MEDIA RELEASE: Friday, December 2, 2011, 4:30 p.m.

REGIONAL MUNICIPALITY OF WATERLOO
COMMUNITY SERVICES COMMITTEE
AGENDA

Tuesday, December 6, 2011
9:00 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

1. MOTION TO GO INTO CLOSED SESSION

THAT a closed meeting of the Community Services Committee be held on Tuesday, December 6, 2011 at 8:45 a.m., 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) receiving of legal advice and opinion that is subject to solicitor-client privilege related to authority to enact by-laws
   b) personal matters about identifiable individuals – committee appointments
   c) personal matters about identifiable individuals – committee appointments
   d) personal matters about identifiable individuals – committee appointments

2. MOTION TO RECONVENE IN OPEN SESSION

3. DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

4. DELEGATIONS

5. PRESENTATIONS

   a) Susan Whelan, Executive Director, and Keith Ainsworth, Chair, rare Charitable Research Reserve Re: Celebrating 10 Years

   b) Mary MacKeigan, Executive Director, Opportunities Waterloo Region Re: Organizational Update

6. REPORTS – Public Health

   a) PH-11-051, Waterloo Region Infectious Disease Status Report: 2006-2010

   b) PH-11-052/CR-CLK-11-020, Shark Fin Products

REPORTS – Planning, Housing and Community Services

   c) P-11-098, Doors Open Waterloo Region 2011 – A Record Attendance Year

   d) CR-RS-11-086/P-11-099, Proposed Merger of Making Room Community Support for the Homeless and Cambridge Shelter Corporation
REPORTS – Social Services

e) **SS-11-051**, Children’s Services Division Service Contract Policy Implementation & Future Recommendations *(Staff Presentation)* 27

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g) **SS-11-052**, Children’s Services Request for Approval to Enter Into Fee Subsidy Service Agreements 40

h) **SS-11-054**, Provincial One-Time Funding for Children’s Services Budget 42

i) **SS-11-056**, Proposal to Open an Alzheimer Day Program in Cambridge and to Expand Overnight Respite Services at Sunnyside Home 45

7. INFORMATION/CORRESPONDENCE

a) **Memo**: RAP (Research And Planning) Sheet: Facts on Childhood Sexual Abuse *(Attachments distributed separately to Councillors only)* 49

b) **Memo**: rare Charitable Research Reserve – Background and Delegation 50

8. OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List 52

9. NEXT MEETING – January 10, 2012

10. ADJOURN
TO: Chair Sean Strickland and Members of the Community Services Committee
DATE: December 6, 2011
FILE CODE: P20-80
SUBJECT: WATERLOO REGION INFECTIOUS DISEASE STATUS REPORT: 2006-2010

RECOMMENDATION:
For information

SUMMARY:
This report summarizes data on all infectious diseases reported to Waterloo Region Public Health between 2006 and 2010. Infectious diseases are illnesses caused by a specific infectious agent or its toxic products. Since these diseases may cause serious illness and can be transmitted to large numbers of individuals, they are of great importance to public health authorities.

Between 2006 and 2010, there were a total of 11,064 cases of infectious disease and the top five diseases - chlamydia, influenza, campylobacteriosis, gonorrhea, and hepatitis C - accounted for 77.7 per cent of all cases, with chlamydia accounting for the largest proportion of the cases at 45.5 per cent.

The Waterloo Region Infectious Disease Status Report: 2006-2010 helps to fulfill Region of Waterloo Public Health's mandate for disease surveillance and reporting in accordance with the Ontario Public Health Standards. This report builds on previous reports and will be the first in a series of annual reports which will look at infectious disease activity over at least a five-year period. The series of annual reports will contribute to ongoing and enhanced disease surveillance as well as more timely updates to the community on the local status of infectious diseases of public health importance. The findings and trends from these reports will also help to continuously inform and improve public health programming, which works to prevent and reduce the transmission of infectious and other reportable diseases in the region. Refinements or enhancements to Public Health programming as a result of disease trends will be described in future program updates to Council.

REPORT:

Background

Infectious diseases are illnesses caused by a specific infectious agent or its toxic products. Since these diseases may cause serious illness and can be transmitted to large numbers of individuals, they are of great importance to public health authorities. Under provincial law, all cases of reportable diseases, as designated in Ontario’s Health Protection and Promotion Act (HPPA), must be reported to local public health agencies.

This report builds on the Region of Waterloo Communicable Disease Status Report (1995-2004) and is the first in a series of annual reports which will look at infectious disease activity over at least a five-year period. The report presents Waterloo Region’s rates of reportable diseases between
2006 and 2010, provides a provincial comparison of rates, and includes brief information on why the disease is important and Public Health’s role in preventing and controlling disease transmission.

The report provides a series of summaries on a selected list of infectious diseases in Waterloo Region reported to Public Health between 2006 and 2010. Data was summarized for diseases which had five or more reported cases during the five year study period, or if Public Health undertook specific measures to prevent transmission of the disease. Disease summaries are organized in alphabetical order within each chapter of this report and follow a standard format. Rare diseases for which there were fewer than five reported cases in Waterloo Region during the study period are not included in the disease summaries but are listed in Appendix B of the full report.

Key Findings

Between 2006 and 2010, there were a total of 11,064 cases of infectious disease and the top five diseases chlamydia, influenza, campylobacteriosis, gonorrhea, and hepatitis C - accounted for 77.7 per cent of all cases. Chlamydia, by far, accounts for the largest proportion of the cases at 45.5 per cent (see Appendix A).

Food, Water-Borne and Parasitic Diseases

A total of 2,183 enteric illnesses were reported in Waterloo Region between 2006 and 2010. Campylobacteriosis, salmonellosis, and giardiasis accounted for 77.6 per cent of the total number of diseases transmitted by food, water, and animals in Waterloo Region between 2006 and 2010. This is similar to the ranking and proportion of enteric diseases provincially. There were no cases of several rare reportable diseases such as botulism, cholera, and trichinosis in Waterloo Region during the five year study period.

Over the five year study period, local average incidence rates were lower than provincial average incidence rates for cyclosporidiosis, listeriosis, shigellosis, and typhoid/paratyphoid fever.

During this time, however, local average incidence rates were higher than provincial average incidence rates for amebiasis, campylobacteriosis, cryptosporidiosis, giardiasis, hepatitis A, salmonellosis, verotoxin producing *Escherichia coli*, and yersiniosis.

Enteric illnesses occur most frequently among children four years of age and younger. This age group is at higher risk for transmission because they are diapered and are often in child care centres. The elderly, especially those who are institutionalized, are also at higher risk for complications associated with enteric illness.

Males accounted for the vast majority of reported cases of enteric illness with the exception of salmonellosis and VTEC, for which females accounted for the majority of cases.

Travel to or recent immigration from an endemic area was a significant risk factor for several of the enteric diseases reported in Waterloo Region between 2006 and 2010. The majority of cases with typhoid/paratyphoid fever, cyclosporiasis, and shigellosis were travel-related. Overall, 68.8 per cent of all reported enteric diseases were acquired locally (endemic), 29.1 per cent were associated with travel outside of Canada, and 2.1 per cent were related to an outbreak of the disease.

Between 2006 and 2010, there were 329 enteric disease outbreaks reported to Region of Waterloo Public Health. Outbreaks occurred with seasonal regularity, primarily in the winter months between December and February. The majority of outbreaks occurred in child care centres (43.3 per cent), followed by long-term care homes (24.7 per cent), and retirement homes (13.7 per cent). Community outbreaks (representing 7.3% of reported outbreaks) are not required to be reported to Public Health, and are thus likely underestimated.
Vector-Borne and Zoonotic Diseases
Between 2006 and 2010, there were a total of 38 reported cases of vector-borne and zoonotic diseases in Waterloo Region. These were comprised of 25 cases of malaria and 13 cases of Lyme disease. Locally, there were no human cases of rabies or West Nile Virus during the study period.

Provincially, malaria accounted for almost 70 per cent of the reported cases of vector-borne and zoonotic diseases, while Lyme disease accounted for another quarter of the cases. Although there were no human cases of rabies in the province during the study period, there were 70 cases of West Nile Virus.

Sexually Transmitted and Blood-Borne Diseases
Locally, there were 6,605 cases of sexually transmitted and blood-borne infections between 2006 and 2010. Chlamydia, gonorrhea, and hepatitis C accounted for 95.6 per cent of the total number of cases of sexually transmitted and blood-borne diseases in Waterloo Region between 2006 and 2010. This is similar to the ranking and proportion of such diseases provincially.

Average incidence rates for all sexually transmitted and blood-borne illnesses were similar to or lower in Waterloo Region during each year of the five year study period than in Ontario. Both provincially and locally, average disease incidence rates show an increasing trend from 2006 and 2010.

By their nature, sexually transmitted and blood-borne illnesses occur most frequently among adults. During the five year study period, hepatitis B and C and syphilis occurred most frequently amongst those age 35 years and older.

Chlamydia accounts for the vast majority of sexually transmitted infections both locally and provincially. Males and females 15 to 24 years of age accounted for the largest proportion of chlamydia cases. Within this age group, females accounted for the majority of the cases with a rate almost three times the male rate in most years of the study period.

Similarly, gonorrhea and HIV cases were reported most often amongst young adults 15 to 24 years of age. Males accounted for the majority of HIV, AIDS, syphilis, and hepatitis B and C cases while females accounted for the majority of chlamydia and gonorrhea cases. Chlamydia and gonorrhea co-infections also tended to occur most often in females, especially in those 15 to 19 years of age.

The primary risk factors for hepatitis C included illicit drug use, travel or living in a country where the disease is endemic, and being born in an endemic country. Other risk factors included receiving tattoos, acupuncture, or ear piercing as well as contaminated blood or blood products received in countries where the blood system is less regulated.

Vaccine Preventable Diseases
There were 1,936 reported cases of vaccine preventable diseases in Waterloo Region between 2006 and 2010. Influenza, invasive pneumococcal disease, and pertussis accounted for almost all reported cases of vaccine preventable diseases both locally and provincially. Of these, influenza accounted for approximately 80 per cent of these diseases.

Over the five year study period, local average incidence rates were lower than provincial average incidence rates for influenza, pertussis, and mumps. During this time, however, local average incidence rates were higher than provincial average incidence rates for invasive pneumococcal disease and invasive meningococcal disease.

No sex differences were found in the number of reported cases of vaccine preventable diseases during the five year study period. Both males and females accounted for approximately an equal share of the cases.
Most reported cases of vaccine preventable diseases, especially influenza, occurred in very young children under four years of age or in adults 65 years of age and older. These two populations are at higher risk for complications of influenza and may be tested more often. Confirmed cases of influenza tended to peak amongst children under four years of age (124.2 cases per 100,000) and amongst adults 65 years of age and older (77.3 cases per 100,000).

In 2008 and 2009, measles and mumps outbreaks occurred in Waterloo Region amongst unimmunized or under-immunized individuals. These outbreaks were controlled through increased immunization, education, and isolation measures. These outbreaks illustrate the importance of maintaining high community immunization rates, as measles can easily be imported through international travel. Mumps has seen a resurgence both in Ontario and Canada since 2008 amongst under-immunized university and college students who received only one dose of the vaccine.

**Other Infectious Diseases**
Encephalitis and meningitis were reported most frequently amongst males and children four year of age or younger. Both locally and provincially, rates of this disease have decreased since 2006 and local rates have fluctuated around the provincial rate during this time.

Females and adults over the age of 65 accounted for the majority of reported cases of invasive Group A streptococcal disease between 2006 and 2010. Both local and provincial incidence rates of this disease have remained relatively stable, with local rates being similar to or higher than provincial rates.

Because the large majority of active TB cases are born outside of Canada, rates of active TB fluctuate with immigration patterns. Between 2006 and 2010, males aged 20 to 29 years accounted for the majority of active TB cases. For those TB cases with a known exposure setting, approximately 80 per cent had lived in an endemic country.

**Conclusion**
The Waterloo Region Infectious Disease Status Report: 2006-2010 helps to fulfill Region of Waterloo Public Health’s mandate for disease surveillance and reporting in accordance with the Ontario Public Health Standards. This report builds on previous reports and will be the first in a series of annual reports which will monitor infectious disease activity in Waterloo Region over at least a five-year period. This series of annual reports will contribute to ongoing and enhanced disease surveillance as well as more timely updates to the community on the local status of infectious diseases of public health importance. The findings and trends from these reports will also help to inform and improve public health programming, which works to prevent and reduce the transmission of infectious and other reportable diseases in the region. Refinements or enhancements to Public Health programming as a result of disease trends will be described in future program updates to Council.

**CORPORATE STRATEGIC PLAN:**
Focus Area 3 – Healthy & Safe Communities: Support safe and caring communities that enhance all aspects of health.

**FINANCIAL IMPLICATIONS:**
NIL

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**
NIL
ATTACHMENTS

Appendix A: Number and proportion of all reportable diseases (with one or more cases reported), Waterloo Region, 2006-2010


PREPARED BY: Asma Razzaq, Epidemiologist, Epidemiology & Health Analytics

APPROVED BY: Dr. Liana Nolan, Commissioner/Medical Officer of Health
# Appendix A

Number and proportion of all reportable diseases (with one or more cases reported), Waterloo Region, 2006-2010

