

Community Services Standing Committee Meeting

Date: August 3, 2022
Time: 9:00 o'clock a.m.

Location: Council Chambers, 1st Floor, Windsor City Hall

All members will have the option of participating in-person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure By-law 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations will have the option of participating electronically or in person.

MEMBERS:

Ward 1 - Councillor Fred Francis

Ward 5 - Councillor Ed Sleiman

Ward 6 - Councillor Jo-Anne Gignac

Ward 9 – Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

ORDER OF BUSINESS

Item # Item Description
1. **CALL TO ORDER**

READING OF LAND ACKNOWLEDGEMENT

We [] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

2. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

3. **ADOPTION OF THE MINUTES**

- 3.1. Adoption of the Community Services Standing Committee minutes of its meeting held July 6, 2022 (**SCM 187/2022**)

4. **REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS**

5. **COMMUNICATIONS**

- 5.1. Additional Information Memo - Before and After School Child Care in the Riverside Area (Ward 6) (**SCM 210/2022**)

6. **PRESENTATIONS AND DELEGATIONS**

- 6.1. Housing Hub Consultation and Architectural Feasibility Study Update - Ward 3 (**C 112/2022**)
a) Valerie Dawn, Principal Architect, Glos Arch + Eng and Laura Wright, Designer, Glos Arch + Eng (in person)

7. **COMMITTEE MATTERS**

- 7.1. Minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022 **(SCM 173/2022)**
- 7.2. Report No. 130 of the Windsor Accessibility Advisory Committee - Accessibility remediation of 18,000 pages for the City of Windsor website **(SCM 185/2022)**
- 7.3. Report No. 14 of the Housing & Homelessness Advisory Committee - Barriers faced by the 2SLGBTQIA+ community in finding appropriate housing and housing services **(SCM 172/2022)**.
Additional Information Memo in response to motion from Homelessness and Housing Advisory Committee - June 21, 2022 **(attached)**
- 7.4. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held June 9, 2022 **(SCM 205/2022)**
- 7.5. Report No. 116 Willistead Manor Inc. **(SCM 206/2022)**

8. **ADMINISTRATIVE ITEMS**

- 8.1. Windsor Essex Community Housing Corporation - Naming of the Meadowbrook Affordable Housing Development - Ward 8 **(S 92/2022)**
- 8.2. Canada Wide Early Learning Child Care Update (City Wide) **(S 93/2022)**

9. **QUESTION PERIOD**

10. **ADJOURNMENT**

Item 3.1



Committee Matters: SCM 187/2022

Subject: Adoption of the Community Services Standing Committee minutes of its meeting held July 6, 2022

Community Services Standing Committee Meeting

Date: Wednesday, July 06, 2022

Time: 9:00 o'clock a.m.

Members Present:

Councillors

Ward 5 - Councillor Sleiman (Chairperson)

Ward 6 - Councillor Gignac

Ward 10 - Councillor Morrison

Members Regrets

Councillor Francis

Councillor McKenzie

Clerk's Note: Councillor Gignac participated via video conference (Zoom), in accordance with Procedure By-law 98-2011 as amended, which allows for electronic participation.

ALSO PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:

Sandra Gebauer, Council Assistant

ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM ADMINISTRATION:

Debbie Cercone, Commissioner, Health & Human Services (A)

Ray Mensour, Commissioner, Community Services

James Chacko, Executive Director, Parks & Facilities

Stephen Lynn, Manager, Social Policy & Planning

Jen Knights, Executive Director, Recreation & Culture

Jennifer Tanner, Manager, Homelessness & Housing Support

Jolayne Susko, Coordinator, Housing Administration & Policy

Mike Deimling, Social Housing Analyst

Leonardo Gil, Project Manager

Anna Ciacelli, Deputy City Clerk / Supervisor of Council Services

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1. CALL TO ORDER

Following the reading of the Land Acknowledgement, the Chair calls the meeting of the Community Services Standing Committee to order at 9:17 o'clock a.m.

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

3. ADOPTION OF THE MINUTES

3.1. Adoption of the Community Services Standing Committee minutes of its meeting held April 6, 2022

Moved by: Councillor Gignac
Seconded by: Councillor Morrison

THAT the minutes of the Community Services Standing Committee meeting held April 6, 2022 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 106/2022

4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

5. COMMUNICATIONS

None presented.

7. COMMITTEE MATTERS

7.1. Minutes of the Housing & Homelessness Advisory Committee of its meeting held March 22, 2022

Moved by: Councillor Gignac
Seconded by: Councillor Morrison

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Decision Number: **CSPS 182**

THAT the minutes of the Housing & Homelessness Advisory Committee of its meeting held March 22, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 114/2022

Clerk's File: MB2022

7.2. Minutes of the Diversity Committee of its meeting held March 16, 2022

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 183**

THAT the minutes of the Diversity Committee of its meeting held March 16, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 139/2022

Clerk's File: MB2022

7.3. Minutes of the Meeting of the Board of Directors, Willistead Manor Inc., held February 10, 2022

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 184**

THAT the minutes of the Meeting of the Board of Directors, Willistead Manor Inc., of its meeting held February 10, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 163/2022

Clerk's File: MB2022

7.4. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held April 14, 2022

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 185**

THAT the minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., of its meeting held April 14, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 164/2022

Clerk's File: MB2022

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7.5. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held May 12, 2022

Moved by: Councillor Gignac
Seconded by: Councillor Morrison

Decision Number: **CSPS 186**

THAT the minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., of its meeting held May 12, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 165/2022
Clerk's File: MB2022

7.6. Report No. 115 of the Board of Directors, Willistead Manor Inc. (2021 Annual Report)

Moved by: Councillor Morrison
Seconded by: Councillor Gignac

Decision Number: **CSPS 187**

THAT Report No. 115 of the Board of Directors, Willistead Manor Inc., of its meeting held May 12, 2022 indicating:

That the Annual Report and Financial Statements on the affairs and operations of Willistead Manor Inc. for the year 2021, attached as Appendix A, BE ACCEPTED as presented; and,

That upon acceptance of the Willistead Manor Inc. 2021 Annual Report by City Council, copies BE FORWARDED to a list of appropriate parties as approved by the Willistead Board; and,

That in accordance with Sections 6 (c) of the *City of Windsor Act, 1981*, an amount of \$8,794. BE PAID OVER to the City of Windsor Willistead Capital Restoration Reserve Fund.

BE APPROVED.

Carried.

Report Number: SCM 166/2022
Clerk's File: MB2022

8. ADMINISTRATIVE ITEMS

8.1. Rent Supplement Program Expiries and Mitigation Update - City Wide

Councillor Gignac acknowledges that after her conversation with administration regarding administration's report, she is satisfied that administration will be continuing to advocate on behalf of the City for an extension of funding for these important programs.

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Moved by: Councillor Gignac
Seconded by: Councillor Morrison

Decision Number: **CSPS 188**

THAT the report of the Coordinator of Housing Administration & Policy dated May 9, 2022 entitled "Rent Supplement Program Expiries and Mitigation Update - City Wide" **BE RECEIVED** for information.

Carried.

Report Number: C 85/2022
Clerk's File: GH/14271

8.2. Building Safer Communities Fund (BSCF) Update and Agreement Information (City Wide)

Moved by: Councillor Gignac
Seconded by: Councillor Morrison

Decision Number: **CSPS 189**

THAT the report of the (Acting) Manager of Social Policy and Planning dated June 9, 2022 entitled "Building Safer Communities Fund (BSCF) Update and Agreement Information (City Wide)" **BE RECEIVED** for information; and,

THAT the Commissioner Human and Health Services **BE AUTHORIZED TO APPROVE** and **SUBMIT** applications and related submissions and amendments to secure funding related to the Building Safer Communities Fund and any subsequent programs or program extensions, provided they are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Manager (A), Social Policy and Planning; and further,

THAT the City Clerk and Chief Administrative Officer **BE AUTHORIZED TO EXECUTE** Funding Agreements and any related amendments and extensions between the City of Windsor and the Ministry of Public Safety and Emergency Preparedness, provided that the Funding Agreements and any related amendments and extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services at a cost not to exceed the funding allocation provided by the Federal government or as allocated in the approved City budget in each respective year; and further,

THAT the Commissioner Human and Health Services or his/her designate **BE AUTHORIZED TO EXECUTE** the necessary agreements and documents related to the Building Safer Communities Fund, provided such agreements and documents comply with the governing program requirements, and are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and satisfactory in technical content to the Manager of Social Policy and Planning; and further,

THAT the Human and Health Services Commissioner **BE AUTHORIZED TO ALLOCATE** funds, withdraw, negotiate and re-allocate funds in the approved BSCF budget between different program

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components and program recipients, agencies and organizations to ensure compliance with program rules and are in a form satisfactory to the City Solicitor; satisfactory in financial content to the City Treasurer and satisfactory in technical content to Manager of Social Policy and Planning, and provided that projects do not exceed the funding allocation provided by the Federal government or as allocated in the approved City budget in each respective year; and,

THAT the Commissioner Human and Health Services **BE AUTHORIZED**, throughout the duration of the Building Safer Communities Fund and any subsequent extensions, to take such actions as required to implement, operationalize and manage the program and projects as approved through the appropriate governance structure; and further,

THAT City Council **AUTHORIZE** the Commissioner Human and Health Services, **TO APPROVE** and **SUBMIT** all related financial and/or operational submissions, documents, and reports, as may be required by the program requirements subject to approval of financial content by the City Treasurer as applicable.

Carried.

Report Number: S 78/2022
Clerk's File: SS/14026

9. QUESTION PERIOD

Councillor Gignac asks that administration provide an update at the next Community Services Standing Committee regarding the upcoming school year, and challenges with child care. Debbie Cercone, Commissioner, Human & Health Services (A) appears before the Community Services Standing Committee and indicates that administration will provide an update as requested at the next Community Services Standing Committee Meeting.

10. ADJOURNMENT

There being no further business the meeting of the Community Services Standing Committee is adjourned at 9:21 o'clock a.m. The next meeting of the Community Services Standing Committee will take place on Wednesday, August 3, 2022.

Carried.

Councillor Sleiman (Chairperson)

Deputy City Clerk / Supervisor of Council Services

Item 5.1



Committee Matters: SCM 210/2022

Subject: Additional Information Memo - Before and After School Child Care in the Riverside Area (Ward 6)

TO: Mayor and Members of City Council
FROM: Kirk Whittal, Executive Director, Housing and Children's Services
DATE: August 3, 2022
SUBJECT: Before and After School Child Care in the Riverside Area

At the July 6, 2022 Community Services Committee meeting, Councillor Gignac asked a question related to communication from her constituents regarding before and after school care in the Riverside area. As a result of this request, we provide the following in response.

The current issue with child care and the wait list for before and after school spaces is directly tied to a shortage of Registered Early Childhood Educators in our community. It has been an ongoing challenge to employ staff specifically for before and after school care due to the hours involved, often split/broken shifts at the beginning of the day or at the end of the day and most times part time roles.

The Manager of Children's Services works closely with the school boards and has reached out to the impacted childcare providers along with the Greater Essex County District School Board and the Windsor-Essex Catholic District School Board. They are working together with the aim to find a solution to the challenges of making childcare spaces available and lack of staff to operate the programs.

We are committed to working with all involved to finding a solution to this issue, prior to the September 2022 school year. In particular we are hopeful that our workforce strategy initiative will help to provide a long term solution to the issues at hand, however the role of the City is dependant on a number of factors including the recruitment of RECE staff, offering of before and after school programs along with transportation that need to be addressed by childcare operators and schoolboards.

