



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

## **Regional Municipality of Waterloo**

### **Community Services Committee**

#### **Agenda**

Tuesday, November 22, 2016

Approximately 9:15 a.m. (Immediately following Closed Session)

Regional Council Chamber

150 Frederick Street, Kitchener, Ontario

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#### **1. Motion to go into Closed Session**

That a closed meeting of the Administration and Finance Committee be held on Tuesday, November 22, 2016 at 9:00 a.m. in the Waterloo County Room in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

- a) potential litigation and receiving of advice that is subject to solicitor-client privilege related to a legal matter

#### **2. Motion to Reconvene Into Open Session**

#### **3. Declarations of Pecuniary Interest under the Municipal Conflict Of Interest Act**

#### **4. Delegations**

- 4.1** Sarah Shafiq, Community-at-Large member, Waterloo Region Crime Prevention Council re: **CPC-16-01**, Charter for Inclusive Communities (Information) 5
- 4.2** Birgit Lingenberg re: Thank you to Council

- 4.3** Sharon Giles and Carrie Speers, The Grand River Accessibility Advisory Committee re: **CSD-EIS-16-14**, Ontario Works Discretionary Benefits Realignment 12

**Recommendation:**

That The Regional Municipality of Waterloo adjust Ontario Works Discretionary Benefits (OWDB) service levels to correspond with current funding levels;

And that The Regional Municipality of Waterloo direct staff to de-list OWDB services to achieve the alignment of funding and service level effective January 1, 2017 as detailed in report CSD-EIS-16-14: Ontario Works Discretionary Benefits Realignment.

**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.

- 5. Request to Remove Items from Consent Agenda**
- 6. Motion to Approve Items or Receive for Information**
- 6.1** **PHE-CRS-16-02**, 2016 Public Health Budget Approval (Information) 23
- 6.2** **PHE-HPI-16-09**, Safe Drinking Water Program Update (Information) 32
- 6.3** **PHE-CFH-16-02**, NutriSTEP® Screening: Ministry of Health and Long Term Care Accountability Indicator Update (Information) 37
- 6.4** **CSD-DES-16-01**, Community Services Department Integrated Service Delivery Pilot (Information) 40
- 6.5** **CSD-IP-16-03**, Immigration Partnership Update 43

**Recommendation:**

That the Regional Municipality of Waterloo advocate with the Federal Government for adequate funding of the Immigration Partnership and local settlement and language training services to enable the successful settling, working and belonging of immigrants and refugees in Waterloo Region.

- 6.6** **CSD-HOU-16-17**, Consent to Amalgamate Kitchener Alliance Community Homes Inc. (KACHI) with Victoria Park Community Homes Inc. (VPCH) 48

**Recommendation:**

That the Regional Municipality of Waterloo, in its capacity as Service Manager under the *Housing Services Act* (HSA);

- (a) Consent to the amalgamation of the community housing corporations of Kitchener Alliance Community Homes Inc. (KACHI) with Victoria Park Community Homes Inc. (VPCH); and
- (b) Seek any required consents from the Ministry of Housing and other Service Managers where VPCH also owns property as described in Report CSD-HOU-16-17 dated November 22, 2016; and
- (c) Authorize the Director, Housing Services to authorize or amend any documentation or agreements that may be required as a result of the amalgamation in a form satisfactory to the Regional Solicitor

- 6.7** **CSD-EIS-16-16**, Overview of Changes to the Family Support Unit (Information) 54

- 6.8** **PDL-CUL-16-12**, Celebration of Canada 150 in the Region of Waterloo (Information) 57

<b>Regular Agenda Resumes</b>
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**7. Reports – Planning Development and Legislative Services**

- 7.1** **PDL-CUL-16-11**, Regional Support for Cultural Information and Collaboration 62

**Recommendation:**

That the Regional Municipality of Waterloo approve a re-allocation of \$141,000 of arts and culture funding previously granted to Creative Enterprise Initiative (CEI) as follows, effective January 1, 2017:

- a) 50% (\$71,000) to reduce the 2017 operating budget;
- b) 35% (\$50,000) to maintain and enhance the cultural information on the Tourism website, ensuring that it engages both residents and visitors;
- c) 15% (\$20,000) to fund collaborative cultural initiatives including projects, sponsorships or research in support of cultural

organizations across the Region;

And that the matter be forwarded to December 14, 2016 Budget Committee for consideration.

**8. Information/Correspondence**

**8.1** Council Enquiries and Requests for Information Tracking List – no items pending

**9. Other Business**

**10. Next Meeting – December 6, 2016**

**11. Adjourn**



Report: CPC-16-01

## Region of Waterloo

## Waterloo Region Crime Prevention Council (WRPCPC)

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

**Date:** November 22, 2016                      **File Code:** C06-60

**Subject:** The Charter for Inclusive Communities

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**Recommendation:** For Information

### Summary:

At its regular meeting on October 14, 2016 the Waterloo Region Crime Prevention Council (WRPCPC) voted to support the **Charter for Inclusive Communities** (see Attachment 1). The Charter was created by the **National Council of Canadian Muslims** (NCCM) to “promote inclusive, just and respectful communities in Canada” and is an attempt to draw attention to Islamophobia, the climate of fear from within which it arises and what can be done to prevent it. Several WRPCPC sector representatives are now considering signing the Charter and/or assisting in making this information available across Waterloo Region and beyond. This report is provided to further support these efforts.

### Report:

The population of persons of Muslim faith is growing across the world and Canada, and Waterloo Region is no exception. The current population of Muslims in Waterloo Region is estimated to be just slightly less than 20,000. Inclusion and a sense of belonging are widely acknowledged as key cornerstones of any vibrant society. And yet Muslims disproportionately report experiences of discrimination and exclusion. A Canada wide study that was completed by Environics in July 2016 found that one in three Muslims has reported an experience of discrimination in the last five years. The full report, “Survey of Muslims in Canada 2016 Report” is available here:

<http://www.environicsinstitute.org/institute-projects/completed-projects/survey-muslims-canada-2016>

A number of articles based on the report drew increased public attention to the experience of exclusion and discrimination by Muslims in Canada.

<http://www.theglobeandmail.com/opinion/why-muslims-are-proud-canadians/article29774194/>

<http://www.theglobeandmail.com/opinion/for-muslim-women-in-canada-a-sense-of-vulnerability/article30019468/>

The work of the National Council of Canadian Muslims (NCCM) is part of this momentum. NCCM is “an independent, non-partisan and non-profit organization dedicated to protecting the human rights & civil liberties of Canadian Muslims (and by extension of all Canadians), promoting their public interests and challenging Islamophobia and other forms of xenophobia “ (NCCM website: Islamophobia - the Media and You).

National hate crime data shows that victimization as a result of belonging to a faith group tends to be highest overall; while members of the LGBTQ community are most likely to be victims of violent crimes. These data were shared with Regional Community Services Committee and the community on November 17, 2015 in the Report [1977056](#) and document **Breaking the Silence on Hidden Violence** ([http://preventingcrime.ca/wp-content/uploads/2015/09/2015-BreakingTheSilence\\_web.pdf](http://preventingcrime.ca/wp-content/uploads/2015/09/2015-BreakingTheSilence_web.pdf)) and are reflected in the **Hate Crime Research and Planning Sheet** ([http://preventingcrime.ca/wp-content/uploads/2014/08/RapSheet\\_HateCrimes0714v9.pdf](http://preventingcrime.ca/wp-content/uploads/2014/08/RapSheet_HateCrimes0714v9.pdf))

Any crime against any person as a result of their belonging to a group meets the definition of hate crime and significantly erodes community well-being and safety for everyone. The support of the Charter for Inclusive Communities should be viewed against that backdrop and supports WRCP's broader mission to decrease crime, victimization and fear of crime through upstream measures that can lead to changes in awareness and attitude as a precursor to changes in behaviour.

The term "Islamophobia" was first introduced as a concept in a 1991 Runnymede Trust Report (<http://www.runnymedetrust.org/uploads/publications/pdfs/islamophobia.pdf>) and can briefly be defined as follows: Islamophobia is a prejudice towards or discrimination against Muslims due to their religion, or perceived religious, national or ethnic identity associated with Islam. Like anti-Semitism, racism, and homophobia, Islamophobia describes mentalities and actions that demean an entire class of people and creates unfounded hostility and fear. As a result of a progressively broadened public discourse Islamophobia is now increasingly more acknowledged and better understood.

In Waterloo Region the connection between prejudice and the potential for harm to persons as a result of belonging to a group has long been part of many community conversations and actions. As early as 2001 community partners far and wide distributed a call for peace in the direct aftermath of the 9/11 events (see Attachment 2). In 2002 after delegations at WRCP drew attention to bullying based on discrimination many

community partners collaborated to host a series of inter-racial roundtables which among other outcomes led to a region-wide youth employment campaign (see Attachment 3).

Since then the Coalition for Muslim women and those involved in the Hate Crime Prevention Project (funded short term through the Province of Ontario) have, among others, worked together with the WRCPC and many other community partners to advance peace through inclusion. These grass roots efforts are augmented by larger service policies and programs, diversity and immigration settlement efforts such as the work of the Immigration Partnership Council. Together they foster a culture of belonging.

The discussion about Islamophobia and the decision to sign the Charter for Inclusive Communities must be seen within this community context in which everyone has a role to play in addressing ALL forms of discrimination and exclusion: This is congruent with the current strategic plan of WRCPC, **Smart on Crime 2014-2018** (<http://preventingcrime.ca/wp-content/uploads/2015/12/SMARTONCRIME-2015-2018.pdf>), which has the goal to “advocate for equity and belonging and reduce marginalization and discrimination”. The goal came out of community consultation with over 1500 residents across Waterloo Region who made the connection between increases in crime and increases in exclusion. This connection is also supported in research where decreasing risks – of which exclusion is one - is often described as having the highest potential return on investment. These gains are financial but more significantly they avert human harm.

In addition to signing the Charter WRCPC provided feedback to the NCCM for their consideration mostly with a focus on two aspects:

1. The importance of ensuring that NCCM is more identifiable as the organization that is the catalyst for this work and to include some information about NCCM directly on the Charter.
2. The statement that “the dignity of every person in Canada is essential for a healthy and vibrant society” should feature as a foundational statement in the Charter rather than as one of many expressions of belief.

It was the overall consensus of the WRCPC that signing the Charter sends an important symbolic message and that naming the issue of Islamophobia can be an important educational opportunity and identify ANY form of stigmatization as damaging to the safety and well-being of communities. While signing a Charter is a low level commitment it can also be an important first step in advancing an important dialogue and call for action. A copy of the charter is provided in Attachment three and can further be accessed at <https://www.nccm.ca/>

Organizations that currently endorse the charter include national institutes, universities, police services, and municipalities e.g. City of Hamilton and the City of London. For a full list of endorsements please go to <https://www.nccm.ca/charter/>

**Corporate Strategic Plan:**

Healthy Safe and Inclusive Communities, Enhance community safety & crime prevention: Stimulate community interventions that decrease the risk factors for crime and victimization with a special focus on inequality, exclusion and stigmatization (4.5.2)

**Financial Implications:**

None

**Other Department Consultations/Concurrence:**

Nil

**Attachments:**

1. Charter for Inclusive Communities
2. Community Partners' Statement in Celebration of Week Without Violence (Oct 2001)
3. Youth Employment Campaign (Crime Prevention Council, 2004)

**Prepared By:** Christiane Sadeler, Executive Director, WRCP

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



## The Charter for Inclusive Communities

### Preamble

*The recent rise in anti-Muslim incidents in Canada is disturbing and risks eroding the strength of our country's rich social fabric. When Muslim women are attacked in the streets, when mosques are vandalized or when people face prejudice in their workplace or school, it is not only Canadian Muslims that suffer; Canadian society as a whole is weakened because our values of equality, respect, justice and dignity for all are threatened.*

*Hate crimes against Muslims have risen dramatically in recent years both in Canada, and around the world. Given the unfortunate climate of fear that seems to have entered some segments of public life, it appears that this trend is increasing.*

*Islamophobia is real and it is wrong, despite what some may say to downplay it or dismiss it. This type of hate and discrimination tells Canadian Muslims that they do not belong by isolating them and their communities through stigmatization and casting them as outsiders and the 'other'.*

### Our Commitment

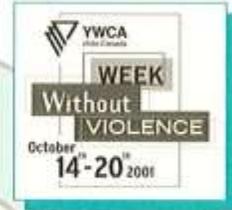
By signing this Charter, we commit to standing up for the rights and dignity of everyone in order to promote inclusive, just, and respectful communities in Canada.

