



Media Release: Friday, January 30, 2015, 4:30 p.m.

## **Regional Municipality of Waterloo**

### **Community Services Committee**

#### **Agenda**

Tuesday, February 3, 2015

12:30 p.m. (← **Note Time Change**)

Regional Council Chamber

150 Frederick Street, Kitchener

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- 1. Declarations of Pecuniary Interest Under The Municipal Conflict of Interest Act**
  - 2. Delegations**
    - a) Linda Terry, Social Planning Council of Cambridge and North Dumfries, re: Community Trends Report for Cambridge and North Dumfries
  - 3. Presentations**
    - a) Public Health and Emergency Services Departmental Overview –Dr. Liana Nolan, Commissioner/Medical Officer of Health
    - b) Community Services Departmental Overview – Employment and Income Support and Housing Services Divisions –Douglas Bartholomew-Saunders, Commissioner, Community Services
    - c) Cultural Heritage Programs – Kate Hagerman, Cultural Heritage Specialist

4.

<b>Consent Agenda Items</b>
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<p>Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.</p>
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5. **Request to Remove Items From Consent Agenda**6. **Motion to Approve Items or Receive for Information**

- |  |    |
|--|----|
| a) <a href="#">CSD-SEN-15-02</a> , Proposal to Open a Community Alzheimer Program in Waterloo and System Enhancement Funding for Adult Day Services (Approval) | 1  |
| b) <a href="#">CSD-CHS-15-02</a> , Purchase of Service Contract, Children's Services (Approval)  | 5  |
| c) <a href="#">CSD-CHS-15-03</a> , Provincial Wage Enhancement Program (Approval)  | 7  |
| d) <a href="#">PHE-15-01</a> , Board of Health Orientation (Information)   | 16 |
| e) <a href="#">PHE-HPI-15-01</a> , Quarterly Charged/Closed Food Premises Report (Information)   | 21 |
| f) <a href="#">PDL-CUL-15-04</a> , Doors Open Waterloo Region 2014 Report (Information)  | 25 |
| g) <a href="#">PDL-CUL-15-05</a> , Heritage Planning Advisory Committee – 2014 Highlights and Proposed 2015 Activities (Information)                           | 40 |

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| a) <a href="#">CSD-HOU-15-02</a> , Investment in Affordable Housing (2014 Extension) – Proposed Program Delivery and Fiscal Plan | 45 |
| b) <a href="#">CSD-CHS-15-04</a> , Purchase of Service Rates for Early Learning and Child Care Programs                          | 53 |

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- a) Council Enquiries and Requests for Information [Tracking List](#) 59

**9. Other Business****10. Next Meeting – February 24, 2015****11. Adjourn**



**Report:** CSD-SEN-15-02

**Region of Waterloo**  
**Community Services**  
**Seniors' Services**

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015

**File Code:** S07-02

**Subject: Proposal to Open a Community Alzheimer Program in Waterloo and System Enhancement Funding for Adult Day Services**

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**Recommendation:**

That the Regional Municipality of Waterloo take the following actions with respect to the Community Alzheimer Program as outlined in report CSD-SEN-15-02 dated February 3, 2015:

- a) Approve an increase to the 2015 Operating Budget for the Seniors' Services Division in the amount of \$569,350 gross and \$0 net regional levy, to open a Waterloo location of the Community Alzheimer Program;
- b) Approve an increase of 5.30 permanent full time equivalents (FTE) for the Seniors' Services Division as of February 11, 2015 for the expansion of the Sunnyside Community Alzheimer Day Program;
- c) Increase the 2015 Operating Budget for the Seniors' Services Division by \$75,000 gross and \$0 net regional levy, on a one time basis, for start up costs related to the expansion of the Community Alzheimer Program;
- d) Increase the 2015 Operating Budget for the Seniors' Services Division by \$170,900 gross and \$0 net regional levy, on a one time basis, for system enhancements as the Lead Agency for Waterloo and Wellington; and,
- e) That the Director, Seniors' Services be authorized to enter into contracts with community agencies, in a form satisfactory to the Regional Solicitor, for service enhancement funding programs.

**Summary:**

Seniors' Services (Sunnyside Community Alzheimer Program) has received funding approval from the Waterloo Wellington Local Health Integration Network (WWLHIN) to

open a new Community Alzheimer Program site. In addition, the Region has received one time funding for system enhancements for Adult Day Services as the Lead Agency in Waterloo and Wellington. 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 Program provides a range of services for people with mid to late stage Alzheimer's disease or a related dementia and their families. Services currently include day programming in Kitchener and Cambridge and an overnight stay respite program. Over 400 participants and their families are served annually through these programs.

### **2.0 Waterloo Community Alzheimer Program**

In December 2013, Seniors' Services submitted a concept proposal to the WWLHIN to expand the Community Alzheimer Program to meet the needs of the community and to address growing waitlist pressures, as referenced in a memo to council (S07-01) dated January 7, 2014. At its December 2014 Board meeting, the WWLHIN approved an allocation of \$510,000 base funding and \$75,000 in one time funding for the Community Alzheimer Program expansion.

If approved by Council, Seniors' Services is prepared to move forward with opening a Waterloo site of the Community Alzheimer Day Program. This program is proposed to serve 16 participants per day, 5 days per week. Eligible participants include those living in the community with dementia, who are unable to be accommodated in a regular seniors' day program environment. Program participants pay a client co-payment fee of \$15 per day. It is anticipated that the staffing of 5.30 FTE will consist of a coordinator, nursing and recreational staff.

Next steps include finalization of the program location. Currently staff is considering a program site in North Waterloo. Transportation, meals for clients, and potential partnership opportunities in Waterloo are also being investigated. The program will work in collaboration with the existing Adult Day Programs in Waterloo Region.

### **3.0 System Enhancements for Waterloo Wellington Adult Day Services**

The LHIN also approved \$170,900 in one time funding for Adult Day Service system enhancement for the Waterloo-Wellington area. Through a collaborative planning process with the Waterloo and Wellington Adult Day Service Providers, a joint proposal

for one time funding was submitted to the LHIN for system enhancements for adult day services. The LHIN has approved funds to support staff training, equipment and promotional materials. As the designated Lead Agency for Adult Day Services, the Region has been asked by the LHIN to oversee and manage the transfer of these funds to the other agencies in the Adult Day Services Network. Of the \$170,900 provided by the LHIN, \$28,110 is the amount designated for Seniors' Services' Community Alzheimer Programs. Agreements have been prepared by Legal Services to establish a clear process between the Region and the other Adult Day Service Providers.

### Corporate Strategic Plan:

The proposed program expansion presented in this report is consistent with the 2011-2014 Region's Corporate Strategic Plan, Focus Areas 4: Healthy and Inclusive Communities and Focus Area 5: Service Excellence. Specifically, approval of this program expansion will improve access to services for individuals living in the community with dementia and their families.

### Financial Implications:

The following chart summarizes the financial implications of the program expansion:

#### Ongoing Costs

Staffing	Supervisory / Clerical	1.2 FTE	\$105,909
	Service Provision	4.1 FTE	311,721
	Total Staffing	<u>5.3 FTE</u>	<u>\$417,630</u>
Rent			36,000
Meals			32,000
Vehicle Costs			30,000
Other Costs			53,720
Total Costs			<u>\$569,350</u>
Revenues:			
	Client Fees		\$60,000
	Provincial / LHIN Subsidy		509,350
	Total		<u>\$569,350</u>
Regional Contribution			<u>\$0</u>

#### Onetime Costs

Start Up Costs – Waterloo location	\$75,000
System Enhancements *	170,900
Total onetime costs	<u>\$245,900</u>
Provincial / LHIN Subsidy	<u>\$245,900</u>
Regional Contribution	<u>\$0</u>

\* Includes funding allocated to the Region of Waterloo of \$28,110

Staff recommends that the 2015 Preliminary Operating Budget for Seniors' Services be amended to reflect the additional funding. As some of the funding must be spent by March 31, 2015 (the Provincial fiscal year end) approval is required before the 2015 Operating Budget has been approved by Regional Council.

**Other Department Consultations/Concurrence:**

Staff from Finance and Legal Services has been consulted in the writing of this report.

**Attachments**

Nil

**Prepared By:** Julie Wheeler, Manager, Community Programs

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Community Services



**Report:** CSD-CHS-15-02

**Region of Waterloo**  
**Community Services**  
**Children's Services**

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015

**File Code:** S15-80

**Subject:** Purchase of Service Contract, Children's Services

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**Recommendation:**

That the Regional Municipality of Waterloo enter into a Service Contract effective January 1, 2015 with Ontario Corporation 1266347, operated as Sunny Day Care Centre, located at 2209 Kingsway Drive, Kitchener, Ontario as outlined in report CSD-CHS-15-02, dated February 3, 2015.

**Summary:**

Nil

**Report:**

Sunny Day Care located at 2209 Kingsway Drive, Kitchener has been sold to a new owner effective December 31, 2014. The Region had a service agreement with the previous owner. Final confirmation of the sale was not received by Children's Services until January. In order to ensure a smooth transition for subsidy eligible families currently using the services provided at the centre, the service agreement with the new owner will be dated effective January 1, 2015.

Service agreements allow the Region of Waterloo to purchase child care spaces on behalf of subsidy eligible families in a licensed early learning and child care program. These agreements support choice for subsidy eligible families with a wide range of requirements including special needs placements. In addition, the service agreement is a requirement for a licensed early learning and child care program to receive additional funding such as base operating and incentive grants, transition operating, play-based materials and equipment, repairs and maintenance, health and safety, and minor capital

retrofits.

**Corporate Strategic Plan:**

This supports the Region's 2011-2014 Strategic Focus Area 4: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities; and Strategic Objective 4.6: Collaborate with the community to support the development of services for children.

**Financial Implications:**

The 2015 fee subsidy budget totals approximately \$18M. This funding provides fee subsidy for an average of 3100 children each month. This agreement will be accommodated within the current fee subsidy budget for purchase of service.

**Other Department Consultations/Concurrence:**

The implementation of service agreements requires the assistance of Finance and Legal Services staff.

**Attachments**

Nil

**Prepared By:** Sheri Phillips, Manager, Child Care Subsidy

Nancy Dickieson, Director, Children's Services

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Community Services



**Report:** CSD-CHS-15-03

**Region of Waterloo**  
**Community Services**  
**Children's Services**

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015

**File Code:** S04-20

**Subject:** Provincial Wage Enhancement Program

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**Recommendation:**

That the Regional Municipality of Waterloo increase the 2015 Operating budget for Children's Services by \$3,376,598 gross and \$0 net Regional Levy for the administration and delivery of the Provincial Wage Enhancement Program;

That the Regional Municipality of Waterloo approve the hiring of 2.0 temporary full time equivalent staff effective March 1, 2015 until March 31, 2016 as outlined in report CSD-CHS-15-03, dated February 3, 2015; and,

That this matter be referred to Budget Committee of the Whole for consideration.

**Summary:**

Nil.

**Report:**

On January 20, 2015 the Province announced the new Child Care Wage Enhancement initiative. The initiative has three key goals:

- To close the wage gap between registered early childhood educators (RECEs) working in the publicly funded education system and those in the licensed child care sector;
- To help stabilize child care operators by supporting their ability to retain RECEs and non-RECE program staff; and
- To support greater employment and income security.

The wage enhancement initiative is an ongoing provincial initiative. It will see RECEs receive an increase of \$1 per hour in 2015, plus 17.5 percent for benefits with an additional increase in 2016. Similarly the wage enhancement initiative will be available to licensed centre based and home based programs.

The Region of Waterloo as the Consolidated Municipal Service Manager (CMSM) will be the flow through organization for distribution of this funding to community licensed Early Learning and Child Care operators. CMSM's will be allowed to utilize a one-time grant equivalent to ten percent of the projected 2015 wage enhancement allocation for program administration purposes to implement and administer the funding in year one. In Waterloo Region it is estimated there are approximately 1000 RECE's working in licensed Early Learning and Child Care (ELCC) centre based programs and 450 caregivers providing contracted services with a licensed home child care agency. Under the new guidelines funding will be provided to all licensed ELCC programs that apply and meet the eligibility criteria.

It is estimated that up to two full time staff will be required on a temporary basis to develop, implement and monitor this new initiative in year one. Though the Province provides guidelines to determine eligibility for the funding, the Region of Waterloo as the CMSM will need to develop protocols, policy, monitoring and accountability measures during this initial year. In addition CMSM's will be required to develop a comprehensive reconciliation process with ELCC operators to ensure funds were used for purposes intended. The acknowledgement that this initiative places administrative burden on the CMSM is greatly appreciated.

