



Media Release: Friday, March 18, 2016, 4:30 p.m.

## **Regional Municipality of Waterloo**

### **Community Services Committee**

#### **Agenda**

Tuesday, March 22, 2016

1:00 p.m.

Regional Council Chamber

150 Frederick Street, Kitchener, Ontario

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- 1. Motion to Reconvene Into Open Session**
  - 2. Declarations of Pecuniary Interest under the Municipal Conflict Of Interest Act**
  - 3. Delegations**
    - 3.1 Jill Smyth, CUPE National Representative and L926 Negotiating Committee, re: Living Wage**

#### **Consent Agenda Items**

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

- 4. Request to Remove Items from Consent Agenda**
- 5. Motion to Approve Items or Receive for Information**
  - 5.1 [PHE-IDS-16-02](#), Infectious Disease and Tuberculosis Control Program Report (2012-2014) (Information)**

- 5.2** **CSD-IP-16-02**, Immigration Partnership Federal Funding Update 13

**Recommendation:**

That the Commissioner of Community Services be authorized to sign, on behalf of The Regional Municipality of Waterloo, an agreement with the Federal Government of Canada or Ministry or agency thereof, to provide funding for the Local Immigration Partnership in the amount of \$294,061 for the period April 1, 2016 to March 31, 2017, with such agreement to be in a form satisfactory to the Commissioner of Community Services and the Regional Solicitor;

And that the Commissioner of Community Services be authorized to sign, on behalf of the Regional Municipality of Waterloo, agreements with agencies or consultants, as determined by the Commissioner of Community Services from time to time, to support the implementation of the Waterloo Region Immigration Partnership Community Action Plan for the period April 1, 2016 to March 31, 2017, subject to receipt of Federal Government funding as outlined in report CSD-IP-16-02, dated March 22, 2016.

- 5.3** **CSD-CHS-16-07**, New Service Agreements for Early Learning and Child Care Service Providers (Information) 16

- 5.4** **PDL-CUL-16-04**, Region of Waterloo Museums 2015 Highlights and 2016 Planned Initiatives (Information) 24

<b>Regular Agenda Resumes</b>
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**6. Reports – Community Services**

- 6.1** **CSD-CHS-16-06**, Proposed Regulatory Changes to the Child Care and Early Years Act 43

**Recommendation:**

That the Regional Municipality of Waterloo provide input to the Province regarding proposed regulatory changes to the Child Care and Early Years Act as noted in Appendix A as outlined in report CSD-CHS-16-06, dated March 22, 2016.

- 6.2** **CSD-CHS-16-04**, Early Learning and Child Care Cost Analysis (Information) 49

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- 6.3** **CSD-EIS-16-03**, Social Development Programs Annual Grants 2016 57

**Recommendation:**

That the Regional Municipality of Waterloo approve the 2016 Social Development Programs Annual Grants as outlined in report CSD-EIS-16-03, dated March 22, 2016.

**Reports – Planning, Development and Legislative Services**

- 6.4** **PDL-CUL-16-03**, Public Art for the Cambridge Centre Transit Terminal 62

**Recommendation:**

That the Regional Municipality of Waterloo approve the selection of Pin Art by Mr. Ken Hall as the public artwork for the Cambridge Centre Transit Terminal, as described in Report No. PDL-CUL-16-03, dated March 22, 2016.

**7. Information/Correspondence**

- 7.1** Council Enquiries and Requests for Information [Tracking List](#) 67

**8. Other Business**

**9. Next Meeting – April 12, 2016**

**10. Adjourn**



**Report:** PHE-IDS-16-02

## **Region of Waterloo**

### **Public Health and Emergency Services**

#### **Infectious Diseases, Dental and Sexual Health**

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

**Date:** March 22, 2016

**File Code:** P03-80

**Subject: Infectious Disease and Tuberculosis Control Program Report (2012-2014)**

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#### **Recommendation:**

For information

#### **Summary:**

The Infectious Diseases and Tuberculosis Control Program Report (2012-2014) provides an overview of the activities carried out by the Program to manage and prevent the transmission of reportable infectious diseases in Waterloo Region. Refer to Attachment 1 for a list of reportable infectious diseases investigated and managed by the Program. This includes:

- 1) Case and contact management of reportable infectious disease cases and exposures;
- 2) Assistance with respiratory outbreak management in institutions;
- 3) Health promotion activities and services for community groups, including, but not limited to: primary care providers, emergency service workers and childcare providers;
- 4) Clinic-based services for tuberculosis screening and management; and
- 5) Complaint-based investigation of infection prevention and control practices in facilities operated by regulated health professionals.

In terms of outcomes, the local (Waterloo Region) incidence rates of most reportable infectious diseases are similar to, or lower, than provincial rates. This includes Tuberculosis (TB) where local rates of active TB have been significantly lower than

those of the province since 2009. One exception is invasive pneumococcal disease (IPD). While local IPD rates have been decreasing since 2012, they are generally higher than the provincial average. The Infectious Diseases and Tuberculosis Control Program will initiate a health promotion initiative in 2016 that will work to increase immunization rates, in an effort to decrease the presence of disease in the community.

The incidence of respiratory outbreaks reportable to the Infectious Diseases and Tuberculosis Control Program (e.g. influenza outbreaks in hospitals and long-term care homes) normally fluctuates from year to year, but are within expected ranges of activity.

While much of the Program's work is conducted to prevent acquisition and transmission of reportable infectious diseases, there are many factors that contribute to the presence of disease in a community. Many of these are beyond Public Health's control. As a result, the Ministry of Health and Long-Term Care outlines Board of Health Outcomes (in the Ontario Public Health Standards) that public health units are to achieve. The Board of Health Outcomes that the Infectious Disease and Tuberculosis Control Program are accountable for are listed in Attachment 2.

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

Infectious diseases are illnesses caused by microorganisms such as bacteria, viruses and parasites which may cause serious illness or be transmitted to other individuals. In Ontario, the Health Protection and Promotion Act (HPPA) outlines infectious diseases that must be reported to local public health units by physicians, hospitals, institutions, schools, laboratories, and other healthcare practitioners. Refer to Attachment 1 for a list of reportable infectious diseases investigated and managed by the Infectious Diseases and Tuberculosis Control Program.

Tuberculosis (TB) is a curable infectious disease caused by the tuberculosis bacteria. TB disease usually infects the lungs (pulmonary TB) but can also infect other parts of the body such as the kidneys, spine, and brain (non-pulmonary TB). Pulmonary TB is contagious and people who are ill with pulmonary TB spread TB bacteria through the air by coughing, sneezing, and talking. Symptoms of TB disease include a cough that lasts two weeks or more, weight loss, fever, night sweats, and loss of appetite. If healthy people inhale TB bacteria, they may develop inactive TB where the bacteria lays dormant in their body (inactive TB infection or latent TB infection). Latent TB infection is usually non-damaging to the body but may develop into TB disease over time if the body is not able to control the growth of the bacteria. Latent TB infection has no symptoms and is not transmissible to others unless the infection becomes active TB.

People at highest risk of progression from latent to active TB include recent contacts of an active case, the immunocompromised, and recent arrivals to Canada.

### **Required Public Health activities for reportable infectious diseases, including TB:**

The Ontario Public Health Standards (OPHS) establish requirements for all public health programs and services. The Infectious Diseases and Tuberculosis Control Program is responsible for implementing several of the requirements outlined in the Infectious Diseases Prevention and Control Standard<sup>1</sup> and all of the requirements in the Tuberculosis Prevention and Control Standard.

In order to meet its Health Protection and Promotion Act and Ontario Public Health Standard requirements, the Infectious Diseases and Tuberculosis Control Program provides a variety of programs services related to infectious and tuberculosis disease prevention and control for residents and visitors of Waterloo Region. These services include:

- 1) Case and contact management of reportable infectious disease cases and exposures;
- 2) Assistance with respiratory outbreak management in institutions;
- 3) Health promotion activities and services for community groups, including, but not limited to, primary care providers, emergency service workers and childcare providers;
- 4) Clinic-based services for tuberculosis screening and management; and
- 5) Complaint-based investigation of infection prevention and control practices in facilities operated by regulated health professionals.

### **Highlights of program activities from 2012 to 2014:**

Case and contact management:

- Operated a telephone line to ensure confirmed or suspected infectious disease cases could be reported 24/7; investigated and responded to 100 per cent of suspected and confirmed reportable disease received from 2012 to 2014
- Investigated and managed 112 confirmed reports of infectious diseases in 2014 and 414 confirmed reports of influenza in the 2014/2015 influenza season
- Followed up 100% of invasive group A streptococcal cases the same business day the lab confirmation was received, thereby achieving targets in Public Health's accountability agreement with the Ministry of Health and Long-Term Care

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<sup>1</sup> Responsibility for the requirements in this standard are shared with programs in the Health Protection and Investigation Division.

### Institutional Respiratory Outbreak Management

- Responded to reports of suspected or confirmed respiratory outbreaks within 24 hours of receiving the report; investigated 100 per cent of reports received
- Investigated and managed 53 confirmed reports of respiratory outbreaks in the 2014-2015 influenza season
- Established a new model of operations by assigning staff to support specific facilities. This approach provides facilities with one consistent contact person that be reached if they have questions, need advice, education or support related to outbreak management

### Health Promotion and Community Partnerships

- Distributed physician and long-term care home advisories on urgent matters of public health importance and provided guidance on how to treat infectious diseases and prevent disease transmission
- Built capacity and participated in knowledge exchange activities with hospital Infection Control Practitioners on current infectious disease issues and infection prevent and control practices
- Hosted two Infection Control Forums each year for long-term care and retirement home staff to disseminate information on reportable diseases and increase capacity in infection prevention and control practices and respiratory outbreak management
- Implemented the annual “Big Shot Challenge” which strives to increase influenza immunization coverage rates in long-term care and retirement home staff in Waterloo Region
- Revised and improved training and other supports based on feedback from designated officers<sup>2</sup>; responded to all reports of exposures within 48 hours

### Tuberculosis Control

- Operated a bi-monthly clinic for active TB cases (staffed by Public Health Nurses and rostered respirologists; the number of visits ranged from 117 in 2012 to 148 in 2014
- Operated a weekly TB skin test clinic every fourth Monday in Cambridge and every Tuesday in Waterloo; visits to the clinic increased from 2,385 in 2012 to 2,635 in 2014
  - The increase is due to the Ministry of Health and Long-Term Care no longer providing the product free to charge for health care workers, volunteers, etc. As a result, many primary care providers no longer offer

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<sup>2</sup> All emergency services (i.e. paramedics, police officers, firefighters, etc.) in Waterloo Region assign internal designated officers to manage occupational infectious disease exposures among their staff.

this service and refer clients to Public Health's clinic

- Provided clinical services to priority populations in partnership with Reception House; offered onsite TB skin tests to 327 clients from 2012 to 2014
- Investigated and case managed reports of active TB (28 cases from 2012 to 2014)
- Investigated and case managed reports of latent TB (289 cases in 2014)

#### Infection Prevention and Control

- Received and investigated complaints regarding the infection prevention and control practices of regulated health care professions in Waterloo Region; initiated investigations within 24 hours of receiving the complaint
- Completed a large scale investigation of a local colonoscopy clinic where transmission of hepatitis C was confirmed

A full program report of these services over the 2012 to 2014 time period is available at: [http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/InfectiousDiseasesTuberculosisControl\\_ProgramReport\\_2016.pdf](http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/InfectiousDiseasesTuberculosisControl_ProgramReport_2016.pdf).

#### Outcomes

In terms of outcomes, the local (Waterloo Region) incidence rates of most reportable infectious diseases are similar to, or lower, than provincial rates. This includes Tuberculosis (TB) where local rates of active TB have been significantly lower than those of the province since 2009. One exception is invasive pneumococcal disease (IPD). While local IPD rates have been decreasing since 2012, they are generally higher than the provincial average. The Infectious Diseases and Tuberculosis Control Program will initiate a health promotion initiative in 2016 that will work to increase immunization rates, thereby decreasing the presence of disease in the community.

The incidence of respiratory outbreaks reportable to Infectious Diseases and Tuberculosis Control Program normally fluctuate from year to year, but are within expected ranges of activity.

While much of the Program's work is conducted to prevent acquisition and transmission of reportable infectious diseases, there are many factors that contribute to the presence of disease in a community. Many of these are beyond Public Health's control. As a result, the Ministry of Health and Long-Term Care outlines Board of Health Outcomes (in the Ontario Public Health Standards) that public health units much achieve. The Board of Health Outcomes that the Infectious Disease and Tuberculosis Control Program are accountable for are listed in Attachment 2.

## **Future Directions**

There are several areas pertaining to infectious disease and tuberculosis that require future consideration. These include:

- The review of the Ontario Public Health Standards which could result in modifications or enhancements to current public health services. This is scheduled to be completed at the end of 2016.
- A Ministry of Health and Long-Term Care and Public Health Ontario review of tuberculosis programming completed by health units, which may also result in changes to our current programs and services. This is expected to be completed in 2017.
- A program review of services (e.g. TB skin tests) provided to refugees and new Canadians, in order to prioritize resources for areas of greater or increasing need

Community Services Committee will be kept apprised of provincial and local program changes of significance and their impacts. Regular program updates will be completed approximately every 2 years.

