



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

Regional Municipality of Waterloo

Community Services Committee

Agenda

Tuesday, December 8, 2015

9:00 a.m.

Regional Council Chamber

150 Frederick Street, Kitchener

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

2. Delegations

- 2.1. PHE-IDS-15-11**, Harm Reduction Update, Including Naloxone Distribution in Waterloo Region: One Year Review Report (Information) 5
- i) Violet Umanetz, Manager of Outreach, Sanguen Health Centre & Kathy McKenna, Public Health Nurse, Sexual Health and Harm Reduction, Public Health & Emergency Services
 - ii) Lorraine Grenier

Consent Agenda Items

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

3. Request to Remove Items from Consent Agenda

4. Motion to Approve Items or Receive for Information

- | | | |
|------|--|----|
| 4.1. | PHE-HPI-15-09 , Control of Enteric Diseases and Inspections of Personal Service Settings Program Update (Information) | 17 |
| 4.2. | PHE-IDS-15-12 , Increased Transparency Requirements Regarding Infection Prevention & Control Lapses (Information) | 23 |
| 4.3. | CSD-SEN-15-09 , Nurse-Led Outreach Team Support for Sunnyside Home | 27 |

Recommendation:

That the Regional Municipality of Waterloo enter into an agreement with St. Joseph's Health System operating as St. Joseph's Health Centre Guelph for the Nurse-Led Outreach Team (NLOT) Program with such agreement to be to the satisfaction of the Regional Solicitor; and,

That the Commissioner, Community Services be authorized to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required as outline in report CSD-SEN-15-09, dated December 8, 2015.

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| 4.4. | CSD-SEN-15-10 , Waterloo Community Day Program Opening (Information) | 30 |
| 4.5. | CSD-CHS-15-17 , Amendment to Purchase of Service Agreement, Children's Services | 33 |

Recommendation:

That the Regional Municipality of Waterloo amend the current purchase of service agreement with Young Men's Christian Association (YMCA) – Kitchener Waterloo, 161 Roger Street, Kitchener, ON N2J 1B1, for the purpose of adding a youth development program at Sandowne Public School as outlined in report CSD-CHS-15-17, dated December 8, 2015.

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| 4.6. | PDL-CUL-15-21 , Region of Waterloo Response to Ontario Culture Strategy Discussion Paper | 35 |
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Recommendation:

That the Regional Municipality of Waterloo forward Report PDL-CUL-15-21, dated December 8, 2015, as its comments regarding the development of an Ontario Culture Strategy to the Ministry of Tourism, Culture and Sport.

Regular Agenda Resumes

5. Reports – Interdepartmental

- 5.1. CSD-HOU-15-25/COR-TRY-15-110**, Request for Proposal 2015-01 Community Homelessness Prevention Initiative Supportive Housing Program (Staff Presentation) 40

Recommendation:

That the Regional Municipality of Waterloo take the following actions with regard to the Community Homelessness Prevention Initiative (CHPI) Supportive Housing Program Request for Proposals, as outlined in report CSD-HOU-15-25, dated December 8, 2015:

- a) Approve the supportive housing programs recommended through the CHPI Supportive Housing Program Request for Proposals 2015-01 as detailed in Appendix A;
- b) Approve up to \$852,311 in funding towards the STEP Home program and Tenant Transition Worker program in Cambridge over 2016-2018;
- c) Authorize the Director, Housing Services, to finalize the funding and conditions with the successful proponents recommended for award as shown in Appendix A; and
- d) Authorize the Commissioner, Community Services, to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required to process the funding to the successful proponents recommended for award.

Reports - Planning, Development and Legislative Services

- 5.2. PDL-CUL-15-19**, Creative Enterprise Initiative Update and Funding 53

Recommendation:

That the Regional Municipality of Waterloo take the following actions with respect to the Creative Enterprise Initiative, as described in Report PDL-CUL-15-19, dated December 8, 2015:

- a) Grant \$141,000 to the Creative Enterprise Initiative in 2016, subject to 2016 budget approval, for a final year of operation which would result in development of the two priorities identified by CEI, and transition of these initiatives to one or more existing organizations with similar goals;

- b) Request that CEI enter into a memorandum of understanding with municipal partners for this transition year, and continue to collaborate during the year; and
- c) Direct staff to report on progress in mid-2016.

6. Information/Correspondence

6.1. Council Enquiries and Requests for Information [Tracking List](#) 68

7. Other Business

8. Next Meeting – January 12, 2016

9. Adjourn



Report: PHE-IDS-15-11

Region of Waterloo

Public Health and Emergency Services

Infectious Diseases, Dental and Sexual Health

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

Date: December 8, 2015

File Code: P25-20

**Subject: Harm Reduction Update, Including Naloxone Distribution in Waterloo
Region: One Year Review Report**

Recommendation:

For information.

Summary:

In May 2015, Region of Waterloo Public Health provided an update on harm reduction planning, programs and services. During that meeting the Community Services Committee requested an update on the disposal of harm reduction equipment in Waterloo Region, and the cost of tamper-proof disposal units. The importance of appropriate disposal is recognized by the Waterloo Region Harm Reduction Coordinating Committee which listed this as a priority area for action in 2016. As a result, Public Health will establish a committee of community representatives to address disposal of harm reduction equipment across Waterloo Region. This report provides a general update on disposal including other harm reduction-related activities, including a report on naloxone distribution in Waterloo Region.

Disposal:

The most used disposal units at Region of Waterloo facilities are the Community Services and Public Health buildings at 99 Regina St. in Waterloo and 150 Main St. in Cambridge. Conversations with three local municipalities (Cambridge, Kitchener, and Waterloo) indicate disposal units (for syringes and other supplies) on their properties are monitored and emptied on a regular basis. In addition, damage to any disposal units is noted and repairs made when needed. In all jurisdictions, the most used disposal units are in the urban core areas. The cost of a tamper proof disposal unit ranges from

\$2,300 to \$2,500 plus harmonized sales tax. This excludes the ongoing operating costs to dispose of the unit's contents which will vary based on an organization's existing disposal contract(s).

To address challenges related to inappropriate disposal of harm reduction equipment (short-term), Public Health is working with clients and community partners to:

- Remind/educate clients about appropriate disposal of harm reduction equipment
- Liaise with partners to better direct outreach and other supportive efforts re: appropriate disposal of syringes
- Work with Sanguen Health Centre who is launching a mobile outreach van that will include harm reduction education and prevention, including appropriate disposal of equipment. It is anticipated the service will connect with hard to reach populations

In the first quarter of 2016, Public Health will work with community partners under the Waterloo Region Harm Reduction Coordinating Committee (see Attachment 2 for a list of organizations represented on the committee and its work groups) which has identified disposal as a priority area for further discussion. This would include working with three local municipalities (Cambridge, Kitchener, and Waterloo) and the Waterloo Regional Police Service. All expressed interest in participating in this initiative in the new year. Other partners, such as organizations that offer needle syringe programs and representatives from the business community would also be invited to join.

Naloxone:

Naloxone is a prescription medication that has the ability to reverse the effects of an opioid (e.g. heroin) overdose, and the distribution of the medication is designed to reduce the number of preventable deaths due to opioid overdose. Since June 2014, Public Health has offered naloxone to clients who have identified a history of past or current opiate use. Sanguen Health Centre, a community partner, has offered their program to residents of Waterloo Region since December 2013. Having completed a full year of naloxone distribution in the region, both programs were reviewed.

Highlights of the report include:

- Sixty-four residents of Waterloo Region were trained to administer naloxone
- A total of 96 naloxone kits were distributed in Waterloo Region (including kits provided to participants for the first time and replacement kits)
- A total of 26 reports were received of naloxone kits being used during an opioid overdose in Waterloo Region
- Overdose victims survived in 23 of 24 overdose incidents where participants reported administering naloxone; in one case the participant was unsure (as they left after administering naloxone)

- Qualitative feedback was also gathered; for example, “Thank you for having this program available. You saved 2 of my friend’s lives.”

Based on the report findings, Public Health will work to improve naloxone distribution programs in Waterloo Region.

Report:

Background

In May 2015, Region of Waterloo Public Health provided an update on harm reduction planning, programs and services in Waterloo Region (Report PHE-IDS-15-06). During that meeting Community Services Committee requested an update, before the end of 2015, on disposal of harm reduction equipment in Waterloo Region. This report provides the information requested during the May meeting. The report also highlights a progress update on other harm reduction-related activities, including a report on naloxone distribution in Waterloo Region (June 2014 to June 2015).

Follow-Up to May Community Services Committee Meeting

At the May Community Services Committee meeting Public Health staff received a request to provide information on:

- The most used disposal sites
- How often the disposal sites are emptied
- The cost of tamper proof disposal units

Public Health contacted colleagues at the three local municipalities regarding disposal of harm reduction equipment. Answers to Community Services Committee questions are below:

- The most used disposal sites at Region of Waterloo facilities are the Public Health and Community Services buildings at 99 Regina St. South in Waterloo and 150 Main St. in Cambridge. The disposal units are monitored regularly and emptied as required
 - There are currently no publically assessable disposal units at Grand River Transit’s main terminals in Cambridge or Kitchener. Disposal concerns at the Kitchener terminal are addressed on a call-by-call basis (usually once per week)
 - Units were recently installed at 150 Frederick and 77 Queen will have units installed in the new year
- All three municipalities (Cambridge, Kitchener, Waterloo) report the disposal sites in their core urban areas as being the most used
- Disposal units at City of Kitchener facilities are checked on a daily basis and emptied as required. Damage to the units is also noted and repairs are made to

the units when needed

- Disposal units at City of Cambridge and City of Waterloo facilities are monitored regularly and emptied as required
- Delivery and installation of one tamper proof disposal unit would cost approximately \$2,300 to \$2,500 plus Harmonized Sales Tax (HST). This excludes the ongoing operational costs to dispose of the unit's contents when required. The operational costs would vary based on an organization's existing disposal contract or if a new contract with a disposal service is required, how often the unit requires disposal (or is checked), etc.
 - Region of Waterloo Public Health's disposal costs for all of its services (e.g. Vaccine Preventable Disease, Tuberculosis and Sexual Health and Harm Reduction Program) is found in Attachment 1. This provides a general perspective on disposal costs
 - In addition, the Ontario Ministry of the Environment and Climate Change is proposing an amendment to Regulation 347 under the Environmental Protection Act which will increase disposal costs rise from the current \$10 per tonne to \$20 per tonne in 2016. Costs will increase to \$30 per tonne in 2017

Over the past few months there has been increased attention on inappropriate disposal of syringes and other equipment at City of Kitchener facilities. As per the May Community Services Committee report, the city recently installed disposal units in 25 of its municipal facilities. Wall mount units were selected over tamper proof disposal units as a starting point. Challenges with disposal units at some facilities have been reported by the municipality. The Waterloo Region Police Service has also reported an increase in inappropriate disposal of syringes in the core area, primarily over the past two months.

To address the recently identified challenges in the short-term Region of Waterloo Public Health is:

- Working with its community partners (including partners that do direct outreach) and all needle syringe program clients to remind/educate clients about appropriate disposal of syringes
- Liaising/working with the Waterloo Regional Police Service and other partners to determine where to best direct outreach and other supportive efforts re: appropriate disposal of syringes
- Reviewing its service agreements with needle syringe program providers to ensure education re: disposal is included in the topics that is discussed with clients seeking service
- Working with Sanguen Health Centre who is launching a mobile outreach van that will include harm reduction education and prevention, including appropriate disposal of equipment. It is anticipated the service will connect with hard to reach

populations

Consideration of the installation of tamper proof disposal units around the Grand River Transit terminal in downtown Kitchener is being considered from an operational and location perspective that would also include the installation and ongoing maintenance processes. This could be a first step in the expansion of disposal options across the region that would be part of the planning completed by the community workgroup of the Harm Reduction Coordinating Committee.

In the first quarter of 2016, Public Health will work with community partners under the Waterloo Region Harm Reduction Coordinating Committee (see Attachment 2 for a list of organizations represented on the committee and its work groups) on a variety of harm reduction initiatives, including disposal. Refer to the next section for more information.

Waterloo Region Harm Reduction Coordinating Committee Update

As reported in May (PHE-IDS-15-06), Public Health is leading a committee and two work groups to implement two key recommendations in the Waterloo Region Integrated Drugs Strategy:

- Recommendation #39 — Expand harm reduction programs and services (increase access to services, disposal, initiate a range of harm reduction initiatives that support individuals who inject and/or inhale substances, etc.)
- Recommendation #45 — Increase public awareness of topics related to substance use

The two work groups responsible for developing action/work plans for each recommendation are completing their work and will be ready to share their plans with the Harm Reduction Coordinating Committee and Waterloo Region Integrated Drugs Strategy Steering Committee in January and February 2016 respectively. They will be shared publicly shortly thereafter.

While not finalized, the work group responsible for improving harm reduction programs and services (#39) has developed an initial list of five to 10 priorities. One of the top priorities is to improve disposal of harm reduction supplies across Waterloo Region. Based on this initial information Public Health reached out the three local municipalities (Cambridge, Kitchener, Waterloo) and the Waterloo Regional Police Service about collaborating on this issue. All expressed interested in participating in this initiative in the new year. Other partners, such as organizations that offer needle syringe programs, and representatives from the business community would also be invited to join. Progress on this initiative, as well as the other priorities defined by the Harm Reduction Coordinating Committee and its work groups, will be shared with Community Services Committee in 2016.

In addition, Region of Waterloo Public Health is currently updating its Baseline Study on Substance Use, which was initially completed in June 2008 (Report PH-08-035). The study allowed Public Health and its partners to better understand the scope and effects of drug use in Waterloo Region. This updated information will allow Region of Waterloo Public Health, Community Services Committee, community partners and the public to have current information on substance use trends when making decisions about improving harm reductions programs and services.