Salary surveys conducted over the past few years across the licensed ELCC system show that salaries in this profession continue to remain low and in many cases do not reach the level of a living wage. The wage enhancement initiative will help to increase income for RECEs over the next three years.

The Wage Enhancement funding is an enveloped allocation, CMSM are not allowed to transfer funds to other child care allocations. Any funding not used for the intended purpose will be recovered by the Province.

### **Corporate Strategic Plan:**

The administration of this new initiative aligns with the 2011-2014 Region's Corporate Strategic Focus Area 4: Healthy and Inclusive Communities; Strategic Objective 4.5 (to) work collaboratively with the community to support the development of services for children.

**Financial Implications:**

The following table summarizes the 2015 impact of wage enhancement grants on the Region of Waterloo:

Staffing / Administration Costs	2.0 Temporary FTE	\$337,660
Wage Enhancements		3,038,938
Total Expenditures		<u>\$3,376,598</u>
Provincial subsidy		3,376,598
Regional Contribution		<u><u>\$0</u></u>

**Other Department Consultations/Concurrence:**

Resources in Finance and Legal services are required to support the flow of funding and administration of contracts.

**Attachments:** A – Letter from the Ministry of Education and Early Years Division

2015: EYCC3 Memo: Child Care Wage Enhancement Implementation

**Prepared By:** Nancy Dickieson, Director, Children's Services

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Community Services

Ministry of Education  
Early Years Division

900 Bay Street  
24<sup>th</sup> Floor, Mowat Block  
Queen's Park  
Toronto ON M7A 1L2

Ministère de l'Éducation  
Division de la petite enfance

900, rue Bay  
Édifice Mowat, 24<sup>e</sup> étage  
Queen's Park  
Toronto ON M7A 1L2



2015: EYCC3

**MEMORANDUM TO:** Chief Administrative Officers, CMSMs/DSSABs  
General Managers/Commissioners, CMSMs/DSSABs  
Children's Service Managers, CMSMs/DSSABs

**FROM:** Jim Grieve  
Assistant Deputy Minister  
Early Years Division  
Ministry of Education

Andrew Davis  
Executive Director, Fiscal & Financial Planning  
Financial Policy & Business Division  
Ministry of Education

**DATE:** January 20, 2015

**SUBJECT:** Child Care Wage Enhancement Implementation

The 2014 Budget included an investment of \$269 million over three years to support a wage enhancement in the licensed child care sector. Providing the best possible care for our children also means recruiting and retaining the best possible Registered Early Childhood Educators (RECEs) and child care program staff. In doing so, children are better able to learn and parents can be confident in the quality of their child care programs.

The wage enhancement initiative has a number of key goals:

- to close the wage gap between RECEs working in the publicly funded education system and those in the licensed child care sector;
- to help stabilize child care operators by supporting their ability to retain RECEs and non-RECE program staff; and
- to reduce poverty by supporting greater employment and income security.

In order to meet these goals, the wage enhancement initiative is intended to be an ongoing investment. This will support an increase of \$1 per hour in 2015, plus 17.5 per cent for benefits, with an additional increase in 2016.

The first year of the wage enhancement initiative will be a **transition year** and will allow the ministry to work with service system managers on the delivery of the wage enhancement funding and offer opportunities for feedback and learning to inform adjustments for the second year.

2015: EYCC3 Memo: Child Care Wage Enhancement Implementation

Page 1 of 6

We are pleased to provide you with an overview of the 2015 Child Care Wage Enhancement implementation strategy effective January 1, 2015. This memo outlines the following:

Part I – Implementation Approach

- A. Eligibility
- B. Capping
- C. Application Process

Part II – Support and Accountability

- A. Administration
- B. Accountability
- C. Reporting
- D. Tools and Resources

**PART I – IMPLEMENTATION APPROACH**

This section outlines the details Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) require to begin planning their local implementation approach for the 2015 wage enhancement.

*A. Eligibility*

Wage enhancement funding will be available to eligible child care program staff whose positions **can be counted toward adult to child ratios** under the *Day Nurseries Act* (DNA) working in **all** licensed child care centres as well as licensed Private Home Day Care (PHDC) home visitors and providers employed as of January 1, 2015 including:

- Registered Early Childhood Educators;
- program staff;
- supervisors;
- private home day care visitors; and
- private home day care providers.

Non-program staff such as cooks and custodial staff are not eligible for the wage enhancement; however, if a portion of their day is spent in a ratio position, they can be eligible for a prorated amount of the wage enhancement. For example, a cook who spends 25 per cent of their time in the infant room supporting ratio may receive up to 25 per cent of the wage enhancement amount.

*B. Capping*

As the intent of the wage enhancement is to close the wage gap between RECEs working in full-day kindergarten (FDK) programs and RECEs/child care program staff in licensed child care settings, the ministry has established an **hourly wage maximum of \$26.27/hour** (as of January 1, 2015) for centre-based staff or an equivalent rate for PHDC providers. This wage cap aligns with the top of the existing school board Educator Salary Matrix for RECEs in FDK.

RECEs, program staff, supervisors, private home day care providers and visitors **earning over \$26.27/hour will not be eligible** for a wage enhancement. If the wage enhancement will bring an employee's wage close to cap they will be eligible for a partial enhancement to bring them up

to \$26.27/hour. The wage cap will be adjusted to align with any future changes to the provincial school board Educator Salary Matrix for RECEs working in full-day kindergarten.

### C. Application Process

CMSMs/DSSABs are required to provide wage enhancement funding to **all** operators/PHDC agencies with eligible staff. This may require CMSMs/DSSABs to enter into new funding agreements/arrangements with licensed child care centres and/or PHDC agencies for the provision of **wage enhancement funding only**. CMSMs/DSSABs will continue to have full discretion in determining which operators/agencies they enter into purchase of service agreements with for the provision of other child care services (e.g. fee subsidy, special needs resources, etc.).

CMSMs/DSSABs will be required to establish an application process for licensed child care centres and PHDC agencies that will be **posted on your public website** with a clear deadline for submissions. Any operator who has not submitted an application for the wage enhancement by the deadline will not be allocated wage enhancement funding in 2015, but may choose to apply in 2016.

CMSMs/DSSABs may choose to build the application information into your purchase of service process for operators with existing agreements. CMSMs/DSSABs are also required to post email and/or telephone contact information on your website for inquiries related to the wage enhancement.

## **PART II - SUPPORT AND ACCOUNTABILITY**

Detailed information on the distribution of funds and reporting requirements are included in the 2015 Child Care Service Management and Funding guideline and in the 2015 service agreements.

### A. Administration

To support CMSMs/DSSABs with the implementation of the wage enhancement initiative the ministry will provide a one-time grant equivalent to **ten per cent** of your projected 2015 wage enhancement allocation. This allocation will be based on existing licensed child care capacity to reflect the projected administrative effort associated with the enhancement.

The ministry recognizes there will be ongoing administrative costs associated with the wage enhancement investment and will provide details on future administration funding when 2016 allocations are released in the fall of 2015.

Please see Appendix A for CMSM/DSSAB administration funding allocations.

### B. Accountability

It is crucial that the wage enhancement funding be paid to child care staff and not spent on a child care operator's other expenses. This means that operators will be required to complete an attestation form (or a similar document of the CMSM's or DSSAB's choosing) which states that 100 per cent of the wage enhancement funds were provided to child care staff, **in addition** to their wage rate effective January 1, 2015. Operators are not permitted to substitute dollars that

they previously provided to staff with ministry funding. Any funding that is not expended by an operator in accordance with the funding criteria for wage enhancement must be recovered by the CMSM/DSSAB.

Wage enhancement funding is an enveloped allocation; CMSMs/DSSABs may not transfer funds between their regular child care allocation and their wage enhancement allocation. CMSMs/DSSABs will be required to use the funding only for the intended purpose (i.e. increasing wages of eligible child care staff). Any funding not used for the intended purpose will be recovered by the ministry. CMSMs/DSSABs are required to have a comprehensive reconciliation process for wage enhancement, which can be built into processes already established for child care.

### *C. Reporting*

The ministry will collect data to support accountability and inform future policy and implementation decisions regarding this investment. **At minimum**, the ministry will request CMSMs/DSSABs to report on the following:

- Number of centre-based staff /PHDC home visitors receiving a full wage enhancement in 2015 and 2016.
- Number of centre-based staff/PHDC home visitors receiving a partial wage enhancement in 2015 and 2016.
- Number of PHDC providers receiving a full wage enhancement in 2015 and 2016.
- Number of PHDC providers receiving a partial wage enhancement in 2015 and 2016.
- Total expenditures by auspice (non-profit, for-profit, directly operated).

Additional details are available as part of the 2015 Child Care Service Management and Funding Guidelines. The ministry will continue to work with York Region and the Ontario Child Care Management System (OCCMS) User Group to upgrade the OCCMS database to support wage enhancement reporting requirements.

### *D. Tools and Resources*

The ministry will provide a wage enhancement tool kit to CMSMs/DSSABs which will include:

- a sample application;
- questions and answers; and
- “Helpful Tips” for wage enhancement agreements with new operators.

The ministry will also send a memo to all operators and post information on its website about the wage enhancement in January 2015.

We are excited to work with you on the launch this important initiative. We would like to thank you for your ongoing feedback and advice and look forward to continuing our collaborative relationship over the coming year.

If you have any questions related to the child care wage enhancement implementation strategy as described in this memo please contact your regional Child Care Advisor.

Sincerely,

*Original signed by*

Jim Grieve  
Assistant Deputy Minister  
Early Years Division

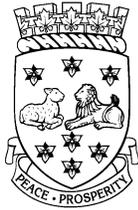
*Original signed by*

Andrew Davis  
Executive Director, Fiscal and Financial Planning  
Financial Policy & Business Division

Copy: Pam Musson, Director, Early Years Implementation Branch, Early Years Division  
Shannon Fuller, Director, Early Years Policy and Program Branch, Early Years Division  
Marie Li, Director, Financial Analysis & Accountability Branch, Financial Policy & Business  
Division  
Child Care Advisors, Early Years Policy and Program Branch  
Financial Analysts, Financial Analysis & Accountability Branch

## APPENDIX A: 2015 WAGE ENHANCEMENT ADMINISTRATION ALLOCATIONS

CMSM/DSSAB	Administration Allocation
City of Brantford	\$ 75,430
City of Cornwall	\$ 57,375
City of Greater Sudbury	\$ 148,453
City of Hamilton	\$ 346,488
City of Kawartha Lakes	\$ 25,574
City of Kingston	\$ 97,938
City of London	\$ 277,075
City of Ottawa	\$ 855,325
City of Peterborough	\$ 70,933
City of St. Thomas	\$ 46,967
City of Stratford	\$ 32,599
City of Toronto	\$ 2,052,797
City of Windsor	\$ 241,025
County of Bruce	\$ 39,763
County of Dufferin	\$ 30,164
County of Grey	\$ 53,706
County of Hastings	\$ 61,769
County of Huron	\$ 28,193
County of Lambton	\$ 79,696
County of Lanark	\$ 38,769
County of Lennox & Addington	\$ 24,326
County of Northumberland	\$ 32,196
County of Oxford	\$ 50,916
County of Renfrew	\$ 40,313
County of Simcoe	\$ 259,095
County of Wellington	\$ 95,414
District Municipality of Muskoka	\$ 25,863
Municipality of Chatham-Kent	\$ 55,617
Norfolk County	\$ 29,046
Regional Municipality of Durham	\$ 412,006
Regional Municipality of Halton	\$ 529,295
Regional Municipality of Niagara	\$ 250,340
Regional Municipality of Peel	\$ 716,945
Regional Municipality of Waterloo	\$ 337,660
Regional Municipality of York	\$ 954,147
United Counties of Leeds & Grenville	\$ 55,179
United Counties of Prescott & Russell	\$ 67,580
Algoma District Services Administration Board	\$ 28,600
District of Cochrane Social Service Administration Board	\$ 48,863
District of Nipissing Social Services Administration Board	\$ 63,383
District of Parry Sound Social Services Administration Board	\$ 20,716
District of Sault Ste Marie Social Services Administration Board	\$ 41,342
District of Timiskaming Social Services Administration Board	\$ 25,358
Kenora District Services Board	\$ 29,869
Manitoulin-Sudbury District Social Services Administration Board	\$ 13,534
Rainy River District Social Services Administration Board	\$ 6,115
Thunder Bay District Social Services Administration Board	\$ 69,410



Report: PHE-15-01

## Region of Waterloo

### Public Health and Emergency Services

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015                      **File Code:** P01-20

**Subject:** Board of Health Orientation

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#### Recommendation:

For information.