## **Ontario Public Health Standards**

This report relates to requirements #2 and #3 in the Infectious Diseases Prevention and Control Standard and requirements #2 and #3 in the Tuberculosis Prevention and Control Standard. It also relates to requirement #6 in the Foundational Standard.

## **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:**

A majority of the programs and services offered by the Infectious Diseases and Tuberculosis Control Program 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. Two initiatives — the Infectious Diseases Control Initiative and Infection Prevention and Control Nurses Initiative — are funded 100% by the Ministry of Health and Long-Term Care.

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

Nil

**Attachments**

Attachment 1 — Reportable Infectious Diseases Investigated and Managed by the Infectious Diseases and Tuberculosis Control Program

Attachment 2 — Board of Health Outcomes (for which the Infectious Diseases and Tuberculosis Control Program is accountable)

**Prepared By:**       **Chris Harold**, Manager, Information and Planning  
                              **Kristy Wright**, Manager, Infectious Disease and Tuberculosis Control  
                              **April Smith**, Graduate Student (Public Health)

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

**Attachment 1**  
**Reportable Infectious Diseases Investigated and Managed by the Infectious Diseases and Tuberculosis Control Program<sup>3</sup>**

- Acute Flaccid Paralysis
- Chancroid
- Diphtheria
- Encephalitis/Meningitis
- Group A Streptococcal Disease, Invasive (iGAS)
- Group B Streptococcal Disease, Neonatal
- Haemophilis Influenza b Disease (invasive)
- Hemorrhagic Fever (including Ebola virus disease, Marburg virus disease, and other viral causes)
- Hepatitis A
- Influenza
- Institutional Influenza and Respiratory Outbreaks
- Invasive Meningococcal Disease (IMD)
- Invasive Pneumococcal Disease (IPD)
- Leprosy
- Malaria
- Measles
- Mumps
- Ophthalmia Neonatorum
- Pertussis
- Poliomyelitis (acute)
- Severe Acute Respiratory Syndrome (SARS)
- Small Pox
- Transmissible Spongiform Encephalopathy (including Creutzfeldt-Jakob Disease)
- Tetanus
- Tuberculosis
- Varicella (chicken pox)
- West Nile Virus
- Yellow Fever

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<sup>3</sup> Enteric (intestinal) reportable illnesses such as Campylobacteriosis, Salmonellosis and E. Coli infection are followed up by another program in Public Health.

## **Attachment 2 Board of Health Outcomes**

### Board of Health Outcomes for the Infectious Diseases Prevention and Control Standard

- The board of health achieves timely and effective detection and identification of cases/outbreaks of infectious diseases of public health importance, their associated risk factors and emerging trends.
- The board of health is aware of and uses epidemiology to influence the development of healthy public policy and its programs and services to prevent or reduce the burden of infectious diseases of public health importance.
- There is increased public awareness of infection prevention and control practices.
- Community partners and health care providers are aware of the local epidemiology of infectious diseases of public health importance.
- Community partners and health care providers are aware of infection prevention and control practices.
- Settings that are required to be inspected are aware of appropriate infection prevention and control practices.

### Board of Health Outcomes for the Tuberculosis Prevention and Control Standard

- The board of health achieves timely and effective detection and identification of TB trends, emerging risks, and associated risk factors.
- The board of health is aware of and uses epidemiology to influence the development of healthy public policy and its programs and services to prevent and reduce the burden of TB.
- The board of health has effective partnerships with committees, advisory bodies, networks, and community organizations to address the prevention and control of TB.
- Public health risks associated with active TB are mitigated.
- Individuals with infectious TB are isolated.
- Individuals with active TB (cases) receive the appropriate medication.
- Individuals with active TB or LTBI are identified.
- Individuals with LTBI are offered appropriate treatment.



**Report:** CSD-IP-16-02

**Region of Waterloo**  
**Community Services**  
**Immigration Partnership**

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

**Date:** March 22, 2016

**File Code:** A02-40

**Subject:** Immigration Partnership Federal Funding Update

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**Recommendation:**

That the Commissioner of Community Services be authorized to sign, on behalf of The Regional Municipality of Waterloo, an agreement with the Federal Government of Canada or Ministry or agency there of, to provide funding for the Local Immigration Partnership in the amount of \$294,061 for the period April 1, 2016 to March 31, 2017, with such agreement to be in a form satisfactory to the Commissioner of Community Services and the Regional Solicitor;

And that the Commissioner of Community Services be authorized to sign, on behalf of the Regional Municipality of Waterloo, agreements with agencies or consultants, as determined by the Commissioner of Community Services from time to time, to support the implementation of the Waterloo Region Immigration Partnership Community Action Plan for the period April 1, 2016 to March 31, 2017, subject to receipt of Federal Government funding as outlined in report CSD-IP-16-02, dated March 22, 2016.

**Summary:**

The Waterloo Region Immigration Partnership is a collaborative of community partners, including the Region of Waterloo which is also its host, which develops and implements strategies that facilitate successful settlement, integration and community engagement of immigrants and refugees in Waterloo Region. As host, the Region is responsible for housing and supervising staff in addition to all legal and financial aspects. Funding under the current Citizen and Immigration Canada (CIC) Contribution Agreement ends March 31, 2016. Subject to execution of the contribution agreement, the Federal Government has committed funding for an additional year, for the period April 1, 2016 –

March 31, 2017, in the amount of \$294,061 per annum. The 2016 Budget anticipated the extension of funding for the Immigration Partnership

**Report:**

The Waterloo Region community has always welcomed and benefited from immigration. Today, about 23% of Waterloo Region residents are immigrants or refugees from diverse regions of the world, with expected growth to 30% by 2031. Waterloo Region is one of the top communities in Canada for recent immigrants/refugees on a per capita basis. Currently, Waterloo Region is one of only 36 communities across Canada resettling the 25,000 government assisted Syrian refugees committed by the federal government. Between December 2015 and the end of February 2016, around 1,150 Syrian refugees arrived in Waterloo Region.

The Immigration Partnership is a community-wide initiative consisting of a leadership Council as well as Steering Groups representing three different pillars: Settle, Work and Belong. Planning for the Immigration Partnership began in 2009 and it officially launched in 2011, incorporating the former Waterloo Region Immigrant Employment Network which began in 2006.

Immigration Partnership's strategic directions are based on extensive community consultation and are set out in its Community Action Plan 2014-2016 (CAP). The CAP provides a framework for achieving the mandate of the Immigration Partnership. It focuses on actions that can be accomplished through building upon existing community strengths and the formation of strong partnerships.

While some issues in the community have remained consistent in the various pillar areas since 2010, the CAP goes beyond identifying issues to include focused purposeful and actionable activities for change. The evolution of the CAP also corresponds with the Immigration Partnership's increased presence, strong relationships in the community and ability to mobilize system change activity.

The CAP includes 10 overarching goals and related strategic directions, 24 priority action areas and many possible activities across the 3 pillar areas. It reflects the deep appreciation that the Immigration Partnership is focused on complex community issues that defy simple and linear solutions, and that the needs and circumstances of the community may change over time.

The development of awareness, relationships, responsiveness and a strong track record of collaboration among a broad base of community actors via the Immigration Partnership have most recently been demonstrated through the very strong and coordinated community response in Waterloo Region to the welcoming of a large number of Syrian refugees in a very short period of time. As immigration levels grow, the value and need for a collaborative table such as the Immigration Partnership will

continue.

**Corporate Strategic Plan:**

This report 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:**

Funding for the Immigration Partnership initiative is provided by the federal and provincial governments and KW United Way. In addition, the Region contributes \$50,000 per year within the Community Services Department's operating budget as well as in-kind costs to support this community initiative.

The Immigration, Refugees and Citizenship Canada's allocation to Waterloo Region for the period April 1, 2016 to March 31, 2017 is \$294,061. In addition to operating costs, these funds will support 2.8 FTE temporary staffing to work with community partners to implement the Waterloo Region Immigration Partnership Community Action Plan. The 2016 Budget included this funding extension.

**Other Department Consultations/Concurrence:**

Legal Services will be consulted regarding the development of the legal agreement with the Immigration, Refugees and citizenship Canada. Finance provided support in preparing and overseeing the budget and Human Resources provides support regarding staffing requirements.

**Attachments**

Nil

**Prepared By:** Tara Bedard, Manager, Immigration Partnership

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



Report: CSD-CHS-16-07

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

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

**Date:** March 22, 2016

**File Code:** S04-20

**Subject: New Service Agreements for Early Learning and Child Care Service Providers**

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**Recommendation:**

For Information

**Summary:**

Nil

**Report:**

Through contractual service agreements Children's Services engages with licensed Early Learning and Child Care (ELCC) operators and special needs resourcing agencies for the provision of services and distribution of funding. Over the past year work was undertaken to develop a new format for service agreements that would better incorporate a variety of purposes into one document. This approach will help to streamline the number of documents an agency receives for authorization.

Several key changes to the new master contract include:

- Language changes to reflect current approaches to funding
- Moving specific program information into schedules that are appended to the master contract
- Greater clarity provided on the relationship between the municipality and the Province
- Additional requirements under the contract
  - Enrolment of subsidized children

- Enrolment of children with special needs
- Meaningful participation in quality initiatives
- Membership in the ECE Professional Resource Centre to promote professional development
- Active user of the Central Wait List Registry (OneList Waterloo Region).

A general overview of the new master contract and requirements has been shared with licensed ELCC providers over the past number of months. Operators have been engaged in defining benchmarks for the specific requirements. On March 9<sup>th</sup> the information was presented at a community forum for operators and the document is now being distributed to each operator and agency for review and signature. It is anticipated that the new master contract will not require a renewal annually and can simply be amended with the specific program schedules and service targets. This approach to service contracts is anticipated to reduce administration and printing costs for both parties. A more detailed summary of the changes to the new agreements has been appended for Committee's information.

**Corporate Strategic Plan:**

The new approach to the service agreement aligns with the 2015-2018 Region's Corporate Strategic Focus Area 4: Healthy, Safe and Inclusive Communities; Strategic Objective 4.1 (to) support early learning and child development

**Financial Implications:**

No additional implications at this time.

**Other Department Consultations/Concurrence:**

The assistance of Legal Services was required in the development and administration of these contracts.

**Attachments**

Appendix A – Summary of Changes

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

**Nancy Dickieson**, Director Children's Services

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

## Appendix A – Summary of Changes to Service Agreement

**Note: All references to *Day Nurseries Act* have been removed and replaced with *Child Care and Early Years Act, 2014***

Section	Previous Contract	New Contract
1	<b>Definitions</b>	<b>Interpretation and Definitions</b> <ul style="list-style-type: none"> <li>• Addition of Interpretations</li> <li>• Expanded list of Definitions</li> </ul>
2	<b>Provision of Service</b>  2.1 (a)  To provide services detailed in: <ol style="list-style-type: none"> <li>i. “The Fee Subsidy Schedule(s); and</li> <li>ii. The Wage Enhancement Service Description Schedule; and</li> </ol> b) To participate, in a meaningful way, in the Region’s Raising the Bar Program; and c) To provide inclusive Child Care.”	<b>Provision of Service</b>  Program details have been removed from the body of the contract and included in Schedule “A” and sub-schedules.  To provide services detailed in Schedule “A” and, <ol style="list-style-type: none"> <li>b) “to participate, in a meaningful way, in the Region’s Quality Initiatives program;</li> <li>c) To participate as an active user of the Central Wait List Registry;</li> <li>d) To provide inclusive Child Care, using appropriate resources;</li> <li>e) To participate as an on-going member of the Professional Resource Centre, effective April 1, 2016; and</li> <li>f) To comply with all terms and obligations of this Agreement.”</li> </ol>
3	<b>Term and Termination</b>  3.1 “...will be in force for a five year term...”  3.2  N/A	<b>Term and Termination</b>  3.1 (b) “...the term of the Agreement may be renewed on the same terms and conditions as the initial term of the Agreement for two (2) additional one (1) terms with 30 days’ written Notice by the Region...prior to the expiry of the then current term  3.2 (a) Added: <ol style="list-style-type: none"> <li>ii. “as stated in section 4.2 (d)...the Region does not receive the necessary appropriation from the Province...”</li> <li>iii. “as stated in section 13.3 of this Agreement, the</li> </ol>