Regards,



Kirk Whittal

Executive Director of Housing and Children's Services

DC/lr

Subject: Housing Hub Consultation and Architectural Feasibility Study Update

Reference:

Date to Council: August 3, 2022
Author: Kelly Goz
Coordinator Housing Administration and Development
519-255-5200 ext. 5362
kgoz@citywindsor.ca

Whitney Kitchen
Coordinator Housing Administration and Development
519-255-5200 Ext. 5276
wkitchen@citywindsor.ca
Housing and Children's Services
Report Date: June 27, 2022
Clerk's File #: GH/11710

To: Mayor and Members of City Council

Recommendation:

- a) **THAT** the report from the Coordinator of Housing Administration and Development regarding the Update on the Housing Hub Consultation and Architectural Feasibility Study **BE RECEIVED**; and further
- b) **THAT** the Commissioner Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** applications and related submissions and amendments to secure capital and operating funding related to the development and implementation of the Housing Hub and any subsequent programs or program extensions, provided they are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Executive Director of Housing and Children's Services, provided that any submission or amendments do not exceed the funding in the approved budget in each respective year; and further,
- c) **THAT** the Executive Director, Housing and Children's Services **BE AUTHORIZED** to pursue additional funding opportunities, and take any action as required to reduce the amount of funding that may be requested from the municipal tax base; and further

- d) **THAT** the City Clerk and Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** Funding Agreements and any related documents, **amendments** and/or **extensions** between the City of Windsor and relevant funders related to capital or operating funding for the Housing Hub, provided that the Funding Agreements and any related documents, amendments and/or extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services and Executive Director of Housing and Children's Services, provided that any agreements do not exceed the funding in the approved City budget in each respective year; and further
- e) **THAT** for the duration of the programs the Commissioner of Human and Health Services **BE AUTHORIZED** to submit any necessary reports and documents required by the respective provincial and/or federal ministry and/or other funder(s) to remain in compliance with mandatory reporting requirements under the program(s) provided they are satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director, Housing and Children's Services; and further
- f) **THAT** the Executive Director, Housing and Children's Services **BE AUTHORIZED** to **ENGAGE** with Real Estate to explore and identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's Architectural Feasibility Study; and further
- g) **THAT** the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to enter into agreements to conduct any necessary preliminary work needed to determine the viability of potential sites that aligns with the requirements identified through Glos Arch + Eng's Architectural Feasibility Study and that is in accordance with the purchasing bylaw, provided that such agreements and any related amendments and extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Health and Human Services and Executive Director of Housing & Children's Services where the costs do not exceed the \$200,000 municipal funding currently allocated to the Housing Hub in Capital project 7221048 – H4 Housing Hub; and further
- h) **THAT** the Executive Director, Housing & Children's Services **REPORT BACK** on:
- potential sites for the Housing Hub
 - the findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire and/or build and/or renovate a property
 - the outcome of applications made related to capital and/or operating funding
 - any capital funding required for the acquisition, renovation or construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services; and further

- i) **THAT** City Council **ENDORSE** the draft motion to request the Province of Ontario to increase capital and operating investments in affordable and supportive housing to mitigate homelessness as requested through the Urban Commissioners Group for consideration at the Regional Single Tier CAO table:

WHEREAS homelessness in Ontario is on the rise; and,

WHEREAS the Province of Ontario has released More Homes More Choice, Ontario's Housing Supply Action Plan; and,

WHEREAS the Province of Ontario has released Ontario's Community Housing Renewal Strategy; and,

WHEREAS Ontario's housing action plans do not address the need for supportive housing; and,

WHEREAS Ontario's most vulnerable populations require access to supports to maintain their housing and their health; and,

WHEREAS the absence of permanent housing with adequate onsite supports is a key driver of homelessness and recidivism to homelessness; and,

WHEREAS the Province of Ontario requires municipal Service Managers to collect detailed, up-to-date information from individuals experiencing homelessness through the use of by-name-lists; and,

WHEREAS the Province of Ontario identifies the use of by-name lists as an innovative approach to help connect people with local housing and homelessness supports that better respond to their needs and improve access to supportive housing; and,

WHEREAS municipalities and Service Managers are stretching beyond their funded limits and mandates to provide supportive housing in their communities;

NOW THEREFORE BE IT RESOLVED THAT the Province of Ontario acknowledge the need for immediate action and flow capital and operating funding to municipalities and Service Managers in Ontario to lead the development of critical supportive housing programs.

Executive Summary:

The availability of affordable housing is a key driver of homelessness and it can play a significant role in ending homelessness in a community¹. People in unsafe housing,

¹ Current State and Future Needs of the Windsor Essex Housing and Homelessness System, September 2019

provincial institutions and emergency shelters need appropriate discharge planning that includes attainable housing and wrap-around supports based on their individual needs.

Home Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028 (HHMP) examined the progress Windsor Essex had made from 2014-2019 and identified key areas where improvement and expansion of services was necessary to build upon those successes. These areas included diversion and supportive housing for people experiencing chronic or episodic homelessness with complex mental health, addictions, or cognitive challenges who have a higher level of need than can be served effectively through existing programs, along with a need for Indigenous and youth-specific housing.

Since opening in 2020, the Homelessness & Housing Help Hub (H4) has evolved to provide low barrier service connection to necessary resources, including housing assistance, health care, income assistance, justice services, addiction and mental health support. The success of the program is a result of being a consistent anchor in the community that allows for persons who are not traditionally connected to supports or who are underserved to access immediate services. The H4 provides a co-location for multiple sectors to address the holistic needs of the person, thereby decreasing the amount of days a household experiences homelessness.

The proposed Housing Hub expands on the success of the H4 program to foster connections and a pathway into housing for people at risk of or who are experiencing homelessness, while connecting them to supports from multiple agencies and sectors in real time to improve long-term stabilization.

Background:

The Homelessness & Housing Help Hub (H4) began as an emergency response to the COVID-19 pandemic to provide social distancing and safe daytime space to individuals experiencing homelessness. The program has evolved to fit the needs of the participants and has creatively repurposed an underutilized city asset temporarily; however, the building is not functionally suited for an optimal Housing Hub.

H4 has seen a steady increase in the volume of program participants accessing the service. As of June 2022, H4 has welcomed over 2,200 unique clients, with 59,654 visits. The program averages attendance between 110-150 unique visitors per day on most days, and often reaches capacity shortly after opening the doors. Limited physical space has required H4 to prioritize service for those currently experiencing homelessness, which limits the ability to also assist those who may be at risk of homelessness. The Housing Hub model is rooted in best practices for reducing community homelessness by focusing on both housing loss prevention, creating pathways to housing and other support services, and serving those actively experiencing homelessness. The program would achieve greater outcomes if the physical space allowed expansion into housing loss prevention assistance that could work to reduce illegal evictions, and increase proactive searches for housing before individuals/families access emergency shelters.

Building on the successes, lessons learned and evaluation of the H4 program, Administration sought to explore options to create a permanent Housing Hub in the City of Windsor. In July 2021, City Council approved Administration to engage in

professional services that would pursue the development of a Housing Hub model (C98/2021). Furthermore, the vision of the Housing Hub was to reflect the feedback collected through consultation with consumers and stakeholders that aligns with best practice while providing housing and support services that are flexible and responsive.

This report provides Council with the findings of that consultation, offers design elements of a new facility, and contains Administration's recommendations on the next steps needed to create a new Housing Hub.

Home, Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028 (HHMP), was approved by City Council on December 2, 2019 (CR612/2019). The HHMP identifies goals, guiding principles, strategies, and targets that align with best practices and the needs of the community that are informed by data. More specifically, the HHMP strives to be responsive to provincial and federal housing and homelessness strategies and initiatives while acknowledging that achieving the goals under the HHMP is a collective responsibility that requires cross-sectoral collaboration to develop system-level solutions. Ultimately, the goal of the HHMP is to ensure that all programs, services and supports are person-centered and aimed to ensure people obtain and retain housing that is permanent, safe, affordable and accessible.

The COVID-19 pandemic exposed the vulnerability of the housing and homelessness system and increased the visibility of homelessness, as well as provided an opportunity for Administration to leverage senior levels of government capital funding. Some of this funding has been used to purchase 500 Tuscarora, which opened in June 2022 and operates as the region's first shelter for women and families, and aligns with the recommendations provided in the *Review of Emergency Shelter Services in Windsor Essex*, approved by Council in 2020 (CR 380/2020). Additional funding has also been used to begin the expansion of supportive housing for persons exiting chronic homelessness requiring support services to maintain housing.

The solution to homelessness is a home. The HHMP also identifies that an effective housing and homelessness system requires other evidence-based solutions such as diversion, and a continuum of affordable permanent and supportive housing options to meet people's individual needs while including considerations for vulnerable populations such as Indigenous Peoples and other racialized groups, youth, and those involved with the mental health and justice sectors.

Homelessness Data

The 2021 Windsor Essex Coordinated Point-in-Time (PiT) Count was conducted in March 2021. The 2021 PiT Count identified that 251 people are experiencing homelessness on any given night, which reflects a 27% increase compared to 2018, when 197 people were identified. Single adults account for 79% of people experiencing homelessness in Windsor Essex. Survey results show that 42% of respondents need some time-limited assistance to get back into stable housing, and an additional 35% need highly intensive supports to stay housed.

As of May 2022, the Windsor Essex By-Names Prioritized List (BNPL), which provides real-time data of people experiencing homelessness in Windsor-Essex, shows there are currently 463 people actively experiencing some form of homelessness, of which 360

are experiencing chronic or long-term homelessness who would require a varied intensity of case management supports to retain housing. Overall, single adults represent 91.5% of those actively experiencing homelessness. Seventy-seven (77) people have been on the BNPL since 2018 and have a combination of chronic and high acuity homelessness who require stabilizing cross-sectoral supports to obtain and retain housing. Currently there are limited housing options and support services in Windsor Essex to adequately address the unique needs of this population and end their homelessness.

As of March 2022, the Windsor Essex Central Housing Registry (CHR) waitlist has 6,300 applicants registered and waiting for affordable housing, which represents an increase of approximately 84% from December 2016, and highlights the increased need for social and affordable housing in our community. Priority II applicants experiencing homelessness accounted for 419 of the eligible applicants on the waitlist. Each of the 6,300 households have met the household income eligibility criteria of having incomes at or below the Household Income Limits (HILS)² as designated in the *Housing Services Act, 2011* (HSA), verifying the need to support low income households that require assistance with housing costs. As of March 2022, 57% of applicants on the Central Housing Registry waitlist required a one-bedroom unit, further supporting the current rental market trend of higher rents for this unit size, and the need to focus on one-bedroom units in new affordable capital developments.

Since 2011, the number of Ontario households in core housing need³ has increased by 19%, while the number of households receiving housing support from provincial programs has decreased by 4%. The Province's social housing wait list increased by 27% over this time period, with many households waiting over 10 years for a placement in social housing⁴. The affordability of housing is diminishing for many Canadians as the housing market continues to exceed wage growth. An increasing number of people will spend 30% or more of their income on their housing, leaving them "precariously" housed and at risk of homelessness. Many will be priced out of the housing market entirely⁵.

Emergency shelters remain the most expensive response to homelessness costing between \$23,629 per bed in Windsor Essex County pre-pandemic and increasing by an additional \$16,000-\$17,500 per bed during the pandemic. A rent subsidy costs approximately \$4,500 annually, Housing with Supports Homes cost approximately \$18,250, and Housing First Intensive Case Management with rental assistance costs \$9,670.⁶

Lengthened exposure to the adverse effects of homelessness can lead to deterioration of mental health, physical health and addiction recovery. In order to help address this, H4 provides on site medical services through partnerships with Windsor Essex

² <https://www.ontario.ca/laws/regulation/110370>

³ Core Housing Need: A household is in core housing need if its housing does not meet one or more of the adequacy, suitability or affordability standards and it would have to spend 30% or more of its before-tax income to access local housing that meets all three standards. (Source: Canada Mortgage and Housing Corporation)

⁴ Financial Accountability Office of Ontario, Housing and Homelessness Programs in Ontario, 2021

⁵ No Fixed Address: The Intersections of Justice Involvement and Homelessness, John Howard Society 2022

⁶ Vink Consulting. Review of Emergency Shelter Services in Windsor Essex, July 2020

Community Health Centre (weCHC) and Canadian Mental Health Association (CMHA). Access to medical services are barrier free, serving those without referrals, appointment times or health cards. This service provides critical care for patients without primary care who would otherwise be seen by emergency medicine. The *Evaluation of the Homelessness and Housing Help Hub* conducted by OrgCode Consulting in 2021 presented to Council as part of the initial Housing Hub report (C 98/2021) indicates 25% of respondents are considered tri-morbid based upon self-reports.⁷ Tri-morbid indicates that participants live with chronic disease, mental illness, and an addiction or dependency. Another 32% of interview participants are considered to be co-morbid. According to the Canadian MIS Database from the Canadian Institute for Health Information, the cost of 93+ hospitalizations over the last six months for people experiencing homelessness would have been at least \$523,706. The 271+ times in emergency rooms over the last six months would have cost Windsor-Essex at least \$42,818. It is anticipated that the Housing Hub will build upon the success of the H4 model by continuing to partner and co-locate health service providers' onsite and will achieve cost savings in the health sector, while improving health outcomes for program participants.

The relationship between incarceration and homelessness is bidirectional. Those experiencing homelessness are more likely to be incarcerated and individuals held in detention are at heightened risk to become homeless. Re-integrating into the community post incarceration requires coordinated discharge planning efforts amongst the health, justice and homelessness sector. Successful community releases from provincial institutions requires low barrier connections to necessities like income assistance, housing searches, mental health, addiction support and health care to achieve stability. Breaches of reporting to probation or bail appointments can result in returning to incarceration, furthering the revolving door of justice involvement and homelessness. In 2022, Probation and Parole and the John Howard Society Bail Supervision Program have committed to having staff on site at H4 several hours a week to remove barriers to reporting appointments and facilitate further community integration for justice affected populations experiencing homelessness. These enhancements to justice supports to reduce breaches contributes to a significant cost savings for the province. According to the most recent "Update on Costs of Incarceration" from Ottawa's Office of the Parliamentary Budget, the 100+ times people experiencing homelessness were in jail or prison over the last six months would have cost Windsor-Essex at least \$31,400⁸.

OrgCode Consulting states: "achieving housing is not always a straightforward process when people are missing important documents that may make them eligible for certain forms of housing that they would not be eligible for moving into without the necessary paperwork completed. This can include things like identification, proof of income, confirmation of a mental illness, addiction or other type of disabling condition, and even proof of filing taxes. H4 seems partially able to assist its guests with getting 'paper ready' for housing." By co-locating a number of agencies at the current H4, there has been a noted increase in the number of people who have moved into housing and a significant decrease in the length of time a participant experiences homelessness.

⁷ OrgCode Consulting. An Evaluation of the Homelessness and Housing Help Hub, April 2021

⁸ OrgCode Consulting. An Evaluation of the Homelessness and Housing Help Hub, April 2021

Under the Housing Hub, this trend would continue and would assist the City in achieving its mandate to reduce and end chronic homelessness by 2028.

Discussion:

This report informs Council on the consultation feedback and architectural feasibility study developed by Glos Arch + Eng and seeks approval for the next steps related to the development of the Housing Hub.