Updating this study will also include the development of a surveillance plan so Public Health and its partners can monitor substance use, and its effects, on an ongoing basis. Findings from the report will be shared with Community Services Committee once completed.

Next Steps — Waterloo Region Harm Reduction Coordinating Committee and Disposal

Public Health will:

- Continue to work with partners to mitigate inappropriate disposal of harm reduction equipment (i.e. education, training, review service agreements)
- Continue to lead the Harm Reduction Coordinating Committee and its work groups to complete its action/work plans by early 2016
- Present the action/work plans on all priorities re: improving harm reduction programs and services and increasing public awareness to Community Services Committee no later than Spring 2016
- Establish a committee/group in the first quarter of 2016 to address disposal of harm reduction equipment across Waterloo Region

Naloxone Distribution in Waterloo Region: A One Year Review

Naloxone is a prescription medication that has the ability to reverse the effects of an opioid (e.g. heroin) overdose, and the distribution of the medication is designed to reduce the number of preventable deaths due to opioid overdose. This program is endorsed and funded by the Ministry of Health and Long-Term Care, and is being implemented by other public health units and community agencies across the province. Naloxone-based overdose prevention programs involve:

- Education and training (including information about how to recognize the signs of an opiate overdose and naloxone administration)
- Distribution of naloxone kits
- Client follow-up

Since June 2014, Public Health has offered naloxone to clients who have identified a history of past or current opiate use. Sanguen Health Centre, a community partner, has offered their program to residents of Waterloo Region since December 2013. Having

completed a full year of naloxone distribution in the region, both programs were reviewed, from a process perspective, to:

- Gather baseline data after implementing the program for one year
- Obtain demographic information about naloxone program participants and current information about substance use in Waterloo Region
- Better understand naloxone administration in Waterloo Region and assess participant adherence to training guidelines
- Gather participant feedback on naloxone training

The findings are presented in a joint Public Health/Sanguen report titled Naloxone Distribution Programs in Waterloo Region: A One Year Review. The full report is available on Public Health's website at

<http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/NaloxoneDistributionWRReview.pdf>. Highlights of the report include¹:

- Sixty-four residents of Waterloo Region were trained to administer naloxone
- A total of 96 naloxone kits were distributed in Waterloo Region (including kits provided to participants for the first time and replacement kits)
- A total of 26 reports were received of naloxone kits being used during an opioid overdose in Waterloo Region
- Overdose victims survived in 23 of 24 overdose incidents were participants reported administering naloxone; in one case the participant was unsure (as they left after administering naloxone)
- Males comprised 53.7 per cent of the participant population, while females accounted for 43.3 per cent
- The 20 to 29 year age range made up the highest proportion of the total male and female participant population (32.3%); however, participant ages ranged from 16 to 57 years of age. This excludes respondents who identified their gender as 'other.'
- A total of 67.2 per cent of participants reported living in "ongoing stable housing"
- Heroin was the most commonly used substance among participants as 53.7 per cent reported having used it at least once in the past six months
- Heroin was involved in 91.7 per cent of overdose incidents where participants reported administering naloxone
- Among those who responded to the question, 9-1-1 was called in 36.4 per cent of

¹ It is important to note this analysis excludes any residents of Waterloo Region who may have obtained a naloxone kit from outside of Waterloo Region. In addition, some program participants may not have returned to a Public Health or Sanguen clinic to report administering or receiving naloxone after the overdose event. As a result, the data may be under-representative of the actual number of kits distributed across Waterloo Region, and the number of kits used during opioid overdoses in the past year. In addition, the data in the report is derived from self-reported data collected from participants. As a result, it may not be reflective of all substance use trends and opioid overdoses that occurred in Waterloo Region in the past year.

overdose incidents where participants reported administering naloxone

- A total of 82.6 per cent of participants felt they had received enough training to administer naloxone, and 100 per cent indicated they would use naloxone again
- Suggestions made by clients for service improvement included having training available on a walk-in basis and increasing police awareness of naloxone

In addition to quantitative data, general feedback on overdose events and impressions of the program were sought from participants:

- "...a gentlemen at [shopping location] was hunched over non-responsive, with indications of an overdose. I injected him with a single dosage and ambulance took care of it afterwards."
- "Excellent service. Need to increase awareness of naloxone and training for both users and their family and friends."
- "Thank you for having this program available. You saved 2 of my friend's lives."

Next Steps — Naloxone Distribution Programs

Based on the report findings, Public Health will work to improve naloxone distribution programs in Waterloo Region by:

- Increasing the number of clients who receive naloxone training by:
 - Offering more drop-in appointments (rather than booked appointments)
 - Reaching out to community partners to increase their awareness and number of referrals to Public Health's or Sanguen's program
- Meeting with representatives from Waterloo Regional Police Services and other emergency responders, to increase their awareness/knowledge of naloxone and its distribution by Public Health or other eligible individuals
- Incorporating client feedback received over the past year in future naloxone training programs.

Ontario Public Health Standards:

Harm reduction planning, program and service provision relates to requirements 11 and 12 in Sexual Health, Sexually Transmitted Infections and Blood-borne Infections (including HIV) Standard:

- Requirement 11 — The board of health shall engage community partners and priority populations in the planning, development, and implementation of harm reduction programming
- Requirement 12 — The board of health shall ensure access to a variety of harm reduction program delivery models which shall include the provision of sterile needles and syringes and may include other evidence-informed harm reduction strategies in response to local surveillance.

* Note that Regional Council serves as the Board of Health.

Corporate Strategic Plan:

This report relates to strategic objective 4.4 (Promote and support healthy living and prevent disease and injury) in the Healthy, Safe and Inclusive Communities focus area in the 2015-2018 Strategic Plan.

Financial Implications:

The Ministry of Health and Long-Term Care provides 100 per cent funding for needle syringe programs, primarily equipment and supplies. This year, Region of Waterloo Public Health received an increase in annual base funding, from \$50,000 to \$100,000, from the Ministry to address continued budgetary pressures.

Planning and other supports provided by Region of Waterloo Public Health are covered under the department's existing base budgets for Public Health Mandatory Programs; the budgets are established by Regional Council (as the Board of Health) and are funded up to 75% by the province with the remainder funded by the local tax levy. Supplies for the Naloxone Distribution Program are provided free of charge by the Ontario Harm Reduction Distribution Program.

Disposal costs will increase over the next two years (as per the Ontario Ministry of Environment and Climate Change). Public Health's disposal costs are a combination of cost shared and 100% provincially funded expenditures. In the event that the increased disposal costs can not be absorbed within the existing approved budgets, base budget adjustments would be made and requests for enhanced funding would be initiated with the province.

Other Department Consultations/Concurrence:

Corporate Services (Facilities) and Transportation and Environmental Services (Grand River Transit) were consulted during the writing of this report.

Attachments

Attachment 1 — Region of Waterloo Public Health Biohazard Disposal Costs

Attachment 2 — Harm Reduction Coordinating Committee and Work Group Membership

Prepared By: **Chris Harold**, Manager, Information and Planning and Acting Manager, Harm Reduction Program
April Smith, Graduate Student (Public Health)

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

Attachment 1 — Region of Waterloo Public Health Biohazard Disposal Costs (for all programs)

In 2014, Region of Waterloo Public Health spent \$27, 589.99 on disposal of hazardous waste material. This includes disposal of:

- Clinic biohazardous material (e.g. gauze, gloves, needles and syringes used in immunization clinics, medication vials) — \$22,589.99
- Harm reduction equipment returned to Region of Waterloo Public Health — \$5,000

It is anticipated costs will rise to approximately \$37,000 in 2015.

**Attachment 2 —
Harm Reduction Coordinating Committee and Work Group Membership
(by Organization)**

Harm Reduction Coordinating Committee

AIDS Committee of Cambridge, Kitchener, Waterloo & Area
Cambridge Shelter Corporation
Canadian Mental Health Association — Waterloo Wellington Dufferin
House of Friendship
Kitchener Downtown Community Health Centre
Preventing Overdose Waterloo Wellington (POWW)
Region of Waterloo Community Services
Region of Waterloo Public Health (Substance Misuse Prevention)
Region of Waterloo Public Health (Sexual Health and Harm Reduction)
Sanguen Health Centre
St. Mary's Counselling Service
There are also four community members on the Coordinating Committee.

Harm Reduction Programs and Services Work Group

AIDS Committee of Cambridge, Kitchener, Waterloo & Area
Argus Residence
House of Friendship
Kitchener-Waterloo Health Link
oneROOF
Preventing Overdose Waterloo Wellington (POWW)
Ray of Hope
Region of Waterloo Public Health
Sanguen Health Centre
Sex Workers Action Network (SWAN)
Towards Recovery Clinics
Waterloo-Wellington Addictions and Mental Health Network
YWCA
There are also two community members on this work group.

Public Awareness Work Group

Cambridge Self-Help Food Bank
Kitchener-Waterloo Chamber of Commerce
Lutherwood
Region of Waterloo Public Health (Reproductive Health)
Region of Waterloo Public Health (Substance Misuse Prevention)
Sanguen Health Centre
Supportive Housing of Waterloo (SHOW)

Waterloo Regional Police Service

White Owl Native Ancestry Association

Wilfrid Laurier University

There are also three community members on this work group.



Report: PHE-HPI-15-09

Region of Waterloo
Public Health and Emergency Services
Health Protection and Investigation

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

Date: December 8, 2015 **File Code:** P03-80

Subject: Control of Enteric Diseases and Inspections of Personal Service Settings Program Update

Recommendation:

For information.

Summary:

This report highlights the activities of the program carried out by Public Health that relates to the control of enteric (i.e. intestinal) diseases and inspections of personal service settings (e.g. hair salons, tattooing/piercing), as mandated by the Ontario Public Health Standards.

Public Health Inspectors investigate reportable cases of enteric illness and support licenced child care, institutional, and residential facilities to manage enteric outbreaks, to reduce spread of these illnesses caused by infectious agents and spread through food, water, or parasites. In 2014, Public Health investigated 403 enteric illness cases. Waterloo Region rates of enteric illnesses were similar or lower compared to those for all of Ontario. Travel was a common risk factor for enteric illness. In the Region, approximately 30% of all reported enteric cases were associated with travel.

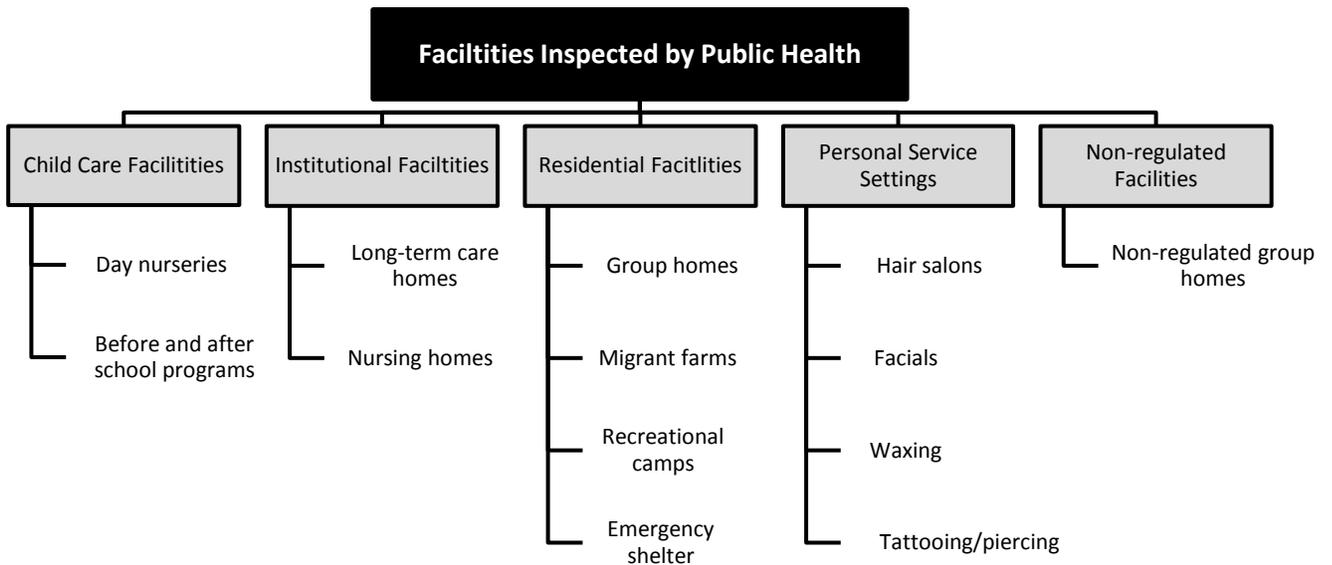
Public Health also conducts infection prevention and control inspections at licensed child care centres, institutional facilities (e.g. long-term care homes, retirement homes), personal services settings (e.g. hair salons, tattooing/piercing), and residential facilities (e.g. migrant farms, group homes). These inspections aim to prevent the occurrence and spread of infectious diseases in these settings. In 2014, Public Health conducted 1,103 inspections and achieved 100% completion of mandatory inspections.

Report:

Enteric (i.e. intestinal) infectious agents are a regular source of illness and are characterized by diarrhea, vomiting, abdominal cramps, and nausea. Rigorous infection prevention and control programs, over the years, have helped control the number of people impacted by enteric diseases and their severity in developed countries,^{1,2} including Canada. While variations in rates are expected from year to year, the rates have shown a slight decreasing trend over the past 10 years (the incidence rate of reportable enteric illness in the Waterloo Region is 74.5 cases per 100,000 people compared to 100.0 cases per 100,000 people in 2004).

Public Health works to reduce the burden of infectious diseases in the community by conducting infection prevention and control inspections at facilities with high-risk individuals (e.g., long-term care facilities, retirement homes, child-care centres), investigating enteric cases and outbreaks, responding to complaints, and raising public awareness about enteric diseases. Figure 3 below illustrates the types of facilities inspected by Public Health.