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Disease</th>
<th>Number</th>
<th>Proportion (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chlamydia</td>
<td>5,039</td>
<td>45.5</td>
</tr>
<tr>
<td>2</td>
<td>Influenza*</td>
<td>1,527</td>
<td>13.8</td>
</tr>
<tr>
<td>3</td>
<td>Campylobacteriosis</td>
<td>766</td>
<td>6.9</td>
</tr>
<tr>
<td>4</td>
<td>Gonorrhea</td>
<td>639</td>
<td>5.8</td>
</tr>
<tr>
<td>5</td>
<td>Hepatitis C</td>
<td>635</td>
<td>5.7</td>
</tr>
<tr>
<td>6</td>
<td>Salmonellosis</td>
<td>576</td>
<td>5.2</td>
</tr>
<tr>
<td>7</td>
<td>Giardiasis</td>
<td>352</td>
<td>3.2</td>
</tr>
<tr>
<td>8</td>
<td>Invasive pneumococcal disease (IPD)</td>
<td>276</td>
<td>2.5</td>
</tr>
<tr>
<td>9</td>
<td>Syphilis^</td>
<td>173</td>
<td>1.6</td>
</tr>
<tr>
<td>10</td>
<td>Amebiasis</td>
<td>130</td>
<td>1.2</td>
</tr>
<tr>
<td>11</td>
<td>Group A streptococcal disease (GAS)</td>
<td>124</td>
<td>1.1</td>
</tr>
<tr>
<td>12</td>
<td>Cryptosporidiosis</td>
<td>103</td>
<td>0.9</td>
</tr>
<tr>
<td>13</td>
<td>Pertussis</td>
<td>92</td>
<td>0.8</td>
</tr>
<tr>
<td>14</td>
<td>Verotoxin producing <em>Escherichia coli</em></td>
<td>87</td>
<td>0.8</td>
</tr>
<tr>
<td>15</td>
<td>Human Immunodeficiency Virus (HIV)</td>
<td>86</td>
<td>0.8</td>
</tr>
<tr>
<td>16</td>
<td>Encephalitis/Meningitis</td>
<td>76</td>
<td>0.7</td>
</tr>
<tr>
<td>17</td>
<td>Tuberculosis (TB)</td>
<td>73</td>
<td>0.7</td>
</tr>
<tr>
<td>18</td>
<td>Yersiniosis</td>
<td>62</td>
<td>0.6</td>
</tr>
<tr>
<td>19</td>
<td>Shigellosis</td>
<td>35</td>
<td>0.3</td>
</tr>
<tr>
<td>20</td>
<td>Hepatitis A</td>
<td>31</td>
<td>0.3</td>
</tr>
<tr>
<td>21</td>
<td>Hepatitis B</td>
<td>28</td>
<td>0.3</td>
</tr>
<tr>
<td>22</td>
<td>Malaria</td>
<td>27</td>
<td>0.2</td>
</tr>
<tr>
<td>23</td>
<td>Typhoid/Paratyphoid fever</td>
<td>19</td>
<td>0.2</td>
</tr>
<tr>
<td>24</td>
<td>Mumps</td>
<td>18</td>
<td>0.2</td>
</tr>
<tr>
<td>25</td>
<td>Invasive Meningococcal Disease (IMD)</td>
<td>17</td>
<td>0.2</td>
</tr>
<tr>
<td>26</td>
<td>Lyme disease</td>
<td>13</td>
<td>0.1</td>
</tr>
<tr>
<td>27</td>
<td>Cyclosporidiosis</td>
<td>11</td>
<td>0.1</td>
</tr>
<tr>
<td>27</td>
<td>Legionellosis</td>
<td>11</td>
<td>0.1</td>
</tr>
<tr>
<td>28</td>
<td>Group B streptococcal disease</td>
<td>9</td>
<td>0.1</td>
</tr>
<tr>
<td>28</td>
<td>Listeriosis</td>
<td>9</td>
<td>0.1</td>
</tr>
<tr>
<td>29</td>
<td>Measles</td>
<td>6</td>
<td>0.1</td>
</tr>
<tr>
<td>30</td>
<td>Acquired Immunodeficiency syndrome (AIDS)</td>
<td>5</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td>31</td>
<td>Brucellosis</td>
<td>2</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td>31</td>
<td>Cytomegalovirus, congenital</td>
<td>2</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td>31</td>
<td>Herpes, neonatal</td>
<td>2</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td>32</td>
<td>Haemophilus influenza B (HiB)</td>
<td>1</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td>32</td>
<td>Ophthalmia neonatorum</td>
<td>1</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td>32</td>
<td>Q fever</td>
<td>1</td>
<td>&lt;0.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Total</strong></td>
<td><strong>11,064</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Influenza data is from the 2004-05 season to the 2010-11 season
^Syphilis includes infectious, non-infectious, and unspecified cases
Source: iPHIS 2006-2010, MOHLTC, extracted June and July 2011
TO: Chair Sean Strickland and Members of the Community Services Committee  
DATE: December 6, 2011  
FILE CODE: P07-01  
SUBJECT: SHARK FIN PRODUCTS  

RECOMMENDATION:  

WHEREAS The Region Municipality of Waterloo is concerned about the slaughter of sharks for shark fin soup and other shark fin products;  
AND WHEREAS The Regional Municipality of Waterloo is opposed to the practice of shark finning;  
AND WHEREAS The Regional Municipality of Waterloo is opposed to the slaughter of sharks that appear on an endangered species list or “special concern” list endorsed by the Canadian Federal Government,  
THEREFORE BE IT RESOLVED THAT The Regional Municipality of Waterloo request that the Federal government investigate and pass legislation to prohibit the importation of, possession, sale and consumption of imported shark fin products, where such products are obtained via shark finning;  
AND THAT The Regional Municipality of Waterloo request that the Federal government review its current position on the management of global shark populations to determine whether further restrictions and/or discussions are required with other national governments;  
AND FURTHER THAT this request and a copy of report PH-11-052/CR-CLK-11-020 be forwarded to all local Members of Parliament.  

SUMMARY:  

The practice of “shark finning” commonly refers to the removal and retention of the dorsal fin of a live shark, and whereby the body of the shark is discarded at sea while still alive. Shark fins are in demand for shark fin soup, a delicacy served at many Chinese restaurants and banquet halls, and shark fins are also used in some consumer health products. Municipalities are beginning to encounter the issue of “shark finning” due to increased public awareness and concern for the animal cruelty and species endangerment implications of shark finning. Based on typical consumption patterns of shark fin products (i.e. infrequent and in small amounts by a small subset of the population), given CFIA’s import limit for mercury in shark, and since mercury typically accumulates at negligible levels in shark fin compared to shark meat, shark fin
product consumption is not expected to represent a health risk to residents of Waterloo Region. In order to affect the practice of shark finning globally, staff are recommending that Regional Council request that the appropriate agencies and parties within the Federal government pass legislation to prohibit the importation of, possession, sale and consumption of imported shark fin products, where such products are obtained via shark finning.

REPORT:

1) Previous Motion by Regional Council

On October 5, 2011, Councillor Cowan brought forward a notice of motion, attached as Appendix ‘A’ on shark finning. Council referred this matter to staff for a report on the matter. The purpose of this Report (PH-11-052/CR-CLK-11-020) is to provide Council with information to help them decide on a municipal position for the shark finning issue.

2) Background on Shark Finning

The practice of “shark finning” commonly refers to the removal and retention of the dorsal fin of a live shark, and whereby the body of the shark is discarded at sea while still alive. It is an advantageous practice for fishing vessels to take and transport only fins because these are significantly more valuable than shark meat. Shark fins are in demand for shark fin soup, a delicacy served at many Chinese restaurants and banquet halls, and shark fins are also used in some consumer health products. The cost of shark fin varies depending on where it is purchased, but is typically very expensive and reported to be as high as $600 per pound.

Some noteworthy objections have been raised to the practice of shark finning and the shark fin industry, and there is increasing public awareness for these issues in Canada and globally. The strongest objections are:

- That the common practice of cutting off the fin and returning the shark overboard to die is unnecessarily cruel; and
- That the shark fin harvest plays a significant role in the worldwide decline of shark populations and the endangerment of many shark species.

It is important to note that shark finning has been legally prohibited as a fisheries practice in Canada since 1994. The Department of Fisheries and Oceans Canada has explained to staff that shark fins cannot make up more than 5% of the overall weight of shark onboard a Canadian fishing vessel, and that the fisher is required to retain and market the entire shark harvested.

Therefore the objections related to shark finning mainly pertain to shark fins imported to Canada from countries where the practice of finning is permitted.

3) Specific Shark Fin Legislation in Canada

Federal & Provincial

Various federal and provincial Members of Parliament and Members of Provincial Parliament have expressed their desire to pursue federal and provincial bans against shark fins and/or the importation of shark fins to Canada.
Municipal

Four city councils in Ontario have passed motions for the creation of by-laws to ban the possession, consumption and sale of shark fins in their municipalities: Brantford, Mississauga, Oakville and Toronto. At present these cities are in various phases of transition towards by-law development and implementation.

The by-laws for Oakville and Brantford are considered to be more symbolic as shark fin products are not widely available in these jurisdictions. In Toronto and Mississauga there are restaurants and banquet halls which do offer shark fin soup, so by-law enforcement considerations for these cities will be particularly important. Other GTA cities such as Markham and Richmond Hill have so far opted not to propose or develop by-laws related to shark fin products. Recently, the City of London opted not to pursue a local ban, but instead is requesting that the appropriate federal government department produce a report on the issue.

4) Protection for Shark Species at Risk

International

The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) is an international agreement between 175 national governments, including Canada. The purpose of CITES is to ensure that the international trade does not threaten the survival of wild plants and animals. As a signatory member of CITES, Canada is responsible to designate a “management authority” to administer a licensing system for the import, export and re-export of species covered by the Convention, and a “scientific authority” to advise CITES of the effects of trade on species covered by the Convention. The Canadian Wildlife Service (part of Environment Canada) has been designated to play both of these roles within the Government of Canada.

Presently CITES designates five species of shark as vulnerable or endangered and therefore signatory countries such as Canada are responsible to ensure limits related to import, export and re-export. These five species of shark are: Pointed Sawfish, Great White Shark, Basking Shark, Smalltooth Sawfish (a.k.a. Wide Sawfish), and Whale Shark.

In 2007 Canada also voluntarily developed a National Plan of Action for the Conservation and Management of Sharks (NPOA-Sharks), under the umbrella of the United Nations Food and Agriculture Organization’s (FAO) international plan (IPOA-Sharks).

Other relevant international agreements that Canada has ratified and implemented which relate to the sustainable management of global fisheries resources and the protection of species at risk include the United Nations Convention on the Law of the Sea (1982), the United Nations Fish Stocks Agreement (1995), and the FAO Code of Conduct for Responsible Fisheries.

The most significant implications of the above and other international agreements that Canada has made pertain to the way in which Canada identifies and protects species at risk within the borders of Canada. Shark species seem well protected within Canadian borders with respect to both harvesting practices, and species at risk protection. However being a party to CITES, Canada is responsible for contributing to species protection in other parts of the world through the animal products it permits the importation of.
Federal

The website of the Department of Fisheries and Oceans Canada (DFO) highlights a number of legislative measures enacted by the federal government to manage and maintain the long-term sustainability of shark populations and fisheries, including: Department of Fisheries and Oceans Act (1985), Oceans Act (1996), Fisheries Act (1985), Coastal Fisheries Protection Act (1985), and Species at Risk Act (2002).

The Committee on the Status of Endangered Wildlife in Canada (COSEWIC) is an independent government body that exists to advise Canadians and their governments about the status of Canadian wildlife that are nationally at risk of extinction. Canadian shark species of "special concern" or "endangered" status according to COSEWIC are the Basking Shark, Blue Shark, Bluntnose Sixgill Shark, Porbeagle Shark and White Shark.

The above-mentioned Species at Risk Act (2002) was created to prevent Canadian wildlife from becoming extinct. When COSEWIC determines that a Canadian species is at risk, then the federal cabinet must decide whether to list that species under the Species at Risk Act Registry. COSEWIC status is not the only factor the government considers when deciding whether to list a species, they also hold consultations with affected stakeholders to consider what impact a Registry listing might have on the lives and livelihoods of Canadians. Once a species is listed in the Species at Risk Act Registry, it becomes illegal to kill, capture or harm the species.

Provincial

Since sharks are not indigenous to Ontario, their population status and harvesting methods are not subject to the Ontario Endangered Species Act.

5) Health Concerns Associated with Shark Fin Consumption

Predatory fish, such as sharks, can accumulate elevated levels of mercury through the large quantities of prey they consume over their lifespan. However, these elevated levels of mercury tend to accumulate in the muscle and fatty tissue of sharks, and not in the cartilage (i.e. fin). The Canadian Food Inspection Agency (CFIA) is the responsible agency for inspecting and sampling shark meat imported to Canada. In order to be accepted by CFIA for import and sale, mercury concentrations must be less than 1.0 ppm in the edible portions sampled. In discussion with the CFIA at the time of writing of this report, they indicated that the amount of mercury that would be detectable in shark fin would be considered negligible.

Region of Waterloo Public Health advises residents on how to maximize the health benefits of eating fish while avoiding unsafe levels of exposure to mercury, depending on the species, quantity and frequency eaten. Based on guidance from Health Canada, as well as research by Toronto Public Health, Region of Waterloo Public Health recommends the following as safe limits for the consumption of shark:

<table>
<thead>
<tr>
<th>General Population</th>
<th>Women who are or may become pregnant, or are breastfeeding</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>75 g per week</td>
<td>75 g per month</td>
<td>75 g per month</td>
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</tbody>
</table>
It is important to note that shark fin is considered a delicacy and is only consumed by a small proportion of people in Waterloo Region. Shark fin is very expensive (costing up to $600/lb), it is consumed infrequently (i.e. at special events), it is consumed in small portions (i.e. shredded in soup), and it does not seem to be readily available in Waterloo Region. Based on typical consumption patterns (i.e. infrequent and in small amounts by a small subset of the population), and given CFIA’s import limit of 1.0 ppm for mercury in shark, shark fin product consumption in Waterloo Region is not expected to represent a health risk to residents of Waterloo Region. Public Health would not anticipate a consumption ban for shark fin products to significantly reduce mercury exposure in the region’s population.

There are other fishes such as fresh or frozen tuna, canned white (albacore) tuna, pickerel, etc. which contain comparable levels of mercury to shark and for which Public Health recommends the same consumption limits. These consumption guidelines are published by Public Health: “A Guide to Eating Fish for Women, Children and Families” (Appendix ‘B’).

6) Possible Action Options for Regional Council on the Shark Finning Issue

Option 1: Advocating to the Federal Government

Some municipalities such as Markham, Richmond Hill, and London have not chosen to pass by-laws but have instead requested that the Federal Government investigate and take legislative action. Also based on preliminary investigation, staff does not believe the consumption of shark fin products to be prevalent in the region. For this reason, staff is recommending that Regional Council contact the Federal Government and request that they take action. If Committee agrees to advocate, staff could also assist in making Committee’s position known to the public. Staff could, upon request, provide Councillors with a summary of this report for distribution to community groups/schools and a standard letter that could be used to advocate to appropriate agencies and/or parties with the Federal government.

Option 2: Implementing a By-law

As noted above, four municipalities have chosen to pass by-laws. If Council wishes to pass a by-law, enforcement of the by-law is critical to consider. Municipalities that have passed by-laws are now only in the process of determining how such by-laws are to be enforced. No charges have been laid under any by-law at the time of the writing of this report. In order to obtain a conviction under a by-law, a municipality must prove the essential elements of an offence beyond a reasonable doubt. In this case, the essential element is that the person has possession of shark fin. The collection and testing of evidence will be important if enforcement is to be successful.

Staff has done some preliminary investigation on how such a by-law may be enforced. Basically there are two enforcement regimes: (1) complaint driven, and (2) proactive inspections. Based on information from Public Health, enforcement staff believe there are approximately 280 full menu and food takeout restaurants, 80 supermarkets including Asian grocery stores, 30 “health food” outlets, and an unknown number of banquet facilities that may need to be inspected. In order to inspect these facilities proactively additional resources will be required. In order to visit all these establishments annually, an additional 1 FTE will be required initially at a cost of $90,000. After an initial level of investigation and enforcement, staff can review if the staffing component can be reduced to 0.5 FTE at a cost of $49,000. If Committee wished to proceed instead with a complaint-driven enforcement strategy, staff would recommend the hiring of a 0.5 FTE at a cost of $49,000. This position should be reviewed after one year to determine the level of enforcement required over the long term.
enforcement consideration is the testing of samples taken during an investigation to confirm that the accused had possession of a shark product. There are limited facilities in Canada with the capacity to undertake species identification, and it is uncertain if a sample could be identified as "fin", relative to other cartilage from another part of the shark. The financial expense and time required for this testing would also need to be accounted for to ensure such a by-law would be enforceable.

