Regional Municipality of Waterloo

Community Services Committee

Agenda

Tuesday, March 24, 2015

12:30 p.m. (← Note Time Change)

Regional Council Chamber

150 Frederick Street, Kitchener

1. Declarations of Pecuniary Interest Under The Municipal Conflict of Interest Act

2. Delegations

   a) Moira Sharon Magee

   b) Kayla Andrade, Ontario Landlords Watch, re: Impact on Including Water Costs with Rent for Social Assistance Recipients

3. Presentations

   a) Douglas Bartholomew-Saunders, Commissioner, Community Services re: Community Services Departmental Overview – Seniors’ Services and Children’s Services Divisions

   b) Christiane Sadler, Executive Director, Crime Prevention Council re: CPC-15-02, Social Media Committee - THINK Campaign Update

Consent Agenda Items

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

5. **Motion to Approve Items or Receive for Information**
   a) CSD-HOU-15-07, Homelessness Partnering Strategy (Approval) 9
   b) CSD-EIS-15-04, First Response Protocol Update 2014 (Information) 18
   c) CSD-CHS-15-06/COR-FFM-15-03, Elmira Children’s Centre Community Partner Space (Approval) 21
   d) PHE-PSV-15-02, Donation of Retired Ambulance (Information) 28
   e) PDL-CUL-15-08, Waterloo Region Museum – City of Kitchener Municipal Heritage Register Listing (Information) 30
   f) CSD-SEN-15-04, Sunnyside Home Quality Improvement Plan 34

**Regular Agenda Resumes**

6. **Reports – Public Health and Emergency Services**
   a) PHE-PSV-15-03, Paramedic Services Performance Measurement Quarterly Report – October to December 2014 (Presentation) 36
   b) PHE-15-02, Education and Enforcement Plan for the Smoke-Free Ontario Act Amendments 43

**Reports – Planning, Development and Legislative Services**
   c) PDL-CUL-15-06, Region of Waterloo Museums 2014 Highlights, 2015 Planned Initiatives and Strategic Directions (Presentation) 47

7. **Information/Correspondence**
   a) Council Enquiries and Requests for Information Tracking List 85

8. **Other Business**

9. **Next Meeting – April 14, 2015**

10. **Adjourn**
Region of Waterloo

Waterloo Region Crime Prevention Council

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

Date: March 24, 2015

File Code: C06-60

Subject: Social Media Committee - THINK Campaign Update

Recommendation:

For information.

Summary:

This report provides a brief update of the activities and implementation efforts of the Social Media Committee of the Waterloo Region Crime Prevention Council (WRCPC). The Social Media Committee was approved in principle by the WRCPC in September 2012. Implementation and engagement efforts have been ongoing and reports regarding specific activities have been provided to Regional Council and the community throughout this time. This report comprises an overview of these activities and next steps.

Report:

1.0 Background

In 2012 some highly publicized and tragic events across the country brought awareness of emerging trends in cyberbullying. This became a focus of discussion during a WRCPC meeting and council members suggested investigating what, if anything could be done to change attitudes and behaviours to prevent cyberbullying in Waterloo Region.

A Social Media Committee was formed in July 2012. It included members with experience and expertise in communications, social media, education, health and well-being, crime prevention, policing and community collaboration from the following organizations:

- Waterloo Catholic District School Board
- Waterloo Region District School Board
- Waterloo Region Suicide Prevention Council
- Lutherwood
- Waterloo Regional Police Services
- John Howard Society of Waterloo Wellington
- Women’s Crisis Services of Waterloo Region
- Region of Waterloo Public Health
- Alison Neighbourhood Association
- Sunnydale Community Association
- Canadian Mental Health Association
- Community Members
The Social Media Committee examined local experiences and actions and reviewed research data. The committee identified the rapid growth of social media and the risk for inappropriate use of social media as a serious issue, including online bullying, cyberstalking, controlling behaviour, sexting, posting nude images, and the increased incidents of suicide among young people. The committee developed a vision, mission and mandate as follows:

**Vision:** A community of responsible digital citizens that make Waterloo Region an even safer place to work, live and learn.

**Mission:** To encourage the appropriate use of social media as a tool to support learning and communication that is respectful, kind and in no way hurts or degrades others.

**Mandate:**

- **Engage:** Foster and promote responsible digital citizenship
- **Collaborate:** Work in partnership with private business, local government, social agencies, local media and educational institutions
- **Educate:** Provide resources and strategies to all sectors of our community who act as partners committed to a safer Waterloo Region

The committee also identified some expected outcomes of their work, to include:

- Advocacy
- Community Mobilization of Knowledge
- Public Awareness

Looking to successful local initiatives like Blue Box Recycling, Anti-Littering and seatbelt campaigns, the committee focused on public awareness through prevention efforts that might change attitudes and behaviours in young people as a generation of social media pioneers. Eventually the THINK campaign was born, based on best knowledge of child and youth development, with the goal of **encouraging respectful and responsible digital leadership in Waterloo Region through the positive and purposeful use of social media.**

The THINK campaign was adopted by local school boards to promote a respectful and responsible digital leadership message to students. THINK has since rolled out to 170 schools across the Region, with posters, bookmarks, stickers and blue bands, reaching 100,000 students.

THINK encourages students to ask five key questions before using social media or texting to ensure positive messaging. Is it **True? Helpful? Inspiring? Necessary? Kind?**

The global relevance and simplicity of this campaign resonated with
communities across Canada and beyond. Schools, sports associations, medical facilities, boys and girls clubs and other organizations from across Canada, throughout the United States, and as far away as the United Kingdom, have requested the THINK campaign to emulate this approach.

Rationale
Online or cyberbullying has become a prevalent issue in schools, workplaces and communities, affecting people of all ages in many ways – often with physical, mental, emotional, legal, ethical and social ramifications. The THINK message and material was delivered to hundreds of classrooms across Waterloo Region in an effort to start a dialogue and to create teachable moments encouraging students to begin to take ownership for the role they play in the online community.

Goals of the Campaign
- Promote an understanding of the implications of digital choices
- Promote awareness of one’s ‘digital footprint’
- Increase the number of positive digital champions
- Change attitudes relating to digital citizenship
- Decrease instances of victimization
- Engage youth in the design and delivery of the messaging
- Reduce suicide rates/attempts

What is THINK?
THINK is an awareness campaign that supports character development, bullying prevention and safe, inclusive and accepting schools. It is modeled, with permission, after an original poster concept by Shannon Long, a graphic artist from the US.

THINK encourages people of all ages to ask five key questions before they text, tweet, or post to social media sites: Is what they are sending True? Helpful? Inspiring? Necessary? Kind?

THINK is intended to spark discussions about responsible use, be meaningful to the individual, and ultimately encourage positive social change.

2.0 Update:
St. Mary’s High School Pilot Project (November 2012)

St. Mary’s High School in Kitchener wanted to address online bullying and encourage THINKing before communicating electronically during Bullying Awareness Week. ‘Band Together in Kindness’ was their theme with the introduction of THINK posters, t-shirts, a school wide anti-bullying pledge, guest speakers and blue THINK bands distributed to all students to put on their devices as a
reminder. This was a natural follow up campaign to the school’s Kindness campaign the previous year.

“It has been a month since we kicked off the THINK/Banding Together in Kindness campaign at St. Mary’s and we have seen a significant difference. In the last month we have only had to deal with a couple of incidences of ‘tweeting wars’ and normally we have that many a day. We were hoping the campaign would begin to make a difference but we are amazed at how quickly it has helped…the efforts really are having an impact.” ~ Joan Grundy, Vice Principal, St. Mary’s High School (Dec 2012)

The St. Mary’s pilot project garnered lots of local media attention, which drew requests from other local schools, the YMCA (fitness centres and Newcomer Youth orientation), ROOF, municipal Community Centres, Probation and Parole, F&CS, The Museum ‘One Love’ exhibit schools program, and community after school programs.

Shortly thereafter, the Brant Haldimand Norfolk Catholic District School Board requested permission to replicate the THINK campaign throughout their board.

“Thanks again for sharing! Staff can’t believe what a great concept this is. Everyone is very excited. We are holding the campaign system-wide with a poster in every classroom/staffroom/common area and blue bands for every student.”

~ Tracey Austin, Manager of Community Relations, BHNCDSB

THINK Campaign Rolls Out to All Schools (November 2013)

WRCPC partnered with both local school boards (WRDSB, WCDSB) to launch THINK to all 170 schools across Waterloo Region, with a focus specifically on grades 4-12 during Bullying Awareness Week. School packages with THINK posters, stickers, bookmarks; classroom activities; web resources; and blue elastic THINK bands to put around devices as a reminder to THINK before posting were distributed to schools in an effort to start classroom discussions about responsible digital leadership and communicating with good purpose.
The Child & Youth Workers at the schools reported back that staff and students were tired of hearing “anti-bullying” messages, so the positive messaging of THINK was refreshing and well received.

Waterloo Region Crime Prevention Council also researched and distributed a Cyberbullying RAP Sheet (Fact Sheet) identifying types of cyberbullying, trends, signs and symptoms and what parents, teachers and youth can do.

‘30 Days of THINK’ Contest (November 2014)

We launched 30 Days of THINK with both school boards to all grades (JK-12) on November 1, 2014. As a continuation of the THINK campaign, 30 Days of THINK was a month-long contest for students to promote positive use of social media. The goal was to get students “THINKing” about how they use social media and to be responsible and respectful online. A secondary goal was to encourage teachers to use technology and educational apps in the classroom. Each week challenges were issued related to digital citizenship, kindness, respect and caring. Students submitted a photo or video of the completed challenge and were encouraged to be positive and inspiring with their messages. Weekly prizes were awarded for individual, group and class entries. Winners were randomly selected from all entries. Sponsorship, in the form of prizing, was received from the technology and business sectors.

The 30 Days of THINK campaign/contest was presented to the WCDSB Parent Involvement Committee (PIC); Waterloo Region Assembly of Public School Councils (WRAPSC); Working Against Youth Violence Everywhere (WAYVE) Training Day; KYAC – Kitchener Youth Action Council; WRDSB Computer Contacts for teachers; and WRDSB Safe, Caring & Inclusive Schools sessions for administrators.
Where else has THINK been adopted?

- The THINK campaign was presented to and shared with private schools including Rockway Mennonite Collegiate, St. John Kilmarnock, the Islamic School of Cambridge and the French school boards during Bullying Awareness Week.
- THINK was featured at the Regional WE Day hosted by Marc & Craig Kielberger.
- **Brant Haldimand Norfolk Catholic District School Board**
- **Simcoe Muskoka Catholic District School Board**
- **Waterloo Region Children’s Safety Village** incorporated the THINK campaign into their Grade 5 “Internet Safety” program and curriculum.
- Waterloo Regional Police Services presented the THINK campaign at a provincial conference for the Committee of Youth Officers for the Province of Ontario (COYO), resulting in requests for the campaign from the Ontario Provincial Police (Perth County), the Guelph Police Service and the Ottawa Catholic District School Board.
- The **Waterloo Region Record** partnered with us to source ½ page content and resources for a 6-part feature Anti-Bullying Awareness Series as part of their Newspapers in Education program.
- **OPP Orillia** incorporated the THINK messaging and blue THINK bands as part of an extrajudicial response they piloted for young persons involved in either cyberbullying or sexting.
- The **Thunder Bay Crime Prevention Council** and **Thunder Bay Police Service** adopted the THINK campaign as part of their municipality’s “Respect” initiative for Bullying Awareness Week.
- **CTV’s Pledge to End Bullying** and their annual Day to End Bullying events at Fairview Mall (2013 & 2014).
- **World Suicide Prevention Day** community events with the Waterloo Region Suicide Prevention Council and “Bully: The Movie” panel.
- CPC has provided event displays, speaking engagements and presentations to many interested groups.
- Posters and materials have been shared with many community organizations across Waterloo Region and throughout Canada.
- Requests have also been received from cities in Massachusetts, Illinois, Hawaii, Pennsylvania, Texas, Maryland, Oklahoma, Missouri, California, Colorado, New York, Bath (UK), Manchester (UK), Glasgow (UK)

**Media Coverage**

New Dundee Public School students embrace 30 Days of Think. (Ayr News, Dec 10, 2014)

Teaching kids to THINK before using social media (Kitchener Citizen East, Dec. 4, 2014)

Teaching Kids to THINK before using social media (Kitchener Citizen West, Dec 4, 2014)
THINK campaign encourages kids to use social media the right way (Waterloo Chronicle, Dec. 3, 2014)

THINK Campaign – John Shewchuk (570 News Midday Show w/Eric Drozd, Dec 2, 2014)

Campaign urges positive posts on net (Cambridge Times, Nov 24, 2014)

Cyberbullying Bill /THINK campaign w/John Shewchuk & Peter Rubenschuh (CTV ProvinceWide, Nov 24, 2013)

Schools take aim at bullying among region’s students (Woolwich Observer Extra, Nov 22, 2013)

Students in Waterloo Region asked to “THINK” during Bullying Awareness Week (570 News, Nov 19, 2013)

Bullies targeted with rubber bands (THINK) (The Record, Nov 19, 2013)

THINK on Rogers Daytime w/ John Shewchuk & Peter Rubenschuh (Rogers Daytime, Nov 19, 2013)

School Boards Launch “THINK” Initiative in all Schools Across Waterloo Region (Exchange Morning Post, Nov 19, 2013)

THINK Before You Send (CTV News, David Imrie, Nov 18, 2013)

Banding Together for Think (Mark’s Musings Blog, Nov 18, 2013)

3.0 Challenges

The committee has experienced the following challenges:

- Sustainability of the message long term
- Securing resources to support the ongoing work
- Keeping up with demand for materials, presentations

THINK is not meant just for young people. The committee has also identified parents, workplaces, and community leaders as other critical audiences to share the THINK message with who can model positive digital citizenship.

The members of the committee have been committed and passionate about this work over the past 2 ½ years. It has been a great example of working in collaboration with community partners.

Corporate Strategic Plan:

Fostering Healthy, Safe, Inclusive and Caring Communities: Enhance Community Safety and Crime Prevention
Financial Implications:

The WRCPC has received some in-kind and limited financial resources to undertake the activities noted above, including support from the Waterloo Region District School Board, Waterloo Catholic District School Board, Waterloo Regional Police Service, partner organizations and sponsors from the tech sector and business community.

Other Department Consultations/Concurrence:

None

Attachments:

Nil

Prepared By: Tracy Jasmins, Marketing & Communications Coordinator, WRCPC

Approved By: Christiane Sadeler, Executive Director, WRCPC
Region of Waterloo  
Community Services Department  
Housing Services  

To: Chair Geoff Lorentz and Members of the Community Services Committee  
Date: March 24, 2015  
File Code: S13-20  
Subject: Homelessness Partnering Strategy  

Recommendation:

That the Regional Municipality of Waterloo approve the Community Advisory Board recommendations and entering into agreements with the following agencies for up to a total of $375,534, subject to receipt of Federal Government Homelessness Partnering Strategy (HPS) funding:

- Cambridge Shelter Corporation to a maximum of $115,161 for the period April 1, 2015 to March 31, 2016;
- Kitchener-Waterloo Young Women’s Christian Association to a maximum of $115,161 for the period April 1, 2015 to March 31, 2016;
- K-W Urban Native Wigwam Project to a maximum of $25,212 for the period April 1, 2015 to March 31, 2016;
- K-W Working Centre for the Unemployed to a maximum of $120,000 for the period April 1, 2015 to March 31, 2016;

And That the Regional Municipality of Waterloo approve entering into agreements with agencies or consultants in a form acceptable to the Regional Solicitor, as determined by the Commissioner of Community Services and recommended by the Community Advisory Board to ensure the HPS allocation is fully utilized from April 1, 2015 to March 31, 2019 as outlined in report CSD-HOU-15-07, dated March 24, 2015.
Summary:

This report seeks approval from the Regional Municipality of Waterloo to enter into new agreements for April 1, 2015 to March 31, 2016 based on recommendations from the HPS Community Advisory Board (CAB) in alignment with the priorities identified in the Waterloo Region HPS Community Plan (2014-2019) and the local Homelessness to Housing Stability Strategy. The HPS CAB advises that $375,534 be allocated to four partner agencies, leaving $66,271 (15%) for administration costs (previously approved through report SS-14-013).

Current funding under the Federal HPS committed a total of $2,209,025, or $441,805 per year, for the period April 1, 2014 to March 31, 2019. In April 2014, Council approved the continued role of the Region as Community Entity, the HPS Community Plan (2014-2019), the temporary increase of 0.8 full-time equivalent (FTE) for the period April 1 2014 to March 31, 2019, and HPS funding allocations for April 1, 2014 to March 31, 2015 (SS-14-013).

Report:

1.0 Background


In December 2006, the Federal Government announced $526 million for a new Homelessness Partnering Strategy (HPS). The HPS was established for two years beginning April 1, 2007 and ending March 31, 2009. The HPS resembles the former National Homelessness Initiative and the former SCPI with the same amount of funding allocated to Waterloo Region ($441,805 in each year). Council approved the Region’s continued participation as the Community Entity for the HPS (SS-07-008), funding for community projects during the transition year (April 1 – December 31, 2007) (SS-07-008), as well as the Waterloo Region’s HPS Community Plan 2007-2009 (SS-07-034).

In January 2009, the Federal Government confirmed the extension of HPS at the same levels for two years, from April 1, 2009 to March 31, 2011 ($441,805 in each year for Waterloo Region), with the ability to carry over any unspent funds from the previous allocation (for Waterloo Region, the total amount re-profiled to March 2011 was $107,296). Council approved the Region’s continued participation as the Community Entity for HPS and funding for community projects for 2009-2011 (SS-09-013).
The Federal Government renewed HPS for an additional three years, from April 1, 2011 to March 31, 2014 ($441,805 in each year for Waterloo Region), without the ability to carry over any unspent funds from the previous allocation. A summary of National Homelessness Initiative and HPS funding to the Regional Municipality of Waterloo is included in Appendix A.

Since its initiation, it has been a requirement of Federal Government homelessness funding that a Community Advisory Board (CAB) be established to provide input and recommendations regarding local implementation. The CAB is comprised of various sector representatives from across Waterloo Region involved in the area of homelessness to housing stability. A list of current CAB members is included in Appendix B.

2.0 Homelessness Partnering Strategy for 2014-2019

In 2013, the Government of Canada announced the continuation of the Homelessness Partnering Strategy (HPS) for five years commencing April 1, 2014 to March 31, 2019, with a focus on Housing First. The Government also confirmed that the current funding level of $441,805 will continue to be the Region’s annual allocation until March 31, 2019.