We strongly affirm that:

- ❖ Islamophobia, like all other forms of racism, hate, xenophobia, and bigotry, has no place in Canadian society.
- ❖ Discrimination and acts of hate against anyone, marginalize individuals and communities and exclude them from participating fully in society and fulfilling their potential.
- ❖ The dignity of every person in Canada is essential to a healthy and vibrant society.
- ❖ Everyone in Canada has a role to play in creating safe environments for us all.
- ❖ All levels of government, civil society, communities, and public officials have a duty to work together in developing policies, programs and initiatives to reduce and eliminate Islamophobia in all of its forms.
- ❖ By working together, we can nurture inclusive communities and strengthen our shared commitment to Canada's values of equality, respect, justice, and the dignity of all persons.



A Community Partners' Statement  
in Celebration of  
**"Week Without Violence"**  
October 14 to 20, 2001



We express our sincere sympathy to the families and friends of the victims of the recent violence suffered in New York, Washington and Pennsylvania. These atrocities serve to strengthen our commitment to peaceful interaction in all of our daily lives. We join hands as community partners to call on all people in Waterloo-region to practice peaceful neighbourhood relations.

The horrifying events of Sept. 11 have again demonstrated how communities everywhere are deeply affected by actions beyond any borders. Individuals and groups who seek to build peaceful and just communities might well feel that their efforts have been overshadowed by these complex events in the world community. Grief can lead to feelings of helplessness. Even more disturbingly, grief can lead to anger and actions motivated by fear. The global tension between democracy and the need for security can be mirrored in neighbourhood tensions. Violence is often rooted in misunderstanding, intolerance and prejudice against persons whose culture, faith or religion is different from one's own.

In the face of grief and fear, we are more determined than ever to practice neighbourhood democracy. True democracy grows out of compassion, moderation and reason. Parents, children, teachers, neighbours and co-workers have responsibilities and opportunities to do their part in creating a world free of violence and intolerance.

*By embracing diversity we will prevent violence.*

We ask all community members to work for peace within diversity in your homes, your neighbourhood meetings and informal gatherings, in your places of worship, your classrooms, businesses and workplaces. Oct. 14 to 20 is Week Without Violence and we encourage you to support all efforts to resolve conflicts peacefully during this week and beyond. Together, we can ensure that our neighbourhoods are vibrant and free from violence and fear.

*"Imagine a week without violence . . . now imagine a lifetime. Let's make it real!"*

Community Safety & Crime Prevention Council  
(an initiative of the Regional Municipality of Waterloo, RMOW)  
Youth Action Committee (RMOW)  
Faculty of Social Work (Wilfrid Laurier University)  
Week Without Violence Steering Committee (a collaboration of many agencies)  
YWCA of Kitchener-Waterloo

For local contacts and resources for the prevention of violence, please visit: [www.violencefree.net](http://www.violencefree.net)

**Please copy and share this peaceful message with as many members of your community, neighbourhood or workplace as you can!**



creative minds waiting to be discovered



"We need jobs.  
Discover our creative minds.  
Diversity makes us richer.  
Please hire us!"

*your children.*



**Community Safety &  
Crime Prevention Council**  
Because a connected community  
is a safer community

CAW  TCA  
CANADA *Local 1451*

visit [www.preventingcrime.net](http://www.preventingcrime.net) or call 883-2305

*(photo: students from Cameron Heights Collegiate of Kitchener, Ontario 2003)*



Report: CSD-EIS-16-14

**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:** November 22, 2016

**File Code:** S14-80

**Subject: Ontario Works Discretionary Benefits Realignment**

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**Recommendation:**

That The Regional Municipality of Waterloo adjust Ontario Works Discretionary Benefits (OWDB) service levels to correspond with current funding levels;

And that The Regional Municipality of Waterloo direct staff to de-list OWDB services to achieve the alignment of funding and service level effective January 1, 2017 as detailed in report CSD-EIS-16-14: Ontario Works Discretionary Benefits Realignment.

**Summary:**

At its meeting of June 14, 2016, the Community Services Committee received report CSD-EIS-16-04 Ontario Works Discretionary Benefits Program advising the OWDB program was projected to overspend its 2016 budget of \$4,467,200 by \$600,000, for a total expenditure of \$5.07 million. Within the report, staff recommended the de-listing of specific items to enable the OWDB to be delivered within budget. After hearing from a delegation and debate, Committee approved an additional \$600,000 for the OWDB program to be funded from the Tax Stabilization Reserve Fund in order to preserve services. Additionally, Council directed staff to consider suggestions by the delegation and to explore further possible solutions with the community.

This report provides an overview of the OWDB program, cost pressures that are resulting in program over expenditure, and the process by which staff has reviewed the program in determining how to align services within the funding envelope. The report concludes with a recommendation for future direction.

**Report:****1.0 Overview of the Ontario Works Discretionary Benefits Program**

As outlined in report CSD-EIS-16-11 dated September 13, 2016, social assistance participants receive both Mandatory and Discretionary Benefits as part of their income assistance. The focus of this report is on the provision of Discretionary Benefits.

Under the Ontario Works Act, municipalities may provide certain Discretionary Benefits to Ontario Works (OW) and Ontario Disability Support Program (ODSP) participants. There are two types of benefits: health related and non-health related. Non-health related benefits include broad categories such as eviction prevention, heat and hydro assistance, interpreter fees, food hampers, and non-health related travel and transportation. Health related benefits include such broad categories as dental and vision care for adults. The purpose of Discretionary Benefits is to provide items not covered by Mandatory Benefits and other support programs such as the Assistive Devices Program.

The table below summarizes the estimated number of requests for all services offered in the Ontario Works Discretionary Benefits (OWDB) program, excluding food hampers and bus tickets.

**Estimated Number of OWDB Requests for Service from 2013 to 2016**

<b>Discretionary Item</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016 YTD*</b>
Adult Dental**	8,178	8,651	10,123	4,549
Waterloo Region Energy Assistance Program (WREAP)	722 <sup>x</sup>	896	1,049	237
Eviction Prevention	361	476	503	242
Interpreter Requests	1320	1080	703	300
OW Discretionary Benefits – Other Items	5,330	5,404	5,118	2449
<b>Total</b>	<b>15,911</b>	<b>16,507</b>	<b>17,496</b>	<b>7,777</b>

<sup>x</sup>2013 WREAP requests are only from CHPI sources. No data is available on assistance

amounts provided through OWDB program funds for that year.

\*2016 numbers are for the most current requests available to date (June 2016).

\*\*Adult dental services for dentures were suspended in parts of 2013, 2014, and 2015. As the table shows, adult dental has the largest uptake of all OWDB services.

## 2.0 Overview of Program Expenditures

The 2016 Regional budget for OWDB totals \$4.47 million. The Province will cost share up to \$10 per household (OW and ODSP caseloads combined) per month at the current cost sharing ratio (94.2%/5.8%). If expenditures exceed the capped, cost-shared amount the Region is responsible for 100% of the over expenditure. In 2016, the maximum amount eligible for cost sharing is \$2.47 million. The balance of the 2016 budget (\$2.0 million) is funded by the Region from the property tax levy (\$1.5 million) and \$0.5 million from the Community Homelessness Prevention (CHPI) Initiative program (specifically for items that prevent homelessness).

The following table summarizes the historical and current budgeted expenditures and funding sources for OWDB:

**Table 1: Ontario Works Discretionary Benefits Budget, 2012 – 2016**

	2012	2013	2014	2015	2016
Expenditure	\$5,923,338	\$4,467,200	\$ 4,467,200	\$ 4,467,200	\$4,467,200
Funding:					
Provincial Subsidy *	\$4,904,523	\$2,116,858	\$ 2,185,939	\$ 2,255,000	\$2,324,100
Tax Stabilization Reserve Fund		625,000	500,000		
Capital Levy Reserve		375,000			
CHPI Funding				500,000	500,000
Regional Levy Contribution	\$1,018,815	\$ 1,350,342	\$ 1,781,261	\$ 1,712,200	\$1,643,100

\* 2013 -16 The increase in Provincial subsidy is due to Provincial Uploading

The OWDB program has exceeded its allocated budget for two consecutive years. In 2015, actual spending for the OWDB was \$4,655,965 or \$188,495 greater than budget. In 2016, the program is projected to overspend the budget of \$4,467,200 by \$600,000, for a total expenditure of \$5.07 million.

The over expenditures in 2015 and 2016 were funded through the Tax Stabilization Reserve Fund.

### **3.0 Overview of Cost Pressures to the Ontario Works Discretionary Benefits Program**

The current cost pressures for the OWDB program are a result of historic decreases in Provincial funding for Mandatory and Discretionary benefits, the elimination and reallocation of the Community Start-Up and Maintenance Benefit (CSUMB). The decreased funding for the program is combined with growing demand and increased costs for services.

#### **Decreased Provincial Funding**

As outlined in report CSD-EIS-16-11, the following changes were made to Mandatory and Discretionary Benefits through the 2012-2013 Provincial Budget:

- The CSUMB was eliminated as a mandatory benefit effective January 1, 2013. CSUMB assisted with establishing a new principal residence, eviction prevention and utility arrears and was issued in cases of threat to health or welfare in a non start-up situation; and,
- Cost sharing for health related and non-health related Discretionary Benefits were combined at total of \$10 per household (OW and ODSP caseload combined) per month, effective July 1, 2012. As a result of the change in the funding formula, the amount the Province cost shared with the Region of Waterloo declined from \$5.9 million to \$2.5 million.

The revised cost sharing formula for OWDB presents a number of limitations to the program:

- As a capped formula, funding is not flexible or responsive to changing demand;
- The cap is calculated per household and does not take into consideration the number of members of a household; and,
- The cap has remained constant since implementation in 2012 and does not take into account inflation, the growing cost of delivering services or increasing demand for services.

## **Increasing Demand**

Services experiencing the greatest increase in demand are: adult dental, energy assistance, and eviction prevention. Growing demand is resulting from financial instability following the 2008 recession, economic restructuring which has resulted in the loss of entry level jobs, the loss of benefits among low- and middle-income families, and an aging population.

### **4.0 Discretionary Benefits Program Review**

Recognizing that demand for services exceeds the current funding envelope for OWDB staff undertook a program review to identify solutions for aligning services within the allocated budget. The program review encompassed a comparison of Ontario Works Discretionary Benefit programs offered across six delivery areas (five Consolidated Municipal Service Managers (CMSMs) and one District Social Services Administration Board (DSSAB)). The review also included consultations with community members to explore options for delivering services differently. Below is a summary of the findings.

#### **Comparison with other Ontario Works Administrators**

Municipalities have responded to the implementation of the cap revealing that:

- The Region of Waterloo and York Region appear to be the only OW Administrators (two out of the total six included in the review) that fund the program above the \$10 cap.
- With regards to services provided, The Region of Waterloo OWDB are comparable with benefits offered by other OW Administrators, with the exception of eviction prevention and utility arrear payments. Only half of the OW Administrators consulted provide eviction prevention or utility arrear supports through OWDB. Some OW Administrators have a co-pay component, whereby the client pays for part of the benefit.

#### **Community Consultation**

Employment and Income Support has engaged in ongoing community consultations on OWDB, starting when the cap was announced in 2012, and following service changes to OWDB in 2013. A delegation to Community Services Committee on June 14, 2016 asked for members of the community to be involved in exploring solutions for providing services proposed for de-listing, such as the creation of a hearing aid refurbishment program and/or an eye glasses bank.

As a result of this request, staff hosted consultation sessions to explore options for providing services outside of the OWDB. A total of 62 participants attended two consultation sessions on September 6 and 12, 2016. Participants included members

from the Employment and Income Support Community Advisory Committee and the Housing Participant Advisory Group, individuals with lived experience, community agencies and Region of Waterloo staff from different Divisions. Additionally, staff attended a meeting with the Grand River Community Advisory Committee to provide an overview of the suggested items for de-listing.

A summary of the consultation sessions is as follows:

- Participants acknowledged that the current cost pressures for OWDB are due to inadequate Provincial funding for Ontario Works. Participants expressed the desire for Council to continue advocating to the Province for increased funding to OWDB.
- With regard to de-listing items, participants reiterated that all OWDB are important for supporting the health and wellbeing of individuals, as well as supporting employment outcomes. Participants did not wish to see any benefits de-listed.
- Participants also expressed concern that the community does not have the ability to provide OWDB in the same capacity as the Region. Moving services outside of OWDB could result in the fragmentation of services and difficulty for individuals navigating and accessing supports.
- Participants expressed willingness to explore options for delivering services comprehensively and sustainably. This approach would require ongoing discussions with the Region and community partners to establish community-wide partnerships to provide services, although to do so may require additional funding from the Region.

The main recommendation from the community consultation sessions is that no services should be de-listed, and should services be de-listed, for the Region to engage in continued discussion about how to provide services in partnership with the community.

While staff is aware of the importance of OWDB, recommendations from the community consultation do not provide sustainable solutions. The provision of services such as vision banks and hearing aid refurbishment would require contracting of subject matter experts, which would add to the budget pressures for the Region. Discussion continues in the community about the possibility of a community-based dental service. Further discussions are scheduled through the end of this year.