7) Conclusion

Staff does not believe that passing a by-law in the Region will stop the process of shark finning, significantly reduce the consumption of shark fins or shark fin products, or sustain/improve the management of global shark populations. Staff has also determined that the consumption of shark fins does not represent a public health risk within the Region of Waterloo. Staff is therefore recommending that the Region of Waterloo request that the Federal government review and take decisive legislative action to halt shark finning and endangerment of shark species at risk.

CORPORATE STRATEGIC PLAN:

NIL

FINANCIAL IMPLICATIONS:

Based on the recommendation in this report, no financial implications are anticipated.

If Council decides to pursue the development of a by-law, it is estimated that the cost of implementing and enforcing the by-law would be approximately $49,000 - $90,000 per year. This would need to be 100% funded by regional levy on a permanent basis to Corporate Resources (Council & Administrative Services), as long as the by-law is in effect. If Committee wishes to proceed in this direction a budget issue paper will be required.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Region of Waterloo, Corporate Resources, Legal Services
Region of Waterloo, Corporate Communications

ATTACHMENTS:

Appendix A: Notice of Motion - T. Cowan (October 5, 2011)
Appendix B: “Guide to Eating Fish for Women, Children and Families”; Region of Waterloo Public Health

PREPARED BY: Ashley Raeside, Public Health Planner
Kris Fletcher, Director, Council & Administrative Services
Dr. Hsiu-Li Wang, Associate Medical Officer of Health

APPROVED BY: Dr. Liana Nolan, Commissioner/Medical Officer of Health
Gary Sosnoski, Commissioner, Corporate Resources
Appendix ‘A’

Notice of Motion T. Cowan
(October 5, 2011)

WHEREAS sharks world-wide are being slaughtered at the rate of 75-80 million a year to satisfy the market for shark fin soup and other shark fin products; and

WHEREAS sharks could be extinct in 10-15 years if the slaughter continues throwing the ecosystem of Oceans in to turmoil affecting bio-diversity; and

WHEREAS the practice of “shark finning” is a wasteful and brutal type of fishing that has been banned in Canadian waters since 1994; and

WHEREAS “shark finning” is a cruel practice that is contrary to the good morals of the citizens of Brantford; and

WHEREAS the consumption of shark fins and related food products by humans may cause serious health risks, including mercury and toxic poisoning, and

WHEREAS the City of Brantford, being a small city far from the Oceans, appreciates the important role that sharks play in the ecosystem around the world;

NOW THEREFORE BE IT RESOLVED THAT Staff be directed to prepare a By-law for Council’s consideration to ban the possession, sale and consumption of shark fin and related food products.
Appendix ‘B’
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: December 6, 2011

FILE CODE: D25-40

SUBJECT: DOORS OPEN WATERLOO REGION 2011 - A RECORD ATTENDANCE YEAR

RECOMMENDATION:
For Information

SUMMARY:
The ninth annual Doors Open Waterloo Region (DOWR) was held on Saturday, September 17, 2011, with one special location open for Sunday September 18, 2011, at 38 locations throughout Waterloo Region. Buildings of architectural and/or historical significance – many of which are normally not open to the public – opened their doors, including commercial, public, and private buildings. The popularity of the sites attracted a record number of visits. Over 18,000 site visits were recorded on Saturday, September 17, 2011 and 5,000-6,000 more were recorded at the Stephen Hawking Centre at Perimeter Institute, which was open on Sunday, September 18. Since the first Doors Open Waterloo Region event in 2003, there has been an average of 9,242 visitors annually, which is indicative of the sustained popularity of the event.

The theme for 2011 was Doors Open, Speak Out!, which captures the positive visitor feedback the event receives each year. Visitors were asked to choose a site and use it as inspiration to create related web content such as an online photo album, a post on the Doors Open Facebook page, a video on YouTube or a blog post. Initiatives and activities for the event included a GRT Family Day Pass, posting the sites on Google Maps and coordinating concerts, exhibits, demonstrations, films and lectures, and special children’s activities at the sites. Volunteers contributed approximately 2,600 hours of their time. Their knowledge and enthusiasm helped to ensure that the visitor’s experience at the sites was informative and memorable. A full report from the event coordinators is provided in Attachment 1.

REPORT:
Doors Open Waterloo Region is a local event of Doors Open Ontario, a province-wide initiative of the Ontario Heritage Trust to celebrate community heritage. The aim of Doors Open Waterloo Region is to celebrate the community's architectural and historical past; to facilitate understanding and enjoyment of local architecture and built heritage; and to encourage partnerships between building owners, the business community, the cities and townships, the heritage community, and community volunteers. This free event allows visitors access to properties that are either not usually open to the public, or would normally charge an entrance fee.

The 2011 event had over 18,000 site visits to the 38 participating sites, which makes it the most successful event yet. It is also indicative of the sustained popularity of the event. The number of visits to each participating site is shown in Attachment 2. Site visit totals from past Doors Open Waterloo Region events are shown in the following table:
The event received outstanding media attention, being featured in the local print media as well as on radio and television. Sites were staffed by knowledgeable volunteers with 617 volunteers contributing 2,609 hours of their time. Local heritage organizations participated by setting up displays at various sites.

Following the event, 276 visitor experience surveys, representing 837 people, were collected. Approximately half of the respondents indicated that they had previously attended a Doors Open event while the other half was first time attendees. The event received positive feedback. When asked how they would rate the event, 75% of respondents indicated excellent, 24% indicated good, 1% indicated fair. Participants voiced their appreciation of the event, saying “Very interesting to see this huge building in our neighbourhood”; “An annual tradition! Something we look forward to every year. Please keep it up!”; “Good – informative, well organized. The volunteers are all excellent.” Site coordinators also gave positive feedback of the event stating “Thank you for inviting us to participate in the event…From all reports it was a day enjoyed by all.”

Planning is now underway for the 2012 Doors Open Waterloo Region. The Ontario Heritage Trust publication which lists all Doors Open participating municipalities, and features 10 sites in the Region, will be available in early spring.

Area Municipal Consultation/Coordination

Area Municipal staff is consulted each year concerning the selection of sites. Area Municipalities also promote the event through various channels.

CORPORATE STRATEGIC PLAN:

Doors Open Waterloo Region supports Strategic Objective 2.4, Promote and enhance arts, culture and heritage.

FINANCIAL IMPLICATIONS:

Doors Open is funded by the Region of Waterloo through the Planning, Housing and Community Services Operating Budget and coordinated by Photographic Memory, a Waterloo-based heritage event management company. Media sponsorships are an important contribution to publicizing the event and in-kind contributions by The Record, CTV, the City of Waterloo and the City of Cambridge are gratefully acknowledged. Total funding by the Region in 2011 was approximately $40,000 including $5,600 in paid advertising. Additional in-kind sponsorship by local businesses and media sponsors is estimated at a value of $25,500.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS:

Attachment 1 – Doors Open Waterloo Region 2011 – Final Report
Attachment 2 – Doors Open Waterloo Region 2011 – Site Visits

PREPARED BY: Anne Fitzpatrick, Principal Planner, Strategic Policy Development

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
Attachment #1

DOORS OPEN WATERLOO REGION (DOWR) 2011
Final Report, November 9, 2011
Submitted by: Jane Snyder and Karl Kessler, Photographic Memory

Introduction
The ninth annual Doors Open Waterloo Region (DOWR) was held on Saturday, September 17, 2011, with one special location open on Sunday, September 18, 2011 at thirty-eight locations throughout Waterloo Region. Buildings of architectural and/or historical significance – many of which are normally not open to the public – opened their doors, including commercial, public and private buildings. Admission to all sites was free.

The 2011 theme, Doors Open, Speak Out!, was inspired by the enthusiastic and insightful feedback we receive about Doors Open every year. DOWR fans were asked to choose a 2011 site and use it as inspiration to create related web content such as a photo album on a photo sharing website, a post on our Doors Open Facebook page, a video on YouTube or a blog post.

DOWR 2011 Site Locations (most sites were open 10 a.m. to 5 p.m.)
Note: due to the large geographical area of Waterloo Region, DOWR includes sites in two townships per year. In 2011, sites were located in Wilmot and North Dumfries Townships; sites in Woolwich and Wellesley Townships will be featured during Doors Open Waterloo Region 2012.

Kitchener (all sites Sept. 17): AirBoss Rubber Compounding/Former Dominion Tire (Uniroyal Goodrich) Plant; Ratz-Bechtel Funeral Home and Cremation Centre; Kitchener-Wilmot Hydro Inc.; The Communitech Hub; The Anglican Church of St. John the Evangelist; REEP House for Sustainable Living; Waterloo County Gaol and Governor’s House; Steckle Heritage Farm; Doon Presbyterian Church; Homer Watson House and Gallery; Waterloo Pioneers Memorial Tower

Cambridge (all sites Sept. 17): Cambridge Masonic Temple; Grand View Public School; Col. J. A. McIntosh, DSO, ED Armoury; Central Presbyterian Church; Ferguson Cottage; McDougall Cottage

Waterloo Sept. 17 sites: Doris Lewis Rare Book Room (University of Waterloo library); The Old Post Office (Perimeter Institute); The Clay and Glass, Centre for International Governance Innovation (CIGI); CIGI Campus; Knox Presbyterian Church; Waterloo Regional Police Service North Division; Church of the Holy Saviour; Sorbara, Schumacher, McCann LLP; Waterloo Masjid; The Cedars Worship Centre (Temple Shalom, Westminster United Church). Sept. 18: Stephen Hawking Centre at Perimeter Institute

North Dumfries Township (all sites Sept. 17): Detweiler Meetinghouse; Black Horse Corners Heritage Outbuildings; Ontario Christian Gleaners

Wilmot Township (all sites Sept. 17): Kitchener-Waterloo Gurdwara (Golden Triangle Sikh Association); Herrle’s Country Farm Market; The Carmel of St. Joseph; St. Agatha Roman Catholic Church and Cemetery Chapel; Philipsburg Heritage Walking Tour; Zion Evangelical Lutheran Church

Funding, Sponsorship and Partnerships
Presenting sponsor: The Region of Waterloo
Media sponsorships: The Record, CTV, City of Waterloo, City of Cambridge
Program partners: City of Kitchener, Township of North Dumfries, Township of Wilmot, Ontario Heritage Trust, Doors Open Ontario

Promotional partners included: Kitchener, Waterloo, Cambridge and Region of Waterloo Public Libraries; Region of Waterloo Archives; Waterloo Historical Society; Architectural Conservancy of Ontario; Region of Waterloo Heritage Planning Advisory Committee; Waterloo Regional Heritage Foundation; The Islamic Information Centre

New and Returning Initiatives for DOWR 2011
- DOWR QR codes on all posters, displays, DOWR Map & Guides, ‘Don’t Miss This Site!’ lawn signs
- GRT family day pass available on Sat., Sept. 17 ($5/family: unlimited GRT rides all day)
- Tours organized by other organizations (e.g. Association des Francophones de K-W)
- DOWR Google Map allowed visitors to plan their route to their first site visit, and between sites
- Increased communications through new media, e.g. expanded DOWR website, regular postings on DOWR Facebook page, new DOWR blog, links to DOWR postings on blogs and photo-sharing websites
- DOWR sites and partners (see Funding, Sponsorship and Partnerships, above) promoted DOWR via their staff intranets, posters, advertisements, displays and video monitors, websites, Twitter feeds, blogs, etc.
- For marketing consistency, DOWR Record ads were used in other publications (Waterloo Chronicle, City of Kitchener and Cambridge leisure guides), and also as the template for our event poster; the DOWR CTV spot was used on the City of Kitchener’s projection monitor: “The Cube”
- DOWR partnered with heritage, arts and performance organizations to provide concerts, exhibits, demonstrations, films and lectures, and special children’s activities at selected 2011 sites

DOWR Direction and Staffing
DOWR is guided by arts, architecture, municipal and heritage organizations in Waterloo Region; program coordination is by Jane Snyder and Karl Kessler, with support from Region of Waterloo staff.

DOWR Volunteers
Sites are responsible for recruiting and training their own volunteers, with direction and guidance from DOWR.
In 2011, 617 volunteers contributed 2,609 hours to the DOWR event. Volunteers who provided their names/addresses received a thank-you and an invitation to a Region of Waterloo volunteer appreciation event (December).

Communication between Site Operators/Owners and DOWR
Each site completed a DOWR application form and provided a certificate of insurance ($1 million liability). Each received a Doors Open Ontario flag, a ‘Don’t Miss This Site!’ DOWR lawn sign, and these documents: Information Sheet for Property Owners/Operators, DOWR Emergency Procedures and Emergency Contact List, Volunteer Information Package, Visitor Tracking Sheet, Visitor Survey.

Thirty-two representatives representing twenty-three of the 2011 properties attended the DOWR information meeting on September 1, 2011. Topics included: welcoming and tracking visitors, emergency procedures, visitor surveys, coordinating volunteers, media and promotions for
DOWR. DOWR coordinators contacted sites not represented at the meeting in order to discuss event details.

The following are just a few post-event comments from sites:

*(Doors Open visitors) had a great introduction to REEP House and all of REEP Green Solutions’ programs and services. I look forward to continued success this season.* – Cheryl Evans, REEP House

*Thank you for inviting us to participate in the event. We are grateful for your help and guidance. From all reports it was a day enjoyed by all.* – Sister Patricia, Carmel of St. Joseph

*Thanks to both of you for arranging the event and for the support and information you gave us. We really appreciate your hard work and dedication to Doors Open.* – Angus Sutherland, Doon Presbyterian Church

*We were thrilled with the (visitor) numbers. All in all it was a success!!* – Colleen Fitzpatrick, Centre for International Governance Innovation

**Publicity and Advertising**

**DOWR 2011 Publications and Distribution**

80,000 copies of the four-page DOWR Map & Guide (created by DOWR and *The Record*) were distributed in *The Record* (home delivery and single-copy sales) on Saturday, September 10, 2011; sales racks for single copies featured DOWR “rack talkers” advertisements. 10,000 copies of the Map & Guide were distributed with the DOWR poster to libraries, recreation facilities, museums and tourism offices throughout Waterloo Region from June to September.

**Paid and Sponsored Advertisements**

- *Waterloo Chronicle*: event listing Aug. 31; ads Sept. 7 and 14
- *Waterloo Region Record*: banner ad Sat., Sept. 10 and Sat., Sept. 17; ¼-page ad in Local section, Sat., Sept. 3; ⅛-page ads, *Entertainment* section, Thursdays, Aug. 25 to Sept. 15
- *CTV*: commercial spots running mid-Aug. to Sept. 18
- City of Kitchener Recreation Guide (spring 2011, fall 2011), City of Cambridge Activities Guide (fall 2011)
- Additional DOWR radio and print advertisements placed by CIGI, McDougall Cottage and Perimeter Institute

**Website Development and Content/DOWR e-list**

The DOWR page on the Region of Waterloo website featured 2011 theme information, our sponsors and partners, site listings, links to DOWR-related media articles, lists of past DOWR sites, tourist information, frequently asked questions, volunteer opportunities, and links to external DOWR online resources such as the event Google Map, blog and Facebook page.