#### Summary:

Under the [Health Protection and Promotion Act \(HPPA\)](#), Region of Waterloo Council serves as the Board of Health for Waterloo Region. Public Health and Emergency Services has compiled a number of resources to assist Council with orientation to their role and responsibilities as members of the Board of Health. All resources can be found in hard-copy format in the Councillor's library and electronically through links within this report.

A series of 10 fact sheets have been developed by Public Health and Emergency Services to summarize key information that Council needs to know as Board of Health members. The fact sheets, which can be accessed electronically on the [Region of Waterloo Public Health's website](#), are intended to not only assist with orientation but also act as a reference going forward. They have been developed as a result of feedback received from a 2012 Board of Health self-evaluation. The next self-evaluation is scheduled for October 2015. In an additional effort to assist Council with their orientation to the Board of Health, members are invited to request a one-on-one meeting with the Medical Officer of Health at any time that is convenient.

External orientation resources include an online, self-directed [E-Learning Module](#) developed by the Ministry of Health and Long-Term Care and the former Ministry of Health Promotion and Sport, and an [Orientation Manual](#) and [Governance Toolkit](#) produced by the Association of Local Public Health Agencies.

Further information on the resources, along with a brief overview of the Health Protection and Promotion Act, the Ontario Public Health Standards, the Ontario Public Health Organizational Standards, and the roles and responsibilities of the Board of Health and Medical Officer of Health can be found in the Report section below.

**Report:****Internal Resources for Board of Health Members**

## Fact Sheets for Board of Health Members

A series of 10 fact sheets, developed by Public Health and Emergency Services in 2014, provide a summary of a number of key topics relevant to the Board of Health. The fact sheets are available on the [Region of Waterloo Public Health's website](#). Topics covered are:

1. Organization of Public Health in Ontario
2. Roles and Responsibilities
3. Ontario Public Health Standards (OPHS)
4. Ontario Public Health Organizational Standards (OPHOS)
5. Health Protection and Promotion Act (HPPA)
6. Legislation
7. Public Health: The Basics
8. Determinants of Health and Priority of Populations
9. History of Public Health in Ontario
10. Conflict of Interest

The fact sheets were developed based on feedback from a 2012 Board of Health self-evaluation, which led to a recommendation to make improvements to the orientation received by Council members regarding their responsibilities as Board of Health members. The next self-evaluation is scheduled for October 2015.

## Orientation Meeting with the Medical Officer of Health

As an additional method to ensuring that new Board of Health members receive a thorough orientation to their responsibilities, members are invited to request a one-on-one meeting with the Medical Officer of Health at any time that is convenient.

**External Resources for Board of Health Members**

## E-Learning Module

Available online is a self-directed [Board of Health E-Learning Module](#), developed by the Ministry of Health and Long-Term Care and the former Ministry of Health Promotion and Sport as an educational tool for board of health members.

The e-Learning Module contains five 'bite-sized' sections that each take 20-30 minutes to complete. Participants can work at their own pace and revisit at any time rather than completing the Module in one sitting. A brief quiz concludes each section, but quiz results are not tracked. Included in the Module is an orientation to the public health sector and to specific roles and responsibilities under the Health Protection and Promotion Act, along with overviews of the Ontario Public Health Standards and the Ontario Public Health Organizational Standards using examples of relevance to members of boards of health.

## Orientation Manual and Governance Toolkit

The [2010 Orientation Manual for Board of Health Members](#) is produced by the Association of Local Public Health Agencies (aLPHA). The Region of Waterloo is a member of this organization, as are all health units in the province. The Orientation Manual provides new board of health members with the necessary information on public health in Ontario and provides contextual information on the operations of a board of health.

Complementing the Manual is the [Governance Toolkit](#), also produced by aLPHA, which focuses on giving boards of health practical tools and templates to help them govern more effectively.

## Health Protection and Promotion Act and Regulations

The [Health Protection and Promotion Act \(HPPA\)](#) is the most important piece of legislation for a board of health, as it prescribes the existence, structures, governance and functions of boards of health, as well as the activities of Medical Officers of Health and certain public health functions of the Minister. It is also the enabling statute for the regulations and guidelines that prescribe the more detailed requirements that serve the purpose of the Act, which is to “provide for the organization and delivery of public health programs and services, prevention of the spread of disease and the promotion and protection of the health of the people of Ontario”. Health Protection and Promotion Act, including those that govern food safety, swimming pool health and safety, rabies control, school health, board of health composition and communicable disease control.

## Ontario Public Health Standards

The Health Protection and Promotion Act empowers the Minister of Health to publish guidelines for the provision of mandatory programs and services, providing minimum province-wide standards for programs and services aimed at reducing chronic and infectious diseases and improving family health. These are the [Ontario Public Health Standards \(OPHS\)](#). The full set of documents that comprise the Ontario Public Health Standards include a set of 15 standards, protocols for each standard, and guidance documents that provide information on evidence and best practices.

The Ontario Public Health Standards outline the expectations for boards of health, describing how programs are to be implemented. Boards of health are responsible for the assessment, planning, delivery, management, and evaluation of a variety of public health programs and services that address multiple health needs, as well as the contexts in which these needs occur. The Program Standards include a Foundational Standard.

## Ontario Public Health Organizational Standards

The [Ontario Public Health Organizational Standards \(OPHOS\)](#) are complementary to the Ontario Public Health Standards and contain expectations of both the Board of Health as the governing body and the public health unit as the administrative arm of the organization. The Ontario Public Health Organizational Standards support organizational accountability and capacity and the framework is based on a continuous quality improvement model with a goal of improved performance and measurable

outcomes.

As a requirement of the Ontario Public Health Organizational Standards, boards of health are to evaluate their governance and outcomes and act on recommendations for improvement in board effectiveness and engagement. The next self-evaluation is scheduled for October 2015.

## **Roles and Responsibilities**

### **Board of Health**

The Health Protection and Promotion Act authorizes the board of health and its staff to control communicable disease and other health hazards in the community. It also mandates the health unit to perform proactive functions in the areas of health promotion and disease prevention. All programs and services are approved by the board of health.

The board of health ensures that the health programs and services required by the Act are provided. It may also provide other services that are necessary in the opinion of the board of health based on local needs. It is accountable for ensuring that public health needs are addressed and that the health unit is meeting objectives and priorities established by the board.

### **Medical Officer of Health**

The medical officer of health reports to the board of health on matters related to upholding the Health Protection and Promotion Act. The medical officer of health is responsible for the management of public health programs and services.

Mechanisms used at Region of Waterloo to assist Regional Council in meeting its obligation as the board of health include regular reporting through Community Services Committee of health assessment data, surveillance, program impacts and program modifications needed to improve the health of the population. Public Health also reports annually to Community Services Committee with an annual report outlining the activities of the previous year. This report will be available in late spring.

To fulfill the Public Health requirements for strategic planning and budgeting, Public Health is fully integrated and aligned with the Regional Strategic Planning and budget processes.

## **Ontario Public Health Organizational Standards**

Under the Health Protection and Promotion Act, Region of Waterloo Council serves as Waterloo Region's Board of Health. Boards of health are expected to adhere to the Ontario Public Health Organizational Standards, which outline the expectations for the effective governance of boards of health and effective management of public health units. This report:

- provides information that supports effective orientation for new Board of Health members.
- provides information that supports ongoing education for Board of Health

members to help them remain abreast of relevant trends and emerging public health issues.

- provides information related to the implementation and compliance with requirement 4.3 of the Organizational Standards, which states that the Board of Health must complete a self-evaluation of its governance practices and outcomes at least every other year.

### **Corporate Strategic Plan:**

The work of the Board of Health fulfils Priority area #4: Foster Healthy, safe, inclusive and caring communities.

### **Financial Implications:**

NIL

### **Other Department Consultations/Concurrence:**

NIL

### **Attachments**

The following fact sheets are available on the [Region of Waterloo Public Health's website](#).

- Organization of Public Health in Ontario
- Roles and Responsibilities
- Ontario Public Health Standards (OPHS)
- Ontario Public Health Organizational Standards (OPHOS)
- Health Protection and Promotion Act (HPPA)
- Legislation
- Public Health: The Basics
- Determinants of Health and Priority of Populations
- History of Public Health in Ontario
- Conflict of Interest

**Prepared By:** **Ann Derry**, Project Coordinator, Strategic and Quality Initiatives  
**Celina Sousa**, Manager, Strategic and Quality Initiatives  
**Anne Schlorff**, Director, Central Resources

**Approved By:** **Dr. Liana Nolan**, Commissioner of Public Health and Emergency Services and Medical Officer of Health



Report: PHE-HPI-15-01

## Region of Waterloo

### Public Health

### Health Protection and Investigation

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015                      **File Code:** P10-80

**Subject: Quarterly Charged/Closed Food Premises Report**

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#### **Recommendation:**

For information.

#### **Summary:**

This report is a summary of food premises enforcement activities conducted by Public Health Inspectors in the Health Protection and Investigation Division for the fourth quarter of 2014.

Food premises enforcement activities have been reported to Community Services Committee as per Committee request on a quarterly basis since 2007, in order to enhance transparency and access to information.

The information in this report aligns with that on our online disclosure website of food premises inspection results established in 2004, which was enhanced in 2007 and enhanced again in 2014, named **“Check It! We Inspect it”** ([checkit.regionofwaterloo.ca](http://checkit.regionofwaterloo.ca)).

Food Premises inspection results are readily accessible to the public online, through a Public Health Inspector telephone intake line and either walk-in service in Waterloo (99 Regina Street) and by appointment in Cambridge (150 Main Street) as part of an ongoing commitment to transparency and timely customer service.

#### **Report:**

During the fourth quarter of 2014, three establishments were charged and two establishment ordered closed under the Health Protection and Promotion Act, Ontario Food Premises Regulation 562 (See Table 1: Food Safety Enforcement Activity).

Food premises charges and closures can be viewed on the **Check it! We Inspect it!** 1789836

Public Health Inspection Reports website, Enforcement Actions Page for a period up to 6 months from the date of the charge or closure. Every food premises charged has the right to a trial and every food premises ordered closed, under the Health Protection and Promotion Act, has the right to an appeal to the Health Services Appeal and Review Board.

**Ontario Public Health Standards:**

The goal of the Food Safety program as outlined in the Ontario Public Health Standards is to prevent or reduce the burden of food-borne illness. Conducting routine inspections, complaint investigations, following up on suspect food-borne illnesses, and balancing education and enforcement for operators to achieve compliance with legislative requirements in food premises are among the activities that Public Health administers to reduce the burden of food-borne illness.

Under the Health Protection and Promotion Act, Region of Waterloo Council serves as Waterloo Region's Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards, which outline the expectations for providing public health programs and services. This report provides information related to compliance with the Food Safety Protocol of the Ontario Public Health Standards.

**Corporate Strategic Plan:**

Health and Safe Communities: Support safe and caring communities that enhance all aspects of health.

**Financial Implications:**

The majority of food premises enforcement activities are completed by Public Health Inspectors funded within existing resources in Region of Waterloo Public Health's cost shared budget (75% provincial/25% regional tax levy). Since 2010, the province has provided an additional allocation of \$50,067 in 100% funding for enhanced food safety initiatives locally; this enables a larger number of inspections and re-inspections of permanent, seasonal or temporary food premises than would be accomplished within the cost shared budget.