Section	Previous Contract	New Contract
		Service Provider breaches the Conflict of Interest provisions..."
4	<b>Consideration</b> 4.1 (c) Removed (d) (f) Details removed to applicable programs in Schedule "A"	<b>Funding and Consideration</b> 4.1 (c) New 4.2 New; 4.3 New; 4.4 New; 4.5 New; 4.6 New; 4.7 New 4.5 Amended Schedules are required to be signed and returned to the Region within 14 days.
6	<b>Fee Subsidy</b> Moved to Program A2 in Schedule "A"	<b>Reports</b> 6.1 Added reference to Schedule "D"
7	<b>Wage Enhancement</b> Moved to Program A3 in Schedule "A"	<b>Financial Records and Reports</b> Previous Sections 5, 8 and 9 7.1 (i) New (ii) New
8	<b>Reports</b> Moved to Section 7	<b>Disclosure</b> New
9	<b>Financial Records and Reports</b> Moved to Section 7	<b>Service Records</b> Previous Section 10
10	<b>Service Records</b> Moved to Section 9	<b>Confidentiality</b> Previous Section 11 10.1 (c) New
11	<b>Confidentiality</b> Moved to Section 10	<b>Communication Requirements</b> New
12	<b>Conflict of Interest</b> Moved to Section 13	<b>Consent to Share Information</b> New
13	<b>Indemnification</b>	<b>Conflict of Interest</b>

Section	Previous Contract	New Contract
	Moved to Section 14	Amended wording
14	<b>Insurance</b> Moved to Section 15	<b>Liability and Indemnification</b> Previous Section 13 For clarity, details separated into 14.1 and 14.2
15	<b>Disposition</b> Moved to Section 16	<b>Insurance</b> Previous Section 14 15.1 (b) New (c) New
16	<b>Amendments</b> Moved to Section 17	<b>Acquisition of Goods and Disposition</b> Previous Section 15 16.1 New 16.2 addition of "...the total cost of which exceeds \$100,000 at the time of purchase."
17	<b>Non-Assignment and Change in Ownership</b> Moved to Section 18	<b>Amendments</b> Previous section 16
18	<b>Schedules</b> Moved to Section 19	<b>Non-Assignment and Change in Ownership</b> Previous Section 17
19	<b>Laws</b> Moved to Section 20	<b>Schedules</b> Previous Section 18 New: Schedule "A" – Program Description A1. Operating Funding A2. Child Care Fee Subsidy

Section	Previous Contract	New Contract
		A3. Wage Enhancement Funding A4. Home Child Care Enhancement Grant (if applicable) A5. Special Needs Resourcing (if applicable) A6. Special Purpose Expense Funding A7. Pay Equity Funding (if applicable) Schedule "B" – Child Care Fee Subsidy Rates, if applicable Schedule "C" – Budget Schedule "D" – Reports
20	<b>Waivers</b> Moved to Section 21	<b>Laws</b> Previous Section 19 20.1 (a) New
21	<b>Independent Contractor</b> Moved to Section 22	<b>Waivers</b> Previous Section 20
22	<b>Overpayment</b> Moved to Section 25	<b>Independent Contractor</b> Previous Section 21
23	<b>Notice</b> Moved to Section 26	<b>Funds at the End of a Funding Year</b> New
24	<b>General</b> Moved to Section 27	<b>Funds Upon Expiry</b> New
25	<b>N/A</b>	<b>Overpayment</b> Previous Section 22
26	<b>N/A</b>	<b>Notice</b> Previous Section 23

Section	Previous Contract	New Contract
		26.1 Addition of "...courier, facsimile, email, or similar form of transmitted message to..." (a) Addition of "...courier, facsimile, email, or similar form of transmitted message to..." (b) Amended wording 26.2 New 26.3 New
27	N/A	<b>General</b> Previous Section 24 27.1 Amended wording
Schedule A	<b>Fee Subsidy Schedule</b> Moved to Schedule B	<b>Schedule A: Program Description Schedules</b> New
A1	N/A	<b>Program A1: Operating Funding</b>
A2	N/A	<b>Program A2: Child Care Fee Subsidy</b>
A3	N/A	<b>Program A3: Wage Enhancement Funding</b>
A4	N/A	<b>Program A4: Home Child Care Enhancement Grant Funding</b>
A5	N/A	<b>Program A5: Special Needs Resourcing Funding</b>
A6	N/A	<b>Program A6: Special Purpose Expense Funding</b>
A7	N/A	<b>Program A7: Pay Equity Funding</b>
Schedule B	<b>Wage Enhancement Service Description Schedule Subsidy</b> No longer applicable	<b>Schedule B: Child Care Fee Subsidy Rates</b>
Schedule	<b>Wage Enhancement</b>	<b>Schedule C: Budget Schedule</b>

<b>Section</b>	<b>Previous Contract</b>	<b>New Contract</b>
C	<b>Budget Schedule</b> No longer applicable	
Schedule D	<b>The Region's Standard Certificate of Insurance</b> Removed	<b>Schedule D: Reports Schedule</b>



**Report:** PDL-CUL-16-04

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

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

**Date:** March 22, 2016                      **File Code:** R01-01(A)

**Subject:** **Region of Waterloo Museums 2015 Highlights and 2016 Planned Initiatives**

**Recommendation:**

For information.

**Summary:**

Many highlights mark the 2015 season at the Region of Waterloo museums – Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage.

Attendance at the museums was 100,000 people (Attachment 1), meeting the projected attendance outcomes previously reported to Regional Council (PDL-CUL-15-06, dated March 24, 2015) and as forecast in the Waterloo Region Museum Business Plan, prepared in 2007. Earned revenues were \$519,213 from admission, education programs, facility rentals, retail, food service and memberships (Attachment 2).

Visitation in 2015 was challenged by several factors:

- Lower than anticipated attendance for the exhibit Ocean Bound! at the Waterloo Region Museum; and
- the withdrawal of school field trips during the fall months.

It is projected that attendance and revenues in 2016 will be higher than in 2015 because of the return of school field trips and a family-friendly exhibit, In The Dark, being hosted at the Waterloo Region Museum during the winter/spring of 2016.

More than 1,000 people from throughout the community volunteered their time at one of the museums in 2015 by supporting events, programs and fund raising. Their total contribution is more than 21,000 hours of donated time.

Highlight exhibits included the Grand National Quilt Show at Joseph Schneider Haus and BEER! The Exhibit at the Waterloo Region Museum. Ten new exhibits are planned at Waterloo Region Museum, Joseph Schneider Haus and McDougall Cottage in 2016, plus the opening of a new Harness Shop in Doon Heritage Village.

The Region of Waterloo Museums Strategic Directions 2024 (Report PDL-CUL-15-06 dated March 24, 2015) was completed early in 2015. The Strategic Directions is intended to guide long term decisions over the next ten years, and to guide the management, growth and development of the museums owned and operated by the Region. The status of specific actions is included in this report.

Waterloo Region Museum and Doon Heritage Village has been named a finalist for a 2016 Ontario's Choice Award sponsored by Attractions Ontario. The museum will be competing against six other museums and historic sites from across the province in the Small Museum/Art Galleries/Historic Sites category.

### **Report:**

The Region of Waterloo museums positively impact the quality of life in Waterloo Region by contributing to the development of engaged and inspired citizens, supporting the Region of Waterloo's Vision to be a community where people matter and ideas grow. As centres of discovery and learning, the Region of Waterloo museums are essential to understanding our collective place in the world – past, present and future. We inspire feelings of pride and possibility in the community and foster a sense of identity and belonging among citizens.

### **Marketing**

Each year, the museums participate in numerous marketing and community partnerships, extending our reach to prospective visitors and new audiences.

The museums and our consumers are active on social media platforms such as Facebook, Twitter, TripAdvisor and others. As of December 31, 2015, the museums social media followers include:

#### Waterloo Region Museum

- 2015 Website Unique Users – 81,259
- 2015 Website Page Views – 404,681
- Facebook followers – 2,949
- Twitter followers – 5,671

#### Joseph Schneider Haus

- 2015 Website Unique Users – 14,463
- 2015 Website Page Views – 66,976

- Facebook followers – 247
- Twitter followers – 468

#### McDougall Cottage

- 2015 Website Unique Users – 7,464
- 2015 Website Page Views – 39,008
- Facebook followers – 423

Waterloo Region Museum, Doon Heritage Village and Joseph Schneider Haus are each consistently ranked by consumers on TripAdvisor as among the top attractions in Kitchener.

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

Waterloo Region Museum participates in the Cultural Access Pass that provides complimentary admission to more than 1,000 cultural organizations across Canada. The Pass is available to new Canadian citizens during their first year of citizenship.

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

The museums developed several program delivery and marketing partnerships with other cultural and community organizations in 2015, including Creative Enterprise Initiative – Grand Social, Kitchener-Waterloo Symphony, Ballet Jorgen Canada, Drayton Entertainment – Dunfield Theatre, Waterloo Region Record, Kitchener Blues Festival, Grand River Conservation Authority, Children's Water Education Council, Conestoga College Aboriginal Services, Wilfrid Laurier University Aboriginal Student Centre, Grand River Métis Council, Waterloo Region District School Board, Waterloo Catholic District School Board and many more.

More than 600 families and individuals purchased annual memberships to the Region's museums, enjoying complimentary admission and gift shop discounts, as well as reciprocal admission benefits at 11 other museums and art galleries in Waterloo Region and southcentral Ontario.

Maple Leaf Foods announced early in 2015 that in addition to donating its collection of J.M. Schneider Foods related artifacts, it is contributing \$200,000 to the Waterloo Region Museum. The financial donation, which will be acknowledged by the naming of the museum's long term gallery in honour of Maple Leaf Foods and J.M. Schneider Foods, will be made in annual instalments of \$50,000 for four years, beginning in 2016.

## Waterloo Region Museum and Doon Heritage Village

### 2015 Highlights

The year 2015 marked the 58th anniversary of providing public education and historical preservation of buildings and artifacts at the campus of facilities known as the Waterloo Region Museum, including Doon Heritage Village, the Waterloo Region Hall of Fame, Region of Waterloo Curatorial Centre and the Waterloo Region Museum.

### Attendance and Public Engagement

Total attendance and facility usage was 82,048 (Attachment 1), meeting the target of 80 to 85,000 and again surpassing the Museum Feasibility Study (2007) annual attendance projection of 80,000. Included in the total attendance is curriculum-based education program attendance of 24,565.

Through postal code tracking of selected visitors, the origin of museum visitors in 2015 is estimated to have been:

Waterloo Region	65%
Elsewhere in Ontario	21%
GTA	7%
Out of Province (Canada, US and International)	7%

The strength of visitation from within Waterloo Region is a reflection of regional marketing efforts and reinforces the original vision for the museum to serve primarily the local community.

The museum introduced a First World War education program, offered in partnership with the History Matters Association, a Great War re-enactor organization. This day-long program for Grade 10 students was extremely successful and was fully booked. In 2016 the program will be extended to two days, plus a public education day.

Throughout the year in the Waterloo Region Museum and during the summer months in Doon Heritage Village, scheduled hands-on activities take place on a daily basis. In its second year, the museum's Tots Time program, a twice-weekly program geared to young children and their care-givers, proved highly popular.

In conjunction with Kitchener Waterloo Oktoberfest, local craft brewers and Impact Events Group, the museum hosted many events related to BEER! The Exhibit including the exhibit opening, a craft beer festival, a series of beer TALKS and two Taste of Oktoberfest dinners. These organizations, plus local hotels and many others, donated gifts for monthly prize drawings in an exhibit selfie contest on Twitter, Facebook and Instagram.

The popular Christmas programs Lantern Light Tours and Starry Night, the latter sponsored by the Friends of Waterloo Region Museum, were fully booked, having sold out earlier than ever before.

## Volunteers

More than 800 people from throughout the community volunteered their time to assist the museum in offering programs, special events, gardening and preserving artifacts. Their contribution of time totaled more than 16,000 hours.

## Exhibits and Collections Preservation

In 2015 the Waterloo Region Museum created and hosted several exhibits, including:

- Ocean Bound! explored the science of ground water, watersheds, aquatic animals and oceans. In addition to a travelling exhibit from the Sciencenter in Ithaca, New York, the exhibit showcased local water connections created by the museum in partnership with the Grand River Conservation Authority, Region of Waterloo Water Services, the Waterloo Wellington Children's Groundwater Festival and the University of Waterloo Earth Science Museum.
- 2015 Waterloo Region Hall of Fame Inductees recognized eight individuals for their accomplishments and contributions to the community.
- The museum partnered with Mennonite Central Committee, in conjunction with World Refugee Day, to present People on the Move – a panel exhibit that tells the human stories of migrants as they move from one place to another. The exhibit raises awareness about the many stories of human migration by immigrants and refugees around the world. As part of the week-long exhibit, former people on the move from a number of countries shared their stories of displacement and subsequent resettlement in Canada.
- BEER! The Exhibit, the largest exhibit ever mounted in Canada on our national beverage, brought together more than 700 objects representing almost 175 of local and Canadian brewing history. New partnerships were made and existing partnerships strengthened with craft brewers, Kitchener-Waterloo Oktoberfest, local hotel properties, and The Empty Shoes Project.
- Exhibit cases in the Christie® Theatre were changed, with a case exhibit on the Schneider Male Chorus and local dance halls such as Leisure Lodge.