In 2014, the required HPS Community Plan (2014-2019) was completed, providing information on local data, programs, investment allocations, partnerships and priorities for homelessness and housing stability. The HPS Community Plan (2014-2019) for Waterloo Region was based on “All Roads Lead to Home: the Homelessness to Housing Stability Strategy of Waterloo Region” (The Strategy). In addition to The Strategy, the HPS Community Plan for Waterloo Region incorporated information gathered from ongoing consultations with the housing stability system and the Housing Stability System Advisory Committee, data collected by Region of Waterloo staff and input from the Waterloo Region CAB.

The HPS Community Plan (2014-2019) for Waterloo Region identifies the following four priorities outlined in the HPS Guidelines:

1. To reduce homelessness through a Housing First approach;
2. To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services;
3. To ensure the coordination of resources and leveraging (e.g., identifying, integrating and improving services, community planning, partnership development, establishing landlord relationships, mapping of current available assets); and
4. To improve data collection and use.

Council approved the continued role of the Region as Community Entity, the HPS
Community Plan (2014-2019), HPS funding allocations for April 1, 2014-March 31, 2015 and the temporary increase of 0.8 full-time equivalents (FTE) to provide HPS program support (SS-14-013).

3.0 Community Advisory Board

There are a number of community groups in Waterloo Region, including the Housing Stability System Advisory Committee and STEP Home Participant Advisory Group, that play a key role in conducting local housing stability system planning. Whenever possible, these existing community groups fulfil system planning roles required by HPS (e.g., to identify and assess homelessness issues and needs in the community). The CAB is brought together when HPS-specific advice is required or where the advice required falls outside of the scope of existing groups (e.g., specific funding advice). Advice offered by the CAB is subject to final approval by Council.

The 2014-2019 Waterloo Region CAB membership was initially drawn from the Housing Stability System Advisory Committee and previous members of the CAB for their expertise and history, with additional members added as the CAB deemed appropriate. The CAB met in 2014 and provided input and recommendations for the HPS Community Plan (2014-2019) for Waterloo Region and on HPS funding allocations for 2014-15.

The HPS CAB met on February 9, 2015 to discuss and provide advice on 2015-2016 proposals for HPS funding.

4.0 HPS Allocations


Given the end of the Transitional Funding Period, on the advice of the CAB, Regional staff directed an HPS Request for Proposals (RFP) for the period beginning April 1, 2015 to existing STEP Home and Aboriginal projects. These projects align most closely with HPS’s housing first and Aboriginal priorities. To ensure continuity of service to participants, projects that were previously funded through HPS but did not align with new HPS priorities will continue to receive funding through other sources (e.g., through Regional Homelessness to Housing Stability Strategy funding). Four agencies submitted full proposals in response to the RFP. All proposals were reviewed by Regional staff and CAB members.

Based on the HPS Community Plan priorities, on February 9, 2015, the CAB recommended HPS funding for the following projects, up to the maximum amounts
identified for the period April 1, 2015 to March 31, 2016:

- **Streets & Shelters to Housing Stability**
  
  Cambridge Shelter Corporation (2 FTE) $115,161  
  Kitchener-Waterloo Young Women’s Christian Association (2 FTE) $115,161  
  K-W Working Centre for the Unemployed (2.5 FTE) $120,000  

  The Streets & Shelters to Housing Stability Program is a component of STEP Home and provides person-centred support (practical assistance, skills coaching, relationship-building and personal encouragement) to people experiencing persistent homelessness to find, establish and maintain stable housing. Supports address areas such as needs assessment, housing search, communicating/advocating with landlords, transportation, tenancy skills (e.g., cleaning, cooking, rent payment), problem-solving, goal setting and community inclusion. Supports are available for a minimum of one year once housing is secured.

- **Tenant Liaison**
  
  K-W Urban Native Wigwam Project $25,212  

  The Tenant Liaison program supports up to 30 tenants per year who are at-risk of housing loss through building relationships with tenants and supporting activities that increase community inclusion, particularly within the Aboriginal community. The Tenant Liaison will provide supports to residents, mediate conflicts, and promote family and cultural activities, emphasizing participation in the community.

**Corporate Strategic Plan:**

Serving as the Community Entity to administer federal funding for programs that address homelessness is consistent with the Region’s 2011-2014 Corporate Strategic Plan, Focus Area 4: Healthy and Inclusive Communities: to “foster healthy, safe, inclusive and caring communities”; and specifically, Strategic Objective 4.5 to “work collaboratively to increase the supply and range of affordable housing and reduce homelessness”.

**Financial Implications:**

The Homelessness Partnering Strategy (HPS) program will provide $2,209,025 in funding over the next five years commencing April 1, 2015. Below is a financial summary of the program:
### Expenditures:

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<thead>
<tr>
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<tbody>
<tr>
<td>Cambridge Shelter Corporation</td>
<td>$115,161</td>
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<td>K-W YWCA</td>
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<td>K-W Urban Wigwam Project</td>
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<td>K-W Working Centre for the Unemployed</td>
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<td>Future Projects</td>
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<tr>
<td>Administrative costs</td>
<td>66,271</td>
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<td><strong>Total Expenditures</strong></td>
<td>$441,805</td>
<td>$1,767,220</td>
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<td>Federal Funding</td>
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<td>Regional Contribution</td>
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The approved 2015 budget provides for 0.8 FTE in staffing to administer the HPS and comply with all reporting requirements. Funding for this program will address the four priorities as outlined in the HPS Guidelines as identified on page 3 of this report.

**Other Department Consultations/Concurrence:**

Legal Services will be consulted regarding the execution of project agreements. Finance was consulted on this report and provides support in reviewing program financial reports, conducting financial reviews and financial reporting to other levels of government.

**Attachments**

- Appendix A  Summary of NHI/HPS Funding to the Regional Municipality of Waterloo
- Appendix B  CAB Membership List

**Prepared By:**  
- Bethany Wagler-Mantle, Social Planning Associate  
- Van Vilaysinh, Manager, Housing Stability

**Approved By:**  
- Douglas Bartholomew-Saunders, Commissioner, Community Services
## Appendix A
Summary of NHI/HPS Funding to the Regional Municipality of Waterloo
2002 – 2019

<table>
<thead>
<tr>
<th>Contract Periods and Programs</th>
<th>NHI/HPS Funding</th>
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<tr>
<td><strong>SCPI I Program</strong></td>
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<tr>
<td>February 11, 2002 to September 30, 2003</td>
<td>$921,117</td>
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<td><strong>SCPI II Program</strong></td>
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<td>April 5, 2004 to March 31, 2006</td>
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<td><strong>SCPI Extension Year</strong></td>
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<td>April 1, 2006 to March 31, 2007</td>
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<td><strong>RHF Program</strong></td>
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<td>June 5, 2006 to March 31, 2007</td>
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<td><strong>HPS Program Transition Year</strong></td>
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<td>April 1, 2007 – December 31, 2007</td>
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<td><strong>HPS Program</strong></td>
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<td>January 1, 2008 – March 31, 2009</td>
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<td><strong>HPS Program</strong></td>
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<td>April 1, 2009 – March 31, 2011</td>
<td>$883,610 ($441,805 per year)</td>
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<td><strong>HPS Program</strong></td>
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<td>April 1, 2011 – March 31, 2014</td>
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<td><strong>HPS Program</strong></td>
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<td>April 1, 2014 – March 31, 2019</td>
<td>$2,209,025 ($441,805 per year)</td>
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<td>$8,220,771</td>
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### Appendix B

**HPS Community Advisory Board (CAB) Membership List**

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Sector</th>
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<tbody>
<tr>
<td>Sherri McDermid (CAB co-chair)</td>
<td>Lutherwood</td>
<td>Service Provider</td>
</tr>
<tr>
<td>Bethany Wagler-Mantle (CAB co-chair)</td>
<td>Region of Waterloo – Housing Services</td>
<td>Regional Government</td>
</tr>
<tr>
<td>Alison De Muy France Tolhurst (Alternate)</td>
<td>Waterloo Wellington Local Health Integration Network</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Brian Hryhorchuk</td>
<td>Service Canada</td>
<td>Federal Government</td>
</tr>
<tr>
<td>Charles Nichols</td>
<td>Homelessness Awareness Week</td>
<td>Non-profit; Community member with lived experience of homelessness</td>
</tr>
<tr>
<td>Christiane Sadeler</td>
<td>Waterloo Region Crime Prevention Council</td>
<td>Regional Government; Police and/or corrections</td>
</tr>
<tr>
<td>Colin Plant</td>
<td>STEP Home Participant Advisory Group</td>
<td>Community member with lived experience of homelessness</td>
</tr>
<tr>
<td>Deb Schlichter</td>
<td>Region of Waterloo – Housing Services</td>
<td>Regional Government; Housing and Social Housing</td>
</tr>
<tr>
<td>Don Beitz</td>
<td>Region of Waterloo – Employment and Income Support</td>
<td>Regional Government; Income Supports</td>
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<tr>
<td>Elizabeth Clarke</td>
<td>YWCA</td>
<td>Service Provider; Non-profit</td>
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<td>Joe Mancini</td>
<td>The Working Centre</td>
<td>Service Provider; Non-profit</td>
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<td>Judith Binder</td>
<td>Canada Mortgage and Housing Corporation</td>
<td>Housing and Social Housing</td>
</tr>
<tr>
<td>Linda Terry</td>
<td>Social Planning Council of Cambridge and North Dumfries</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Lisa Watson</td>
<td>STEP Home Participant Advisory Group</td>
<td>Community member with lived experience of homelessness</td>
</tr>
<tr>
<td>Lynn Macaulay</td>
<td>Homelessness and Housing Stability Umbrella Group</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Nancy Bird</td>
<td>United Way of Kitchener-Waterloo</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Name</td>
<td>Organization</td>
<td>Sector</td>
</tr>
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<td>-------------------</td>
<td>-------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Pauline Moon</td>
<td>K-W Urban Native Wigwam Project</td>
<td>Service Provider; Non-profit; Aboriginal</td>
</tr>
<tr>
<td>Ron Dowhaniuk</td>
<td>United Way of Cambridge and North Dumfries</td>
<td>Non-profit</td>
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<td>Ron Flaming</td>
<td>House of Friendship</td>
<td>Service Provider; Non-profit</td>
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<tr>
<td>Rosie Weiler</td>
<td>K-W Urban Native Wigwam Project</td>
<td>Service Provider; Non-profit; Aboriginal</td>
</tr>
<tr>
<td>Wendy Czarny</td>
<td>Waterloo Regional Homes for Mental Health</td>
<td>Healthcare; Housing and Social Housing</td>
</tr>
</tbody>
</table>
Region of Waterloo

Community Services Department

Employment and Income Support

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

Date: March 24, 2015

File Code: S09-80

Subject: First Response Protocol Update 2014

Recommendation:

For information.

Summary:

As a component of the Social Services Emergency Response Plan, the First Response Protocol assists with the immediate needs of food, shelter and clothing in the event of an emergency (eg. fire, unsafe premises) involving fewer than 50 individuals. The Protocol was introduced in 2002. This is an annual update reporting the Region’s response to such incidents during 2014.

In partnership with the Canadian Red Cross, Community Services staff assists individuals who have been displaced from their residence due to an emergency (eg. fire, unsafe premises, gas leak). The Red Cross initially attends the site of the emergency to assess the needs of the individuals and to arrange for temporary accommodation, food and clothing as appropriate. The Red Cross is alerted to the emergency through Fire or Police Dispatch. If the emergency will displace more than 50 individuals, the Social Services Emergency Response Plan may be activated at the discretion of the Commissioner of Community Services or his designate.

At the emergency site the Red Cross assesses the needs of the individuals and arranges temporary lodging in local motels as necessary. If the individuals are students at Wilfrid Laurier University or the University of Waterloo, the Red Cross (or Police/Fire) will phone campus security at the appropriate post-secondary institution for assistance. Campus security will then activate their internal processes to ensure staff is deployed to
care for the needs and shelter of the displaced students in an environment that is familiar to them. This process was finalized in 2013.

In large incidents and as necessary, Grand River Transit is called upon to provide a bus for shelter or transportation. In addition, the Red Cross provides each individual with a personal Comfort Kit (toothbrush, toothpaste, socks and underwear) as well as goods and services vouchers for immediate food needs. Depending upon the time and day of the event, the Red Cross contacts Employment & Income Support, Community Services during regular business hours or the After Hours On Call Service to advise that individuals have been placed in temporary accommodation. The cost of the temporary lodging and food is cost-shared with the Province (88.6% Province/11.4% Region in 2014) contingent upon the financial eligibility of the individuals affected.

On the next business day, staff of Employment and Income Support meets with the individuals to assess them for emergency or ongoing financial assistance. Referrals will be made to Lutherwood Housing Services for assistance in obtaining alternate permanent accommodation for those who will not be able to return to their previous residence. The Salvation Army will provide clothing and furniture to replace those lost in an emergency event. (e.g. fire). Additional community referrals will be made as required.

Report:

The First Response Protocol was activated for 14 housing units in 2014. These events consisted of 12 fires and water pipe damage. In total 29 adults and 8 children were assisted. There were 22 fewer housing units impacted when compared to the previous year in which there were 36 units assisted due to fire, a condemned building, mold removal and water damage. Of the impacted housing units in 2014, there were 7 in Kitchener-Waterloo, 6 in Cambridge and 1 in North Dumfries Township. Individuals and families were accommodated in motels for a total of 41 days, which is a decrease of 85 relative to 2013. Individuals assisted through the First Response Protocol remained in a motel for an average of just over 3 days prior to arranging interim accommodation with family, friends, returning to their previous residence or acquiring a new residence. The source of income for the individuals affected was a mix of Ontario Works (OW), Ontario Disability Support Program (ODSP) and low income through other sources (not in receipt of OW or ODSP).

To address the immediate emotional and psychological needs of individuals affected by an emergency the Region has developed the Waterloo Region Emotional Support Team (WREST). The WREST volunteers, trained in crisis intervention, are available to provide emotional support to individuals traumatized by an emergency. WREST was activated on 8 occasions in 2014 under the First Response Protocol, volunteering approximately 20 hours in total to provide support to those who were displaced from
their homes. This number is a significant decrease from the previous year. WREST volunteers also participated in 8 hours of mitigation planning for a larger emergency. Several dozen families were at risk of being displaced from an apartment building which was scheduled to be shut down due to electrical standard violations and mold. Fortunately, this event did not come to fruition. In total, WREST volunteers contributed 28 hours in direct community service.

In 2014, WREST team leaders and managers (six in total) also donated a total of approximately 72 hours for meetings and over 2000 hours to remain on-call. WREST members also had the opportunity to participate in 2 training opportunities and a networking event, logging over 220 volunteer hours in total.

The success of the First Response is due in great part to the active role played by our community partners such as the Canadian Red Cross, Lutherwood Housing Services, Salvation Army, Wilfrid Laurier University, the University of Waterloo, WREST volunteers, Police, Fire and the other agencies as required.

Corporate Strategic Plan:

The First Response Protocol supports the Region’s 2011-2014 Corporate Strategic Plan Strategic Focus 4: Healthy and Inclusive Communities: (To) foster healthy, safe, inclusive and caring communities

Financial Implications:

Costs related to the provision of the First Response Protocol are cost shared with the Province of Ontario as part of the Ontario Works program. In 2014 the provincial share of eligible expenditures was 88.6%.

Other Department Consultations/Concurrence:

Public Health and Emergency Services and Corporate Services (Finance) were consulted in the preparation of this report.

Attachments

Nil.

Prepared By: Don Beitz, Acting Director, Employment and Income Support
Gillian Woolner, Coordinator, Emergency Social Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services
Region of Waterloo
Community Services
Children’s Services
Corporate Services
Facilities Management & Fleet Services

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

Date: March 24, 2015

Subject: Elmira Children’s Centre Community Partner Space

Recommendation:

That the Regional Municipality approve the construction of expanded shared community partner space as part of the redevelopment of the Elmira Children’s Centre as outlined in report CSD-CHS-15-06/ COR-FFM-15-03, dated March 24, 2015.

Summary:

This report provides a brief overview and update on the Elmira Children’s Centre redevelopment project that is underway in partnership with Waterloo Region District School Board. The new facility slated for completion by September 2016 will be part of the newly constructed Riverside Public School. It will include an expanded capacity for the child care centre as well as space for community partners on the second floor level. Due to economy of scale with construction costs, it is possible to double the originally anticipated shared community space. Expansion of the space will increase opportunity for multiple community partners to be housed in one location and centralize services for children and families into one location.

Staff believes there is a strong value proposition to constructing an enlarged shared community space as a concept for a Child and Family Centre.
Report:

1.0 Background

Reconstruction of the Elmira Children’s Centre was approved by Regional Council during the budget process in 2011. The budget issue paper identified expansion of the enrollment in the program to accommodate younger age groupings. The new centre will provide programs for approximately 64 children in the licensed child care space. The upper level will be dedicated to shared community space which will be used by community partners to provide complementary services to families. This approach is consistent with the Provincial direction of Child & Family Centres, outlined in the Ontario Early Years Policy Framework.

As outlined in report SS-14-043/CR-FM-14-016 dated September 9, 2014, the Regional Municipality of Waterloo will enter into an agreement with the Waterloo Region District School Board (WRDSB) for the construction of a new Elmira Children’s Centre co-located and constructed concurrently with the new Riverside Public School in Elmira. This new school will be constructed in the Lunar subdivision with an anticipated completion date of September 2016. The WRDSB has included child care space in all new elementary schools since 2004 and were looking for a partnership for this new school in accordance with Provincial and WRDSB guidelines for facility partnerships. Co-location provides advantages in terms of ongoing partnerships with education for a range of Early Years services for families that will be accommodated within the Child & Family Centre.

2.0 Current Project Scope

Staff has been working in partnership with WRDSB on the design phase of the project and it is anticipated that the project will be tendered in early April. The design incorporates three distinct purposes into one building; an elementary school, child care centre and shared community space for a Child & Family Centre. The Children’s Centre will continue to be directly operated by the Region of Waterloo and provide licensed early learning and care programs for children from approximately 12 months of age to 4 years of age.

The upper level program space will be occupied by community partners who provide services and supports to children and families. One identified partner will be the Elmira Community Nursery School (a half day cooperative nursery program), which is currently renting space within the old facility. The original plan for shared community space incorporates a small to mid-sized multi-purpose room, and program-related ancillary space.

3.0 Potential Opportunity for Additional Space

During the design phase an opportunity was identified to cost-effectively double the
available program space within the second floor area. The option to increase the size of the second floor space is being presented for consideration by Committee. The additional space would allow for a larger multi-purpose room, break-out rooms, a small kitchen, and private consultation rooms. Availability of program space for delivery of services to children and families is somewhat limited in Elmira. This new space will provide options for expanded programs for which staff anticipate there will be growing demand in the community.