**Other Department Consultations/Concurrence:**

Nil

**Attachments:**

Table 1: Food Safety Enforcement Activity

**Prepared By:** Chris Komorowski, Manager Food Safety, Recreational Water and Cambridge and Area Team

**Approved By:** Dr. Liana Nolan, Commissioner/Medical Officer of Health

**Table 1: Food Safety Enforcement Activity**

<b>Name Of Establishment</b>	<b>Date of Charges or Closure</b>	<b>Charges or Closure</b>	<b>Total Charge</b>
The Bettor Club 1333 Weber Street East Kitchener	Two Provincial Offences Notices issued for infractions observed on November 12, 2014	Operator fail to ensure floor of food-handling room kept clean (\$60)  Fail to clean multi-service articles after use (\$300)	\$360
City Café Bakery 50 Ottawa Street South Kitchener	Three Provincial Offences Notices issued for infractions observed on November 24, 2014	Operate food premise maintained in manner permitting adverse condition affecting food (\$120)  Fail to clean utensils as often as necessary (\$300)  Operator failed to ensure floor of food-handling room kept clean (\$60)	\$480
Cameron Seafood Restaurant 21 Cameron Street South Kitchener	Four Provincial Offences Notices issued for infractions observed on November 26, 2014	Use basin other than for hand washing of employees (\$120)  Operator fail to ensure wrapping will prevent contamination or adulteration (\$120)  Use dirty cloth for cleaning tables (\$120) Fail to clean utensils as often as necessary (\$300)	\$660

February 3, 2015

Report: PHE-HPI-15-01

<p>Fox and Fiddle 77 King Street North Waterloo</p>	<p>Establishment ordered closed on December 11, 2014</p>	<p>An inspection revealed the following which in the Public Health Inspectors opinion, upon reasonable and probable grounds constituted a health hazard, namely:</p> <p>Inability of food handlers to adequately wash their hands and inability to adequately wash dishes due to a lack of hot water</p>	<p>Closure order</p>
<p>King Fish and Chips 967 King Street East Kitchener</p>	<p>Establishment ordered closed on December 23, 2014</p>	<p>An inspection revealed the following which in the Public Health Inspectors opinion, upon reasonable and probable grounds constituted a health hazard, namely:</p> <p>Failure to prevent contamination of food from rodents and insects</p> <p>Failure to maintain the food premises in a sanitary condition</p>	<p>Closure order</p>



Report: PDL-CUL-15-04

**Region of Waterloo**  
**Planning, Development and Legislative Services**  
**Cultural Services**

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015 **File Code:** D25-01

**Subject: Doors Open Waterloo Region 2014 Report**

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**Recommendation:**

For Information.

**Summary:**

The year 2014 marked another very successful year for Doors Open Waterloo Region. Of the 49 Doors Open events that take place in communities across Ontario, Waterloo Region had the 5th highest number of site visits and the sixth highest number of participating sites.

Doors Open Waterloo Region (DOWR) was held on Saturday, September 20, 2014, at 41 locations throughout Waterloo Region. Buildings of architectural and/or historical significance – many of which are not normally open to the public – opened their doors to close to 15,000 visitors. Since the first Doors Open Waterloo Region event in 2003, there has been an average of 10,385 site visits annually, which is indicative of its sustained popularity.

The theme for the 2014 Doors Open Waterloo Region event was “Common Threads.” This year, 18 sites were first-time participants and many popular sites from past years opened their doors again. Initiatives and activities for the event included walking tours, brewery tastings, parades, tours of farm operations, re-enactments, a “Hydro Bucket” challenge, and numerous children’s activities. Volunteers contributed approximately 2,000 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 (DOWR) 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 facilitate the understanding and enjoyment of local architecture and built heritage; to celebrate the community's history; 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 2014 event had close to 15,000 site visits to the 41 participating sites, making it the second most successful event to date. It is also indicative of the sustained popularity of DOWR. 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:

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
7,262	5,639	7,246	10,179	7,110	8,496	8,032	10,000	18,000	13,845	13,873	14,940

Of the 49 Doors Open events that take place in communities across Ontario, the Waterloo Region event has the fifth highest number of site visits and the sixth highest number of participating sites. In a recent Socio-Economic Study conducted by Doors Open Ontario, it was shown that 92% of Ontario's population lives within a municipality that has participated in Doors Open, and that the province-wide program stimulates an estimated annual contribution of \$5 million to the local economy. 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 436 individuals contributing approximately 2,000 hours of their time. Local heritage organizations participated by setting up displays and leading tours at various sites.

The theme for DOWR 2014, "Common Threads," was inspired by the participation of the University of Waterloo's School of Architecture, which celebrated its tenth year in the former Riverside Silk Mill in Galt. The image of threads connecting different parts of a fabric suggested the way in which the stories of many of this year's DOWR sites were related to one another. Thematic groupings of sites were suggested on the DOWR website and in the printed Map and Guide. Groupings included: Roots of the Region, Watersheds, Industrial Evolution, Tech Tours, 1914-2014, School Sampler, and Sustainability & Building Community. Some of the sites were part of more than one grouping, weaving together several interesting threads.

Following the event, 198 visitor experience surveys were collected. Approximately 64% of the respondents indicated that they had previously attended a Doors Open event while the remainder were first time attendees. Nine percent of DOWR visitors were from

outside of the Region and of this number, many reported that the Doors Open event was the purpose of their visit.

DOWR received positive feedback. When asked how they felt about the event, participating sites and partners had the following to say: "Wonderful turnout! Exciting opportunity to share Canadian history!" and "This was our first year participating in DOWR and the tours have been non-stop! We had a wonderful experience showing off our building to close to 350 guests!" A number of Twitter users also had positive things to say about DOWR. Responses included: "Thank you [@DoorsOpenWR](#) for another fabulous & enlightening year! This was the best way to [#livelocalkw](#) for me!" and "[@DoorsOpenWR](#) Thx for doing such a great job on one of Kitchener's historic bldgs, helping to add to [#StrongNeighbourhoods!](#)"

Planning is now underway for the 2015 Doors Open Waterloo Region event.

### **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, Development and Legislative 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 2014 was approximately \$45,000 including \$7,000 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 2014 – Final Report

Attachment 2 – Doors Open Waterloo Region 2014 – Site Visit Figures

**Prepared By: Lindsay Benjamin**, Cultural Heritage Planner

**Approved By: Rob Horne**, Commissioner, Planning, Development and Legislative  
Services

## Attachment 1

### Doors Open Waterloo Region (DOWR) 2014 Final Report, November 3, 2014

Submitted by: Jane Snyder and Karl Kessler, Photographic Memory

#### Introduction

The twelfth annual Doors Open Waterloo Region (DOWR) event was held on September 20, 2014 at 41 locations. 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.

#### Doors Open 2014 Theme: “Common Threads”

The theme “Common Threads” was inspired by the participation of the University of Waterloo School of Architecture in Cambridge, celebrating its 10<sup>th</sup> year in the former Riverside Silk Mill. The image of threads connecting different parts of a fabric suggested the way in which the stories of many of this year’s DOWR sites were related to one another. Thematic groupings of sites were suggested on the DOWR website and in the printed Map & Guide. Groupings included: Roots of the Region, Watersheds, Industrial Evolution, Tech Tours, 1914-2014, School Sampler, Sustainability and Building Community. Some of the sites were part of more than one grouping, weaving together several interesting threads.

#### DOWR 2014 Site Locations

Due to the large geographical area of Waterloo Region, each year DOWR includes sites in two townships. In 2015, sites in North Dumfries and Wilmot Townships will be featured. Most sites were open 10 a.m. to 5 p.m.

**Cambridge:** Heritage Cambridge Grand Avenue South Walking Tour; McDougall Cottage; Dunfield Theatre; University of Waterloo School of Architecture in Cambridge (former Riverside Silk Mill); Col. J.A. McIntosh, DSO, ED Armoury; Cambridge Historic City Hall and Cambridge City Hall; Grand River Conservation Authority Headquarters; Langs; St. Peter’s Evangelical Lutheran Church; King Street Baptist Church

**Kitchener:** University of Waterloo School of Pharmacy; Desire2Learn; The Communitech Hub; Independent Living Centre of Waterloo Region; Reception House Waterloo Region; Alternatives Journal (former Public Utilities Commission Building); Zion United Church; Waterloo County Gaol and Governor’s House; The Registry Theatre; Homer Watson House & Gallery; Homer Watson's Youth in Upper Doon's “Oregon” Heritage Walking Tour; Bridgeport Free Church; AirBoss Rubber Compounding (former Dominion Tire/Uniroyal Goodrich Plant); HomeLife Power Realty

**Waterloo:** Sun Life Financial; Bellinger Bean/Hillcrest House; Emmanuel Child Care

Centre; Conestoga Masonry Training Centre; University of Waterloo School of Optometry and Vision Science; K-W Masonic Temple; Waterloo North Hydro

**Woolwich:** Region of Waterloo International Airport; Martin's Family Fruit Farm; Block Three Brewing Company; Quarry Building (with REAP/UW FELT Lab); West Montrose "Kissing Bridge" Heritage Walking Tour; Floralane Produce

**Wellesley:** Nauman's Farm; St. John Evangelical Lutheran Church; Schnurr's Hall; St. Peter's Lutheran Church

### **Funding, Sponsorship and Partnerships**

**Presenting sponsor:** The Region of Waterloo

**Media sponsors:** The Waterloo Region Record, CTV, City of Waterloo, City of Cambridge

**Program partners:** City of Kitchener, Townships of Woolwich and Wellesley, Ontario Heritage Trust

**Promotional partners:** Kitchener, Waterloo, Cambridge and Region of Waterloo Libraries; Waterloo Historical Society; ACO North Waterloo Branch; Building Waterloo Region

### **Visitor Statistics**

The 41 Doors Open Waterloo Region 2014 sites recorded 14,940 individual visits on September 20. Site visit totals for past DOWR events are:

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
7,262	5,639	7,246	10,179	7,110	8,496	8,032	10,000	18,000	13,845	13,873	14,940

### **DOWR Direction and Staffing**

DOWR is guided by arts, architecture, municipal and heritage organizations in Waterloo Region. Program coordination is provided 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 guidance from DOWR where required. In 2014, 436 volunteers contributed 1,998.5 hours to DOWR; volunteers who provided their names and addresses received a thank-you letter and an invitation to a volunteer appreciation event.

### **Communication between Site Operators/Owners and DOWR**

Each site completed a DOWR application and provided a certificate of insurance (\$1 million liability), and received the following: Doors Open Ontario signage, “Don’t Miss This Site!” DOWR lawn signs, and the 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 from 27 participating sites attended the DOWR information meeting on September 4, 2014 at The Communitech Hub at the Tannery in Kitchener. Topics included: welcoming and tracking visitors, guided tour guidelines, emergency procedures, visitor surveys, coordinating volunteers, and media/promotions. DOWR coordinators contacted sites absent from the meeting to discuss event details.

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

- Huge groups of people were here at 10 a.m. Amazing turnout.
- Wonderful turnout! Exciting opportunity to share Canadian history!
- Our first year participating in DOWR and the tours have been non-stop! We had a wonderful experience showing off our building for DOWR on Saturday to approx. 350 guests!
- Thanks to everyone who came and visited us at DOWR! We had a great day and met a lot of #KWawesome people!
- Doors Open was a great success! Thanks to everyone who came out.
- Awesome day at DOWR. Lots of cool folk dropping by for pics & chats & tours at Optometry! Epic!
- 200 years of #RHFC soldiers on parade today at Cambridge Armoury Open House DOWR – terrific turnout!
- Able to show a gentleman a KPL WWI soldier card with a photo of his great-grandfather he’d never seen before at Galt Armoury.
- Many thanks - we did have a good day for DOWR...90% of visitors that day came as a result of DOWR...we appreciate your efforts.
- Thank you for selecting our organization as a site for 2014; we had a fantastic day to celebrate our 50th year of operation!

## **Publicity and Advertising**

### **DOWR 2014 Publications and Distribution**

Eighty thousand copies of the four-page DOWR 2014 Map & Guide (created by DOWR and the Record) were distributed in the Record on Saturday, September 13, 2014 (home delivery and single-copy sales). Sales racks for single copies featured DOWR “rack talker” advertisements. Ten thousand copies of the Map & Guide were distributed, along with the DOWR poster, to libraries, recreation facilities, museums, municipal facilities and tourism offices throughout Waterloo Region from July to September.

### **Doors Open Ambassadors**

Ten volunteer social media journalists were engaged as “Doors Open Ambassadors,” promoting DOWR to their networks. Doors Open Ambassadors were given advance entry to Doors Open sites, and were invited to share their explorations in photographs and text on Facebook, Twitter, personal and professional blogs and websites, and on the Doors Open Ontario and DOWR Flickr pages. Ambassadors also served as social media reporters during the event on September 20.