Forty-seven individual donors donated 345 artifacts to the museum collection in 2015. The total value of all donations in 2015, as determined by an independent appraiser, is \$12,156.50. In addition to these individual donations, Maple Leaf Foods donated 250 objects related to J.M. Schneider Foods in Kitchener. The museum also purchased 135 artifacts, valued at \$19,072.37 using funds donated for the development of the collection.

Acquisitions by the Waterloo Region Museum reflect the wide range of collecting interests in a community museum that aims to represent the cultural, geographic and temporal history of Waterloo Region. The objects discussed here represent a small sample of those added to the museum's collection in the past year.

Donations of note include:

The museum acquired numerous beer bottles, advertising and promotional items related to beer production, consumption and distribution in Waterloo Region, as part of BEER! The Exhibit. Objects relate to breweries such as C.N. Huether's Berlin Lion, Kuntz, Carling, Blue Top, Rau, Brick and many more. The museum also acquired bottles and promotional items from the many craft brewers manufacturing in Waterloo Region in 2015.

The museum acquired a hand cultivator made by The Ayr American Plow Company, located in Ayr, Ontario. This company was founded around 1884 and was located in the former John Watson Manufacturing building after Watson moved to a new location in the village. William Hilborn purchased the business in 1887, and began to make hockey sticks around 1900. The company continued to make hockey sticks until the late 1930s.

Smiles 'n Chuckles – what a great name for a candy company! The museum acquired several candy boxes from the Kitchener-based company that began as Hamblin-Metcalf Limited in 1915, and became Smiles 'n Chuckles around 1950. The company was purchased by Laura Secord in 1972; the factory at the corner of Stirling and Weber Streets was demolished in 1976.

The Canadian Women's Army Corps No. 3 Basic Training Centre opened in Kitchener in October 1942 to support the war effort; it closed in the fall of 1946. The museum acquired a sign from the Training Centre where women from across Canada received basic training before going on to learn skills such as ciphering and decoding, vehicle maintenance and signaling.

Goldie & McCulloch Co., Ltd., from Galt (Cambridge), Ontario manufactured cast iron equipment for many different industrial and manufacturing uses. They also made vaults and safes – built-in and free-standing – that were used to protect valuables such as cash and company documents. The museum acquired the vault door and frame from the Alpha Chemical Company founded in 1888 in Berlin (Kitchener). The door, that weighs approximately 900 kilograms (2,000 lbs), includes a landscape oil painting on its face.

### **Facilities**

Facility maintenance and capital projects are administered by Corporate Resources. Capital projects and major maintenance projects completed in 2015 included:

- installation of a furnace in the Meat Market;
- new wood shake roof on the wagon shed at Peter Martin farm;
- new wood shingle roof on the Peter McArthur House;
- new wood shingle roof on the Sararas House;
- exterior painting of the Wellesley Post Office and Tailor Shop; and
- repairs to the covered bridge spanning Schneider Creek.

## **Joseph Schneider Haus**

### **2015 Highlights**

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

### **Attendance and Public Engagement**

Total attendance and facility usage was 14,025 (Attachment 1). Included in the total attendance is curriculum-based education program attendance of 3,454.

In 2015 Joseph Schneider Haus hosted interpretive seasonal theme weekends throughout the year, and seasonal events such as the annual Easter Egg Hunt. Several lectures, demonstrations and workshops reflected the glass artwork of Laurie Spieker, 2015 Folk Artist-in-Residence, sponsored by the Friends of Joseph Schneider Haus.

The Edna Staebler Research Fellowship is awarded annually for research judged to increase the knowledge and expand understanding of the cultures of the folk and founding peoples of Waterloo Region. The fellowship is sponsored annually by the Friends of Joseph Schneider Haus. Marion Roes presented her research All About Undertaking: Funeral Businesses and Practises in Waterloo County in March 2015. The 2015 Fellowship lecture, Finding Roots: The Construction of Heritage at Joseph Schneider Haus was presented in February 2016 by Hillary Walker Gugan.

Every third year, in partnership with the Friends of Joseph Schneider Haus, the museum holds a Christkindlmarkt – a traditional German Christmas market. The 2015 market was open for approximately three weeks longer than in previous years, maximizing revenue generation for the Friends.

### **Volunteers**

More than 120 people from throughout the community volunteered their time to assist the museum in offering programs, special events and behind-the-scenes activities. Their contribution of time totaled more than 4,000 hours.

### **Exhibits and Collections Preservation**

In 2015 Joseph Schneider Haus created and hosted two exhibits, including:

- Reflections of the Natural World by Laurie Spieker, 2015 Folk Artist-in-Residence, showcased Spieker's fused and kiln-formed glass art, with a focus on works that reflect her close observations of nature.
- Connections – Grand National Quilt Show, organized biennially by the Grand National under the auspices of the Friends of Joseph Schneider Haus, celebrated Canadians' sense of place as expressed in fabric art.

Four individual donors donated 15 artifacts to the museum collection in 2015. No artifacts were purchased by the museum in 2015. The total value of all donations in 2015, as determined by an independent appraiser, is \$17,500.00.

Acquisitions by Joseph Schneider Haus in 2015 reflect collecting interests in the Schneider Family, and Pennsylvania-German and folk traditions of Waterloo Region.

Donations of note include:

The Christian faith is central to the lives of Mennonites. The museum acquired a German-language Bible preserved by the Schneider Family and its descendants for more than 200 years. Printed in Pennsylvania in 1805, the Bible includes Fraktur illustrations and family registers including the names of Joseph Schneider, Barbara Eby and their children.

Scherenschnitte, or decorative paper cutting, is an art that is often associated with Pennsylvania-Germans. The museum acquired a paper cutting that includes two eagles and a heart. It is believed to have belonged to Barbara Eby Schneider.

Painted tinplate, known as toleware, was popular in the 1800s. The museum acquired a toleware coffee pot painted with bright floral decoration on a red background. The coffee pot was owned by Catherine Fried Shoemaker (1801-1879), who emigrated from Pennsylvania to Waterloo County in 1825. The museum also acquired a photograph of Catherine's daughter, Sarah Wahl, taken in the 1870s. Sarah inherited the coffee pot from her parents.

Although unmarked, the museum acquired a miniature jug attributed to William K. Eby (1831-1905), a potter working in Conestogo, Ontario during the latter half of the 1800s. Eby is known to have made specialty items such as miniatures, for his children, grandchildren and friends.

Sponsored annually by the Friends of Joseph Schneider Haus, the Folk Artist-in-Residence Program supports the efforts of artists and artisans working in traditional crafts and trades. Each year, the museum showcases the work of one folk artist, raising public awareness and appreciation for their skills. The museum acquired an engraving of Schneider Haus by Wesley Bates, 2001 Folk Artist-in-Residence, which was gifted in honour of retired Manager/Curator Susan Burke.

## **Facilities**

Facility maintenance and capital projects are administered by Corporate Resources.

Capital projects and major maintenance projects completed in 2015 included:

- replacement of stone pathways to improve accessibility;
- repairs to the front porch of the historic house; and
- installation of bicycle racks.

## **McDougall Cottage**

### **2015 Highlights**

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

### **Attendance and Public Engagement**

Total attendance and facility usage was 3,417 (Attachment 1).

In 2015, McDougall Cottage hosted monthly Ceilidhs, teas and children's craft activities. The annual tradition of piping down the sun on summer evenings continued.

Throughout 2015, Dave Neigh, Musician-in-Residence, performed a series of concerts at McDougall Cottage. The Musician-in-Residence program is supported by the Friends of McDougall Cottage.

### **Volunteers**

More than 50 people volunteered their time to assist the museum in offering programs, special events and gardening. Their contribution of time totaled more than 700 hours.

### **Exhibits**

In 2015 McDougall Cottage created and hosted three exhibits, including:

- Gardens and the Grand 2015, Wee Quilt Show, with submissions of quilt artwork from across Canada and Scotland;
- Tee Time: A Short History of Golf, included golf-related artifacts and images from the Waterloo Region Museum collection and on loan from private collectors; and
- Paint the Grand – an event, exhibit and silent auction of paintings created and donated by the artists in support of the Friends of McDougall Cottage.

### **Facilities**

Facility maintenance and capital projects are administered by Corporate Resources. Capital projects and major maintenance projects completed in 2015 included:

- new wood shingle roof on the Cottage;
- renovation of a bedroom to create a gallery/programming space; and
- renovation of a bedroom to create a staff office.

### **2016 Planned Initiatives**

#### **Attendance and Earned Revenue Targets**

Consolidated attendance and earned revenue targets for Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage have been developed by staff based on a review of actuals from the past four years, tourism and market trends, and planned exhibits and events in 2016.

Attendance in 2016 is projected to range between 100,000 to 110,000 people which includes

an anticipated increase in school field trips. Earned revenue is projected to be between \$525,000 and \$575,000.

Waterloo Region Museum and Doon Heritage Village has been named a finalist for a 2016 Ontario's Choice Award sponsored by Attractions Ontario. The museum will be competing against six other museums and historic sites from across the province in the Small Museum/Art Galleries/Historic Sites category. Community members and consumers will be encouraged to vote online through various advertising and social media campaigns.

### **Exhibits and Programs**

Exhibits and selected programs planned at the museums in 2016 include:

#### Waterloo Region Museum

- In The Dark, on exhibit from February 5 to May 8, is a traveling exhibit organized by the Cincinnati Museum Center. Visitors of all ages explore life that exists on our planet with little or no light. Special related activities took place on Family Day and during March Break.
- Waterloo Region Hall of Fame Inductees – eight individuals will be recognized for their accomplishments and contributions to the community at a ceremony on Sunday, April 24, 2016, beginning at 2 p.m.
- City on Edge – Berlin Becomes Kitchener in 1916, on exhibit from June 24 through December 31, 2016, is being curated, designed and built by the Waterloo Region Museum. Berlin, Ontario was the centre of German culture in Canada in the early 1900s. From the start of the First World War in 1914, residents of the city were questioned for their loyalty to King, country and the allied war effort in Europe. On September 1, 1916 the city changed its name to Kitchener. The museum has engaged community members and faculty and students from the University of Waterloo's Departments of History and Centre for German Studies in the exhibit's planning and research.
- Waterloo Region Museum and Citizen Service are partnering with Interfaith Waterloo Region and the Waterloo Region Immigration Partnership to create a series of exhibit banners about diversity in Waterloo Region. The banners will be launched on May 4 at the 17th Annual Interfaith Breakfast.

Stephen W. Young will produce *At The Crossroads*, an original who-done-it play, at the Waterloo Region Museum to commemorate the 100th anniversary of the City of Berlin's name change. Young's production is being supported by a grant from the Region of Waterloo Arts Fund. *At The Crossroads* will be staged five times at the museum during June.

#### Joseph Schneider Haus

- ANIMA ÜRBEM Art and Media by Folk Artist-in-Residence Filmmaker James Anthony

Usas, on exhibit from February 13 to June 26, presents a collection of films and still images drawn from regional history, urban exploration and personal reflection. Related film screenings and workshops will be held throughout the year.

- Still Standing, on exhibit from July 1 to October 16, 2016. This year marks the 200th anniversary of the construction of Joseph Schneider Haus, to be celebrated with an exhibit showing how the techniques that were used to build the Haus have helped in its survival in a constantly changing neighbourhood. In addition to the exhibit, Schneider Haus will celebrate its anniversary with free admission on Canada Day and a commemorative aerial photograph to be taken at 2 p.m.
- The Barn Raising Project, from October 26 to December 24, a travelling exhibit of hooked rugs presented by the Huronia Branch of the Ontario Hooking Craft Guild in collaboration with the Simcoe County Museum, commemorates Ontario's rural roots. Also on exhibit will be rugs from the Region of Waterloo museums' collections.

The Edna Staebler Research Fellowship for 2016 has been awarded jointly with the Waterloo Historical Society to Heather MacDonald who is researching the history of the Waterloo Historical Society from approximately 1960 to 2012, the year of the Society's centennial.

#### McDougall Cottage

- The Myth and Majesty of Scotland, Wee Quilt Show, on exhibit from March 3 to July 3, with entries submitted from the community and beyond.
- Faeries, Brownies and Changelings: Scottish Folklore and Legends, on exhibit from July 16 to September 11, looks at the mythical and mischievous creatures that play a prominent and important role in Scottish folklore. A community faerie house building contest is being held in conjunction with the exhibit.
- Paint the Grand – In June, the community can watch artists paint en plein air, as they create masterpieces in support of the Friends of McDougall Cottage's annual Musician-in-Residence program. Paintings will be on exhibit at McDougall Cottage and for silent bidding in the fall of 2016.

#### Facilities

Several building and grounds-keeping projects have been identified for completion in 2016 at each of the museums, based in part on the building condition audit of buildings completed by Corporate Resources in 2014. This audit guides building maintenance projects for the next 10 years and recommendations from the audit are reflected in the 2016 Capital Budget and the 10 Year Capital Budget forecast. These and other smaller projects are administered by Facilities Management and Fleet Services, Corporate Services.