If the remainder of the second floor space were added in the future, the cost to construct the additional space would be at least double the current cost due to required re-work and loss of economy of scale. In addition, the child care centre would be required to be closed during the construction of additional second floor space. Staff believe there is a strong value proposition to construct an enlarged Child and Family Centre together with the construction of the school and children’s centre.

**4.0 Child & Family Centre Concept**

In 2013 the Province released a document entitled Ontario Early Years Policy Framework. This document outlines the vision for the early years with four key priority areas for action: continue implementation of full day kindergarten, create an effective approach to implementing best start child and family centres, improve the delivery of speech and language services, stabilize and transform the child care system. Much of the focus over the past two years has been on completing the implementation of full day kindergarten and stabilizing and transforming the child care system. It is anticipated that during 2015, the Province will turn the focus to implementing best start child and family centres.

In the past year, the Province has transferred responsibility for Ontario Early Years Centres, Parenting and Family Literacy Centres, Child Care/Family Resource Centres, and Better Beginnings, Better Futures to the Early Years Division of the Ministry of Education. This ensures greater alignment with other early years services including licensed Early learning and Child Care programs. At that time the Province indicated that following a year of review they would be announcing next steps regarding programs.

During extensive consultations conducted by the Province on the concept, parents and caregivers identified that they continue to face challenges related to:

- Navigating programs and services for children
- Better utilization of the resources in the system
- Equitable access to services
- Access to resources through physical locations and up-to-date virtual website

The concept of Child & Family Centres is still relatively new, however, based on similar facilities in other municipalities in Ontario, it is clear that the current approved space of
approximately 4,000 square feet will be insufficient space to offer many of the programs found at existing models. If council were to improve increasing the second floor space to 8,640 square feet it would ensure space to achieve development of a child and family centre.

In addition a working group formed in 2012 comprised of key community partners identified a set of guiding principles and general framework for the concept to unfold in Waterloo Region. This document will inform the formation of the shared community space at the new Children’s Centre.

5.0 Shared Community Partner Space/Child & Family Centre

Staff has been engaged in consultation with other community service providers to gauge potential interest in a collocating in a shared space. The vision for this shared community partner space is a place where children and families can access a range of services in their community through the co-location of such services at one site. Co-location offers benefits for both families and services providers, including “one stop access” to services in a familiar location for families and opportunities for greater collaboration and partnerships for service providers. A shared community partner space such as this is consistent with the model of Child & Family Centres described in the Ontario Early Years Policy Framework and could potentially serve as a model site and support the development of similar spaces in other areas of the Region.

One to one meetings as well as an information session for community partners have been conducted between 2014 and February 2015 to gauge community partner interest in such a project. Through an Expression of Interest process several potential partners have been identified. The Elmira Community Nursery School will be one of the anchor tenants in the Child & Family Centre space utilizing a portion of the floor space. Other identified uses relate to use of consultation rooms on a part time basis, larger group space and counselling space. Over the next six months staff will be working closely with Facilities Management and Finance to determine lease rates associated with use of the space. Leasing rates will be calculated to reflect operating costs for the space. It is expected that revenue generated from the lease rates will offset operational costs. A full implementation plan will be developed during 2015/16 which will establish selection and determination of partnerships that are the best fit for the site, coordinate leasing agreements and potential start up dates. At the present time interest has been expressed by five agencies to potentially use the spaces on a full to part time basis.

Corporate Strategic Plan:

This initiative aligns with the 2011-2014 Region’s Corporate Strategic Focus Area 4: Healthy and Inclusive Communities; Corporate Strategic Objective 4.5 (to) work collaboratively with the community to support the development of services for children as well as Focus Area 2: Develop, optimize and maintain infrastructure to meet current and
projected needs.

**Financial Implications:**

The following table summarizes the budget impact of the redevelopment of the Elmira Children’s Centre:

<table>
<thead>
<tr>
<th>Program Sq. Footage</th>
<th>Gross Sq. Footage</th>
<th>Estimated Capital Cost</th>
<th>Estimated Utilities</th>
<th>Debt Service</th>
<th>Estimated Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace Children’s Centre (3) (4)</td>
<td>7,406</td>
<td>10,720</td>
<td>$2,065,070</td>
<td>$77,077</td>
<td>$235,952</td>
</tr>
<tr>
<td>Community Space (original) (3)</td>
<td>2,260</td>
<td>4,929</td>
<td>866,025</td>
<td>35,440</td>
<td>98,951</td>
</tr>
<tr>
<td>Furniture /Equipment / Ancillary Costs</td>
<td></td>
<td></td>
<td>1,063,477</td>
<td>121,512</td>
<td>121,512</td>
</tr>
<tr>
<td>Sub Total</td>
<td>9,666</td>
<td>15,649</td>
<td>$3,994,572</td>
<td>$112,516</td>
<td>$456,415</td>
</tr>
<tr>
<td>Additional Community Space</td>
<td>3,034</td>
<td>3,719</td>
<td>653,428</td>
<td>26,740</td>
<td>74,660</td>
</tr>
<tr>
<td>Total</td>
<td>12,700</td>
<td>19,368</td>
<td>$4,648,000</td>
<td>$139,256</td>
<td>$531,075</td>
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<tr>
<td>Total Community Space</td>
<td>5,294</td>
<td>8,648</td>
<td>$1,519,453</td>
<td>$62,179</td>
<td>$173,611</td>
</tr>
</tbody>
</table>

(1) Program square footage includes program rooms and dedicated-use washrooms, storage rooms and service rooms.

(2) Gross square footage includes program square footage plus circulation space, stairwells and exits, walls, and non-program washrooms, utility / service rooms.

(3) Capital cost is for facility design and construction only.

(4) Includes 50% apportionment of cost of common (shared) space.

(5) Excludes increased costs due to program expansion.

The approved capital budget for the Elmira Children’s Centre project is $2,812,000 in 2015 and $1,836,000 in 2016, for a total of $4,648,000. The project will be financed by the issuance of debentures with the associated financing costs to be included in the Children’s Services Budget. There is no provincial subsidy to offset the increased operating costs.

Based on the current project scope and the economies of scale gained through construction with the WRDSB, the capital cost of the project (children’s centre, original community space and furniture / equipment /ancillary costs) is expected to be $3,994,572 with an associated budget impact of $568,931. This figure excludes any impact from increasing program costs related to the expansion of the children’s centre.

The construction of the additional community space (3,719 square feet) would require an
additional $653,428 in capital costs over the current project scope with an associated operating budget impact of $101,399 per year. The approved capital budget of $4.648 million is sufficient to construct the Elmira Children’s Centre (10,720 square feet), the additional 8,648 square feet to house the expanded child & family centre, and fund all furnishings, equipment and ancillary costs.

A portion of the costs associated with the community space will be offset by rental fees paid by community groups. The following table summarizes the projected impact on the 2016 to 2018 operating budget that would result in the additional community space being built:

<table>
<thead>
<tr>
<th>% of Additional Community Space</th>
<th>2016 (1)</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leased (2)</td>
<td>25%</td>
<td>75%</td>
<td>100%</td>
</tr>
<tr>
<td>Rental Revenues (3)</td>
<td>$6,685</td>
<td>$20,055</td>
<td>$26,740</td>
</tr>
</tbody>
</table>

Expenditures

| Operating Costs               | 8,913   | 26,740   | 26,740   |
| Financing Costs (4)           | 0       | 74,660   | 74,660   |
| Total                         | 8,913   | 101,399  | 101,399  |
| Net Cost to Region            | $2,228  | $81,344  | $74,659  |

(1) Assumes occupancy of October 1, 2016
(2) Estimated occupancy of community space
(3) Lease rate of $17.19 per square foot
(4) Assumes project financed in 2016 and financing charges being incorporated into the 2017 Operating Budget. Financing costs relate to the community space only; financing costs for children’s centre and original community space ($456,415 per annum) are in addition to this figure.

If the construction of the additional community space is approved, the operating budget impacts will be incorporated in to the Children’s Services Operating Budget.

The facility will be constructed by the Waterloo Region District School Board and the Region will provide a capital contribution proportional to the portion of gross building area occupied by the Region. In addition, the Region will pay an occupancy fee at a square foot rate to cover utilities, ongoing maintenance and capital renewal.

**Other Department Consultations/Concurrence:**

Legal Services and Finance staff are providing support to this project and have provided input into this report.
Attachments: Nil

Prepared By:  Tyla Fullerton, Social Planning Associate

   Nancy Dickieson, Director, Children’s Services

   Ellen McGaghey, Director, Facilities Management and Fleet Services

   Kari Feldmann, Senior Project Manager, Facilities Management

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

   Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Region of Waterloo
Public Health and Emergency Services
Paramedic Services

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

Date: March 24, 2015   File Code: P05-80

Subject: Donation of Retired Ambulance

Recommendation:
For information.

Summary:
The Region of Waterloo will donate a recently retired 200X Ford Type III ambulance to Conestoga College for use in their Paramedic program. This would be accomplished as per the regional bylaw allowing donation of surplus assets up to $100,000.

Report:
After a full lifespan as an ambulance, the vehicle was recently retired and is in good mechanical condition. The vehicle would be transferred to Conestoga College uncertified and unlicensed. The cost of shipping, insurance and all other costs to transfer ownership, would become the responsibility of the College. Prior to shipment, the vehicle would be de-striped to remove our Regional Logo and identification from the ambulance. We would request that the College, when striping their new unit acknowledge the Region of Waterloo for donating the ambulance by placing a small identifier on the unit.

This would be the fifth retired Regional ambulance donated for a worthy re-adaptation. In 1999, an ambulance was donated to the Paramedic Program at Conestoga College for training purposes (CH-99-043). In 2002, the Region of Waterloo donated an ambulance for the Matangwe Health Clinic Project in East Kenya in partnership with a local Rotary club (CH-02-034), while in 2007 and 2010, an ambulance was donated for Nogales, Mexico in partnership with another local Rotary club (PH-07-048 and PH-10-
034).

**Corporate Strategic Plan:**

This initiative meets the corporate strategic objective 4.3 “enhance local health service delivery by optimizing EMS delivery and collaborating with health care partners to support system change”.

**Financial Implications:**

The Purchasing Bylaw specifically states that Council can donate surplus goods for humanitarian purposes. This donation would result in the loss of expected salvage return on the sale of the vehicle. Recent auction records indicate that the expected salvage value would be approximately $8,500-$14,900 (dependent on condition and mileage).

**Other Department Consultations/Concurrence:**

Corporate Resources (Finance) staff was consulted in the preparation of this report.

**Attachments**

Nil

**Prepared By: Stephen Van Valkenburg**, Chief Paramedic Services

**Approved By: Dr Liana Nolan**, Commissioner/Medical Officer of Health
Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

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

Date: March 24, 2015       File Code: D25-03

Subject: Waterloo Region Museum – City of Kitchener Municipal Heritage Register Listing

Recommendation:

For information.

Summary:

The Regionally-owned property addressed 10 Huron Rd. Kitchener – the Waterloo Region Museum including Doon Heritage Village – will be considered for listing on the City of Kitchener’s Municipal Heritage Register, as a non-designated property of cultural heritage value or interest at the Heritage Kitchener Committee meeting on April 7, 2015. The City of Kitchener rationale for listing the property is in relation to the design, physical, contextual, historic and associative values of the property.

Listing heritage properties on the Municipal Heritage Register (MHR) is an Area Municipal responsibility and property owners are provided opportunities to comment during the listing process. Regional staff from the Cultural Services has worked with City of Kitchener staff with respect to the details of the property listing. While the Region has the option of sending a delegation to the Heritage Kitchener meeting, it is the opinion of Regional staff that this is not necessary, as the evaluation and listing documentation represents an objective and accurate record of the property. Listing the museum on the MHR will not interfere with the operation of the site as a museum, and will ensure that the museum is recognized by the City as a significant cultural heritage resource.

The listing of a non-designated property on the Municipal Heritage Register does not impose restrictions or obligations with regard to obtaining heritage approvals, which means that property owners do not require a heritage permit or City approval under the
Ontario Heritage Act to make alterations. Interior renovations would not require approval under the Heritage Act, nor a Heritage Impact Assessment.

Report:

In 2005, the Ontario Heritage Act (OHA) was amended in part to enable municipalities to list non-designated property on the City’s Municipal Heritage Register (MHR). The MHR is the City’s official list or record of properties identified by Council as being of cultural heritage value or interest.

At the April 7, 2015 meeting of the Heritage Kitchener Committee, the Regionally-owned property addressed 10 Huron Rd. Kitchener – the Waterloo Region Museum including Doon Heritage Village – will be considered for listing on the City’s Municipal Heritage Register, as a non-designated property of cultural heritage value or interest. Listing the museum on the MHR will not interfere with the operation of the site as a museum, and will ensure that the museum is recognized by the City as a significant cultural heritage resource. Listing non-designated property on the Municipal Heritage Register does not impose restrictions or obligations with regard to obtaining heritage approvals, meaning there is no requirement to obtain a heritage permit or City approval to make alterations. Interior renovations would not require approval under the Heritage Act, nor a Heritage Impact Assessment.

Listing non-designated property on the MHR does increase the amount of time the City has to process demolition applications (up to 60 days). This change in process would only apply to the demolition of any of the original heritage structures that have been relocated to the museum site, as listed below.

As the owner of the property, the Region is invited to participate and provide comments to the listing process. At the April 7, 2015 meeting, Heritage Kitchener Committee will review the Statement of Significance; consider comments provided by the property owner; and provide a recommendation to City Council on whether or not to list the property on the MHR as a non-designated property of cultural heritage value or interest. Regional staff has been involved in drafting the Statement of Significance and are in support of the Waterloo Region Museum being listed on the MHR. While the Region has the option of sending a delegation to the Heritage Kitchener meeting, it is the opinion of Regional staff that this is not necessary, as the evaluation and listing documentation represents an objective and accurate record of the property.

The City of Kitchener rationale for listing the property is in relation to the design, physical, contextual, historic and associative values of the property.

The design value relates to the re-created village along with the architectural styles, designs, materials and methods of construction of the various buildings located within
Doon Heritage Village. The buildings contribute to the living history of the village and have evolved, and will continue to evolve, over time. The primary value rests with those buildings that were relocated from other areas of the City, Region and Province, including: the Petersburg Grand Trunk Railway Station, the Peter Martin House, the Shantz Barn, the Shuh Barn, the Dry Goods and Grocery Store, the Tailor Shop and Post Office, the Weavery, the Sawmill, the Repair Shop, the McArthur House, the Seibert House, the Sararas House, the Bricker Barn, and the Freeport Church. The primary value also rests with the Limerick Cemetery located beside the Freeport Church, which was relocated from Waterloo Township (now Cambridge) in 1966. A number of reproduced buildings contribute to the design value of the re-created village, including: the Harness Maker building, the Printing Office, the Blacksmith Shop, the Meat Market and the Fire Hall.

The contextual values relate to pastoral setting of the property and the historic and physical linkages to Cressman Woods (now Homer Watson Park), the Grand River, the Pioneer Memorial Tower and Huron Road. Features that contribute to the setting include: bridges, roads, pathways, fencing, Jubilee Park, Limerick Cemetery, gazebo, willow greens, Schneider Creek, historic gardens and livestock.

The historic and associative values relate to local interest in open air museums, living history museums and efforts to create an Ontario pioneer village museum, which led to the eventual creation of Doon Pioneer Village

**Area Municipal Consultation/Coordination**

The Region works in partnership with Area Municipal staff on the conservation of cultural heritage resources throughout the Region, and is working directly with City of Kitchener staff on this initiative.

**Corporate Strategic Plan:**

The work of the Waterloo Region Museum supports Strategic Focus Area 2, Growth Management: Manage growth to foster thriving and productive urban and rural communities.

**Financial Implications:**

Nil.

**Other Department Consultations/Concurrence:**

Nil.
Attachments:

Nil.

Prepared By: Kate Hagerman, Cultural Heritage Specialist

Approved By: Rob Horne, Commissioner, Planning, Development and Legislative Services
Region of Waterloo
Community Services Department
Seniors’ Services

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

Date: March 24, 2015

Subject: Sunnyside Home Quality Improvement Plan

Recommendation:

That the Regional Municipality of Waterloo authorize the Commissioner of the Community Services Department to approve the Quality Improvement Plan annually as outlined in report CSD-SEN-15-04, dated March 24, 2015.

Summary:

Under the Excellent Care for All Act, which came into law in June, 2010, Sunnyside Home is required to submit a Quality Improvement Plan to Health Quality Ontario by April 1, 2015. A previous report (CSD-SEN-15-01) outlined the background information and requirements for this Plan. A collaborative process, overseen by the existing Quality and Risk Management Committee of Seniors’ Services, with input from interdisciplinary clinicians and direct care staff, has identified the priorities for this Plan.

Report:

This first formal Quality Improvement Plan due to be submitted to Health Quality Ontario by April 1, 2015, will focus on maintaining the excellent standing already achieved on several clinical quality indicators and improve areas where there may be opportunities to do so.

Because the indicators identified in this annual Quality Improvement Plan are clinical in nature, and to ensure engagement of clinicians and leadership in each project, each initiative will be led by an identified manager and a direct staff team. These team members have participated in the Registered Nurses’ Association of Ontario.
communities of practice on the specific area of practice, and have set the targets and
the change ideas for this Quality Improvement Plan.

Both the Residents’ Council and the Family Council have been involved in the
development of this Quality Improvement Plan, specifically through the resident and
family survey. The Presidents of both Councils have attended the Quality and Risk
Management Committee to receive survey results and to assist with developing an
action plan to address any arising concerns. These improvements have been included
in the Quality Improvement Plan. Future reports will be made to both of these Councils
to update them on progress.

Accountability and oversight will be provided through the Home's Quality and Risk
Management Committee, the Long Term Care Quality Team and the Resident
Assessment Instrument (RAI) Team to ensure interdisciplinary and direct care input into
the implementation and monitoring of this Plan. In addition, the ongoing results of the
initiatives will be reported quarterly to the Commissioner, Community Services. An
Annual Report to Community Services Committee of the Regional Council is made each
year by the Medical Director, which has traditionally included updates on clinical
indicators. The Medical Director’s report is scheduled to go forward at the April 14,
2015 Community Services Committee meeting.

Corporate Strategic Plan:

This report supports the Region’s 2011-2014 Corporate Strategic Plan, Strategic Focus
Area 5: Service Excellence: Deliver Excellent and Responsive services that inspire
public trust: specifically Focus Area 5.2 Improve satisfaction with Regional programs
and services and Focus Area 5.3 Ensure Regional programs and services are efficient
and effective and demonstrate accountability to the public.