In Fall 2021, Glos Arch + Eng. was retained to explore the feasibility of a re-imagined and expanded housing hub model by engaging in broad community consultation that included emergency shelter service providers, the Housing and Homelessness Advisory Committee (HHAC), persons with lived experience, elected officials and other key stakeholders representing the health, social services, and justice sectors. Consultation efforts were robust and delivered through focus groups, surveys, phone, virtual and in person interviews and presentations to various committees. Figure 1 represents the broad spectrum of consultations held over December 2021 and January 2022.

Figure 1: Housing Hub consultations⁹



Consultation participants were asked for input on items such as future services and amenities, considerations for the potential location, preferred design elements, and future engagement strategies.

A Steering Committee was struck in late 2021 to provide feedback and direction to the development of the Housing Hub project through a collaborative and multi-disciplinary approach. Membership of various City departments whose knowledge base lends to the scope of the Housing Hub project participated on this committee along with staff from Glos Arch + Eng.

The proposed Housing Hub vision creates approximately 64 new affordable housing units, and a community hub for low barrier service connection to vital resources to address inequities in social determinants of health through collaboration, advocacy, and person centered care. The intention is not to duplicate existing services, but rather to create a robust triaging service that streamlines connections between sectors while

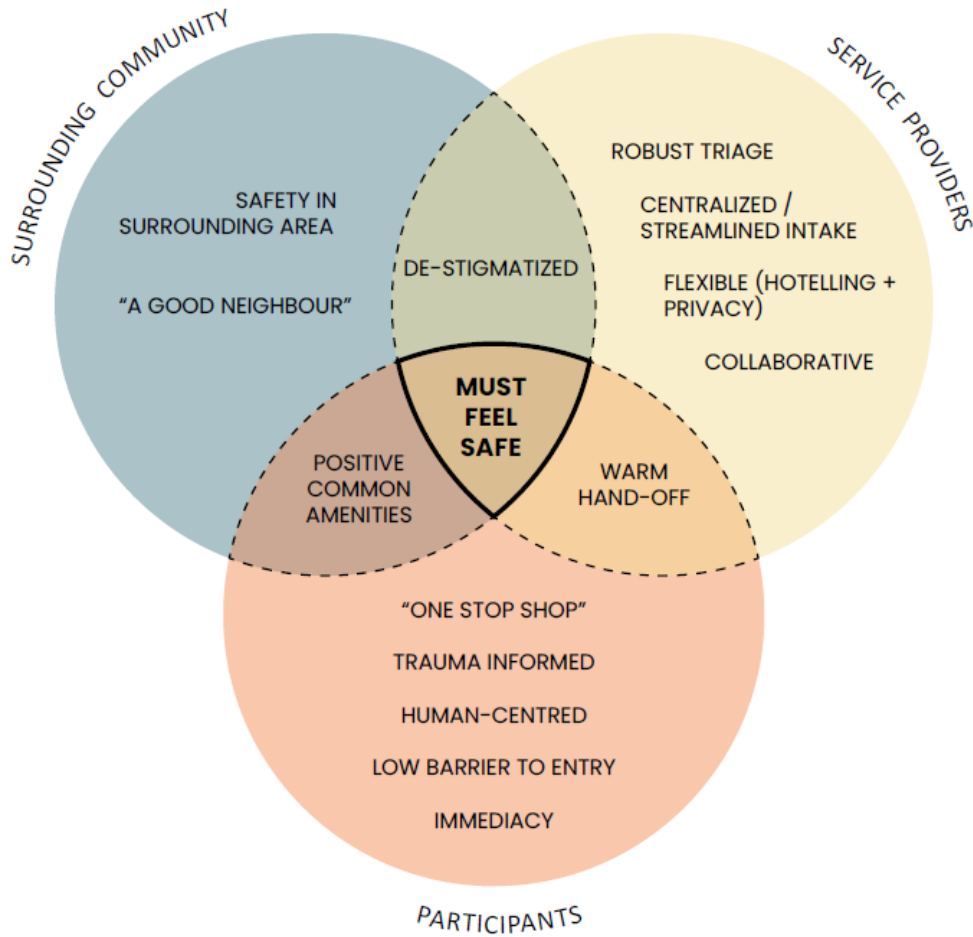
⁹ What We Heard Report: A New Housing Hub, A Community Informed Feasibility Study, Glos Arch + Eng, 2022

improving sustained housing and wellness outcomes. The re-imagined program is also intended to create a space for both those experiencing homelessness and those who may be at risk of homelessness.

Recommendations from Glos Arch + Eng's *What We Heard Report* (Appendix A) outlines intentional design for flexible spaces that can change with the needs of the community, including but not limited to civic emergencies, natural disasters, and peak demand of services in winter months.

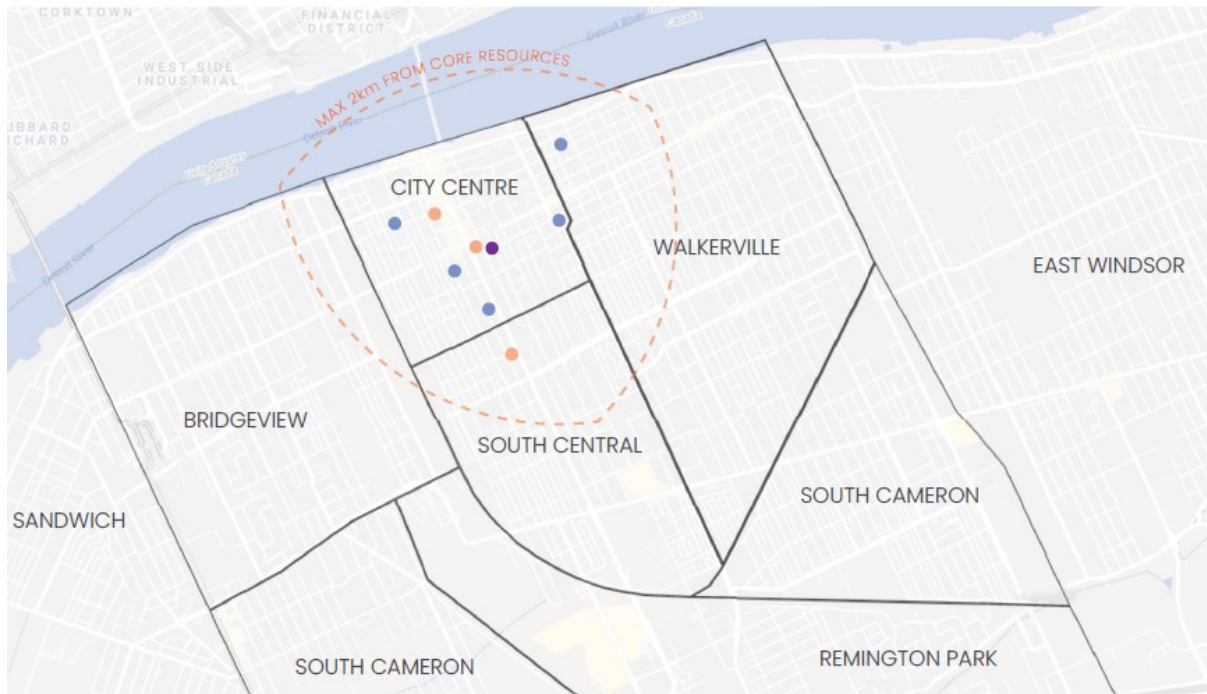
The critical elements of the Housing Hub that was provided through consultation feedback is represented in Figure 2 below.

Figure 2: Critical Needs



Location

A fully operational Housing Hub with a broad range of in-house supports will still require close proximity to emergency shelters, health care providers, harm reduction pharmacies, in addition to other core community agencies. Feedback from participants, staff and service providers cite 2km as the desired distance for the average participant to be able to travel on foot to seek resources, which are primarily located within the boundaries of Ward 3. The map below visually represents the identified area.



- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)

Programming

Consultation feedback sectioned core-programming needs into five over-arching categories:

1. basic needs
2. housing with wrap around supports
3. drop-in service hub
4. diversion
5. prevention and coordinated access to services

This intersectionality allows a person-centered approach to tailor interventions, services and supports to the unique needs of the program participants.

Housing

As stated above, there are 77 single adults who have been identified on the By-Names Prioritized List (BNPL) whose housing and support needs exceed what is currently available in Windsor Essex. By seeking a property that can be phased and expanded to accommodate onsite single occupancy permanent housing would meet the needs of this group and leverages wrap around multi-sector support services. This aligns with the consultative feedback and recommendations made through C98/2021 that identifies a significant need for flexible on-site single occupancy housing to meet the specific needs

of highly complex individuals and vulnerable underserved populations experiencing homelessness to create sustainable housing options.

Design Elements

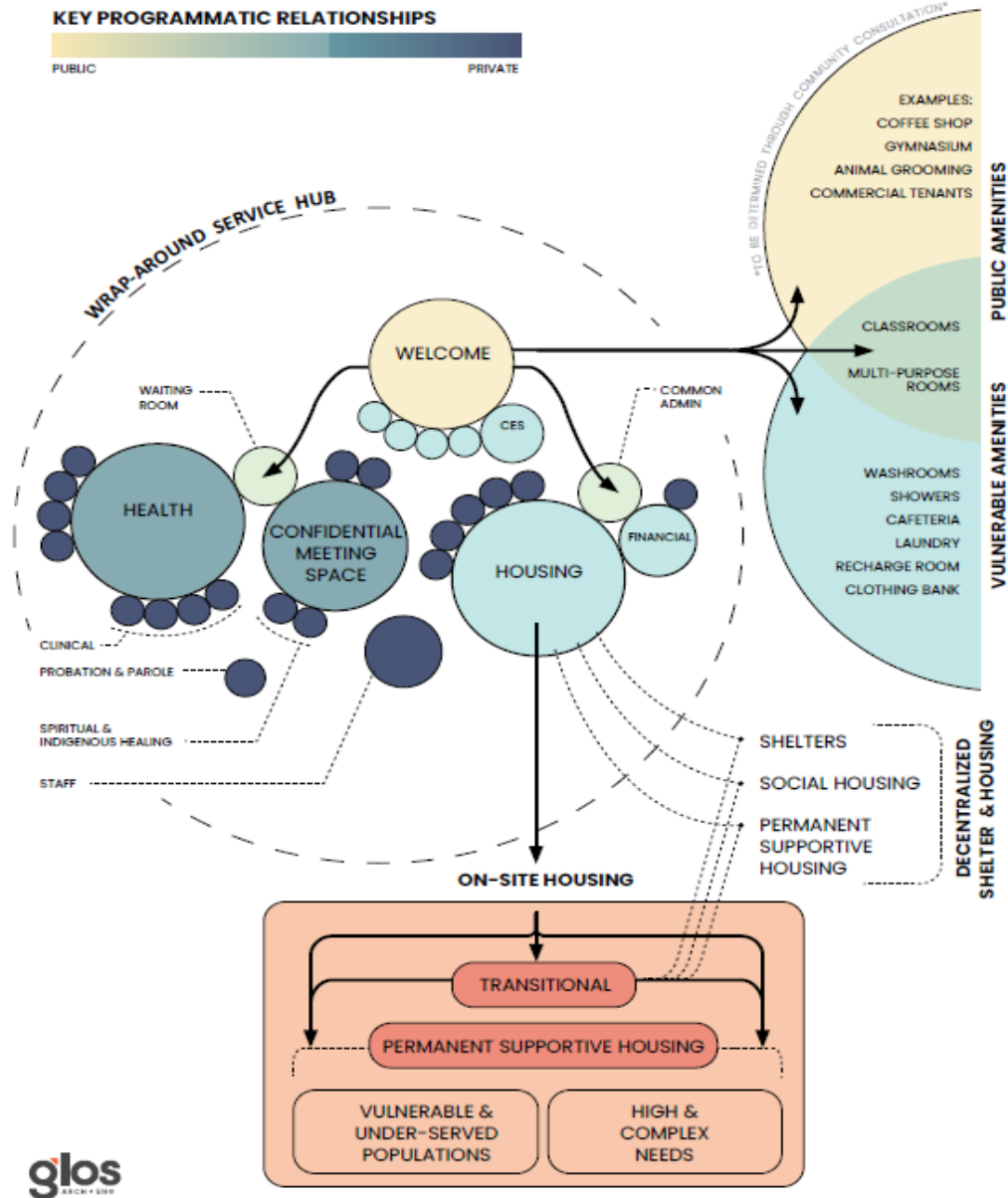
The overarching takeaway from consulting with persons experiencing homelessness at H4 was the building and program “must feel safe”. Physical choices for the space are rooted in trauma-informed design to promote dignity and decrease conflict, while also considering cultural safety and Indigenous representation.

Services and Amenities

Services and amenities requested through consultation include but are not limited to, enhanced hygiene resources by adding on site laundry and showers, lockers for storage, increased availability of public phones, and expanded internet access with computer banks.

The Housing Hub’s programing, design elements, services and amenities are visually represented in Figure 3 below.

Figure 3: Program Elements



Architectural Feasibility Renderings

The *Architectural Feasibility Study* authored by Glos Arch + Eng. (Appendix B) operates as an extension of the *What We Heard Report* and explores various assessment criteria for site typologies in order to test architectural opportunities, limitations, risks and costs.