### **Paid and Sponsored Advertisements/Promotions**

**Waterloo Region Record:** Banner ad (Entertainment section) Sat. Sept. 13/14; 1/4 page ad (Local section): Sat. Sept. 6; 1/8 page ad (Nightlife Section): Fridays Aug. 14, 21, 28, Sept. 4, 11, 18

**CTV:** Thirty-second commercial spots running mid-Aug. to Sept. 20

**Princess Guide:** Ad Sept. to Oct. 2014

**City/township/partner/sponsor/site promotions:** featured web ads (Waterloo Chronicle); digital sign and digital screen listings (Waterloo, Cambridge, University of Waterloo); intranet distribution (Waterloo, Cambridge); DOWR CTV ad (City of Waterloo’s YouTube channel; City of Kitchener’s Cube digital monitor); website coverage and Facebook listings (Cambridge, Waterloo, Kitchener, Woolwich, Wellesley); social media campaigns (Waterloo, Kitchener, Cambridge, many of the DOWR sites e.g. Quarry, Communitel, Desire2Learn, University of Waterloo, Homer Watson House, Homelife Power Realty); posters (University of Waterloo), paid ads (University of Waterloo)

**Recreation guide ads:** City of Kitchener, summer and fall 2014; City of Cambridge, fall 2014

Additional articles and listings were featured in the City of Waterloo’s “Foundations” and “Happenings” publications, “rare review,” Waterloo Historical Society and ACO North Waterloo Branch newsletters, Region of Waterloo’s “Events & Exhibits,” McDougall Cottage fall/holiday 2014 events and exhibits.

### **Website and Social Media Content**

The Doors Open Waterloo Region page on the Region of Waterloo website featured 2014 site listings, theme information, a digital copy of the 2014 Map & Guide, DOWR media articles, video clip and press releases, a list of sponsors and partners, past DOWR sites, tourist information, frequently asked questions, volunteer opportunities, and links to the DOWR Facebook, Twitter and Flickr pages.

During the week of Sept. 20-26, 2014 the DOWR home page was the fourth most-visited page on the Region of Waterloo website. From May 1 to Sept. 27, 2014 the DOWR site tallied 8,501 views, 10,451 visits and 15,848 page views; and the online

Map & Guide was downloaded 10,614 times.

DOWR has more than 670 likes on Facebook and is being followed by more than 1,160 people or organizations on Twitter. The 37 members of the DOWR Flickr photo-sharing page have shared 597 DOWR event photographs, including more than 150 taken during DOWR 2014. DOWR visitors' photographs have won Doors Open Ontario photo contests in 2012 and 2013, and have been featured as key images on the Doors Open Ontario lure brochure and website in 2013 and 2014.

### **Heritage, Arts, Community Group and Tourism Listings**

DOWR news releases, posters and event listings generated further listings in:

- Doors Open Ontario brochure (distributed in The Record, April 2014)
- E-newsletters and websites of the Architectural Conservancy of Ontario and Waterloo Historical Society
- Kitchener Public Library "KPL News" newsletters, KPL "In Touch"
- E-mail notices to all neighbourhood associations in Waterloo, Kitchener and Cambridge
- Region of Waterloo "Events & Exhibits," Sept. to Dec.
- Waterloo Region Tourism Marketing Corporation (2014-2015 Official Travel Guide)
- DOWR displays at Waterloo Public Library (main branch)

### **Newspaper, Digital Media, Radio and TV Coverage**

Targeted news releases and 15- and 30-second public service announcements were sent to television, radio, online news, and daily, weekly and specialty-print media in Waterloo Region and Southwestern Ontario. Twitter news releases were sent to the 2014 Doors Open Ambassadors.

The campaign resulted in the following media coverage (links are posted on the DOWR website): 56 print or blog articles, 3 radio interviews (CBC KW; CKWR twice) and 1 television appearance (Rogers "daytime"). Additional radio promotion was provided by KFUN/KOOL FM from mid-Aug. to Sept. 20, as part of the 'KOOL/KFUN cares' program.

Print and digital articles appeared in: The Record, Kitchener Citizen, Cambridge Times, Cord Community, Kitchener Post, Waterloo Chronicle, Elmira Independent, Woolwich Observer, Communitech's Tech About Town, Red Letter Booth blog, University of Waterloo's Daily Bulletin, Canoe.com (Sun Media's website with more than 7 million unique visits a month), Toronto Sun, Ottawa Sun, St. Catharines Standard, Kingston Whig-Standard, London Free Press, North Bay Nugget, Sarnia This Week, Belleville Intelligencer, St. Thomas Times Journal, Strathroy Age Dispatch, Pembroke Daily Observer, Midnorth Monitor, Tillsonburg News, Gananoque Reporter, Elliot Lake

Standard, Timmins Times, Wallaceburg Courier Press, Cochrane Times Post, Northern News, Clinton News Record, Kincardine News, Wiarton Echo, Napanee Guide, Chatham This Week, Mitchell Advocate, Shoreline Beacon, The Londoner, Welland Tribute, Niagara Falls Review.

Links to these articles can be found on the DOWR website (see “Doors Open in the News”).

In addition to the Doors Open Ontario and Doors Open Waterloo Region websites, DOWR was promoted on the following websites:

**Media:** CBC Kitchener-Waterloo (Andrea’s Five Fun Things To Do This Weekend, Sept. 19-21), CTV, The Record, Rogers TV, Woolwich Observer, Cambridge Times, Waterloo Chronicle, Waterloo Region Connected, Faith FM, CHYM FM/570 News, 91.5 The Beat, KIX 106 FM, KOOL FM, CKWR

**Travel:** Explore Waterloo Region, Cambridge Tourism, St. Jacobs Tourism, Attractions Ontario, Festivals & Events Ontario, Ontario Festivals Visited, Direction Ontario, Festival News

**Municipal and business:** Cities of Cambridge, Waterloo, and Kitchener, Townships of Wellesley and Woolwich, Cambridge Now, KW Now, Communitel, Capacity Waterloo Region, Open Data Waterloo Region, 365 Cambridge, 365 Kitchener-Waterloo, Tech Triangle, Found Locally, WPL, KPL and Idea|Exchange

**Arts, heritage, architecture:** Building Waterloo Region, Global Art Exhibitions, UW Heritage Resources Centre, Architectural Conservancy of Ontario (ACO) and ACO North Waterloo Region, Waterloo Regional Heritage Foundation, Grand Valley Society of Architects, Ontario Association of Architects, Pennsylvania German Folklore Society of Ontario, Building Stories, Canadian Architect

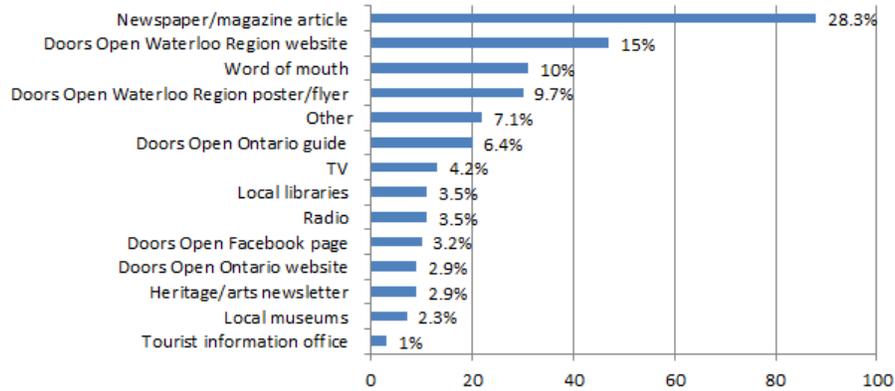
**Participating sites:** Independent Living Centre WR, Conestoga College Events, Homer Watson House & Gallery, Royal Highland Fusiliers of Canada (J.A. McIntosh Armoury), REAP (University of Waterloo’s Research Entrepreneurs Accelerating Prosperity), AirBoss Rubber Compounding, Waterloo Region Airport

**Miscellaneous:** 365 Things to Do in K-W, MEC events, blogs by Village Photography, Joe Martz and Brian Douglas

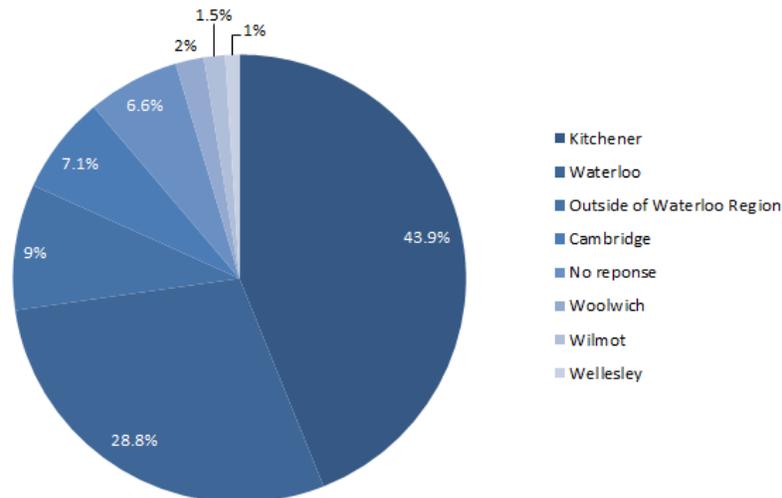
### Visitor Surveys

Copies of the Doors Open Waterloo Region Visitor Survey were distributed to visitors during the event, and 198 completed surveys were collected (163 in hardcopy and 35 online), resulting in the following statistics. A complete summary of the survey results can be made available upon request.

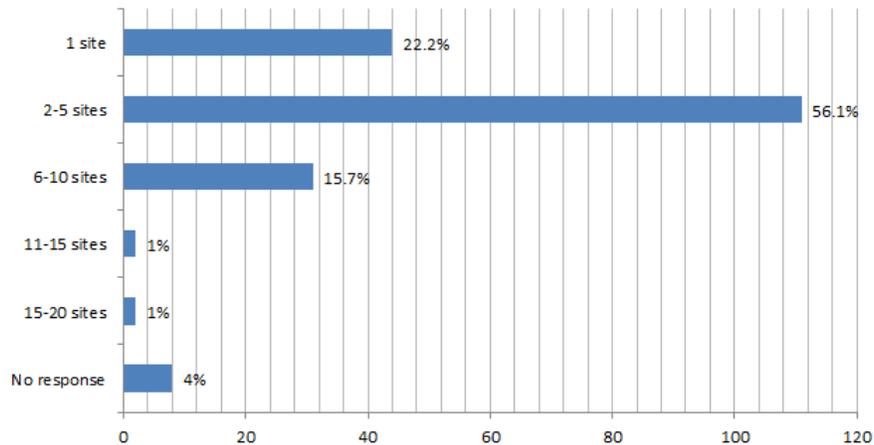
**How did you hear about Doors Open Waterloo Region?  
(Check all that apply)**



**Where Doors Open Waterloo Region attendees live**



**How many Doors Open Waterloo Region sites/properties did you visit?**



- The top three reasons visitors reported participating in Doors Open: Interested in heritage buildings (26.1%); Want to learn more about Waterloo Region (22.1%); Have enjoyed past events (19.3%).
- Of the out-of-town visitors who responded, 75% reported they had travelled to Waterloo Region expressly for Doors Open (42 out of 56 respondents).
- 63.6% of survey respondents were participating in Doors Open for the first time; 34.3% attended a past Doors Open Event. 29.4% of past attendees had visited five or more Doors Open events.
- A majority of the respondents (56.1%) visited between two and five Doors Open sites. 22.2% visited one site. 15.7% visited six to 10 sites.
- Most survey respondents reported traveling either in groups of two (55%), or alone (28.3%). The majority of respondents (83.8%) were visiting Doors Open without children. Social media posts during Doors Open day, however, showed that many families with children were visiting Doors Open sites.
- 77.3% of survey respondents found the paper Map & Guide easy to use.
- The majority of survey respondents rated the Doors Open experience as 'excellent' (64.7%) or 'good' (22.7%).

