verbal Update

Dr. Julie Emili, Associate Medical Officer of Health, provided a presentation with an update on COVID-19 in Waterloo Region; a copy is appended to the minutes. She noted that cases are currently stable, but cases of variants of concern are growing. She stressed the importance of continuing to adhere to public health measures to slow the growth of these cases.

In response to a question from the Committee, Dr. Emili stated that she expects that the guidance from the province will change and second vaccinations will be delayed for up to sixteen weeks.

Responding to questions, Bruce Lauckner, Chief Administrative Officer, stated that the vaccine clinics are ramping up and that they are looking to provide 50,000 vaccines per week. He noted that there is currently a shortage of clinicians to work in the clinics as well as a limited number of vaccines.

Reports – Transportation and Environmental Services

a) TES-WAS-21-07, Manitou Wastewater Residuals Management Centre Hauled Wastewater Receiving Station Disposal Rate Structure

In response to a question from the Committee, Thomas Schmidt, Commissioner, Transportation and Environmental Services explained that households generally need to contact a septic service every year or two, and that the proposed rates are similar to neighbouring areas.

Moved by J. Erb

Seconded by S. Foxton

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That the Regional Municipality of Waterloo approve new disposal fee rates of $249 for septage haulage (15 cubic meter truckload) and $175 for holding tank haulage (15 cubic meter truckload) to be included in the 2022 Fees and Charges By-law. Annual adjustments of fees will be based on changes in operating and market conditions and will be updated in the Fees and Charges By-law. The new fees will come into effect upon the commissioning of the new hauled wastewater receiving station to be constructed at the Manitou Wastewater Residuals Management Center (WWRMC) as described in report TES-WAS-21-07 dated March 9, 2021.

Carried

b) **TES-DCS-21-03**, Kressler Road Resurfacing, Watermain Replacement and Proposed Sidewalk Installation from Lobsinger Line to Arthur Road, Village of Heidelberg, Townships of Wellesley and Woolwich

A written submission from Randy Schaefer and Sherri Larocque was received for information.

Moved by J. Nowak

Seconded by S. Shantz

That the Regional Municipality of Waterloo approve the Proposed Design Concept for the Resurfacing, Watermain Replacement, On-Road Bike Lanes and Proposed Sidewalk Installation on Kressler Road from Lobsinger Line to Arthur Road, Village of Heidelberg, Townships of Wellesley and Woolwich as described in Report TES-DCS-21-03 dated March 9, 2021, and

That the Regional Municipality of Waterloo amend Traffic and Parking By-law 16-023, as amended, to:

a) Remove from Schedule 1 No parking Anytime on east side of Kressler Road (Regional Road 16) from 50 metres north of Lobsinger Line (Regional Road 15) to Lobsinger Line (Regional Road 15);

b) Add to Schedule 1 No Parking Anytime on both sides of Kressler Road (Regional Road 16) from Lobsinger Line (Regional Road 15) to Arthur Road;

c) Add to Schedule 22 Reserved Cycling Lanes on both sides of Kressler Road (Regional Road 16) from Lobsinger Line (Regional Road 15) to Arthur Road, in the Township of Wellesley and Woolwich.

Carried
c) **TES-TRP-21-02, Automated Speed Enforcement Update**

Responding to questions, T. Schmidt stated that the province has the authority to allow automated speed enforcement outside of school and community safety zones, but noted that, because three months’ notice is required before using a new location, they are not easy to move around. He further explained that staff intend to report back in the fall on a more scientific method for selecting future automated speed enforcement locations.

The Committee requested that staff prepare a report outlining options for, and implications of, accelerating the automated speed enforcement program.

Received for information.

**Reports- Community Services**

a) **CSD-EIS-21-01, Update on Social Assistance Transformation**

Douglas Bartholomew-Saunders, Commissioner, Community Services, provided a presentation. A copy is appended to the minutes. He gave an overview of the current social assistance program and explained that the new vision is designed to focus on people and providing supports to address barriers to moving towards employment. He noted that municipal partners will be assisting with the design of the new system which includes a centralized provincial intake for Ontario Works and the Ontario Disability Support Program. A detailed transition plan will be available in the fall and implementation is scheduled to begin in the spring of 2022.

Responding to questions, D. Bartholomew-Saunders stated that the province has stated that there will not be additional costs for municipalities but the vision is silent on any changes to the rates that clients receive.

Received for information.

**Reports- Chief Administrative Officer**

a) **CAO-21-02, Community Safety & Wellbeing Plan**

Connie MacDonald, Chief Communications and Strategy Officer, provided an overview of the purpose of the Community Safety and Wellbeing Plan, noting it is required by the Police Services Act. She noted that staff are recommending hiring a consultant to review the existing outcomes, facilitate the community engagement, and prepare the plan.
S. Shantz volunteered to sit on the Community Safety and Wellbeing Steering Committee.