## **5.0 Options for Ontario Works Discretionary Benefits Realignment**

Having reviewed the program and broadly consulted for over 3 years staff has identified three possible options.

**Option 1:** Maintain the current tax levy contribution and realign service levels within the current funding envelope which requires the delisting of specific services (as outlined in Appendix A)

Advantage:

- Minimizes the possibility of program over expenditure.

Disadvantage:

- Decreases OWDB service levels.

**Option 2:** Increase the tax levy contribution and thereby the service level on an on-going basis in order to maintain all services.

Advantage:

- OWDB service levels are maintained (current suite of services continue).

Disadvantage:

- Additional funding from the property tax levy is required on an ongoing basis.
- Giving increasing demand for and rising cost of services the budget would likely require an adjustment increase on an annual basis moving forward.

**Option 3:** Provide one-time (2017) funding for OWDB of \$600,000 from the tax stabilization reserve fund, to continue provision of current services pending the impacts of service delivery redesign within the E&IS Division (including greater focus on employment outcomes), further discussion on community partnership solutions (dental, etc.), Provincial Service modernization and Provincial direction on the Basic Income Guarantee.

Advantage:

- OWDB service levels are maintained for an additional year.
- Provides staff an opportunity to analyze the impact of both Regional service delivery redesign and various Provincial directions under consideration on service delivery costs.

Disadvantage:

- Increases pressure on the Tax Stabilization Reserve Fund.
- Implementation and timeline of Provincial directions is unknown.

Staff Recommendation

Docs # 2225526 v.10

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Consistent with report CSD-EIS-16-04 dated June 14, 2016, staff recommends the alignment of service and funding levels as outlined in Option 1 above.

**6.0 Employment and Income Support Process Design**

The Employment and Income Support Division is engaged in process redesign from initial point of client contact to exit from social assistance using a Lean Six Sigma process. Improved service delivery with an enhanced focus on supporting individuals toward sustainable employment and/or improved quality of life may reduce dependence on social assistance including OWDB. A more fulsome report on this work will be provided to Council in early 2017.

**Corporate Strategic Plan:**

The provision of OWDB to social assistance recipients supports 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:**

As reported in June, 2016 (Report CSD-EIS-16-04 dated June 14, 2016), the OWDB program expenditures are projected to exceed the budget by \$600,000 by year end. Council at its meeting of June 22, 2016 approved an additional expenditure of up to \$600,000 to be funded by the Tax Stabilization Reserve Fund to maintain the approved level of service for the balance of 2016. Should caseloads decrease in the future, the amount of funding available from the Province would decrease.

The 2017 Budget increases the OWDB program budget by \$189,000 to \$4.7 million due to increased ODSP and OW caseloads being experienced in Waterloo Region. This increase is funded \$183,700 by the Province and \$5,300 by the Region. In 2017 the cost sharing ratio with the province for eligible expenditures will be 97.2%/2.8%. In 2018, the Province will fully fund eligible expenditures.

The following chart summarizes the 2016 and 2017 budgets for the Ontario Works Discretionary Benefit Program:

\$ in 000’s	2016	2017	Change
Expenditure	\$4,467	\$4,656	\$189

**Funding:**

November 22, 2016

Report: CSD-EIS-16-14

Provincial Subsidy *	\$2,324	\$2,582	\$258
CHPI Funding	500	500	0
Region of Waterloo Contribution	\$1,643	\$1,574	(\$69)

\* Increased subsidy due to uploading = \$74,000

Increased subsidy due to caseload = \$184,000

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

Corporate Services (Treasury Services) was consulted in the preparation of this report.

#### **Attachments**

Appendix A – Option 1: Proposed Realignment of OWDB Services

**Prepared By:** Carolyn Schoenfeldt, Director, Employment & Income Support

Bojana Kojic, Social Planning Associate, Employment & Income Support

Nina Bailey-Dick, Social Planning Associate, Employment & Income Support

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

## Appendix A

### Option 1: Proposed Realignment of OWDB Services

#### Items funded after January 1, 2017

Category	Description
Adult Dental	Dental services for adults on OW and ODSP include: Adult Emergency (for the relief of pain): <ul style="list-style-type: none"> <li><input type="checkbox"/> Exams/X-rays</li> <li><input type="checkbox"/> Fillings</li> <li><input type="checkbox"/> Tooth extractions</li> <li><input type="checkbox"/> Root canal treatment for upper front teeth</li> <li><input type="checkbox"/> Emergency treatment for all teeth for pain relief</li> </ul> Dentures: <ul style="list-style-type: none"> <li><input type="checkbox"/> New dentures</li> <li><input type="checkbox"/> Denture repairs, relines, adjustments</li> <li><input type="checkbox"/> Root canal treatment for all teeth, except upper front teeth</li> </ul>
Food Hampers	Grants to food distribution agencies in Waterloo Region.
Funerals & Burials	Pays for simple funeral services and burials. Mandated by Provincial statute (Anatomy Act).
Transportation	Funds bus tickets for Ontario Works participants.
Interpreters	Vital service for accurate completion of regulated forms.
Emergency Response	Although infrequent, funds basic necessities when low income persons are displaced because of an emergency.
Late payments	Funds utility and water disconnection notices. Operates as part of the Waterloo Region Energy Assistance Program.
Eviction Prevention	Funds eviction prevention for individuals in low income situations.

#### Items not funded after January 1, 2017

Furniture/Appliances	Funds purchase of limited furniture (mattresses) and appliances (fridge and stove) and appliance repairs.
Purchase of Documents	Funds purchase of Birth Certificates and Social Insurance Number cards for individuals for the purpose of determining eligibility or obtaining employment.

Mobility Aids	Provides services not covered under the Assistive Devices Program, such as orthotics, wheelchair rentals, special footwear, and braces.
Hearing Aids	Provides services not covered by the Assistive Devices program, such as hearing aid repairs and batteries. Provides a maximum of \$1,000 top up toward hearing aid purchases under Assistive Devices Program.
Vision Care	Funds vision care for OW adults and ODSP dependent adults (includes glasses, glasses repair and contacts).
Contingency	Buffer amount for budget management. Has been accounted for in budget projections.
Drugs and Medical Supplies	Funds prescription drugs not covered by the Benefit Drug Card. Funds medical supplies not covered by the Assistive Devices Program, such as monitors, Aerochamber for infants, CPAP/Apnea accessories, helmet/face guards, and breast pumps.



**Report:** PHE-CRS-16-02

**Region of Waterloo**  
**Public Health and Emergency Services**  
**Central Resources**

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

**Date:** November 22, 2016                      **File Code:** F11-01

**Subject:** 2016 Public Health Budget Approval

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**Recommendation:**

For information

**Summary:**

Correspondence has recently been received confirming the Ministry of Health and Long Term Care's approved 2016 funding allocation for Region of Waterloo Public Health program based grants.

The ministry's application of a new funding formula in 2015 determined that Region of Waterloo Public Health was receiving ministry funding in excess of their model-based share. As a result, Waterloo Region did not receive any of the available growth funding. The ministry has continued the application of the funding formula again this year; as in 2015, Waterloo Region did not receive any of the available growth funding in 2016.

The Ministry of Health and Long Term Care's 2016 funding allocations for Region of Waterloo Public Health programs include \$23,213,600 in annual base funding and \$343,200 in one time funding; the total ministry approvals of \$23,556,800 are a combination of 100% and cost shared funding. Region of Waterloo Public Health will operate within the approved provincial and Regional base and one-time funding allocations for 2016.

Since 2011, Boards of Health in the province of Ontario have been expected to enter into agreements that identify the requirements for the accountability of the board of health and the management of the health unit. As per routine practice, the Chair of the Board of Health (the Regional Chair) has signed a revised accountability agreement

with the updated financial information included.

**Report:**

Correspondence has recently been received confirming the Ministry of Health and Long Term Care's approved 2016 funding allocation for Region of Waterloo Public Health's program based grants. The correspondence details both base and one time funding envelopes for mandatory and related public health programs and services; the ministry funding is a combination of 100% funding and cost shared funding (up to 75% provincial).

**Application of Public Health Funding Formula**

In 2015, the Ministry of Health and Long Term Care accepted the recommendations of the report, Public Health Model for Mandatory Programs; The Final Report of the Funding Review Working Group. The recommendations in the report included the application of a new funding formula for mandatory programs. The ministry used the new public health funding formula for mandatory programs beginning in 2015.

The ministry's application of the new funding formula in 2015 determined that Region of Waterloo Public Health was receiving ministry funding in excess of their model-based share. As a result, Waterloo Region did not receive any of the available \$11 million of 2015 growth funding (2%). The growth funding was distributed between 8 health units in the province who have not reached the model based-share.

Recently, the Ministry of Health & Long Term Care has informed health units that \$5.6 million of 2016 growth funding (1%) will be distributed between 10 health units in the province who have not reached their model based-share of the funding formula. As in 2015, Waterloo Region did not receive any of the available growth funding in 2016.

**Healthy Smiles Ontario Program Integration**

The newly integrated Healthy Smiles Ontario Program commenced at the start of the 2016 calendar year and became a requirement under the Ontario Public Health Standards with an associated Protocol. As a result, there has been a realignment of funding between cost shared and 100% funded programs. Recent correspondence and details within the revised accountability agreement shows the restatement of 2015 budgets; in real terms, there has been a funding reduction of cost shared budgets by \$445,000 and an increase to the 100% funding to the Healthy Smiles Ontario budget of \$419,902. The ministry has assumed responsibility for all fee-for-service costs previously contained in the cost shared and 100% dental programs; these costs are now being administered through a 3<sup>rd</sup> party ASERTA. For 2017, budgeted expenditures related to cost shared and 100% funded dental programs have been aligned with the new information provided within the attached correspondence and following discussions and clarification with ministry staff.

## **Provincial Budget Approval for Public Health Programs**

The correspondence received from the Ministry of Health & Long Term Care (MOHLTC) confirms Waterloo Region's 2016 allocation of funding to support the provision of mandatory and related public health services (Attachment 1). The provision of provincial funding is in accordance with section 76 of the Health Protection and Promotion Act. The 2016 base approval is \$23,213,600. In addition, the correspondence confirms one time approvals of \$343,200 for a total of \$23,556,800.

Further details of the funding are provided in Schedule A-4 Program-Based Grants (Attachment 2). For specifics of the various funding envelopes and information about how the approved allocations represent funding shortfalls or additional resources to those in the Region's 2016 budget assumptions, see the Financial Implications section of this report.

## **Accountability Agreement – Public Health Programs**

Since 2011, Boards of Health in the province of Ontario have been expected to enter into agreements that identify the requirements for the accountability of the board of health and the management of the health unit.

The Accountability Agreements for Public Health were designed to

- Demonstrate to government the effective use of public funds – 'value for money'
- Demonstrate clear movement on government priorities;
- Demonstrate general compliance with Ontario Public Health (OPHS) and Organizational Standards; and
- Address public health unit specific performance issues.

The funding for mandatory and related programs (described above) is subject to the Public Health Accountability Agreement which sets out the obligations of the Ministries of Health and Long Term Care and the boards of health. As per routine practice since 2011, the Chair of the Board of Health (the Regional Chair) has signed a revised accountability agreement with the updated financial information included.

## **Ontario Public Health Standards:**

Under the Health Protection and Promotion Act, Region of Waterloo Council serves as Waterloo Region's Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards which outline the expectation for providing public health programs and services and the Ontario Public Health Organizational Standards which outline the expectations for the effective governance of boards of health and effective management of public health units. This report provides information related to provincial funding approvals for 2016 for mandatory and related public health programs.

**Corporate Strategic Plan:**

Provincial funding for Public Health enables the delivery of programs and services which contribute to the corporate strategic plan. For the 2015- 2018 corporate strategic plan, Public Health's work aligns most significantly with the following focus areas:

Healthy, Safe and Inclusive Communities

Responsive and Engaging Government Services

**Financial Implications:**

The 2016 approval for public health programs totals \$23,213,600. This is \$402,400 less than the 2015 approval from the Province. The 2016 Regional Budget anticipated the reduction in provincial funding for mandatory programs and the overall 2016 approval is \$317,541 higher than the Region's 2016 budgeted revenues largely as a result of the increase in the Healthy Smiles Ontario funding (\$419,902).

The following table compares the 2016 approved Regional budget for provincial funding to the actual provincial approval for Public Health as confirmed in recent correspondence from the Ministry of Health and Long Term Care.