#### Waterloo Region Museum

- Harness Shop replacement completed;
- Replace foundation timber at Detweiler Weavery;
- Replace roof overhang timber supports at McArthur House;

- Installation of rubber membrane coating on Curatorial Centre roof;
- Accessibility improvements to road surfaces from the Peter Martin Farm to the Covered Bridge and from the Seibert House to the Freeport Church; and
- Planning for a one room school house to be constructed in the village in 2017/18.

#### Joseph Schneider Haus

- Demolition and reconstruction of staff offices in the modern museum wing due to water penetration and mold contamination;
- New carpeting in galleries and classroom;
- Front porch repairs on historic house; and
- Planning for refurbishing of main floor reception area, washrooms, second floor offices, kitchen and staff support spaces.

#### McDougall Cottage

- Kitchen upgrades/refurbishment.

### Strategic Directions

The Region of Waterloo Museums Strategic Directions 2024 (Report PDL-CUL-15-06 dated March 24, 2015) is intended to guide long term decisions over the next ten years, and to guide the management, growth and development of the museums owned and operated by the Region. Staff was directed to report on progress annually, in conjunction with this annual report.

Strategic actions that were advanced in 2015 and those actions that will be worked on in 2016 include:

#### Goal #1 - Collections

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

1.1.1 Ensure that collections information in collections databases is complete for all objects	Work underway; anticipate completion by early 2017.
1.1.2 Photograph and scan all objects and ensure images are in database	Work will commence in February 2016 with an anticipated completion by mid 2017.
1.2.2 Proactively plan for an addition to the Region of Waterloo Curatorial Centre	Report about project will be presented to Regional Council later in 2016.

#### Goal #2 - Sites

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

2.1.1 Participate in preparation of Asset Management Plans and Facilities Service Level Agreements, leading to the creation of maintenance plans and ten year capital forecasts for all buildings and grounds	Maintenance plans and 10 Year Capital Forecasts are completed; quarterly meetings between museum and Facilities staff is being held to review facilities projects.
2.1.3 Plan for redevelopment of the harness shop at Doon Heritage Village	Construction of new building completed in January 2016; major furnishings to be completed by May 2016. The building will open on May 1, with an official opening to be planned for later in the year.
2.2.1 Review and improve signage at and to each museum	The maximum number of Regional tourism directional signs are now installed on Regional roads. Staff is investigating the installation of new signs at Joseph Schneider Haus and McDougall Cottage. Waterloo Region Museum is working with the City of Kitchener to re-establish some of the Historic Huron Road signs, originally installed in 1984.
2.3.1 Complete Heritage Impact Assessment (HIA) at Joseph Schneider Haus in order to restore the historic setting and increase exterior programming space	HIA to be completed in 2016.
2.3.2 Review and improve accessibility for people with disabilities at each museum according to AODA requirements	Inaccessible exterior pathways at Joseph Schneider Haus have been replaced. A review of additional accessibility challenges and improvements at Joseph Schneider Haus will take place in 2016. Gravel roadways in two locations in Doon Heritage Village will be replaced with hard surface material, improving accessibility.

2.3.3 Develop and implement staff accommodation review at Joseph Schneider Haus	Main floor offices demolished and rebuilt in 2016. Plans will be developed in 2016 for refurbishing second floor offices and support spaces.
2.3.4 Develop and implement staff accommodation review at McDougall Cottage	Office created from renovated bedroom. Completed December 2015.
2.3.5 Develop capital and operational plan for school house at Doon Heritage Village	In progress throughout 2016, with plans for construction in 2017-18 subject to successful tendering and Council approval.

### Goal #3 - Research

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

3.2.4 Complete research on one-room schools in Waterloo County	In progress throughout 2016.
3.3.1 Inventory oral history programs related to Waterloo Region in all repositories	This action is also identified in the Region of Waterloo Strategic Plan (2015-2018). An initial planning meeting has been held between Region of Waterloo Archives, Library and Museum staff.

### Goal #4 - Exhibits and Programs

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

4.1.1 Maintain a three to five year exhibit plan for each museum	A three year plan is required as part of the 2016 Community Museum Operating Grant application to the Province of Ontario. Plans are partially in place through 2017 but a complete three year plan will be developed for each museum by June 2016.
4.1.3 Develop new long term exhibit/interpretation panels for McDougall Cottage	In progress, with installation anticipated in spring 2016.

### Goal #7 - Economic Development

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

7.2.1 Ensure that the museums are regularly featured in material promoting the Region	Activities and exhibits at the museums are regularly featured in Region News.
7.2.2 Collaborate with other cultural organizations to attract visitors from outside the Region, through new initiatives and marketing	Meetings with other cultural organizations occur on a regular basis through the Waterloo Wellington Museums and Galleries Network, and the Alliance for a Grand Community.

### Goal #8 - Partnership Development

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

8.1.2 Develop a memorandum of understanding between each Friends organization and the Region of Waterloo	Background research regarding Friends organizations at the Region of Waterloo and at other municipalities is in progress.
8.2.1 Meet with representatives of cultural organizations to discuss possibilities for joint programs and events and coordinated scheduling	A similar action is identified in the Region of Waterloo Service Review (2015). Cultural Services will be hosting a meeting early in 2016 with area municipalities to discuss next steps.

### Goal #9 - Marketing and Promotion

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

9.1.1 Create an annual marketing plan for integrated promotion of all museums while maintaining unique brands for each museum	Completed for 2016.
9.1.2 Launch new integrated websites for each museum	Completed in 2015.

9.1.4 Develop e-newsletter for members and interested members of the public	Completed in 2015. An e-newsletter is issued monthly to individuals who have subscribed to the newsletter via the Region of Waterloo website.
9.4.1 Develop and implement social and digital marketing strategy across all museums	The museum's social and digital media meet the Region's policies and procedures, and the museums are active users of social media. The museums will be reviewing current usage and developing a plan for future social media use.

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

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

### **Corporate Strategic Plan:**

The activities described in this report, and the operation of museums by the Region, supports a thriving economy and the strategic objective to enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.

### **Financial Implications:**

The initiatives listed for 2015 and 2016 are funded through budgets administered by Planning, Development and Legislative Services, subject to approval by Regional Council.

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

The Grand River Conservation Foundation and Region of Waterloo Water Services each made financial contributions to support the exhibit Ocean Bound!

CMOG funding to the Region of Waterloo, in support of Waterloo Region Museum and Joseph Schneider Haus, totalled \$128,304 in 2015. McDougall Cottage is ineligible for CMOG

funding.

**Other Department Consultations/Concurrence:**

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

**Attachments:**

Attachment 1 - Attendance

Attachment 2 – Earned Revenues

**Prepared By: Tom Reitz, Manager/Curator**

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

**Attachment 1 – Attendance**

Attendance for each museum

	<b>2015 Actual</b>	<b>2014 Actual</b>	<b>2013 Actual</b>	<b>2012 Actual</b>	<b>2011 Actual</b>
Waterloo Region Museum and Doon Heritage Village	82,048	88,218	89,887	68,631	56,695
Joseph Schneider Haus	14,025	15,085	14,778	17,738	18,262
McDougall Cottage	3,417	3,811	3,728	4,065	3,366
<b>Total</b>	<b>99,490</b>	<b>107,114</b>	<b>108,393</b>	<b>90,434</b>	<b>78,323</b>

Attendance by client group

	<b>2015 Actual</b>	<b>2014 Actual</b>	<b>2013 Actual</b>	<b>2012 Actual</b>	<b>2011 Actual</b>
<b>Education programs</b>					
Waterloo Region Museum	24,565	26,344	26,096	24,060	19,757
Joseph Schneider Haus	3,454	5,284	3,828	5,466	5,557
<b>Casual/Event Visitors</b>					
Waterloo Region Museum	41,724	47,031	52,500	30,582	27,421
Joseph Schneider Haus	10,576	9,801	8,951	10,057	10,338
McDougall Cottage	3,417	3,811	3,728	4,065	3,366
<b>Rentals</b>					
Weddings	5,930	5,275	5,350	5,049	1,850
External Groups	7,551	6,525	3,004	5,860	3,073

**Attachment 2 – Earned Revenues**

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

	2015 Actual \$	2014 Actual \$	2013 Actual \$	2012 Actual \$	2011 Actual \$
Education	97,854	109,732	105,357	94,808	71,800
Visitors	186,087	204,602	227,011	149,507	92,514
Facility Rentals	90,050	86,689	66,489	76,390	33,361
Memberships	35,929	44,056	46,578	12,860	5,546
Retail	39,373	41,568	48,797	45,677	35,737
Food Service	69,920	71,873	69,019	57,703	32,926
Total	519,213	558,520	563,251	436,945	271,884



**Report:** CSD-CHS-16-06

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

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

**Date:** March 22, 2016

**File Code:** S04-20

**Subject:** Proposed Regulatory Changes to the Child Care and Early Years Act

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**Recommendation:**

That the Regional Municipality of Waterloo provide input to the Province regarding proposed regulatory changes to the Child Care and Early Years Act as noted in Appendix A as outlined in report CSD-CHS-16-06, dated March 22, 2016.

**Summary:**

Nil

**Report:**

This report provides a high level overview of the proposed changes to the Child Care and Early Years Act, 2014 and identifies potential impacts of the changes from the Consolidated Municipal Service Manager (CMSM) view. The Region of Waterloo is the CMSM for Waterloo Region. Recommendations are provided for consideration by the Committee to be forwarded to the Ministry of Education on behalf of the Region of Waterloo. Comments are due to the Ministry by April 1, 2016

The Child Care & Early Years Act (CCEYA), phase 1, came into effect August 31, 2015 and has had significant impact on the licensed Early Learning and Child Care (ELCC) community. The CCEYA replaced the Day Nurseries Act and provides for significant modernization of ELCC across the Province. On February 1, 2016, phase 2 of Proposed Regulatory Changes were posted for public input. The changes proposed in phase 2 relate to several key areas:

- Service System Management & Funding

- Licensing Clarity
- Enforcement
- Tiered Licensing – term of a license
- Licensing Standards
- Licensing Fees
- Before and after school programs for children age 6-12 years: Extended Day Programs
- Miscellaneous Regulations

A short summary of some of the proposed changes is provided below for Committee's information. There are a significant number of changes being proposed, the listing below provides a high level overview on some items that have financial impact on the CMSM.

### **1.0 Service System Management and Funding**

The intent of the phase 2 regulatory changes is to provide greater clarity on the role of the Consolidated Municipal Service Manager (CMSM); authority and fines for the Ministry of Education, Quality Assurance and Licensing unit; improve requirements and standards of practice in ELCC settings with regards to ratios and age groupings; and oversight to meet diverse needs of children.

The proposed changes acknowledge the significant role played by the CMSM in local level planning, funding and administration of the ELCC system. The changes more clearly identify the authority and duties of the CMSM. All CMSM's, will be required to provide Service plans, which identify issues and provide strategic direction in the local ELCC service system. In addition CMSM's would have influence in the location, development and planning for all new licensed ELCC programs.

### **2.0 Licensing Clarity**

The proposed changes in phase 2 would allow CMSM's to enter into agreements with additional early years programs that are operating and considered exempt under the legislation such as recreation or skill building programs. Ministry policy would be developed to provide some direction on assessing quality of the programs and services, however quality assurance and oversight measures would need to be developed by the CMSM.

### **3.0 Enforcement**

The proposed changes in this section will provide for greater authority and enforcement tools for the Province when reviewing and issuing licenses. The recommended changes identify significant fines and administrative penalties that could be levied by the Province for infractions to the CCEYA.

#### **4.0 Tiered Licensing**

The Province is moving towards a new approach to licensing child care by implementing a tiered licensing system. Under the proposed changes, centres that have consistently demonstrated high levels of compliance over the past three years will be eligible for a two year licence. Those centres experiencing difficulty with meeting provincial licensing standards would have a full licencing inspection every year. Tiered licensing would not be applied to a new operator or to licensed home child care agencies.

#### **5.0 Licensing Standards**

A number of proposed changes to age groupings, ratios, maximum group size, qualifications of staff and oversight for licensed Home Child Care Agencies will have impact on the licensed ELCC sector. In the absence of additional funding to CMSM's to increase base operating funding for operators to meet the new requirements the system is likely to further de-stabilize.

#### **6.0 Input to Proposed Changes**

In reviewing the proposed regulations there are many potential implications for ELCC operators which have not been fully identified in this report. It is anticipated that the Child Care Network and ELCC operators will provide more specific feedback. For the purposes of providing input to the Province on the regulations the responses provided for consideration by Committee have been prepared solely from the CMSM lens and identify potential impact on that role and potential financial impact on the Region. Appendix A provides staff recommendations for feedback to the Minister of Education.

#### **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:**

Should the proposed amendments to the regulations be approved there will be a financial impact without additional Provincial funding. It is not possible to quantify the actual value at this point in time.

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

Nil

**Attachments**

Appendix A - Recommendations

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

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

## **Appendix A**

Staff recommended the following input from the Region of Waterloo to the Ministry of Education regarding proposed changes to the Child Care and Early Years Act.