Moved by D. Jaworsky
Seconded by H. Jowett

That the Regional Municipality of Waterloo approve the following process for the development of the Waterloo Region Community Safety & Wellbeing Plan.

a) That the Region establish a Community Safety and Wellbeing Steering committee to oversee the development of the plan (Chaired by the Regional Chair and Chair of the Waterloo Region Police Services Board), with an Advisory Committee made up of required representatives outlined by the provincial government, reporting to the Steering Committee.

b) Recognizing the extensive collaborative work done to date across the Region on community safety and wellbeing, staff recommend that the Region of Waterloo immediately issue an RFP for a consultant to:

   a. conduct a review of community safety and wellbeing planning and outcomes achieved to date,
   b. facilitate a community engagement process to inform the Waterloo Region Community Safety and Wellbeing Plan with a specific focus on equity and amplifying the voices of Black, Indigenous, racialized and marginalized voices,
   c. produce the written plan for submission to the Ministry by July 1st and
d. make recommendations on plan implementation, including implementation bodies/committees and upstream funding initiatives to support enhanced community safety and wellbeing.

   c) Recognizing the importance of upstream funding and initiatives to community safety and wellbeing, that the Region utilize a portion of funding allocated in the 2021 budget for a community conversation and strategy on upstream funding initiatives to support the development of the community safety & wellbeing plan, with further engagement and consultation in the fall on upstream funding as part of implementation as outlined in report CAO-21-02, dated March 9, 2021.

   Carried
Reports - Corporate Services

a) **COR-CFN-21-13**, Optional Small Business Property Sub-Class

Moved by E. Clarke

Seconded by J. Erb

That the Regional Municipality of Waterloo take no action in 2021 with respect to the implementation of the proposed optional small business property sub-class; direct staff to undertake the appropriate policy and financial impact analysis and local consultation following release of the regulations by the Province; and report back to Regional Council with recommendations for the 2022 and subsequent taxation years, all as set out in report COR-CFN-21-13 dated March 9, 2021.

Carried

b) **COR-CFN-21-14**, Safe Restart Agreement Funding – Transit Stream

Moved by M. Harris

Seconded by D. Jaworsky

That the Regional Municipality of Waterloo authorizes the Regional Chair and Clerk to enter into a Transfer Payment Agreement with the Province of Ontario with respect to the Safe Restart Agreement Transit Stream Phase 2 to the satisfaction of the Regional Solicitor and the Chief Financial Officer as described in report COR-CFN-21-14 dated March 9, 2021.

Carried

**Next Meeting – April 13, 2021**

**Motion to go into Closed Session**

Moved by M. Harris

Seconded by K. Kiefer

That a closed meeting of Committee of the Whole be held on Tuesday, March 9, 2021 immediately following Committee of the Whole, electronically, in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:
a) Litigation or potential litigation and receiving of advice that is subject to solicitor-client privilege in relation to a matter before an administrative tribunal

b) Proposed or pending acquisition of land in the City of Kitchener

c) Receiving of advice that is subject to solicitor-client privilege in relation to terms and conditions of a contract

Carried

Adjourn

Moved by G. Lorentz
Seconded by K. McGarry
That the meeting adjourn at 11:28 a.m.
Carried

Committee Chair, T. Galloway

Committee Clerk, T. Brubacher
COVID-19 update

Board of Health
March 9, 2021
Dr. Emili
Current status of COVID-19

New cases by reported date

Outbreak Non-outbreak
In Waterloo Region 154 total variant cases have been identified
- 11 cases confirmed as the B.1.1.7 variant
- 143 cases have screened positive and are awaiting identification and confirmation of the specific variant

In Ontario, 4,395 variant cases have screened positive for a variant
• Public health measures are effective at limiting transmission and slowing the spread of COVID-19
• It can be hard to see when public health measures are successful because success is often the absence of the worst case scenario
• These measures are difficult but they have made an incredible difference
Update on Social Assistance Transformation

Recovery & Renewal: Ontario's Vision for Social Assistance Transformation
Social Assistance System - Current

- Social Assistance ... supports Ontarians in need
- Too bureaucratic ... data entry, paper heavy and enforcement focused
- Little time for life stabilization/quality of life focus to help clients move into the workforce
- Little time for staff to support clients to obtain supports and services they need to improve their lives
- Clients focus on paperwork to prove ongoing eligibility so as not to lose income
Social Assistance Vision

• "To create an efficient, effective and streamlined social services system that focusses on people, providing them with a range of services and supports to respond to their unique needs and address barriers to success so they can move towards employment and independence"

• People turn to social assistance when faced with homelessness, unemployment, physical/mental health challenges, lack of belonging and other significant quality of life barriers ... this has only been emphasized by the onset of COVID 19

• Stability in life is the most likely route to self reliance and independence

• Streamlining the system, introducing a focus on client focused life stabilization through case management will remove barriers
Core Principles

• prioritizing the outcomes of employment, financial resilience, independence and well-being
• supporting positive client and staff experiences
• assigning roles to where they make the most sense and improve efficiency
• improving program integrity by leveraging data and technology
• *designing in partnership with municipal delivery partners*
• building a system that puts people at the centre, with services that work effectively together to support them
• using data, evidence and the voice of clients to inform design
Where Do We Need Supports/Integration