Sites between 80,000-100,000 square feet are considered ideal for the Housing Hub. Sites in this size range offer flexibility to integrate outdoor space or community bridging amenities as desired. Sites greater than 100,000 square feet offer unique opportunities for future on-site housing and phased expansion to further community bridging resources. Sites between 40,000-80,000 are the minimal viable size for this project. Sites on the lower range will need to have the services and amenities be divided

amongst multiple levels increasing operational costs for staffing, do not allow for future expansion, and limit the ability to incorporate outdoor areas.

When assessing potential sites, Glos Arch + Eng recommends considering many variables to assess for risk to neighbouring communities. Locations in close proximity to schools, parks and playgrounds, pedestrian commercial districts, or single-family homes are considered high risk. Locations in close proximity to low-risk land uses and/or currently considered derelict or difficult to develop by private entities, are considered opportunities. Site considerations have been reviewed and approved by the Steering Committee, including the recommendation to be within 2km walking distance of emergency shelters and core affiliated services. The *Architectural Feasibility Study* outlines the qualities of an ideal site for the Housing Hub, which can be used to evaluate safety, stigma, security, future growth, community integration, level of service, and operational efficiency for staffing.

Risk Analysis:

There is a moderate risk that there may be limited site options that satisfy all of the requirements identified through the *Architectural Feasibility Study*. Administration in consultation with the Steering Committee will report back to Council on the potential sites explored that satisfy a higher number of the requirements identified through the *Architectural Feasibility Study* to inform a recommendation to purchase a site and develop of the Housing Hub.

Failure of Council to approve the recommendations in this report to allow Administration to further develop the Housing Hub model will hinder Administration's ability to meet the "shovel ready" requirements of senior level government funding. Administration anticipates future capital funding streams to be announced through the National Housing Strategy.

The current location of the H4 at the former Windsor Water World is temporary, and without a long-term plan, may have to cease operations. Without the H4 program, there is a gap in service provision that presents significant risk to the residents who rely on those services, and the community that has also experienced positive outcomes.

Further, a reduction in services, and in fact continuation of the status quo, presents the risk of not meeting the stated goals of the *Home Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028* to prevent homelessness, end chronic homelessness by 2028 and expand supportive and/or affordable housing that is permanent and accessible to underserved populations.

Not investing or endorsing the development of the Housing Hub not only negatively impacts the quality of life for many residents, but may also negatively impact efforts to attract, increase and sustain the economic development opportunities in the downtown core and advance the strategies identified under Windsor Works. As the result may be an increase in visible street homelessness and a negative impact on capacity issues within the existing emergency shelter system. Other sectors such as police, hospitals, and the justice system will also experience increased demand and costs.

Climate Change Risks

N/A

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of the Provincial Housing and Homelessness programs in Windsor and Essex County and the Community Entity for the Federal Reaching Home program.

Current H4

The Homelessness & Housing Help Hub (H4) began as an emergency response to the COVID-19 pandemic to provide social distancing and safe daytime accommodations to individuals experiencing homelessness. The current H4 location at Windsor Water World is temporary and has been supported through various time-limited Federal and Provincial COVID-19 funding streams and in-kind municipal contributions. Without a long term plan for moving the H4 to another location the H4 will have to cease operations, which may lead to the increase in visible street homelessness and contribute to negatively impact capacity issues within the existing emergency shelter system.

For the 2022-2023 fiscal year, the projected funding required to operate the H4 at the current location will be available from the Federal Reaching Home program and/or from other Provincial homelessness programs. For the 2023-2024 fiscal year, it is projected that funding from senior levels of government will not cover the operating costs associated with the current H4 location. A request for municipal funding will be brought to Council during the development of the 2023 Operating Budget for the portion of the H4 operating costs that cannot be funded through Federal or Provincial homelessness programs.

Proposed Housing Hub

The *Architectural Feasibility Study* developed by Glos Arch + Eng envisions a fully operational Housing Hub with a broad range of in-house supports that is in close proximity to emergency shelters, health supports, harm reduction pharmacies, and other core community agencies. It also envisions that it would contain affordable housing units and would have flexible spaces that can change with the needs of the community, including but not limited to civic emergencies, natural disasters, and peak demand of services in winter months.

If the recommendations in this report are approved, Administration will engage with Real Estate to identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's *Architectural Feasibility Study*. Administration will report back on the potential sites and findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire or build/renovate a property.

The 2022 Capital Budget contains \$200,000 approved for preliminary studies related to the Housing Hub (Project #HCS-001-22 Financial Project #7221048).

Besides the \$200,000 noted above, the 2022 Approved Operating Budget and 10 Year Capital plan does not contain municipal funding for the proposed Housing Hub. If the recommendations in this report are approved, Administration will also pursue additional funding opportunities from senior levels of government, or any other available sources that reduces the amount of funding requested from the municipal tax base. Administration will report to Council the outcome of any such funding pursuits.

The ongoing operating costs of a new site will vary upon the configuration of the new building and the expected service levels. Once a proposed site has been determined, a request will be brought forward for any capital funding required for the acquisition, renovation and construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services.

Recent discussions with our peers on the Single Tier Regional Treasurer's Group have highlighted that housing and homelessness is a major problem across the province and has become one of the highest priority items for municipalities.

Like many other cities, the COVID-19 pandemic exposed the vulnerability of the housing and homelessness system and increased the visibility of homelessness, as well as provided an opportunity for Administration to leverage senior levels of government capital funding. Some of this one-time funding has been used to purchase and operate the additional shelter space for women and families. Additional funding has also been used to begin the expansion of supportive housing for persons exiting chronic homelessness requiring support services to maintain housing. Unfortunately, the increased level of service required during the pandemic, funded by one-time grants, will need to be sustained going forward. Unless new sustainable operating and capital funding is announced by senior levels of government, municipalities will not be able to fund this shortfall.

The extent of reliance on property taxes relative to public expectations of municipal service delivery continues to be a major and ongoing challenge. The City's budget and financial capacity continue to be stretched, highlighting the limitations to funding a multitude of important social programs from an inadequate revenue base comprised solely of property taxes and various user fees without secure, ongoing and sustainable funding from senior levels of government.

Consultations:

Nancy Jaekel, Financial Planning Administrator

Linda Higgins, Manager Intergovernmental Funding

John Revell, Chief Building Officer

Alex Vucinic, Purchasing Manager

Dana Paladino, Deputy City Solicitor

Natasha Gabbana, Senior Manager of Asset Planning

Frank Scarfone, Manager Real Estate Services

Conclusion:

Homelessness is the symptom of systemic failures and barriers resulting in inequities for vulnerable people in our society. As with many complex social problems, solutions to ending homelessness cannot be achieved by one organization, sector or government alone. Rather, ending homelessness requires stakeholders to constantly work together to secure and direct the financial and human resources necessary to achieve the greatest number of reductions in homelessness that are possible. The Housing Hub addresses the needs of persons at risk or experiencing homelessness by streamlining immediate access to programs and services that will improve their social determinants of health. The Housing Hub reduces costly duplication, fosters community collaboration and ensures the City of Windsor remains a leader and innovator in ending homelessness.

Planning Act Matters:

n/a

Approvals:

Name	Title
Jennifer Tanner	Manager, Homelessness & Housing Support
Linda Higgins	Manager Intergovernmental Funding
Kirk Whittal	Executive Director, Housing & Children's Services
Debbie Cercone	Commissioner (A), Human & Health Services
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Joe Mancina	Commissioner, Corporate Services & Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email
HHAC		Clerks to send
Cathy Milne		cmilne@citywindsor.ca
Sonia Bajaj		sbajaj@citywindsor.ca
Stephen Lynn		slynn@citywindsor.ca
Sharon George		Exec.director@caifc.ca
Joyce Zuk		jzuk@fswe.ca
Anna Angelidis		angelidis@hislscdg.com
Lori Pinksen		Lori.pinksen@salvationarmy.ca
Danny Pinksen		Danny.pinksen@salvationarmy.ca
Lady Laforet		info@welcomecentreshelter.com
Rukshini Ponniah-Gouin		rukshini@downtownmission.com
Nicole Wilson		nicolew@sophrosyne.ca
Sylvie Guenther		admin@hiatushouse.com
Michael Brennan		executivedirector@pozitivepathways.com
Jeanie Diamond-Francis		jdiamond@countyofessex.ca
Mike Morency		Executivedirector@matthewhousewindsor.org
Stephanie Premrl		Stephanie.premrl@veterans.gc.ca
Lynn Calder		lcalder@lifeafterfifty.ca
Mary Ellen Bernard		mbernard@citywindsor.ca
Shelley Gilbert		gilberts@lao.on.ca
Lorraine Goddard		lgoddard@weareunited.com
Michelle Suchiu		msuchiu@workforcewindsorsex.com
Ralph Ganter		ralphganter@alsogroup.org

Name	Address	Email
Jamie Stephens		jstephen@cmhc-schl.gc.ca
Eric Hill		canamhomes@yahoo.ca
Michelle Coulis		mcoulis@wechc.com
Karen Bolger		karen@communitylivingessex.org
Bob Cameron		bob@dwcc.ca
David Korenic		dkorenic@wechc.com
Angela Yakonich		angela@wfhcp.com
Peter Coupe		pcoupe@windsorresidenceinc.com
Derrick Drouillard		ddrouillard@wecas.on.ca
Barbara Milne		Barbara.milne@publicboard.ca
Stacey Yannacopoulos		syannacopoulos@newbe.ca
Krista Rempel		krempele@thebridgeyouth.ca
Jason Weinberg		executivedirector@wrym.ca
Ashley Marchand		ashely@downtownmission.com
Karmen Rusnak		Karmen.Rusnak@ontario.ca
Michelle Harvey		Michelle.Harvey@ontario.ca
Catherine Brooke-Sokolik		cbrooke@stleonardswindsor.com
Jason Bellaire		jbellaire@windsorpolice.ca
Barry Horrobin		bhorrobin@windsorpolice.ca
Luciano Carlone		lcarlone@cmha-wecb.on.ca
Dr. Jennifer Bondy		Jennifer.bondy@medportal.ca
Justin Lammers		jlammers@countyofessex.ca
Dr. Sheri Bergeron		SheriBergeron@sehc.com
Fr. Dr. Matthew Durham		Matthewdurham@sehc.com

Name	Address	Email
Bill Marra		Bill.Marra@hdgh.org
Sonja Grbevski		Sonja.Grbevski@hdgh.org
Tammy Kotyk		tkotyk@cmha-wecb.on.ca
Patrick Kolowicz		Patrick.Kolowicz@hdgh.org
Jean Laforge		jlaforge@mhc-wec.on.ca
Bruce Krauter		bkrauter@countyofessex.ca
Brian Dokis		bdokis@soahac.on.ca
Rita Taillefer		rtaillefer@wechc.org
Nicole Dupuis		ndupuis@wechu.org
Jonathan Foster		Jonathan.foster@wrh.on.ca
Derrick Carl Biso		president@transwellness.ca
David Lenz		info@wepridefest.com
Debi Croucher		debi@downtownwindsor.ca
Claudia den Boer		cdenboer@cmha-wecb.on.ca

Appendices:

- 1 What We Heard Report
- 2 Feasibility Study
- 3 Public Presentation



WHAT WE HEARD REPORT

A New Housing Hub

A Community-Informed Feasibility Study

for:



March 31, 2022



325 Devonshire Road, Suite 410
Windsor, ON N8Y 2L4
Phone: 519-966-6750
Fax: 519-966-6753

Valerie Dawn
Principal Architect
valeried@glosassociates.com

*"It's going to take a community to eradicate homelessness."
Focus Group Participant*



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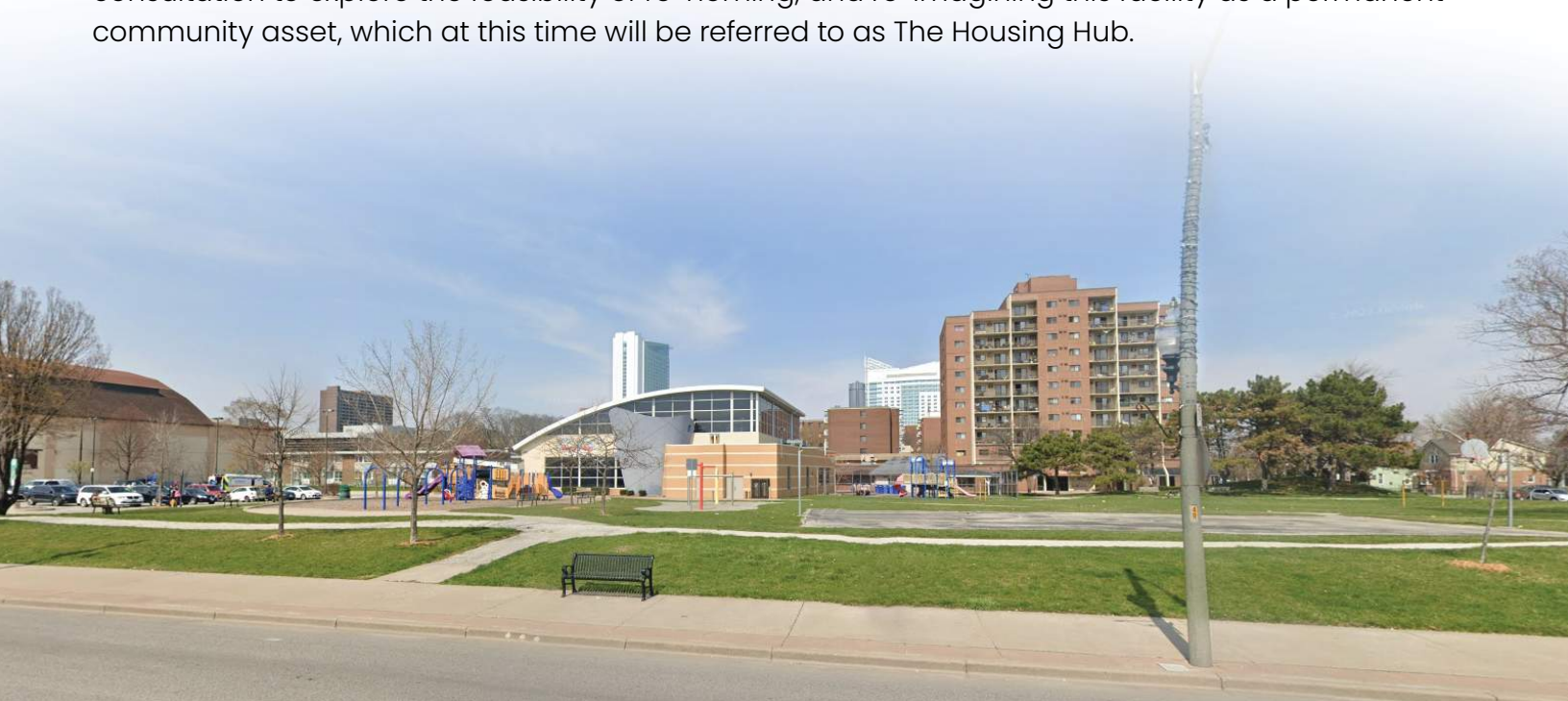
1 PROJECT BACKGROUND

The Homelessness & Housing Help Hub (H4) facility started as an **emergency response** to the Covid-19 pandemic. When public facilities closed, and stay-at-home orders and social distancing came into effect, the City of Windsor was quick to adapt to ensure people experiencing homelessness stayed safe. The former Windsor Water World building at 400 Wyandotte St E was identified as a building that could be occupied immediately for this purpose, and H4 as we know it was born.