	Cost Sharing %	2016 Approved Regional Budget	Provincial Approval	Difference
<b>Base Funding:</b>				
Mandatory Programs	75%	\$20,208,104	\$20,139,100	\$(69,060)
Chief Nursing Officer Initiative	100%	124,381	121,500	(2,881)
Enhanced Food Safety	100%	62,105	59,100	(3,005)
Enhanced Safe Water	100%	44,526	40,400	(3,856)
Healthy Smiles Ontario	100%	561,098	981,000	419,902
Infection Prevention and Control Nurses Initiative	100%	93,005	90,100	(2,905)
Infectious Diseases Control Initiative	100%	572,631	555,600	(17,031)
MOH/AMOH Compensation Initiative	100%	113,149	142,500	29,351
Needle Exchange Program	100%	100,000	125,000	25,000
Vector Borne Diseases Program	75%	233,907	229,000	(4,907)
Small Drinking Water Systems	75%	26,933	23,600	(3,333)
Social Determinants of Health Nursing Initiative	100%	180,238	180,500	262
Smoke-Free Ontario	100%	543,482	493,700	(49,782)

Strategy				
Electronic Cigarettes Act	100%	32,500	32,500	0
<b>Total Base Funding</b>		<u>\$22,896,059</u>	<u>\$23,213,600</u>	<u>\$317,541</u>

In addition to base funding, one time funding of \$343,200 (100% provincial funding) has been approved for 2016 to support the Immunization of School Pupils Act regulatory amendments, the purchase of new vaccine refrigerators, pharmacist integration into the universal influenza immunization program and Public Health Inspector practicums within the department.

**One Time Funding Approvals (to March 31, 2017 unless otherwise stated):**

		<u>Provincial Approval</u>
Immunization of School Pupils Act Regulatory Amendments (January 1, 2016- December 31, 2016)	100%	\$98,400
New Purpose-Built Vaccine Refrigerators	100%	23,700
Public Health Inspector Practicum Program	100%	20,000
Pharmacists Integration into UIIP Program (January 1, 2016 to August 31, 2016)	100%	65,500
Panorama	100%	<u>135,600</u>
		<u>\$343,200</u>

The Public Health Department will operate within the approved envelopes of provincial and Regional base and one-time funding allocations 2016.

The 2016 provincial approval has formed the basis of preparation for the 2017 regional budget for Public Health.

**Other Department Consultations/Concurrence:**

Finance Department staff was involved in the preparation of the 2016 Public Health budget as well as the funding request submissions to the Province and have reviewed this report. Similarly, Finance Department staff are involved in the preparation of the 2017 regional budget which will reflect the impacts of the new funding formula.

**Attachments**

Attachment 1: The correspondence received from the Ministry of Health & Long Term Care (MOHLTC), dated September 23, 2016

Attachment 2: Schedule A-4 Program-Based Grants

**Prepared By:** Anne Schlorff, Director, Central Resources

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

November 22, 2016

Report: PHE-CRS-16-02

Attachment 1:

**Ministry of Health  
and Long-Term Care**

Office of the Minister

10<sup>th</sup> Floor, Hepburn Block  
80 Grosvenor Street  
Toronto ON M7A 2C4  
Tel 416-327-4300  
Fax 416-326-1571  
www.ontario.ca/health

**Ministère de la Santé  
et des Soins de longue durée**

Bureau du ministre

Édifice Hepburn, 10<sup>e</sup> étage  
80, rue Grosvenor  
Toronto ON M7A 2C4  
Tél 416-327-4300  
Télééc 416-326-1571  
www.ontario.ca/sante



**SEP 23 2016**

IApprove-2016-00823

Mr. Ken Seiling  
Chair, Board of Health  
Region of Waterloo, Public Health  
150 Frederick Street, 1st Floor  
Kitchener ON N2G 4J3

Dear Mr. Seiling:

I am pleased to advise you that the Ministry of Health and Long-Term Care will provide the Board of Health for the Region of Waterloo, Public Health up to \$188,624 in additional base funding and up to \$343,200 in one-time funding for the 2016-17 funding year to support the provision of mandatory and related public health programs and services in your community.

The Assistant Deputy Minister of the Population and Public Health Division will write to the Region of Waterloo, Public Health shortly concerning the terms and conditions governing this funding.

Thank you for your dedication and commitment to Ontario's public health system.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'E. Hoskins'.

Dr. Eric Hoskins  
Minister

c: Hon. Kathryn McGarry, MPP, Cambridge  
Daiene Vernile, MPP, Kitchener Centre  
Catherine Fife, MPP, Kitchener-Waterloo  
Michael Harris, MPP, Kitchener-Conestoga  
Dr. Liana Nolan, Medical Officer of Health, Region of Waterloo, Public Health

## Attachment 2:

**SCHEDULE A-4  
PROGRAM-BASED GRANTS**

**Board of Health for the Region of Waterloo, Public Health**

Source	Program / Initiative Name	2015 Approved Allocation (\$)	Increase / (Decrease) (\$)	2016 Approved Allocation (\$)
<b>Base Funding (January 1st to December 31st, unless otherwise noted)</b>				
<b>Public Health &amp; Health Promotion</b>	<b>Mandatory Programs (75%)<sup>1</sup></b>	20,139,044	56	20,139,100
<b>Public Health</b>	Chief Nursing Officer Initiative (100%) # of FTEs 1.00	121,500	-	121,500
	Enhanced Food Safety – Haines Initiative (100%)	59,100	-	59,100
	Enhanced Safe Water Initiative (100%)	40,400	-	40,400
	Healthy Smiles Ontario Program (100%) <sup>2</sup>	817,432	163,568	981,000
	Infection Prevention and Control Nurses Initiative (100%) # of FTEs 1.00	90,100	-	90,100
	Infectious Diseases Control Initiative (100%) # of FTEs 5.00	555,600	-	555,600
	MOH / AMOH Compensation Initiative (100%) <sup>3</sup>	142,500	-	142,500
	Needle Exchange Program Initiative (100%)	100,000	25,000	125,000
	Small Drinking Water Systems Program (75%)	23,600	-	23,600
	Social Determinants of Health Nurses Initiative (100%) # of FTEs 2.00	180,500	-	180,500
	Vector-Borne Diseases Program (75%)	229,000	-	229,000
<b>Health Promotion</b>	Children in Need of Treatment (CINOT) Expansion Program (75%) <sup>4</sup>	-	-	-
	<i>Electronic Cigarettes Act: Protection and Enforcement</i> (100%)	32,500	-	32,500
	Smoke-Free Ontario Strategy: Prosecution (100%)	17,000	-	17,000
	Smoke-Free Ontario Strategy: Protection and Enforcement (100%)	296,700	-	296,700
	Smoke-Free Ontario Strategy: Tobacco Control Coordination (100%)	100,000	-	100,000
	Smoke-Free Ontario Strategy: Youth Tobacco Use Prevention (100%)	80,000	-	80,000
<b>Sub-Total Base Funding</b>		<b>23,024,976</b>	<b>188,624</b>	<b>23,213,600</b>

**SCHEDULE A-4  
PROGRAM-BASED GRANTS**

Board of Health for the Region of Waterloo, Public Health

Source	Program / Initiative Name	2016 Approved Allocation (\$)
<b>One-Time Funding (April 1, 2016 to March 31, 2017, unless otherwise noted)</b>		
<b>Public Health</b>	<i>Immunization of School Pupils Act - Regulatory Amendments Implementation (100%) (January 1, 2016 to December 31, 2016)</i>	98,400
	New Purpose-Built Vaccine Refrigerators (100%)	23,700
	Panorama (100%) <sup>5</sup>	135,600
	Pharmacists Integration into the UIIP Program (100%) (January 1, 2016 to August 31, 2016)	65,500
	Public Health Inspector Practicum Program (100%)	20,000
<b>Sub-Total One-Time Funding</b>		<b>343,200</b>
<b>Total</b>		<b>23,556,800</b>

(1) 2015 base funding for mandatory programs has been adjusted by (\$445,056) for dental integration; (\$191,257) was reallocated to Healthy Smiles Ontario and (\$253,799) was removed in its entirety (relates to fee-for-service costs which is now being administered through a 3rd party).

(2) 2015 base funding for Healthy Smiles Ontario has been adjusted by (\$68,068) for dental integration; \$191,257 was reallocated from mandatory programs and (\$259,325) was removed in its entirety (relates to fee-for-service costs which are now being administered through a 3rd party).

(3) Cash flow will be adjusted to reflect the actual status of current MOH and AMOH positions.

(4) 2015 base funding for CINOT Expansion has been adjusted by (\$77,900) for dental integration; amount was removed in its entirety (relates to fee-for-service costs which are now being administered through a 3rd party).

(5) One-time funding is jointly funded by the Population and Public Health Division and the Health Services I&IT Cluster.

**Payment Schedule**

Base and one-time funding is flowed on a mid and end of month basis. Cash flow will be adjusted when both Parties have signed the Agreement.



**Report:** PHE-HPI-16-09

## **Region of Waterloo**

### **Public Health**

### **Health Protection and Investigation**

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

**Date:** November 22, 2016                      **File Code:** P23-80

**Subject:** **Safe Drinking Water Program Update**

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#### **Recommendation:**

For Information

#### **Summary:**

The goal of the Safe Drinking Water program is to prevent and reduce the burden of water-borne illness from drinking water in the Region of Waterloo, in both regulated and non-regulated systems.

Regulated drinking water systems range from large municipal systems to a variety of smaller-scale drinking water systems which are not owned/operated by the municipality. Public Health collaborates with other agencies to respond to adverse water quality incidents from regulated systems to ensure sufficient corrective actions are taken to protect the health of the public. Public Health provides the main oversight of small, regulated drinking water systems and continues to meet the provincial inspection mandate for these systems in the Region.

Non-regulated systems are most often private rural wells and cisterns serving five or less private homes, and are the responsibility of the well owner. Public Health encourages and supports the uptake of provincial well water testing services for well owners and recently launched a new campaign to promote private well water testing in the Region.

#### **Report:**

The Ministry of Health and Long Term Care, through the Ontario Public Health

Standards, mandates the goal of the Safe Water Program – to prevent or reduce the burden of water-borne illness related to drinking water. To meet this goal, Region of Waterloo Public Health conducts assessment and surveillance, health promotion and policy development, as well as health protection activities on regulated and non-regulated water systems throughout the Region.

## **Regulated Drinking Water Systems**

There are three main types of regulated drinking water systems in Region of Waterloo: municipal drinking water systems, non-municipal drinking water systems and small drinking water systems. These systems are presently regulated under the Safe Drinking Water Act, 2002 and the Health Protection and Promotion Act, 1990.

### **1. Municipal Drinking Water Systems**

Approximately 95 per cent of local residents receive drinking water from municipal drinking water sources (see PH-13-027)<sup>1</sup>. The Ministry of the Environment and Climate Change, under Ontario Regulation 170/03, has primary regulatory oversight for municipal drinking water systems. Region of Waterloo Water Services division is responsible for supply, treatment, and monitoring of drinking water in the region and consistently meets the necessary requirements under the Safe Drinking Water Act. The Region of Waterloo's Water Services and area municipalities operate, maintain and monitor the many distribution systems across the Region. Public Health is mandated to liaise with these agencies and ministries regarding drinking water systems<sup>2</sup> and meets regularly with these partners. There is also an internal communication protocol between municipal and Regional partners regarding adverse drinking water quality incidents that is reviewed and updated annually.

### **2. Non- Municipal Drinking Water Systems**

There are some types of drinking water systems regulated under Ontario Regulation 170/03 which do not use municipally treated water. Similar to municipal systems, these are regulated primarily by the Ministry of the Environment and Climate Change. Non-municipal drinking water systems provide drinking water mainly to residential and institutional facilities. These can include rural schools, group homes, children's residential camps, trailer parks, and year-round residential communities that have more than five service connections. Operators of non-municipal systems are required to monitor the water and notify the Ministry of the Environment and Climate Change and the Medical Officer of Health of adverse test results. Public Health responds to all adverse water quality incidents to ensure sufficient corrective

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<sup>1</sup> PH-13-027 – Private Well Water Program Update (June 18, 2013) available at: <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2013-0618.pdf>

<sup>2</sup> Ontario Public Health Standards – Drinking Water Protocol, 2014 available at: [http://www.health.gov.on.ca/en/pro/programs/publichealth/oph\\_standards/docs/drinking\\_water.pdf](http://www.health.gov.on.ca/en/pro/programs/publichealth/oph_standards/docs/drinking_water.pdf)

actions are taken to protect the health of the public.

### 3. Small Drinking Water Systems

Drinking water that is made available to the public (non-residential) but has not been obtained from a municipally treated supply is considered a small drinking water system (see PH-12-009)<sup>3</sup>. These systems are generally rural facilities such as restaurants, community centres, golf courses, resorts, seasonal trailer parks, and churches using private water supplies. Wells are the most common source for small drinking water systems. Public Health provides the main oversight of small drinking water systems under Ontario Regulation 319. Public Health maintains an inventory of all small drinking water systems in the Region, conducts site risk assessments, assigns risk categories, and issues written directives (to the owner/operator for compliance). Public Health also inspects these systems to ensure compliance with the regulations and standards. Based on the assigned risk level for each system, The Ministry of Health and Long Term Care stipulates when small drinking water system inspections are required. There are 139 systems in the Region and Public Health continues to meet the 100 per cent target for all of the inspections that are required each year.