Financial Implications:

Nil

Other Department Consultations/Concurrence:

Nil

Attachments

Nil

Prepared By:  Helen Eby, Acting Director, Seniors’ Services

                      Marie Belanger, Coordinator, Quality and Risk Management

Approved By:  Douglas Bartholomew-Saunders, Commissioner Community Services
Region of Waterloo
Public Health and Emergency Services
Paramedic Services

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

Date: March 24, 2015       File Code: P05-80

Subject: Paramedic Services Performance Measurement Quarterly Report – October to December 2014

Recommendation:
For Information

Summary:

Key performance measures can address how effective and efficient a program is at meeting specific objectives, priorities, and legislated mandates. The focus of this work is on quality and performance, with measurement being a means to provide information to help make decisions and better manage operations.

Monitoring of these indicators over time will allow Region of Waterloo Paramedic Services to identify patterns and address the challenges that arise. Some highlights for the months of October – December 2014 (Q4) include:

Volume and Service Level
- For the third quarter in a row Paramedic Services experienced its busiest quarter ever with 9,918 calls, and as a result also experienced its busiest year ever with 37,274 calls.
- The rate of calls per 1,000 was up 7.3% from 2013, continuing to outpace population growth, and was likely influenced by an aging population.

Compliance and Quality Assurance
- From Q3 to Q4 2014, 90th percentile response time to emergency calls slowed 7.6% (to 11min 49sec) likely due to unprecedented call volume increases being experienced, as well as the start of an intense influenza season, and winter road conditions.
• No warning system infractions were identified by internal reviews in Q4 2014.

Efficiency Indicators
- Across the quarter Offload Delay losses have trended up slightly, mirroring 2013 values and significantly below previous years’ values for the same time period.
- Time spent in Code Yellow and Code Red increased in Q4 2014 to be above the historical average.

Service and Quality Impact
- Service type indicators tend to fluctuate around the average over time, particularly when a small number of cases are involved.

The recent budget decision to add a 12 hour ambulance in July 2015 will help to mitigate the impact of ongoing growth in call volume on response times. Response times and instances of Code Yellow and Red will continue to be monitored closely.

Report:
The report contains four indicator categories:
1. Volume and Service Level (How much did we do?)
2. Compliance and Quality Assurance (How well did we do it?)
3. Efficiency (How efficiently did we do it?)
4. Service and Quality Impact (How well is the service being performed?)

To produce this report and the indicators included in it, a number of data sources were utilized. Due to the nature of Paramedic Services, the Region of Waterloo relies on a joint effort with external parties to access accurate and reliable data in as timely a fashion as possible. The Ambulance Dispatch Reporting System (ADRS), Central Ambulance Communications Centre (CACC) and St. Mary’s Hospital are data sources for a number of indicators. For the remaining indicators, data values have been pulled from the Paramedic Services TabletPCR (an internal tool used to track information and data relevant to calls and patient care reporting). The Paramedic Services Performance Measurement Quarterly Report will undergo additional development in the future as key indicators are identified.

Summary of Results:
Volume and Service Level
- Region of Waterloo Paramedic Services transported patients 82.3% of the time while non-patient transports such as patient refusal, or other non-patient carrying instances made up the remaining 17.7% of dispatched calls for the year-to-date.
- The rate of calls per 1,000 was up 7.3% from 2013, continuing to outpace population growth, and was likely influenced by an aging population.
• For the third quarter in a row Paramedic Services experienced its busiest quarter ever with 9,918 calls and as a result also experienced its busiest year ever with 37,274 calls.
• For Q4 2014 Unit Utilization (UU) increased from a low of 0.35 at 5am, peaking at 0.57 at 11am, before gradually decreasing the rest of the day.
• Unit Utilization measures the percentage of an hour that ambulances are actively engaged in responding to calls, as opposed to waiting for calls. When Unit Utilization exceeds a value of .40, it becomes difficult to ensure an ambulance will be available for the next call within a reasonable time.
• Staffing is partly based on patterns and predictions seen in Unit Utilization, and monitoring Unit Utilization allows for proactive planning to alter the deployment of staff to reach an appropriate level.
• Note that one 12-hour ambulance was added in July in each of 2011, 2012, 2013, and a Rural Emergency Response Unit (RERU) was added in 2014.

Compliance and Quality Assurance
• For 2014, Paramedic Services’ 90th percentile response time to emergency calls (code 4) was 11 minutes and 34 seconds, 3.9 per cent slower than in 2013.
• From Q3 to Q4 2014 90th percentile response time to emergency calls slowed 7.6% likely due to unprecedented call volume increases being experienced, as well as the start of an intense influenza season, and winter road conditions.
• Paramedic Services has begun monitoring response parameters observed from urban, suburban, and rural perspectives, using an 80th percentile response time informal benchmark.
• Response times vary according to population and road density, which is a typical pattern in all EMS services
• No warning system infractions were identified by internal reviews in Q4 2014.
• Chute time adherence remained at the historical average for the quarter as Region of Waterloo Paramedic Services continues work to improve compliance on this metric.
• Note that one 12-hour Rural Emergency Response Unit (RERU) was added in July 2014 and full impact of this resource has not yet been realized; a larger sample will be necessary to confirm a trend in service improvement.

Efficiency Indicators
• Across the quarter Offload Delay losses have trended up slightly, mirroring 2013 values and significantly below previous years’ values for the same time period.
• Overall, Paramedic Services is in a much more stable situation and better poised to deal with Offload delay issues in 2014 compared to 2013.
• Close collaboration between Paramedic Services and local hospitals continues to address the issue of Offload Delay and the ability of our services to address and limit Offload Delays to Paramedic Services. Collaboration on new and innovative
strategies to address Offload Delay and return crews to the public for re-assignment is assisting in lowering and stabilizing our Offload Delay losses.

- Time spent in Code Yellow increased in the fourth quarter and is now above the historical average. Similarly, time spent in Code Red remained stable much the year fluctuating near the historical average, but is now above the historical average.

Service and Quality Impact

- Note that service type indicators tend to fluctuate around the average over time, particularly when a small number of cases are involved.
- The percentage of stroke patients taken to stroke facilities fluctuated around the historical average for the quarter finishing the quarter slightly above the historical average.
- As any Return of Spontaneous Circulation (ROSC) is deemed positive, results for Return of Spontaneous Circulation continued to show improvement from the historical average, and are in an acceptable range and trending positively for the last two quarters (variation is normal due to the small numbers of cases).
- Heart attack STEMI (ST-Segment Elevation Myocardial Infarction) Protocol was lower than the historical average (74.4%), providing care in less 90 minutes 67% of the time this quarter.

Corporate Strategic Plan:

This report supports Strategic Objective 5.3: Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications:

Nil

Other Department Consultations/Concurrence:

Epidemiology & Health Analytics and Strategic and Quality Initiatives staff in Public Health, as well as Information Technology staff in Corporate Resources, collaborated on the production of this report.

Attachments

Appendix A: Paramedic Services Performance Measurement, Quarterly Performance Report, for the period of October – December 2014, produced March 11, 2015, Summary. (Distributed Separately)

The detailed report is available online at the following link: http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/ParamedicServices_PerformanceMeasurement_Mar15.pdf
Appendix A

A. Volume and Service Level Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Calls*</td>
<td>9,918</td>
<td>37,274</td>
</tr>
<tr>
<td>Rate of Calls per 1,000 population*</td>
<td>73.6</td>
<td>69.7</td>
</tr>
<tr>
<td>Unit Utilization</td>
<td>0.40</td>
<td>0.38</td>
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</table>

B. Compliance and Quality Assurance Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS Service Response Time to Emergency (Code 4) calls*</td>
<td>11min 49sec</td>
<td>11min 34 sec</td>
</tr>
<tr>
<td>EMS Service Warning System Use</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Chute Time Adherence</td>
<td>91.6%</td>
<td>92.4%</td>
</tr>
</tbody>
</table>

Summary by Municipality

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Response Time Year-to-Date</th>
<th>Total Call Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current Quarter</td>
<td>Year-To-Date</td>
</tr>
<tr>
<td>Cambridge</td>
<td>11min 42sec</td>
<td>2,436</td>
</tr>
<tr>
<td>Kitchener</td>
<td>10min 24sec</td>
<td>4,687</td>
</tr>
<tr>
<td>Waterloo</td>
<td>10min 29sec</td>
<td>1,888</td>
</tr>
<tr>
<td>North Dumfries</td>
<td>16min 45sec</td>
<td>161</td>
</tr>
<tr>
<td>Wellesley</td>
<td>20min 53sec</td>
<td>79</td>
</tr>
<tr>
<td>Wilmot</td>
<td>18min 36sec</td>
<td>270</td>
</tr>
<tr>
<td>Woolwich</td>
<td>14min 58sec</td>
<td>397</td>
</tr>
<tr>
<td>Region Wide</td>
<td>11min 34sec</td>
<td>9,918</td>
</tr>
</tbody>
</table>

C. Efficiency Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offload Delay Measurement (# of 24 hour ambulance days)*</td>
<td>54.9</td>
<td>187.6</td>
</tr>
<tr>
<td>Code Yellow Status (% of total time)</td>
<td>12.5%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Code Red Status (% of total time)</td>
<td>0.95%</td>
<td>0.55%</td>
</tr>
</tbody>
</table>

D. Service and Quality Impact Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stroke Patients to Stroke Facilities*</td>
<td>88.3%</td>
<td>86.9%</td>
</tr>
<tr>
<td>Return of Spontaneous Circulation*</td>
<td>14.7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Heart attack (STEMI) protocol*</td>
<td>66.7%</td>
<td>69.1%</td>
</tr>
</tbody>
</table>
*Indicator is captured in a similar fashion (with some variation in measurement) within a portion of the OMBI reporting process.
† Less than three years of data available.

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i Volume and Service Level indicators can be forecasted, but do not necessarily require targets. They are monitored to identify trends to ensure appropriate action (if any) can be taken to address the changing demands on the service.
ii Compliance and Quality Assurance indicators do have targets, and Paramedic Services strives to continually improve reporting period over reporting period, understanding variances and taking appropriate action.
iii Year-to-Date Summary based on data as of February 05, 2015 (for year to date 2014).
iv Efficiency indicators provide tracking mechanisms to see overall system status/health. The target is to continually improve reporting period over reporting period, understanding variances and taking appropriate action.
ν Service and Quality Impact indicators tend to fluctuate around averages, due to the shared nature of responsibility among multiple parties. They are monitored over time for trending to understand possible patterns and improvement opportunities.
Region of Waterloo
Public Health and Emergency Services

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

Date: March 24, 2015       File Code: P13-20

Subject: Education and Enforcement Plan for the Smoke-Free Ontario Act Amendments

Recommendation:
For information.

Summary:
Public Health and Licensing and Enforcement Services are working together to implement an education plan and progressive enforcement strategy for the amendments to the Smoke-Free Ontario Act that took effect January 1, 2015. The plan includes informing key stakeholders (municipalities, school boards, post-secondary schools, and restaurant/bar owners) and the public of the legislation changes as well as distributing the required signs. An information session, held with stakeholders in January, was well attended and work is continuing to ensure all have access to the information and signs required. A progressive enforcement strategy will be used with an initial focus on providing education, support and resources before transitioning to a complaint-based enforcement approach utilizing existing resources. Over the next six to twelve months, staff will be monitoring any impact the changes to the Smoke-Free Ontario Act have on enforcement resources.

Report:
As announced, amendments to the Smoke-Free Ontario Act effective January 1, 2015 have made it illegal to:

- Smoke on bar and restaurant patios
- Smoke on children’s playgrounds and public sports fields and surfaces
- Sell tobacco on university and college campuses
Bar and restaurant patios
Under the new regulations, smoking is prohibited on all bar and restaurant outdoor patios, whether or not they are covered. This includes beer gardens and seating areas next to food trucks and concession stands.

Children’s playgrounds
The regulations prohibit smoking within 20 metres surrounding children’s playgrounds. The ban also includes children’s playgrounds at hotels, motels and inns.

Publicly-owned sporting areas
Smoking is no longer allowed at publicly-owned outdoor sporting areas, spectator areas and public areas within 20 metres of any point of the edge of the sporting or spectator area. This includes areas for basketball, baseball or beach volleyball, ice rinks, tennis courts, splash pads and swimming pools that are owned by a municipality, province or a post-secondary education institution.

Selling tobacco on university and college campuses
The new regulations apply to buildings that are owned and areas that are leased by post-secondary institutions or student unions, which are used for student’s education programs, recreational activities or residential services. Restricting the sale of tobacco products on post secondary campuses will help further prevent smoking amongst young adults.

Education to support implementation of the amendments
Public Health Units are responsible for determining the education strategy for the amended legislation based on available local resources and using materials developed by the Ontario Ministry of Health and Long-term Care. Staff from Public Health and Licensing and Enforcement Services have been working together to develop and implement a plan to communicate the new Smoke-Free Ontario Act regulations to stakeholders and the public. The first phase of communication focuses on educating stakeholders who need to know about the legislation in order to be compliant. In the first phase, the four primary audiences for communication are local municipalities, post-secondary schools, school boards and restaurant/bar owners.

The seven local area municipalities, two school boards, three post-secondary schools and Waterloo Regional Police Services (who are authorized to enforce the legislation) were invited to an information session on January 29, 2015. Information on how to comply with the amended legislation was provided. Signs to be posted at playgrounds and sports areas were distributed to the attending organizations. Additional information sessions have been requested by the post-secondary institutions and the Waterloo Regional Police Services to meet their specific needs.
A letter was sent to all local food premises to inform the owners of the new regulations that ban smoking on patios, and their obligation to place a Ministry approved sign at each entrance and exit of a patio. Signs were made available for pick up at the Region’s three Citizen Service desks (150 Main Street in Cambridge, 150 Frederick Street in Kitchener, and 99 Regina Street South in Waterloo) until February 27, 2015. Restaurant owners can contact Licensing and Enforcement Services to request additional signs.

Information on the amended Smoke-Free Ontario legislation has been added to Public Health’s website (www.regionofwaterloo.ca/smokinglegislation) and the new regulations have been highlighted as a “hot button” on the homepage of both the Region and Public Health websites. Public Health’s Twitter account has also been used to communicate the changes. Licensing and Enforcement Services will continue to provide information to all stakeholders as needed. The Ministry of Health and Long-term Care is also available to provide assistance when challenges arise with interpreting the legislation.

In spring 2015, a second phase of education will occur to coincide with the warmer weather when more people use patios, playgrounds and sporting areas. The focus of phase two will be to increase awareness among users of playgrounds, sporting areas and bars/restaurants about the new amendments and how to report non-compliance, should someone wish to make a complaint.

**Enforcement**

Enforcement of outdoor smoking prohibitions is expected to be complaint-based once the public is educated about the new amendments and proper signs are in place. Tobacco Enforcement Officers, part of Licensing and Enforcement Services, are responsible for enforcing the legislation within existing resources. In the first six months (January to June 2015), the focus of their work will be to provide education, support, and resources to help business owners, schools, municipalities, and the public be compliant with the legislation. After that time, progressive enforcement will begin. Progressive enforcement uses education and warnings before laying a charge for non-compliance. The public will also be encouraged to call the Region if they have a complaint, upon which a Tobacco Enforcement Officer will follow-up.

**Next Steps**

1. Public Health has been working with Licencing and Enforcement Services to monitor the impacts of the changes to the Smoke-Free Ontario Act on enforcement resources. Monitoring will occur at both the local and provincial level over the next 6-12 months.

2. A further report to Community Services Committee will be provided, should the Region receive additional funding for enforcement activities, to give an update on how these funds will be used to enhance fundamental components of the plan.
Ontario Public Health Standards:

Chronic Disease Prevention Standards, Requirement 13: The board of health shall implement and enforce the Smoke-Free Ontario Act in accordance with provincial protocols, including but not limited to the Tobacco Compliance Protocol, 2008 (or as current).

Corporate Strategic Plan:

4.2 Foster healthy living through information, education, policy development and health promotion.

Financial Implications:

Enforcement activities related to the Smoke-Free Ontario Act are carried out within an allocation of 100% funding from the Province of Ontario’s Ministry of Health and Long-Term Care. The Ministry has recently announced the opportunity for additional, one time funding, to assist with enforcement activities related to the changes to the Smoke-Free Ontario Act. This funding can be used to offset expenses related to additional staff time to respond to complaints or to provide proprietor education related to the new regulatory amendments as well as for additional travel expenses incurred while responding to complaints related to the new regulatory amendments. A request for $63,377 in 100% funding has been included with the 2015 provincial budget submission which was due February 27, 2015.

Other Department Consultations/Concurrence:

Planning, Development and Legislative Services: Licensing & Enforcement Services

Attachments:

Nil.

Prepared By: Julie Stoneman, Public Health Planner Tobacco & Cancer Prevention
Jonathan Mall, Manager Tobacco & Cancer Prevention
Sharlene Sedgwick-Walsh, Director Healthy Living Division
Brenda Miller, Manager Health Protection & Investigation
Dave Young, Director Health Protection & Investigation

Approved By: Dr. Liana Nolan, Commissioner/Medical Officer of Health
Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

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

Date: March 24, 2015 File Code: R12-01

Subject: Region of Waterloo Museums 2014 Highlights, 2015 Planned Initiatives and Strategic Directions

Recommendation:


And that staff provide progress updates to Regional Council in conjunction with the annual Museums Highlights report.

Summary:

Many highlights mark the 2014 season at the Region of Waterloo museums – Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage. Attendance at the museums was more than 107,000 people, comparable to attendance in 2013 (Attachment 1). Earned revenues of $558,500 from admission, education programs, facility rentals, retail, food service and memberships was comparable to earned revenues in 2013 (Attachment 2). The Waterloo Region Museum attendance has increased 28% over 2012, the first full year of operation.

The attendance and revenues in 2014 met the projected outcomes previously reported to Regional Council (P-14-027 dated March 4, 2014 and P-14-056 dated April 29, 2014) and as forecast in the Waterloo Region Museum Business Plan prepared in 2007. It is anticipated that attendance and revenues in 2015 will be similar to 2014.
More than 1,000 people from throughout the community volunteered their time at one of the museums in 2014 – supporting events, programs and fund raising. Their total contribution is more than 20,000 hours of donated time.

The Waterloo Region Museum began the year with the exhibit SHIPWRECK! – Pirates & Treasure. More than 22,000 visitors enjoyed the exhibit during its 90-day run. All three museums participated in Building Waterloo Region, a festival of exhibits and events that explored and celebrated the past, present and future of progressive architecture and design excellence in Waterloo Region. Almost 30,000 people saw or participated in the related exhibits and events at the Region’s museums. Ten new exhibits are planned at Waterloo Region Museum, Joseph Schneider Haus and McDougall Cottage in 2015.

The Region of Waterloo regularly undertakes Program Reviews to ensure that services are managed and delivered effectively and efficiently. In 2012, the Internal Auditor and Community Services staff initiated a Cultural Sites Program Review of the museums owned and operated by the Region. Key recommendations of the Program Review, in particular a revised organization structure, were implemented in 2014.