Since it opened in 2020, H4 has become a well-loved space that has helped identify and fill gaps in serving and supporting those experiencing homelessness in Windsor-Essex. It has opened the eyes of many to how this community can transform care & support for this vulnerable sector, and ultimately have greater impact on transitioning people out of homelessness in this region.

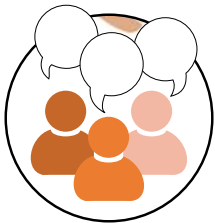
The challenge this community faces now is that the existing facility in the former Windsor Water World building is a **“make-do situation”**, or as some have described – **“a square peg in a round hole”**. It is a roof overhead for a group of amazing staff that have been incredibly resourceful, but fails on many fundamental levels of functionality.

The City of Windsor has retained Glos Arch + Eng to undertake comprehensive stakeholder consultation to explore the feasibility of re-homing, and re-imagining this facility as a permanent community asset, which at this time will be referred to as The Housing Hub.



2 COMMUNITY ENGAGEMENT

In December 2021 & January 2022, Glos Arch + Eng undertook consultation with a broad spectrum of stakeholders, user-groups, staff and service providers impacted most by The Housing Hub.



92

FOCUS GROUP PARTICIPANTS



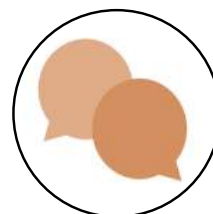
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SURVEY RESPONDENTS



15

PHONE / VIRTUAL INTERVIEWS



28

1:1 INTERVIEWS (IN PERSON)



25

PRESENTATIONS TO COMMITTEES

COMMUNITY STAKEHOLDERS INVOLVED:

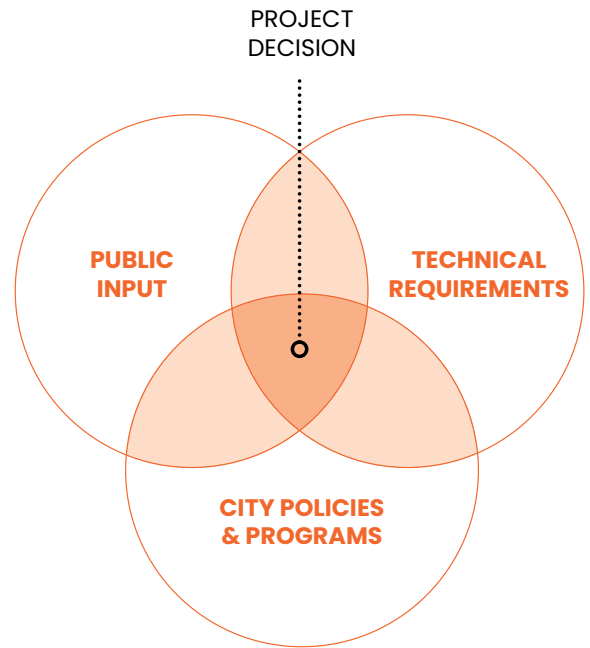
- City of Windsor
- Child Welfare & Youth
- Interim Housing / Shelters
- Windsor Essex Housing Connections
- Social Housing Providers
- Police & Justice Services
- Indigenous Service Providers
- Health Sector (Incl. Ontario Health Team)
- Immigration & Grass Roots
- LGBTQS2+
- Downtown Windsor BIA
- H4 Staff
- Current H4 Participants / Individuals with Lived Experience
- Glengarry Neighbourhood Representatives

ENGAGEMENT INTENT

The intent of the engagement process is to share information about the project background and vision, and gather feedback on key issues and decisions. Feedback alone cannot steer the project entirely, but robust stakeholder input allows us to find a “sweet spot” that balances technical requirements and city policies and programs, with the unique needs of this community. In every discussion, we clarify what decisions are intended to be influenced by feedback, and what is considered non-negotiable.

KEY DECISIONS

1. WHAT SHOULD THE HOUSING HUB INCLUDE?
2. WHERE SHOULD THE HOUSING HUB GO?
3. HOW SHOULD IT LOOK & FEEL?
4. HOW SHOULD ENGAGEMENT CONTINUE?



NON-NEGOTIABLES

PROJECT GOAL

To end homelessness in Windsor-Essex

PROJECT VALUES

HOUSING FIRST

SUPPORTIVE

DIGNITY

“WE MEET PEOPLE WHERE THEY’RE AT”

FOSTERS TRUST

TRAUMA INFORMED

SAFETY

WARM

“COME AS YOU ARE”

RESPECTFUL

FRIENDLY

INFORMED

INCLUSIVE

ACCESSIBLE



3 WHAT WE HEARD

The rapid impact of the current ad-hoc H4 has become evidence of the need for a complete paradigm shift in how services are delivered to support those experiencing homelessness in Windsor-Essex.

What we heard over and over again from service providers embedded in this work was that Windsor-Essex is full of incredible organizations working tirelessly and creatively to have positive impact – and at the same time – everyone’s plate is fuller than ever while demand and acuity grows faster than we’ve ever seen.

We heard that homelessness is vastly intersectional. Individuals are accessing services in a crisis, and often need immediate support from multiple different agencies – agencies that might be across town from each other with different intake models.

People are getting lost in the gaps.

We heard that only a portion of homelessness is visible. There are entire communities of people who need help and are not seeking it because they do not feel safe accessing emergency services. These are people who often only need low- to mid-level support to change their lives, and they aren’t walking in the door of emergency services because of stigma, triggers, and fear of harm.

People are getting stuck when they have to choose between getting help and feeling safe.

Even in its ad-hoc state, H4 is having impact because it is meeting people where they’re at, prioritizing relationships, and coordinating access to a complex web of services. It is connecting people casually and flexibly to the supports that they need, and walking alongside them as they find their own unique path to stability.

What we heard is that a permanent wrap-around service hub could change everything. It could be pivotal in helping service providers operate more nimbly with the resources they have, and allow them to have greater impact on their shared goal – ending homelessness. It would also shift Windsor-Essex into a position where they could better track progress, understand challenges, and demonstrate impact.

The diagrams on the following pages illustrate the evolution of the service delivery model from before 2020, to Covid response (H4), to the proposition for a permanent Housing Hub.

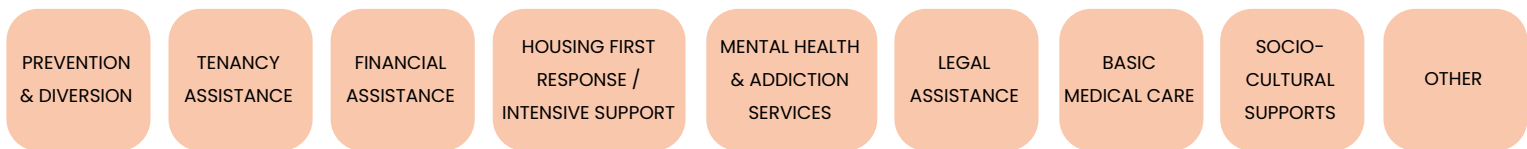
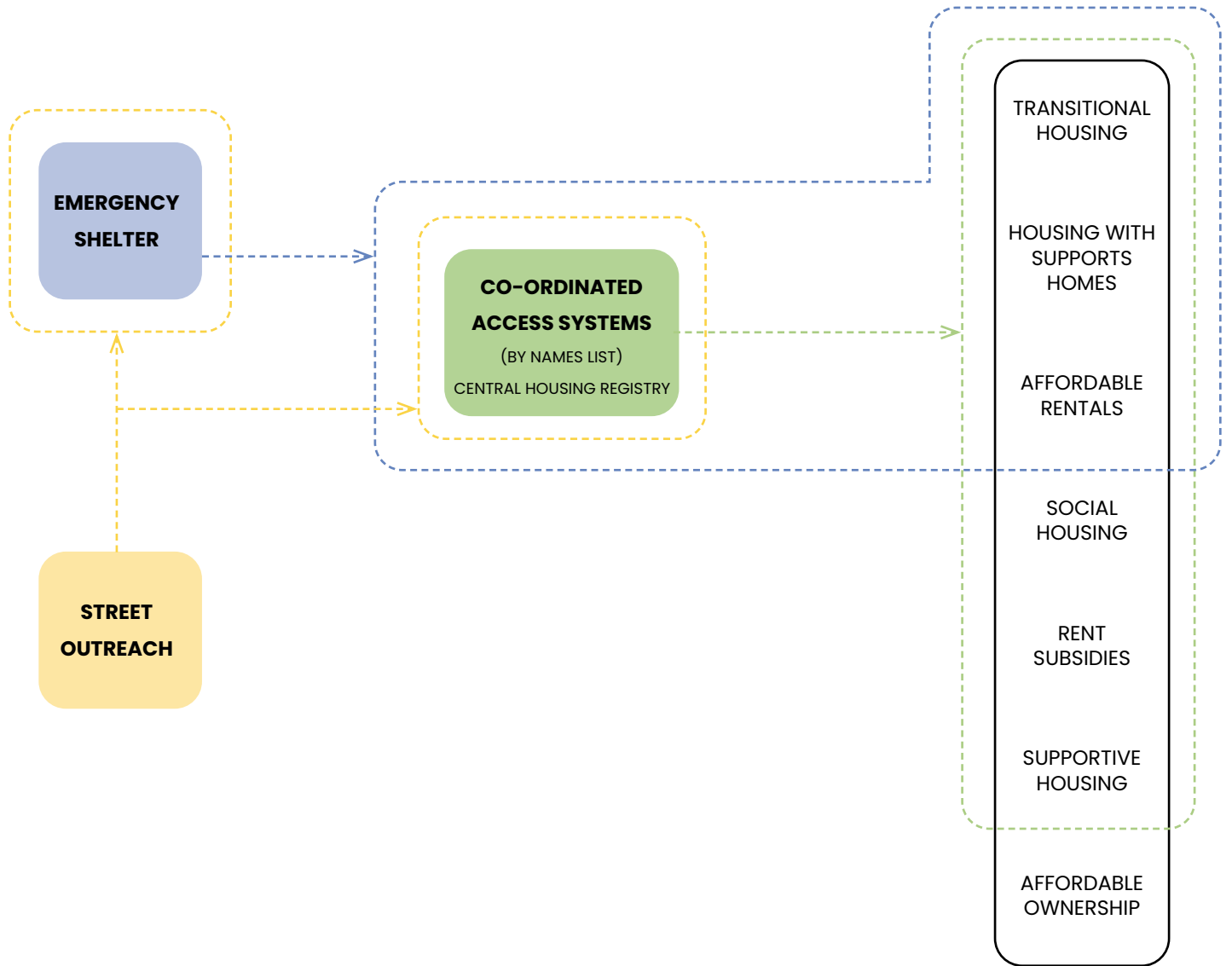
SERVICE DELIVERY MODEL