Website visitors were invited to join the DOWR "e-list" (now over 250 members) or the DOWR Facebook fan page to receive early notification about sites, the availability of publications (such as the Doors Open Ontario guide and the DOWR Map & Guide) and special DOWR programming. Website visitors were also invited to contribute to the *Doors Open, Speak Out!* theme.
Heritage, Arts, Community Group and Tourism Listings
DOWR news releases, posters and event listings generated listings in:

- Doors Open Ontario catalogue (distributed in The Globe & Mail, March 2011) and Doors Open Ontario marketing/public relations campaign
- E-newsletters, websites and e-mail blasts by Perimeter Institute, CIGI, REEP House, Islamic Information Association
- Association des Francophones de Kitchener-Waterloo newsletter, e-newsletter and e-mail blasts
- KPL Kids’ News and New & Notable (adults) e-newsletters, In Touch publication (Sept.-Nov. 2011)
- E-mail notices to all neighbourhood associations in the cities of Waterloo and Kitchener
- Region of Waterloo Good Morning Public Health e-newsletter, Healthy Communities e-newsletter, City of Waterloo Arts & Culture e-blasts, Sept. 2011
- Waterloo Historical Society: listings in 2010-2011 newsletters, pre- and post-event
- Region of Waterloo: Events & Exhibits article, listing, ads (Jan.-April, May-Aug., Sept.-Dec. 2011)
- Woodside Historic Site: Woodside Chronicler, digital and paper editions (summer and fall, 2011)
- DOWR displays were featured at WPL, KPL (Grace Schmidt Room) and Kitchener City Hall

Public Relations Campaign
Targeted news releases, and 15- and 30-second public service announcements, were sent to TV, radio, online news, and daily and specialty print media in Waterloo Region and southwestern Ontario/GTA.

Publicity and Advertising, Public Relations Campaign, continued

The campaign resulted in the following media coverage (links to online versions of these were posted on the DOWR website following their publication):

**TV personal appearances/interviews/features:** Sept. 15: CTV News at Noon; Sept. 7: Rogers TV Talk Local; Sept. 17 and 24: event coverage on CTV; features on CTV and Rogers TV websites

**Radio personal appearances/interviews/features:** July 18, Sept. 12 and 15: CKWR; PSAs and website content ran two weeks prior to DOWR on CKWR, CHYM FM, 91.5 The Beat, KIX106

The Waterloo Region Record: March 8: Hawking Returning in September; July 29: Thousands Expected at Hawking Wing Opening; July 30: Festival Season Ramps Up; Sept. 3 (Sept. 2 in The Guelph Mercury): Flash from the Past: Cambridge Church Got Its Chime in 1906; Sept. 10: Rapper K’naan to Help Open CIGI Campus; Sept. 12: Old Grand View School in the Spotlight One Last Time; Sept. 13: CIGI Campus Gets Ready for This Weekend’s Open House; Sept. 14: Our Family Histories Tell the Story of Who We Are; Sept. 15 (editorial): CIGI Campus Deserves High Grade; Sept. 15 (DOWR-related article): Jack Frost to Pay an Early Visit; Sept. 17 (Sept. 16 in The Guelph Mercury): Flash from the Past: Seagram Distillery Site Has Seen Many Changes; Sept. 17: Houses of Worship Fling Open their Doors; Sept. 19: Building Tour Opens Doors and Minds; Sept. 19: Boldly Tackling Big Questions: Stephen Hawking Centre Designed to Help Us Unravel the Mysteries of the Universe; Aug. 18-Sept. 17: numerous event listings
The Cambridge Times: Aug. 11: Cambridge Masonic Temple in Doors Open Tour; Aug. 30: Doors Open at Armoury; Sept. 2: Grand View on Doors Open Tour; Sept. 7: Ontario Christian Gleaners on Doors Open Tour; Sept. 14: Doors Open at Central Presbyterian; Sept. 14: Special Screening at Grand View School; Sept. 14: Around Town


The Elmira Independent: Sept. 8: Social Media Contributions Invited for Doors Open Waterloo Region

The Kitchener Post: Sept. 16: Stories Come Out when Doors Open; Exchange Magazine: July 29, Sept. 7: Morning Post; The Toronto Sun: Sept. 10: Open Doors in Ontario; The London Free Press: Sept. 10: Doors Open Roster Packs Host of Choices

Web Postings
In addition to the Doors Open Ontario (www.doorsopenontario.on.ca) and Doors Open Waterloo Region (www.regionofwaterloo.ca/doorsopen) websites, DOWR was listed by the following websites:

- **Travel**: Explore Waterloo Region, Cambridge Tourism, St. Jacobs Tourism, Visitor Country, Attractions Ontario, Festivals and Events Ontario, Ontario Festivals Visited, Direction Ontario (Francophone tourism site and publication), Global Art Exhibitions
- **Municipal and business**: Cities of Cambridge, Waterloo
- **DOWR 2011 sites**: CIGI, Perimeter Institute, University of Waterloo, Homer Watson House, Central Presbyterian Church, Sorbara Law, Westminster United Church, Temple Shalom, REEP House
- **DOWR programming partnerships**: Waterloo Concert Band
- **Media**: The Record, CTV, CHYM/570 Newtalk, 91.5 The Beat, KIX106

Publicity and Advertising, *Web Postings*, continued

- **Family**: Wee Welcome, KW Kids, Mommy-a-go-go, Parent Guide, Toronto 4 Kids, Summer Fun Guide

Visitor Statistics
Over 18,000 individual visits were recorded at DOWR sites on Saturday, September 17, 2011 and 5,000-6,000 more were recorded at the Stephen Hawking Centre at Perimeter Institute on Sunday, September 18. Site visit totals for past DOWR events are 2003: 7,262; 2004: 5,639; 2005: 7,246; 2006: 10,179; 2007: 7,110; 2008: 8,496; 2009: 8,032, 2010: 10,000.
The **DOWR Visitor Survey** was given to all sites, and many sites distributed them to visitors during the event. Doors Open e-list and Facebook members were sent a link to an online version of the survey.

276 surveys representing 837 people were collected by October 14, 2011. The following information and comments are extracted from those surveys:

![Pie chart showing how respondents heard about Doors Open Waterloo Region.](chart.png)

**Why did you decide to participate in Doors Open today?**
- interested in heritage buildings: 29%
- to learn more about Waterloo Region: 23%
- interested in architectural styles: 19%
- always enjoyed this event: 18%
- interested in eco-friendly buildings: 6%
- good way to teach children about local history: 5%

**Where do you live?**
86% of respondents live in Waterloo Region (Cambridge: 9%, Kitchener: 39%, Waterloo: 29%, North Dumfries: 1%, Wilmot: 6%, Wellesley: 2%, Woolwich: 1%); 14% live outside of Waterloo Region in communities distributed across southwestern Ontario and the GTA.

**Visitor Statistics, continued**

**If you traveled to Waterloo Region today, what is the main purpose of your trip?**
- Doors Open Waterloo Region: 71%
- to visit friends/relatives: 15.5%
- personal: 5.5%
- pleasure/vacation: 5.5%
- other: 2%
Other interesting survey information:

- 45% of respondents were first-time Doors Open visitors (of the 53% of repeat Doors Open visitors, 26% had attended 5 past Doors Open events)
- 52% of respondents reported they had visited 2-5 sites; 21% visited 6-10 sites, and 25% visited 1 site
- 84% of the respondents’ parties were adults; 16% of the parties included children
- Of respondents who used the Doors Open Waterloo Region Map & Guide, 92% found it easy to use; some respondents reported using the Google Maps function on the DOWR website, or a GPS
- 75% rated DOWR ‘excellent’, 24% rated DOWR ‘good’, 0.4% rated DOWR ‘fair’ and 0% rated DOWR ‘needs improvement’
Attachment 2

Doors Open Waterloo Region 2011 Participating Sites and Site Visits

Note: due to the large geographical area of Waterloo Region, DOWR includes sites in two townships per year. In 2011, sites were located in Wilmot and North Dumfries Townships. The 2012 event will feature sites in Woolwich and Wellesley Townships.

WATERLOO
Doors Open through the Photographer’s Lens (Doris Lewis Rare Book Room): 65
The Old Post Office: 681
Stephen Hawking Centre at Perimeter Institute (Sunday): between 5-6,000
The Clay and Glass: 830+
CIGI Campus: 2350
The Centre for International Governance Innovation (CIGI): 2138
Knox Presbyterian Church: ~2400
Waterloo Regional Police Service, North Division: 613
Church of the Holy Saviour: 193
Sorbara, Schumacher, McCann LLP: ~1300
Waterloo Masjid: ~700
The Cedars Worship and Community Centre: 113

KITCHENER
AirBoss Rubber Compounding / Former Dominion Tire (Uniroyal Goodrich) Plant: 159 (10 full tours)
Ratz-Bechtel Funeral Home and Cremation Centre: 550+
Kitchener-Wilmot Hydro Inc.: 350
The Communitech Hub: ~300
The Anglican Church of St. John the Evangelist: 143
REEP House for Sustainable Living: 180
Waterloo County Gaol and Governor’s House: 460
Steckle Heritage Farm: 225+
Doon Presbyterian Church: 184
Homer Watson House and Gallery: 182
Waterloo Pioneers Memorial Tower: 400

CAMBRIDGE
Cambridge Masonic Temple: 182
Grand View Public School: 280
Col. J. A. McIntosh, DSO, ED Armoury: 200
Central Presbyterian Church: 396+
Ferguson Cottage: 230
  • McDougall Cottage: 330

NORTH DUMFRIES TOWNSHIP
Detwiler Meetinghouse: 130
Black Horse Corners Heritage Outbuildings: 131
Ontario Christian Gleaners: ~700

WILMOT TOWNSHIP
Kitchener-Waterloo Gurdwara: ~350
Herrle’s Country Farm Market: 258 on field tours
The Carmel of St. Joseph: 357
St. Agatha Roman Catholic Church and Cemetery Chapel: ~200
Philipsburg Heritage Walking Tour: 200+
Zion Evangelical Lutheran Church: ~300
TO: Chair Sean Strickland and Members of the Community Services Committee  
DATE: December 6, 2011  
FILE CODE: L04-20  
SUBJECT: PROPOSED MERGER OF MAKING ROOM COMMUNITY SUPPORT FOR THE HOMELESS AND CAMBRIDGE SHELTER CORPORATION  

RECOMMENDATION:

THAT the Regional Municipality of Waterloo consent to the amalgamation of Making Room Community Support for the Homeless with Cambridge Shelter Corporation, as described in Report CR-RS-11-086/P-11-099;  
AND THAT the Commissioner of Planning, Housing and Community Services and the Chief Financial Officer be authorized to execute such documentation to provide for the assumption and transfer of liabilities from MRCSH to CSC as may be required with the form and content of such documentation to be satisfactory to the Regional Solicitor.

SUMMARY:

This report recommends that the Regional Municipality of Waterloo consent to the request of Making Room Community Support for the Homeless (MRCSH), a non-profit corporation, to amalgamate with Cambridge Shelter Corporation. Consent of the Region of Waterloo is required in accordance with funding agreements entered into between MRCSH and the Region of Waterloo to facilitate the construction of a 20 unit affordable housing facility owned by MRCSH in the City of Cambridge. The proposed amalgamation is for the purpose of streamlining the operation of the affordable housing facility and will yield some cost savings for the non-profit corporation. The amalgamation will not affect the tenants of the facility or interrupt the operation of the facility in any way. Regional staff has been working with both parties and is supportive of this proposal. Consent is required from both the Region of Waterloo and the Province.

REPORT:

In 2004, the Regional Municipality of Waterloo and the Province of Ontario provided capital funding in the amount of $270,000 and $557,000 respectively to MRCSH, a non-profit corporation, to enable it to construct a twenty unit affordable housing and shelter facility at 26 Simcoe Street in the City of Cambridge. The building has been fully occupied since its completion in 2006.  

This funding was advanced in accordance with funding agreements entered into between MRCSH and each of the Region of Waterloo and the Province of Ontario and secured by a mortgage registered on title to the Simcoe Street property (which property is referred to as “The Bridges” within the community). These funding agreements require MRCSH to operate the facility for the purpose intended and prohibit any change of corporate ownership without the express written consent of both the Region of Waterloo and the Province of Ontario.

Since its construction in 2005, oversight of the management of the facility has been provided by an eight member board of volunteer directors. The actual operation of the facility is carried out by staff
employed by a related non-profit corporation, namely Cambridge Shelter Corporation, which also leases space, and provides programs, within the Bridges facility. The Cambridge Shelter Corporation is governed by a separate ten member board of volunteer directors. The membership of the board of directors of both non-profit corporations includes several members who serve on both boards.

Regional staff was advised that the two non-profit corporations intend to amalgamate. The result of the amalgamation will not result in the creation of a new corporation but will have the effect of combining the two corporations under the name of Cambridge Shelter Corporation with the board of the Cambridge Shelter Corporation to assume the responsibilities for, and ownership of, the facility located at 26 Simcoe Street in Cambridge. The amalgamation is intended to take effect before December 31, 2011.

The amalgamation will result in less administrative effort to manage the undertakings of the corporations and will result in some nominal cost savings for the overall undertakings of the new amalgamated corporation. Once the amalgamation is complete, Cambridge Shelter Corporation will assume the responsibility for the continued operation of the facility as per the status quo. The amalgamation will have no effect upon the tenants and users of the facility, nor will it interrupt the programs that are offered at the facility.

In order to facilitate the amalgamation, Cambridge Shelter Corporation would be required to assume the existing obligations of MRCSH under a number of agreements including a forgivable loan agreement with the Region of Waterloo, an existing mortgage in favour of the Region and the Province of Ontario securing the capital funding provided in 2004 and a financial contribution agreement between MRCSH and the Province of Ontario. The Region’s legal staff would prepare these agreements and arrange to have them signed prior to the amalgamation taking effect.

The particulars of the proposed amalgamation have also been provided to the Province of Ontario and the request for consent from the Province is pending as the consent of both the Province and the Region is required.

CORPORATE STRATEGIC PLAN:

The Region’s strategic plan includes an objective to work collaboratively to increase the supply and range of affordable housing and reduce homelessness. The continued stable operation and governance of the Bridges facility is consistent with this objective.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS:

NIL

PREPARED BY: Jeff Schelling, Solicitor (Corporate) Deb Schlichter, Director of Housing

APPROVED BY: Debra Arnold, Regional Solicitor and Director of Legal Services Rob Horne, Commissioner of Planning, Housing and Community Services
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: December 6, 2011

FILE CODE: S04-20

SUBJECT: CHILDREN’S SERVICES DIVISION SERVICE CONTRACT POLICY IMPLEMENTATION & FUTURE RECOMMENDATIONS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo temporarily suspend entry into any new child care purchase of service agreements for the period of January 1, 2012 to June 15, 2012;

AND THAT the Regional Municipality of Waterloo endorse the policy defining participation in Raising the Bar on Quality initiative, as outlined in Report SS-11-051, dated December 6, 2011.