### Selected Visitor and Host Comments via Emails, Twitter, Visitor Survey

- [@DoorsOpenWR](#) Dunfield Theatre. Great tour. [#WRAwesome](#)
- [@DoorsOpenWR](#) [@CO\\_RHFC](#) my family had a great time! Thx
- Great adaptive reuse of the Lang Tannery [@DoorsOpenWR](#) in the Desire2Learn space. [#WRheritage](#)
- Had a great time with the family [@DoorsOpenWR](#) [@FlyYKF](#) Thanks to everyone involved for making it a great afternoon.
- [@KitchLibrary](#) [@DoorsOpenWR](#) Very gratifying - history connects us all.
- Thank you [@DoorsOpenWR](#) for another fabulous & enlightening year! This was the best way to [#livelocalkw](#) for me!
- [@DoorsOpenWR](#) Thx for doing such a great job on one of Kitchener's historical bldgs, helping to add to [#StrongNeighbourhoods!](#)
- Great to learn about [@LangsCambridge](#) during [@DoorsOpenWR](#) Outstanding people in an outstanding building doing outstanding work. Thank you.
- [@DoorsOpenWR](#) [@Quarry](#) I enjoyed the tour at Quarry. It's a really cool company. I should work there!
- Thanks [@DoorsOpenWR](#) and [@SunLifeCA](#). Great tour of Mutual Life 1912/1921 buildings. Executive Boardroom had all except spittoons!
- Great time today visiting various [@doorsopenwr](#) today, from UW optometry bldg. to watching a parade at the armory. Such a beautiful day.
- Great to see the interior of this marvellous Albert Kahn building at DOWR. Great natural light.

- [@wnhydro](#) Thx for the today. Great insight & a remarkable view! [@DoorsOpenWR](#) [#KWAawesome](#)
- Lots of work went into preparing for this day, everywhere we went! Thank you!
- I was at 7 sites and each one had fantastic tour guides and we were made to feel so welcome. I loved every one of them. Truly, the guides were the best ever. I have been at 4 of the sites previously, but I never get tired of seeing them. What an opportunity to get inside those buildings. Congratulations on a well organized day. It was **wonderful!!!**

### **Ideas for Future Years**

#### Improve signage

- The blue/white signs are hard to see/recognize. Prefer the yellow sign.
- Very difficult to find sites with only blue & white signs, some sites did not have yellow Doors Open sign.

#### Longer hours/repeat sites from year to year

- Always enjoyable. It would be okay with us if it started at 9 a.m.
- Two days would be great - we run out of time.
- Find there's not enough time to see all of the sites we want to go to.
- You must offer same next year because can't get to all I'm interested in.

#### Take care with guided tour planning

- There was no mention of guided tours and when we arrived one had just left but they wouldn't allow us to join it. When you want to cover a lot of sites, you don't want to wait 55 minutes for a 1-hour tour.
- Have waiting visitors take numbers.

### **Mobile Applications**

Visitor surveys showed that while visitors liked the printed Map & Guide (77%), and while web statistics revealed that the online Map & Guide was downloaded 10,614 times, a few survey respondents underlined the need to include better mobile-friendly versions of the guide in the future.

Questions or comments about this report can be directed to:

Jane Snyder or Karl Kessler

Doors Open Waterloo Region 2014 coordinators

c/o Photographic Memory, 519-747-5139

[doorsopen@regionofwaterloo.ca](mailto:doorsopen@regionofwaterloo.ca)

**Attachment 2****DOWR Site Visit Figures by Municipality**

<b>Cambridge</b>	Heritage Cambridge Grand Ave. S. Walking Tour – 210 McDougall Cottage – 461 Dunfield Theatre Cambridge – 500+ University of Waterloo School of Architecture in Cambridge – 324 Col. J.A. McIntosh, DSO, ED Armoury – ~1900 Cambridge Historic City Hall / Cambridge City Hall – 130 Grand River Conservation Authority Headquarters – 116 Langs – 64 St. Peter’s Evangelical Lutheran Church – 97 King Street Baptist Church – 47
<b>Kitchener</b>	University of Waterloo School of Pharmacy – 520 Desire2Learn – 405 The Communitech Hub – 680 Independent Living Centre of Waterloo Region – 106 Reception House Waterloo Region – 270 Alternatives Journal (former Public Utilities Commission Building) – 100 Zion United Church – 300+ Waterloo County Gaol and Governor’s House – 722 The Registry Theatre – 275 Homer Watson House & Gallery – 169 Homer Watson in Upper Doon’s “Oregon” Heritage Walking Tour – 85 Bridgeport Free Church – 165 AirBoss Rubber Compounding – 195 HomeLife Power Realty – 248
<b>Waterloo</b>	Sun Life Financial – 614 Bellinger Bean / Hillcrest House – 550+ Emmanuel Child Care Centre – 450 Conestoga Masonry Training Centre – 140 University of Waterloo School of Architecture in Cambridge – 354 K-W Masonic Temple – 135 Waterloo North Hydro – 295
<b>Woolwich Township</b>	Region of Waterloo International Airport – 500+ Martin’s Family Fruit Farm – 810 Block Three Brewing Company – 925 Quarry Building – 345 West Montrose “Kissing Bridge” Walking Tour – 300 Floralane Produce – 400+

**Wellesley Township**

Nauman's Farm – 48

St. John Evangelical Lutheran Church – 195

Schnurr's Hall – 529

St. Peter's Lutheran Church – 261



Report: PDL-CUL-15-05

## Region of Waterloo

### Planning, Development and Legislative Services

### Cultural Services

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015

**File Code:** D25-01

**Subject: Heritage Planning Advisory Committee – 2014 Highlights and Proposed 2015 Activities**

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#### **Recommendation:**

For information.

#### **Summary:**

The Region's Heritage Planning Advisory Committee (HPAC) has had a very productive and successful year. Highlights from 2014 include the publication and distribution of over 7,000 copies of the Region's four Historic Countryside Tours; content development for the online Heritage Conservation Toolbox; unveiling of a historic interpretive plaque for the West Montrose Covered Bridge; and creation of a workshop entitled, "Cultivating Heritage Gardens and Landscapes."

Throughout the year, HPAC provided comments on Regional projects, development applications, environmental assessments, and other processes that had the potential to impact heritage resources of Regional interest. Committee members also participated in events, workshops and conferences in an effort to promote heritage and increase public awareness of the value of heritage conservation. Collectively, the Committee's initiatives have helped with the identification and preservation of significant heritage resources across the Region, as well as to increase support for heritage conservation.

#### **Report:**

The Heritage Planning Advisory Committee (HPAC) was established in 1994, in accordance with the Region Official Policies Plan, which states that, "the Region will maintain a Heritage Planning Advisory Committee to advise the Region on the

implementation of the heritage policies in this Plan and other heritage issues of Regional interest, in accordance with the Terms of Reference adopted and periodically reviewed by Regional Council.”

The Committee:

- Advises on heritage matters in accordance with the Regional Official Plan
- Assists with the development and implementation of heritage policy
- Comments on policies, plans, programs or legislation of other bodies for the promotion and/or conservation of heritage in the Region
- Serves as a forum for soliciting representation from diverse viewpoints on particular heritage issues
- Endeavours to increase public awareness and understanding of heritage resource conservation

HPAC is comprised of volunteer members who are appointed by Regional Council. The members are chosen for their interest and experience in matters related to cultural heritage. The 2014 members were:

- Councillor Jean Haalboom, Chair
- Margaret Rowell, Vice-Chair
- Brad Paddock
- Elizabeth Thorsen
- Carolyn Coakley
- Ron Hackett
- Natalie Hardacre
- Elizabeth Waters Heinrichs
- Wendy Wright Cascaden
- Terrance Gallamore (retired in January 2014)
- James Arteaga (retired in June 2014)
- Bill Sutherland (retired in June 2014)
- Barbara Wallace (Friends of Joseph Schneider Haus)
- Karen Oddson (Friends of Waterloo Region Museum) (Jan. to Sept. 2014)
- Alison Jackson (Friends of Waterloo Region Museum) (Oct. 2014 to present)

## 2014 Highlights

During 2014, HPAC undertook the following initiatives:

### Advisory Work

- Provided input on Regional projects that had the potential to impact significant heritage resources, including road rehabilitation projects on Fischer Hallman Rd., Fountain St., St. Andrews/Cedar St., and road improvement projects in Ayr, Baden, Petersburg and Bloomingdale.

- Worked with project teams to develop a new bridge barrier design for the reconstruction of the Manitou Drive Bridge, located adjacent to the former historic settlement of German Mills.
- Provided comments on development applications, environmental assessments, and other processes that may impact heritage resources of Regional interest, such as the William St. and Strange St. Water Supply Systems Class Environmental Assessment in Waterloo and Kitchener, respectively; the Black Bridge Road Cultural Heritage Studies in Cambridge; and the development of the East Side Lands.

#### Policy Work

- The “Implementation Guideline for Cultural Heritage Landscape Conservation” was used to support the City of Kitchener’s efforts to identify over 50 significant landscapes.
- Reviewed drafts and provided comments to aid the development of a Preservation Plan for the West Montrose Covered Bridge.
- Provided cultural heritage comments to further inform the selection of railing designs for bridge rehabilitation or reconstruction projects that require a PL-2 crash tested barrier.
- Offered policy recommendations to Transportation Planning and Design and Construction staff to explore options for an alternative standard for road improvements that are sensitive to the existing character of the Region’s rural villages.

#### Collaborative Work with Others

- Participated in heritage workshops, displays and conferences including the Waterloo Regional Heritage Foundation’s Annual Heritage Showcase (February 2014), the Grand River Heritage Day Workshop in Ohsweken (February 2014), the Waterloo Region Heritage Fair (May 2014), and the Ontario Heritage Conference (May 2014).
- Supported the City of Kitchener’s initiative to add the Strange Street Pumping Station (25 Strange St.) and the Cold War Bunker (3571 King Street East) to the City’s Municipal Heritage Register.
- Attended the Region of Waterloo Land Trust Forum to explore options for forming a community-led land conservation organization.

#### Building Public Awareness of the Value of Regional Heritage

- Developed a workshop entitled, “Cultivating Heritage Gardens and Landscapes,” to raise awareness of the composition of gardens and landscapes that reflect the architectural tradition of Waterloo Region.

- Continued to enhance and expand content for the online Heritage Conservation Toolbox as part of the Region's website, while working with the local North Waterloo Region branch of the Architectural Conservancy of Ontario (ACO) to develop and distribute new educational content.
- Participated in the 12<sup>th</sup> annual Doors Open Waterloo Region event by developing and leading new walking tours in West Montrose and Upper Doon (September 2014).
- Revised the routes and content of the Historic Countryside Tours, redesigned hardcopy maps, assisted in updating the complementary online mapping system, and distributed over 7,000 copies of the tours to venues across to the Region.
- Produced and unveiled a plaque for the West Montrose Covered Bridge (November 2014), the eighth historic bridge to be recognized in the Region as part of the Heritage Bridge Recognition program.

### **Recognition & Awards**

The Committee nominated candidates for the Ontario Heritage Trust Awards (February), the Ontario Volunteer Service Awards (April), the Regional Heritage Fair Award (May), and the Waterloo Regional Heritage Foundation Awards (June).

### **Proposed Activities for 2015**

In 2015, HPAC will continue to provide comments on road rehabilitation projects, development applications, environmental assessments, and other processes that may impact cultural heritage resources as outlined in the Committee Terms of Reference. In addition, the Committee plans to:

- Host the "Cultivating Heritage Gardens and Landscapes Workshop" at the Waterloo Region Museum on Saturday Jan. 31, 2015.
- Complete updates to the online Heritage Conservation Toolbox and publish a series of Practical Guides for heritage buildings that outline ways to conserve each element of a historic structure based on best practices gathered from respected sources.
- Publish the Public Building Inventory online. This document inventories purpose built public structures that have played a central role in the formation and function of the many historic communities in the Region.
- Finalize documentation and recommend the formal identification of a number of Regionally Significant Heritage Resources (RSHR).
- Continue to distribute and promote the revised Historic Countryside Tours and associated website.
- Continue to provide comments to staff and area municipalities on Cultural Heritage Landscape (CHL) policies.

- Work with Regional staff to explore existing policy and find options to support an alternative standard for road improvements that is sensitive to the historic character of the Region's rural villages.
- Promote public education and public awareness of the Region's heritage resources by participating in Doors Open Waterloo Region, the Heritage Showcase, and other conferences and workshops locally, provincially and nationally.
- Publish an educational summary document focusing on Regional archaeological resources.
- Install an interpretive plaque at the Huron Road Bridge in Kitchener as part of the Heritage Bridges Recognition Program, and another interpretive plaque at the newly reconstructed Manitou Dr. Bridge to commemorate the historic community of German Mills.
- Continue to promote financial support tools for heritage properties in partnership with the Waterloo Regional Heritage Foundation.

#### **Area Municipal Consultation/Coordination**

The agenda and minutes of Heritage Planning Advisory Committee meetings are circulated to all Area Municipalities, and this report will be distributed for information.