#### Adverse Drinking Water Quality Response

Adverse drinking water incidents occur when water samples taken from regulated systems fail to meet Ontario's Drinking Water Quality Standards (Ontario Regulation 169/03). Because of the strict standards, the majority of these adverse occurrences are minor incidents that are quickly or easily corrected with no potential health impact. An incident may include adverse observations from the analyzers that monitor the levels of chlorine, turbidity or UV. In rare instances, a water main break or evidence of coliform bacteria may pose a greater risk and require additional corrective measures. All adverse drinking water events are required to be reported to the Ministry of the Environment and Climate Change and the local Medical Officer of Health or designate. Public Health has a 24 hour/ 7 day on-call system for receiving and responding to adverse water incidents and/or test results.

In 2015, Public Health received and responded to 116 adverse water quality occurrences. For each adverse water quality incident, a Public Health Inspector conducts a risk assessment to determine the potential health risk to users. The Public Health Inspector ensures that the owner/operator of the drinking water system is taking the necessary corrective actions to protect the health of the public.

#### Non-Regulated Drinking Water Systems (Private Drinking Water Systems)

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<sup>3</sup> PH-12-009 – Small Drinking Water Systems Update (March 20, 2012) available at: <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2012-0320.pdf>

The majority of rural residents in Waterloo Region obtain their drinking and household water from private drinking water systems, also referred to as non-regulated drinking water systems (see PH-13-027)<sup>4</sup>. These systems are not regulated under the Safe Drinking Water Act, 2002 or any other legislation. These drinking water supplies are most often rural private wells and cisterns serving private homes. These systems cannot provide drinking water to the public, or to more than five households or connections per system and are the responsibility of the owner.<sup>5</sup>

To reduce the health risks of consuming contaminated water, provincial guidelines recommend that private well owners sample their water for bacteria three times a year and once a year for nitrates and fluoride<sup>6</sup>. In partnership with the Public Health Ontario laboratories, Public Health offers free bacteriological testing with eight (8) water bottle pickup and drop off locations throughout the Region of Waterloo. Nitrate and fluoride testing services are also available to private well owners at a small fee (\$15 per sample for cost-recovery), through an arrangement with Region of Waterloo Laboratory Services. In the event of an adverse sample, a Public Health Inspector will contact the well owner by phone, assist with interpreting results, answer questions and provide guidance on possible causes or corrective actions. In 2015, Public Health Inspectors followed-up with private well owners regarding their water submissions, sampling results and other private well water concerns. The most common reason for follow-up with a resident was due to private well water results indicating the presence of bacteria.

There are approximately 8,000 private wells in the Region. A study on well water bacteriological sampling in Waterloo Region reveals that Public Health consistently receives less than 10% of the expected number of private water samples submitted each year<sup>7</sup>. That is, Public Health receives approximately 2,000 well water samples per year in comparison to a potential of 24,000 or more samples which would be expected if all residents followed provincial guidelines (i.e. testing three times a year for bacteria). The bacteriological sample rate in Waterloo Region is consistent with rates reported in other communities across Ontario<sup>8</sup>.

Public Health began a health promotion campaign in October 2016 to increase sampling rates of private well water in Waterloo Region. A number of communication and outreach tools have been used in this campaign, such as updated posters at drop off

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<sup>4</sup> PH-13-027 – Private Well Water Program Update (June 18, 2013) available at: <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2013-0618.pdf>

<sup>5</sup> Ontario Regulation 170/03 – Drinking Water Systems. Safe Drinking Water Act, 2002. Available at: [http://www.e-laws.gov.on.ca/html/regs/english/elaws\\_regs\\_030170\\_e.htm](http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_030170_e.htm)

<sup>6</sup> Health Canada (October 2014) *Guidelines for Canadian Drinking Water Quality* available at: <http://www.hc-sc.gc.ca/ewh-semt/water-eau/drink-potab/guide/index-eng.php>

<sup>7</sup> Chhay, I. (August, 2015) *Mapping private well water samples: How should we target health promotion efforts?* (Unpublished). Region of Waterloo Public Health & Emergency Services

<sup>8</sup> Hexemer, A.M., Pintar, K., Bird, T.M., Zentner, S.E., Garcia, H.P., & Pollari, F. (2008). An investigation of bacteriological and chemical water quality and the barriers to private well water sampling in a Southwestern Ontario Community. *Journal of Water and Health*, 6(4). doi: 10.2166/wh.2008.070

locations and throughout the rural community, community newspaper and newsletter advertisements, a Region News article and a reminder magnet and email service. The program is being further enhanced by the use of social media and newly improved community programming. Outreach programs through the parochial schools are also planned for late 2016. Sampling rates will be reviewed in 2017 to measure the impact of this campaign.

**Corporate Strategic Plan:**

The Safe Drinking Water Program contributes to the strategic objectives 4.4 Promote and support healthy living and prevent disease and injury, and 5.2 Provide excellent citizen centered services.

**Financial Implications:**

The Safe Water program and activities described within this report are implemented within Region of Waterloo Public Health'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. The province provides an additional allocation of \$40,400 in 100% base funding for enhanced water safety initiatives locally; this enables Public Health to meet the provincial mandate for small drinking water system inspections over and above what would be accomplished within the cost shared budget.

**Other Department Consultations/Concurrence:**

Public Health consulted with Water Services for the development of this report.

**Attachments**

None

**Prepared By:** **Alana Bowering & Lindsay Blashill**, Health Promotion & Research Analysts, Health Protection and Investigation  
**Aldo Franco**, Manager, Health Protection and Investigation  
**Chris Komorowski**, Manager, Health Protection and Investigation

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



**Report:** PHE-CFH-16-02

**Region of Waterloo**  
**Public Health and Emergency Services**  
**Child and Family Health**

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

**Date:** November 22, 2016                      **File Code:** P09-80

**Subject: NutriSTEP® Screening: Ministry of Health and Long Term Care  
Accountability Indicator Update**

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**Recommendation:**

For information.

**Summary:**

Region of Waterloo Public Health is expanding the promotion and implementation of the NutriSTEP® preschool nutrition screening tool with community partners, with a focus on reaching priority populations, in accordance with the Ministry of Health and Long-Term Care Accountability Agreement.

**Background:**

The goal of the Child Health Ontario Public Health Standard is to enable all children to attain and sustain optimal health and developmental potential. Nutrition issues that are not identified and addressed in the early years may result in long term health consequences, potential cognitive delays and reduced school readiness. Nutrition screening is a fast and simple way of finding out if there is a nutrition concern.

The NutriSTEP® Preschool Screen is a community-based, parent-administered screening tool for nutritional risk factors for young children (three to five years of age). NutriSTEP® is available as a paper questionnaire and is also available online through Nutri-eSTEP ([www.nutritionscreen.ca](http://www.nutritionscreen.ca)). The screening tool can be used to increase the likelihood of improved outcomes for children through:

- Identifying children at risk of poor nutrition

- Increasing parent nutrition education and awareness
- Referring families with children at nutrition risk to community resources

In February, 2014, implementation status of the NutriSTEP® Preschool Screen was introduced as a Health Promotion Indicator in the Accountability Agreement between the Ministry of Health and Long-Term Care and Boards of Health. Public Health is required to report the implementation status of the Preschool NutriSTEP® Screen to the Ministry on an annual basis, as negotiated. Public Health is currently working at the advanced stage for implementation which includes the development of a continuous quality improvement plan.

### **Universal Promotion of NutriSTEP®/Nutri-eSTEP in Waterloo Region:**

Currently Public Health is implementing NutriSTEP® at Langs Community Health Centre in Cambridge and through the Public Health's Healthy Babies Healthy Children home visiting program.

Public Health has partnered with internal and community partners to promote Nutri-eSTEP to families with young children. These partners include:

- Ontario Early Years Centres
- Waterloo Region District School Board
- Waterloo Region Catholic School Board
- Public Health Dental Services
- Libraries
- Strong Start – Get Ready for School Program
- Service providers connected with the Children's Planning Table
- Region of Waterloo Children's Services including many local child care centres

EatRight Ontario provides nutrition support for families with children identified with nutrition risk. EatRight Ontario Registered Dietitians will also complete the online Nutri-eSTEP questionnaire over the phone with families in Waterloo Region without access to a computer, or with language barriers.

### **Reaching Priority Populations**

Moving forward, Public Health plans to implement NutriSTEP® and engage with community partners to promote Nutri-eSTEP to families with preschool aged children who are most likely to experience poor nutrition.

A literature review and local data analysis identified priority populations for nutrition screening for children aged three to five years in Waterloo Region. Staff is in the process of validating these findings with community partners and consulting with priority neighbourhoods on how to best promote and implement Nutri-eSTEP to the families

they serve. Targeting the promotion and use of the Nutri-eSTEP questionnaire in these neighbourhoods may have the greatest impact on reaching priority populations, address health inequities and improve overall population health.

**Corporate Strategic Plan:**

This memo relates to Focus Area 4 in the 2015-2018 Corporate Strategic Plan: Healthy, Safe and Inclusive Communities. This also contributes to the Departmental strategic action item PHE 4.1.1 to work with Public Health staff and Community partners to increase awareness and use of Nutri-eSTEP Screen.

**Financial Implications:**

The NutriSTEP® preschool screen activities discussed within this report are implemented within Region of Waterloo Public Health's existing base budgets for Public Health Mandatory Programs; the budgets are established by Regional Council (as the Board of Health) and are funded up to 75% by the province with the remainder funded by the local tax levy.

**Other Department Consultations/Concurrence:**

Nil

**Attachments**

Nil

**Prepared By:**       **Andrea Reist**, Director, Child and Family Health  
                              **Deborah Azim Fleming**, Manager, Child and Family Health  
                              **Judith Kitching**, Public Health Nutritionist  
                              **Jillian Welk**, Public Health Planner

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



**Report:** CSD-DES-16-01

## **Region of Waterloo**

### **Community Services**

#### **Departmental Services**

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

**Date:** November 22, 2016                      **File Code:** S01-30

**Subject:** **Community Services Department Integrated Service Delivery Pilot**

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#### **Recommendation:**

For Information

#### **Summary:**

To facilitate more integrated and enhanced client service, Community Services is launching a one year pilot project for an Integrated Service Delivery Team beginning in January 2017. The team will be comprised of staff members from Employment and Income Support, Children's Services and Housing Services. The pilot team will be located at 235 King Street in Kitchener. Ongoing evaluation of the pilot will help to determine the next steps in the implementation of integrated client services in Community Services Department.

#### **Report:**

Historically, human services such as employment and income support, children's services and housing services have been delivered by all municipalities in a siloed manner which required clients to navigate numerous systems and processes in order to get their needs met. Since 2006, human services integration has been a focus at the provincial and municipal level when the Ontario Municipal Social Services Association and the Service Manager Housing Network joined together to explore how to create greater integration among services. During the last ten years there has been much learning that has occurred and each municipality has been engaged in their own process of determining how best to deliver more integrated services.

Within the Region of Waterloo, the need to enhance human services integration was a significant driver for the structural changes made within Community Services during Renew. Since that time there has been substantial focus on increasing integration among the four Divisions in Community Services. Specifically, integration efforts have been focused on creating more effective and efficient administrative processes that streamline staff effort and enhance client services.

As part of its integration, Community Services is committed to creating processes that enable clients to receive services in a way that is seamless and ensures that they get their needs met in a holistic manner while ideally only having to “tell their story once”. With respect to integrating client service we have completed research that includes interviews and focus groups with clients, staff and community partners. As part of this research we have also explored how integration is being implemented within other municipalities. One of the key findings from the research has been that staff awareness of the services and supports available across the Department needs to be enhanced in order to provide more integrated services. Additionally, some municipalities have designed systems in which only one worker delivers all human services. Within Community Services we are questioning whether this level of structural change is actually required in order for client services to be effectively integrated and service to clients optimized. To answer the questions of how best to build staff knowledge and capacity to deliver more integrated services and how far we need to go in restructuring our services Community Services is launching a pilot project. This pilot involves creating a co-located team of staff that will work together to deliver services. The team will be comprised of the following staff roles:

<b>Staff Role</b>	<b># for Pilot</b>
Supervisor	1
Subsidy Caseworker, Children’s Services	2
Caseworker, Income Support	2
Coordinator, Housing Access	1
Social Worker	1

The pilot team will work together at 235 King Street in Kitchener beginning in January 2017 and the pilot will end on December 31, 2017. Planning is currently underway for implementation and evaluation of the pilot. It is expected that a number of key questions will be answered as a result of this pilot:

1. Is delivering services in a co-located manner the best way to increase staff knowledge and capacity in order to be able to serve clients in a way that considers all of their service needs?
2. Is clients’ service experience better when it is provided by a cross-divisional team of staff?

3. Is clients' quality of life improved as a result of receiving more integrated services?
4. What is the impact on staff of having to learn more than one program and its related legislation?