Submitted: March 30, 2016

The Region of Waterloo congratulates the Province in their efforts to update legislation and continue the work towards modernizing early learning and child care. The feedback provided below is specific to the role of the CMSM and potential impact the proposed changes could have on the system locally.

The identified intent of the proposed changes is to provide benefit for improved outcomes for young children, a direction supported by the Region of Waterloo. Many of the proposed changes in the legislation will have a positive impact but cannot be achieved without additional infrastructure and resources. As a CMSM we encourage that Province to consider the cost implications of some of the proposed changes both for the CMSM as well as the ELCC operators.

### **Section A.1 and A.2 – Service System Management & Funding**

The Region of Waterloo supports the proposed changes outlined in the phase 2 sections A.1 and A.2 regarding Service System Management, but cautions the Province that the requirements related to Service System planning and community engagement will require additional funding resources to support these functions on an ongoing basis.

### **Section B.1 and B.2 – Licensing Clarity**

The Region of Waterloo supports the direction taken by the Province with regards to expanding access to a greater variety of early years programs for children. Expanding the ability of CMSM's to enter into agreements with additional recreation and skill building programs broadens the range of options for families with low income however, this will create additional pressures on CMSM's with regards to managing fee subsidy funding and staff resources. The current program is at capacity for the level of funding and would not be able to accommodate the growth without expansion of fee subsidies and staff resources to provide ongoing oversight and quality assurance with these new programs/services.

### **Section D.0 -Tiered Licensing**

The Region of Waterloo supports moving to a tiered licensing approach, which will allow for distribution of resources to areas of greatest need. It is also recommended that the Province consider including home child care agencies in the tiered licensing system. As the CMSM the Region does recommend that the Province needs to ensure strong linkages between the role of the CMSM in supporting capacity building and quality

oversight in partnership with Provincial, Quality Assurance and Licensing units.

### **Section E2 – Age Groupings, Ratios, Qualifications**

The Region of Waterloo cautions that any changes that impact staffing resources with licensed ELCC programs has direct implications with funding. To implement these changes and continue to stabilize the ELCC system additional funding for the CMSM to distribute as base operating funding is required.



**Report:** CSD-CHS-16-04

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

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

**Date:** March 22, 2016

**File Code:** S04-20

**Subject:** Early Learning and Child Care Cost Analysis

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**Recommendation:**

For Information

**Summary:**

Nil

**Report:**

As a follow up from questions raised during the Service Review process and the 2016 Budget deliberations this report provides an overview and context for the current rates charged in licensed Early Learning and Child Care Centres (ELCC). It is important to take a system level view of costs in Waterloo Region including identifying the barriers that prevent families from accessing licensed ELC Care. In addition the charts provided below indicate the range and variance in rates charged in licensed ELCC Centres in Waterloo Region as well as those charged at the Region's directly operated centres.

**1.0 A Systems View**

As of January 1, 2016 there are 135 licensed Early Learning and Child Care Centres; 4 licensed Home Child Care Agencies and 123 School Board operated programs offering a range of options for families with children under the age of 12 years. According to census data there are 82,265 children residing in Waterloo Region between the ages of 0 – 12 years. At the present time there are 10,929 licensed child care spaces which serves approximately 18% of overall population. It is unclear what options families are choosing outside of the regulated sector due to the lack of oversight or statistical data.

## 2.0 How Fees are Determined

ELCC operators review their operating budget on an annual basis to determine what their fee structure will be. Fees charged to parents generally relate to the cost of operating the program. Costs would include expenses such as rent/mortgage payments, utilities, furnishings and equipment, food, salaries and benefits for employees.

ELCC is a very labour intensive service to provide, typically 80 – 90 percent of all operating costs relate to staffing. In Waterloo Region there is a great deal of variability between the wages paid to staff who work in ELCC settings, the range in 2015 varied from \$11.00 per hour up to \$35.00 per hour for a Registered Early Childhood Educator (RECE). It is important to note that the wages paid to RECE significantly influence retention and quality of the overall ELCC system. This variability is part of what contributes to the significant difference in rates charged by ELCC operators across the system.

ELCC Programs base their operating budgets on three key sources of revenue; base operating funding provided through the Region (who is the Consolidated Municipal Service Manager for Waterloo Region), revenue generated from daily fees charged to parents and fund raising or sponsorship from their host agency.

## 3.0 Rate Structures & Age groupings

The number of staff required to operate an ELCC program is determined by Provincial legislation which determines how many staff are required to each age grouping of children. The younger the age group of children the higher the adult ratio that is required, for example infants (3-18 mos) require a 3:1 ratio or one adult for every three infants in comparison to preschoolers (2 – 5yrs) which require an 8:1 ratio. In addition there are a number of ancillary staff required to maintain and operate a program to provide food services, janitorial, maintenance and supervision/program oversight. The hours of operation for a program also impact staffing levels. For example a program that operates 11 hours a day requires more staff to cover the hours of operation than a program that operates 3 hours per day. Calculating rates and staffing requirements is somewhat complex as it hinges on quite a number of differing factors.

## 4.0 Purchase of Service/Child Care Fee Subsidy

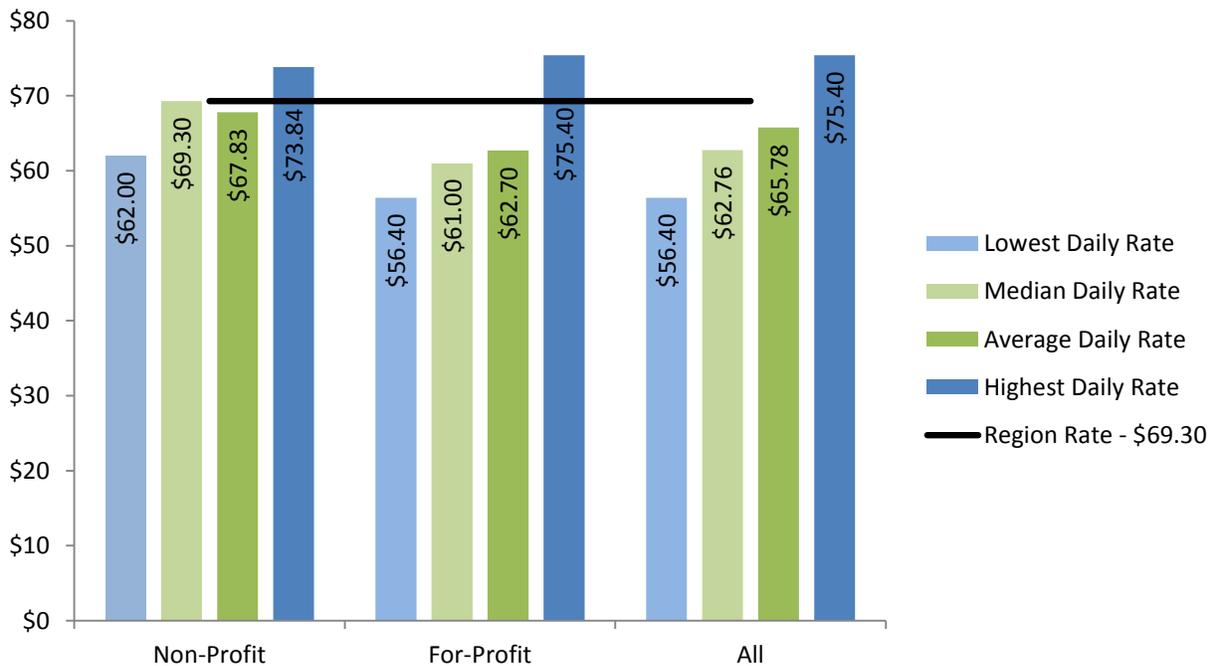
ELCC operators can enter into a service agreement with the Region of Waterloo. Operators with a service agreement are required to enrol children who are subsidy eligible. The Region of Waterloo purchases child care on behalf of subsidy eligible families at these programs. The rates paid to child care operators through the fee subsidy program are the same as rates charged to full fee paying parents at the program. In 2016 the median increase in rates across the ELCC sector was 3%. On average 2,900 children (4% of children in the Region) received Child Care Fee Subsidy

per month in 2015. Eighty percent of those families are single parent and 20% are two parent families, both with net incomes of less than \$40,000.

The charts below provide an overview of the range of rates currently being charged across Waterloo Region including the median rate and demonstrate where the rates charged for directly operated Children’s Centres fall in comparison. Infant Rates are provided for children between the ages of 3 months & 18 months. Toddler Rates are charged for children between the ages of 18 months & 30 months. Preschool Rates are charged for children between the ages of 2 years & 5 years. As the tables show the rates charged fall at the median rate within the non-profit sector and in the upper range of rates as compared to the for-profit sector.

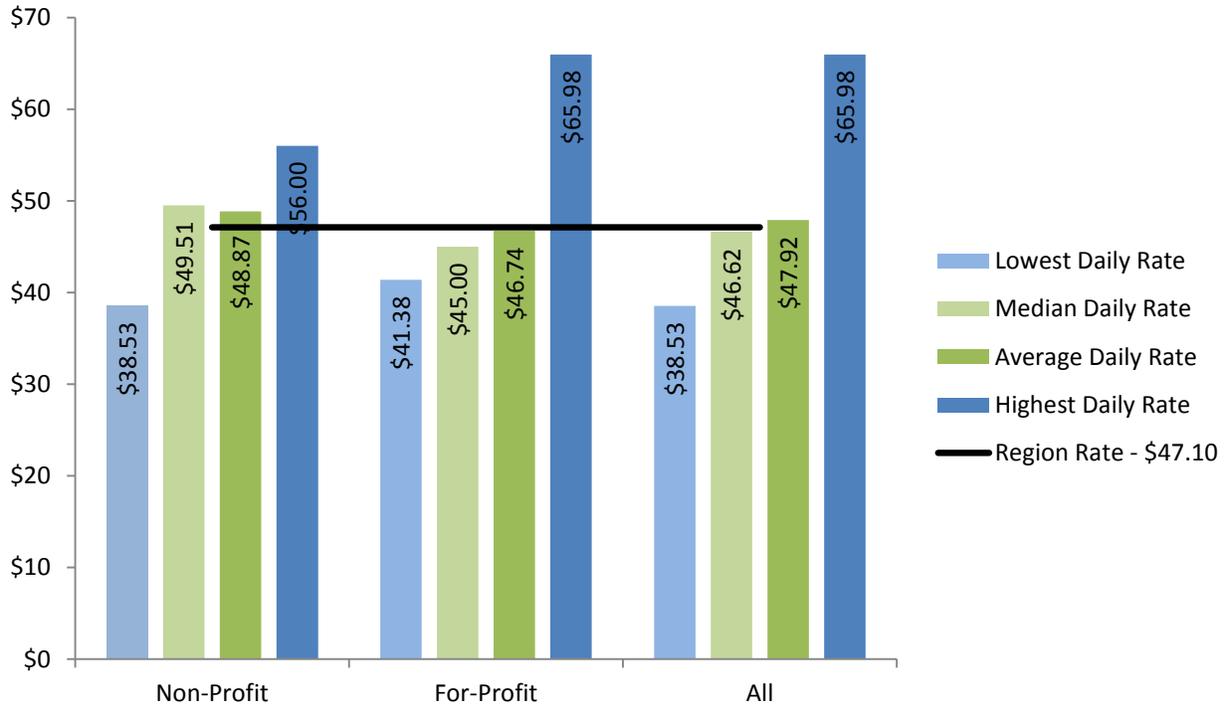
**Infant Rates (3 months –18 months)**

**2016 Full-Day (>6 hrs) Infant Child Care Rates by Head Office Type**



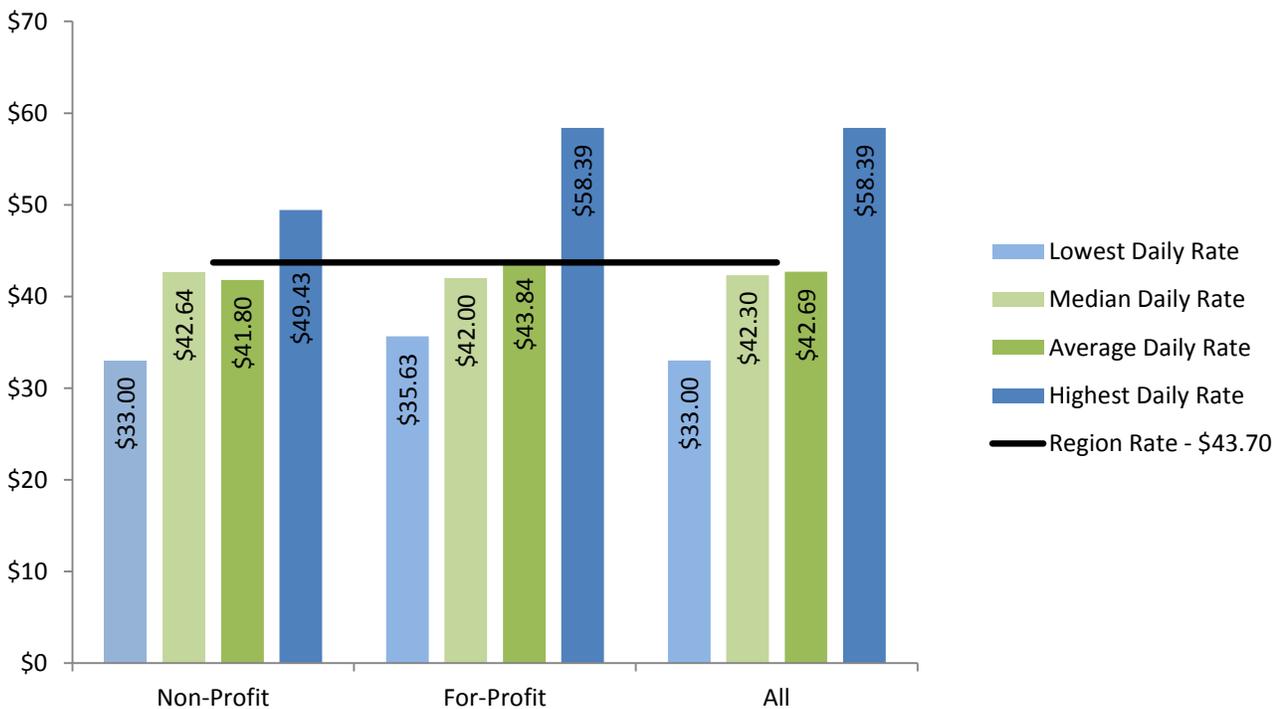
**Toddler Rates (18 months – 30 months)**