#### **Corporate Strategic Plan:**

The work of the Heritage Planning Advisory Committee supports Strategic Focus Area 2, Growth Management: Manage growth to foster thriving and productive urban and rural communities.

#### **Financial Implications:**

The work of the Heritage Planning Advisory Committee is supported by Planning, Development and Legislative Services staff through the use of Council-approved funds.

#### **Other Department Consultations/Concurrence:**

Nil.

#### **Attachments:**

Nil.

**Prepared By:** Lindsay Benjamin, Cultural Heritage Planner

**Approved By:** Rob Horne, Commissioner, Planning, Development and Legislative Services



**Report:** CSD-HOU-15-02

**Region of Waterloo**  
**Community Services**  
**Housing Services**

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015

**File Code:** D26-20

**Subject: Investment in Affordable Housing (2014 Extension) – Proposed Program Delivery and Fiscal Plan**

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**Recommendation:**

That the Regional Municipality of Waterloo take the following actions with regard to the Region of Waterloo's Investment in Affordable Housing (IAH) (2014 Extension) – Program Delivery and Fiscal Plan (PDFP) and program delivery, as outlined in report CSD-HOU-15-02, dated February 3, 2015:

- a) Endorse the recommended PDFP as summarized in Table 2 of Report CSD-HOU-15-002 and the proposed implementation of the PDFP;
- b) Authorize staff to forward the approved PDFP to the Ministry of Municipal Affairs and Housing;
- c) Authorize staff to develop program details for an Ontario Renovates and Housing Allowance program that are consistent with Ministry of Municipal Affairs and Housing guidelines and community need; and,
- d) Authorize the Director, Housing Services to reallocate funding between the appropriate components within each program year, as needed, to ensure full utilization of the notional allocation.

That the following 2015 Budget adjustments from the Investment in Affordable Housing (2014 Extension) be referred to Budget Committee for consideration:

- a) That an increase of 1.0 temporary full time equivalent be approved for Housing Services as of April 1, 2015 until March 31, 2020 for the implementation of the Investment in Affordable Housing (2014 Extension) program to be funded from the Administration component of the IAH funding;
- b) That the 2015 Housing Services Capital Budget be increased by \$3,320,790 to be funded by Provincial grants; and,
- c) That the 2015 Housing Services Operating Budget be increased by \$228,000 gross, \$0 net levy impact to be funded by Provincial grants.

### Summary:

On September 9, 2014 staff advised Regional Council of the Investment in Affordable Housing for Ontario (IAH) Program (2014 Extension) that will provide \$801 million across the Province for more affordable housing over six years (2014–2020). As described in Report P-14-093, the Region of Waterloo's Year 1 (2014-2015) allocation was identified as \$2,547,400 and staff was directed to submit the required Program Delivery and Fiscal Plan (PDFP) for Year 1 of the IAH (2014 Extension) to the Province by November 30, 2014 to meet the Provincial deadline of January 30, 2015 to commit Year 1 funding.

On December 18, 2014, the Region of Waterloo received a letter from the Ministry of Municipal Affairs and Housing that identified the full notional allocation for the six year term of the program. The Region's notional allocation for IAH (2014 Extension) is \$24,832,000 and is divided as follows:

**Table 1: IAH (2014 Extension) – Region of Waterloo Allocation**

<b>Program Year (April to March)</b>	<b>Allocation</b>
Year 1 (2014-15)	\$2,547,400
Year 2 (2015-16)	\$4,986,200
Year 3 (2016-17)	\$4,983,000
Year 4 (2017-18)	\$4,979,900
Year 5 (2018-19)	\$4,967,700
Year 6 (2019-20)	\$2,367,800
<b>Total</b>	<b>\$24,832,000</b>

As per the IAH (2014 Extension) Program Guidelines, Report P-14-093 identified the requirement to submit a Council-approved PDFP to the Province for approval no later than 1790895

than February 27, 2015 and indicated that staff would prepare a draft PDFP for consideration by Regional Council. The proposed allocation of funding for the Region's PDFP is included in this report. Using the new Affordable Housing Strategy (AHS) 2014-2019 as a guide, staff recommends that the Region deliver the Rental Housing, Homeownership, Ontario Renovates and Operating Components available under the IAH (2014 Extension) program.

### **Report**

In September 2014 staff brought forward a report (P-14-093) to inform Regional Council about the IAH (2014 Extension) program that will provide \$801 million across the Province for more affordable housing over six years (2014–2020). At that time, only the Year 1 (2014-2015) funding allocation was identified as \$2,547,400 and staff was directed to submit the required PDFP for Year 1 of the IAH (2014 Extension) to the Province by November 30, 2014 to meet the Provincial deadline and to enable Year 1 funding to be committed by January 30, 2015.

On January 13, 2015 (Report CSD-HOU-15-01) Council approved the commitment of the Year 1 funding to the Rental Housing Component (\$1,103,900), Operating Component (\$1,316,130) and five percent for administration (\$127,370). Regional Council was also informed that the full six year notional allocation under the IAH (2014 Extension) program (IAH) was \$24,832,000 and that staff would report back with a recommended PDFP, which is required to be submitted to the Province by February 27, 2015.

Based on the goal and targets of the new AHS 2014-2019 and recent changes and housing needs in the community, staff propose the PDFP as outlined in Table 2 for submission to the Province regarding the allocation of IAH (2014 Extension) program funding.

**Table 2: Proposed Program Delivery and Fiscal Plan 2014-2019**

PROGRAM COMPONENT	YEAR 1 2014-15	YEAR 2 2015-16	YEAR 3 2016-17	YEAR 4 2017-18	YEAR 5 2018-19	YEAR 6 2019-20	TOTAL	UNITS
Rental Housing (Capital)	\$1,103,900	\$1,866,890	\$4,033,850	\$4,280,905	\$4,019,315	\$1,799,410	\$17,104,270	150-190
Homeownership (Capital)			\$250,000		\$250,000		\$500,000	100
Ontario Renovates (Capital)		\$350,000	\$450,000	\$450,000	\$450,000	\$450,000	\$2,150,000	210
Housing Assistance (Operating) *	\$1,316,130	\$2,520,000					\$3,836,130	100
Administration (Operating)	\$127,370	\$249,310	\$249,150	\$248,995	\$248,385	\$118,390	\$1,241,600	
<b>TOTAL</b>	<b>\$2,547,400</b>	<b>\$4,986,200</b>	<b>\$4,983,000</b>	<b>\$4,979,900</b>	<b>\$4,967,700</b>	<b>\$2,367,800</b>	<b>\$24,832,000</b>	<b>560-600</b>

\*Operating Budget – Commitment of funds in year one and two of the program, actual program expenditures can occur up to March 31, 2024

### 1.0 Rental Housing

The Region's new AHS 2014-2019 has a target of helping to create at least 250 new affordable rental housing units, with a priority to focus on the needs of lower-income households and affordable housing with supports. There continues to be a need in the community for new affordable rental and supportive housing units. The latest Canada Mortgage and Housing Corporation Rental Market Report (Fall 2014) indicates that vacancy rates are again on a downward trend moving below a healthier vacancy rate (3%), dropping from 2.9% in 2013 to 2.3% in 2014, and are projected to fall lower in 2015. In addition, the Region's Co-ordinated Waiting List remains at an average of over 3,000 households, with wait times starting to increase for most households.

There remains a high level of non-profit and private sector interest and capacity to create new long-term affordable rental and supportive housing in the community. Regional staff recommends that \$17.1 million of the IAH (2014 Extension) funding be allocated to create an estimated 150 to 190 new affordable rental and supportive housing units.

### 2.0 Homeownership

The Region's Affordable Homeownership program has been successful in helping over

300 low to moderate income households become first time homeowners in the Region since the program started in 2008. The new AHS has a target to help at least 100 households purchase affordable homes, through a combined use of the continuing Revolving Loan Fund and additional funding through the IAH (2014 Extension) program. Therefore, staff recommends that \$500,000 of IAH (2014 Extension) funding be allocated to the Homeownership component to supplement the Revolving Loan Fund.

### **3.0 Ontario Renovates**

The Region of Waterloo began delivering the Ontario Renovates program in 2013 after the Canada Mortgage and Housing Corporation ended its long running suite of rehabilitation programs including the Residential Rehabilitation Assistance Program. The current program has focused on home repairs and accessibility modifications for home owners. To date, 131 families and individuals have benefited from the program.

The new AHS 2014-2019 identifies the need to continue with Ontario Renovates as well as expanding the program to include the creation of affordable secondary suites and accessibility modification in rental units. Any proposed modifications to the current Ontario Renovates program and requirements or the expansion into other areas would be the subject of a future report for consideration by Regional Council. Staff is recommending that \$2.15 million of the IAH (2014 Extension) funding be allocated to an Ontario Renovates program.

### **4.0 Housing Assistance (Operating Component)**

The new AHS 2014-2019 includes a target of providing rental assistance to help create housing stability for 100 households in our community with the greatest need of affordable and supportive housing. The funding is intended to be portable and is tied to the tenant and not the unit.

Under the last IAH program, Regional Council approved a seven year pilot program, Temporary Housing Assistance with Supports (THAWS) to provide portable rent assistance to identified high need target groups requiring financial assistance and other supports to maintain housing; such as those experiencing persistent homelessness, federally sentenced women being released from custody, mental health service consumers and individuals awaiting release from hospital (P-12-093). Early results on the pilot have shown that it is a viable option for these target groups with 81 per cent still participating or have moved to other appropriate housing and no longer requiring THAWS assistance since the program began in 2012.

Based on the success of the THAWS program and the Region's Out of the Cold Response Plan, Regional Council has already authorized the allocation of \$1,316,130 in Year 1 funding to be delivered over 10 years as the Housing Assistance With Supports (HAWS) program for up to 40 STEP Home participants (Report CSD-HOU-15-01).

The remaining 60 rental assistance units are proposed to assist other high needs groups including households currently on the Region's Coordinated Access Waiting List that are considered difficult to house and/or paying greater than 50 per cent of their income towards rent. The details of this new program would be the subject of a future report for consideration by Regional Council. Therefore, staff recommends allocating an additional \$2,520,000 of IAH (2014 Extension) program funding (\$3,836,130 total) under the Operating Component.

### **Administration**

The IAH (2014 Extension) program allows for a maximum of five per cent of the funding (\$1,241,600) to be used to cover administrative expenses. Staff recommends that the full \$1,241,600 of the funding be used to cover increased operating costs, including an additional staff (1 full-time equivalent staff) for the length of the program (until March 31, 2020) and to fund the delivery of the technical component of Ontario Renovates and the administration of the Housing Assistance with Supports (HAWS) funding by third party delivery agents.

### **IAH (2014 Extension) Program Funding Reallocation**

Service Managers are required to report to the Province quarterly to track progress against each component that a Service Manager delivers. Funding not committed by December 31st of each year may be deducted from that Service Manager's notional allocation and reallocated to another Service Manager. To help ensure the IAH funding is fully used, Service Managers can update their PDFPs on a quarterly basis and reallocate funding among the capital components (Rental Housing, Homeownership, Ontario Renovates) and within the Operating Components.

### **Next Steps**

Should Regional Council approve the recommendations in this report, staff will finalize the PDFP and submit to the Province for approval before February 27, 2015. Staff will develop the proposed program details for the new 60 rental assistance units, and any proposed changes and additions to Ontario Renovates and bring forward a report for consideration by Regional Council.

Should Regional Council approve the funding allocation for the Rental Housing Component as per the proposed PDFP, staff will issue a new call for Expressions of Interest in the Spring 2015 and bring a report on the results of the call for Expressions of Interest for consideration by Regional Council.

The \$24.8 million in IAH (2014 Extension) program funding and program flexibility will help address housing needs in the community, but the funding is not sufficient to fully address all the affordable housing needs in our community. Staff will continue to

collaborate with our local and sector partners (e.g. Association of Municipalities of Ontario, Federation of Canadian Municipalities, Ontario Municipal Social Services Association) to request senior levels of government to commit to long-term funding for sustainable affordable housing and supports, including long term funding for rent supplement units, and rehabilitation and repair of existing housing stock.

### 5.0 Area Municipal Consultation/Coordination

A copy of this report will be distributed to all Area Municipalities. Regional staff will continue to meet with Area Municipal staff to review proposed affordable rental housing projects submitted within their Municipality and collaborate on affordable housing policy and initiatives.