Following the completion of the pilot and the evaluation it is anticipated that Community Services will have a clear sense of which model of service delivery will lead to the most effective and efficient integration of services.

**Corporate Strategic Plan:**

This report addresses the Region's Corporate Strategic Plan 2015-2018, Focus Area 5: Responsive and Engaging Government Services and Strategic Objective 5.2: Provide excellent citizen-centered services.

**Financial Implications:**

Nil

**Other Department Consultations/Concurrence:**

Nil

**Attachments**

Nil

**Prepared By:** Arran Rowles, Manager, Departmental Services

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



Report: CSD-IP-16-03

## Region of Waterloo

### Community Services

### Immigration Partnership

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

**Date:** November 22, 2016      **File Code:** A02-40

**Subject:** Immigration Partnership Update

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#### **Recommendation:**

That the Regional Municipality of Waterloo advocate with the Federal Government for adequate funding of the Immigration Partnership and local settlement and language training services to enable the successful settling, working and belonging of immigrants and refugees in Waterloo Region.

#### **Summary:**

Nil

#### **Report:**

#### **Immigration Partnership 2016 Annual Highlights**

The Immigration Partnership is a collaboration of community members, community agency, municipal and business partners working together to ensure that immigrants and refugees successfully settle, work and belong in Waterloo Region. The Immigration Partnership's collaborative work is guided by its Community Action Plan 2014-2016 (CAP). The Region of Waterloo is its host and contributes \$50,000 each year to support Partnership initiatives. The following are just a few of the highlights of work which was possible in 2016 due to the engagement of our community partners and support of Regional Council.

The Immigration Partnership worked alongside municipal and other community partners to provide leadership and community coordination of the Waterloo Region Syrian Refugee Resettlement Response. The Immigration Partnership Council collaborated with The Kitchener and Waterloo Community Foundation, the Cambridge & North Dumfries Community Foundation and the Region of Waterloo to channel community

donations via the Immigration Partnership Fund for Syrian Newcomers. To date, \$571,933 has been granted to six private sponsorship groups and 21 local agency programs for Syrian newcomers which would not have been possible otherwise, in the areas of: Dental health, health and mental health, medical interpretation, English conversation circles, family partnerships and matching, systems navigation, family and domestic violence, sexual and reproductive health, transitional housing, in-school mentoring, homework clubs, employment supports and community integration. Programs are funded for up to one year. Refugees generally need intensive supports in their first year and ongoing support for several years subsequently. The availability of sufficient spaces in language training programs is particularly important. Inability to access language training negatively impacts employment opportunities and results in transition from federal/private financial sponsorship to Ontario Works after the first year in Canada.

The Immigration Partnership teamed up with employment service provider and business partners to engage and educate local employers about the benefits of hiring immigrants at employer networking events and at a Point of View luncheon with the Greater KW Chamber of Commerce featuring RBC's John Stackhouse who spoke with local employers about the business benefits of diversity. The Immigration Partnership collaborated with key regional job fairs and business events (Communitech Tech Jam, Manufacturing Day, Business Expo, etc.) to provide networking training to immigrant job-seekers and on-the-spot coaching as they participated in the main events to connect with employers, explore job opportunities and learn about local businesses.

The Immigration Partnership developed and launched the #IamWaterlooRegion public education campaign. #IamWaterlooRegion is a 12-month campaign which profiles the amazing community contributions of people who have moved to Waterloo Region from around the world and made their home here. Each month, the profile and poster of a new campaign ambassador is promoted on social media and around the community in hard copy. Campaign ambassadors are being engaged in a variety of ways by community partners (e.g., speaking to Waterloo Wellington Local Health Integration Network staff on health equity) and we continue to explore new ways to leverage the talents and capacity of ambassadors.

As we move towards the end of the current CAP, the Immigration Partnership is in the process of developing the next CAP, via a process guided by a committee of partners from the Immigration Partnership Council and Steering Groups.

### **Waterloo Region Immigration Portal Redevelopment**

The Region of Waterloo received funding from the provincial government in 2016 for the redevelopment and enhancement of the Waterloo Region Immigration Portal (see CSD-IP-16-02). The Region developed the Immigration Portal approximately eight years ago

with extensive community input. It is maintained by the Immigration Partnership.

The aim of the Immigration Portal is to support the attraction and retention of immigrants and refugees in Waterloo Region. The Immigration Partnership staff is in the process of engaging economic development, tourism, business, education, immigrant settlement and municipal stakeholders in the development of a new Immigration Portal. Through this engagement, it is anticipated that the new portal will more effectively meet community needs, support immigrant attraction and retention efforts by community stakeholders and be promoted and linked to by those stakeholders. It is anticipated that the new Immigration Portal will “go live” in mid-2017.

### Canada’s Immigration Levels 2017

On October 31, 2016, the Federal Government announced its 2017 Immigration Levels Plan, summarized as follows:

Immigration Class	2016 Target	2017 Target
<b>Economic</b> (Includes applicants and accompanying family members in federal programs in the Express Entry system; the Provincial Nominee Program; business immigrants; caregivers; and skilled workers and business immigrants selected by Quebec)	160,600	172,500
<b>Family</b> (Includes sponsored spouses, partners and children and parents and grandparents)	80,000	84,000
<b>Refugee and Protected Persons</b> (Includes both resettled refugees (government assisted (GAR) and privately sponsored (PSR)) as well as protected persons who become permanent residents)	55,800 (included 24,600 GARs and 17,800 PSRs)	40,000 (includes 7,500 GARs 16,000 PSRs)
<b>Humanitarian, Compassionate and Other</b> (Includes persons selected on humanitarian and compassionate grounds, for reasons of public policy and in the Permit Holder Class)	3,600	3,500
<b>Total</b>	<b>300,000</b>	<b>300,000</b>

The decrease in the refugee and protected persons class is due to a decrease in the number of Government Assisted Refugees (GAR, down from 25,000 in 2016 to 7,500) and will likely result in a return to pre-Syrian levels for GAR resettlement in Waterloo Region (approximately 275 arrivals). Privately Sponsored Refugee levels are relatively

stable but dependent on engagement of residents in private sponsorship, so may be stable, increase or decrease locally.

The increase in the number of Economic and Family Class immigrants may result in growth in the annual number of immigrants and sponsored family members moving to Waterloo Region.

Data from 2006-2011 published in the Waterloo Region Immigration Fact Sheets shows:

- Recent immigrants are more likely to have post-secondary and post-graduate degrees than established immigrants and Canadian born;
- One third did not know English or French on arrival;
- Recent immigrants are twice as likely as established immigrants and Canadian born to be unemployed and their annual income is 45% lower than Canadian born individuals in Waterloo Region; and
- Through hard work recent immigrants achieve or surpass regional median income levels on average within 20 years.

Recent immigrants represent an extremely high potential and hard working population. Ongoing municipal advocacy is needed to ensure adequate funding for targeted language training and employment supports to enable them to reach their potential.

### **Immigration Partnership Funding Update**

The Immigration Partnership is primarily funded by Immigration, Refugees and Citizenship Canada (IRCC). A request for continued funding of the Immigration Partnership for a three-year period was submitted to IRCC in mid-2015. The Request for Proposal process was put on hold at the end of 2015 to focus on Syrian refugee resettlement. IRCC recently informed the Region of Waterloo that the application was favourably reviewed and negotiation on the budget agreement is underway. IRCC has informed Immigration Partnership that the indicative budget allocation for the next three years includes a nearly 15% decrease from the 2015-2016 and 2016-2017 fiscal years):

- 2017-2018 fiscal year, steady with 2015-2016 and 2016-2017 budget levels
- 2018-2019 fiscal year, 5% decrease
- 2019-2020 fiscal year, further decrease of 9.5%

The Immigration Partnership funding model communicated by IRCC for the 2017-2020 period is not sufficient to meet the continuously increasing cost of delivering Immigration Partnership programs. Other IRCC-funded settlement programs in Waterloo Region which directly support immigrant and refugee settlement will be similarly affected. Sustained municipal advocacy for sufficient funding of the Immigration Partnership and IRCC-funded settlement programs in Waterloo Region has been successful over this

past year and, based on the budget numbers above continues to be needed.

The new contribution agreement is expected to be ready for signature before the end of March 2017 when the current contribution agreement ends.

### **Corporate Strategic Plan:**

This report addresses the Region's Corporate Strategic Plan 2015-2018, Focus Area 1: Thriving Economy and Focus Area 1.1: Support existing businesses and attract new employers and investments (to stay, grow, thrive and prosper); Focus Area 4: Healthy, Safe and Inclusive Communities and Strategic Objective 4.2: Mobilize efforts to reduce poverty and the impacts it has on Waterloo Region residents; Focus Area 5: Responsive and Engaging Government Services and Strategic Objective 5.2: Provide excellent citizen-centred services.

### **Financial Implications:**

Staff are currently reviewing the impact of the proposed IRCC funding, specifically the 2018/19 and 2019/20 fiscal years. Further details will be provided in a future report once funding is confirmed.

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

Corporate communications was consulted in the redevelopment of the Waterloo Region Immigration Portal and the #IamWaterlooRegion campaign. Community Services, Public Health and Emergency Services and other departments are consulted on Syrian refugee resettlement efforts. Finance and legal services will be consulted on the negotiation of new federal contribution agreements.

### **Attachments**

Nil

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

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



**Report:** CSD-HOU-16-17

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

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

**DATE:** November 22, 2016 **FILE CODE:** D27-01

**SUBJECT:** **Consent to Amalgamate Kitchener Alliance Community Homes Inc. (KACHI) with Victoria Park Community Homes Inc. (VPCH)**

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**Recommendation:**

That the Regional Municipality of Waterloo, in its capacity as Service Manager under the Housing Services Act (HSA);

- (a) Consent to the amalgamation of the community housing corporations of Kitchener Alliance Community Homes Inc. (KACHI) with Victoria Park Community Homes Inc. (VPCH); and
- (b) Seek any required consents from the Ministry of Housing and other Service Managers where VPCH also owns property as described in Report CSD-HOU-16-17 dated November 22, 2016; and
- (c) Authorize the Director, Housing Services to authorize or amend any documentation or agreements that may be required as a result of the amalgamation in a form satisfactory to the Regional Solicitor

**Summary:**

In its capacity as Service Manager under the “Housing Services Act” (HSA), the Region of Waterloo has responsibility for funding and oversight of community housing, including giving consent to corporations that want to amalgamate. Two independent corporations, Kitchener Alliance Community Homes Inc. (KACHI) and Victoria Park Community Homes Inc. (VPCH), have requested consent from the Region of Waterloo as Service Manager, to amalgamate their corporations.

Region staff is supportive of this amalgamation, given that these two organizations have a long history together, and that VPCH has the organizational and governance capacity to take responsibility for KACHI assets and tenants.

Region staff will also work with other Service Managers where VPHC owns property and the Ministry of Housing to obtain any necessary consent before VPCH and KACHI take any action to amalgamate the corporations.

**Report:**

Kitchener Alliance Community Homes Inc. (KACHI) is a non-profit corporation that owns five “provincially prescribed” rental properties that were built between 1989 and 1992, which were included in the social housing programs that were transferred from the Province to the Region of Waterloo in 2001. The KACHI portfolio includes five properties located within the City of Kitchener at 200 Chandler Dr., 588 Greenfield Ave., 11 Monte Carlo St., 60 Westmount Rd., and 166-180 Connaught St. Provincially prescribed rental units are affordable housing units that were transferred from the Province to the Region in 2000, and are included in the Region of Waterloo Service Level Standards. As a provincially prescribed housing provider, KACHI has special obligations and privileges under the Housing Services Act (HSA) to continue to provide these affordable housing units. These sites represent 194 units in total and provide 149 units with rent-geared-to-income (RGI) rental assistance. The 2014 MPAC value of these properties was assessed at \$21,635,000. KACHI was governed by a Board of six Directors, four of whom were original directors from its incorporation in 1986. The other two directors joined the board in the late 1980’s.

Victoria Park Community Homes Inc. (VPCH) is a large non-profit organization that currently owns housing properties across four Service Manager areas, including five housing properties within Waterloo Region at 209 Springfield Cres., in the City of Waterloo, 39 Paulander Dr., and 101 Tuerr Dr., in the City of Kitchener and 1021 Queenston Ave., and 284 Clyde Rd., in the City of Cambridge. This represents 234 units that provide various forms of rental assistance. VPCH also provides property management services across Service Manager areas, including two housing providers in Waterloo Region: a 74 unit housing co-operative in the City of Cambridge, and the KACHI portfolio since 2007. VPCH has served as a development consultant for many housing providers and served in this role for KACHI in their early development stage leading up to construction and occupancy.

The KACHI Board of Directors was a longstanding dedicated group of volunteers committed to the provision of community housing within the City of Kitchener.