Figure 3: Facilities whose infection prevention & control activities are inspected by Public Health



Routine Infection Prevention & Control Inspections

Routine inspections help prevent the introduction of enteric diseases into the community. Public Health is mandated to conduct infection prevention and control inspections at licensed child care facilities, institutional facilities (i.e. long-term care

1 Brachman, P. S. (2003). Infectious diseases—past, present, and future. *International journal of epidemiology*, 32(5), 684-686.

2 Cohen, M. L. (2000). Changing patterns of infectious disease. *Nature*, 406(6797), 762-767.

homes, retirement homes), residential facilities (group homes and migrant farms) and personal service settings at least once per year. Inspections include a review of cleaning and disinfection procedures, hand hygiene practices, and personal protective equipment use.

Annually, more than 1,000 facilities are inspected for infection prevention and control by Public Health. Of these, approximately 70% are personal service settings, which include hairstyling, barbering, tattooing, piercing, and nail treatments (manicures and pedicures) facilities. As a result, personal service settings account for a large proportion of the routine inspections in this program. In 2014, Public Health completed 1,103 inspections (100% completion rate) and for 2015 Public Health is on track to again meet the 100% target. Figure 1 illustrates the increasing trend in total number of inspections conducted over the last three years. To date, Public Health has been able to accommodate the increased demands within existing resources through maximizing program efficiencies.

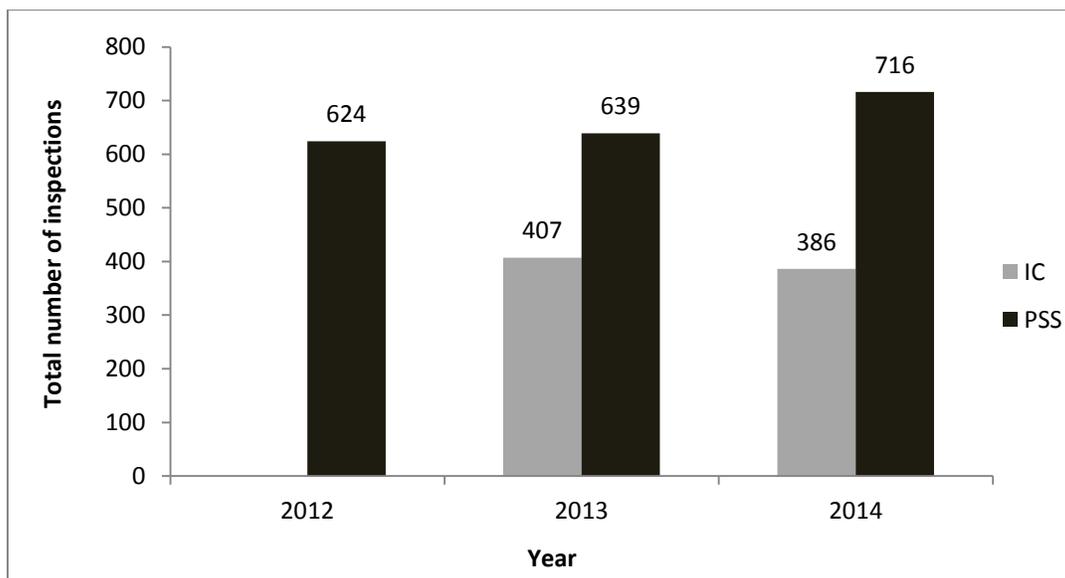


Figure 1: Total number of inspections conducted over the last 3 years. IC includes child care centres, institutional facilities (i.e. long-term care, retirement homes), and residential facilities (e.g. migrant farms, group homes). PSS refers to personal service settings. For 2012 data is not available for total number of inspections conducted in facilities other than personal service settings.

Enteric Case Investigations

In addition to the routine work described above, Public Health investigates reported enteric cases within the community. Case investigations are an opportunity for Public Health to help infected individuals understand their illness, learn ways to minimize the spread of diseases within their home and the community, and how to avoid becoming ill in the future. Public Health counsels them about good hand hygiene practices, safe food handling practices, and behaviours that mitigate the risk of acquiring and spreading

specific diseases.

During a case investigation Public Health also collects demographic and risk factor information to track trends of diseases of public health significance. Tracking disease trends enables Public Health to monitor and act upon emerging outbreaks within the community.

In 2014, Public Health investigated 403 enteric disease cases and in 2014, Waterloo Region enteric disease rates were similar or lower compared to Ontario.^[1] The top five most reported enteric diseases were campylobacteriosis, salmonellosis, giardiasis, amebiasis, and cryptosporidiosis. Between 2011 and 2014, approximately 30% of all reported enteric cases reported travel outside of the province as a risk factor.

Enteric Outbreak Investigations

Public Health helps minimize the severity and further spread of diseases by overseeing the management of reported enteric outbreaks in the community. Outbreaks are required to be reported from facilities with high-risk populations (e.g., long-term care homes, retirement homes or childcare facilities). In facility outbreaks, recommendations are made by Public Health Inspectors in consultation with the infection control staff at the facility to further prevent the spread of the illness between residents, patients, staff, and the public. Public Health Inspectors follow up with the facilities to ensure infection prevention and control recommendations are implemented and that the measures implemented are effective in controlling and reducing the spread of illness. To support facility partners and prevent future outbreaks, Public Health provides education tools and policy recommendations.

Enteric outbreaks are normally seasonal in nature with most occurring during the colder months of October to April. During the 2014 to 2015 season (September-August), there were a total of 73 outbreaks reported to Public Health, a number which is within the expected range. Public Health works closely with childcare centres and institutional facilities as children and seniors have weaker immune systems than the general public, thus are more vulnerable to acquiring enteric illnesses.

Follow up of Complaints

The public may contact Public Health by phone or via our online **Check it! We Inspect it!** website (www.regionofwaterloo.ca/checkit) to file a complaint about infection prevention and control practices within the community. Upon receiving a complaint, Public Health Inspectors conduct an investigation and, if appropriate, ensure that

^[1] MacArthur, A. (2015). Infectious Diseases in Waterloo Region – Surveillance Report 2014. Retrieved from: http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/WR_InfectiousDiseaseReport_2015.pdf

identified problems are remediated. Common types of complaints reported are noncompliance with proper hand hygiene and cleaning practices at personal service settings, child care facilities, institutional facilities, and in the community (e.g. public washrooms, gyms).

In addition, to comply with the new transparency requirements regarding infection prevention and control lapses at personal service settings (as described in report PHE-IDS-15-12), Public Health has developed a dedicated webpage for reports of infection prevention and control lapses at these facilities. The new webpage can be found at: www.regionofwaterloo.ca/IPAC and can be also accessed from the Public Health and Emergency Services Home Page by clicking on Quicklinks. The new reporting requirements will enhance Public Health's reporting transparency to the public.

Public and Partner Education

Public Health Inspectors educate our community stakeholders including those at child care, institutional, and residential facilities about infection prevention and control best practices during routine inspections. Public Health also participates in infection prevention and control committees at institutional facilities to transfer knowledge about infection prevention and control best practices.

In addition, Public Health organizes long-term care and child-care forums annually for institutional facilities and child care providers. Beginning in 2016, Public Health will partner with the Children's Services to provide information and updates at their Early Learning and Child Care Forums with the aim that cross-Departmental partnerships will enhance the timeliness of communications and reduce the number of meetings child care operators attend.

In January 2014, Public Health also started disclosing personal service setting inspection results on the **Check it! We Inspect it!** website along with food premise inspection results (www.regionofwaterloo.ca/checkit).

Corporate Strategic Plan:

Focus Area # 4: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities.

Financial Implications:

Activities related to the control of enteric diseases and inspections of personal service settings are covered under the department's existing base budgets for Public Health Mandatory Programs; the budgets are established by Regional Council (as the Board of Health) and are funded up to 75% by the province with the remainder funded by the local tax levy.

Other Department Consultations/Concurrence:

Nil

Attachments

Nil

Prepared By: Bhairavi Sivaramalingam, Public Health Planner, Health Protection and Investigation Division

Brenda Miller, Manager, Infection Control, Personal Settings, Rabies, Vector-Borne Diseases, Health Protection and Investigation Division

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



Report: PHE-IDS-15-12

Region of Waterloo

Public Health

Infectious Disease, Dental and Sexual Health

To: Chair Lorentz and Members of the Community Services Committee

Date: December 8, 2015 **File Code:** P03-20

Subject: Increased Transparency Requirements Regarding Infection Prevention & Control Lapses

Recommendation:

For information.

Summary:

The Ministry of Health and Long Term Care recently made changes to the Ontario Public Health Standards and protocols to include new transparency requirements which require public health units to publicly disclose infection prevention and control lapses in regulated health care settings, personal services settings and settings not routinely inspected (e.g. schools). These new requirements already are aligned with Region of Waterloo Public Health's existing practices regarding transparency

An infection prevention and control lapse as defined by the Ministry is any deviation from or breach of infection prevention and control best practices that the medical officer of health or designate believes on reasonable and probable grounds, may result in acquiring and/or transmitting of infectious disease by the premises' clients, attendees or staff. Infection prevention and control lapses may be identified through complaint, communicable disease surveillance or referral from a regulatory college, other Medical Officer of Health or the Ministry of Health and Long Term Care.

Region of Waterloo Public Health is committed to incorporating transparency into its business processes. The new reporting requirements will enhance Public Health's transparency to the public by including, in addition to the Community Services Committee reports that Region of Waterloo Public Health would normally bring forward, an electronic posting of initial and final reports of infection prevention and control lapses

on a dedicated page of Public Health's website. This would apply to all future lapses. Reports of infection prevention and control lapses will be posted and archived online by year of occurrence using the Ministry of Health and Long Term Care template (see Appendix A). The new website space for reports of infection prevention and control lapses can be found at www.regionofwaterloo.ca/IPAC.

Report:

Since 2008, under the Infection Prevention and Control Practices Complaint Protocol of the Ontario Public Health Standards, public health units have been required to investigate infection prevention and control complaints regarding regulated health care settings and settings for which no health regulatory body exists (e.g. schools, recreational facilities, tattoo and body piercing studios, manicure and pedicure salons).

Recently, the Ministry of Health and Long Term Care made changes to the Ontario Public Health Standards and protocols to include new transparency requirements which require public health units to publicly disclose infection prevention and control lapses in these settings. These new requirements support Region of Waterloo Public Health's existing practices regarding transparency (e.g. Community Services Committee reports PHE-IDS-15-02 and PHE-IDS-15-07 regarding an outbreak of hepatitis C associated with a local colonoscopy clinic).

An infection prevention and control lapse as defined by the Ministry is any deviation from or breach of infection prevention and control best practices that the medical officer of health or designate believes on reasonable and probable grounds, may result in acquiring and/or transmitting of infectious disease by the premises' clients, attendees or staff. Infection prevention and control lapses may be identified through complaint, communicable disease surveillance or referral from a regulatory college, other Medical Officer of Health or the Ministry of Health and Long-Term Care.

An initial report must be posted online within two weeks of a Medical Officer of Health or designate becoming aware of and identifying an infection prevention and control lapse. The final report must be posted within two weeks of the confirmation that all corrective measures were taken. Final reports must remain on the website for a minimum of one year and archived reports must remain available to the public.

Reports will be posted online using the Ministry of Health and Long-Term Care template (see Appendix A). The new website space for reports of infection prevention and control lapses can be found at www.regionofwaterloo.ca/IPAC.

Region of Waterloo Public Health is committed to incorporating transparency into business processes. Currently, all public health food premise and personal service setting routine inspection results are available on the "Check It! We Inspect It" website. The new reporting requirements will enhance Public Health's transparency to the public

by including, in addition to the Community Services Committee reports that Region of Waterloo Public Health would normally bring forward, an electronic posting of initial and final reports of infection prevention and control lapses on a dedicated page of Public Health's website. This would apply to all future lapses.

Corporate Strategic Plan:

Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities.

Service Excellence: Deliver excellent and responsive services that inspire public trust

Ontario Public Health Standards:

Under the Health Protection and Promotion Act, Region of Waterloo Council serves as Waterloo Region's Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards, which outline the expectations for providing public health programs and services. This report provides information related to the compliance with the recently updated Infectious Diseases Prevention and Control Program Standard and two associated protocols, in order to include new transparency requirements as described in this report.

Financial Implications:

Activities related to the increased transparency requirements described in this report will be completed and funded within the department's existing base budgets for Public Health Mandatory Programs; the budgets are established by Regional Council (as the Board of Health) and are funded up to 75% by the province with the remainder funded by the local tax levy.