**2016 Full-Day (>6 hrs) Toddler Child Care Rates by Head Office Type**



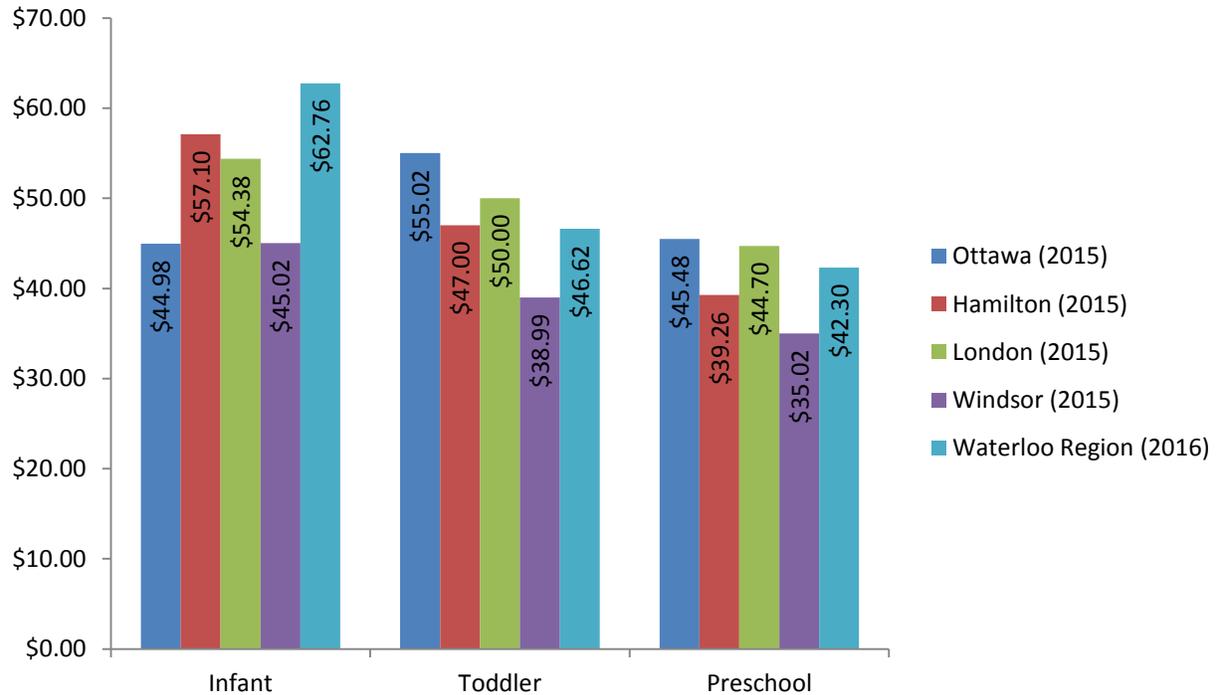
**Preschool Rates (2 years to 5 years)**

**2016 Full-Day (>6 hrs) Preschool Child Care Rates by Head Office Type**



## Provincial Comparators

### Median Daily Child Care Fees in Ontario Cities



A recent survey completed by the Canadian Centre for Policy Alternatives, MacDonald, Klinger, (2015) shows how rates within Waterloo Region compare to similar sized municipalities in Ontario.

## 5.0 Barriers for Families

There are a number of barriers that exist for families when searching and accessing child care for their children outside of the home. Typically these barriers fall into four general categories:

- **Affordability** – the high cost of licensed ELCC is one of the top reasons parents do not access the licensed ELCC system. Families who are eligible for child care subsidy and those whose income is sufficient to pay for the costs are able to access child care. Those whose income falls within the middle experience this barrier the most significantly. For example a two parent family with a net income ranging up to \$100,000 must dedicate approximately 20% of their income to child care costs. With annual child care costs ranging close to \$28,000 for two children, it is clear that many families are forced with making some difficult decisions. Research would support that cheapest cost and high quality early learning experiences seldom are related.

- Accessibility –due to location, hours of operation, ages of children in attendance or special needs of the child licensed ELCC Centres may not be accessible to families. For families with transportation limitations or living in areas of the community which does not have a licensed ELCC program there is no accessibility.
- Availability – families experience limited spaces available for infants and toddlers. Intake for child care is greatly variable and not based on an annual cycle like a school year, parents are seeking child care at all times of the year. ELCC operators are licensed based on a set operating capacity, once they have reached that number of children they cannot enrol any further children unless another child leaves the program.
- Awareness – parents are not aware of where to look and how to truly assess child care options. There is limited awareness of the difference between the regulated and unregulated child care sector. Because parents are not sure of where to start they often rely on referral and word of mouth from one parent or family member to another.

For all of these reasons, many families resort to the unregulated sector when seeking child care for their children. There is great variability in the quality levels, types and cost of child care provided in the unregulated sector. Regulated or licensed ELCC Programs operate under legislative authority of the Child Care & Early Years Act and are required to maintain consistent standards in the programs offered to children. A key direction from the Province to all Consolidated Municipal Service Managers is to encourage families to access and utilize the licensed ELCC sector. Research would indicate that it is important for healthy outcomes for children that their early years' experiences must be of high quality, enriching and child centred.

As the CMSM, the Region of Waterloo is working to address rates charged in licensed ELCC with a goal of stabilizing or lowering costs so more families will utilize the regulated ELCC system. This will be addressed by providing increased base operating funding for ELCC operators to offset costs as new funding comes available. If costs on average remain at the same level or decrease it will also reduce pressures on the child care fee subsidy program. This strategy is one of several that will be explored during the development of the 2016-2020 ELCC Service Plan to be completed this spring.

## **6.0 Key Strategies to Address Rates & Encourage Use of the Licensed System**

Staff will be engaging in the development of a new multi year ELCC Service Plan over the next few months with broader community consultation. This plan will begin a more strategic planning process for location of child care to ensure they are in areas where they will be fully utilized. In reviewing the number of open child care spaces in Waterloo Region at 3 key intervals through out the year it is evident that not all centre based

programs are operating at full capacity. A plan will be developed with strategies to address this. Since the implementation of OneList, staff is able to begin to track and document programs which are under utilized and to see what areas and communities the demand is greatest based on families' home addresses.

New Approaches to Funding - As of 2015 a new approach to base operating funding was implemented for ELCC programs in Waterloo Region. This new funding model allows the CMSM to provide funding to operators based on true operating costs such as staffing. In addition incentive grants are provided to operators who are meeting standards linked to quality assurance. Staff has identified this new approach as a priority for any future funding as the more operating costs can be offset by funding grants the greater the likelihood that rates/fees charged to families will remain stable. In the absence of base funding operators have no other significant revenue stream other than fees charged to families.

These pressures contribute to a constant challenge, if a program raises rates to fully cover the costs of well compensated staff and maintained buildings they could potentially price themselves out of the market. Loss of enrollment impacts a program's revenue stream which creates more financial pressure on the operator. Children's Services as the CMSM is aware of this delicate balance and working with the community on strategies that help to stabilize the system and hold rates at a reasonable level.

In an effort to increase access for families, the use of a centralized registration and wait list management system was implemented three years ago. OneList Waterloo Region provides a web based format for families to seek out and register their child's name on a waiting list for any licensed ELCC program of their choice.

During the service planning process consultations and input sessions will be held with parents, ELCC operators and other community partners to speak to the barriers addressed in this report. The intent will be to solicit ideas and potential solutions in addition to those identified above and to develop a plan of action to continue to address the issues in a planned and careful approach.

### **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:**

Through a Provincial funding formula municipalities receive funding for licensed early learning and child care programs. The 2016 approved budget for Children's Services is

\$49.0 million. This includes approximately \$18 million for the child care fee subsidy program/purchase of service and \$8.7 million for distribution of base operating funding. In addition the approximately \$2.0 million in Provincial funding is allocated to operating costs for the Home Child Care program and the five Directly Operated Centres.

**Other Department Consultations/Concurrence:**

Nil

**Attachments**

**Prepared By:** **Bethany Wagler-Mantle**, Social Planning Associate, Children's Services  
**Nancy Dickieson**, Director, Children's Services

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



**Report:** CSD-EIS-16-03

## **Region of Waterloo**

### **Community Services**

#### **Employment and Income Support**

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

**Date:** March 22, 2016

**File Code:** S09-80

**Subject:** Social Development Programs Annual Grants 2016

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#### **Recommendation:**

That the Regional Municipality of Waterloo approve the 2016 Social Development Programs Annual Grants as outlined in report CSD-EIS-16-03, dated March 22, 2016.

#### **Summary:**

Nil

#### **Report:**

The approved 2016 Operating Budget includes \$2,217,981 for Social Development programs. The Social Development Program provides annual grants to specific community agencies providing counselling, parenting, emergency food hampers and outreach services in the community. As such, each grant requires Council approval for payment to these agencies in 2016. A full list and allocations are provided in Schedule A.

The Social Development Programs are currently under review to streamline administration of the program and establish measureable outcomes for each program stream. As a result of the review, this is the final year in which these funds are likely to be distributed through a grant process.

#### **Social Development Program Review Update:**

To date, reviews of the agencies that comprise the Social Development Program, (Counselling Collaborative, Family Outreach and Food Hamper programs) have been  
2064961

completed by staff. During January 2016 Community Services Department staff met with agency representatives to share findings and offer recommendations for a renewed service delivery model that intends to simplify administration, more equitably serve the community and create measurable outcomes to demonstrate the value and impact of the programs. Agencies in all program streams were asked to provide consolidated responses and proposals in response to Region staff recommendations. All proposals have been received and are being reviewed by staff. Meetings with agency representatives are scheduled for the latter part of March 2016 to provide staff feedback on the proposals and inform on next steps. A further report to Community Services Committee and Council will be forwarded on May 3, 2016 with additional details and future direction seeking approval.

### **Corporate Strategic Plan:**

Funding service agencies in Waterloo Region is consistent with the Region's 2015-2018 Corporate Strategic Plan, Focus Area 4: Healthy, Safe and Inclusive Communities: and Strategic Objective 4.2 (to) mobilize efforts to reduce poverty and the impacts it has on Waterloo Region residents

### **Financial Implications**

The total social development grants recommended for approval is \$2,217,981. The 2016 operating budget approved by Regional Council includes sufficient funding for these programs. The Counselling Collaborative, Parenting Program, OnSite Counselling and Community Outreach grants are funded entirely by the Region of Waterloo. The Emergency Food Hamper Program is part of the Ontario Works Discretionary Benefit Program and is funded by a combination of Provincial grants and Regional funding. All program grants are accompanied by a service agreement that sets out the term, funding level, use of funds, reporting requirements and other obligations. Grants are paid over multiple installments during the year. Service Agreements are prepared with support through Legal Services and executed according to the Region's Purchasing By-law.

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

Corporate Services (Finance) has reviewed this report.

### **Attachments**

Schedule A – Social Development Programs Annual Grants 2016

**Prepared By: Nina Bailey-Dick**, Social Planning Associate Employment and Income Support

**Curt Shoemaker**, Manager Quality Assurance Unit Employment and  
Income Support

**Carolyn Schoenfeldt**, Director Employment and Income Support

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

## Schedule A: Social Development Programs Annual Grants 2016

**Counselling Collaborative Program** is a partnership between the Region of Waterloo and seven local counselling agencies. It was developed to ensure that OW/ODSP recipients receive supportive counselling services they need. Recipients of OW/ODSP are eligible for up to eight counselling sessions and include such things as individuals, group, couple, and family counselling supports.