SUMMARY:

This report provides an update on the progress made to date on the implementation of new service contract policies for licensed early learning and child care programs. The policy came into effect in June 2011 and required all licensed early learning and child care programs and special needs resourcing agencies who receive funding from the Region of Waterloo to fully participate in our local quality initiative, enrol children with special needs and children of subsidy eligible families. The report also provides an overview of some of the current challenges being experienced in the licensed early learning and child care sector and provides some recommendations to take a strategic approach to maintaining the current system and preparing for future growth by strengthening policy direction.

REPORT:

1.0 Background

In 2008, Council endorsed a recommendation to amend the service contract policies for all licensed early learning and child care (ELCC) operators. The purpose of the change was to support a quality, inclusive ELCC system as well as ensure a high degree of financial accountability in the use of public funds. The service contract amendments approved in 2009 allowed for a transitional approach to engaging all ELCC operators over a three year period which ended in June 2011. The recommendations approved in SS-09-006 were:

- all new licensed child care programs requesting service contracts participate in ‘Raising the Bar on Quality’ program and provide inclusive child care settings for the enrollment of children with special needs;
- all licensed child care programs with current service contracts were required to begin participation in the ‘Raising the Bar on Quality’ program and the provision of inclusive child care settings for the enrollment of children with special needs by June 2011;
- all Special Needs Resourcing Agencies with service contracts begin participation in the ‘Raising the Bar on Quality’ program by June 2011;
• service contracts between the Regional Municipality of Waterloo and child care service providers be amended to include funding schedules for annual budgets, fee subsidy rates, wage subsidy allocations and funding for special needs resourcing agencies;
• staff develop a funding model for all licensed child care programs and special needs agencies with service contracts that will increase financial accountability across the child care system.

The intent of these policy changes was to develop system wide policies and practice that supports a quality, accessible child care system characterized by a high degree of accountability and transparency in the use of public funds. Since 2009 significant progress has been made in engaging licensed ELCC operators to meet the new requirements on a voluntary basis.

2.0 Current Picture

The Region’s ELCC system is comprised of 122 public, non-profit and for-profit child care centres, 4 licensed home child care agencies and 7 Special Needs Resourcing agencies. In 2009 there were 40 programs who did not meet one or more of the new service contract requirements. Over the past three years, staff have worked collaboratively with these programs.

Staff are pleased to report that as of December 7, 2011, all operators are now in compliance with the requirements. This report provides an update on each of the components and outlines a plan to support the continued development of a high quality, early learning and child care system that is accessible, affordable and accountable. The Provincial Early Learning framework is creating significant change in the licensed early learning and child care sector. The Early Learning framework as it is phased in creates challenges for our licensed operators such as; enrolment and age focus. More significantly the transfer of Child Care funding to the Provincial Ministry of Education places licensed Early Learning and Child Care as a key element in a continuum of early learning experiences for children from birth to twelve years of age.

The Early Learning framework places responsibility for licensed early learning and care for children under the age of 3.8 with the CMSM as the system manager for child care as well as transferring responsibility for 4-12 year olds to local Boards of Education. In September 2012 the full impact of full day kindergarten and extended day will be more fully experienced when 49% of all schools in Waterloo Region begin to offer this service. To support the current operators during a period of tremendous change, staff are recommending a cautious approach to sustain the current spaces and to begin to develop a more robust strategy that supports future growth in a planned way that will align with the current policy direction. That is to support the development and availability of a high quality, accessible, accountable licensed early learning and child care system for children in Waterloo Region.

3.0 Financial Accountability

As the consolidated municipal service manager, Children’s Service has responsibility for administration of funding for the ELCC system. There are several different types of funding available to ELCC programs.

• Wage subsidy – used to improve wages of early childhood educators
• Fee subsidy – payment of child care costs on behalf of subsidy eligible families to ELCC programs
• One time funding – (when available) funds to support renovations to meet health and safety standards, start up costs or minor capital renovations
Under previous practice ELCC programs could have separate contracts for each of these funding areas. For example an ELCC program in the past may not have had a purchase of service agreement to enrol children of subsidy eligible families but still had an agreement to receive wage subsidy funding. In 2009 Committee directed staff to implement a policy that required all licensed operators receiving funding from the Region of Waterloo to enter into a purchase of service agreements to ensure that all children have access to quality, licensed early learning and child care programs. Purchase of service agreements allow the Region of Waterloo to place subsidy eligible children in a licensed early learning and child care program of their choice. As of December 6, 2011 all licensed early learning and child care programs now have a purchase of service agreement in place.

To ensure changes to funding policies maintain and build upon financial integrity and best practice, staff revised the annual budget submission process for ELCC programs in 2009. These changes included consolidation of service contracts into one document, clearer identification of reporting requirements and fiscal accountability. Service contracts were also amended to allow for standing continuation for a period of five years. Changes to the agreement are now issued as an amendment to the original contract thereby reducing the paperwork and mailing costs each year.

In 2010, with the assistance of internal audit staff, a format for financial integrity reviews was developed. ELCC programs are randomly selected each year for a financial integrity review to ensure all funding is being used for the intended purposes. In 2010 one review was completed with a multisite operator. In 2011 two financial audits were completed, one with a multisite operator and one with a single site operator. All of the reviews yielded positive results and identified practices that required some follow up. In one case an overpayment in the use of wage subsidy funding was determined and is currently being recovered. As a result of the reviews, several practices were initiated to ensure all operators had a good understanding of the application of some of the complicated funding formulas. This included annual training sessions for operators on the use of wage subsidy as well as fee subsidy and one to one sessions as needed. Staff will continue to complete reviews with selected operators on an annual basis.

3.1 Financial Accountability - Next Steps

Service contracts will need to be revised in 2012 to reflect the transfer of child care funding to the Provincial Ministry of Education and to ensure operators are aware of their duty to report information to both the Region of Waterloo as well as the Ministry of Education.

As of January 2012 the licensing and compliance unit for child care will be officially transferred to the Early Learning and Care Branch of the Ministry of Education. This marks the final component in the transfer from the Ministry of Children and Youth Services. Staff anticipate that this transfer will require additional changes to the service contracts and changes to policy direction. Staff are waiting to receive further direction from MEDU before finalizing a new version of the service contract. Changes to the current contract will be brought to Regional Council for approval.

In view of the above, our licensed early learning and child care sector faces challenges related to financial viability as full day kindergarten and extended day becomes the responsibility of local boards of education. The licensed ELCC community is feeling the financial impact of this transitional change as well as the potential for changing Provincial direction. Staff are recommending time to focus on sustainability and repositioning of the current system before supporting any future growth during this period of significant change.
4.0 Accountability - Quality Assurance

To address quality in the delivery of licensed early learning and child care services staff have supported the development of Raising the Bar on Quality program since 2003. Raising the Bar (RTB) is based on a peer accreditation model. Each program completes a variety of activities within their organization that are required benchmarks to achieve accreditation, the program provided documentation of these activities and requirements which is reviewed by a panel of peers. The role of the peer review panel is to confirm if the program has provided proof of meeting the established criteria. The RTB criteria focuses on three areas or bars: Quality Monitoring, Best Practice and Professional Development. Within each of these categories programs can achieve bronze, silver or gold standing.

In 2009, staff were directed by council in report SS-09-006 to begin a process that required all licensed programs and special needs agencies to participate in quality initiatives, (RTB) by 2011 as a condition of funding. As table one shows below the participation rates in RTB have been steadily increasing since 2003 and staff are pleased to report that for 2011/2012, 100% of all licensed programs and special needs resourcing agencies are participating in RTB.

The RTB program has had a positive impact on the early childhood education profession and the quality of services and programs for young children and their families in this Region. Annual evaluations indicate a strong connection between program participation and increased staff attendance at professional development, one of the elements supporting quality. RTB has brought the child care community together, attending monthly networking meetings, creating mentorship programs, sharing resources and best practices that benefit quality.

Table 1 below outlines the participation rates in RTB. Year 7 was just completed in May 2011. A summary report of year seven will be distributed for Committee’s review today. 100% of all programs have registered to participate for year eight.

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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<tr>
<td>50%</td>
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<td>64%</td>
<td>67%</td>
<td>83%</td>
<td>89%</td>
<td>100%</td>
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* represents the current number of programs registered for year 8.

4.1 Next Steps – Accountability Quality Assurance

RTB was originally designed to allow for the expansion or increase of standards over time. The current standards of practice focus primarily on supporting safe and healthy environments for children. The Region of Waterloo is one of 14 areas in the Province using RTB as their quality initiative. With full participation and demonstrated readiness to increase standards, staff will be working with our licensed early learning and child care operators to increase requirements for 2012/2013.

Staff have worked in consultation with the ELCC Advisory Committee on the development of policy which clearly defines expectations on participation in RTB. The policy requires operators to participate each year and to work towards increasing their standards in the three categories. A copy of the policy previously approved by Council is attached as Appendix A.

5.0 Accessible Early Learning and Child Care Settings

Children’s Services staff and local agencies that support children with special needs have worked together to support an inclusive child care system. The Child Care Special Needs Resourcing Partnership (CCSNRP) provides services and supports to children attending ELCC programs. The partnership was developed in 2002 and includes seven agencies with a common vision “All children and their families can participate in quality inclusive child care.”
Special needs services and supports include:
- education and training for child care staff and parents
- consultation and mentoring by a visiting resource consultant or other specialized profession
- additional classroom support for children with complex needs
- developmental assessments to support planning in the child care program

The partnership began development of a single point of access to services and supports in 2003. Child care centres, parents with children attending child care and other service providers can call the Special Needs Access Point (SNAP) telephone line and initiate a process that will provide support to the child, the family and the child care setting. The development of SNAP has provided easy access for ELCC programs wishing to obtain support for children with special needs in their programs. Most ELCC programs access the services of the CCSNRP. Over the past three years programs who have not used these services have had contact from Children’s Services staff as well as the SNAP coordinator to ensure they are familiar with the services available. All programs have expressed an interest in providing an inclusive setting.

Table 2 provides an overview of the number of referrals to SNAP over the past 7 years.

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<thead>
<tr>
<th>Year</th>
<th>2004</th>
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<tr>
<td></td>
<td>432</td>
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<td>584</td>
<td>634</td>
<td>586</td>
<td>645</td>
<td>729</td>
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Referrals to SNAP are monitored and programs who are not requesting services receive contact on an ongoing basis to ensure they are accessing supports needed to include children in their programs. In 2010 all ELCC programs indicated they enroll children with special needs in their programs. A review of the 2010 referrals to SNAP indicated six programs did not request any additional support services in their program. It is important to note that referrals to SNAP may not be the sole indicator of whether a program is enrolling children with special needs.

6.0 Final Summary - Enhanced Policy Framework

Establishing access to licensed early learning and child care is a crucial first step in establishing a service system that is accessible to all children who need it. However further enhancement of policies and procedures to support greater accountability in the use of public funds is an important next step. Since becoming the consolidated municipal service manager in 2005 staff have worked to develop standards of practice and policy. In 2012 staff will work on the development of the second phase of policy which will establish clearer practice with regards to: contract termination for failure to meet requirements, appeal processes, benchmarks for new operators and financial reporting. Upon completion, this policy work will be brought to Regional Council for approval.

Many of the current practices are based solely on Provincial guidelines issued when the responsibility for financial accountability was transferred to the municipality. In light of the recent transfer of responsibility for early learning and child care under the Ministry of Education and potential for changing policy directions, staff are recommending a temporary halt on entering into an new purchase of service agreements for the period of January 1, 2012 to June 30, 2012. This will allow time for a more robust review of standards of practice with other municipalities and develop more detailed requirements prior to entering any new purchase of service agreement or providing operating funding. Staff also require some time to support the current licensed child care operators through the significant changes with the transition of four and five year olds from their programs to full day kindergarten. The 2011 Transitional Plan outlines
several strategies that have been implemented to support current operators with financial costs associated with converting to younger age populations and outlining best practice for younger age populations of children.

The full impact of full day kindergarten and before and after school care on ELCC operators will be significant as the final phases are implemented over the next three years. As the ELCC emerges from this change it will be important to ensure that the policies and practices to guide stabilization and growth of the ELCC sector are evidenced based. Over the next year, staff recommend a strategic approach to growth management and sustainability of the current licensed early learning and child care system. A review of the current policies and practices will be conducted in consultation with the ELCC community and other municipalities. The goal would be to develop robust policies and guidelines to ensure the development and delivery of services for young children that incorporates principles of quality, inclusive and accountable ELCC programs for the children of Waterloo Region.

CORPORATE STRATEGIC PLAN:

This report supports the Region’s Strategic Focus Area 4; Healthy and Inclusive Communities: 4.6 Collaborate with the community to support the development of services for children.

FINANCIAL IMPLICATIONS:

The cost associated with policy development can be achieved within the current Children’s Services operating budget. Funding provided to ELCC programs is funded from within this total budget allocation.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The continued implementation of the policies requires the assistance of Legal Services and Finance staff.

ATTACHMENTS

Appendix A: Children’s Services Quality Initiatives Policy

PREPARED BY:  Nancy Dickieson, Director, Children’s Services

APPROVED BY:  Michael Schuster, Commissioner, Social Services
### Children’s Services Quality Initiatives Policy

<table>
<thead>
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<th>Section</th>
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<td>RTB</td>
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**Policy**

Participation Requirements in Raising the Bar on Quality

**Applies To**

Licensed Early Learning Child Care Programs and Special Needs Resourcing Agencies.

**Guidelines**

Refer to Operational Guidelines for Implementation Details. (document #1063967)

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**Policy:** All licensed early learning child care operators and special needs resourcing agencies are required to fully participate in quality assurance programs as a condition of funding from The Regional Municipality of Waterloo.

**Policy Intent:** To provide all children attending licensed child care with a quality, inclusive early learning and child care environment through the operator’s meaningful participation in Raising the Bar on Quality.

**Participation in Quality Assurance is defined as:**

1. **Completion of the annual Raising The Bar on Quality reporting requirements;**

2. **Collaboration with early learning child care partners through participation in child care forums and meetings; and**

3. **Continuous quality improvements as demonstrated through progressive outcomes along the Raising the Bar on Quality continuum.**

**Failure to meet participation requirements as defined above and detailed in the operational guidelines could result in the:**

- Termination of the Service Contract which will result in loss of:

  - Fee subsidy funding;
  - Wage subsidy funding;
  - One-time funding;
  - RTB web site listings; and
  - Quality initiative support and mentoring.

**LEGISLATIVE REFERENCES TO COUNCIL REPORTS:** SS-09-006 and SS-11-051
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: December 6, 2011

FILE CODE: S14-40

SUBJECT: OPPORTUNITIES WATERLOO REGION ASSESSMENT

RECOMMENDATION:

THAT the Regional Municipality of Waterloo receive the report “Opportunities Waterloo Region Assessment” and refer Report SS-11-050, dated December 6, 2011 to the budget process for consideration.