Other Department Consultations/Concurrence:

Nil

Attachments

Appendix A: Ministry of Health and Long-Term Care Board of Health Infection Prevention and Control Lapse Report Template

Prepared By: **Kristy Wright**, Manager, Infectious Disease Program
Brenda Miller, Manager, Infection Control

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

Appendix A: Ministry of Health and Long-Term Care Board of Health Infection Prevention and Control Lapse Report Template

Public Health Unit Infection Prevention and Control Lapse Report

Initial Report

Premise/Facility Under Investigation

Address

Unit number	Street number	Street name
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City/Town	Province	Postal code
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Type of Premises/Facility

Date Board of Health became aware of Potential IPAC Lapse (yyyy/mm/dd)	Date of Initial Report Posting (yyyy/mm/dd)
--	---

Date of Initial Report Update(s) (if applicable) (yyyy/mm/dd)	How the Potential IPAC Lapse was Identified
---	---

Summary Description of the IPAC Lapse

IPAC Lapse Investigation	Yes	No	N/A	Please provide further details/steps
Did the IPAC lapse involve a member of a regulatory college?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If yes, was the issue referred to the regulatory college?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Were any corrective measures recommended and/or implemented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Date any order(s) or directive(s) were issued to the owner/operator (if applicable) (yyyy/mm/dd)

Initial Report Comments and Contact Information

Any Additional Comments: (Please do not include any personal information or personal health information)

If you have any further questions, please contact

Last Name	First Name	Middle Initial
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Title	Telephone Number ext.	Email Address
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Final Report

Date of Final Report Posting (yyyy/mm/dd)	Date of Final Report Update(s) (if applicable) (yyyy/mm/dd)
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Date all corrective measures were confirmed (yyyy/mm/dd)

Brief description of corrective measures taken



Report: CSD-SEN-15-09

Region of Waterloo
Community Services Department
Seniors' Services

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

Date: December 8, 2015

File Code: S06-20(A)

Subject: Nurse-Led Outreach Team Support for Sunnyside Home

Recommendation:

That the Regional Municipality of Waterloo enter into an agreement with St. Joseph's Health System operating as St. Joseph's Health Centre Guelph for the Nurse-Led Outreach Team (NLOT) Program with such agreement to be to the satisfaction of the Regional Solicitor; and,

That the Commissioner, Community Services be authorized to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required as outline in report CSD-SEN-15-09, dated December 8, 2015.

Report:

The Nurse-Led Outreach Team (NLOT) through St. Joseph's Health System operating as St. Joseph's Health Centre Guelph provides support to all 36 Long-Term Care (LTC) Homes within the Waterloo Wellington Local Health Integration Network (WW LHIN). The NLOT is comprised of 3 full-time Registered Nurses (RNs) and 1 full-time Nurse Practitioner (NP) and all team members are employees of St. Joseph's Health System. The NLOT program is fully funded by the Ministry of Health and Long Term Care (MOHLTC) and/or the WW LHIN.

The goals of the NLOT program include reducing hospital admissions for conditions which can be treated in the long-term care setting, reducing transfers to the Emergency Department (ED) for such conditions and reducing the length of stay for residents in acute care who can be safely transferred back to the long-term care setting with the appropriate supports provided by the NLOT. The services of the three RNs on the

NLOT have been historically available to all LTC Homes in the WW LHIN.

In July, 2015, St. Joseph's Health System issued an Expression of Interest (EOI) so that LTC homes could also apply to access the services of the NLOT program's Nurse Practitioner (NP) through a three year pilot program fully funded by the WW LHIN.

Sunnyside Home responded to the request for an EOI and has been selected as one of two successful LTC applicants within the WW LHIN. Consideration was given to LTC homes that identified alignment with the objectives of the project, had a need for improvement in ED diversion and demonstrated capacity and engagement across management, medical director and nursing teams. Nursing staff, the medical director and attending physicians at Sunnyside Home were consulted and in support of Sunnyside's application. While the transfers to ED by Sunnyside Home are well below the provincial average for LTC homes, it is anticipated that improvement can be made in the best interests of the residents of Sunnyside and the health care system as a whole. It is expected that the outcomes of this pilot will assist the NLOT and Sunnyside Home to meet the overall goals of the NLOT program.

While there will be no additional funding for this program, Sunnyside Home will have access to the additional services of the NP from the NLOT program at no additional cost. The NP will work collaboratively with the care team with the goal of preventing unnecessary ED visits and hospitalizations.

As a result of Sunnyside Home being one of the successful applicants, the Regional Municipality of Waterloo is now required to enter into a formal agreement with St. Joseph's to access all of the services of the NLOT program.

The MOU between St. Joseph's NLOT program and Sunnyside Home shall continue in effect for a term of three years and is expected to continue conditional upon continued receipt of adequate funding from the WW LHIN to St Joseph's.

Corporate Strategic Plan:

The provision of NLOT services at Sunnyside supports the Region's 2015 – 2018 Corporate Strategic Focus Area 4, Healthy, Safe and Inclusive Communities; and Strategic Objective 4.4 (to) promote and support healthy living and prevent disease and injury.

Financial Implications:

All costs associated with the NLOT program are the responsibility of St. Joseph's Health Centre, Guelph.

Other Department Consultations/Concurrence:

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

Attachments

Nil

Prepared By: **Connie Lacy**, Director, Seniors' Services
Helen Eby, Administrator, Long-Term Care

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



Report: CSD-SEN-15-10

Region of Waterloo
Community Services
Seniors' Services

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

Date: December 8, 2015

File Code: S06-20

Subject: Waterloo Community Day Program Opening

Recommendation:

For information.

Summary:

In February 2015, the Waterloo Wellington Local Health Integration Network (WW LHIN) provided funding to Region of Waterloo Seniors' Services to expand the Community Alzheimer Program as referenced in report CSD-SEN-15-02 dated February 3, 2015 and CSD-SEN-15-07 dated August 11, 2015. The new program location opened on November 9, 2015 at the Village at University Gates, Centre of Excellence for Research and Aging located in Waterloo, Ontario.

Report:

1.0 History of the Community Alzheimer Program

The Community Alzheimer Program provides a range of services for people living with dementia in the community and their families. Services include day programming, an overnight stay respite program and the Young Onset Dementia Association (YODA) program for younger adults living with dementia. Over 450 participants and their families are served annually through these programs in Kitchener, Cambridge and now at the Waterloo location. Operating as a specialized adult day service, the Community Alzheimer Program supports people who cannot be accommodated in a regular senior's day program typically due to medical complexity or behaviours related to advanced forms of dementia.

Regional staff members are currently reviewing the name of the Community Alzheimer Program to identify a title that better reflects that people with all forms of memory loss including Alzheimer's disease are supported by this program's services.

2.0 The Village at University Gates

The Village at University Gates, Centre of Excellence in Research and Aging is located on the University of Waterloo's north campus. The Centre is a partnership among Schlegel Villages, Schlegel-University of Waterloo Research Institute of Aging (RIA) and Conestoga College. The Centre includes Ontario's first purpose-built teaching Long Term Care (LTC) Home which will be connected to a research and training facility (the RIA building). These buildings are designed with learning, research and social spaces that encourage co-mingling of older adults, students, educators and researchers.

3.0 Waterloo Community Alzheimer Program

The Waterloo Community Alzheimer Program opened on November 9, 2015 and will provide day services for up to 16 people, 5 days a week. Eligible participants include those living in the community with memory loss who are unable to be accommodated in a regular senior's day program environment. The Waterloo site will also house the Young Onset Dementia Association (YODA) program that supports the needs of younger adults living with dementia in the community.

Operating out of the Village at University Gates, Centre of Excellence in Research and Aging presents a unique opportunity for Regional staff to work in collaboration with the Centre to support our mutual goal of enabling older adults to age well in the community. Some examples of these collaborations include, partnering with Village of University Gates staff to jointly engage in recreational programs and partnering with Conestoga College to facilitate student learning opportunities in the program. Regional staff anticipates that in the coming years there will be an opportunity to explore program expansion with the on-site partners to support the anticipated increase in demand for community based dementia support services.

Opening the new site has reduced the waitlist for the Community Alzheimer Program by 50% and has allowed service to be extended to an additional 80 individuals and families this year. Regional staff anticipates that the program will be at full capacity by December 31, 2015. To commemorate the opening of the new site a public opening will be planned in 2016.

Corporate Strategic Plan:

The program expansion presented in this report is consistent with the 2015-2018 Region's Corporate Strategic Plan, Focus Areas 4: Healthy, Safe and Inclusive Communities and Focus Area 5: Responsive and Engaging Government Services, Strategic Objective 5.2 Provide excellent citizen-centered services.

Financial Implications:

The Waterloo Community Alzheimer Program has an annual budget of \$570,000 which is funded by client fees (\$60,000) and Provincial/ LHIN subsidy (\$510,000).

Other Department Consultations/Concurrence:

Nil

Attachments:

Nil

Prepared By: Julie Wheeler, Manager, Community Programs

Connie Lacy, Director, Seniors' Services

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



Report: CSD-CHS-15-17

Region of Waterloo
Community Services
Children's Services

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

Date: December 8, 2015

File Code: S15-20

Subject: Amendment to Purchase of Service Agreement, Children's Services

Recommendation:

That the Regional Municipality of Waterloo amend the current purchase of service agreement with Young Men's Christian Association (YMCA) – Kitchener Waterloo, 161 Roger Street, Kitchener, ON N2J 1B1, for the purpose of adding a youth development program at Sandowne Public School as outlined in report CSD-CHS-15-17, dated December 8, 2015.

Summary:

Report:

1.0 Youth Development Programs

Youth Development before and after school programs are provided by Waterloo Region District School Board through 3rd party agreements for children age 8 – 12. This program is licensed under the Child Care and Early Years Act, 2014.

This service agreement allows the Region of Waterloo to purchase child care spaces on behalf of subsidy-eligible families in the Youth Development before and after school program

Since 2012, the Youth Development program at Sandowne Public School has been operated by the Young Women's Christian Association – Kitchener Waterloo (YWCA). As of December 31, 2015, they will no longer be operating this program. On January 4, 2016, the YMCA – Kitchener Waterloo will take over the ongoing operation of this program.

The table below shows the per diems for the Youth Development program:

Per Diems for the Youth Development Program		
Before School	After School	Full Day
\$9.80	\$14.70	\$44.25

Corporate Strategic Plan:

This report supports the Region's 2015-2018 Corporate Strategic Plan, Focus Area 4: Healthy, Safe and Inclusive Communities; Strategic Objective 4.1: (to) support early learning and child development.

Financial Implications:

The 2015 Purchase of Service budget totals \$18.2M. Costs associated with placing subsidy eligible families in the before and after school programs will be funded through the fee subsidy budget. Subsidy eligible children are placed in centre based, home based or school based programs based on parental preference and need. The Region currently has purchase of service agreements with 138 licensed early learning and child care programs and 2 school boards. This new agreement will be accommodated from within the current budget allocation for fee subsidy.

Other Department Consultations/Concurrence:

The assistance of Planning, Development and Legislative Services (Legal Services) and Corporate Resources (Finance) are required to establish agreements and monitor expenditures.

Attachments

Nil

Prepared By: Sheri Phillips, Manager Child Care Subsidy
Nancy Dickieson, Director, Children's Services

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



Report: PDL-CUL-15-21

Region of Waterloo

Planning, Development and Legislative Services

Cultural Services

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

Date: December 8, 2015 **File Code:** R-07-01

Subject: **Region of Waterloo Response to Ontario Culture Strategy Discussion Paper**

Recommendation:

That the Regional Municipality of Waterloo forward Report PDL-CUL-15-21, dated December 8, 2015, as its comments regarding the development of an Ontario Culture Strategy to the Ministry of Tourism, Culture and Sport.

Summary:

The Ministry of Tourism, Culture and Sport (MTCS) is seeking input to assist in developing the first Culture Strategy for Ontario. Culture is vital to the prosperity of the Region of Waterloo. Culture is a key element of placemaking, contributes to community identity, is essential in the creation of a robust business environment, and it is crucial to Ontario's long-term success. It is critical that the Province recognize and champion the essential role that all levels of government, including municipalities, play in supporting cultural development.

The Province currently has a strong cultural framework that is intended to develop artists and cultural industries, and to nurture culture throughout Ontario, but recognizes that many factors are changing and this will have a profound impact on the cultural sector. Municipalities across Ontario, independently and through the Creative Cities Network of Canada, are taking this opportunity to provide input on what should be included in the proposed Culture Strategy for Ontario. The recommendations included in this report address areas that directly support Regional priorities and initiatives.

Report:

The Ministry of Tourism, Culture and Sport (MTCS) is developing a Culture Strategy for Ontario that will identify principals and priorities to guide the government's support for culture in the future. This is Ontario's first Culture Strategy, and is being promoted as an opportunity for the Province to take a fresh look at how they invest in and continue to build a strong and dynamic culture sector in Ontario. Comments are being received until December 7, 2015. Regional staff has provided the Ministry with advance notice of this report.

Culture is vital to the prosperity of the Region of Waterloo. Culture is a key element of placemaking, contributes to community identity, is essential in the creation of a robust business environment, and it is crucial to Ontario's long-term success. It is critical that the Province recognize and champion the essential role that all levels of government, including municipalities, play in supporting cultural development.

Ontario has a strong cultural framework that is intended to develop the culture sectors and to nurture culture in Ontario. The Discussion Paper notes that in 2014 - 2015 the MTCS total spending on culture was about \$800 million, but much has changed in Ontario since the initial development of many of the cultural programs. MTCS currently supports four culture sectors, the arts (including craft, dance, literary arts, media arts, music, opera, theatre, and visual arts), culture industries (including film and television production, interactive digital media, the music industry, and books and magazine publishing), public libraries and cultural heritage (including built heritage, cultural heritage landscapes, archaeology and museums).

The MTCS has developed a set of principles to help guide Ontario's culture strategy, which includes, creativity and innovation, quality of life and economic development, diversity and inclusiveness, respect for First Nations, Metis and Inuit people and public value and accountability. In addition to these important principles, the Region would suggest that the value and importance of artistic and cultural expression be added to the list, ensuring that the role arts and culture plays in civic dialogue is acknowledged. Within the Region, we are fortunate to have exceptional arts organizations that provide leadership in this regard, such as MT Space and Neruda Arts.

Municipalities across Ontario, independently and through the Creative Cities Network of Canada (CCNC), are taking the opportunity to provide input on the proposed Culture Strategy for Ontario, and are urging the MTCS, Culture Division, to reflect the role that local governments play in Ontario's Culture Strategy. The Region has been a member of the CCNC, a national-non profit organization made up of municipalities, arts organizations and individuals working to support cultural development in their communities, since it was formed in 2002.