Due to volunteer fatigue and feeling overwhelmed with the commitment needed to govern aging housing stock, the Directors considered various options. Reconstituting the Board was considered but rejected as it was seen as being difficult to recruit

directors who could replace the long-term commitment and successful governance demonstrated by the initial group of directors. The KACHI Board then looked at options such as transferring the ownership of the properties to another organization with the knowledge and experience to govern and manage community housing properties.

Since VPCH had been instrumental in the original development of the KACHI properties and in the ongoing management of the sites providing property management services, it seemed to be a natural fit to take on the responsibilities of governing and managing the KACHI portfolio. The Board of Directors of KACHI felt that VPCH would maintain the community housing aspects and serve the members of the communities while having the resources to manage and maintain the properties at acceptable levels.

After over 30 years of volunteer service to the KACHI housing communities, the Directors decided to retire and/or resign from the Board. In 2013, the Board of KACHI approached the Board of VPCH regarding amalgamation when they encountered difficulties in maintaining the constitution of their Board to the point where, as a result of lack of succession, it was unable to meet as needed to provide the required level of oversight for the properties. The KACHI Board of Directors appointed members of VPCH Board as members of the KACHI Board of Directors, and then retired from the Board of KACHI, essentially replacing themselves with the VPCH Board. The KACHI Board remains a separate and distinct Corporation, with a composition of board members that mirrors the VPCH Board.

The VPCH Board agreed to assist and accepted the Board President of KACHI to the Victoria Park Board to support the transition. VPCH is currently governing and managing the KACHI properties as a separate non-profit corporation. This arrangement requires that the two corporations operate separately in all business matters, for example, purchasing, reporting, tenant relations, board meetings and funding model.

The KACHI Board has requested that the Region of Waterloo give consent as Service Manager to allow KACHI to amalgamate with VPCH for the following reasons:

- The amalgamation would allow for consolidation of administration of the properties including having one set of financial statements and one board meeting instead of the current two;
- KACHI already relies on the policies and procedures of VPCH in its operation and management of the properties;
- This amalgamation will enable the properties currently operated by KACHI to continue to take advantage of the staffing resources provided by VPCH such as legal services, maintenance and capital planning; and

- The funding model for the KACHI portfolio will also be amalgamated with the VPCH portfolio; which may result in some savings to the Service Manager based on the new larger portfolio.

The Service Manager role in considering amalgamations is to ensure that this is in the best interest of the residents, to ensure ongoing viability financially, to enhance governance of the properties, while retaining the same level of affordable housing units. The HSA and related regulations authorize the Service Manager where the housing provider owns property, to consent to certain corporate changes to non-profit housing providers – for example, amendments to their articles of incorporation or amalgamations. VPCH also owns properties in three other Service Manager areas (Brantford, Hamilton and Halton). Accordingly, VPHC, with input from the Region of Waterloo, is seeking written consent from the other Service Managers prior to proceeding with amalgamation. The three Service Managers have informally indicated they do not have a concern with the proposed amalgamation, and will be forwarding their written consents in the near future.

The related transfer of properties may also require Ministerial consent. Should Regional Council grant consent, staff will seek any necessary Ministerial consent. Historically such consents are provided by the Ministry when approved and recommended by the Service Manager(s). Amalgamation of KACHI and VPCH will not proceed until all the necessary consents, Service Managers and Ministerial, are complete.

Staff recommends that Regional Council consent to the request by the KACHI Board of Directors that VPCH assume ownership and governance of the properties of KACHI, for the following reasons:

- VPCH is one of the largest private non-profit operators of community housing in the Province of Ontario and has expertise both in transitioning the management of community housing projects and in managing community housing projects similar to those within the KACHI portfolio;
- VPCH already manages affordable housing projects in the Region of Waterloo and the City of Kitchener specifically, and will use its existing Board and staff resources to maintain and administer the KACHI properties;
- The amalgamation of the ‘mirror’ Boards would streamline administration, governance and operations of the two Corporations, so they can better provide their residents with good quality and well operated housing communities;
- The buildings and properties within the KACHI portfolio are in good condition relative to their age with a 2014 MPAC value of \$21,635,000 and, with an amalgamation with a provider that already operates and owns sites within the Region of Waterloo, would allow the Region to guarantee with some confidence

that the properties will be governed and managed to our established standards;

- The proposed transfer of the KACHI properties will not affect the residents or the existing resident manager, who will continue his/her role in each site; and
- All existing agreements such as the Social Housing Renovation and Retrofit Program (SHRRP) associated the KACHI portfolio will be transferred and continue to be adhered to by VPCH.

Based on the information available (financial reports, building condition audits, governance reviews) the proposed amalgamation will result in stable governance and operation of the properties going forward. The Region of Waterloo does expect that, with this amalgamation, access to the centralized administration files will be more convenient to allow for review by Regional staff and that the composition of the VPCH Board will include at least one member who is a resident of the Region of Waterloo.

### **Next Steps**

Should Regional Council grant consent, staff will seek any necessary Ministerial Consents and VPCH will prepare and submit all necessary agreements and take the necessary legal action to amalgamate KACHI and VPCH. KACHI will then cease to exist as a separate legal entity and will become part of VPCH. It is anticipated that the legal matters will be completed in early 2017 with the amalgamation of the properties to take place shortly thereafter. The proposed amalgamation will not affect the residents of the building. Once a date for the amalgamation has been confirmed, existing residents will simply be required to issue rent payment to Victoria Park Community Homes Inc., on the effective date of the amalgamation. VPCH is the current property management provider for the KACHI properties, so communications to tenants is already through VPCH, meaning there will be little to no change for the tenants.

### **Corporate Strategic Plan**

This report addresses the Region's Corporate Strategic Plan 2015-2018, Focus Area 4:

Healthy, Safe and Inclusive Communities and Strategic Objective 4.3: Increase the supply and range of affordable and supportive housing options.

### **Financial Implications:**

Under the Provincial funding requirements, the 2016/17 funding for Kitchener Alliance Community Housing Inc. (KACHI) is \$1,347,082 annually while Victoria Park Community Housing Inc. (VPCH) receives \$783,005. When amalgamated, the total subsidy will be \$2,130,087 for the provincial portfolio. There should not be any additional financial impact in regards to funding provided by the Region of Waterloo. There will be some short term legal and administration expenses that will be paid by VPCH in relation to compiling and submitting the necessary filings and documents to

Superior Court and the Ministry of Housing. The portfolio wide implementation of the funding model may result in some savings to the Service Manager through economies of scale.

**Other Department Consultations/Concurrence:**

Finance and legal staff has been consulted in connection with the preparation of this report. Other Service Manager areas (Hamilton, Brantford, and Halton) have also been consulted in regards to the governance and management capabilities of VPCH.

**Attachments:**

Nil.

**Prepared by:**       **Cynthia Dufault**, Housing Coordinator

**Jennifer Murdoch-Martin**, Manager, Housing Programs

**Deb Schlichter**, Director of Housing

**Approved by:**       **Douglas Bartholomew-Saunders**, Commissioner of Community Services



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

**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:** November 22, 2016                      **File Code:** S09-80

**Subject: Overview of Changes to the Family Support Unit**

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**Recommendation:**

For Information

**Summary:**

This report provides an overview of the current functions provided by the Family Support Unit (FSU), highlights recent legislative changes that impact current functions, and the plan for the FSU new role that supports the Region's poverty reduction activities at no additional cost to the Region.

**Report:**

Currently, the Ontario Works Act eligibility criteria require that sole support parents pursue child support from the absent parent. Once in pay, this support is deducted from the monthly Ontario Works (OW) allowance leaving the family no better off and contributing to the perpetuation of a life of poverty for the families impacted by this requirement.

The FSU consists of 1 supervisor, 8 Family Support Workers and 4 Family Support Assistants. The Unit costs approximately \$1.23 million to operate annually (cost-shared 50% each between the Region and the Province). FSU staff assists recipients of both OW and Child Care Subsidy in the required collection of support funds. The Unit also represents the Region at court regarding funds owed to the Region through the current requirement.

Effective February 1, 2017, legislative change will no longer require parents, as a condition of eligibility, to pursue support from the absent parent as child support will no longer be defined as income; neither will it be deducted from social assistance resulting in household income increasing beyond the OW monthly rate by the amount of support being received. The increase in household income will allow an increase in quality of life for the family. Equally it could have an impact on case load size as it may increase the length of time a family remains on the OW program.

What is not affected by this legislative change is the Region's responsibility to defend arrears owed to the Region as well as the requirement of recipients to pursue spousal support as a condition of eligibility.

This legislative change provides the Region of Waterloo with an opportunity to mobilize efforts to reduce poverty and the impact poverty has on Waterloo Region residents by refocusing staff efforts away from pursuing support to reduce the OW allowance to pursuing support in order to enhance the household income making the work of the FSU a poverty reduction program. With this change, the FSU focus will be broadened from a narrow focus on EIS clients to a broader focus on all Divisions within Community Services and potentially families receiving services from Public Health and the Ontario Disability Support Program (ODSP) to assist individuals in pursuing child and/or spousal support that will provide a direct benefit to individuals in receipt of social and health care programs. Ultimately, the goal of this change is to increase household income and reduce the impact of poverty.

The Province has advised the forty-seven Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) that there will be no changes to Family Support Program funding as a result of the legislative change. Further, the Province has required each CMSM and DSSAB to determine the future role of their FSU and to share their plans with the Province by fall 2016.

### **Corporate Strategic Plan:**

These plans align with the Corporate Strategic Plan to reduce poverty in the Region of Waterloo and to provide excellent citizen centered services. Continuing to assist the citizens of Waterloo Region to pursue and obtain child and spousal support to which they are entitled supports the Region's 2015-2018 Corporate Strategic Plan, Focus Area 4: Healthy, Safe and Inclusive Communities, and Strategic Objectives 4.1 (to) support early learning and child development; and 4.2 (to) mobilize efforts to reduce poverty and the impacts it has on Waterloo Region residents. It also supports Focus Area 5: Responsive and Engaging Government Services, and Strategic Objectives 5.2 (to) provide excellent citizen centered services; and 5.3 (to) attract, support and retain skilled, engaged and diverse employees.

**Financial Implications:**

Nil

**Other Department Consultations/Concurrence:**

Nil

**Attachments**

None

**Prepared By:** Carolyn Schoenfeldt, Director, Employment and Income Support

Candace Goudy, Manager, Employment and Income Support

Renee Pearce, Supervisor, Employment and Income Support

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



**Report:** PDL-CUL-16-12

## **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:** November 22, 2016

**Subject:** **Celebration of Canada 150 in the Region of Waterloo**

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#### **Recommendation:**

For Information

#### **Summary:**

There are many events being planned across the Region for 2017 to mark the 150<sup>th</sup> anniversary of Canada and of the Province of Ontario. There is also infrastructure and community initiatives that may receive grant funding from one of the Canada 150 or Ontario 150 grant programs. This report summarizes the current plans of the Region and the Area Municipalities.

#### **Report:**

2017 marks the 150<sup>th</sup> anniversary of Canada and of the Province of Ontario. Celebrations will take place across the Country to mark the event. In addition to celebrations on Canada Day in several communities in Waterloo Region, there are events planned during the year. There is also infrastructure and community initiatives that may receive grant funding from one of the Canada 150 or Ontario 150 grant programs that have been announced in the past few months.

#### **Region of Waterloo Planned Initiatives**

On Canada Day weekend, the Region of Waterloo Museums – Waterloo Region Museum, Joseph Schneider Haus and McDougall Cottage – will extend the usual free admission for Canada Day on Saturday, July 1. The community will be invited to enjoy special activities at each site.

From late-June through December 2017, the Waterloo Region Museum (WRM) will present an exhibit on the history of women in Canada. This exhibit is being created by museum staff, working in partnership with retired and current faculty in Women's Studies at the University of Waterloo, and other community members. It is also the first exhibit built by WRM that will be rented to other museums across Canada, beginning in 2018 through 2023. It has received almost \$200,000 grant funding from the Department of Canadian Heritage.

WRM will be the only Ontario stop for a national travelling exhibit and theatrical tour –

Alberta's Gift to the Nation: The Story of Colonist Car #2658, from October 16 to 20, 2017. This travelling exhibit and theatrical performance about immigration across Canada is being created and travelled by Heritage Park Historical Village, Calgary.

2017 marks the 60<sup>th</sup> anniversary of the opening of Doon Pioneer Village, now Doon Heritage Village, at the WRM. Plans are being developed to commemorate its founding as the first living history village in Ontario.

The Joseph Schneider Haus (JSH) Annual Quilt Block Challenge has the theme Clearly Canadian. Each entry block submitted for the quilt will feature a Canadian symbol and include red thread and/or fabric, with the completed quilt to be raffled in December 2017.

Also at JSH, the Grand National Quilt Show will open in May 2017 with the theme Oh! Canada. Quilters across Canada have been challenged to create a work of quilt art that captures the essence of their part of Canada – "its history, its geography, its cultural diversity, its traditions and the reasons for celebrating 150 years of our glorious nation".