BEFORE 2020

EMERGENCY RESPONSE

ACCESS PROCESS

HOUSING



SUPPORT SERVICES

TAILORED TO THE INDIVIDUAL'S NEEDS TO HELP THEM
OBTAIN & RETAIN HOUSING

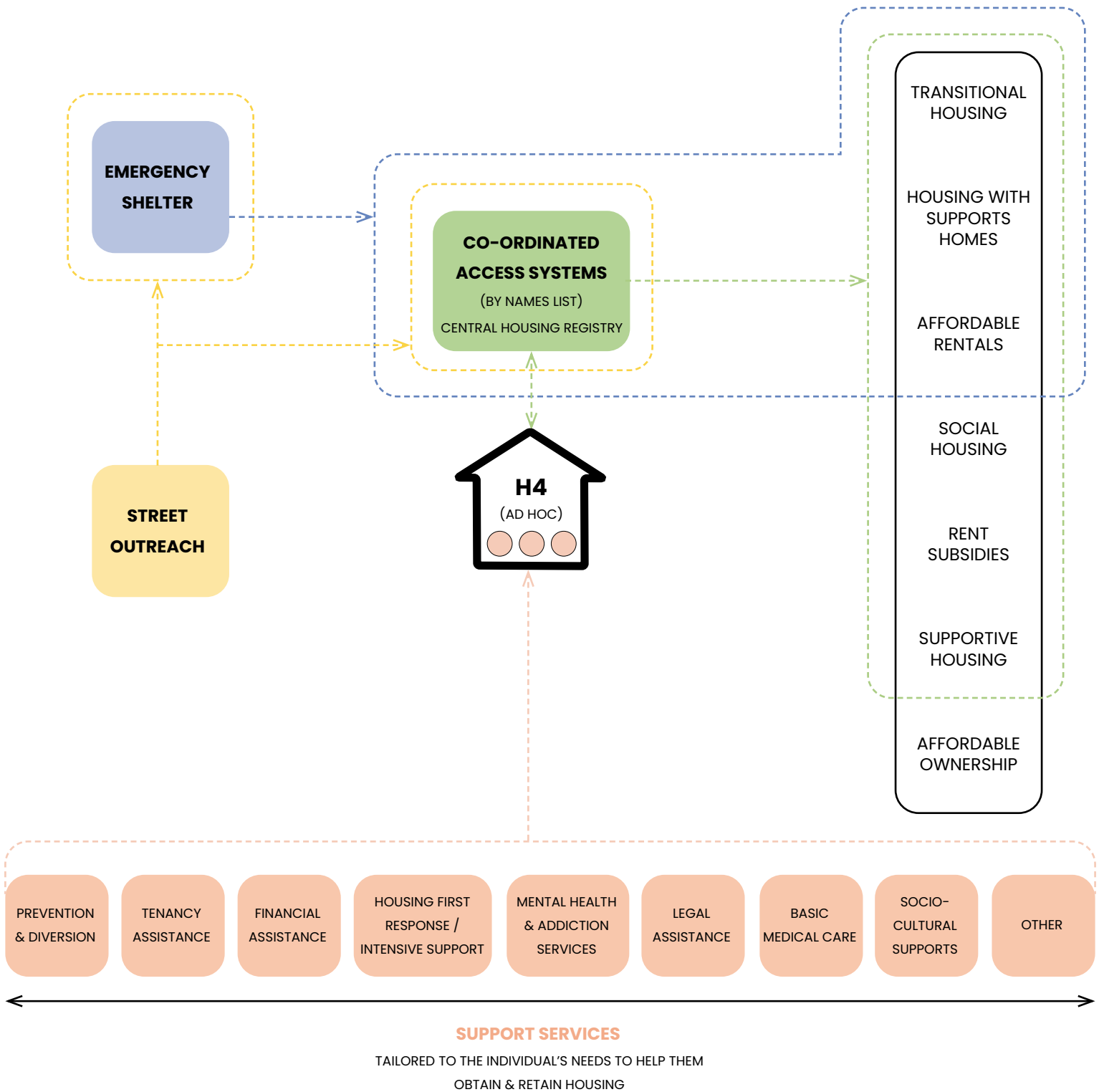
SERVICE DELIVERY MODEL

COVID RESPONSE – AD-HOC H4

EMERGENCY RESPONSE

ACCESS PROCESS

HOUSING



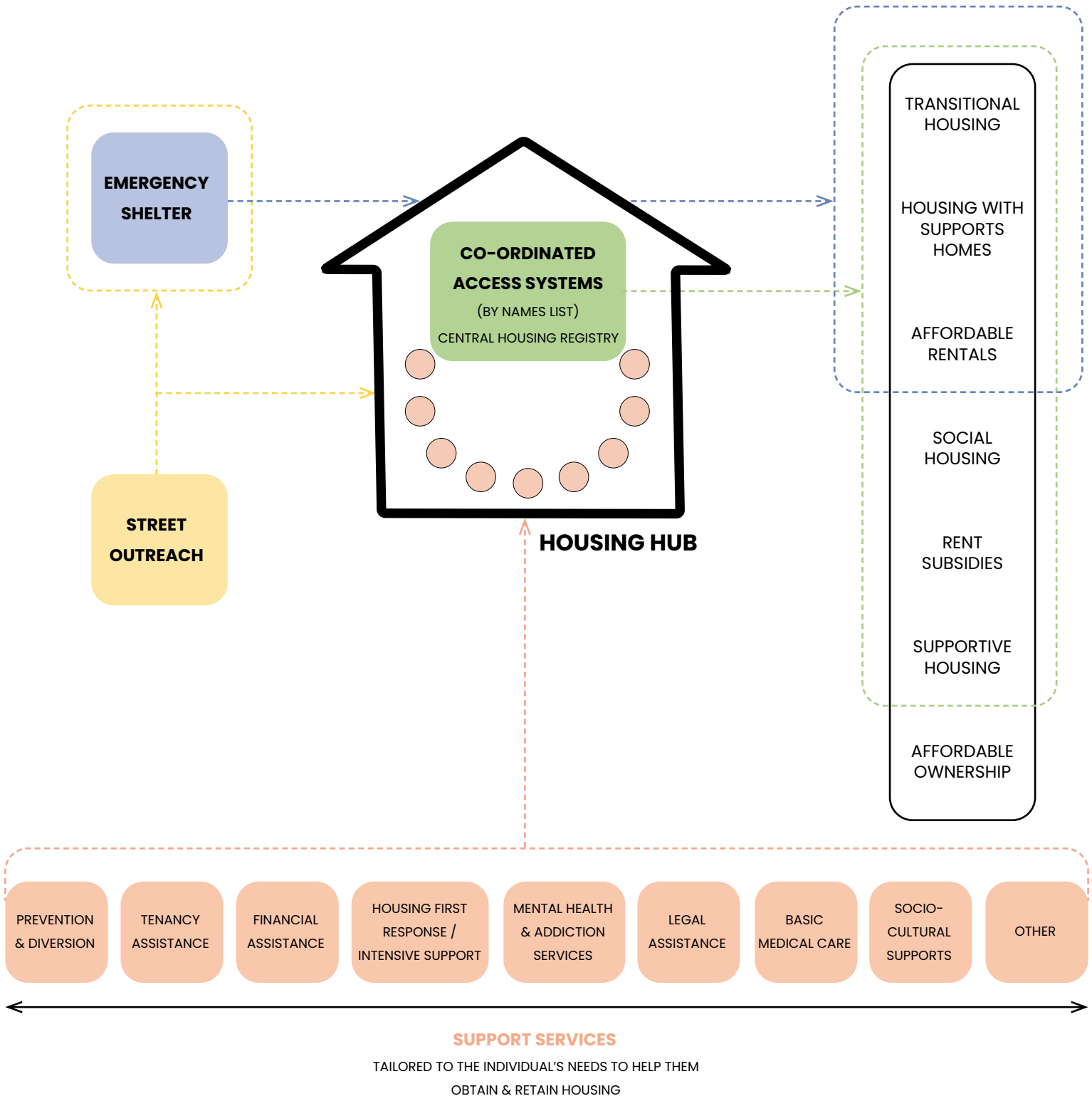
SERVICE DELIVERY MODEL

PROPOSED — FUTURE H4

EMERGENCY RESPONSE

ACCESS PROCESS

HOUSING



SERVICE DELIVERY MODEL

BEFORE 2020

- This model relies on people accessing services through shelters, although sheltered individuals only capture a fraction of the population experiencing or at risk of homelessness.
- Some individuals would enter into this service model through a specific service provider, and then move to other services by way of referrals to other independent service providers.
- The “By-Names Prioritized List” was established as the central tracking system to assist service providers in keeping track of all individuals experiencing homelessness at any given time.

- Challenges:
- people are getting lost between referrals
 - high rate of return to homelessness, since access to supports diminished after obtaining housing
 - a lot of redundancy since each partner conducts separate intake, and no resources are shared

COVID RESPONSE — AD-HOC H4

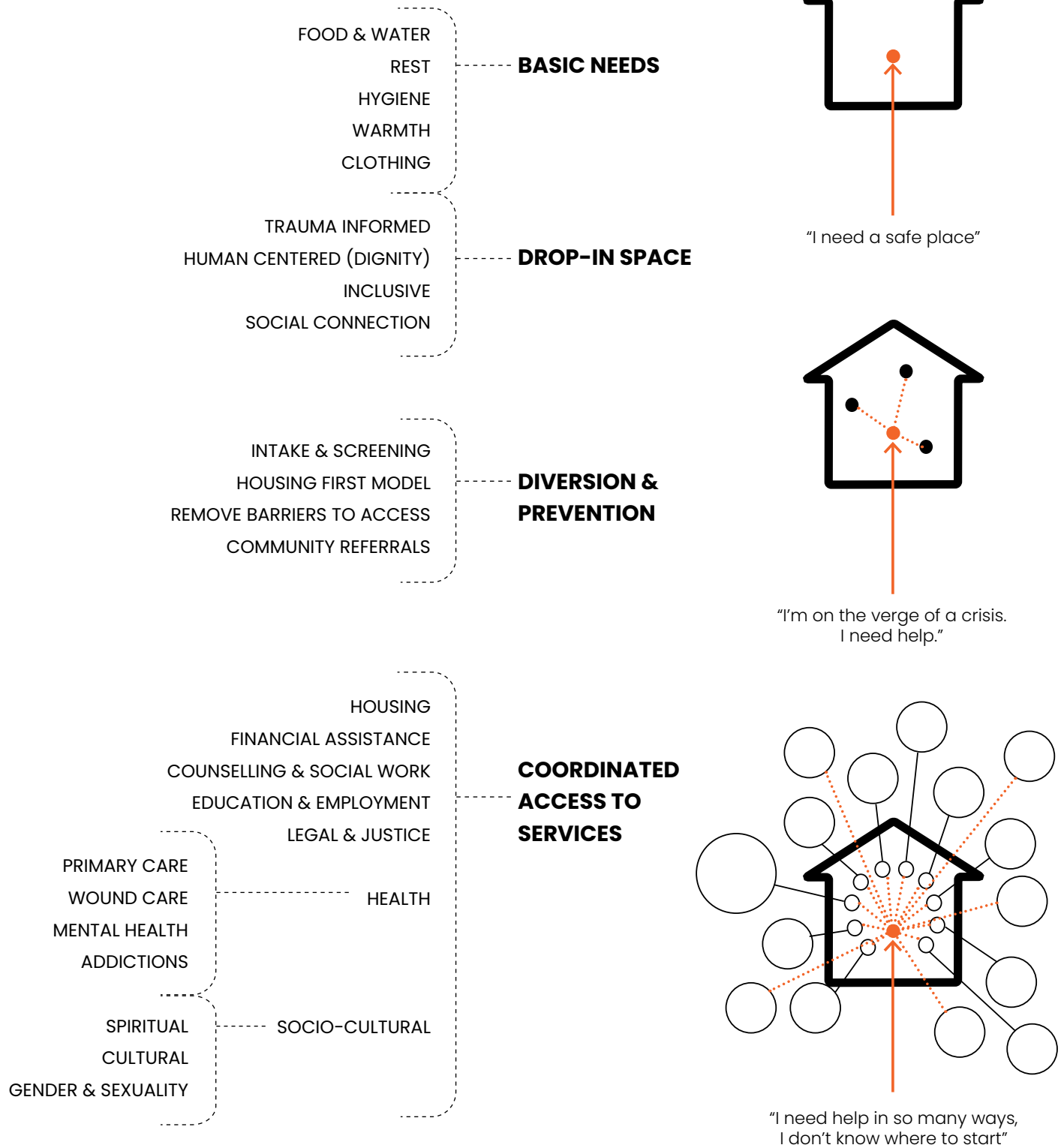
- Immediately addressed need to offer a safe place to stay during stay-home orders, as well as increased screening & hygiene during pandemic response
- Created a tangible “front door” to services where various partnering services could collaborate, and offered a space where partnering agencies could send staff on a hotelling basis
- Offered a dignified drop-in space where individuals experiencing homelessness felt a sense of respect, care and belonging

- Challenges:
- funding is temporary
 - building is too small
 - building is not suitable for this use (ie. poor visibility, odd layout, pool)
 - site is too enmeshed in residential community, causing safety challenges
 - site is too public-facing, causing challenges with local businesses