As a member municipality, the Region supports the CCNC recommendations that the Ontario Culture Strategy should:

- Emphasize the importance of local governments in the Ontario Culture Strategy Guiding Principles by recognizing that culture is different everywhere and highlighting the unique role of local governments in supporting Ontario's diverse municipalities;
- Invest in funding for municipalities to boost the implementation of municipal cultural plans, and strengthen the management and development of local cultural resources; and
- Advance the role of local governments in fostering an environment in which arts, cultural industries, cultural heritage, and public libraries thrive in communities by partnering with relevant professional networks and organizations on the creation of new resources and tools, professional training, and knowledge sharing opportunities.

In addition to supporting the CCNC recommendations, and following consultation with Area Municipal staff and key cultural organizations, Archives in Legislative Services, and all sections of Cultural Services (Cultural Heritage, Museums and Libraries), Regional staff propose the following additional recommendations that would strengthen the culture sector in Ontario and directly support Regional priorities and initiatives.

Focused Funding and Resources

The Ministry is a key funder of many provincially significant cultural organizations as well as grant programs. While the Province should maintain this support, the following additional areas of funding focus are recommended:

- Provincial, municipal and community archives should be recognized in the Strategy as key elements of cultural infrastructure, and should receive financial support in line with museums and libraries; there are more than 15 archives located across the Region and none receive direct funding.
- Reinstate direct provincial involvement in acquiring and funding digital resources for public libraries; the 2015 elimination of this funding has significantly increased costs for the Region of Waterloo Library.
- Review provincial financial incentives for heritage conservation to ensure that the current Heritage Property Tax Rebate program is the most effective way to promote heritage conservation. The uptake on this program has been limited, with only one municipality in the Region choosing to implement it.
- Make funding available to develop maintenance plans and undertake renewal projects for heritage infrastructure (i.e. historic bridges). The Region has the highest number of heritage designated bridges in the Grand River watershed and is second only to Wellington County in terms of extant historic bridges. Many of the heritage bridges in the Region have undergone restoration work, but the

maintenance of heritage bridges, especially bridges maintained by smaller municipalities on rural roads, will require proactive planning and financial support.

- Develop resources to help the culture sector to increase engagement and participation in cultural activities. Locally, audience development and access to rehearsal and performance space for individuals and non-profit organizations are key issues. Continuing to fund province-wide organizations that work locally, such as ArtsBuild, is an important way the MTCS can help.
- Increase funding to community museums through the Community Museum Operating Grant Program to match the funding schedule in Ontario Heritage Act, R.R.O. 1990, Regulation 877. The Waterloo Region Museum and Joseph Schneider Haus each receive funding from the Province through this grant program. The funding schedule indicates that funding to the two Regional museums should be 12% of eligible operating expenses; total grants to the two Regional museums in 2015 are approximately 1% of eligible operating expenses.
- Increase incentives for direct private sector investment in culture. Relatively small private sector donations can leverage new and on-going programs for many cultural organizations, as has been demonstrated by the ArtsVest initiative. Promotion, tax incentives or other approaches at a Provincial level could unlock more investment in culture.

Collaboration at all Levels

Through better collaboration at all levels of government, it should be possible to increase productivity and support new initiatives without a significant increase in resources. Specific areas of collaboration that MTCS could initiate, and that would support Region of Waterloo initiatives include:

- Working with other provincial ministries to enhance cultural preservation and development. Develop a Culture Policy Framework, rather than the suggested Arts Policy Framework, so that culture is considered in other policy and program areas across government.

For example, protect and conserve provincially-owned architectural assets (such as historic schools), include options to mitigate impacts to heritage resources in new building standards (AODA) and planning policies (complete streets), support culture based learning as part of the core curriculum in schools, including access to professional artists in the classroom, etc.

- Continue to recognize the culture sector as a key driver in local economic development and tourism. Ensure economic development programs support creative industries and the creation of new cultural content.
- Collaborate more directly with municipal governments to deliver enhanced cultural services. Projects such as Culture Days and Municipal Cultural Planning

initiatives have been effective.

- Assist Ontario museums to develop shared collection and management models, and improved strategies for sharing collections with visitors and the broader public.
- Collaborate with museums and the Ontario Museum Association to revise and enhance the standards for Community Museums to reflect museum management and operation in the 21st century, with particular attention to community museums that are owned and operated by municipalities.
- Collaborate with the Federation of Ontario Public Libraries to revise and enhance the Community Operating Grant programs.

Area Municipal Consultation/Coordination:

Regional and Area Municipal arts and culture staff regularly collaborate on various projects and plans. Through these local meetings as well as participation in the Creative City Network of Canada, the Region has been part of a larger municipal discussion on providing input to the Province for the Ontario Culture Strategy. Regional staff also consulted with larger local cultural organizations, and received comments in support of the Region's input to the strategy.

Corporate Strategic Plan:

Cultural planning supports Strategic Objective 1.3, Enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.

Financial Implications:

Nil.

Other Department Consultations/Concurrence:

Nil.

Attachments:

Nil.

Prepared By: Kate Hagerman, Acting Director, Cultural Services

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



Report: CSD-HOU-15-25

COR-TRY-15-110

Region of Waterloo

Community Services

Housing Services

Corporate Services

Treasury Services

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

Date: December 8, 2015 **File Code:** S13-30

Subject: Request for Proposal 2015-01 Community Homelessness Prevention Initiative Supportive Housing Program

Recommendation:

That the Regional Municipality of Waterloo take the following actions with regard to the Community Homelessness Prevention Initiative (CHPI) Supportive Housing Program Request for Proposals, as outlined in report CSD-HOU-15-25, dated December 8, 2015:

- a) Approve the supportive housing programs recommended through the CHPI Supportive Housing Program Request for Proposals 2015-01 as detailed in Appendix A;
- b) Approve up to \$852,311 in funding towards the STEP Home program and Tenant Transition program in Cambridge over 2016-2018;
- c) Authorize the Director, Housing Services, to finalize the funding and conditions with the successful proponents recommended for award as shown in Appendix A; and
- d) Authorize the Commissioner, Community Services, to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required to process the funding to the successful proponents recommended for award.

Summary:

On November 17, 2015, Community Services Committee was provided a full overview and update in regards to the Community Homelessness Prevention Initiative (CHPI) Supportive Housing redesign rationale and process (CSD-HOU-15-24). This report presents the results of the Request for Proposal (RFP) 2015-01 for Council approval.

A total of 14 proponents proposing 19 supportive housing Programs submitted a proposal to the RFP, which was issued April 30, 2015 and closed July 6, 2015. The RFP Selection Committee completed a thorough review of the proposals as outlined in the RFP document which included a review of written proposals, interviews and site visits with all proponents, third party verification of proposal information (e.g., City Planning and By-law, Fire Departments, Public Health, and the Retirement Home Regulatory Authority) as well as negotiation/clarification meetings with proponents as needed.

A total of nine Proponents and 12 programs passed the CHPI Supportive Housing Program RFP scoring requirements as outlined in the RFP and are being recommended for award (as detailed in Appendix A). The selection committee made adjustments to both the number of units/spaces and funding requested in order to better align with the Program Framework and Standards and to fund as many programs as possible.

A total of seven programs are not being recommended for award, including one existing operator funded in part through the Region. Region staff will meet with all Proponents following the Council meeting on December 16, 2015 to discuss next steps. The existing operator who was unsuccessful through the RFP will be offered a six month transition agreement beyond the existing agreement that runs to March 31, 2016. Lutherwood tenant transition workers will provide support as needed and desired by the existing tenants to move to alternative housing.

Report:**1.0 Overview of the CHPI Supportive Housing Program**

The CHPI Supportive Housing Program (Program) as outlined in the CHPI Supportive Housing Program Framework (Framework) and CHPI Supportive Housing Program Standards (Standards) represents a significant shift in service delivery to the previously funded Domiciliary Hostel and Consolidated Homelessness Prevention programs. The redesigned Program includes permanent, affordable housing with on-site support staff for people experiencing or at-risk of homelessness with the lowest levels of income and medium to high level support needs related to housing stability. The Program will serve a broad range of tenant populations including: individuals, couples, families, youth, adults, and seniors.

Given the Program is a “new program” and there was interest beyond existing supportive housing providers to be a part of the Program, it was important to offer an open, transparent and accountable opportunity for all to apply under the Region’s Purchasing By-law through a Prequalification (PQ) and Request for Proposal (RFP) process.

2.0 Request for Proposal Process

Proponents who had been successful through the previous Prequalification process (CSD-HOU-13-03) were invited to submit proposals to the Request for Proposal 2015-01 (RFP) for the CHPI Supportive Housing Program (Program) which was released April 30, 2015 and closed July 6, 2015. The RFP requested proponents to submit detailed program proposals and program budgets that incorporated and integrated the Framework and Standards. A total of 14 Proponents proposing 19 supportive housing programs submitted a proposal to the RFP. Results are outlined in Appendix A and further described in Section 3.0 of this report.

The proposals received under the RFP were evaluated by the same selection committee involved in the Prequalification including staff from Housing Services, Senior’s Services, Treasury Services, and Procurement. As outlined in the RFP, the selection committee completed interviews and site visits with all proponents and communicated with a number of governing bodies (e.g. City Planning and By-law, Fire Departments, Public Health, and the Retirement Home Regulatory Authority) before completing the initial evaluation of the submitted Program Description. The initial evaluation was based on five evaluation components including: 1) Proponent Eligibility and Readiness, 2) Proposal Alignment, 3) Selected Tenant Population and Housing Based Support/Staff Model, 4) Housing Model and Quality of Building, and 5) System Involvement and Partnerships. For those proposals that passed the Program Description minimum scoring requirements (at least 5/10 in each section and a minimum overall score of 65%), the Program Budgets were then opened. Budgets were reviewed and negotiation/clarification meetings were held with each short-listed proponent. Proponents followed the negotiation/clarification meetings by submitting an addendum to their proposal refining program and budget information. See Appendix B for a summary of the RFP evaluation process.

Three programs did not meet the minimum scoring requirements to pass the Program Description initial review. As such, the Program Budgets for these programs were not reviewed and will be returned to the proponents unopened. Two of these programs are not currently funded by the Region. The other program is currently receiving funding through CHPI for up to 15 subsidized supportive housing spaces. The approach to transition this provider from receiving Regional funding while supporting any tenant transitions is outlined in Section 5.0.

The remaining 16 proposals that passed the Program Description review had their Program Budgets opened. The initial total budget request was \$6.5 million which was almost double the total amount of available funding (\$3,556,788). A further four proposals did not pass the final evaluation as they were not able to demonstrate affordability and economy of scale within the overall CHPI Supportive Housing Program budget envelope. These four proposals were for programs not currently funded through the Region.

Following the scoring of proposals, the selection committee then engaged in a process to further reduce the Program Budgets of the 12 remaining proposals that passed the minimum scoring requirements in order to fund all of the proposals. These reductions were consistent and standardized across programs while retaining their ability to meet the requirement of the CHPI Supportive Housing Program Framework and Standards. The following process was used (as applicable):

- Removing all ineligible expenses (as described in the RFP and negotiated adjustments document);
- Adjusting program administration from 15 percent of support expenses to 10 percent;
- Adjusting community inclusion funding from \$240 dollars per person to \$200 dollars per person;
- Ensuring that the program budget did not include one-time or transition associated expenses;
- Limiting vacancy loss to no more than 3 percent of rental revenue;
- Limiting property maintenance expenses to no more than \$750 per unit;
- Removing any surpluses identified to decrease overall funding request;
- Ensuring that all proponents identified a financial contribution to the program;
- Decreasing the number of subsidized spaces; and
- Decreasing the total funding request by 10%.

Any adjustments made to the number of units/spaces and funding requested will be explained to the successful proponents and confirmed through the agreement process.

3.0 Recommended Programs

Nine proponents and 12 programs passed the RFP evaluation criteria and are being recommended for award under the CHPI Supportive Housing Program RFP (as detailed in Appendix A). The recommended programs include:

- A total 291 spaces;
- A distribution of buildings across the region with eight in Kitchener, three in Waterloo and one in Cambridge (with interim plans to immediately increase housing supports in Cambridge - see Section 4.0 regarding the response to ensure

- equity in Cambridge);
- A total of six self-contained programs and six shared living programs with increased options for private bedrooms (six percent increase) and self-contained units (14 percent increase);
- A mix of programs serving ages 16 years and older and two programs specifically serving older adults/seniors;
- A mix of programs serving males only, females only, all genders, and families; and
- A mix of non-profit organizations (9) and for-profit organizations (3).

4.0 Ensuring Equity in Cambridge

There were an insufficient number of successful “fixed site” proposals received for Cambridge resulting in only one recommended Cambridge program at this time (Cambridge Shelter – Bridges Supportive Housing). Based on population, programs in Cambridge should be allocated 26 percent of available funding (\$924,765) while programs in Kitchener/Waterloo should be allocated 74 percent of available funding (\$2,632,023).

Equitable funding of \$924,765 will be provided in Cambridge beginning April 1, 2016 through both “fixed site” and “scattered site” housing with support programs as an interim approach over the next two years. A total of 150 tenants will be supported through the following approach over 2016-2018:

- 20 tenants will be supported by Cambridge Shelter - Bridges Supportive Housing through the CHPI Supportive Housing Program (\$72,454);
- 40 tenants will be supported through additional Cambridge specific STEP Home “scattered site” supports for people to find, establishing and retain housing with intensive one-on-one support (\$483,966); and
- 90 tenants will be supported through Lutherwood’s Tenant Transition “scattered site” program for tenants impacted through the redesign process that require assistance to find and establish housing that aligns with their existing support needs (\$368,345). Once tenant transitions are completed, these resources will be reallocated to the Cambridge specific STEP Home team.