McDougall Cottage will present an exhibit during the summer of 2017 called How the Scots Invented Canada. It explores the impact of people of Scottish descent on Canada and Waterloo Region.

The province-wide theme for Doors Open is Knowing Ourselves, focused on the Sesquicentennial and Confederation. Doors Open Waterloo Region, to be held on Saturday September 16, will feature local buildings that reflect that theme.

Other initiatives are subject to successful grant applications. Through the Canada 150 Community Infrastructure Program, the Region has applied for funding to support LED lighting retrofit at several Regional buildings, and Waterloo Region Housing sites, and replacement of the JSH cedar shingle roof. Through the Ontario 150 Community Celebration Program, the Waterloo Region Museum and Region of Waterloo Libraries have applied for funding to support Women in Print, a speakers series of Ontario/Canadian women authors, focusing on the lives, past and present, of Canadian girls and women. The series would include at least six speakers, representing both adult and child/family oriented books or topics. They would each speak at the Waterloo

Region Museum, and at two other communities in the Townships.

Also dependent on a Canada 150 grant, WRM would partner with City of Waterloo Museum, Guelph Museums, and Wellington County Museum and Archives to develop Something in the Water: Waterloo and Wellington's Gifts of Innovation to Canada. This is an interactive pop-up promotional exhibit with historical content (but not objects) to be placed at community venues that are not traditional sites for history experiences, during summer 2017.

### **Initiatives in the Area Municipalities**

Staff from the Area Municipalities has been canvassed regarding their plans for Canada/Ontario 150. In most communities, the annual Canada Day celebrations are the currently planned initiatives, with others dependant on grant funding. Here is a brief summary of known initiatives, to date.

Cambridge:

- Application to Ontario 150 in partnership with the Idea Exchange and Canadian Mental Health Association, Waterloo and Wellington for a youth focused mental health event as part of Child and Youth Mental Health Week. The event will invite high school students to participate in a daylong event focusing on youth speakers, healthy and active living expo.
- Application to Ontario 150 for infrastructure funding for repairs to flooring in a 50+ recreation centre to allow for a safer facility where recreation, dance and fitness programs are offered.
- Application to Canada 150 for three infrastructure projects: a complete remediation of the twin tennis courts in Riverside Park; replacement of rubber flooring in the Hespeler Arena; and the Grand River Pedestrian Bridge which would provide an architectural feature and important linkage between Main and Concession Streets in the Galt core area.

Kitchener:

- Application to Ontario 150 for Public Space Improvements to retrofit and enhance 10 existing city-owned facilities in different neighbourhoods throughout the City, using a community contest to solicit and select proposals.
- Application to Ontario 150 to amplify existing Canada Day celebrations at Kitchener City Hall by adding Ontario Day spotlighting the various cultures, foods, successes, talent, etc that make the province of Ontario unique.

Waterloo:

- We are Waterloo Portrait Project on exhibit from January to June 2017 at City of Waterloo Museum, will showcase the diversity of faces and talent of Waterloo citizens. Throughout 2016, community members have been creating self-portraits with the help of local artists, which will be curated into this exhibit.
- This all Belongs to YOU! Exhibit from July to year-end 2017 at City of Waterloo Museum will show the community the diversity of interesting artifacts that make up the City of Waterloo Collection. Visitors will be asked “what items should the museum be collecting to tell the story of Waterloo?”
- Infrastructure grant applications have been submitted to support trails development and improve accessibility at the Button Factory.
- Ontario 150 application to support adding a music component to the existing annual Pow Wow, in collaboration with the Aboriginal Education Centre.

#### North Dumfries

- The Township itself will be hosting fireworks on July 1<sup>st</sup>, 2017 at Schmidt Park.
- A committee for Canada’s 150<sup>th</sup> has been established, and is gathering information about activities being planned by community groups.
- There will be an event on July 15 in Centennial Park, hosted by the Ayr-Paris Band, with further details to be finalized.

#### Wellesley

- Pending successful funding, the Township would run a year of discovery style events, in conjunction with existing scheduled events in each of the major communities. People would visit the many historical sites and monuments, discover the history of the township, provide ideas for future enhancements, and get a passport marked for chances in a draw for local prizes. Local businesses both past and present, local musical talent, and artist talent would be highlighted, engaging all demographics including youth, families and seniors. The Township may also consider a photography contest, story writing competition, quilting and woodworking or hand crafting competitions as well as other “fall fair” type competitions.

#### Wilmot

- There will be celebrations throughout the year in the Township and an enhancement program for the Canada day celebrations.
- To Canada, with love from Wilmot is an exhibit at Castle Kilbride that will run from May 2 to December 30, featuring the events, people and products that put

Wilmot Township on the national stage.

- Fiber artists from the Kitchener-Waterloo Rug Hooking Guild will contribute to the display Hooked on our Heritage in the Belvedere Gallery at Castle Kilbride from May 28 to August 31. Each piece has been created with influences from what makes the artist proud to be Canadian, whether on a personal, regional or national level.

#### Woolwich

- Woolwich intends to expand the current Canada day celebrations held in Elmira.
- The Township will also be launching a program called “150 ways to celebrate Woolwich” which will take place from June through September, and will highlight 150 existing or new events and activities to celebrate all the amazing amenities and organizations that the Woolwich community has to offer and enjoy.

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

The events and exhibits planned by the Region of Waterloo Museums to celebrate Canada 150 support Strategic Objective 1.3: Enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.

#### **Financial Implications:**

The Region of Waterloo initiatives described above are funded through program area budgets, and some are dependent on federal or provincial grants.

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

Nil

#### **Attachments**

**Prepared By:** Lucille Bish, Director Cultural Services

**Approved By:** Debra Arnold, Regional Solicitor & Director of Legal Services



**Report:** PDL-CUL-16-11

## **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:** November 22, 2016                      **File Code:** A27-01

**Subject:** **Regional Support for Cultural Information and Collaboration**

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#### **Recommendation:**

That the Regional Municipality of Waterloo approve a re-allocation of \$141,000 of arts and culture funding previously granted to Creative Enterprise Initiative (CEI) as follows, effective January 1, 2017:

- a) 50% (\$71,000) to reduce the 2017 operating budget;
- b) 35% (\$50,000) to maintain and enhance the cultural information on the Tourism website, ensuring that it engages both residents and visitors;
- c) 15% (\$20,000) to fund collaborative cultural initiatives including projects, sponsorships or research in support of cultural organizations across the Region;

And that the matter be forwarded to December 14, 2016 Budget Committee for consideration.

#### **Report:**

Regional Council's commitment to supporting culture is concisely stated in Strategic Objective 1.3 of the 2015-2018 Strategic Focus: Enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.

From 2011 through 2016, this objective has been achieved, in part, through a grant to the Creative Enterprise Initiative (CEI). However, in accordance with a year-end 2015 report to Regional Council, CEI has determined that 2016 is the last year of operation.

To ensure that important cultural initiatives begun by CEI are continued for the benefit of all Regional residents, there are two areas in which Regional Council could re-invest a portion of the CEI. One area is cultural information collection and dissemination – informing, attracting and engaging regional residents as well as visitors in the many cultural activities available in the Region. The second area is promoting cultural collaboration – enabling an initiative envisioned by one group to benefit the broader community by collaborating with others, or supporting resources, research or events that may benefit the larger cultural community. The potential benefits of directly investing in these two areas are further described below.

### **Inform, Attract and Engage through Cultural Information**

In today's world, the best way to attract visitors to cultural events is through digital media: websites, Facebook, Twitter, etc. Residents who are looking for things to do right now, visitors who are planning trips to the area, artists who want to engage with their community, all want to use these tools. Building audiences for the region's cultural attractions, whether they are residents or visitors, directly contributes to our overall economic prosperity through employment of artists, hotel and restaurant revenue, and creating the cultural buzz that attracts and retains talent.

Grand Social ([www.grandsocial.ca](http://www.grandsocial.ca)) was founded in 2012 by CEI, and developed with a goal of not only being an arts development, engagement and promotion resource, but also a community calendar and an effective story-telling portal. Cultural event information compiled by Grand Social was also transferred to populate the Waterloo Region Tourism Marketing Corporation (WRTMC) website ([explorewaterlooregion.ca](http://explorewaterlooregion.ca)).

In mid-2016, WRTMC agreed to “adopt” Grand Social, with the intent of helping residents of Waterloo Region find incredible things to do in our community that are engaging and entertaining. The ability to post and search for cultural events will be retained within the [explorewaterlooregion.ca](http://explorewaterlooregion.ca) website, with the objective that it will become the primary source for learning about events and attractions in the region.

Based on the years of experience operating Grand Social, as well as research undertaken in 2015 about what works well and needs to be improved, the requirements for providing a great cultural promotion and information experience are better understood. To ensure that a renewed focus on cultural content and engagement is effective, robust, and meets the expectations of today's consumers, WRTMC will need to focus on: Content; Curation; Convenience; and Clarity.

#### Content:

- Offer incentives and reminders to users to post their information, even when there is no membership or other fee

- invest in technology that enables information posted on some other events-type websites to be transferred to explorewaterlooregion.ca
- use staff resources to connect with cultural organizations/artists, write general content, and generate stories that excite readers.

#### Curation:

- employ content managers who would collect creative and entertaining information from across the region and tell these stories in a meaningful way;
- package information and events relevant to the tastes of different users. This could be time-based relevance (what's on this weekend), geographical (what's on uptown, or where to go after the show); cultural significance (unique events) or type of interest (live music).

#### Convenience:

- invest in technology and staff resources to deliver content directly to the user, rather than the user having to search for it.
- partner/collaborate with other organizations and the local tech sector to develop new models of content delivery.

#### Clarity:

- employ creative professional writers to craft clear messages for unique audiences, rather than relying only on postings by event coordinators

WRTMC does not have the capacity within its current budget structure to maintain or enhance the cultural content of its website, as described above.

The budget needed to enhance the technology platform, manage and create content, and deliver audience-specific content through guest bloggers or other means, is in the order of \$100,000. It is recommended that the Region re-invest \$50,000 for the on-going enhancement of cultural content on the WRTMC website through an increased annual grant to WRTMC for this purpose. This would increase the Region's contribution to WRTMC in the 2017 budget to \$350,000.

### **Collaborative Cultural Initiatives**

The cultural organizations in our Region operate on very thin budgets, which must necessarily be focussed on achieving their individual objectives. While partnership opportunities or projects to enhance the overall knowledge or cultural activity are frequently discussed, such collaboration takes time and funding that the organizations may not be able to commit.

As an example, through recent meetings of the Municipal Cultural Initiatives Working Group (comprised of staff from the Region, Cambridge, Kitchener and Waterloo) with

the four Key Cultural Institutions (KWS, KWAG, CCGG, TM) several issues with potential for collaboration were mentioned. These include joint marketing campaigns (particularly for Canada 150 initiatives), audience development, bussing kids to education programs, purchasing consortium, staff professional development. Other collaborative initiatives could include research and resource development such as Spacefinder Waterloo Region, the collaborative funding model research, cultural mapping, a place making pilot project, enhancing information about filming in the region, or sponsoring a cultural conference/event.

It is recommended that \$20,000 be re-invested in the Cultural Heritage budget for the purpose of supporting unique collaborative cultural projects each year (ie not ongoing funding for any project or organization). The project(s) would be selected by Regional staff, in consultation with Area Municipal staff. Input on a potential project list and priorities would be solicited from Key Cultural Institutions, the Grand Alliance, Waterloo Region Arts Fund, and the broader arts community. Regional staff would report annually to Council on the project priorities, status, and results of completed collaborative cultural projects.

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

The recommendation that the Region directly fund cultural information and collaboration supports Strategic Objective 1.3: Enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.

#### **Financial Implications:**

It is proposed that the potential budget reduction created by eliminating the CEI grant be split 50/50, with half (\$71,000) going to reduce the 2017 property tax levy and half to enhancing direct investment in cultural initiatives.

Of the 50% for cultural initiatives, it is recommended that \$50,000 be directed to WRTMC for the purpose of maintaining and enhancing cultural information through digital media. The Region's current grant to WRTMC is \$300,000 and has not been increased since the inception of the organization in 2007. It is recommended that the remaining \$20,000 be used for unique collaborative cultural projects that are determined to be a priority among the cultural community.

The preliminary 2017 Tax Supported Operating Budget has been prepared on the basis of the recommendations set out in this report. Subject to Community Services Committee approval, these recommendations will be forwarded to Budget Committee for consideration at its next meeting on December 14, 2016.

**Other Department Consultations/Concurrence:**

Finance Department staff has been consulted. The proposed re-purposing of the funding has been included in the Base Budgets of Economic Development (for the increase to WRTMC) and Cultural Heritage (for the saving of 50% of the CEI funding and the increase for collaborative cultural initiatives).

**Attachments**

Nil

**Prepared By:** Lucille Bish, Director Cultural Services

**Approved By:** Debra Arnold, Regional Solicitor & Director of Legal Services