Carizon Family and Community Services	\$131,897
Family Counselling Centre of Cambridge and North Dumfries	58,742
Interfaith Community Counselling Centre	14,381
Kitchener-Waterloo Counselling Services Incorporated	178,455
Lutherwood	44,153
Shalom Counselling Services Incorporated	20,300
Woolwich Counselling Centre	<u>13,829</u>
Total Counselling Collaborative	<u>\$461,757</u>

**Parenting Program** provides people in receipt of OW and ODSP with access to parenting programs at no cost.

Kitchener-Waterloo Counselling Services Incorporated	<u>\$15,225</u>
Total Parenting Program	<u>\$15,225</u>

**Peer Counselling Program** funds peer support initiatives in food assistance programs to address social development needs within this context.

Cambridge Self Help Food Bank Inc.	\$ 4,827
K-W Working Centre for the Unemployed	<u>15,156</u>
Total Peer Counselling Program	<u>\$ 19,983</u>

**Community Outreach Program** is a community wide program created to prevent and reduce the depth of child poverty in the Waterloo Region. The Region funds and administers the Program which is delivered in partnership with 14 community agencies that employ family outreach workers in 32 neighbourhoods and communities of interest. The Program supports children and their families by providing access to basic needs such as recreation, food, clothing, shelter, counselling, transportation, children's needs and employment/education and support to navigate various systems.

Cambridge Family Early Years Centre	\$43,070
Cambridge Self Help Food Bank Incorporated	82,418
Carizon Family and Community Services	126,030
Family Counselling Centre of Cambridge & North Dumfries	54,483

Greenway Chaplin Community Centre	49,081
House of Friendship of Kitchener	137,144
Kinbridge Community Association	87,289
Kitchener-Waterloo Counselling Services Incorporated	186,462
Kitchener-Waterloo Multicultural Centre Incorporated	36,198
Kitchener-Waterloo Young Women's Christian Association (YWCA)	33,763
Langs Farm Village Association	43,645
Motivational Learning Groups	20,674
Our Place Family Resource and Early Years Centre	38,972
Preston Heights Community Group	43,645
Wilmot Family Resource Centre Incorporated	<u>38,142</u>
Total Community Outreach	<u>\$ 1,021,016</u>

**Emergency Food Hamper Program** funds six agencies to distribute emergency food hampers to residents of Waterloo Region. Funds are allocated to a maximum of \$700,000 for 2016.

The Governing Council of the Salvation Army in Canada, Cambridge	51,470
The Governing Council of the Salvation Army in Canada, Kitchener	25,350
Woolwich Community Services	10,845
Cambridge Self-Help Food Bank Inc.	161,035
House of Friendship of Kitchener	442,200
Wilmot Family Resource Centre Inc.	<u>9,100</u>
Total Emergency Food Hamper Program	<u>\$ 700,000</u>
 Total Social Development Program Grants	 <u>\$2,217,981</u>



**Report:** PDL-CUL-16-03

## **Region of Waterloo**

### **Planning, Development and Legislative Services**

#### **Cultural Services**

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

**Date:** March 22, 2016      **File Code:** R07-02

**Subject:** **Public Art for the Cambridge Centre Transit Terminal**

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#### **Recommendation:**

That the Regional Municipality of Waterloo approve the selection of Pin Art by Mr. Ken Hall as the public artwork for the Cambridge Centre Transit Terminal, as described in Report No. PDL-CUL-16-03, dated March 22, 2016.

#### **Summary:**

On February 24, 2015, Regional Council approved the commissioning of a public artwork for the Cambridge Centre Transit Terminal (381 Hespeler Road, Cambridge) including a budget of up to \$55,000, and a theme and site-specific location for the artwork (Report No. PDL-CUL-15-07). Following that approval, the standard juried artwork selection process, under the joint direction of Cultural Services and Procurement and Supply Services, has taken place.

A five member jury including representation from Regional Council (Councillors Jowett and Councillor Mitchell), arts professionals and a program area specialist, was established by the Public Art Advisory Committee (PAAC). The City of Cambridge Arts and Culture Advisory Committee (ACACC) were consulted during the development of the Call to Artists and provided comments on the short-listed proposals through the public commenting process.

The jury is recommending the artwork Pin Art by Mr. Ken Hall be approved by Regional Council. The proposed artwork is an interactive piece that would add pleasure and interest to the transit rider experience. The art, a giant pin art toy, is part retro-nostalgia and part a celebration of the technical innovation that abounds in the Region of

Waterloo. Pin Art is fully accessible to all ages and abilities, and is a great way for the community to experience art through the universal medium of play. The artwork is community focused, and invites transit users and members of the community to interact with their environment and to communicate with each other through creative self-expression. The artwork's bold colour, clean lines and creative lighting, would add to the character of this important public space at any time of day and at all times of the year.

Mr. Hall is an award-winning public artist, with extensive experience with all aspects of public artwork creation and installation. He has been commissioned to create artworks for multiple communities across Ontario, and is passionate about designing artwork which resonates with the broad spectrum of individuals that make up our diverse communities.

The artwork would be installed on the southwest corner of the terminal platform, near the Hespeler Road entrance to the Cambridge Centre mall during the construction of the transit terminal project.

**Report:**

On February 24, 2015, Regional Council approved the commissioning of a public artwork for the Cambridge Centre Transit Terminal (381 Hespeler Road, Cambridge) including a budget of up to \$55,000, and a theme and site-specific location for the artwork (Report No. PDL-CUL-15-07).

The call for interested artists, developed by the Region's Public Art Advisory Committee (PAAC) in consultation with the City of Cambridge Arts and Culture Advisory Committee (ACACC), was issued nation-wide. From the artists who responded, three were chosen for the short list by a five person jury and asked to submit more detailed proposals including maquettes. The jury members, as recommended by PAAC, were Regional Councillors Helen Jowett and Jane Mitchell, arts professionals Adam Glover and Sue Sturdy/Aidan Ware and program area representative Irene Bradshaw, Transit Driver.

The maquettes were displayed for public comment at Cambridge City Hall, Cambridge Centre Mall and Regional Administrative Headquarters, and digitally on the Region's website, from February 1 – 26, 2016. There was broad community interest in the project and all three proposals garnered public support. Comments received were made available to the jury members, including comments provided by the members of ACACC and over 150 comments from the general public.

Artist presentations to the jury took place on February 26, 2016, and were open to the public. The jury met following the presentations and after much thoughtful discussion and deliberation, selected Pin Art by Ken Hall as the artwork recommended to Regional Council for the site.

The jury found Pin Art to be very successful in meeting the prioritized objectives of adding pleasure and interest to the transit rider experience, and enhancing the character of the public space. Through the Call to Artists, artists were asked to develop concepts that were community focused, engaging, accessible, inclusive, and have an interactive component.

Pin Art, as shown in the attached rendering and site plan (see attachment 1), is part retro-nostalgia and part a celebration of the technical innovation that abounds in the Region. The artist's concept is based on an early Canadian-invented animation technology that evolved into a popular 1980s toy. The artwork is interactive and community focused, inviting transit users and members of the community to interact with their environment, and to communicate with each other, through creative self-expression. Pin Art is fully accessible to all ages and abilities, and is a great way for the community to experience art through the universal medium of play. The artwork is a durable, brightly coloured, and creatively lit piece that would complement the site without impeding pedestrian movement.

The artwork would be installed on the southwest corner of the terminal platform, near the Hespeler Road entrance to the Cambridge Centre mall during the construction of the transit terminal project, scheduled for completion in the fall of 2016.

The selected artist, Mr. Ken Hall, is passionate about designing artwork which resonates with the broad spectrum of individuals that make up our diverse communities. Mr. Hall is an award-winning public artist, with extensive experience with all aspects of public artwork creation and installation. He has been commissioned to create artworks for multiple communities across Ontario. Ken has an academic background in Mechanical Engineering and Fine Arts, and was an Art Director in cutting-edge video game development for many years before his current focus on creating large-scale public art projects.

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

The group of Area Municipal staff responsible for supporting public art programs work collaboratively and communicate on a regular basis. The City of Cambridge Arts and Culture Advisory Committee (ACACC) were consulted during the development of the Call to Artists and provided comments on the short-listed proposals through the public commenting process. This report has been sent to cultural services staff at all Area Municipalities.

### **Corporate Strategic Plan:**

This public art project supports Focus Area 1 through the specific Regional strategic

objective of “enhancing arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.”

**Financial Implications:**

This artwork would cost \$55,000 which is the amount of funding previously approved in report PDL-CUL-15-07, dated February 24, 2015.

The Public Art Reserve Fund was established in 2002 and received an annual contribution from the property tax budget of \$50,000-\$65,000 from 2002-2013, and receives one time contributions from applicable capital projects. For this project, the Cambridge Centre Transit Terminal capital project contributed \$30,000 towards the public artwork with the remaining \$25,000 coming from the Region’s Public Art Reserve Fund. The Public Art Reserve Fund Balance at December 31, 2015 was \$451,281.

**Other Department Consultations/Concurrence:**

Transportation and Environmental Services, Corporate Services (Facilities) and Planning, Development and Legislative Services (Cultural Services) staff have worked together on this project, with all staff providing detailed comments to the jury on the suitability of each artwork for the site and the feasibility of installing and maintaining the proposed artworks.

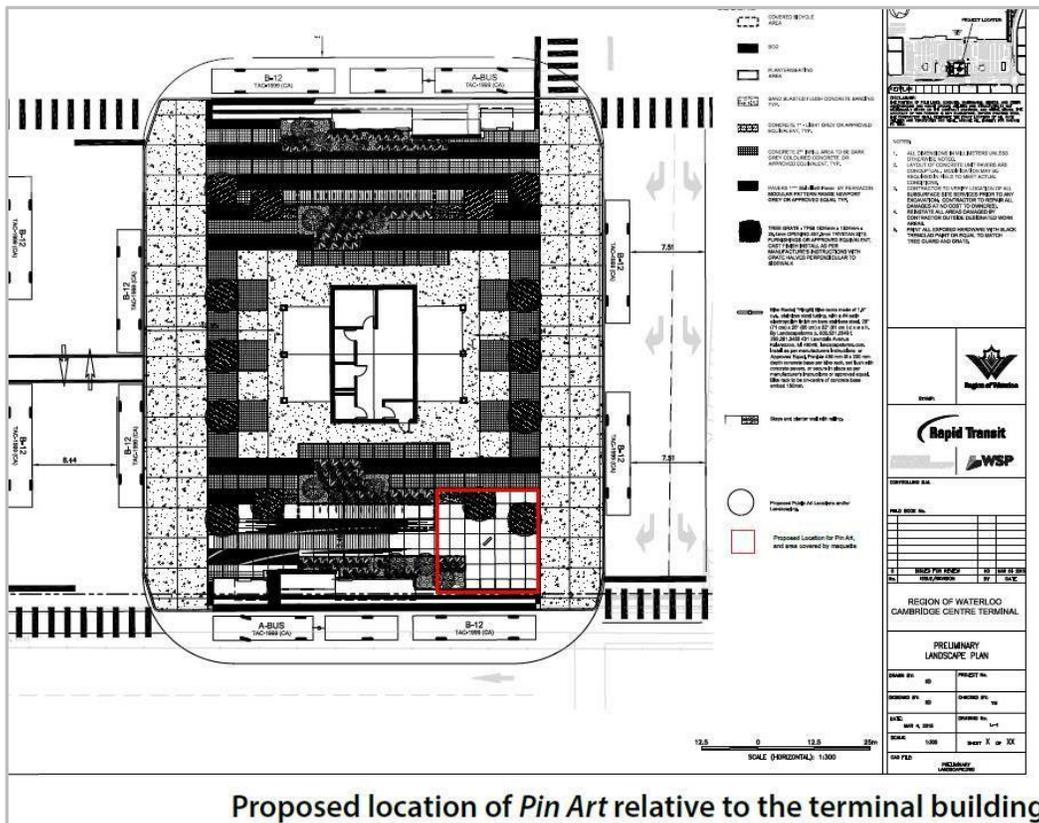
**Attachments:**

Attachment 1 - Rendering and Site Plan of Pin Art by Ken Hall shown in approximate Cambridge Centre Transit Terminal location

**Prepared By:** Kate Hagerman, Cultural Heritage Specialist

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

Attachment 1 - Rendering and Site Plan of Pin Art by Ken Hall shown in approximate Cambridge Centre Transit Terminal location



Proposed location of Pin Art relative to the terminal building.

<b>Council Enquires and Requests for Information</b>				
<b>Community Services Committee</b>				
<b>Meeting date</b>	<b>Requestor</b>	<b>Request</b>	<b>Assigned Department</b>	<b>Anticipated Response Date</b>
Feb 2/2016	CS Committee	That staff review options and previous resolutions in relation to a basic income guarantee and report back to the Committee	Community Services	May/June 2016