Several other recommendations from the Program Review have been addressed through the development of strategic directions for the museums. The Region of Waterloo Museums Strategic Directions 2024 (Attachment 4) is a document intended to guide longer term decisions over the next ten years, within the context of the overall Regional Vision and Strategic Plan. The strategic actions for each objective are focused on the next three to five years (2015-2019). Staff propose to report on progress annually in conjunction with the Museums Highlights Report, and to refresh the strategic actions for 2020-2024. It is recommended that this document be endorsed for use by Regional staff to guide the management, growth and development of the museums and historic sites owned and operated by the Region.

Report:

The Region of Waterloo Museums positively impact the quality of life in Waterloo Region by contributing to the development of engaged and inspired citizens, supporting the Region of Waterloo’s Vision to be “an inclusive, thriving and sustainable community, committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.”

As centres of discovery and learning, the Region of Waterloo Museums are essential to understanding our collective place in the world – past, present and future. We inspire feelings of pride and possibility in the community and foster a sense of identity and belonging among citizens. (From Region of Waterloo Museums Strategic Directions 2024: Why We Matter and What We Do.)

Marketing
Each year, the museums participate in numerous marketing partnerships (Attachment 3) extending our reach to prospective visitors and new audiences.

The museums are actively working with Waterloo Region Tourism Marketing Corporation and Regional Tourism Organization 4 (RTO4) to develop travel packages for bus tour operators and independent travellers. Notably, all three museums are participating in Explorer’s Pass, hosted by RTO4, which gives consumers access to more than 20 museums and attractions in this travel region over a seven day period.

Working with local hoteliers, the museums offer numerous package promotions that include overnight hotel stays and admission to the museums.

The museums developed several program delivery and marketing partnerships with other cultural and community organizations in 2014, including Creative Enterprise Initiative – Grand Social, Kitchener-Waterloo Symphony, Ballet Jorgen Canada, Drayton Entertainment – Dunfield Theatre, Waterloo Region Record, Baden Storyteller’s Guild, Grand River Conservation Authority, Children’s Water Education Council, Conestoga College Aboriginal Services, Wilfrid Laurier University Aboriginal Student Centre, Grand River Métis Council, Waterloo Catholic District School Board and Waterloo Region District School Board.

A new museum landing page, www.regionofwaterloo.ca/museums, was created in 2014 to connect on-line users from the Region’s website and elsewhere to the museums.

Branding and marketing of Joseph Schneider Haus and McDougall Cottage was changed in September 2014 in response to recommendations in the Cultural Sites Program Review. These changes, as reported to Regional Council in a Memorandum dated September 30, 2014, included:

- Creation of a unified annual marketing and promotion plan;
- Centralized production of marketing materials within the museums’ program;
- Increased joint marketing and promotion of all three Regional museums; noteworthy is the weekly advertorial feature which appears each Saturday in The Record;
- New websites www.josephschneiderhaus.com and www.mcdougallcottage.com
- Upgrading of existing and additional tourism destination signs for Joseph Schneider Haus and McDougall Cottage installed on Regional roads, consistent with signs for other museums in the Region.

More than 700 families and individuals purchased annual memberships to the Region’s museums, enjoying complimentary admission and gift shop discounts, as well as reciprocal admission benefits at 11 other museums and art galleries in Waterloo Region and southcentral Ontario.
Waterloo Region Museum and Doon Heritage Village

2014 Highlights

The year 2014 marked the 57th anniversary of providing public education and historical preservation of buildings and artifacts at the campus of facilities known as the Waterloo Region Museum, including Doon Heritage Village, the Waterloo Region Hall of Fame, Region of Waterloo Curatorial Centre and the Waterloo Region Museum.

Attendance and Public Engagement

Total attendance and facility usage was 88,218 (Attachment 1), surpassing the target of 80 to 85,000 and again surpassing the Museum Feasibility Study (2007) annual attendance projection of 80,000. Included in the total attendance is curriculum-based education program attendance of 26,344.

Through postal code tracking of selected visitors, the origin of museum visitors in 2014 was:

- Waterloo Region: 76%
- Elsewhere in Ontario: 17%
- GTA: 3%
- Out of Province (Canada, US and International): 4%

One of the goals of the Waterloo Region Museum is to serve as a centre for community gatherings, including private functions such as marriages, wedding receptions and corporate events. In 2014, 18 ceremonies and 30 wedding receptions were held in the village’s Church, on the museum’s grounds and/or in the Grand Foyer of the museum, and 94 community fund raising events and private functions were held at the museum.

The museum considers one of its roles is to contribute to the social well-being and civic engagement in Waterloo Region by inviting participation and creating community for its visitors. To this end, the Region donated complimentary museum admission passes valued at more than $20,000 to approximately 100 health and human service agencies and fund raising initiatives in the community.

The museum continued the development of the First People’s Festival for Grades 5 to 8. The Festival is held in September in partnership with First Nations, Métis, Inuit and local school boards. The museum introduced a new education program, Aboriginal Teaching Circle, for Grades 3 to 5. The full-day program is offered during two-week periods in May and October. The program is offered in partnership with Healing of The Seven Generations from Kitchener and is taught by Aboriginal organizations from Waterloo Region.
The museum introduced a new seasonal program, Family and Community Traditions, for Grade 2 students. This program introduces students to celebrations and festivals such as Eid, Hanukkah, Diwali and Chinese New Year. The program was developed in partnership with local school boards and many individuals from the community. The program is taught by museum staff working in partnership with volunteers from the Muslim, Jewish, Hindu and Chinese communities.

Throughout the year in the Waterloo Region Museum and during the summer months in Doon Heritage Village, scheduled hands-on activities took place on a daily basis. The museum introduced Tots Time, a new twice-weekly program geared to young children and their care-givers. In conjunction with the Friends of Waterloo Region Museum, the museum hosted three teas that included presentations about fashion and a tour of the exhibit Street Style. The popular Christmas programs – Lantern Light Tours and Starry Night – that take place in Doon Heritage Village were fully booked, having sold out earlier than ever before.

Volunteers

More than 900 people from throughout the community volunteered their time to assist the museum in offering programs, special events, gardening and preserving artifacts. Their contribution of time totaled more than 18,000 hours, representing a more than 25% increase in the number of hours volunteered to support the museum over the previous year.

Exhibits and Collections Preservation

In 2014 the Waterloo Region Museum created and hosted several exhibits, including:

- Shipwreck! – an interactive exhibit from Odyssey Marine Exploration based in Florida. More than 22,000 visitors enjoyed the exhibit during its 90-day run.
- 2014 Waterloo Region Hall of Fame Inductees – recognized seven individuals and one group for their contributions to the community.
- Street Style – created in partnership with the Fashion History Museum from Cambridge, and presented as part of Building Waterloo Region, explored the relationship between women’s fashion and architecture in Waterloo Region from the mid 1800s to the 1970s.
- Museum Mysteries – curated by the museum, showcased unusual artifacts from the museum’s collection many of which had not previously been on exhibit.

Thirty individual donors donated 364 artifacts to the museum collection in 2014. The total value of all donations in 2014, as determined by an independent appraiser, is $11,075. The museum also purchased nine artifacts, valued at $1,204 using funds donated for the development of the collection.
Acquisitions by the Waterloo Region Museum reflect the wide range of collecting interests in a community museum that aims to represent the cultural, geographic and temporal history of Waterloo Region. The objects discussed here represent a small sample of those added to the museum’s collection in the past year.

Donations of note include:

In 1902 carpenter and furniture maker Jacob Erb Seibert, son of Jacob and Elizabeth Seibert, purchased his parent’s home on Madison Avenue South in Berlin (Kitchener). The Seibert House was relocated to Doon Pioneer Village in the 1960s. An oak chair made by Jacob in the Arts and Crafts style, likely in the 1910s, was gifted to the museum.

Jacob Hailer arrived in Berlin (Kitchener) in the early 1830s, setting up a wood working shop making chairs and spinning wheels. The museum acquired a side chair with a woven wood splint seat, dated 1845, attributed to Hailer.

A flat to the wall secretary desk made by Jacob Kaufman, who operated a sawmill in Wellesley Township, for his brother-in-law John E. Ratz in 1875.

Tracht, meaning to wear, refers to the traditional costume worn by German-speaking men and women. Tracht vary between German ethnic groups and may differ based on the region of origin and whether the Tracht is formal or informal. The museum acquired a woman’s hand-stitched Tracht – blouse, skirt and apron – brought to Kitchener from Romania after the Second World War, by a Transylvania German.

Today, the milk in your refrigerator comes packaged in plastic bags, jugs, and waxed paper cartons. A patent for the first glass milk bottle was issued in the United States in 1874, and for more than four decades beginning in the 1920s, it was most common to have milk packaged in glass bottles. Bottles were capped with a waxed paper disk, usually printed with the name of the dairy. The museum acquired multiple collections of milk bottle caps representing dairies in Kitchener, Waterloo and Preston, along with several metal dairy tokens used to place orders when home delivery of dairy products still occurred.

The museum acquired a large collection of souvenirs and memorabilia related to businesses and organizations that operated in the Preston section of Cambridge. Noteworthy in the collection, because they were never intended to be saved, are two product packages – Silk Stocking Saver made by Snyder Selective Products Co., used to prevent “runs and snags” in women’s stockings; and a Snyder potato chip bag. Edward Snyder started the snack company in 1935 and sold the business in the 1950s.

Deluxe Upholstery Company traced its history to the early 1900s and in its corporate life was connected to several other furniture companies through corporate mergers including Schreiter Furniture in Kitchener, Vilas Industries from Quebec and La-Z-Boy in Waterloo. The museum acquired a table that converts from coffee table height to card table height. The table, made in the early 1950s, was one of six made by Deluxe Upholstery as a prototype but due to cost, the table did not go into production.
In the summer of 1939, King George VI and Queen Elizabeth toured Canada by train, including a stop in Kitchener on June 6. Companies across Canada produced souvenirs to celebrate the Royal Tour. The museum acquired an unused orange and white terry cloth bath towel made by Galt Towel that includes maple leaves, a crown and the year 1939 woven into the fabric.

Facilities

Facility maintenance and capital projects are administered by Corporate Resources. Capital projects and major maintenance projects completed in 2014 included:

- completion of a modern greenhouse located near the Region of Waterloo Curatorial Centre to support the heritage gardens in the living history village;
- reconstruction of the McArthur house roof;
- replacement of the wood shingle roofs at the McArthur and Seibert houses;
- painting of the exterior of the Peter Martin and Sararas houses;
- building and staff washroom renovations at the Facilities Management building located at the museum; and
- installation of an Electronic Vehicle Charging Station in the museum parking lot, accessible during museum operating hours.

Corporate Resources completed a building condition audit of all buildings on the Waterloo Region Museum property. This audit will guide building maintenance projects for the next 10 years. Also completed was an Energy Audit of buildings on the museum property to identify possible efficiencies in energy consumption. Recommendations from the building condition and energy audits are reflected in the 2015 Capital Budget and the 10 Year Capital Budget forecast.

Joseph Schneider Haus

2014 Highlights

Events and activities at Joseph Schneider Haus focused on collaboration with the artistic and craft communities to support and draw attention to traditional arts and hand work, which is part of the mission of the museum.

There was also a targeted focus on new marketing initiatives and social media, with a new website launched in September, in order to increase museum visitation and community awareness.

Attendance and Public Engagement

Total attendance and facility usage was 15,085 (Attachment 1). Included in the total attendance is curriculum-based education program attendance of 5,284. After a significant drop in 2013, education program attendance returned to levels achieved in 2011/2012.
In 2014 Joseph Schneider Haus hosted interpretive seasonal theme weekends throughout the year, and seasonal events such as the annual Easter Egg Hunt. Several lectures, demonstrations and workshops reflected the technique of wool felting as exhibited in the artwork of Folk Artist-in-Residence Sue Firkser. A new Christmas open house geared to families was held in December, in addition to the annual evening open house hosted in partnership with the Friends of Joseph Schneider Haus.

Volunteers

More than 85 people from throughout the community volunteered their time to assist the museum in offering programs, special events and behind-the-scenes activities. Their contribution of time totaled more than 1,600 hours.

Exhibits and Collections Preservation

In 2014 Joseph Schneider Haus created and hosted three exhibits, including:

- Heartfelt: Form, Function & Frivolity – the artwork of Sue Firkser.
- Evolving Urban Landscapes: A Photographic Memoir – with photographs by Philippe Elsworthy; presented in conjunction with Building Waterloo Region.

In 2013, Joseph Schneider Haus acquired a large collection of dolls (Inujaak) made by Inuit, reflecting folk traditions in Northern Canada. The dolls were on exhibit at the museum that same year. Included with the donation were a collection of reference books related to Inuit art. The collection was appraised in 2014 by an independent Inuit art expert, with the dolls and books being valued at $37,815.

Three individual donors donated five artifacts to the museum collection in 2014. No artifacts were purchased by the museum in 2014. The total value of all donations in 2014, as determined by an independent appraiser, is $650. The museum also acquired one object that was commissioned by the Friends of Joseph Schneider Haus from a previous Folk Artist-in-Residence; funds for this commission were raised by the Friends.

Donations of note include:

A German-language book published in Lancaster, Pennsylvania in 1811. The book was brought to Waterloo County by Jacob S. Shoemaker (1798-1875). Jacob married Joseph Schneider’s daughter, Elizabeth (1802-1876) in 1822. Drawn on the end-paper is a piece of Fraktur done by Jacob.

Two pieces of Waterloo County redware pottery with unusual glazes were acquired.

Sponsored annually by the Friends of Joseph Schneider Haus, the Folk Artist-in-Residence Program supports the efforts of local artists and artisans working in traditional crafts and trades. Each year, the museum showcases the work of one folk artist, raising public awareness and appreciation for their skills. The Friends also
commission an example of the artist’s work for the permanent collection of Joseph Schneider Haus. Marlene Pomeroy, Folk Artist-in Residence in 2011, designed and created a book, including the bindings, inspired by the work of Anna Weber (1814-1888), a Fraktur artist who worked in Waterloo County in the 1800s.

**Facilities**

Facility maintenance and capital projects are administered by Corporate Resources. Capital projects and major maintenance projects completed in 2014 included:

- addition of a power assist operator on the interior vestibule door.

Corporate Resources completed a building condition audit of all buildings on the Joseph Schneider Haus property. This audit will guide building maintenance projects for the next 10 years. Also completed was an Energy Audit of buildings on the museum property to identify possible efficiencies in energy consumption. Recommendations from the building condition and energy audits are reflected in the 2015 Capital Budget and the 10 Year Capital Budget forecast.

**McDougall Cottage**

**2014 Highlights**

McDougall Cottage serves as an interpretation centre, hosting special events that celebrate the Cottage’s as well as the area’s Scottish heritage and culture.

**Attendance and Public Engagement**

Total attendance and facility usage was 3,811 (Attachment 1).

In 2014, McDougall Cottage hosted monthly Ceilidhs, teas and children’s craft activities. Several lectures and walking tours took place that were part of Building Waterloo Region. The annual tradition of piping down the sun on summer evenings continued. Throughout 2014, talented flutist and vocalist Alison Lupton, Musician-in-Residence, performed a series of concerts at McDougall Cottage. The Musician-in-Residence program is developed and supported by the Friends of McDougall Cottage.

**Volunteers**

More than 60 people volunteered their time to assist the museum in offering programs, special events and gardening. Their contribution of time totaled more than 800 hours.

**Exhibits**

In 2014 McDougall Cottage created and hosted two exhibits, including:

- Bards and Ballads Wee Quilt Show – quilt artwork that took its inspiration from a line of poetry or the words of a song.
- Paint the Grand – an event, exhibit and silent auction in support of the Friends of McDougall Cottage.

**Facilities**

Facility maintenance and capital projects are administered by Corporate Resources. Capital projects and major maintenance projects completed in 2014 included:

- Exterior painting; and
- Installation of new water line.

Corporate Resources completed a building condition audit of McDougall Cottage. This audit will guide building maintenance projects for the next 10 years. Also completed was an Energy Audit of buildings on the museum property to identify possible efficiencies in energy consumption. Recommendations from the building condition and energy audits are reflected in the 2015 Capital Budget and the 10 Year Capital Budget forecast.

**Program Review**

The Region of Waterloo regularly undertakes Program Reviews to ensure that services and operations are managed and delivered effectively and efficiently. In 2012, the Internal Auditor and Community Services initiated a Program Review of the museums owned and operated by the Region.


The recommendations centered on three themes: need for better integration of all museums; need for improved information flow between management and staff; and opportunity for more interaction with the community. A revised organization structure was proposed to better achieve integration and effective use of resources by structuring the three sites under one Manager/Curator.

Key accomplishments in this first year of implementing the Program Review recommendations include:

- Implementation of the revised organization structure, with one Manager/Curator for all museums, coordination of shared functions (marketing, collections, exhibitions and guest services) across the museums, and strong marketing support for the unique identity and programs of each site.
New approaches to integrate marketing including, for example, website presence for Joseph Schneider Haus and McDougall Cottage, and joint advertising in print media.

Implementation of the Program Review recommendations is proceeding according to the timelines proposed in the original report. Efficiencies have been found, particularly in marketing and promotion. Processes such as staff training, guest services, collections management and exhibit planning have become more effective and consistent with the participation of staff from all sites. Overall, there is a new energy and sense of purpose across the organization.

2015 Planned Initiatives

Attendance and Earned Revenue Targets

Consolidated attendance and earned revenue targets for Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage have been developed by staff based on a review of actuals from the past four years, tourism and market trends, and planned exhibits and events in 2015.

Attendance in 2015 is projected to range between 100,000 to 105,000 people. Earned revenue is projected to be between $550,000 and $575,000.

Earlier in February all three of the Region’s museums were open on Family Day, and later this year each will be open with family programming during March Break, and on Canada Day when free admission will be extended to the community.

Exhibits

Exhibits planned at the museums in 2015 include:

Waterloo Region Museum

- Ocean Bound! – January 30 to May 10
- Kids are the Future: Syrian Children’s Art – March 14 to 22
- 2015 Waterloo Region Hall Fame Inductees – April 26 to March 31, 2016

Joseph Schneider Haus

- Reflections of the Natural World: The Art of Laurie Spieker – February 14 to April 26
- Trees of Life – February 14 to April 26
- Grand National Quilt Show – May 10 to September 27
- Christkindlmarkt – November through December

McDougall Cottage

- Gardens and the Grand Wee Quilt Show – April 10 to June 28
- Paint the Grand – September through December
- New interior interpretive panels and an exterior interpretive panel funded by an anonymous donation to the Cottage.

**Facilities**

Several building and grounds-keeping projects have been identified for completion in 2015 at each of the museums. These and other smaller projects are administered by Facilities Management and Fleet Services, Corporate Services.