SUMMARY:

At the Public Input meeting of February 2, 2011, Opportunities Waterloo Region (OWR) requested the Region approve an operating grant of $110,000 per year for five years, for a total of $550,000. OWR is a community-based, registered charitable organization that facilitates and implements multi-sector collaborative solutions to prevent and reduce poverty in Waterloo Region. This report provides a background of OWR, highlights the organization’s accomplishments to date, and includes a brief assessment of the organization. Four potential options for funding are presented.

REPORT:

1. INTRODUCTION

OWR is a community-based, registered charitable organization that facilitates and implements multi-sector collaborative solutions to prevent and reduce poverty in Waterloo Region. OWR has assembled a broad network of local partners, including non-profit organizations and businesses, four levels of government (federal, provincial, regional, local) and a working group of low income residents.

At the Public Input meeting of February 2, 2011, Opportunities Waterloo Region (OWR) requested the Region approve an operating grant of $110,000 per year for five years, for a total of $550,000. OWR was granted one-time funding of $110,000 for 2011.

Staff were requested to prepare a report providing information to Council to assess OWR’s request for the remaining funds as part of the 2012 budget process. The report provides an overview on poverty and poverty reduction strategies and presents a background of OWR and the organization’s accomplishments to date. It also includes a brief assessment of OWR and provides four potential options for funding.
2. BACKGROUND

Poverty is a complex social issue that involves an intricate combination of economic, social, psychological, health, and political factors. Many measures of poverty focus on economic indicators such as low income and scarcity. OWR defines poverty as occurring when “…individuals and families lack financial and other resources needed to achieve a sustainable standard of living. That standard allows for all needs to be met while maintaining dignity, safety, well-being and participation in the life of the community”.

In 2006, 10% of individuals (48,000 residents) and 11% of families in Waterloo Region lived in low income (Region of Waterloo Public Health, 2010). Although poverty is seen in many subgroups of the general population, it is disproportionately affects children, single parents, persons with disabilities, Aboriginal peoples, and new immigrants. People living in low-income households are more likely to experience food insecurity, with 48% of those in the lowest income category being food insecure (Region of Waterloo Public Health, 2008). Although poverty rates decreased between 1996 and 2006, it is estimated that the recent economic climate and changes in employment have lead to increased poverty rates in Waterloo Region (Region of Waterloo, 2010). Planning and action are required to reduce poverty locally and prevent poverty in those who are at risk. Reducing the prevalence of poverty will lead to a better quality of life for individuals and families currently experiencing poverty, as well as positive financial benefits for the community as a whole.

The previous Community Service Committee report (SS-10-033) report details the extensive role that the Region plays in poverty reduction locally. The Region is involved in a range of activities that focus on poverty reduction including the direct provision of programs/services, strategic initiatives, funding, and advocating for policy and systems-level change. Fifty-nine programs, services, and strategic initiatives were found to be delivered and/or funded by the Region with a focus on poverty reduction. Approximately one third of the programs and services were funded entirely (100%) by the Region such as the Waterloo Region Peer Program, the Community Housing Access Centre, and Community Outreach Program. The Region is also heavily involved in the community, and works with many external stakeholders in their efforts towards reducing poverty at the community level.

One such stakeholder is OWR. OWR’s main role is as a community support organization providing opportunities for the community to generate ideas and take action. Rather than providing direct service, OWR acts as a regional convener to facilitate the efforts necessary to develop and implement community-owned projects and initiatives. This involves facilitating and maintaining stakeholder engagement, encouraging collaboration and involvement, communicating to project partners and the larger community, writing/supporting the development of funding proposals, and supporting stakeholders to take on a leadership role. According to OWR, they are “…the only neutral, regional organization that focuses exclusively on collaborative poverty prevention and reduction strategies and focuses on root causes”.

OWR accomplishments in 2011 include:
- **Free Tax Clinics**: Implementing and evaluating a pilot project to coordinate free tax clinics across Waterloo Region. Outcomes include increased awareness of the potential benefits of filling out a tax return, and improved the availability and increased capacity of free tax clinics. Thirty host organizations provided at least 150 free tax clinics.
- **Community Gardens**: OWR has continued its work as the administrative lead with the Diggables Community Collaborative. This has included overseeing project development and budget, managing staff, and reporting to funders. It is estimated that the project has increased access to affordable, fresh food and reduce food costs for 178 households in 2011-2012.
- **Awareness of Low Income Voices (ALIV(e))**: ALIV(e) is a collaborative group of individuals dedicated to bringing an active and positive voice to individuals and families who are experiencing poverty in the Waterloo Region. As a co-founder, OWR has continued to support ALIV(e) through organizing and facilitating meetings, encouraging discussions, coaching
presentations, and providing transportation and administrative support to the group. Since the beginning of the initiative 30 individuals with lived experience of poverty have contribute to ALIV(e) and the group has continued to raise their profile in the community.

- **Access to Recreation for all Youth (ARAY):** ARAY is an umbrella name for a number of different projects related to access to recreation for youth in Waterloo Region. OWR has continued to support ARAY through facilitating a planning committee that met to develop the next steps for ARAY. ARAY has increased access to recreation for 490 youth, impacting health and learning and social and personal assets.

- **Waterloo Region Votes:** Is a network of socially-minded organizations and individuals working to increase voter turnout, especially among people who live with low incomes or face other barriers to inclusion. OWR developed and hosts the website for the initiative, which is a central source of information to support civic participation. In the recent 2011 Provincial and Federal elections the website had over 9,000 visitors.

- **Social Media:** OWR uses social media (e.g., e-Newsletter, Twitter, Facebook) to engage new and existing contacts and partners, and help it fulfill its mandate to educate and increase awareness of poverty issues and solutions.

- **Community Conversations Series:** OWR hosted its ninth season of Community Conversations to engage community, increase awareness of poverty-related issues and solutions. Over 274 individuals attended in 2010-2011. The most recent conversation was on the Social Assistance Review and provided the Provincial Advisory Commission with feedback.

OWR and the Region have a long-standing relationship. From 2001 to 2010, the Region of Waterloo provided $998,100 in direct funding to OWR. Regional Council approved $110,000 grant as part of the 2011 budget process and an additional $10,000 was provided for the Free Tax Clinics. Since 2004, the agency’s offices have been located at 235 King Street East. The cost of this space has been absorbed by the Region since September 2008. In 2011, the cost of this space is estimated to be $14,000. In prior years, there has been intermittent relief of rental costs to the agency.

The relationship between OWR and the Region extends beyond funding. Staff from Public Health and Social Services have partnered with and supported the poverty prevention and reduction work of OWR since its inception. Staff also previously sat as members of OWR’s Leadership Roundtable. The Region and OWR have participated in a number of joint initiatives and resolutions together including Living Wage, Waterloo Region Healthy Communities Project, Diggable Communities Collaborative, and Social Purchasing Portal.

### 3. ASSESSMENT

As part of the information request from Council, staff conducted an assessment of OWR using a framework developed by the Ontario Trillium Foundation (OTF). The framework assesses organizational capacity which is the capabilities, knowledge and resources that an organization requires to perform effectively, maximize impact, and achieve its mission. Organizational capacity has received increased attention from funders and grantmakers as it has been closely linked with an organization’s ability to leverage funding, achieve sustainability and do work that has impact.

The OTF model of organizational capacity is comprised of four interrelated pillars. Each pillar encapsulates a different aspect of organizational capacity. Two pillars are focused on community context (Relevance and Responsiveness) and two pillars on organizational context (Effectiveness and Resilience).

### 4. FINDINGS

**Relevance:** OWR is currently involved in a number of initiatives/projects that are relevant to community needs and realities in Waterloo Region. OWR works to increase awareness of poverty-related issues and employs a systems-level approach to poverty prevention and reduction. OWR
has responded to community needs by coordinating the Free Tax Clinics and hosting a Community Conversation to provide feedback to the Social Assistance Review. Currently, most community needs are determined by OWR through informal means, such as conversations with partners and collaborators. A more strategic or research-based approach to understanding community need may help increase OWR relevance and strengthen the impact of their work. OWR's continued partnership with the Centre for Community Research, Learning & Action (CCRLA) at Wilfrid Laurier University is a promising venue for such input.

Responsiveness: One of OWR's strengths is its ability to create and maintain partnerships with the community. In 2010, OWR reported working with 57 partners and 103 contributors across nonprofit, business, government, faith, and education sectors. Collaboration has been demonstrated through initiatives such as ALIV(e), ARAY and Diggable Communities and with OWR's work with CCRLA. OWR spends a considerable amount of time and resources on building and maintaining relationships, as they are the main conduit for their work. The benefits of these partnerships have included new projects and initiatives and increased awareness of OWR and groups such as ALIV(e).

Effectiveness: OWR is currently experiencing a period of flux in regard to staffing, leadership and governance. In 2010, the Leadership Roundtable was disbanded. Another mechanism for community strategic input has not been put in place. The Board of Directors is currently working to strengthen their capacity to provide leadership and visibility to the organization. The number of full-time staff fluctuated from six in September 2008 to two in November 2011. This meant that staff focused on maintaining existing partnerships and supporting the wide variety of initiatives that OWR supports. Lowered staffing levels detracted from OWR’s ability to engage in activities that would help increase the sustainability of the organization, such as pursuing additional funding, strategic planning or increasing the capacity of the Board of Directors. The organization is now making an effort to “narrow the focus” of their work, take on fewer new projects and focus on projects that require fewer resources.

Resilience: This is the pillar in which OWR has experienced its greatest challenges. While the organization has demonstrated a degree of adaptivity in terms of narrowing its focus, OWR continues to demonstrate challenges with regard to financial vibrancy. In the current financial climate, financial vibrancy is a problem for many non-profit organizations. OWR has experienced a decline in revenue between 2010 and 2011. Donations in particular decreased by 80% to $2,150 in 2011. Despite the downturn in the economy, this is a small amount of fundraising for a non-profit organization. While OWR has been successful in obtaining grants from the Ontario Trillium Foundation, Vibrant Communities, and the United Way, OWR has not found a long-term funder other than the Region of Waterloo. With smaller grants obtained on behalf of community groups/initiatives, OWR is not always drawing administrative funding, losing out on a potential source of revenue for the organization. While this is a matter of integrity for the organization, it does impact sustainability, with the organization not being financially compensated for work it is undertaking.

Another area of challenge is related to strategic thinking. OWR has identified the need for an organizational review to answer the question “to be or not to be”. This question was first raised by Paul Born, former Executive Director of OP2000 when OP2000 made the decision to shift from an initiative to an organization in 2004. It is unclear, then and now, whether community will or energy exists to take on larger scale poverty reduction projects and what OWR’s role in those projects would be. In addition to their workplan, a formal strategic plan would help OWR delineate a clear sense of direction and connect its values to concrete actions.
7. CONCLUSION

OWR has been working to address poverty in Waterloo Region for the past seven years. This is valuable and challenging work, especially given the current economic climate and shift in poverty rates in Waterloo Region.

In its lifespan as an organization OWR has faced some considerable challenges. It is widely acknowledged that funding problems and inconsistent staffing/leadership pose a threat to an organization’s sustainability over the long-term. However, funding alone does not make an organization sustainable. In order to achieve sustainability, organizations need to address their capacity and any potential underlying issues. In the case of OWR, these issues include leadership and governance, financial vibrancy, and strategic thinking.

As a funder of non-profit organizations, the Region has a role to promote organizational capacity and ensure that the organizations it funds perform effectively, maximize impact, and achieve their mission. If funding is continued for OWR, a framework for outcome reporting should be put in place to help OWR address some of the issues related to their organizational capacity. Additionally, OWR may want to consider working with a professional evaluator or management support organization to increase its effectiveness.

6. OPTIONS FOR FUNDING

Staff has developed four potential funding options in regard to OWR’s request. The options and potential impacts are reviewed below.

**Option 1 – Full Funding Model.** Provide 100% of the operating grant for a total of $440,000 over four years. This option provides some financial stability but does not guarantee sustainability over the long-term. A framework for outcome reporting should be put in place to help OWR address some of the issues related to their organizational capacity.

**Option 2 – Partial Funding Model.** Provide 50% of the operating grant for a total of $220,000 over four years. This option would require OWR to pursue additional avenues of core funding and may impact the sustainability of the organization.

**Option 3 – Fund Specific Initiatives.** Provide one-time funding in 2012 for specific initiatives such as ALIV(e) ($75,000) and Free Tax Clinics ($10,000) for a total of $85,000. This option would ensure that OWR’s key initiatives would continue, but would likely mean a greater narrowing of focus for the organization or the transformation of the organization in to a convening position. Other avenues for core funding would have to be pursued. The organization would then have to be specific regarding what the Region funds each year.

**Option 4 – No Funding.** Provide 0% of the operating grant. This option would have impacts for the sustainability of the organization.

**Office Space** – The Region could continue to provide free office space valued at $14,000 in 2011 for each of the four funding options.

**CORPORATE STRATEGIC PLAN:**

This report relates to the Corporate Strategic Plan Focus Area Four: Healthy and Inclusive Communities, Objective 4.1.2: Continue to collaborate with community partners in broad based efforts to reduce poverty.
FINANCIAL IMPLICATIONS:

OWR had requested a total grant of $550,000 over five years ($110,000 per year for 2011 to 2015). Staff recommend referring this report to the 2012 budget process for consideration. Should the Budget Committee decide to provide funding to OWR, a funding source would have to be identified.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS

NIL

PREPARED BY:  Tyla Fullerton, Social Planning Associate  
  Lynn Randall, Director, Social Planning, Policy and Program Administration

APPROVED BY:  Michael Schuster, Commissioner, Social Services
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: December 6, 2011

FILE CODE: S15-80

SUBJECT: CHILDREN’S SERVICES REQUEST FOR APPROVAL TO ENTER INTO FEE SUBSIDY SERVICE AGREEMENTS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into a Fee Subsidy Service Agreement effective December 1, 2011 with Messiah Lakeshore Cooperative Nursery School Incorporated, located at 315 Northlake Drive, Waterloo, ON; N2V 1W5;

AND THAT the Regional Municipality of Waterloo enter into a Fee Subsidy Service Agreement effective December 1, 2011 with Moppet Parent Participating Preschool located at 171 Frederick Street, Kitchener, ON; N2H 2M6;

AND THAT the Regional Municipality of Waterloo enter into a Fee Subsidy Service Agreement effective December 1, 2011 with the University of Waterloo Early Childhood Education Centre, located at 200 University Avenue West, Waterloo ON N2L 3G1;

AND FURTHER THAT the Regional Municipality of Waterloo enter into a Fee Subsidy Service Agreement effective December 1, 2011 with Elmira Community Nursery School Incorporated located at 22 Mockingbird Drive, Elmira ON; N3B 1H4 as outlined in report SS-11-052, dated December 6, 2011.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Hours of Care</th>
<th>Per Diem Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Messiah Lakeshore Cooperative Nursery School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toddler</td>
<td>Less than 4</td>
<td>$34.50</td>
</tr>
<tr>
<td>Preschool</td>
<td>Less than 4</td>
<td>$22.25</td>
</tr>
<tr>
<td>Moppet Parent Participating Preschool</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preschool</td>
<td>Less than 4</td>
<td>$20.00</td>
</tr>
<tr>
<td>University of Waterloo ECE Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preschool</td>
<td>Less than 4</td>
<td>$20.20</td>
</tr>
<tr>
<td>Elmira Community Nursery School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toddler</td>
<td>Less than 4</td>
<td>$18.00</td>
</tr>
<tr>
<td>Preschool</td>
<td>Less than 4</td>
<td>$13.00</td>
</tr>
</tbody>
</table>

SUMMARY:

NIL
REPORT:

The Region currently purchases subsidized child care spaces from 122 licensed early learning and child care programs. As identified in the Child Care Service Plan, and the current Funding Policy, staff continue to work toward establishing agreements with all licensed child care programs in the Region to support choice for subsidy eligible families with a wide range of requirements including special needs placements. Staff are recommending entering into a purchase of service agreement with the following operators who meet all criteria for purchase of service agreements.