Staff will help clients navigate the broader system of community supports and services that could include:

- primary health care
- housing
- child care
- parenting and family supports
- youth programs
- digital access
- tax filing, including access to federal tax credits and benefits
- financial literacy
- literacy and library services
- mental health and addiction services
Employment Outcomes

Through life stabilization and better coordinated supports through Employment Ontario, the approach will better support:

• more people exiting to employment
• shorter stays on assistance
• fewer people needing to re-apply for financial assistance
• reduced child welfare involvement
• prevention and early intervention
Parallel Transformations – Employment Services

Employment Services Transformation

• 18 months ago, in three Provincial regions, MLTSD named Service System Managers that have prototyped new employment services delivery models

• Two are private sector models and one is a community college model

• Employment services were transferred from municipalities to the new Service Managers along with the corresponding budgets

• Awaiting results and next steps as to how this transformation will impact the remaining regions of Ontario

• For 2021/22 there will be no change for ROW but we are watching the prototype communities to learn what we can from their experience
Parallel Transformation – OW/ODSP Intake

Vision Paper – remove administrative burden from case worker:

• MCCSS is prototyping centralized intake in seven CMSMs/DSSABs across the province
• Centralized intake unit has been established and is providing intake services by MCCSS for those jurisdictions
• Prototype communities will provide input to co-design team that will help to design overall model
Parallel Transformations – Human Services Integration

• Provincial/Municipal Human Services Collaborative formed
• 47 CMSM/DSSABS and 10+ Ministries (Health; Education; Labour, Training & Skills Development; Solicitor General; Municipal Affairs and Housing; etc)
• Working together to ensure strategic and functional links at the local level to pave the way for effective life stabilization work
• PMHSC will provide advice/input to PMSAEC
Transformation in Pictures

A working vision for social assistance

Vision:
To create an efficient, effective and streamlined social services system that focuses on people, providing them with a range of services and supports to respond to their unique needs and address barriers to success so they can move towards employment and independence.

How we will evolve over time:

- **Current state**: everybody does everything.
- **Phase one model**: realign functions.
  - Municipal, Ontario Works local offices.
  - ODSP local offices.
- **Phase two model**: realign delivery.
  - Ontario Works local offices.
  - ODSP local offices.
- **Human services model**: broader access to caseworkers.
  - Municipalities provide integrated life stabilization supports to:
    - Social assistance clients.
    - People in crisis.
    - Other municipal programs.

How we will realign:

- **Province**
  - Delivers:
    - Centralized financial assistance.
    - Financial controls and back-office functions suited to centralization or automation.
- **Municipalities**
  - Delivers:
    - Life stabilization – including needs assessment, service planning, warm referrals, discretionary benefits.
    - Person-centred, connected supports, and navigation of broader system (e.g., housing, employment, mental health).

Integrated client services:

- **Life Stabilization Municipal**
  - Municipal staff have more time to ensure clients get the right supports at the right time.
- **Financial Assistance Provincial**
  - Automatically verify eligibility using third-party sources and issue payment.
- **Employment Supports Local and Municipal**
  - Employment Ontario offers specialized services to meet employment-related needs of clients through integrated case management and access to client records.
- **Broader System of Supports Local and Municipal**
  - Clients are connected to other supports such as housing, child care, and healthcare through warm referrals.
Transformation Timelines

Social assistance: where we're headed

In the short term: co-designing a renewed operating model

Prototype and implement: developing centralized provincial functions, starting with intake, and tools and processes to support life stabilization
Co-design: engaging to design key operating model layers, provincial and municipal functions, principles and processes

- Public release of vision paper
- Road map to co-design
  - High-level milestones/sequencing
- Detailed design of priority elements, including
  - Service delivery blueprint
  - Refined provincial municipal roles and responsibilities
- Renewed operating model detailed co-design complete

Winter 2021
Spring 2021
Summer 2021
Fall 2021
Spring 2022
Continue implementation

In the long term: moving to a human services delivery model

- Case-workers are knowledgeable about the broader system of benefits and supports, and can guide people to the supports they need - whether Ontario Works or something else
- People seeking help are triaged by municipal caseworkers, supported as needed, and potentially diverted from social assistance
Historic Client Pathways - ROW

Employment & Income Support (E&IS)

Children’s Services (CHS)

Housing Services (HOU)
Client A is a single mother looking for financial and employment supports and comes to the E&IS office at 235 King St. and talks to a Service Navigator who connects her with Ontario Works Intake.

Client A applies for Ontario Works and a case worker determines she is eligible for OW and receives her first payment. Client A also completes a QOL assessment in ROWON and it is identified she could use child care support.

Client A signs a shared consent which allows her to receive integrated services / holistic supports. The OW case worker can now refer Client A to children’s and housing services, or work with connecting her to community supports.

As long as Client A remains financially eligible, she can continue to access case management to help navigate the systems she is connected to.

Client A exits case management support once she has found employment, but can remain connected to other services such as child care subsidy or mental health supports in the community.

Current Client Pathway - ROW
The Vision, Life Stabilization & Case Management – What Does The Future Look Like?