**Waterloo Region Museum**

- Replace the needle beam underneath covered bridge;
- Harness Shop replacement;
- Accessibility improvements to Freeport Church;
- Exterior painting of various historic buildings;
- Replacement of wood shingle roof on the wagon shed;
- Roof replacement on Curatorial Centre; and
- Construction of paint spray booth in Facilities Management building.

**Joseph Schneider Haus**

- Front porch repair;
- Pathways replacement;
- Renovations to second floor offices, kitchen and staff support spaces; and

**McDougall Cottage**

- Wood shingle roof replacement;
- Fence repair; and
- Kitchen upgrades and creation of office.

In addition to these projects, in conjunction with Facilities Management, the museums are investigating the upgrading of signs at the entrance to each museum. These signs would be consistent with signs at other Regional properties, and will be subject to review and approval by the area municipality in which each museum is located.

**Strategic Directions**

Through 2013 and 2014, Cultural Services developed the “Region of Waterloo Museums Strategic Directions 2024” to guide longer term strategic decisions over the next ten years (Attachment 4). The Strategic Directions encompass all the museums owned and operated by the Region of Waterloo.

This initiative was led by Regional staff, drawing on consulting and facilitation expertise from TCI Management Consultants and Quarry Communications. The Strategic Directions reflect several recommendations from the Cultural Sites Program Review,
approved by Regional Council in June 2013, and previous community consultation during the planning and development of the Waterloo Region Museum.

The Museums Strategic Directions is clearly nested within the Region of Waterloo Guiding Vision and Strategic Plan (2011-2014). The museum directions are one of the delivery vehicles for the overall Regional Vision.

The museum strategy begins with a statement of “why?” which articulates the importance of the Region of Waterloo museums to the community and to the achievement of the overall vision of the Region. This informs “What We Do” in the museums program (the Vision) and “How We Do It” (the Mission) through day-to-day operations.

Because each site is unique, each museum has a Statement of Purpose that is focused on how it interacts with the public to fulfill the overall Vision of the museum program, i.e. how each of the museums functions as a place of discovery within its particular area of focus. The museum strategy also includes guiding principles, which in addition to the Region of Waterloo’s values, give direction to the work of the museums.

Ten Goals were developed, each with several Objectives; these are expected to remain in place for the next ten years. Strategic Actions for each objective are focused on the next three to five years (2015-2019) and will be refreshed for the 2020-2024 period.

Next Steps in Achieving the Strategic Actions

To ensure that the strategic actions are achieved, the following steps will be taken:

- Assign a priority (Short, Medium, Long) to each action, and include in annual work plans with assigned responsibilities.
- Establish annual targets for the number of visitors and revenue, and report annually.
- Document progress on the strategic actions in the annual Museums report to Regional Council.
- Continue to work on the development of meaningful performance measures that enable assessment of year over year progress, comparison with other institutions, and support for budget requests.

Area Municipal Consultation/Coordination

Area municipal staff is informed of events and activities at the Region of Waterloo museums, and will receive a copy of this report.

Corporate Strategic Plan:

Supporting initiatives that promote and enhance arts, culture and heritage are directly related to Growth Management Focus Area 2, Action 2.4.2: Provide opportunities to optimize the use of Regional cultural facilities.
Financial Implications:

The initiatives listed for 2014 and 2015 are funded through budgets administered by Planning, Development and Legislative Services, subject to approval by Regional Council.

Grants in support of museum operations were received from the Community Museum Operating Grant (CMOG) program, Ministry of Tourism, Culture and Sport; Young Canada Works; Summer Jobs Service administered locally by Lutherwood; The Kitchener and Waterloo Community Foundation – The John A. Pollock Family Fund; The Kitchener and Waterloo Community Foundation – Landmann Family Fund; Pioneer Park Optimists; Stanley Park Optimists; and Friends of Waterloo Region Museum, Friends of Joseph Schneider Haus and Friends of McDougall Cottage.

CMOG funding to the Region of Waterloo, in support of Waterloo Region Museum and Joseph Schneider Haus, totalled $128,304 in 2014. McDougall Cottage is ineligible for CMOG funding.

Other Department Consultations/Concurrence:

Capital projects, building and grounds maintenance are administered by Facilities Management and Fleet Services, Corporate Services. The museums partner with Council and Administrative Services for the delivery of graphic design and print services.

Attachments:

Attachment 1 - Attendance
Attachment 2 - Revenue
Attachment 3 - Marketing Initiatives
Attachment 4 - Region of Waterloo Museums Strategic Directions 2024

Prepared By: Tom Reitz, Manager/Curator

Approved By: Rob Horne, Commissioner, Planning Development and Legislative Services
Attachment 1 – Attendance

Attendance for each museum

<table>
<thead>
<tr>
<th>Museum</th>
<th>2014 Actual #</th>
<th>2013 Actual #</th>
<th>2012 Actual #</th>
<th>2011 Actual #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region Museum and Doon Heritage Village</td>
<td>88,218</td>
<td>89,887</td>
<td>68,631</td>
<td>56,695</td>
</tr>
<tr>
<td>Joseph Schneider Haus</td>
<td>15,085</td>
<td>14,778</td>
<td>17,738</td>
<td>18,262</td>
</tr>
<tr>
<td>McDougall Cottage</td>
<td>3,811</td>
<td>3,728</td>
<td>4,065</td>
<td>3,366</td>
</tr>
<tr>
<td>Total</td>
<td>107,114</td>
<td>108,393</td>
<td>90,434</td>
<td>78,323</td>
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</table>

Attendance by client group

<table>
<thead>
<tr>
<th>Group</th>
<th>2014 Actual #</th>
<th>2013 Actual #</th>
<th>2012 Actual #</th>
<th>2011 Actual #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterloo Region Museum and Doon Heritage Village</td>
<td>26,344</td>
<td>26,096</td>
<td>24,060</td>
<td>19,757</td>
</tr>
<tr>
<td>JSH</td>
<td>5,284</td>
<td>3,828</td>
<td>5,466</td>
<td>5,557</td>
</tr>
<tr>
<td>Casual/Event Visitors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterloo Region Museum and Doon Heritage Village</td>
<td>47,031</td>
<td>52,500</td>
<td>30,582</td>
<td>27,421</td>
</tr>
<tr>
<td>Joseph Schneider Haus</td>
<td>9,801</td>
<td>8,951</td>
<td>10,057</td>
<td>10,338</td>
</tr>
<tr>
<td>McDougall Cottage</td>
<td>3,811</td>
<td>3,728</td>
<td>4,065</td>
<td>3,366</td>
</tr>
<tr>
<td>Other Client Groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weddings</td>
<td>5,275</td>
<td>5,350</td>
<td>5,049</td>
<td>1,850</td>
</tr>
<tr>
<td>Rentals – External Groups</td>
<td>6,525</td>
<td>3,004</td>
<td>5,860</td>
<td>3,073</td>
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<tr>
<td>Meetings – Regional Staff</td>
<td>3,043</td>
<td>2,937</td>
<td>3,080</td>
<td>4,594</td>
</tr>
</tbody>
</table>
### Attachment 2 – Revenue

Consolidated earned revenues for Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage. Does not include cash donations or grants.

<table>
<thead>
<tr>
<th></th>
<th>2014 Actual $</th>
<th>2013 Actual $</th>
<th>2012 Actual $</th>
<th>2011 Actual $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>109,732</td>
<td>105,357</td>
<td>94,808</td>
<td>71,800</td>
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<tr>
<td>Visitors</td>
<td>204,602</td>
<td>227,011</td>
<td>149,507</td>
<td>92,514</td>
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<tr>
<td>Facility rentals</td>
<td>86,689</td>
<td>66,489</td>
<td>76,390</td>
<td>33,361</td>
</tr>
<tr>
<td>Memberships</td>
<td>44,056</td>
<td>46,578</td>
<td>12,860</td>
<td>5,546</td>
</tr>
<tr>
<td>Retail</td>
<td>41,568</td>
<td>48,797</td>
<td>45,677</td>
<td>35,737</td>
</tr>
<tr>
<td>Food service</td>
<td>71,873</td>
<td>69,019</td>
<td>57,703</td>
<td>32,926</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>558,520</strong></td>
<td><strong>563,251</strong></td>
<td><strong>436,945</strong></td>
<td><strong>271,884</strong></td>
</tr>
</tbody>
</table>
Attachment 3 – Marketing Initiatives

Website Metrics
94,629 Annual unique visitors to museums’ websites in 2014
7,885 Monthly average of unique visitors to museums’ websites in 2014

Advertising

| Attractions Ontario Summer Passport | KW Oktoberfest Guide |
| Attractions Ontario Culture Guide | Kitchener Leisure Guide |
| Cambridge Times | KPL In Touch Magazine |
| Cambridge Activities Guide | KW Symphony Program |
| City Parent | Parent Child-Guide |
| Drayton Festival Program | Princess Cinema Guide |
| Explore Waterloo Region Travel Guide | Snap Magazine |
| Forever Young | Town & Country Map Guide |
| Grand Magazine | Waterloo Program Activities Guide |
| Grand River Parks Guide | Waterloo Region Record |
| Kitchener Blues Festival Guide | Wellesley & Wilmot Catch the Culture |
| Kitchener Citizen East | Woolwich Observer Summer Activities |
| Kitchener Citizen West |

Social Media

| Facebook | 2,247 number of followers |
| Twitter | 4,163 number of followers |

| Flickr | YouTube |
| Four Square | Trip Advisor |
| | Yelp |

Electronic Event Listings
1805218
Attractions Ontario
Cambridge Now
Cambridge Times
City Cabs
CTV Community Page Calendar
Daytripping.ca
Explore Waterloo Region
Grand Social

E-commerce
RT04 – Ontario Tourism Packages promoted and sold online
RT04 – Explorer's Pass
Region of Waterloo Museums

Strategic Directions

Region of Waterloo Museums
Strategic Directions 2024

With Strategic Actions for 2014-2019

January 1, 2015
Region of Waterloo Museums
Strategic Directions 2024: Structural Outline

Region of Waterloo Vision

→

How We Work:
Region of Waterloo Values
+
Guiding Principles for the Region of Waterloo Museums

→
Why We Matter: Importance of the Museums Program

→
What We Do: Vision

→
How We Do It: Mission

Focus and Function of Each Museum: Statement of Purpose

Waterloo Region Museum  Doon Heritage Village  Joseph Schneider Haus  McDougall Cottage

FOCUS AREA #1. Stewardship of the Collections and Sites
Goal #1: Collections
Goal #2: Sites
Goal #3: Research

FOCUS AREA #2. Providing Diverse Programs
Goal #4: Exhibits and Programs
Goal #5: Education

FOCUS AREA #3. Collaboration and Outreach
Goal #6: Social Engagement
Goal #7: Economic Development
Goal #8: Partnership Development
Goal #9: Marketing and Promotion
Goal #10: Staff and Volunteer Development
Region of Waterloo Museums
Strategic Directions 2024

Preamble: The purpose of this Strategic Directions document is to guide the management, growth and development of the museums and historic sites owned and operated by the Region of Waterloo – Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage. Collectively, the programs, exhibits, artifacts, buildings and educational resources of these sites contribute significantly to the cultural resources and economy of Waterloo Region.

The Vision, Goals and Objectives of this plan will guide longer term strategic decisions over the next ten years, to 2024. The Strategic Actions are focused on the next three to five years (2015-2019) and will be refreshed as appropriate.

This initiative has been led by Regional staff, drawing on consulting and facilitation expertise from TCI Management Consultants and Quarry Communications. It implements several recommendations from the Cultural Sites Program Review, approved by Regional Council in June 2013.

The Strategic Directions for the museums is clearly nested within the Region of Waterloo guiding Vision, and the Strategic Plan (2011-2014). The Museum Directions can be thought of as one of the delivery vehicles for the overall Regional Vision.

The strategy begins with a statement of “WHY?” which articulates the importance of the Region of Waterloo Museums to the community and to the achievement of the overall Vision of the Region. This informs the Vision for the museums program – the longer-term picture – and the Mission – how the vision will be achieved through day-to-day operations.

Because each site is unique, each has a Statement of Purpose that is focussed upon how it interacts with the public to fulfill the overall Vision of the Museum Program, i.e. how each of the museums functions as a place of discovery within its particular area of focus.

The remaining components of the Strategic Directions are:

➔ **Focus Areas** reflect the main pillars or action areas of the Strategic Directions.

➔ **Goals** are generalized statements of intent and purpose within a specific Focus Area.

➔ **Objectives** describe achievements or outcomes within each goal that demonstrate progress towards meeting the goal.

➔ **Strategic Actions** are actions and activities that describe specific accomplishments toward achieving an objective.
VISION, MISSION and GUIDING PRINCIPLES

REGION OF WATERLOO VISION (Council Approved 2011-2014 Strategic Plan)

Waterloo Region will be an inclusive, thriving and sustainable community, committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.

WHY WE MATTER: THE IMPORTANCE OF THE MUSEUM PROGRAM

The Region of Waterloo Museums positively impact the quality of life in Waterloo Region by contributing to the development of engaged and inspired citizens.

WHAT WE DO: VISION

As centres of discovery and learning, the Region of Waterloo Museums are essential to understanding our collective place in the world – past, present and future. We inspire feelings of pride and possibility in the community and foster a sense of identity and belonging among citizens.

HOW WE DO IT: MISSION

We collect, preserve and share places, artifacts and stories of cultural significance in Waterloo Region so we can engage citizens and build a cohesive community through mutual learning, discovery and exchange.

HOW WE WORK: VALUES

Region of Waterloo Museums staff share the Region of Waterloo Values of Service, Integrity, Respect, Innovation and Collaboration.
HOW WE WORK: GUIDING PRINCIPLES

In everything we do, Region of Waterloo Museums strive for:

AUTHENTICITY in our restorations, interpretation and exhibits;

SCHOLARLY and PROFESSIONAL INTEGRITY in our research and content;

LIFE-LONG LEARNING and EDUCATION for our visitors and our staff;

PUBLIC and SOCIAL ENGAGEMENT through living history, exhibits, educational programs, community partnerships and volunteer contributions;

STEWARDSHIP that utilizes best practices in building preservation; environmental sustainability; and collections development, management and preservation;

QUALITY programming, exhibits and service excellence;

INTERACTIONS WITH VISITORS with emphasis on inclusivity and informality, and

EXCEEDING STANDARDS for community museums in all aspects of operations.
STATEMENTS OF PURPOSE

Statement of Purpose: Waterloo Region Museum

Waterloo Region Museum makes an important contribution to Waterloo Region’s distinctive sense of identity by collecting, preserving, researching and exhibiting objects and stories that inspire feelings of pride and possibility in our community and foster a sense of identity and belonging among citizens.

The Waterloo Region Museum’s long term exhibits serve to extend the visitor’s understanding of the people, culture, and history of Waterloo Region, while connecting the Region to the world. Exhibits will answer questions such as what makes Waterloo Region unique, what forces are shaping its current realities and future potential, and what is the audience’s connection to the Region’s ever evolving story.

Temporary exhibits offer an opportunity to spark community dialogue. These exhibits along with related programs will be a key tool to keep people coming back to and sustain interest in the Waterloo Region Museum. These exhibits will allow the museum to focus on a topic in greater detail, explore aspects of the community not covered in the long-term exhibits and showcase objects, exhibits and topics from other museums around the world. A wide range of exhibit themes will be presented with topics chosen to appeal to defined target audiences with the objective of promoting increased attendance, encouraging repeat visitation, and attracting media attention.

As a community gathering place, the Waterloo Region Museum offers spaces that are available to the community to celebrate personal and community milestones.

Statement of Purpose: Doon Heritage Village

Doon Heritage Village makes an important contribution to Waterloo Region’s distinctive sense of identity by collecting, preserving, researching and interpreting buildings, objects and landscapes relating to the agricultural history and rural communities of Waterloo Region in the year 1914.

Doon Heritage Village helps people understand that we all belong to a community and we help to shape that community as it evolves and changes. Whether or not we take an active role in our community, it forms part of our identity and has an impact on our lives.

Doon Heritage Village incorporates land that is an extension of the environmentally sensitive Homer Watson Park. As such, Doon Heritage Village will act as a good steward of the land and its resources, including encouraging public awareness and education about sustainability and respect for the environment.

Statement of Purpose: Joseph Schneider Haus

Joseph Schneider Haus National Historic Site makes an important contribution to Waterloo Region’s distinctive sense of identity by collecting, preserving, researching and interpreting buildings and objects relating to the lifestyle of the Joseph Schneiders,
specifically Joseph Eby Schneider and Family, the second generation to live in the Joseph Schneider homestead.

Joseph Schneider Haus encourages the study and appreciation of the Germanic culture in Ontario by collecting, preserving, researching, interpreting and exhibiting folk and decorative objects from areas of Germanic settlement in Canada, primarily Waterloo Region.

Joseph Schneider Haus documents, preserves and shares folk art, handicraft and trade skills from ethnic, occupational and religious communities, primarily from within Waterloo Region.

**Statement of Purpose: McDougall Cottage**

*McDougall Cottage makes an important contribution to Waterloo Region’s distinctive sense of identity by collecting stories, researching, preserving and interpreting the Scottish culture of Waterloo Region, the history of Galt, the history of the Cottage and the lives of its residents, particularly the McDougall and Baird Families.*

*McDougall Cottage serves as an interpretation centre and gathering place for the community by presenting exhibits and programs that highlight the Scottish history and traditions of Cambridge, the neighbourhood in which the Cottage is located, its gardens, and the significance of the Grand River to the Region’s cultural heritage.*

*McDougall Cottage will acquire only those artifacts that relate directly to the building and its former residents as they are interpreted at McDougall Cottage.*
Focus Areas, Goals, Objectives, Actions

**FOCUS AREA #1. Stewardship of the Collections and Sites**

Goal #1: **Collections**: To preserve and develop collections that represent and connect to the history of Waterloo Region and its relationship to the world.

Goal #2: **Sites**: To ensure continuing protection and integrity of the Region of Waterloo's museums’ grounds, landscapes and buildings.

Goal #3: **Research**: To undertake and facilitate research on the collections, buildings, places and stories that connect residents to the Region.

**FOCUS AREA #2. Providing Diverse Programs**

Goal #4: **Exhibits and Programs**: To maintain a diverse calendar of exhibits, programs and events that efficiently use the museums spaces and collections to engage community interest and/or tell the diverse stories related of the Region.

Goal #5: **Education**: To be an educational resource to the community in matters relevant to the past, present and future of the Region.

**FOCUS AREA #3. Collaboration and Outreach**

Goal #6: **Social Engagement**: To provide comfortable, welcoming and safe gathering spaces where friendly social interaction can occur.

Goal #7: **Economic Development**: To contribute meaningfully to the Region’s economic development strategies.