Both scattered site and fixed site supportive housing are proven and successful models of delivering permanent supportive housing (as both STEP Home and the Tenant Transition Program provide scattered site supports without any fixed housing, they could not have been potential proponents for the RFP). This interim approach will maximize the opportunity to pilot and explore more flexible supportive housing options purposely created and designed for Cambridge. The interim housing supports approach for Cambridge will be evaluated over 2016-2018 to determine what approaches, services, and programs worked well. This two year period will allow time to further consider the needs and pressures in Cambridge and for potential proponents

to consider programs and partnerships with consideration for another call for proposals after that time.

5.0 Supporting Program and Tenant Transitions

As a result of the RFP process, there is one unsuccessful supportive housing program currently funded through CHPI with up to 15 subsidized tenants which will be transitioning from receiving the Region subsidy to top-up tenant contributions. Region staff will meet with this operator in December to discuss the following next steps. The operator will continue with their current agreement which expires March 31, 2016 (with an immediate hold on intakes for any new subsidized tenants) and will be offered a six month transition agreement at the same funding level for April 1, 2016 ending September 30, 2016 to support tenant transitions beyond the end of their current agreement. This shorter term transition agreement may be extended beyond September 30, 2016 if required.

A tenant transition approach has already been utilized successfully with the seven previously funded operators/programs who either did not apply or who were unsuccessful in the Prequalification process. Five of the seven programs exiting from Region funding through the PQ process continue to operate their buildings as affordable supervised boarding homes. The programs are admitting new private pay tenants without continued funding from the Region (once transition funding ends no later than March 2016). There are a number of options available to providers transitioning from Region funding that would like to continue operating including: re-configuring their program with a mix of tenant income sources, applying for funding through another funder (e.g. Waterloo-Wellington Local Health Integration Network, foundations, service clubs, faith based groups, etc.), fundraising, seeking investors, etc.

The Tenant Transition program will continue to offer support to any tenants impacted through the RFP process. If the tenant would like assistance, Tenant Transition workers meet with them individually to assess their support and housing needs, explore housing options, and support them to move and establish themselves in their new home. Many tenants have reported that through the support of the Tenant Transition program they have been able to access housing that is more aligned with their support needs and has improved their quality of life.

6.0 Impact of the Redesign

Prior to the redesign, the Region funded approximately 480 spaces for supportive housing (through the Domiciliary Hostel per diem and the Consolidated Homelessness Prevention Program). Through the Prequalification process and subsequent transitions over this year, that number was reduced to 340. Through the Request for Proposal process, that number will decline over time to 331 spaces. Therefore, the difference pre and post redesign is a realignment of 149 spaces. This change was necessary and can

be accommodated as:

1. Not all of these beds were being utilized. Approximately 15 percent of the spaces available in the Domiciliary Hostel program were unoccupied as either the housing model was not desirable or it did not offer the type or level of supports that matched people's needs. Approximately 35 percent of programs did not have enough staff to adequately support people experiencing homelessness with medium to high level support needs.
2. A number of current tenants did not need these spaces as they required more or less support than what was being provided. In the work of supporting tenants to other appropriate housing from transitioning homes it has been revealed that 17 percent were eligible for Long-Term Care Homes, thirty percent could live more independently, and five percent would be better suited in other specialized supportive housing (e.g. for developmental disabilities, mental health etc.).
3. The number of beds was not financially sustainable. The Region inherited former funding programs (Domiciliary Hostel and Consolidated Homelessness Prevention Program) in the consolidation under CHPI that had not kept pace with inflation and are now limited within a fixed funding envelope. For example, the funding for the Domiciliary Hostel per diem had only increased by 19 percent in the last fifteen years (from \$40 dollars to \$47.75 dollars a day) whereas the cost of living has increased by over 30 percent during this time. As well, many of the former Consolidated Homelessness Prevention Programs had only received very limited funding increases since 1990. Operators were requesting additional funding and needed an opportunity to address increased expectations within a realistic funding model.

With limited funding and increased service demands, the Region must ensure that all spaces will be used and have adequate staffing resources to support people experiencing homelessness with medium to high level support needs. All 12 recommended programs have been designed to provide quality supportive housing services that align with the Framework and Standards. The following improvements will be realized through the CHPI Supportive Housing Program redesign:

- a) Improved staffing and support services:
 - Increased number of qualified staff with ability to support people experiencing homelessness with complex support needs;
 - More programs offering staffing 24 hours a day 7 days a week; and
 - Housing-based support services that support tenants to retain housing, promote independence, and develop skills.
- b) Improved living conditions for tenants:
 - Increased privacy and security for tenants (e.g., more private rooms, locks on bedroom and bathroom doors, and controlled entry and access to the building 24/7);

- Dedicated quality of life funding (e.g., social and recreational activities, common area access to a telephone, television, and internet); and
- Improved living conditions through standardized funding levels for property maintenance and capital repair.

The Region also funds other intensive housing-based support programs for people experiencing persistent homelessness through STEP Home in a scatter-site model (the support follows the person regardless of where they live). Currently STEP Home has the capacity to serve 150 people across Waterloo Region at any given time. In total between the STEP Home and the CHPI Supportive Housing Program there are 481 housing with support spaces funded through the Region. It is understood that until significant additional investment is made by the provincial and/or federal government, the need for supportive housing will continue to exceed availability with more people on waitlists than there are spaces within all community supportive housing programs¹.

7.0 Next Steps

A meeting will be held with all successful proponents on December 18, 2015 to provide and review their conditional commitment letter. The conditional commitment letter outlines the additional materials that must be submitted within 60 days in order to enter into a CHPI Supportive Housing Program Agreement for April 1, 2016. All unsuccessful proponents will be offered a one hour debrief meeting on December 17, 2015. An additional meeting will be scheduled with the unsuccessful proponent currently funded through the Region to discuss next steps in transitions as outlined in Section 5.0.

Region staff has scheduled a number of meetings with key stakeholders and community groups to inform them of the RFP results and start the conversations about implementing the Program including creating system wide partnerships to increase collaboration and service to tenants. Region staff will also continue to explore with funders and other orders of government opportunities to address local supportive housing gaps within the context of the Region's 10 Year Housing and Homelessness Plan.

There is a two-year implementation timeframe over 2016 to 2018 to fully implement the CHPI Supportive Housing Program. There are a number of new features and elements to the Program that still need to be developed including: assessment tools, coordinated intake process, prioritized waiting list, financial accountability practices, policy and procedures, eviction prevention tools, updated Framework and Standards, etc. Region staff will update Council on the progress of implementation over this period.

¹ The Housing Stability Data Summary (2014/15) identifies a total of 1,403 households on waitlists for supportive housing and a total of 1,675 spaces of supportive housing.

Corporate Strategic Plan:

Undertaking the CHPI funded supportive housing redesign supports the 2015-2018 Corporate Strategic Plan Focus Area 4: Healthy, Safe and Inclusive Communities, and Strategic Objective Action 4.3. (to) increase the supply and range of affordable and supportive housing options and is consistent with Focus Area 5: Responsive and Engaging Government Services and Strategic Objective 5.4: (to) ensure Regional programs and services are efficient, effective and provide value for money.

Financial Implications:

CHPI is 100% provincial funding through the Ministry of Municipal Affairs and Housing and can only be used for operating expenses. A total of \$3,556,788 was available for award within the CHPI Supportive Housing Program. A total of \$2,704,477 is recommended for award to fixed site supportive housing at this time. The remaining \$852,311 will fund a scattered site approach in Cambridge over 2016-2018 which includes an additional \$483,966 for STEP Home in Cambridge and \$368,345 for the Tenant Transition Program in Cambridge with a possible consideration for another RFP call in Cambridge after 2018. This approach maintains funding equity based on population with 74% of funding for Kitchener-Waterloo and 26% of funding for Cambridge. The proposed 2016 operating budget is sufficient to provide funding for overall CHPI program expectations which includes redesign, tenant transitions, program delivery and various administrative expenses.

Other Department Consultations/Concurrence:

Staff from Corporate Services, Finance, Procurement, and Legal Services has been involved in consultations, development of PQ/RFP process as well as providing input on this report.

Attachments:

Appendix A - CHPI Supportive Housing Program RFP 2015-01 Award Results

Appendix B - Summary of RFP Evaluation Activities

Prepared By: Marie Morrison, Manager, Housing Stability

Amber Robertson, Social Planning Associate

Lisa Evans, Manager, Procurement/Chief Purchasing Officer

Deb Schlichter, Director, Housing Services

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

Craig Dyer, Commissioner, Corporate Services & Chief Financial Officer

Appendix A
CHPI Supportive Housing Program RFP 2015-01 Award Results

	Program Name	Spaces	Age	Gender	Type of Housing	Location	Recommended Funding
1	Cambridge Shelter - Bridges Supportive Housing	20	16+	All	Self-Contained	Cambridge	\$72,454
2	House of Friendship Supportive Housing - Cramer House	9	16+	Men	Shared Living	Kitchener	\$64,373
3	House of Friendship Supportive Housing - Charles Village	22	16+	All	Self-Contained	Kitchener	\$167,005
4	House of Friendship Supportive Housing - Eby Village	28	16+	All	Self-Contained	Kitchener	\$212,518
5	Housing Under Group Organization (HUGO)	20	16+	All	Self-Contained	Kitchener	\$286,200
6	Kaljas Homes for Supportive Living	15	16+	All	Shared Living	Kitchener	\$210,256
7	KW Underhill Residential Home	21	16+	Men	Shared Living	Waterloo	\$305,802
8	Lutheran Homes - Trinity Village Studios	12	16+	All	Shared Living	Kitchener	\$82,106
9	Millwood Manor Retirement Home	45	16+	All	Shared Living	Kitchener	\$437,697
10	Supportive Housing of Waterloo (SHOW)	30	16+	All	Self-Contained	Waterloo	\$413,602
11	YWCA Supportive Housing - Lincoln Rd	60	16+	Women & Women-led Families	Self-Contained	Waterloo	\$363,487
12	YWCA Supportive Housing - Frederick St	9	16+	Women	Shared Living	Kitchener	\$88,979
TOTAL		291					\$2,704,477

Appendix B

Summary of RFP Evaluation Activities

Stage One - Screening for Completion of Proposal

- a) The Proposal must be complete and have all of the required supporting documentation to comply with all RFP requirements
- b) It must satisfactorily demonstrate that the Proponent's Proposal complies with all eligibility criteria as set out in the RFP.

Stage Two – Initial Evaluation of the Proposed Program Description

- a) **Interview** - The Proponent will prepare a 15 minute presentation in support of their Proposal to describe the proposed program, provide rationale of how the program aligns with the Framework and Standards, and to explain their skills, experience, and/or training in being able to effectively manage/operate their proposed program. The Selection Committee members will have standard questions they will ask each Proponent as well as follow up questions related to the presentation. The Selection Committee will grade the presentation and the Proponent's responses to the questions. These grades will be used, in part, to score the Proponent's Proposal.
- b) **Site Visit** - The Proponent must attend the site visit and tour members of the Selection Committee around the building and property. Members of the Selection Committee will observe the building condition, design, and layout as it aligns to the proposed program. These grades will be used, in part, to score the Proponent's Proposal.
- c) **Consultation with Area Municipal Staff** – The Selection Committee will discuss each building location with local Area Municipal staff to determine any issues, concerns or implications relating to proposed programs. These grades will be used, in part, to score the Proponent's Proposal.
- d) **Initial Evaluation of the Proposed Program**
 - i. Each member of the Selection Committee will independently examine each Proposal and enter a mark (out of 10) for each evaluation component for the proposed program as outlined in Section Nine.
 - ii. The Selection Committee as a group will discuss their individual assessments of the Proposals to arrive at a consensus assessment, based on the evaluation criteria.
 - iii. The consensus assessment score for each evaluation component will then be multiplied by the pre-determined weighting factor to compute the weighted mark for each evaluation component. All weighted marks will be added up to provide the total score for the Proposal. This same process will be repeated for all Proposals.
 - iv. After the weighted marks for the evaluation items are determined for each Proponent then they will be added to form a sub-total score.
 - v. The Proponent must meet the minimum mark 5/10 for each evaluation

- component, and score 65 percent or higher to be considered further.
- e) **Short-Listing Proponents**
- i. The highest scoring Proponent Supportive Housing Program Description proposals that meet all of the evaluation criteria components will be short-listed.
 - ii. Program Budgets, contained in Envelope #2 will only be opened from the short-listed Proponents. The remaining sealed Program Budget envelopes, for the Proponents that were not short-listed, will be returned unopened at the conclusion of the RFP process.

Stage Three – Initial Evaluation of the Program Budget

- a) If the Proposal passes Stage Two and is short-listed, the Program Budget Envelope will be opened, reviewed, and initially evaluated based on Section Nine.
- b) The Program Budget must demonstrate the annual operating budget of the proposed program and how the Proponent will be partnering, leveraging, and contributing towards the cost of the proposed program (e.g., fund raising, donations, and other sources of funding) to obtain the greatest value for the funding proposed.

Stage Four – Negotiation/Clarification Process

- a) After the Selection Committee initially evaluates the Supportive Housing Program Description proposal and Program Budget proposal, the Region may, in its sole discretion, request to have a negotiation/clarification meeting(s) with the Proponent.
- b) If a negotiation/clarification meeting(s) is requested it will be up to approximately 1.5 hours in length and is expected to occur between September 8, 2015 and September 25, 2015. The Proponent does not have to participate or attend the negotiation/clarification meeting(s). However, not participating in this meeting may impact the final evaluation score of the Proposal.
- c) At the meeting(s), the Selection Committee will provide a written clarification/negotiation document, outlining the areas for discussion with the Proponent. The Region encourages the Proponent, to bring all relevant staff, officers, directors, etc. that have the subject matter expertise and authority to bind the organization/business to the meeting. This will ensure that the Proponent can effectively respond and ask further questions in the meeting(s).
- d) The intent of this meeting process is to seek clarification on elements in the Proposal and/or negotiate the proposed program and Program Budget to arrive at a mutually satisfactory arrangement. The Selection Committee will only propose minor adjustments or request supplementary information to the Proposal and will not fundamentally change or deviate from the prequalified supportive housing program idea. Types of program elements the Selection Committee may negotiate or clarify may relate to adjusting tenant population, capacity, support services, staffing model, number of semi-private or private bedrooms, or improved pricing in the Program Budget to better align with Proponent's proposed program, the Framework and

Standards.