#### Corporate Strategic Plan:

Allocating IAH (2014 Extension) program funding and delivering the capital and operating components will assist in achieving the Region's Corporate Strategic Plan Focus Area 4: Healthy and Inclusive Communities; Strategic Objective 4.5 (to) work collaboratively to increase the supply and range of affordable housing and reduce homelessness.

#### Financial Implications:

The IAH (2014 Extension) program will provide \$24,832,000 in funding over the six year program (2014-2020) to help implement the Region's Affordable Housing Strategy and address local affordable housing needs.

The following chart summarizes the impact of the provincial announcement on the Preliminary 2015 Operating Budget:

#### 2015 Housing Services Operating Budget:

Temporary Full time Staff	1.0 FTE	\$80,000
Housing Assistance		168,000
Total Expenditures		<u>\$228,000</u>
Provincial Subsidy		\$228,000
Regional Contribution		<u>\$0</u>

This is an estimate of the operating budget impact of the provincial funding on the Region's 2015 fiscal year.

The following chart summarizes the impact of the provincial announcement on the Preliminary 2015 Capital Budget and Forecast for Housing Services:

January 13, 2015

Report: CSD-HOU-15-02

	2015	2016	2017	2018	2019	TOTAL
Rental Housing	\$2,970,790	\$4,033,850	\$4,280,905	\$4,019,315	\$1,799,410	\$17,104,270
Homeownership		250,000		250,000		500,000
Ontario Renovates	350,000	450,000	450,000	450,000	\$450,000	2,150,000
Total Expenditures	\$3,320,790	\$4,733,850	\$4,730,905	\$4,719,315	\$2,249,410	\$19,754,270
Provincial Subsidy	\$3,320,790	\$4,733,850	\$4,730,905	\$4,719,315	\$2,249,410	\$19,754,270
Regional Contribution	\$0	\$0	\$0	\$0	\$0	\$0

Should no further senior government funding be made available at the end of the IAH program (March 2020), Ontario Renovates will have to be discontinued or alternate funding made available. The Operating Component programs that are delivered beyond March 2020 will continue to be funded as per the PDFP up to the 10 year limit.

The Region has a policy of providing limited grants to offset Regional Development Charges (RDC) for rental and supportive project priorities which proceed to building permit stage on a first come, first served basis, as detailed in Council-approved Report P-03-046. There is currently an uncommitted balance of approximately \$1.2 million for this purpose which is sufficient to address RDC grant requests from any future approved Priority Projects.

Finally, the Region has also adopted the Optional Property Class for New Multi-Residential Development that provides preferential tax treatment (a tax ratio of 1.000) for new multi-residential developments relative to residential properties for 35 years (F-02-031). The Optional Property Class for New Multi-Residential Development applies to all projects involving seven or more units developed under the new AHS.

#### **Other Department Consultations/Concurrence:**

Staff from Treasury Services has been consulted in the preparation of this report.

#### **Attachments**

Nil

**Prepared By: Jeffrey Schumacher**, Supervisor, Housing Supply Initiatives

**Jennifer Murdoch**, Manager, Housing Programs

**Deb Schlichter**, Director, Housing Services

**Approved By: Douglas Bartholomew-Saunders**, Commissioner, Community Services



**Report:** CSD-CHS-15-04

**Region of Waterloo**  
**Community Services**  
**Children's Services**

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**To:** Chair Geoff Lorentz and Members of the Community Services Committee

**Date:** February 3, 2015

**File Code:** S04-20

**Subject:** Purchase of Service Rates for Early Learning and Child Care Programs

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**Recommendation:**

That effective April 1, 2015, the Regional Municipality of Waterloo pay full market rates for purchase of service related to child care fee subsidy for licensed Early Learning and Care operators in Waterloo Region as outlined in report CSD-CHS-15-04.

**Summary:**

The report before Committee for consideration addresses one financial component that has been negatively impacting community operators for several years. The Region of Waterloo purchases child care services on behalf of Subsidy eligible families from licensed Early Learning and Child Care programs in Waterloo Region. Over the past several years, the gap between the daily per diem paid by the Region for a purchase of service space and the rate paid by full fee paying families has widened. This has meant some operators are subsidizing the rate paid by the Region through their own operating budgets. Operators are feeling increased pressure due to the impact of full day kindergarten and this rate discrepancy further increases financial pressure on a system that is already struggling. Community consultations identified that the gap between purchase of service and market rates is one of the factors that is contributing to the instability of the system. The cost of moving to payment of actual market rates is estimated to total approximately \$900,000 and would be funded from the 2015 purchase of service budget.

**Report:****1.0 Background:**

Over the past five years significant changes have taken place that impact licensed Early Learning and Child Care (ELCC) programs. For example, implementation of full day kindergarten, extended day programs for school aged children has resulted in a significant decrease in demand for age populations which helped to subsidize the operating costs for younger age populations. These changes have impacted operators both financially and operationally. As the consolidated municipal service manager (CMSM), Children's Services has responsibility for planning, support and funding of the licensed ELCC system. A great deal of work has been completed to assist the ELCC community in managing this transformational change. Greater detail on the steps and actions was outlined in report CSD-CHS-15-01, dated January 13, 2015.

**2.0 Purchase of Service**

Through service agreements with licensed ELCC programs, the Region of Waterloo buys licensed child care services on behalf of subsidy eligible families. The rates currently paid by the Region of Waterloo differ from an operators' actual/market rate which is what is paid by families who pay full fees for service. Market rates for ELCC operators are determined by the actual cost of providing care for a child on a daily basis. Currently, the gap between the actual cost of care, and the rate paid by the Region sits at about 14%. The Region of Waterloo currently has service agreements with 137 licensed ELCC programs.

The Region of Waterloo provides child care subsidy to eligible families using a provincially mandated income test. To be eligible to apply for subsidy the parent(s) must be working, attending school, in a treatment program or have a child with special needs. When a family is approved for child care subsidy they proceed with selecting the child care option that best fits their needs such as; hours, location, type of care needed. The placement in the ELCC program and hours of care allowed are confirmed by the child care subsidy office to both the parent and the ELCC program. The ELCC program is reimbursed monthly for the care provided for the subsidy eligible child through a web based record of attendance. The child care subsidy office verifies the information submitted by the ELCC program and authorizes payment to the ELCC program. On average, the Region of Waterloo purchases child care services for 3100 children each month, this represents about one third of all licensed ELCC spaces in Waterloo Region.

**3.0 Purchase of Service Rates**

Historically, cost of living increases to the purchase of service rate have been capped at a percentage increase which has varied between 0% and 3% annually. Over time the gap has widened between purchase of service rates and actual market rates. As

identified by a delegation in November 2014 to Council, this practice has contributed to the financial duress for many of our licensed ELCC operators.

The table below compares the average rate paid by the Region to the average market rate for all 137 licensed ELCC centre based programs. In some cases the gap is as high as \$18 per day per child.

Hours of Care	Average 2014 Purchase of Service Rate	Average 2014 Market Rate	Difference
<b>Infant Rates (0-18 mos.)</b>			
6 or more	\$55.19	\$65.02	\$9.83
less than 6	\$34.93	N/A	N/A
<b>Toddler Rates (18-30 mos.)</b>			
6 or more	\$44.19	\$46.85	\$2.66
less than 6	\$32.02	\$38.50	\$6.48
<b>Preschool Rates (2-5 yrs)</b>			
6 or more	\$38.52	\$41.29	\$2.77
4 to 6	\$27.55	\$32.59	\$5.04
less than 4	\$20.64	\$21.89	\$1.25

This practice has had significant impact on the financial viability of ELCC operators, further compounded by the loss of market share of 4 and 5 year olds to full day kindergarten.

#### **4.0 Community Engagement & Input**

A funding Working Group was formed in 2013 with representation across the ELCC service sector. This group has been instrumental in providing advice, guidance and input into the development of our new base operating funding model as well as proposed changes to rates. In addition all proposed changes have been vetted through several community ELCC forums which all licensed operators are invited to attend. The proposed approach of moving to full market rates was overwhelmingly endorsed at an ELCC forum held in December 2014.

#### **5.0 Options for Purchase of Service Rates**

Several options and approaches were explored with the Funding Working Group along with analysis of financial and legislative implications. Some of these options were:

- **Status quo - No change to the current purchase of service rates for 2015** – this would result in a growing gap between rates and place increasing financial pressure on ELCC programs and may result in further closures of programs.
- **Percentage Increase - Raise the purchase of service rates by a percentage for 2015** – this approach would be in line with previous practice however no rate increases over the past three years means that there is on average a 14% gap and would still negatively impact child care operators.
- **Average rate structure - Move to an average purchase of service rate for all operators** – there is significant variation in the rates charged by all service providers, establishing an average rate would positively impact those below the average rate and negatively impact those above the average rate. Further review also revealed that this may place the Region in violation of Provincial legislation regarding administration of fee subsidy.
- **Full Market rates in two categories only - Pay full market rates for infant and toddler spaces which are the most costly to operate** – this was determined as a second possibility should there be insufficient funds to move to full market rates for all age categories. ELCC operators would still experience financial pressures for all age categories such as preschool and school age.
- **Full Market rates - Pay full market rates for all purchase of service rates** – this was the recommended approach as it brings purchase of service rates in line with market rates, ensures equity across the system and supports financial stability for operators.

## 6.0 Recommended Approach to Rate Structure

The approach being recommended for approval by Committee today involves moving to a new approach to purchase of service which involves paying actual/market rates to each operator. It is important to note that there is a great deal of variability of the rates charged by ELCC programs which are based on actual operating costs. In addition staff will simplify the number of rates paid for purchase of service. This will result in increased efficiencies in administration and monitoring use of funding and simplify the process for families and ELCC programs. To determine the cost implications of moving to market rates an in-depth analysis of the current purchase of service rates and levels of service was completed. The estimated cost of moving to full market rates will result in an increase in cost for the current fee subsidy budget of approximately \$900,000. During 2014 a decrease in demand for fee subsidy for four and five year old children due to availability of full day kindergarten resulted in lower than projected expenditures in the fee subsidy budget which allows for the budget capacity to make these adjustments.

A new approach for review of purchase of service rates is being developed which requires all ELCC operators to submit rate requests on an annual business cycle. A

fulsome review will be completed to ensure the rates requested are aligned with operating expenses before any changes to rates are approved. Purchase of service rates will be adjusted only once in each calendar year in accordance with a business cycle for approval of other operating funding and will be contingent upon available Ministry funding.

### **Corporate Strategic Plan:**

The new approach to purchase of service rates aligns with the 2011-2014 Region's Corporate Strategic Focus Area 4: Healthy and Inclusive Communities; Strategic Objective 4.5 (to) work collaboratively with the community to support the development of services for children.

### **Financial Implications:**

An analysis was completed on the financial implications of moving to full market rates. A review of the differing rates and units of care currently being purchased in the fee subsidy budget line indicates that the change would represent on average a 14% gap between purchase of service rates for an estimated fiscal impact of up to \$900,000 for 2015. Further analysis of the fee subsidy budget indicated that though demand for fee subsidy remains high at around 3,100 children per month the hours of care required have decreased resulting in an under expenditure of the fee subsidy budget. This capacity within the existing budget provides sufficient funding to accommodate this change. The current fee subsidy budget totals \$18M. If demand remains at the current daily average of 3100 children per month, this change would not result in a fee subsidy waiting list. In addition the review of current rate structure identified efficiencies could be achieved in administration if the number of rates based on hours of care were refined.

The table below provides a summary of the full range of market rates or fees charged by ELCC centres in Waterloo Region for a full day space,(more than 6 hours). It is important to note there is a great deal of variability as each centre sets their fee for child care services. Fees or market rates are based on the operating costs at each centre.

<b>Summary of 2015 Market Rates Across ELCC Centres</b>			
<b>Rate</b>	<b>Lowest Fees</b>	<b>Average Fee</b>	<b>Highest Fees</b>
Infant Space	\$55.00	\$65.31	\$78.62
Toddler Space	\$37.98	\$46.99	\$68.28
Preschool Space	\$35.63	\$41.48	\$60.69

**Other Department Consultations/Concurrence:**

Resources in Finance and Legal services are required to support the flow of funding and administration of contracts.

Attachments:

**Prepared By:** Nancy Dickieson, Director, Children's Services

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Community Services

<b>Council Enquires and Requests for Information</b>				
<b>Community Services Committee</b>				
<b>Meeting date</b>	<b>Requestor</b>	<b>Request</b>	<b>Assigned Department</b>	<b>Anticipated Response Date</b>