Goal #8: **Partnership Development**: To develop partnerships with other organizations and agencies that can inform the content of exhibits and programs, provide marketing and resource support, and engage new audiences.

Goal #9: **Marketing and Promotion**: To maintain promotional activities and branding that create high levels of awareness, relevance and interest in our community to drive attendance and revenue.

Goal #10: **Staff and Volunteer Development**: To encourage and support staff and volunteer development and training.
FOCUS AREA #1. Stewardship of the Collections and Sites

Goal #1: Collections

To preserve and develop collections that represent the history of the Region and its relationship to the world.

Objective #1: To document the collections in an appropriate and publically accessible database

Strategic Actions:

1.1.1 Ensure that collections information in collections databases is complete for all objects
1.1.2 Photograph and scan all objects and ensure images are in database
1.1.3 Ensure public access to the museums’ collections via the internet
1.1.4 Process the Michael Bird archival collection

Objective #2: To ensure there is adequate storage for the collections

Strategic Actions:

1.2.1 Review and improve storage at Joseph Schneider Haus
1.2.2 Proactively plan for an addition to the Region of Waterloo Curatorial Centre

Objective #3: To develop collections that are relevant to each museum’s Statement of Purpose

Strategic Actions:

1.3.1 Develop a collections plan for Joseph Schneider Haus
1.3.2 Apply for Class A Designation for the Waterloo Region Museum under the Federal Cultural Property Export and Import Act
1.3.3 Become a collection and research “centre of excellence” by developing a collection of furniture, catalogues and other ephemera related to factory-made furniture from Waterloo Region
1.3.4 Plan for and seek objects that reflect the multicultural communities of Waterloo Region
Goal #2: Sites

To ensure continuing protection and integrity of the Region of Waterloo museums’ grounds, landscapes and buildings.

Objective #1: To ensure good stewardship of the museum properties and buildings

Strategic Actions:

2.1.1 Participate in preparation of Asset Management Plans and Facilities Service Level Agreements, leading to the creation of maintenance plans and ten year capital forecasts for all buildings and grounds
2.1.2 Implement interior and exterior maintenance plans for Joseph Schneider Haus, McDougall Cottage and Doon Heritage Village
2.1.3 Plan for redevelopment of the harness shop at Doon Heritage Village
2.1.4 Ensure that the museums align themselves with the Region’s sustainability initiatives and explore new opportunities for innovative green practices

Objective #2: To improve way-finding to and at each museum

Strategic Actions:

2.2.1 Review and improve signage at and to each museum
2.2.2 Participate in traffic, access and public transit initiatives for the museums

Objective #3: To plan for future site development at each museum

Strategic Actions:

2.3.1 Complete Heritage Impact Assessment (HIA) at Joseph Schneider Haus in order to restore the historic setting and increase exterior programming space
2.3.2 Review and improve accessibility for people with disabilities at each museum according to AODA\(^1\) requirements
2.3.3 Develop and implement staff accommodation review at Joseph Schneider Haus
2.3.4 Develop and implement staff accommodation review at McDougall Cottage
2.3.5 Develop capital and operational plan for school house at Doon Heritage Village

\(^1\) Access for Ontarians with Disabilities Act
Goal #3: Research

To undertake and facilitate research on the collections, buildings and stories that connect residents to Waterloo Region.

Objective #1. To ensure that all collections, buildings and stories are researched, documented and available/discoverable

Strategic Actions:

3.1.1 Complete research on McDougall Cottage and its surrounding neighbourhood
3.1.2 Develop finding aids for research completed at each museum

Objective #2: To develop a coordinated research plan to inform exhibits and museum development

Strategic Actions:

3.2.1 Develop and fund a curatorial/research “in residence” opportunity
3.2.2 On an on-going basis, complete research related to upcoming exhibits
3.2.3 Complete research on Scottish settlement, history and culture in Waterloo Region
3.2.4 Complete research on one-room schools in Waterloo County

Objective #3: To develop an oral history program related to Waterloo Region

Strategic Actions:

3.3.1 Inventory oral history programs related to Waterloo Region in all repositories
3.3.2 Research oral history programs in other institutions
3.3.2 Identify and seek sources of funding to support an oral history program in the community
FOCUS AREA #2. Providing Diverse Exhibits and Programs

Goal #4: Exhibits and Programs

To maintain a diverse calendar of exhibits, programs and events, that effectively use the sites and collections, in order to offer dynamic diverse exhibits and programs that involve, engage and inspire residents

Objective #1. To develop and host exhibits that are planned in advance, to enable appropriate marketing, development of related education initiatives and programs, and to establish specific objectives that are evaluated

Strategic Actions:

4.1.1 Maintain a three to five year exhibit plan for each museum
4.1.2 Undertake regular visitor evaluation including community input on future exhibit themes and impact of exhibits
4.1.3 Develop new long term exhibit/interpretation panels for McDougall Cottage

Objective #2. To develop and host programs and events that are planned in advance, to enable appropriate marketing, development of related education initiatives, and to establish specific objectives that are evaluated

Strategic Actions:

4.2.1 Develop a two to four year program and event plan for each museum
4.2.2 Undertake regular visitor evaluation including community input on future programs and events

Objective #3. To explore options for using new technology to deliver exhibits, programs and related content

Strategic Actions:

4.3.1 Develop a digital media strategy to provide programs and content electronically
Goal #5: Education

To be an educational resource to the community in matters relevant to the past, present and future of the Region.

Objective #1: To ensure that curriculum-related educational resources at all museums are communicated to teachers and schools

Strategic Actions:

5.1.1 Continuously review and update education programs and related teaching materials to meet Ontario Ministry of Education curriculum guidelines
5.1.2 Develop new integrated marketing materials and related marketing actions to increase education visits

Objective #2: To further develop the educational resources at all museums, and promote to community groups and organizations

Strategic Actions:

5.2.1 Develop and actively promote targeted education programs (for example, German/French language programs, Brownie/Scout programs)
5.2.2 Translate promotional and educational materials as appropriate

Objective #3: To evaluate the effectiveness of curriculum-related education programs at all museums

Strategic Actions:

5.3.1 Standardize and automate education program evaluation surveys used at museums
5.3.2 Participate in the Visitors Count! Education Survey every three years
5.3.3 Implement recommendations from the Visitors Count! Education Survey
FOCUS AREA #3. Collaboration and Public Outreach

Goal #6: Social Engagement

To provide comfortable, welcoming and safe gathering spaces where friendly social interaction can occur.

Objective #1: To ensure that the museums are available to everyone in the community

Strategic Actions:

6.1.1 Further develop the complimentary admission program to support people living with low income
6.1.2 Develop a library-based museum admission pass program
6.1.3 Develop policy and guidelines governing the discounting of facility rentals at reduced or no cost to not-for-profit organizations

Objective #2: To ensure that the museums are safe

Strategic Actions:

6.2.1 Develop procedures to ensure the safety of our visitors in the event of potential violence, extreme weather, or other emergency situations

Objective #3: To ensure that the museums are welcoming

Strategic Actions:

6.3.1 Review public hours at each museum
6.3.2 Ensure that sufficient comfortable seating for the public is available at each museum
Goal #7: Economic Development

To contribute to the Region’s economic and cultural vitality.

Objective #1: To act as a resource in the delivery of the Region’s economic development strategy

Strategic Actions:

7.1.1 Liaise regularly with the Economic Development agency of the Region to identify ways and means of using the Museums as assets in the delivery of the economic development strategy

7.1.2 Act as a host location for industry functions, and host tours for business executives and professionals considering locating in the Region

Objective #2: To be a leader in the cultural attractiveness of the Region

Strategic Actions:

7.2.1 Ensure that the museums are regularly featured in material promoting the Region

7.2.2 Collaborate with other cultural organizations to attract visitors from outside the Region, through new initiatives and marketing
Goal #8: Partnership Development

To develop partnerships with organizations and agencies that may contribute to the content of exhibits and programs, provide marketing and resource support, and engage new audiences.

Objective #1: To ensure that relationships with Friends’ organizations at each museum remain strong and positive

Strategic Actions:

8.1.1 Hold a joint annual appreciation / planning event for and with the Friends organizations
8.1.2 Develop a memorandum of understanding between each Friends organization and the Region of Waterloo
8.1.3 Continue to work cooperatively with the Friends organizations to support their fundraising, programs and events, and artist-in-residence initiatives

Objective #2: To maintain regular dialogue and communication with other cultural organizations and agencies in the Region

Strategic Actions:

8.2.1 Meet with representatives of cultural organizations to discuss possibilities for joint programs and events and coordinated scheduling
8.2.2 Further develop a long-term exhibit planning tool to be used by museums and galleries in Waterloo Region, Guelph and Wellington County

Objective #3: To investigate partnership opportunities with foundations, social organizations, agencies and businesses

Strategic Actions:

8.3.1 Develop a fund raising/partnership policy governing interactions with potential strategic partners
8.3.2 Identify target organizations, potential projects, and approaches as appropriate
8.3.3 Actively work with Creative Enterprise Initiative, Waterloo Region Tourism Marketing Corporation, and others, to promote the museums, develop tourism products, and create reciprocal marketing opportunities
Goal #9: Marketing and Promotion

To develop and maintain promotional activities and branding that create high levels of awareness, relevance and interest in our community, and drive attendance and revenue.

Objective #1: To integrate promotion of the museums

Strategic Actions:

9.1.1 Create an annual marketing plan for integrated promotion of all museums while maintaining unique brands for each museum
9.1.2 Launch new integrated websites for each museum
9.1.3 Develop policies and procedures to ensure regular communication with museum clients
9.1.4 Develop e-newsletter for members and interested members of the public

Objective #2: To build paid membership and encourage repeat visits

Strategic Actions:

9.2.1 Develop annual membership target
9.2.2 Develop marketing initiatives for membership program
9.2.3 Develop additional membership benefits including reciprocal admission partnerships with other museums and attractions

Objective #3: To measure and evaluate the results of marketing and promotional initiatives

Strategic Actions:

9.3.1 Use visitor surveys to assess and refine the effectiveness of marketing and promotion initiatives
9.3.2 Establish attendance and revenue targets for each museum
9.3.3 Improve ticketing, cash handling and retail sales at each museum

Objective #4: To incorporate evolving technologies and approaches into the marketing strategy

Strategic Actions:

9.4.1 Develop and implement social and digital marketing strategy across all museums
Goal #10: Staff and Volunteer Development

To encourage and support staff and volunteer development and training.

Objective #1: To ensure that all staff and volunteers have appropriate training on an on-going basis

Strategic Actions:

10.1.1 Develop and implement ongoing customer service training programs for all direct service staff and volunteers
10.1.2 Ensure that all staff and volunteers have health and safety training appropriate to their responsibilities

Objective #2: To support staff training and development relevant to staff responsibilities and career goals

Strategic Actions:

10.2.1 Encourage and support skills training to help staff advance their career goals
10.2.2 Encourage and support staff involvement in committee and board positions in relevant professional organizations

Objective #3: To support the development of volunteers

Strategic Actions:

10.3.1 Develop an annual orientation program including related training materials for all volunteers
10.3.2 Develop a volunteer recognition strategy for the museums
ACHIEVING THE PLAN

The overarching Vision, Goals and Objectives of the Strategic Directions for Waterloo Region Museums will guide longer term strategic decisions over the next 10 years. The Strategic Actions are intended to be completed within three to five years, and refreshed as appropriate.

The following steps will be taken to ensure that the Actions are achieved:

a) Priority setting: each Strategic Action will be assigned a priority, and from this will be developed annual work plans with assigned responsibilities

b) Targets: targets for the number of visitors and revenue at each site will be established annually

c) Reporting: an annual report for the Region of Waterloo Museums will document accomplishments in comparison with the work plan, actual versus target revenues and visitation, and other operating details

d) Work will continue on the development of meaningful performance measures that enable: assessment of year over year progress; comparison with other institutions; and support for budget requests
<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
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Quarterly Performance Report
For the Period of October – December 2014
Produced on March 11, 2015
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**SUMMARY**

### A. VOLUME AND SERVICE LEVEL INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
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<tbody>
<tr>
<td>Total Number of Calls</td>
<td>9,918</td>
<td>37,274</td>
</tr>
<tr>
<td>Rate of calls per 1,000 population</td>
<td>73.6</td>
<td>69.7</td>
</tr>
<tr>
<td>Unit Utilization</td>
<td>0.40</td>
<td>0.38</td>
</tr>
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</table>

### B. COMPLIANCE AND QUALITY ASSURANCE INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response Time (Code 4)*</td>
<td>11min 49sec</td>
<td>11min 34sec</td>
</tr>
<tr>
<td>Paramedic Services’ Warning System Use</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Chute Time Adherence</td>
<td>91.6%</td>
<td>92.4%</td>
</tr>
</tbody>
</table>

### C. EFFICIENCY INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offload Delay (# of days)*</td>
<td>54.9 days</td>
<td>187.6</td>
</tr>
<tr>
<td>Code Yellow Time</td>
<td>12.5%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Code Red Time</td>
<td>0.95%</td>
<td>0.55%</td>
</tr>
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</table>

### D. SERVICE AND QUALITY IMPACT INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stroke Patient to Stroke Facility*</td>
<td>88.3%</td>
<td>86.9%</td>
</tr>
<tr>
<td>Return of Spontaneous Circulation*</td>
<td>14.7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Heart attack (STEMI) protocol*</td>
<td>66.7%</td>
<td>69.1%</td>
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</table>

**SUMMARY BY MUNICIPALITY**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Cambridge</th>
<th>Kitchener</th>
<th>Waterloo</th>
<th>North Dumfries</th>
<th>Wellesley</th>
<th>Wilmot</th>
<th>Woolwich</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response Times</td>
<td>Current Quarter</td>
<td>12min 02sec</td>
<td>10min 34sec</td>
<td>11min 05sec</td>
<td>16min 43sec</td>
<td>20min 09sec</td>
<td>17min 17sec</td>
</tr>
<tr>
<td></td>
<td>Year-To-Date</td>
<td>11min 42sec</td>
<td>10min 24sec</td>
<td>10min 29sec</td>
<td>16min 45sec</td>
<td>20min 53sec</td>
<td>18min 36sec</td>
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<tr>
<td>Total Call Volume</td>
<td>Current Quarter</td>
<td>2,436</td>
<td>4,687</td>
<td>1,888</td>
<td>161</td>
<td>79</td>
<td>270</td>
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<tr>
<td></td>
<td>Year-To-Date</td>
<td>9,196</td>
<td>17,947</td>
<td>6,824</td>
<td>605</td>
<td>284</td>
<td>1,018</td>
</tr>
</tbody>
</table>

*Indicator is also captured in a similar fashion (with some variation in measurement units) within a portion of the OMBI reporting process.
A. VOLUME AND SERVICE LEVEL INDICATORS

Definition of Indicator Group
Quantity type indicators that show values related to work intake and work breakdown (how much did we do?).

Summary of Results
Region of Waterloo Paramedic Services transported patients 82.3% of the time while non-patient transports such as patient refusal, or other non-patient carrying instances made up the remaining 17.7% of dispatched calls for the year-to-date. The rate of calls per 1,000 was up 7.3% from 2013, continuing to outpace population growth, and was likely influenced by an aging population. For the third quarter in a row Paramedic Services experienced its busiest quarter ever with 9,918 calls and as a result also experienced its busiest year ever with 37,274 calls. For the fourth quarter of 2014, after a low of 0.35 at 5AM, unit utilization (UU) increased to peak at 0.57 at 11am before gradually decreasing the rest of the day. UU was up 15.2 per cent from Q3 2014. Staffing is partly based on patterns and predictions seen in UU, and monitoring UU allows for proactive planning to alter the deployment of staff to reach an appropriate UU level. Note that one 12-hour ambulance was added in July in each of 2011, 2012, 2013, and an ERU was added in 2014.

Performance Report

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Indicator Definition</th>
<th>Rolling Quarterly Results</th>
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<tbody>
<tr>
<td>Total Number of Calls</td>
<td>The total number of calls received/dispatched within the Region of Waterloo over the course of the quarter (Dispatch Priority Code and Geographic Location).*</td>
<td>9,918</td>
</tr>
<tr>
<td></td>
<td></td>
<td>37,274</td>
</tr>
<tr>
<td>Rate of calls per 1,000</td>
<td>The rate of calls received/dispatched within the Region of Waterloo per 1,000 population over the course of the quarter (Dispatch Priority Code and Geographic Location).*</td>
<td>73.6</td>
</tr>
<tr>
<td>population</td>
<td></td>
<td>69.7</td>
</tr>
<tr>
<td>Unit Utilization (UU)</td>
<td>UU measures the percentage of an hour that ambulances are actively engaged in responding to calls (codes 1 to 4) – as opposed to being deployed waiting for calls. It is used to monitor resource deployment, allowing for planning to ensure sufficient staff to meet community needs. Note that when UU exceeds a value of 0.40, it becomes difficult to ensure an ambulance will be available for the next call within a reasonable time.</td>
<td>0.40</td>
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<td>0.38</td>
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</table>

*Note that due to differences between the ADRS and TabletPCR data sources, there may be variances with numbers.
## Total number and rate of calls per 1,000 population, year-to-date, by dispatch priority code and year

Waterloo Region, January 1st to December 31st, 2009-2014

### Number of calls

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<thead>
<tr>
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<tbody>
<tr>
<td>1 – Deferrable</td>
<td>764</td>
<td>707</td>
<td>678</td>
<td>646</td>
<td>430</td>
<td>401</td>
<td></td>
</tr>
<tr>
<td>2 – Scheduled</td>
<td>250</td>
<td>201</td>
<td>200</td>
<td>254</td>
<td>176</td>
<td>167</td>
<td></td>
</tr>
<tr>
<td>3 – Prompt</td>
<td>7,125</td>
<td>9,491</td>
<td>10,071</td>
<td>10,151</td>
<td>9,308</td>
<td>10,054</td>
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<tr>
<td>4 – Urgent</td>
<td>22,685</td>
<td>20,882</td>
<td>22,421</td>
<td>24,016</td>
<td>24,822</td>
<td>26,652</td>
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### Rate per 1,000 (YTD)

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<tbody>
<tr>
<td>1 – Deferrable</td>
<td>60.2</td>
<td>60.4</td>
<td>63.7</td>
<td>66.2</td>
<td>65.0</td>
<td>69.7</td>
<td></td>
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<tr>
<td>2 – Scheduled</td>
<td>-0.7%</td>
<td>0.4%</td>
<td>5.4%</td>
<td>3.9%</td>
<td>-1.9%</td>
<td>7.3%</td>
<td></td>
</tr>
<tr>
<td>3 – Prompt</td>
<td>30,824</td>
<td>31,281</td>
<td>33,370</td>
<td>35,067</td>
<td>34,736</td>
<td>37,274</td>
<td></td>
</tr>
<tr>
<td>4 – Urgent</td>
<td>0.1%</td>
<td>1.5%</td>
<td>6.7%</td>
<td>5.1%</td>
<td>-0.9%</td>
<td>7.3%</td>
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### Total calls (YTD)