Messiah Lakeshore Cooperative Nursery School opened their program located at 315 Northlake Drive, Waterloo in 1978. Messiah Lakeshore Cooperative is licensed for 15 toddlers and 24 preschool children. This program operates 10 months of the year and offers a half-day early learning experience.

Moppet Parent Participating Preschool opened their program located at 171 Frederick Street, Kitchener in the basement of Suddaby Public School in 1978. Moppet Parent Participating Preschool is licensed for 18 preschool children. They operate 10 months of the year and offer a half-day early learning program.

University of Waterloo Early Childhood Education Centre opened their child care lab school located at 200 University Avenue West, Waterloo in 1974. The Centre is licensed for 24 preschool children. They operate 10 months of the year and offer a half-day early learning program.

Elmira Community Nursery School opened their program located at 22 Mockingbird Drive, Elmira in 1976. Elmira Community Nursery School is licensed for 10 toddlers and 15 preschool children. They operate 10 months of the year and offer a half-day learning program. This program rents space at the Region’s directly operated Elmira Children’s Centre.

CORPORATE STRATEGIC PLAN:

This report supports the Region’s Strategic Focus Area 4: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities; and Focus Area 4.6: Collaborate with the community to support the development of services for children.

FINANCIAL IMPLICATIONS:

The new agreements and rates will be funded from within Children’s Services Division’s 2011 budget allocation for fee subsidy.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The implementation of Fee Subsidy Agreements requires the assistance of Financial and Legal Services staff.

ATTACHMENTS

NIL

PREPARED BY: Candace Goudy, Manager, Children’s Services Administration
             Nancy Dickieson, Director, Children’s Services

APPROVED BY: Michael Schuster, Commissioner, Social Services
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: December 6, 2011

SUBJECT: PROVINCIAL ONE TIME FUNDING FOR CHILDREN’S SERVICES BUDGET

RECOMMENDATION:

THAT the Regional Municipality of Waterloo increase the 2011 Children’s Services budget by $127,673 gross and $0 net.

SUMMARY:

NIL

REPORT:

The attached correspondence from the Province indicates approval of up to $127,673 in one time funding for the 2011 budget year for Children’s Services. This funding was provided to Consolidated Municipal Service Managers to address local child care system pressures. The funding could be used to address child care fee subsidy or one time health and safety requests from licensed child care operators. In consultation with the Children’s Services, Early Learning and Care Advisory Committee consensus was reached to dedicate all of the funding to address pressures in the child care fee subsidy program. This funding will allow an additional 225 children to be placed from the fee subsidy waiting list prior to December 31, 2011.

CORPORATE STRATEGIC PLAN:

This report supports the Region’s Strategic Focus Area, Human Services: (to) Promote quality of life and create opportunities for residents to develop to their full potential by investing in the development and expansion of quality child care services.

FINANCIAL IMPLICATIONS:

The one time funding allocation of $127,673 is 100% Provincial funding which must be expended by December 31, 2011.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The assistance of Finance staff to monitor and track expenditures is required.

ATTACHMENTS:

Memorandum from Ministry of Education, November 15, 2011

PREPARED BY: Nancy Dickieson, Director, Children’s Services

APPROVED BY: Michael Schuster, Commissioner, Social Services
MEMORANDUM TO: Nancy Dickieson  
Director, Children’s Services  
Regional Municipality of Waterloo  

Candace Goudy  
Manager, Children’s Services  
Regional Municipality of Waterloo  

FROM: Pam Musson  
Director, Early Learning and Child Care Implementation Branch  
Early Learning Division  
Ministry of Education  

DATE: November 15, 2011  

SUBJECT: In-Year/One-Time Funding for 2011 Calendar Year  

The Ministry of Education is pleased to confirm that Regional Municipality of Waterloo is eligible to receive one-time/in-year funding in the amount of $127,673 for the 2011 calendar year.

The Ministry used the following criteria to determine whether a Consolidated Municipal Service Manager (C MSM) or District Social Services Administration Board (DSSAB) was eligible to receive the funding:

- At the time of the revised estimate submission, the C MSM or DSSAB projected full expenditure on their 80:20 cost sharing budget lines by December 31, 2011, and also.
- At the time of the revised estimates submission, the C MSM or DSSAB projected full expenditure of their 2011 Child Care allocation by December 31, 2011, or if there was any under-spending reported, it was due to no flexibility to move funds to another budget line.

One-time/in-year funds must be expended by December 31, 2011 and will be flowed under detail code A601 – Early Learning and Child Development – Operating, so that C MSMs/DSSABs will have the flexibility to use the funding to address local child care system pressures.
The Ministry acknowledges that some CMSMs/DSSABs may have already reached their health and safety limit (i.e. $1,000 times the number of licensed centres) in 2011. Therefore, the Ministry is increasing the health and safety limit for the Regional Municipality of Waterloo in the 2011 calendar year by an amount of $127,673 should the one-time/in-year funding be used for this purpose.

An amendment to your Child Care Service Agreement, along with an updated Budget Schedule, is attached. The Ministry requires that CMSMs/DSSABs return two signed hard copies of the amendment to the following address by no later than Wednesday, November 30, 2011 in order to receive the funding in a lump-sum payment in early December.

Ministry of Education  
Director, Early Learning and Child Care Implementation Branch  
Early Learning Division  
24th Floor, Mowat Block, 900 Bay Street  
Toronto, Ontario M7A 1L2

Reporting requirements for the one-time/in-year funds will be consistent with the requirements as outlined in the 2011 Child Care Business Practices Guidelines.

Should you have any questions about this memo or the enclosed attachments, please contact your Child Care Advisor directly.

Sincerely,

Pam Musson  
Director  
Early Learning and Child Care Implementation Branch

cc: Karen Calligan  
Child Care Advisor, Early Learning and Child Care Implementation Branch

Brenda Shaw  
Financial Analyst, Financial Analysis and Accountability Branch

Siobhan Kelly-Davis  
Manager, Early Learning and Child Care Implementation Branch

Andrew Davis  
Director, Financial Analysis and Accountability Branch

Attachments
  • REGIONAL MUNICIPALITY OF WATERLOO 2011 Child Care Service Agreement - AMENDMENT.doc
REPORT: SS-11-056

REGION OF WATERLOO
SOCIAL SERVICES
Seniors’ Services

TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: December 6, 2011

SUBJECT: PROPOSAL TO OPEN AN ALZHEIMER DAY PROGRAM IN CAMBRIDGE AND TO EXPAND OVERNIGHT RESPITE SERVICES AT SUNNYSIDE HOME

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the operation of a new Alzheimer Day Program to be located in Cambridge, conditional on approval by the Waterloo Wellington Health Integration Network (WWLHIN), effective January 1, 2012, to be 100% funded by the Province of Ontario and client fees;

AND THAT an increase of 2.8 full time equivalents (FTE) be approved for the Seniors’ Services Division as of January 1, 2012 for Cambridge Alzheimer Day Program;

AND THAT the 2012 Operating Budget for the Seniors’ Services Division be increased by $320,273 gross and $0 net;

AND THAT the 2012 Operating Budget for the Seniors’ Services Division be increased by $54,000 gross and $0 net on a one-time basis for start-up costs for the Cambridge Alzheimer Day Program;

AND THAT the Region of Waterloo approve the temporary addition of three (3) beds to the Alzheimer Overnight Stay Program, conditional on approval by the Waterloo Wellington Health Integration Network (WWLHIN), effective January 1, 2012 to March 31, 2012, to be 100% funded by the Province of Ontario and client fees;

AND THAT a temporary increase of 2.36 full time equivalents (FTE) be approved for the Seniors’ Services Division as of January 1, 2012 for the Overnight Stay Program;

AND THAT the 2012 Operating Budget for Seniors’ Services Division be increased by $53,155 gross and $0 net for the period January 1, 2012 to March 31, 2012;

AND THAT the 2012 Fees and Charges By-law currently under consideration include the following rates:

<table>
<thead>
<tr>
<th>Service</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Day Program - Cambridge (income based)</td>
<td>$15.00</td>
</tr>
<tr>
<td>Transportation (Round Trip) – Cambridge</td>
<td>$ 5.00*</td>
</tr>
</tbody>
</table>

*The transportation rate will be subject to change in accordance with GRT rate changes as approved;

AND FURTHER THAT this matter be forwarded to the Budget Committee of the Whole for consideration, as outlined in report SS-11-056, dated December 6, 2011.
SUMMARY:

Seniors’ Services (Sunnyside Community Alzheimer Program) is awaiting confirmation of funding approval from the Waterloo Wellington Local Health Integration Network (WWLIN) to open an Alzheimer Day Program in the City of Cambridge and to temporarily increase the number of Overnight Stay beds at Sunnyside Home for Alzheimer respite care from six to nine from January 1, 2012 to March 31, 2012. These services are urgently required by caregivers in order to enable them to continue to care for their family members at home. It is also anticipated that these programs will help address the key WWLHIN priorities of reducing Alternate Level of Care beds in local hospitals, as well as reducing unnecessary visits to the Emergency Department by older adults.

REPORT:

1.0 History of Community Alzheimer Program

The Sunnyside Community Alzheimer Programs provide a range of services for people with mid to late stage Alzheimer Disease or a related cognitive impairment. Services currently include a day program, dinner club program, overnight stay respite program and an in-home therapeutic recreational program. Currently there are 25 clients attending the day program daily (7 days per week) from 9:30 am to 3:00pm; 16 for dinner club from 1:30pm to 7:00pm on Tuesdays and Thursdays, and six overnight stay clients 7 days per week. Over 250 individuals are served annually and the program currently has a waitlist of 37 clients.

In July 2009, the Waterloo Wellington Local Health Integration Network (WWLIN) funded the expansion of the overnight program (6 beds) from 2 nights to 7 nights per week under the Provincial Aging at Home Strategy as reported in Social Services report SS-08-005.

2.0 Cambridge ADP

In March 2011, the WWLHIN Adult Day Program Network, a Community Support Services sub-committee, sent a letter to Seniors Services requesting that the Region give consideration to opening an Alzheimer Day Program in Cambridge (correspondence from the Waterloo Wellington Adult Day Program Network January 20, 2011 to January 25, 2011 Community Services Committee). This request was in response to the pending closure of the St. Luke’s Adult Day Program in Cambridge. Subsequently, the network, at the request of the WWLHIN, undertook an extensive needs assessment for adult day services for the Waterloo Wellington LHIN catchment area. This report confirmed the provision of day programs as a systems solution in supporting the reduction of Alternative Level of Care (ALC) bed days in acute care hospitals and in reducing avoidable emergency department visits by seniors. The figures below indicate that the City of Cambridge is significantly under serviced in comparison to the urban areas of Kitchener, Waterloo and Guelph/Fergus.

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
<th>Spaces per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitchener-Waterloo</td>
<td>302,143</td>
<td>665</td>
</tr>
<tr>
<td>Cambridge</td>
<td>120,371</td>
<td>157</td>
</tr>
<tr>
<td>Guelph-Fergus</td>
<td>140,943</td>
<td>531</td>
</tr>
</tbody>
</table>

At its July 2011 Board meeting, the WWLHIN approved an allocation of $662,687 for Adult Day Program expansion and system enhancement for the Waterloo-Wellington area. This investment is consistent with the findings of the Adult Day Program Review, which recommends the enablement of additional discharge referral options for hospitals. The proposed Cambridge Alzheimer Day program with a provincial commitment of $283,553 is expected to form part of this investment.
A business case for the Cambridge Day Program was submitted to the WWLHIN and approval is expected shortly. If approved as submitted, Seniors’ Services is prepared to move forward with the opening of a Cambridge Alzheimer Day Program. This program is proposed to serve 16 clients per day, 3 days per week. Eligible clients include those living in the community with mid to advanced stages of dementia, who are unable to be accommodated in a regular seniors’ day program environment. It is anticipated that the staffing of 2.8 FTE will consist of a supervisor, nursing and recreational staff. If WWLHIN approval is received by year-end, Seniors’ Services will plan to open the program within 3 months.

Next steps include finalization of the program location. Currently staff are considering the Region of Waterloo building at 150 Main St. in Cambridge. This area is central to a number of seniors’ buildings as identified by the Community Care Access Centre and the WWLHIN. Food services are potentially available on-site and the building is accessible with convenient drop-off areas for clients. Transportation, meals for clients, and potential partnership opportunities in Cambridge are also being investigated. The program will work in collaboration with the existing City of Cambridge Adult Day Programs.

3.0 Expansion of Overnight Stay Program

In February 2011, Seniors Services submitted a Health System Improvement pre-proposal to the WWLHIN requesting an expansion of overnight stay beds from six to nine. This proposal was in response to the significant demand for respite services by caregivers. It is anticipated that the expansion to 9 beds at Sunnyside Home will be approved on a temporary basis from Jan 1, 2012 to March 31, 2012, with the potential of permanent base funding in future years. Staffing will consist of an additional 2.36 FTE for Personal Support Workers and Recreation staff. Total program expenses of $53,155 will be fully funded by the WWLIN and client fees. St. Joseph’s Health Centre in Guelph has also proposed to open six overnight stay beds in their facility.

CORPORATE STRATEGIC PLAN:

The proposed programs presented in this report are consistent with the Corporate Strategic Plan, Focus Areas 4 and 5 – Healthy and Inclusive Communities and Service Excellence. Specifically approval of these initiatives will improve access to services for individuals living in the community with mid to late stage dementia and their families.

FINANCIAL IMPLICATIONS:

The annual cost of the Cambridge Adult Day program is $320,273. Sunnyside Home Community Alzheimer Program is seeking annualized funding from the WWLHIN of $283,553, effective January 1, 2012. If approved, the program will be fully funded by the WWLHIN and client fees of $36,720. In addition, the Sunnyside Home Community Alzheimer Program is seeking one-time funding from the WWLHIN of $54,000 for the start-up costs related to the implementation of the Cambridge Adult Day Program.

Furthermore, the Sunnyside Home Community Alzheimer Program is seeking one-time funding from the WWLHIN of $44,010 effective January 1, 2012 to March 31, 2012 for the temporary expansion of the Overnight Stay Program located at Sunnyside Home in Kitchener. The one-time funding includes the costs related to staffing (2.36 FTEs) and other operating costs. These costs are net of the client fees of $9,145.
The following chart summarizes the financial impact of the recommendations on the 2012 operating budget.