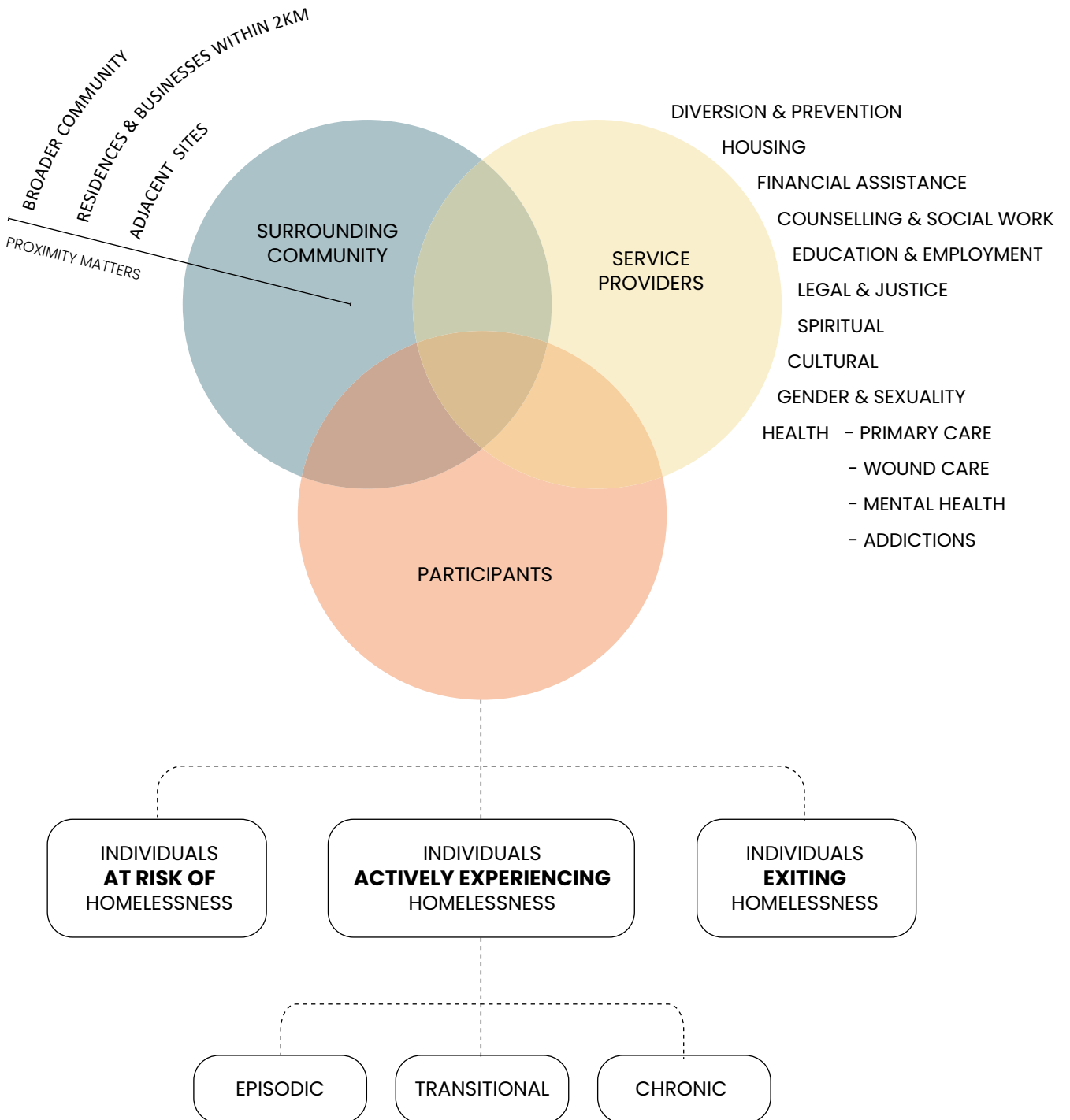
PROPOSED — THE HOUSING HUB

- Hub & Spokes Model: Wrap-around, co-ordinated access hub acts as front door to all services. Hub then connects individuals to their unique web of supports both on and off site. Partnering agencies have ongoing flexibility to dedicate staff on a temporary or permanent basis, to provide immediate care and bridge a connection with their primary service location.

3 WHAT DOES IT NEED TO BE?



4 WHO IS IMPACTED?



WHO IS IMPACTED?

PARTICIPANTS

The makeup of individuals supported by a facility like The Housing Hub include a broad spectrum of acuity, which is why robust triaging is so important. While participants with the highest acuity are often the most visible, and require the most resources, they are not the largest cohort.

- Low Acuity
- Largest cohort of service users, and likely underrepresented by data
 - Require minimal intervention to resolve their period of homelessness
 - Often able to search for and secure housing using their own resources as well as informal support systems (friends & family)

Supports Required:

- Service Referrals
- Service Coordination

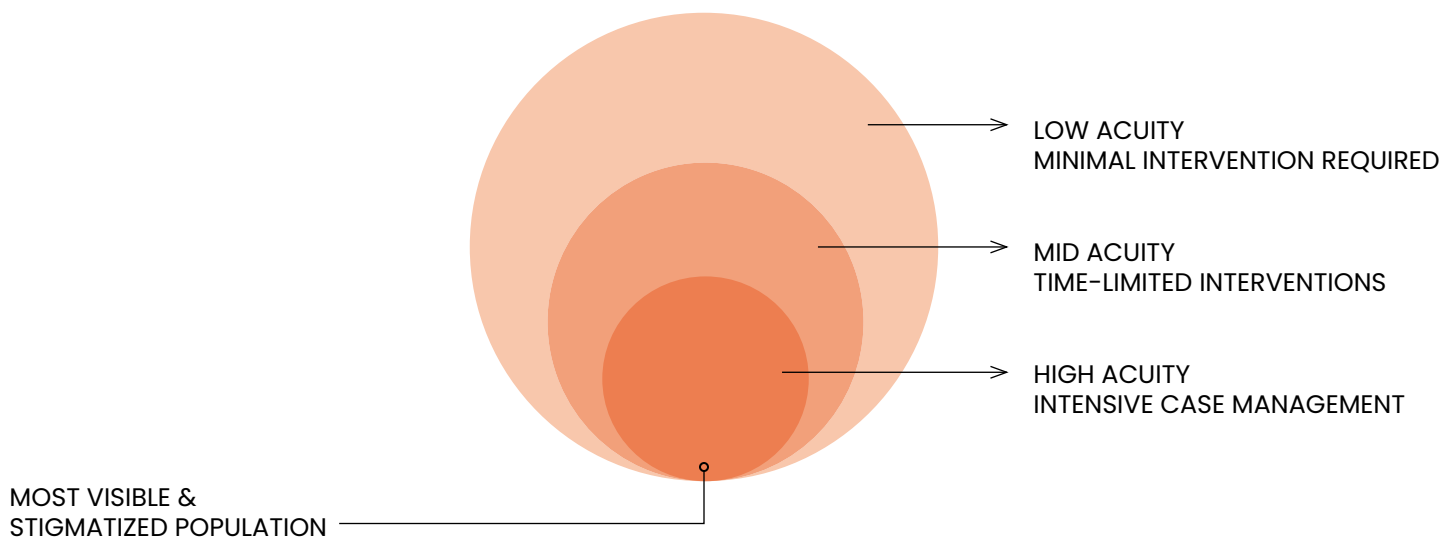
Challenges: Many choose to live precariously and avoid seeking help due to stigma and feeling unsafe accessing existing emergency services

- Mid Acuity
- Require time-limited interventions to resolve their period of homelessness
 - Often present with low/poverty income levels, and/or a history of trauma, mental health concerns, or substance misuse
 - Often have recurring episodes of homelessness that require intervention

Supports Required:

- Case Management
- Rapid Re-housing Supports

Challenges: Current disconnection between services, difficulty navigating multiple intake systems and maintaining self-led coordination



WHO IS IMPACTED?

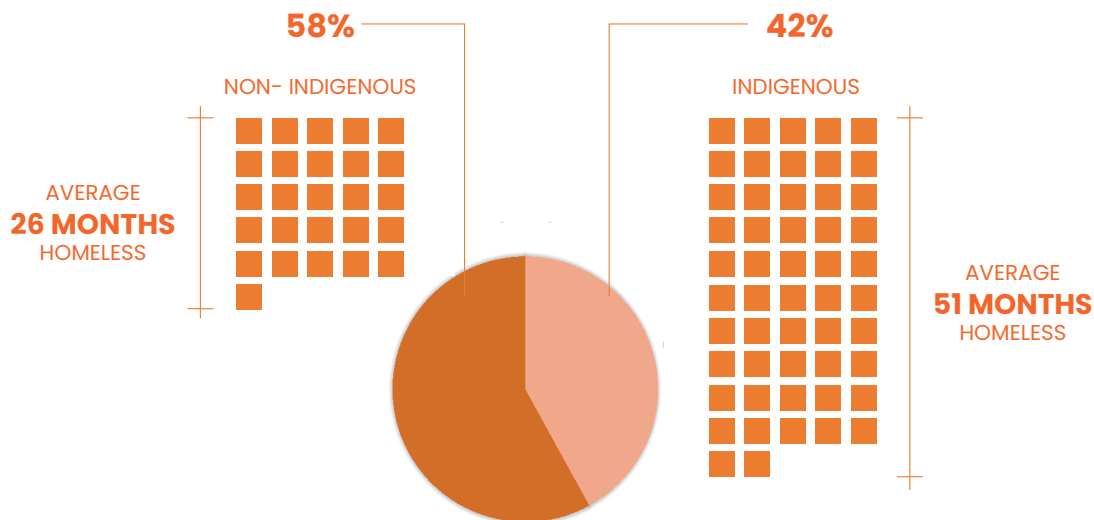
- High Acuity
- Smallest cohort of service users
 - Require the largest investment of resources to resolve chronic homelessness
 - Often present with co-occurring disorders or trimorbidity (presence of physical health condition, mental health disorder, and substance misuse)
 - Often disengaged or restricted from accessing mainstream services.

- Supports Required:**
- Intensive Case Management
 - Assertive Community Treatment
 - 24hr Supportive Housing

Challenges: Most heavily stigmatized population; highest level of cognitive instability; often struggle to maintain housing once housed

OVER-REPRESENTED POPULATIONS

Indigenous individuals are distinctly over-represented in the participant population at H4. H4 participants that are Indigenous represent 42% of total participants polled in April 2021, compared to only 3% of Windsor’s general population (according to census data)¹. Indigenous participants also experienced nearly double the average length of homelessness, compared to non-Indigenous participants – citing discrimination and underrepresentation of Indigenous-led services as reasons for the disparity.²



WHO IS IMPACTED?

SERVICE PROVIDERS

Serving this vulnerable sector is highly intersectional. Many active organizations play various roles in providing support services, and their roles evolve and change over time as community needs and available funding shifts. Some organizations offer intersectional services for target demographics, while others focus on a particular service type for the general population.

This list is not exhaustive.

HOUSING



FINANCIAL ASSISTANCE



COUNSELLING & SOCIAL WORK



EDUCATION & EMPLOYMENT



LEGAL & JUSTICE



**SOCIO-CULTURAL
(spiritual, cultural, gender & sexuality)**



WHO IS IMPACTED?

HEALTH

PRIMARY CARE



Canadian Mental Health Association

WOUND CARE



Health



HOME AND COMMUNITY CARE SUPPORT SERVICES
Erie St. Clair

MENTAL HEALTH



Canadian Mental Health Association



C.O.A.S.T.
M.C.R.R.T.



M.H.R.T.

ADDICTIONS



Canadian Mental Health Association



POZITIVE PATHWAYS



BEDS

Shelters currently play a critical role in individuals accessing services. While housing options extend to a multi-faceted list of transitional and supportive housing options throughout the region, shelters play a unique role in housing people during times they have nowhere else to go. Due to their front-line role, many homeless emergency shelters offer a broad range of support services as well.

SHELTERS



THE Downtown Mission OF WINDSOR



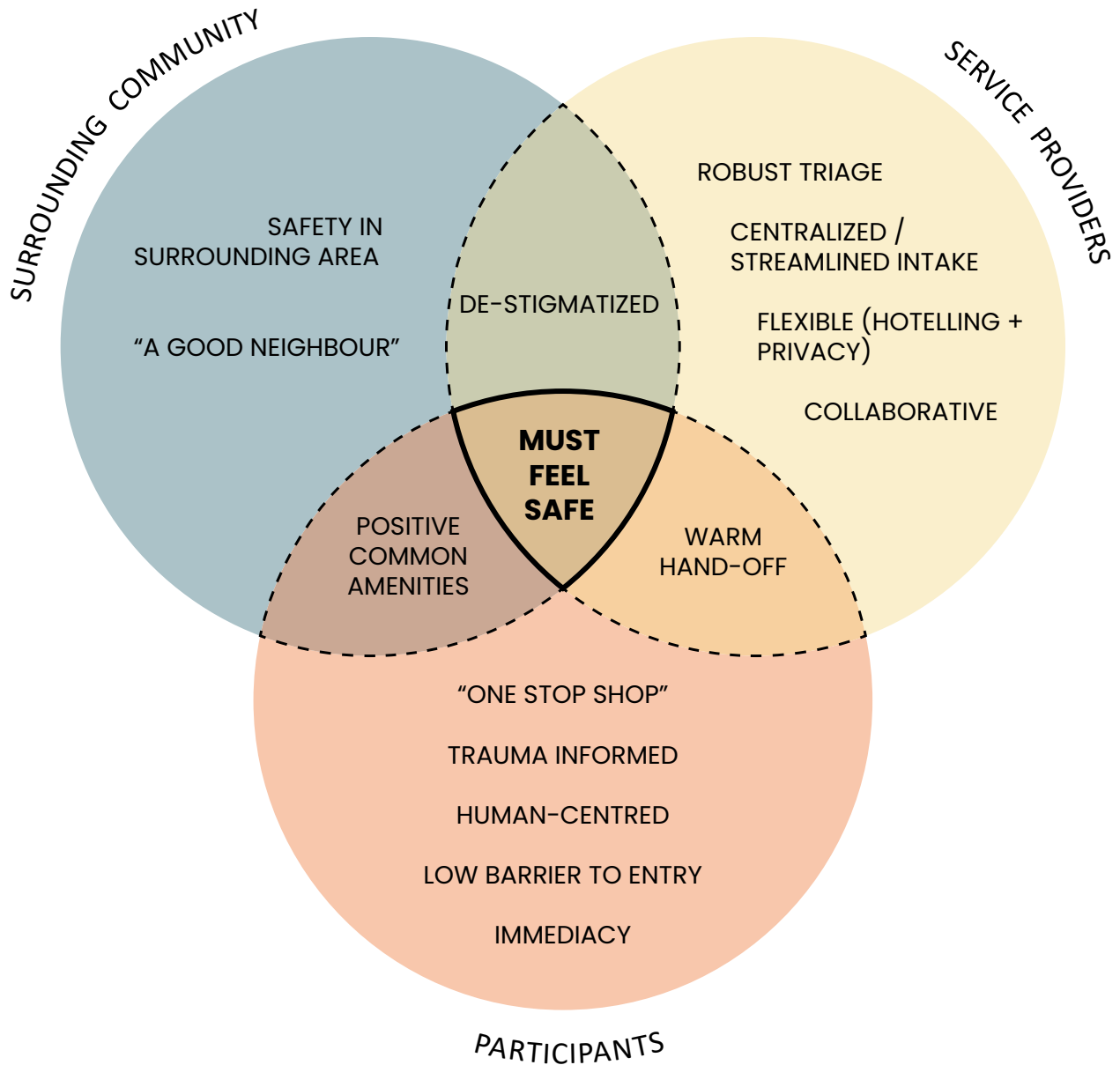
SISTERHOOD, SUPPORT, SHELTER AND SAFETY



HIATUS HOUSE



5 CRITICAL NEEDS



CRITICAL NEEDS

Through multi-faceted dialogue with participants, service providers and representatives from the broader community, we've come to understand the 4 core needs that will make or break the success of The Housing Hub.