- e) If parties are satisfied with the result of the negotiations, the changes will be recorded during or after the meeting(s) and the Proponent will be given two (2) business days by the Region to return a signed copy of the agreed upon changes discussed during the meeting and make any further adjustments and return signed copy to the Procurement Office by 2:00 p.m. EST by the date identified. All final agreed upon negotiations shall be in writing, in a form satisfactory to both the Proponent and Region for consideration in the final evaluation of the Proposal.
- f) The Region may further negotiate any aspect of any RFP submission with one or more of the Proponents at any time. Negotiations with any Proponent shall not oblige the Region to enter into an Agreement with any Proponent or be construed as an acceptance of the RFP submission. The Proponent does not have the right or opportunity to appeal decisions made under this process.

Stage Five – Final Evaluation of Proposals

- a) The Selection Committee will complete a final review of the entire Proposal, including any negotiated changes as per Stage Four, above, and all evaluation components to determine the overall consensus score, based on the evaluation criteria.
- b) After the final evaluation is completed, the Selection Committee may short list, at its discretion, the highest scoring Proposals that best responded to this RFP as the successful Proponents.
- c) The Selection Committee will make their Award recommendations to Regional Council for final approval. Proponents will be notified of the Selection Committees recommendations for this RFP Award through a Conditional Letter of Commitment (CLC) sent by the Procurement Office via email. This letter will be sent on the Friday before the scheduled Community Services Committee meeting.
- d) The Selection Committee's recommendations for this RFP Award are contingent upon the availability of approved funds and Council approval. No Award is made until a written recommendation is prepared and approved in accordance to the Purchasing By-law.



Report: PDL-CUL-15-19

Region of Waterloo

Planning, Development and Legislative Services

Cultural Services

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

Date: December 8, 2015

File Code: R07-01

Subject: **Creative Enterprise Initiative Update and Funding**

Recommendation:

That the Regional Municipality of Waterloo take the following actions with respect to the Creative Enterprise Initiative, as described in Report PDL-CUL-15-19, dated December 8, 2015:

- a) Grant \$141,000 to the Creative Enterprise Initiative in 2016, subject to 2016 budget approval, for a final year of operation which would result in development of the two priorities identified by CEI, and transition of these initiatives to one or more existing organizations with similar goals;
- b) Request that CEI enter into a memorandum of understanding with municipal partners for this transition year, and continue to collaborate during the year; and
- c) Direct staff to report on progress in mid-2016.

Summary:

The Creative Enterprise Initiative (CEI) has spent the past year consulting with stakeholders to develop a refreshed mandate for the organization. On November 13, 2015, the organization announced a new focus on two strategic priorities:

1. Helping the residents of Waterloo Region find incredible things to do in our community that are engaging and entertaining; and
2. Facilitating creative projects that tie the Region together with innovative programming that promotes collaboration across our sectors and encourages interaction among our community residents.

Subsequently, the Region has received a formal request from CEI for a final year of funding for 2016 in the amount of \$141,000 (the same total amount as in 2014 and 2015). CEI states that 2016 would be a transitional year, and the funding would be used to develop the two strategic priorities and to find one or more existing organizations with similar goals to take over this work. Please see the letter in Attachment 1 for further details.

Regional staff recommend granting the full request of \$141,000 to CEI, with the understanding that this is a transition year, and that CEI will work closely with municipal partners and established organizations (such as Waterloo Region Tourism Marketing Corporation) to ensure that the CEI service delivery objectives are consistent with municipal objectives, and that a smooth transition is accomplished by year-end 2106.

Report:

In 2008, the Prosperity Council (a coalition of the Greater Kitchener-Waterloo Chamber of Commerce, the Cambridge Chamber of Commerce, Canada's Technology Triangle Inc., and Communitech) initiated a process that involved numerous stakeholders to develop recommendations on how to enhance "creative enterprise" in Waterloo Region. One key result was the establishment of an "enabling organization" that would provide a range of services to enhance the long-term sustainability of arts and culture organizations in the Region.

The Creative Enterprise Enabling Organization (CEEEO) was established in late 2010, and became operational in 2011. It was subsequently re-named Creative Enterprise Initiative (CEI). Over the past four years, CEI's overall goal has been to help build a more vibrant, sustainable creative sector in Waterloo Region, as a way to help attract and retain skilled, talented people, and to enhance the quality of life for residents in Waterloo Region.

To achieve this goal CEI focused on three primary areas of activity, namely:

- securing investment to support the creative sector;
- building capacity within the creative sector; and
- investing back into the creative sector.

The Creative Enterprise Initiative Update and Overview Report CA-14-13/P-14-102, dated November 4, 2014 (please see Attachment 2) provided details on the accomplishments of CEI since its inception, and other operating details.

Strategic Review by CEI

In 2014, following a leadership change and drafting of a new strategic agenda, the CEI Board undertook an evaluation of their current mandate. Results of this review were presented at the All Council meeting held November 13, 2015.

As reported, CEI heard:

- the concept of CEI must continue to exist but can't continue to be all things to all people
- CEI must focus their attention, and finances, on a smaller list of priorities
- The founding vision to make Waterloo Region one of the most attractive and compelling places on the planet is still relevant to our community but must be delivered differently
- Artists and arts organizations in Waterloo region want to identify their own career and organizational development needs, and want access to more opportunities to earn revenue
- It's hard to find out what's going on in Waterloo region
- We need projects and spaces that inspire and engage the public to participate "on the street" throughout the region

As a result of the recent consultation, CEI is proposing to focus their future work on the following two strategic priorities:

- 1. Help our customer, the residents of Waterloo region, find things to do in our community that are engaging and entertaining** – To be accomplished by re-developing a "what's on" website that highlights and curates local creative stories, and promotes audience development.
- 2. Facilitate creative projects that tie the Region together with innovative programming that promotes collaboration across our sectors and encourages interaction among our community residents** – The proposed focus for the first creative project would be a digital arts strategy that provides opportunities for curated artistic content, promotion of the products and services of the local business and tech sector, enlivens spaces, and inspires public participation "on the street".

CEI Funding Request

CEI has subsequently submitted a letter to the Region (Please see Attachment 1) requesting a final year of funding for 2016 in the amount of \$141,000 (the same as the 2015 total grant). As stated in the letter, the CEI Board intends to use the year to further develop the two strategic priorities and to engage in conversations with potential partners to take on the work going forward.

Assessment of Request

Regional staff support the two strategic priorities identified by CEI and agree that further development of these initiatives as part of transitioning them to another organization would be appropriate. Staff recommend granting the full request of \$141,000 to CEI,

with the understanding that this is a transition year, and that CEI will work closely with municipal partners and established organizations including Waterloo Region Tourism Corporation and Waterloo Regional Economic Development Corporation to ensure that the CEI service delivery objectives are consistent with municipal objectives, and that a smooth transition is accomplished by year-end 2106.

Also during 2016, Regional staff will continue working with CEI and Area Municipal staff to consider how other cultural priorities that have been identified by the community might be addressed. These include:

- Capacity building and resource development for artists, arts organizations and cultural workers
- Securing investment for arts and culture from the private sector
- Advocacy for increased provincial and federal arts and culture funding to the region, which was offered along with grant writing assistance
- Fostering opportunities for content creators through connections with local businesses and employers
- Economic development of local cultural industries

Area Municipal Consultation/Coordination

The working group of staff from Kitchener, Waterloo and the Region who participated in the Joint Review of Per Capita/Arts Sustainability Funding project have met several times to discuss a response to the CEI proposed strategic priorities.

Corporate Strategic Plan:

Funding for the Creative Enterprise Initiative Background supports Focus Area 1: Thriving Economy: Enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.

Financial Implications:

The Region's proposed budget for 2016 includes a grant of \$100,000 for Creative Enterprise Initiative operational funding, as well as \$41,000 available from the grants to cultural organizations.

Other Department Consultations/Concurrence:

Nil.

Attachments:

Attachment 1 - Letter to Mike Murray from Creative Enterprise Initiative, re: 2016 - One Year Funding for Creative Enterprise Initiative

Attachment 2 – CA-14-013/P-14-102, Creative Enterprise Initiative Update and Overview, November 4, 2014

Prepared By: Lucille Bish, Acting Director, Community Planning

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



Mike Murray, CAO
 The Regional Municipality of Waterloo
 50 Frederick St.
 Kitchener, Ontario
 N2G 4J3

November 26, 2015

RE: 2016 - ONE YEAR FUNDING FOR CREATIVE ENTERPRISE INITIATIVE

Dear Mike,

At its meeting of October 28th, 2015, the Creative Enterprise (CEI) Board of Directors approved a motion to request continued funding from The Region of Waterloo for 2016.

As you know, CEI has undergone a thorough organizational review to help determine its strategic direction moving forward. The resounding themes and messages that we heard were:

- The concept of CEI must continue to exist but can't continue to be all things to all people – it must focus and be delivered differently.
- The arts sector in Waterloo Region doesn't want CEI's assistance with career and organizational development needs, they want to do this themselves, and they want access to more opportunities to earn revenue
- Residents, especially those new to the Region, feel it's hard to find out what's going on.
- The business sector, employers and employees suggest we need more projects and spaces that inspire and engage the public to participate "on the street" throughout the Region all year long.

Based on this, and other results from this review that indicate that the concept of CEI is better suited toward economic development goals, the CEI board and staff puts forth the following:

- The 2009 CEI vision - to contribute toward making Waterloo Region one of the most attractive and compelling places on the planet - is still very relevant for our community.
- We are doing this work for the residents of Waterloo Region, both current and future.
- We are proposing two strategic priorities for our community:

1) Help our customers, the residents of Waterloo Region, find incredible things to do in our community that are engaging and entertaining.

To achieve this we recommend developing and growing our engagement platform into not only THE "what's on" website in the Region to connect our residents with existing creative offerings, but also evolve it into an effective portal for our creative stories.



2) Facilitate creative projects that tie the Region together with innovative programming that promotes collaboration across our sectors and encourages interaction among our community residents.

To achieve this, the first objective will be developing a digital media/art strategy (working name) that reflects the Region's strengths, creativity and unique flavour. It will not duplicate, but rather complement and enhance existing digital installations, activities and art initiatives that are currently offered in each of the municipalities, and introduce new projects modeled after those that are presented successfully in other creative cities.

This strategy is not related to festivals, events and the work of cultural institutions, rather, it is looking at creative infrastructure projects - permanent installations and projects that exist year round.

Importantly, the CEI board has determined that these two priorities do not need a stand-alone not-for-profit organization to deliver them – they are two strategic objectives that can be merged with existing organizations(s) with a similar vision and goals. However, time is needed to develop the priorities and prepare them for transition.

To achieve this, CEI is working toward the following:

☑ Operating for one year in collaboration with a private sector host partner, who will provide administrative support (i.e. rent, insurance, internet & telephone access, photocopy, bookkeeping support etc.)

- Establishing expert advisory committees to advise and guide the development of the two priorities
- A budget scenario that anticipates:

- CEI continuing to operate as a Not-For-Profit in 2016 and governed by the CEI Board of Directors

- A transition staff that includes two part time Director roles to manage the two priorities, both that report to, and support, the CEI board and manages strategy and operations (including strategy sessions, staff and consultant recruitment, establishment of advisory groups, stakeholder engagement, reporting and financial management)

2016

1st quarter:	continuing Grand Social site fixes, establishing advisory committees for the priorities, hiring staff to support the priorities, development of strategies
2nd quarter:	continued development of strategies
3rd quarter:	testing and adjusting strategies, GS implementation
4th quarter:	implementation, preparation for transition of priorities



Budget based on CEI's current level of Municipal/Regional Funding

Positions/Expenses	Quarter	Expenses
CEI Director, Priority #1 (P/T half time)	1-4	\$ 45,000.00
CEI Director, Priority #2 (P/T half time)	1-4	\$ 45,000.00
Social Media & Design Coordinator (F/T)	1-4	\$ 55,000.00
Content Researcher (P/T)	1-4	\$ 25,000.00
Student – Outreach & Content Design (P/T)	1-2	\$ 5,000.00
Community Manager & Content Curator (F/T)	2-4	\$ 56,250.00
Deductions	1-4	\$ 27,750.00
Creative Infrastructure Projects misc.	3-4	\$ 5,000.00
Web Development & Design	1-4	\$ 15,000.00
Writers	1-4	\$ 24,205.00
Communication Services (i.e. hosts)	1-4	\$ 4,000.00
Staff Training, Community Events, Meetings, Mileage	3-4	\$ 3,000.00
Contingency/other expenses	1-4	<u>\$ 7,000.00</u>
Total		\$317,205.00

During this one year period, the CEI Board of Directors will engage in conversations with potential partners to merge the two priorities. Once relevant partner(s) have been identified and the assets have been adopted, the CEI board will wind down the organization and dissolve the board. If, at the end of 2016, there is no interest by any parties to adopt the priorities, then CEI board will close down the organization and dissolve the board.

Currently, the Region of Waterloo contributes \$141,000.00 annually to CEI, and it is this amount that we would request for 2016.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Roger Farwell", followed by a vertical line.

Roger Farwell
Acting CEO



Report: CA-14-013/P-14-102

Region of Waterloo

Office of the Chief Administrator

Planning, Housing and Community Services

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: November 4, 2014 **File Code:** A02-40/EO

Subject: **Creative Enterprise Initiative Update and Overview**

Recommendation:

For information.