<table>
<thead>
<tr>
<th>ON-GOING – Cambridge Day Program</th>
<th>2012 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing (2.8 FTE)</td>
<td>$204,257</td>
</tr>
<tr>
<td>Other Program Expenditures</td>
<td>116,016</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$320,273</td>
</tr>
</tbody>
</table>

Revenue
- Client Fees | $36,720 |
- Province of Ontario (WWLHIN) | 283,553 |
Total Revenue | $320,273 |

Net Regional Levy | $0 |

<table>
<thead>
<tr>
<th>ONE-TIME – Cambridge Day Program</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$54,000</td>
</tr>
</tbody>
</table>

Revenue
- Province of Ontario (WWLHIN) | $54,000 |

Net Regional Levy | $0 |

<table>
<thead>
<tr>
<th>ONE-TIME – Overnight Program</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing (2.36 FTE Temporary)</td>
<td>$42,040</td>
</tr>
<tr>
<td>Other Program Expenditures</td>
<td>11,115</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$53,155</td>
</tr>
</tbody>
</table>

Revenue
- Province of Ontario (WWLHIN) | $9,145 |
- Province of Ontario | 44,010 |
Total Revenue | $53,155 |

Net Regional Levy | $0 |

Program participants will be required to pay $15.00 per day for the Day program and $34.63 per night for the Overnight program. These rates are income tested. The new day program fee will be included in the Fees and Charges By-law currently under consideration.

The 2012 Budget currently under consideration by Budget Committee of the Whole does not include a provision for these program changes. There is no impact on the Regional property tax levy.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Finance and Human Resources have been consulted in the preparation of this report.

ATTACHMENTS

NIL

PREPARED BY: Mike Schmidt, Manager, Community Programs, Seniors’ Services
Gail Kaufman Carlin, Director, Seniors’ Services

APPROVED BY: Michael Schuster, Commissioner, Social Services
MEMORANDUM

To: Chair Sean Strickland and Members of the Community Services Committee
From: Christiane Sadeler, Executive Director, WRCPC & Anthony Piscitelli, Supervisor, Planning and Research, WRCPC
Cc: John Shewchuk, Chair, WRCPC
Subject: RAP (Research And Planning) Sheet: Facts on Childhood Sexual Abuse
Date: December 6, 2011
File No: C11-50

Please find attached for your information the first in a series of RAP (Research And Planning) Sheets developed by the Waterloo Region Crime Prevention Council.

In 2010, the CPC released the Missing Pieces Report, as part of the larger Violence Prevention Plan. This report contained a recommendation to “Increase public awareness of the impact of childhood sexual abuse and dispel the myths that are associated with it.”

The Waterloo Region Crime Prevention Council, in partnership with Family & Children’s Services and the Sexual Assault Support Centre of Waterloo Region, developed a Fact Sheet on Childhood Sexual Abuse and an abbreviated Myths and Facts sheet. We released these in October in recognition of Child Abuse Prevention Month.

These materials have been provided to partners, community agencies, faith groups and community spaces throughout Waterloo Region and are available online at www.preventingcrime.ca as well.

The WRCPC will continue to develop additional RAP Sheets to address a number of community issues relating to crime and victimization for youth, seniors, women, and more.
Facts on Childhood Sexual Abuse

What is childhood sexual abuse?
Childhood sexual abuse and exploitation is described as any use of a child (0 – 17 years old) for sexual purposes. This includes fondling, inviting a child to touch or be touched sexually, intercourse, rape, incest, sodomy, exhibitionism, or involving a child in pornography or prostitution (Department of Justice Canada, 2008).

Canadian statistics highlighted that in 2008, children and youth under the age of 18 represented over half (59%) of all police reported sexual assault victims (Statistics Canada, 2010).

The vast majority of sexual abuse victims do not report the abuse. Many survivors delay the disclosure of sexual abuse for many reasons, including; feeling threatened by the abuser, fear that they will not be believed or will be punished, and many survivors want to protect their families and sometimes the perpetrator. (Government of Canada, 2006).

Risk Factors
There is no single, defining risk factor predisposing a child to experience sexual abuse. Children of all ages, races, ethnicities, economic backgrounds, neighbourhoods, countries, spirituality, sexual orientation, physical or mental abilities and gender are vulnerable to sexual abuse (NCTSN, 2009).

Trends
• During the first year of life, rates of sexual assault are relatively close between boys and girls; however, female children and youth are more likely to be sexually assaulted than are male children and youth.
• While boys and girls are both vulnerable to sexual violence, the vast majority of child victims of reported sexual offences are female (82%) (Statistics Canada, 2010)
• Girls under the age of 18 reported a rate of sexual violence that was nearly 5 times higher than their male counterparts (Statistics Canada, 2010)

www.preventingcrime.ca
Who Abuses Children?

The vast majority of perpetrators of sexual violence against children and youth are male (Statistics Canada, 2010) and can be found among all age groups, ethnocultural communities and social and economic backgrounds. Sexual violence against children and youth is more commonly perpetrated by someone known to the victim (75%), usually an acquaintance or a family member (Statistics Canada, 2010). In order to gain access to victims, abusers may use such tactics as play, deception, threats, or other forms of coercion to engage children and maintain their silence rather than physical force. They also employ a tactic called “grooming” in order to keep the child engaged such as buying gifts or arranging special activities, which can further confuse the victim (NCTSN, 2009).

Possible symptoms

Possible symptoms of abuse include an increase in nightmares and/or other sleeping difficulty, withdrawn behaviour, angry outbursts, anxiety, depression, not wanting to be left alone with a particular individual, sexual knowledge including language and/or behaviours that are inappropriate for the child’s age (NCTSN, 2009). This list is not inclusive and it is possible that no observable symptoms may exist and thus should not be used to judge truthfulness of disclosure.

Prevention

- Support public education and child abuse prevention programs in the community
- Promote parent education, support, relief and treatment services
- Teach children how to recognize abusive behaviour
- Empower children to say no to abusive behaviour
- Report suspicions of abuse to local authorities
- Have discussions to establish healthy boundaries at an early age
- Create an environment where children can talk openly about their bodies; be an “askable” parent
- Teach children the difference between appropriate touching and sexually abusive touching
- Teach children how to tell and keep telling until they are heard
- Avoid making threats against possible perpetrators (ie. “I would kill anyone that touched my child”) that may cause a child to fear disclosing
- Learn how to identify risk situations, pay attention to warning signs and know how to respond to a disclosure
- Foster an attitude of self-respect and appropriate assertiveness in children (Government of Canada, 2006)

For local support or to report:

519-741-8633
24-Hour Crisis & Support Line
Sexual Assault Support Centre of Waterloo Region
www.sascwr.org

519-576-0540
Family & Children’s Services of Waterloo Region
www.facswaterloo.org

“

There is no single, defining risk factor predisposing a child to experience sexual abuse.”

This RAP (Research And Planning) Sheet is part of a series produced by the Waterloo Region Crime Prevention Council © 2011
Facts on Childhood Sexual Abuse

What is childhood sexual abuse?

Childhood sexual abuse and exploitation is described as any use of a child (0 – 17 years old) for sexual purposes. This includes fondling, inviting a child to touch or be touched sexually, intercourse, rape, incest, sodomy, exhibitionism, or involving a child in pornography or prostitution (Department of Justice Canada, 2008).

Canadian statistics highlighted that in 2008, children and youth under the age of 18 represented over half (59%) of all police reported sexual assault victims (Statistics Canada, 2010).

“There is no single, defining risk factor predisposing a child to experience sexual abuse.”

Possible symptoms

Possible symptoms of abuse include an increase in nightmares and/or other sleeping difficulty, withdrawn behaviour, angry outbursts, anxiety, depression, not wanting to be left alone with a particular individual(s), sexual knowledge including language and/or behaviours that are inappropriate for the child’s age.
Myths & Facts

**MYTH:** A child is most likely to be sexually abused by a stranger.

**FACT:** Sexual violence against children and youth is more commonly perpetrated by someone known to the victim (75%), usually an acquaintance or a family member (Statistics Canada, 2010).

**MYTH:** Child sexual abuse is a rare experience.

**FACT:** Statistics Canada reported that in 2008 over half (59%) of all 24,200 police reported sexual assault victims were under the age of 18, with 25% of this statistic accounting for children under 12 years of age. Additionally, 81% of the victims under 18 were female.

**MYTH:** Child sexual abuse is a cultural or socioeconomic problem.

**FACT:** Abusers are found among all age groups, ethno-cultural communities and social and economic background.

**MYTH:** Abused children always tell.

**FACT:** The vast majority of sexual abuse victims do not report the sexual abuse. Children will often wait until adulthood to disclose, if at all, especially if the abuser is a close family member.

**MYTH:** It’s up to the sexually abused child to report their abuse.

**FACT:** It is everyone’s responsibility to report suspected child sexual abuse. You do not have to have evidence to report suspected child sexual abuse, nor do you have to prove it. In Ontario every member of the public who has reasonable grounds to suspect a child is being abused (physical, mental, sexual, neglect) is responsible for reporting.

Prevention

- Have discussions to establish healthy boundaries at an early age
- Be an “askable” parent so children can talk openly about their bodies
- Teach children the difference between appropriate touching and sexually abusive touching
- Teach children how to tell and keep telling until they are heard
- Avoid making threats against possible perpetrators that may cause a child to fear disclosing
- Learn to identify risk situations, pay attention to warning signs and know how to respond to a disclosure
- Foster an attitude of self-respect and appropriate assertiveness to say no to abusive behaviour

(Government of Canada, 2006)

519-741-8633
24-Hour Crisis & Support Line
Sexual Assault Support Centre of Waterloo Region
www.sascwr.org

519-576-0540
Family & Children’s Services of Waterloo Region
www.facswaterloo.org

preventingcrime.ca
To: Chair Sean Strickland and Members of the Community Services Committee  
From: Chris Gosselin, Manager of Environmental Planning  
Subject: RARE CHARITABLE RESEARCH RESERVE – BACKGROUND AND DELEGATION  
File No: D03-80/ESF

The rare Charitable Research Reserve is one of the largest urban greenspaces in Canada, comprising about 400 hectares (1,000 acres) of old growth forest, limestone cliffs, alvars, floodplains, wetlands, coldwater streams, meadows, farmland, heritage buildings, and archaeological sites, in North Dumfries Township and the City of Cambridge. It is home to a wide array of Nationally, Provincially and Regionally significant species of flora and fauna. The ecological significance of the area was recognized by the Region in the 1970s when most of it was designated as parts of Environmentally Sensitive Policy Areas (ESPAs) 36 and 38, in 1976. Along with surrounding areas in Blair and North Dumfries, it was designated as the heart of the Blair-Bechtel-Cruickston Environmentally Sensitive Landscape (ESL) in 2006.

Representatives of rare will be attending the December 6, 2011 Community Services Committee to update the Committee on their work. This request was made by Councillor Craig. The collaboration between rare and the Region is reflected in the Corporate Strategic Plan. To date, the Region has invested a total of $104,619 in rare’s cultural and natural heritage projects.

The rare Charitable Research Reserve was established in 2001 from the bulk of the former Cruickston Park estate after that property was sold by the University of Guelph. rare is a registered charity which is conserving, enhancing, and restoring the rich biodiversity of this unique part of the Region. In the process, it sustains a variety of ecological research and carries on an ambitious public outreach program consisting of outdoor hikes with expert naturalists on its publicly accessible trail system, lectures on our natural history by visiting scholars and artists, and a community garden. Fostering a love and understanding of nature in the Region’s youth is a key priority at present as rare is implementing the Every Child Outdoors program which will be based in the heritage slit barn and adjoining old farmhouse on Blair Road.

Through grants from the Waterloo Regional Heritage Foundation, the Region has assisted with the repair and rehabilitation of the historic former inn at 1679 Blair Road, Cambridge which now serves as rare’s headquarters. On June 28, 2005, the Foundation granted $20,000 to restore the roof. This was followed on January 26, 2010 with another grant of $14,119.35 to cover 50% of the costs related to the abatement of mould and asbestos.
When Council established the Environmental Stewardship Fund in 2009, it was intended to assist with a variety of environmental stewardship projects primarily on Regionally-designated lands such as the ESLs and ESPAs. rare was quick to take advantage of the new Fund as it worked to generate resources from the community to support its activities. To date, rare has successfully applied for three grants, and been allocated a total of $70,500 or 20.3% of the $347,649 approved in 2010 and 2011. This makes rare the largest recipient to date. The total cash and in-kind value of the three projects was reported as $879,647, of which the Region contributed 8%. Action 1.5.3 of the Region’s newly-approved Strategic Focus 2011-2014 specifically mentions the rare Charitable Research Reserve in the context of fostering partnerships to promote and protect the Region’s environmentally sensitive lands.

To date Regional Council has approved the following three Environmental Stewardship Fund grants to rare.

**Grant 2010-16  rare 93 Acre Land Acquisition: $50,000**

In 2010, rare purchased a 93 acre parcel of woodland and wetland on its western boundary which had once formed part of the adjoining Langdon Hall Estate. The mature woodland contains the headwaters of Bauman Creek as well as an area of Provincially Significant Wetland along Langdon Drive. The acquisition provides rare with frontage on Langdon Drive as well as a lane access to Whistle Bare Road. The purchase consolidated the old growth forest with the “Indian Woods” old growth forest on the adjoining rare property. The land was placed under a Conservation Easement in favour of the Region in 2008 as a condition of planning approvals. It is now also subject to careful ecological monitoring similar to the existing rare lands. In addition, rare can extend its publicly-accessible trail system across the new property. This addition can in time also serve as an important linkage between the existing rare holdings and lands to the east, which are now undergoing extraction at some future time when the exhausted pits in this part of the Blair-Bechtel-Cruickston Environmentally Sensitive Landscape will have to be rehabilitated.

The Region contributed $50,000 of the total cost of $803,079, the single largest allocation from the Fund to date. The rest of the money was raised by rare from private sector granting organizations, requests to the Province, and through donations by individual supporters.

**Grant 2011-16  rare Environmental Management Plan: $16,000**

As it marked its tenth year, rare initiated a new Environmental Management Plan to guide the organization’s operations. The plan will identify and map the various habitats and prescribe conservation actions to maintain or restore these areas, including the 93 acre parcel purchased in 2010. One of the basic components of the Environmental Management Plan is detailed mapping and species inventory using the widely-accepted Ecological Land Classification (ELC) system. rare received a grant from the Environmental Stewardship Fund for $16,000 of this $63,843 project (including in-kind contributions).

**Grant 2011-17  rare Native Tree and Shrub Interpretive Loop: $4,500**

rare is developing a loop trail on the Springbank area of the reserve near the community gardens for the purpose of educating the many visitors to the site on the ecological, cultural, and aesthetic values of about 60 species of indigenous plant species. It is proposed to include every tree and shrub group native to the Region of Waterloo in a permanent exhibition unique to the area. Signage and literature will inform visitors of the properties and significance of the respective plants. The total estimated cost of the project, including significant in-kind contributions, is $12,725. The Region has allocated up to $4,500 for planting stock, tree guards, signage, and the production of literature.
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