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</thead>
<tbody>
<tr>
<td>1 – Deferrable</td>
<td>30,824</td>
<td>31,281</td>
<td>33,370</td>
<td>35,067</td>
<td>34,736</td>
<td>37,274</td>
<td></td>
</tr>
<tr>
<td>2 – Scheduled</td>
<td>0.1%</td>
<td>1.5%</td>
<td>6.7%</td>
<td>5.1%</td>
<td>-0.9%</td>
<td>7.3%</td>
<td></td>
</tr>
</tbody>
</table>

### Total calls (annual)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
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<td>1 – Deferrable</td>
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<td>0.1%</td>
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<td>6.7%</td>
<td>5.1%</td>
<td>-0.9%</td>
<td>7.3%</td>
<td></td>
</tr>
</tbody>
</table>

Source: ADRS (February 9th, 2015)
# Region of Waterloo * Paramedic Services

**PERFORMANCE MEASUREMENT**

## Total number and rate of calls per 1,000 population, year-to-date, by municipality and month

**Waterloo Region, January 1\(^{st}\) to December 31\(^{st}\), 2009-2014**

<table>
<thead>
<tr>
<th>Rate per 1,000 by month</th>
<th>Jan → Dec</th>
<th>Year-to-date (YTD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cambridge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kitchener</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterloo</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cities total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Townships</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Dumfries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wellesley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wilmot</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woolwich</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Townships total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Waterloo Region</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rate per 1,000</th>
<th>Total calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>68.9</td>
<td>9,196</td>
</tr>
<tr>
<td>77.5</td>
<td>17,947</td>
</tr>
<tr>
<td>65.5</td>
<td>6,824</td>
</tr>
<tr>
<td>72.4</td>
<td>33,967</td>
</tr>
<tr>
<td>61.9</td>
<td>605</td>
</tr>
<tr>
<td>25.3</td>
<td>284</td>
</tr>
<tr>
<td>50.3</td>
<td>1,018</td>
</tr>
<tr>
<td>57.3</td>
<td>1,400</td>
</tr>
<tr>
<td>50.4</td>
<td>3,307</td>
</tr>
<tr>
<td>69.7</td>
<td>37,274</td>
</tr>
</tbody>
</table>

Source: ADRS (February 9\(^{th}\), 2015)
### Total rate of calls per 1,000 population, year-to-date, by municipality and year

**Waterloo Region, January 1st to December 31st, 2009-2014**

<table>
<thead>
<tr>
<th>Rate per 1,000 by year</th>
<th>2009 → 2014</th>
<th>Min. - Max.</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cambridge</td>
<td>✓</td>
<td>57.6 - 68.9</td>
<td>68.9</td>
</tr>
<tr>
<td>Kitchener</td>
<td>✓</td>
<td>68.5 - 77.5</td>
<td>77.5</td>
</tr>
<tr>
<td>Waterloo</td>
<td>✓</td>
<td>51.6 - 65.5</td>
<td>65.5</td>
</tr>
<tr>
<td><strong>Cities total</strong></td>
<td></td>
<td>61.6 - 72.4</td>
<td>72.4</td>
</tr>
<tr>
<td><strong>Townships</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Dumfries</td>
<td>✓</td>
<td>54.0 - 66.6</td>
<td>61.9</td>
</tr>
<tr>
<td>Wellesley</td>
<td>✓</td>
<td>24.5 - 33.2</td>
<td>25.3</td>
</tr>
<tr>
<td>Wilmot</td>
<td>✓</td>
<td>45.5 - 50.3</td>
<td>50.3</td>
</tr>
<tr>
<td>Woolwich</td>
<td>✓</td>
<td>50.3 - 57.3</td>
<td>57.3</td>
</tr>
<tr>
<td><strong>Townships total</strong></td>
<td></td>
<td>47.3 - 50.4</td>
<td>50.4</td>
</tr>
<tr>
<td><strong>Waterloo Region</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>60.2 - 69.7</td>
<td>69.7</td>
</tr>
</tbody>
</table>

Source: ADRS (February 9th, 2014)
Total number of patient transports, year-to-date, by return priority code
Waterloo Region, January 1st to December 31st, 2009-2014

- (1) Deferrable: 6,081
- (2) Scheduled: 180
- (3) Prompt: 20,670
- (4) Urgent: 3,143
- (6) Transport deceased: 1

Proportion of patient and non-patient carry calls, year-to-date, by return priority code
Waterloo Region, January 1st to December 31st, 2014

- Patient carry calls: 82.3%
- Non-patient carry calls: 17.7%

Source: TabletPCR (February 9th, 2015)
Unit Utilization (UU), by hourly average (24 hour clock)
Waterloo Region, January 1st to December 31st 2013, July 1st to September 30th, 2014, and October 1st to December 31st, 2014

Source: ADRS (March 3rd, 2015)
B. COMPLIANCE AND QUALITY ASSURANCE INDICATORS

Definition of Indicator Group
Indicators that monitor Paramedic Services' adherence to internal process, procedure, legislated mandates etc. (how well did we do it?).

Summary of Results
For 2014, Paramedic Services’ 90th percentile response time to emergency calls (code 4) was 11 minutes and 34 seconds, 3.9 per cent slower than in 2013. From Q3 to Q4 2014 90th percentile response time to emergency calls slowed 7.6 per cent likely due to unprecedented call volume increases being experienced, as well as the start of an intense influenza season, and winter road conditions. Paramedic Services has begun monitoring response parameters observed from urban, suburban, and rural perspectives, using an 80th percentile response time informal benchmark. Response times vary according to population and road density. Drives times are longer in rural areas. No warning system infractions were identified through internal reviews in the last quarter. Chute time adherence remained at the historical average for the quarter as Region of Waterloo Paramedic Services continues work to improve compliance on this metric. Note that one 12-hour Rural Emergency Response Unit (RERU) was added in July 2014 and full impact of this resource has not yet been realized; a larger sample will be necessary to confirm a trend in service improvement.

Performance Report

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Indicator Definition</th>
<th>Rolling Quarterly Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paramedic Services Response Time to Emergency Calls</strong></td>
<td>A measurement of the Paramedic Services’ ability to meet performance standards outlined by the Ministry for Emergency Calls (Code 4). This is a historical benchmark value.</td>
<td>Current Quarter: 11min 49sec Year-To-Date: 11min 34sec</td>
</tr>
<tr>
<td><strong>Paramedic Services’ Warning System Use</strong></td>
<td>A measurement of compliance with the appropriate use of warning systems by Paramedic Services staff (based on a review of internal audits conducted on calls flagged for review during the month).</td>
<td>100.0%  100.0%</td>
</tr>
<tr>
<td><strong>Chute Time Adherence</strong></td>
<td>The percentage of calls where the timeframe from crew notification to when they are enroute is within protocol (Policy #4.3) of 2 minutes.</td>
<td>91.6%  92.4%</td>
</tr>
</tbody>
</table>
Paramedic Services’ response time to emergency calls (code 4), 90th percentile, by month
Waterloo Region, January 1st, 2013 to December 31st, 2014

Sources: ADRS October to December, 2014 (extracted 09-Feb-2015), ADRS July to September, 2014 (extracted 31-Oct-2014), April to June, 2014 (extracted 11-Aug-2014), January to March (extracted 14-May-2014), October to December, 2013 (extracted 23-Jan-2014), July to September, 2013 (extracted 06-Nov-2013), and January to June, 2013 (extracted 20-Aug-2013),
Paramedic Services’ response time to emergency calls (code 4), year-to-date, 90\textsuperscript{th} percentile, by municipality

Waterloo Region, January 1\textsuperscript{st} to December 31\textsuperscript{st}, 2011-2014

Source: ADRS (February 9\textsuperscript{th}, 2015)
Paramedic Services’ response time to emergency calls (code 4), 90th percentile, by year
Waterloo Region, January 1st to December 31st, 2009-2014

Source: ADRS (February 9th, 2015)
Paramedic Services’ response time to emergency calls (code 4), 80th percentile, by population density
Waterloo Region, January 1st to December 31st, 2011-2014

Source: ADRS (February 9th, 2015)
# Paramedic Services’ warning system use, by month

**Waterloo Region, January 1st, 2013 to September 30th, 2014**

<table>
<thead>
<tr>
<th>Year</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>2013</td>
<td>100.0%</td>
<td>100.0%</td>
<td>99.6%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Source:** TabletPCR (February 9th, 2015)
Percentage of calls with crew chute adherence (meets two minute policy), by month
Waterloo Region, January 1st, 2013 to December 31st, 2014

Historic average 92.6

Source: TabletPCR (February 9th, 2015)
C. EFFICIENCY INDICATORS

Definition of Indicator Group
Indicators that outline how timely Paramedic Services is being performed by staff and offered to the Region (how well did we do it?).

Summary of Results
Across the quarter Offload Delay losses have trended up slightly, mirroring 2013 values and significantly below previous years’ values for the same time period. Overall Paramedic Services is in a much more stable situation and better poised to deal with Offload delay issues in 2014 compared to 2013. Close collaboration between Paramedic Services and local hospitals continues to address the issue of Offload Delay and the ability of our services to address and limit Offload Delays to Paramedic Services. Collaboration on new and innovative strategies to address Offload Delay and return crews to the public for re-assignment is assisting in lowering and stabilizing our Offload Delay losses. Time spent in Code Yellow increased in the fourth quarter and is now above the historical average. Similarly, time spent in Code Red remained stable much the year fluctuating near the historical average, but is now above the historical average.

Performance Report

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Indicator Definition</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offload Delay Measurement</td>
<td>The amount of 24 hour ambulance days lost to offload delay over the course of a month.</td>
<td>54.9 days</td>
<td>187.6</td>
</tr>
<tr>
<td>Code Yellow Status</td>
<td>The percentage of time where Paramedic Services is in a Code Yellow Status for the month (≤ three vehicles available).</td>
<td>12.5%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Code Red Status</td>
<td>The percentage of time where Paramedic Services is in a Code Red Status for the month (zero vehicles available).</td>
<td>0.95%</td>
<td>0.55%</td>
</tr>
</tbody>
</table>

† Less than three years of data available.
Number of ambulance days lost to offload delay, by month
Waterloo Region, January 1st, 2011 to December 31st, 2014

Source: TabletPCR (February 9th, 2015)
Percentage of time in code yellow status, by month
Waterloo Region, January 1st, 2013 to December 31st, 2014

Source: CACC (February 9th, 2015)
Percentage of time in code red status, by month
Waterloo Region, January 1st, 2013 to December 31st, 2014

Source: CACC (February 9th, 2015)
D. SERVICE AND QUALITY IMPACT INDICATORS

**Definition of Indicator Group**
Indicators that measure not only the timely provision of service, but how well that service is being provided by Paramedic Services' staff (How well is the service being performed?).

**Summary of Results**
Note that service type indicators tend to fluctuate around the average over time, particularly when a small number of cases are involved. The percentage of stroke patients taken to stroke facilities fluctuated around the historical average for the quarter finishing the quarter slightly above the historical average. As any Return of Spontaneous Circulation (ROSC) is deemed positive, results for ROSC continued to show improvement from the historical average, and are in an acceptable range and trending positively for the last two quarters (variation is normal due to the numerous variables involved). Heart attack STEMI (ST-Segment Elevation Myocardial Infarction) Protocol was much lower than the historical average of providing care in less 90 minutes 67% of the time this quarter (again, variation is expected for heart attack STEMI due to the numerous variables involved).

**Performance Report**

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Indicator Definition</th>
<th>Current Quarter</th>
<th>Year-To-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stroke Patient to Stroke Facilities</td>
<td>The percentage of stroke patients taken to Provincial Stroke Facilities. *Note that 'stroke protocol' outlines that only patients with certain symptoms and within certain timelines are transported to a stroke facility. Due to this, a variance under 100% may not necessarily represent a missed target.</td>
<td>88.3%</td>
<td>86.9%</td>
</tr>
<tr>
<td>Return of Spontaneous Circulation (ROSC)</td>
<td>The percentage of cardiac arrest patients with the return of pulse.</td>
<td>14.7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Heart attack (STEMI) Protocol ST-Segment Elevation Myocardial Infarction</td>
<td>The percentage of STEMI patients where care was provided in less than 90 minutes ('STEMI' represents a type of heart attack). *Note that indicator results are shared among Paramedic Services and St. Mary’s Hospital. Paramedic Services can only control time from patient contact to arrival at St. Mary’s Hospital; the remaining time to the 90 minute target is Hospital dependent.</td>
<td>66.7%</td>
<td>69.1%</td>
</tr>
</tbody>
</table>

† Less than three years of data available.
Percentage of stroke patients transported to a stroke facility\(^T\), by month

Waterloo Region, January 1\(^{st}\), 2013 to December 31\(^{st}\), 2014

\(^T\)Stroke facilities include: Grand River, Brantford General, Hamilton General, Stratford General, and Guelph General.

Source: TabletPCR (February 9\(^{th}\), 2015)
Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC) by month, Waterloo Region, January 1st, 2013 to December 31st, 2014

Source: TabletPCR (February 9th, 2015)
Percentage of heart attack patients where care was provided in less than 90 minutes (STEMI protocol)
by month, Waterloo Region, October 1st, 2011 to December 31st, 2014

**Note that in June 2013, there were 0 STEMI cases recorded. The dashed line does not represent an adherence percentage for the month.

Source: St. Mary’s Hospital (February 9th, 2015)
E. GLOSSARY

ADRS: Ambulance Dispatch Reporting System

CACC: Central Ambulance Communications Centre

Cardiac Arrest: A sudden, sometimes temporary, cessation of the heart’s functioning.

Chute Time: The time it takes an ambulance to depart once notified of a call (Outlined in Paramedic Services Policy #4.3).

Code 1 (Deferrable): A routine call that may be delayed without detriment to the patient (e.g. a non-scheduled transfer; a minor injury).

Code 2 (Scheduled): A call which must be done at a specific time, for example because of special treatment or diagnostic facility requirement (e.g. inter-hospital transfers or a scheduled meet with an air ambulance).

Code 3 (Prompt): A call that should be performed without delay (e.g. serious injury or illness).

Code 4 (Urgent): A call that must be performed immediately where the patient’s ‘life or limb’ may be at risk (e.g. Vital Signs Absent patient or unconscious head injury).

Code Red: When the Region of Waterloo Paramedic Services is at a level where no ambulances are available to respond to the next emergency call and no out of town services are immediately available to assist.

Code Yellow: When the Region of Waterloo Paramedic Services is at minimum coverage of three vehicles or less.

CTAS Level: The ‘Canadian Triage & Acuity Scale’ is used to assign a level of acuity to a patient. Acuity refers to the gravity of the situation – the potential for death and/or irreversible illness. CTAS is a tool that more accurately defines the patient’s need for care. Assignment of the CTAS level is to be based upon not only the presenting complaint identified on the initial assessment made by the paramedic, but also on their examination findings, and response to treatment.

Defibrillator: An electronic device that applies an electric shock to restore the rhythm of a fibrillating heart.

Dispatch Priority Code: The priority code number that is assigned to the call by the dispatcher. It identifies the priority under which the ambulance responds to the call location (e.g. an urgent response would be entered as Code 4).
**Emergency Calls:** Based on dispatch priority only. Emergency calls are categorized as Code 4 (Urgent).

**Indicator:** A defined part of a program/team/system that is deemed important to measure and provide “specific information on the state or condition of”, as it contributes to the efficient and effective achievement of an outcome.\textsuperscript{xii}

**Offload Delay:** Offload delay measures the offload of patients at local hospitals, which can impact the resources required and availability to respond to calls.\textsuperscript{xiii}

**Patient Transport(s):** The total number of patients carried in the ambulance during a given call.\textsuperscript{xiv}

**Performance Measurement:** A method to monitor, observe and describe program implementation. It portrays information to tell that outputs are being delivered as planned, and gives an idea of whether outcomes are occurring. It provides information to be used for evaluation.\textsuperscript{xv}

**Response Time:** Response time means the time measured from the time a notice is received to the earlier of either the arrival on-scene of a person equipped to provide any type of defibrillation to sudden cardiac arrest patients or the arrival on-scene of the ambulance crew.\textsuperscript{xvi}

**Return of Spontaneous Circulation:** Signs of the return of spontaneous circulation (ROSC) include breathing (more than an occasional gasp), coughing, or movement. For healthcare personnel, signs of ROSC also may include evidence of a palpable pulse or a measurable blood pressure.\textsuperscript{xvii}

**Return Priority Code:** The priority code number that is assigned to the call by the ambulance crew. It identifies the priority under which the patient is transported (e.g. a prompt return to a medical facility would be entered as a Code 3).\textsuperscript{xviii}

**Rolling Quarterly Results:** Reviewing the previous three months data as a snapshot of the indicator’s performance over a period of time.

**STEMI:** A STEMI (ST-Segment Elevation Myocardial Infarction) is a specific type of myocardial infarction (MI), or in other words a type of heart attack, which demonstrates characteristic ECG (electrocardiogram; a tool to measure electrical activity of the heart) changes including marked elevation in the ST-segment in the cardiac cycle.\textsuperscript{xix}

**STEMI Facilities:** A hospital that houses onsite Percutaneous Coronary Intervention (PCI) facilities with an experienced interventional team.\textsuperscript{xx}
Stroke Facilities: Stroke facilities are based on a collaborative model of 11 regional stroke networks. Each regional network is comprised of a Regional Stroke Centre (RSC), District Stroke Centres (DSCs) and community hospitals. The regional stroke networks are collaborative partnerships of care providers that span the care continuum from prevention to community re-engagement. The goal is to coordinate equitable access and improve outcomes for stroke survivors.xxii

TabletPCR: An internal tool used to track information and data relevant to calls and patient care reporting.

Unit Hour Utilization: Percentage of staffed vehicles utilized during any given hour of the day.xxii Note that when UHU exceeds a value of 0.40, it becomes difficult to ensure an ambulance will be available for the next call in a reasonable time.

Warning System(s): Depending on the priority of the call, Warning Systems represent emergency lights and/or sirens that may be activated.
F. Contact Information

Region of Waterloo Public Health and Emergency Services
Paramedic Services
120 Maple Grove Road
Cambridge, Ontario N3H 4R6
Tel: 519-650-8295
Fax: 519-650-3855

Stephen VanValkenburg, Director/Chief, Paramedic Services
svanvalkenburg@regionofwaterloo.ca

Accessible formats of this document are available upon request. Please call the Coordinator, Health Communications at 519-575-4400 ext. 2244, (TTY 519-575-4608) to request an accessible format.
Notes