Summary:

Nil.

Report:

This report is in response to a request from Council in August 2014 for an update regarding the status, activities and accomplishments of the Creative Enterprise Initiative (CEI). The report provides background regarding the formation and history of CEI, and an overview of CEI's main activities and recent accomplishments. Responses to a number of specific questions posed by Councillor Haalboom are included in Appendix A.

Background

The Region of Waterloo has long recognized the value of arts and culture to the quality of life in this community. Besides enhancing quality of life, arts and culture are an important factor in attracting and sustaining a vibrant, well educated and diverse work force. In addition to its own operations and functions, the Region includes funding in its base budget for a number of "core" arts and cultural organizations including the K-W Symphony, the Grand Philharmonic Choir and TheMuseum (formerly the Waterloo Regional Children's Museum). A summary of the Region's funding for these and other arts and culture related organizations is included in Table 1.

The link between arts and culture, quality of life and attracting and sustaining a vibrant work force has also been recognized by the Prosperity Council of Waterloo Region and many other groups and individuals in the community. The Prosperity Council is a coalition of the Greater Kitchener-Waterloo Chamber of Commerce, the Cambridge Chamber of Commerce, Canada's Technology Triangle Inc., and Communitech. In 2008, the Prosperity Council initiated a process which involved numerous stakeholders to develop recommendations on how to enhance "creative enterprise" in Waterloo Region. In the fall of 2009, the Prosperity Council reported on its task force findings and recommendations in the report to the community, and to an All-Council meeting. As noted in that report, the Prosperity Council estimated that there was a "sustainability shortfall" for arts and culture organizations in the community of \$2.5 to \$5 million annually and proposed that this gap be addressed by an additional annual contribution to arts and culture organizations of \$1 million each from the private sector, from provincial and federal governments and from the municipal sector. It was further proposed that the increase in municipal support be funded by the Region and the area municipalities increasing arts and culture funding by \$1 per resident per year.

In addition, the Prosperity Council recommended the establishment of an "enabling organization" that would provide a range of services to enhance the long-term sustainability of arts and culture organizations in the Region. Services would include: shared administrative functions; assistance with marketing and audience development; and seeking additional funding from the private sector and provincial and federal governments. The Creative Enterprise Enabling Organization (CEEEO) was established in late 2010, and became operational in 2011. It was subsequently re-named Creative Enterprise Initiative.

As noted in Table 1, the Region increased its funding for arts and culture organizations from approximately \$575,000 in 2009 to over \$1.2 million in 2011 (an increase of over \$600,000 – or more than \$1 per capita). That included significantly increased funding for "core" organizations such as the K-W Symphony and TheMuseum (formerly the Children's Museum), as well as annual funding for CEI of \$100,000. The Region's funding for CEI has increased from \$100,000 in 2011 to \$141,000 in 2014, with the additional \$41,000 intended to leverage partnership funds.

CEI Activities and Accomplishments

CEI's overall goal is to help build a more vibrant, sustainable creative sector in Waterloo Region, as a way to help attract and retain skilled, talented people, and to enhance the quality of life for residents in Waterloo Region. To achieve this goal CEI has focused on 3 primary areas of activity, namely: securing investment to support the creative sector; building capacity within the creative sector; and investing back into the creative sector. Some of the significant initiatives and accomplishments within each of these areas are outlined in the following sections.

(a) Securing Investment to Support the Creative Sector

CEI has had some success in attracting new private and public sector investment into the creative sector. They have secured funding from 22 private sector organizations totalling approximately \$855,000 over the last 3 years. CEI has also received about \$300,000 in Provincial grants over the last 3 years to build the organization and support

artists and arts organizations. They estimate that several arts organizations have been successful in securing about \$225,000 in new grants, due largely to mentoring on writing successful grant applications (as described further below), and a number of grant applications are still pending. Finally, a number of smaller cultural organizations have reported being able to generate additional revenue as a result of assistance from the CEI programs noted below.

(b) Building Capacity within the Creative Sector

CEI's "Building Capacity" programs are designed to support arts initiatives in Waterloo Region by introducing them to resources and expertise to strengthen the business models of arts organizations and creative workers. By offering tools and methodologies often used in the business sector, CEI enables individual artists and arts organizations to focus on what they do best – creating outstanding art and presenting exceptional artistic content for the community. A comparison can be made to what The Accelerator Centre (AC) does for start-up tech businesses in Waterloo Region: the AC provides low rent office space, shared operational services and "Entrepreneurs in Residence" who mentor and advise start-up businesses in areas such as finance, marketing, brand and business development.

Over the past three years CEI's Capacity Building initiatives have included:

Workshops, One-On-One Sessions with Professionals, and Networking Opportunities:

- CEI provides forums for emerging artists and cultural workers to develop a strong support system to strengthen their knowledge and abilities to develop, produce and market their craft through weekly workshops, specialty events and access to industry leaders. Over 22 workshops have been held on a variety of topics such as: Public Relations, Search Engine Optimization, Marketing 101, Social Media, Tax for Non-profits, Grant Writing, Grant Reporting & Marketing Art.
- Over 520 registered participants were assisted in these workshops.
- Over 60 hours of mentorship and workshops were offered to the creative community.
- Speed Dating with Funders events connected applicants directly with funders. Over 14 applicants received funding as a result of direct involvement with this event.
- Speed Dating in 2013 also saw a full roster of Mentor Professionals made available to local creative workers in order to strengthen their marketing, business, granting and audience development strategies.

Chamber of Commerce Program

- Through CEI's umbrella membership with the Greater Kitchener Waterloo Chamber of Commerce, up to 150 Chamber memberships are available to start-up creative entities. This creates opportunities for artists and business owners to engage. It also allows artists to connect, create, and build partnerships with individuals outside of their typical circle.
- The Chamber Program also gives individual artists an opportunity for group rates on insurance & benefits.

Low Rent Studio Space

- In collaboration with Momentum Developments, CEI has secured low rent studio space for artists and creative organizations at 42 Erb Street East. Currently, the space houses: a music recording studio; a dance studio; 10 private studio spaces; and a common-use space available to the artistic community for events and exhibitions.

Grand Social Arts and Events Portal (grandsocial.ca)

- While only one year in existence, Grand Social (GS) is a web based cultural engagement platform that acts as a champion for Waterloo Region's creative community by connecting people of every age and background with the arts and cultural organizations that call Waterloo Region home. GS also helps artists and arts workers build their audiences and work more productively and effectively.
- Community Engagement: A complete social platform that allows anyone to look in on the region and see all of the events, festivals and individuals on GS.
- Community Content Creation: GS offers individuals, organizations, festivals or venues the ability to register for free and use GS to post their events to an electronic calendar or create informative blogs that can highlight and showcase what each is doing.
- Marketing Amplifier: GS takes existing content and builds a multiplying channel to spread information through networks including: sharing of content to tourism websites and other municipal channels; Twitter engagement, Google & Facebook ad sponsorship; custom articles and event coverage; digital media amplification (i.e. Communitech intranet, Accelerator Centre intranet).
- Bulk advertising and public relation buys to promote Waterloo Region's creative and artistic offerings, and weekly radio promotion on 570News & developing other channels.

Mobile Ticketing System

- CEI has invested in a wireless debit machine to allow cultural groups with small project budgets or operating budgets to sell tickets or collect revenues with little or no service fees. Organizations such as the Kitchener Waterloo Comedy Festival, Open Ears Music Festival and InterArts Matrix have accessed this service, as well as using CEI as a centralized community box office.

(c) Investing Back into the Creative Sector

CEI's "investing back" activities have focussed on providing support to artists and arts organizations to help them develop and sustain their creative activities. This investment includes: financial contributions such as a cash grants program; an investment program; and professional staff hired by CEI to work directly with the creative sector. These initiatives include the following:

- In collaboration with the Sun Life Uptown Waterloo Jazz Festival, CEI secured a 3 year grant from the Ontario Trillium Foundation to invest in a full time Festival Manager for both the Jazz Festival (which was formerly co-ordinated by a Volunteer Board) and to support other local music festivals in the region.

- CEI facilitated a collaboration between CAFKA – Contemporary Art Forum Kitchener Area, Open Ears Festival of Music and Sound and Building Waterloo Region to form the 2014 Festival of Art, Architecture and Sound in Waterloo Region, investing \$25k which leveraged a further \$75k from Ontario Attraction Fund and provided professional staff support in marketing and promotions, design advice, social media strategies and content.
- Through its 2012 cash grants program (\$50,000 in total) CEI provided a \$6,000 grant to help Kwartz Lab - a maker space which encourages creative invention, innovation and co-operation - buy a laser cutter. The device has driven new membership up, enabling the group to secure \$10,000 per year in new funds, enabling them to purchase more shared equipment and increase their programming.
- KOI Festival's KOICON is a day-long conference and showcase of independent artists, both emerging and established, designed to educate, enlighten and empower the local independent music scene. CEI secured funding from the province's Cultural Development Fund, and invested \$23,000 in KOICON 2014 to engage and survey emerging musicians and gather data to feed a pilot Music Accelerator Program which will see over \$150,000 of provincial government and local private sector money invested into the region's music and performing arts industry in 2014/2015.
- Neruda Arts' Kultrun World Music Festival is a free summer festival that combines the best of Latin and World music programming. Beginning in 2012, CEI invested \$12,500 for each of three years to help Neruda Arts grow this annual festival and incorporate interactive children's programming, music, dance and arts workshops, and a more diverse selection of ethnic food and craft vendors. Professional mentorship and business planning, marketing and promotional opportunities were provided, as well as access to live Grand Social streaming of the festival. Through the appeal and success of the Kultrun Festival, Neruda Arts have been selected by the Toronto Pan Am Games Committee as a satellite "cultural attraction", and will draw participants and visitors from Toronto to Waterloo Region during the weekend-long festival in 2015. Planning is currently underway.
- CEI has taken the lead on the Digital Media Content Creation Cluster Study and has invested funds and professional resources to leverage up to \$20,000 from the province's Ontario Media Development Corporation. CEI has also secured financial commitments and partnerships with the municipalities, universities, and the private sector. The cities of Kitchener, Waterloo, Stratford, Cambridge and the Region of Waterloo have identified the need to support and develop the growth potential of the emerging digital media sector in the region. Similarly, both the province of Ontario and the federal government have identified digital media as an area of emphasis for economic development activities in Waterloo Region. The Content Creation Cluster Study has a primary objective to assess the size and disposition of all companies and organizations in the area engaged in cultural media ("content") production. Once complete, this research will provide information to leverage support from the provincial and federal governments for a proposed Digital Media Hub, creating jobs in our region and attracting creative workers in film, music, art illustration etc. who are otherwise employed in Toronto, Ottawa and other competitive cities.

- **Human Resources Support:** CEI staff provides professional support to artists and arts organizations on a day-to-day basis. Whether administering programs mobilized through grants and municipal/private sector funding secured by/in collaboration with CEI, or by providing support through grant-writing, marketing and social media, advocacy, mentorship and facilitated networking and connecting, most CEI staff (with the exception of the Bookkeeping Coordinator) directly support the creative sector in Waterloo Region.

Future Activities

CEI's CEO left the organization in June 2014, and the CEI Board is taking the opportunity to review the future priorities of the organization. As noted above, CEI has had a number of successes and accomplishments in its 3 full years of operation. However, there have also been a number of challenges, including attracting additional private sector investment, and ensuring that CEI's activities provide value to the creative sector. Accordingly, before embarking on a recruitment process for a new CEO, the Board is taking the opportunity to gather input from a variety of stakeholders regarding the most appropriate role for CEI to play in helping to build a vibrant, sustainable creative sector in Waterloo Region.

Corporate Strategic Plan:

The Region's 2011-2014 Strategic Plan includes an objective to "promote and enhance arts, culture and heritage, and a specific action to "work with the Creative Enterprise Initiative, area municipalities and others to strengthen the arts and culture sector".

Financial Implications:

The Region's approved budget for 2014 included funding of \$141,000 for Creative Enterprise Initiative.

Other Department Consultations/Concurrence:

Staff from the Finance and Planning, Housing and Community Services has provided input to this report.

Attachments:

Table 1: Region of Waterloo Arts and Culture Funding to Community Organizations (2008 to 2014)

Prepared By: Lucille Bish, Director, Community Services

Approved By: Michael Murray, Chief Administrative Officer

Rob Horne, Commissioner, Planning, Housing and Community Services

Year	Grand Phil Choir	KWS	WRAC	The Museum	GRFF	CEI- Operations	CEI - for matching investment	Waterloo Region Arts Fund	Heritage Foundation	Art Galleries Marketing Project	Total
2008	20,000	130,000	30,000	70,000				153,600	102,400		506,000
2009	20,600	135,000	31,000	75,000				208,800	104,400		574,800
2010	28,000	300,000	31,000	300,000	10,266	100,000		215,600	107,800		1,092,666
2011	30,000	360,000		360,000	10,000	100,000		248,800*	108,400		1,217,200
2012	30,900	370,900		370,900	10,300	100,000	33,000	252,400	110,200	30,000	1,308,600
2013	30,900	370,900		370,900	5,000	100,000	41,000	255,600	111,800		1,286,100
2014	30,900	370,900		370,900	0	100,000	41,000	242,820	106,210		1,262,730
* includes transfer of \$32,000 to Arts Fund											

KWS: Kitchener-Waterloo Symphony

WRAC: Waterloo Regional Arts Council

GRFF: Grand River Film Festival

CEI: Creative Enterprise Initiative

Council Enquires and Requests for Information				
Community Services Committee				
Meeting date	Requestor	Request	Assigned Department	Anticipated Response Date
05-May-15	G. Lorentz	That staff provide a report on harm reduction activities, specifically a review of the most used disposal sites, how often they are emptied, and cost of tamper proof disposal units	Public Health and Emergency Services	Fall 2015