1

MUST FEEL SAFE

- Critical for participants at all acuity levels to access services
- Critical for the community to feel a sense of buy-in, and partnership with the efforts made by The Housing Hub to end homelessness
- Critical for service partners to easily and confidently send staff as needed

CRITICAL ACTION ITEMS

- Design building to foster positive relationship to community (welcoming facade & entry, dignified architectural language, etc)
- Integrate principles of walkable urbanism to positively activate the pedestrian realm, including site lighting at night
- Mitigate/avoid loitering hotspots (See Safety & Crime Prevention, p.29)
- Design to simplify security wherever possible (See Security, p.30)
- Building's interior to integrate principles of Trauma Informed Design (see p. 32), Human-Centred Care (p. 26) and Sensory Sensitivity (p. 30)

2

DESTIGMATIZED

- Critical for The Housing Hub's success since shame is a significant barrier to accessing services
- Critical for the surrounding community to shift into an understanding that The Housing Hub is a positive, progress-focused community asset

CRITICAL ACTION ITEMS

- Broaden spectrum of services to include support for those at risk of homelessness and those exiting homelessness
- Include community-bridging programming (ie. cafe, dog park, etc.)
- Design building to foster positive relationship to community (welcoming facade & entry, dignified architectural language, etc)
- Integrate principles of walkable urbanism to positively activate the pedestrian realm, including site lighting at night
- Design process must include authentic community consultation with residents & businesses within 2km to educate about the project's values and intent, and to gather feedback to inform decisions about community-bridging programming and key contextual relationships

CRITICAL NEEDS

3

POSITIVE COMMON AMENITIES

- Positive common amenities will increase The Housing Hub's impact and reach by increasing dignity and decreasing stigma for participants
- Positive common amenities will improve The Housing Hub's success by fostering a sense of partnership with the surrounding community, and by giving the community a voice in what amenities would be valuable

CRITICAL ACTION ITEMS

- Design to include space for community-bridging programming
- Community-bridging programming to be determined and steered by authentic (not survey based) community consultation with residents and businesses within 2km

4

WARM HAND-OFF

- Planning for The Housing Hub to foster warm hand-offs will directly impact its success since so many people are lost through the gaps of referrals between agencies. Designing for visibility between services, ease of collaboration and casual referral relationships is critical
- Warm hand-offs will be critical for service providers to feel like it is both easy and advantageous to come and "plug themselves in" to a robust facility specifically designed to serve this complex sector

CRITICAL ACTION ITEMS

- Design building to foster transparency & collaboration between service providers (open hotelling by sector, shared resource spaces, etc)
- Design public circulation spaces to have passive visibility into key staffed areas, especially prevention/diversion, housing & financial services
- Design service provider spaces to have flexible access to a variety of meeting areas that vary in terms of public/private/security (including spaces outside)



6 WHAT SHOULD IT INCLUDE?

Feedback at this stage indicates unanimous agreement about what core programming is required to make this facility successful. The extent of the ideal programming that can be included will be determined by the size of the site selected, the limitations of available funding, and should be further refined by continuing consultation with participants, service providers and the surrounding community.

PROGRAM

- Site
- Cart & Bike Storage
 - Parking

INTANGIBLES

- welcoming & dignified
- discourages loitering
- passive visibility to parking
- positive relationship to neighbourhood is critical

- Entrance & Welcome Desk
- Front Desk (3 workstations, Prevention & Diversion)
 - 2 Offices, Outreach Workers
 - 2 Offices, Crisis Workers
 - 3 Offices, Coordinated Entry System

INTANGIBLES

- welcoming, dignified
- includes de-escalation space
- discourages loitering
- clear lines of sight for staff (safety & security)
- clear lines of sight for participants to available resources
- should feel comfortable and homelike, not institutional

- Education & Employment
- 2 Multi-Purpose Classrooms

WHAT SHOULD IT INCLUDE?

SUPPORT SERVICES

Housing Services

- Open Hotelling Space for 15 staff/partners
- 5 Trauma-Safe Offices (private, dual entry)
- Connection to a Semi-Public Lounge & Administrative Area

INTANGIBLES

- staff hotelling should be visible from public areas so participants can see who is available
- hotelling area should foster collaboration & warm-handoffs

Financial Services

- Open Hotelling Space for 2 staff/partners
- 1 Trauma-Safe Offices (private, dual entry)
- Connection to a Semi-Public Lounge & Administrative Area

INTANGIBLES

- staff hotelling should be visible from public areas so participants can see who is available
- hotelling area should foster collaboration & warm-handoffs

Socio-Cultural Services

- Dedicated semi-public waiting space
- Open Hotelling Space for 10 staff/partners
- 2 Trauma-Safe Offices (private, dual entry) to serve:
 - general social work
 - immigration
 - human trafficking
 - gender & sexuality
- 1 Non-Denominational Spiritual Space
- 1 Dedicated Indigenous Healing Space

INTANGIBLES

- hotelling area should foster collaboration & warm-handoffs
- must be private; not directly accessible from social areas
- spaces must feel confidential & trauma-informed
- considerations for staff safety

WHAT SHOULD IT INCLUDE?

SUPPORT SERVICES CONT'D...

Health

- Dedicated semi-public waiting space
- Open Hotelling Space for 8 staff/partners
- 4 Trauma-Safe Offices (private, dual entry) to serve:
 - mental health
 - addictions
 - Indigenous specific care
- 4 Trauma-Safe Clinical Spaces (private, dual entry) to serve:
 - primary care
 - wound care
 - Indigenous specific care

INTANGIBLES

- hotelling area should foster collaboration & warm-handoffs
- offices & clinical spaces must be private; not directly accessible from social areas
- spaces must feel confidential & trauma-informed
- considerations for staff safety

Legal & Justice

- Open Hotelling Space for 4 staff/partners
- Must share hotelling space with Health partners
- 1 Barrired Intervention Room (Justice Partners)

INTANGIBLES

- hotelling area should foster collaboration & warm-handoffs
- must be private; not directly accessible from social areas
- must not be visible from entryway or primary public areas (can deter participants from seeking help)
- considerations for staff safety

Staff Space

- Staff washrooms & lockers
- Lunch room, kitchenette, lounge

INTANGIBLES

- fosters collaboration
- feels safe & supportive for partners to send staff as needed

WHAT SHOULD IT INCLUDE?

AMENITIES

Basic Needs

Hygiene

- Washrooms (mens, womens, gender inclusive & universal)
- Showers

INTANGIBLES

- washrooms & showers feel very vulnerable in this setting, it is imperative that these spaces feel private & dignified while also allowing observation by staff where needed
- more stand-alone washrooms should be considered for the comfortable accommodation of non-binary participants, survivors of human trafficking, and other participants that would not feel safe in a congregate washroom setting
- washrooms require staff visibility as much as possible, while maintaining dignity and privacy

Food

- Cafe / Hospitality Station
- Grab & Go (canteen window)
- Commercial Kitchen & Food Prep Area
- Cafeteria
- Food Bank / Donation Storage

INTANGIBLES

- meal service can create large influx of participants at meal times. Plan for long lines that don't disrupt other programming.

Rest

- Recharge Room (dark, quiet, sensory sensitive)

INTANGIBLES

- balance staff visibility with participants sense of safety as much as possible (wide-open feels less safe for participants)
- theft is a big concern in this space
- consider sensory-sensitive design (ie. Snoezelen)

Laundry

- Laundry Room

INTANGIBLES

- this area should be open and passively visible to staff to increase safety & security
- this area should be adjacent to public areas and not tucked away in a service area to increase safety & security

WHAT SHOULD IT INCLUDE?

AMENITIES CONT'D...

Social Space

- 1 Multi-Purpose Space
- a variety of small, visible lounges that vary in social dynamic (ie. quiet/contemplative vs. social)

INTANGIBLES

- social spaces should be visible from a distance (both for security and for participant choice/trauma-informed design)
- consideration should be given for animal-friendly spaces

Outdoor Space

- a variety of outdoor spaces that allow for flexibility (ie. spaces to meet outside, social area, talking circles, etc.)
- should be visible & immediately accessible from entry

INTANGIBLES

- visible to staff (passive security)
- should only be accessible through the building itself & mitigate possibility of participants entering through unmonitored access points
- consideration should be given for animal-friendly outdoor spaces (ie. a dog run)

Utilities

- Security
- Mechanical & Electrical Room
- IT Room
- Maintenance
- Storage

WHAT SHOULD IT INCLUDE?

HOUSING

“We shouldn’t build a thing to solve homelessness without building homes.”

Focus Group Participant



EMERGENCY SHELTER

Feedback indicates that Windsor–Essex’s emergency shelters are doing an excellent job of serving that specific need, and that any housing options explored through The Housing Hub should exclude emergency beds. The notable exception is that there is a need for shelter overflow space during winter surges & unexpected weather events



TRANSITIONAL HOUSING

Feedback indicates that there is a significant need for transitional housing – basic units that can be immediately available for short term use while next steps are determined by staff and supporting agencies.



PERMANENT SUPPORTIVE HOUSING

Feedback indicates that there is a significant need for permanent supportive housing – basic units available for longer-term tenancy while still accessing a full range of flexible support services.

TARGET DEMOGRAPHICS FOR ON-SITE HOUSING

For any on-site housing, there are 2 separate demographics that would benefit greatly from housing designed with their specific needs in mind:

- 1) High & Complex Needs (high-acuity)
- 2) Vulnerable & Underserved Populations (low & mid-acuity)
 - Indigenous
 - Trans & Queer
 - Women

FLEXIBLE USE

Feedback indicates that there should be heavy consideration for flexible space that can ebb & flow with the needs of the community. Some of the surge needs identified to date are

CIVIC EMERGENCIES

NATURAL DISASTERS

PEAK DEMAND IN WINTER MONTHS

SHELTER OVERFLOW



7 ACCOUNTABILITY IN DESIGN

Accountability is taking ownership of what happens next. Accountability also requires us to have a framework to return to, to know whether the project has upheld the needs that have been identified. The following pages include, in alphabetical order, a qualitative framework to return to – identifying categories of needs that will define the success of The Housing Hub.

ADDICTIONS

- Addictions are both a significant need to be supported at The Housing Hub, and a barrier to entry for many who either don't feel safe in an addiction-centred setting, or have recovered from substance misuse and want to maintain sobriety. Great care should be taken to separate those wishing to recover from individuals actively struggling with substance misuse.
- Building programming should balance "come as you are" drop-in spaces with overall programming that makes the path to wellness available when participants are ready
- On-site transitional units should prioritize participants struggling with addiction, and can be used to safely house individuals while they wait to access other support systems (ie. detox & withdrawal management)
- Immediacy is paramount. High risk participants are lost through referrals.

ANIMAL COMPANIONS

- Many participants have animal companions for both safety and companionship. Many participants will choose not to seek help if it would separate them from their animal.
- Building layout should consider zoning animal-friendly spaces, both inside and outside, to allow participants to remain with their companion while accessing services, and/or provide a safe space for an animal to stay while their owner accesses services. Layout should allow for choice and agency surrounding the choice to be near animals.
- An operational policy is recommended to set boundaries around animal temperament

ACCOUNTABILITY IN DESIGN

COLLABORATIVE MODEL

“People show up with a primary concern, but as you start talking, you realize there are several other ways they need help. It’s a game-changer when those other supports are right there.”

Focus Group Participant - Staff

- This work is highly intersectional, and many participants will require supports from more than one agency. Creating workspaces that foster collaboration, while still providing a spectrum of private spaces for sensitive discussions is critical.

DESTIGMATIZATION

“The most valuable thing we can do is eliminate any sense of shame in showing up.”

Focus Group Participant

- Individuals accessing support services face significant barriers associated with shame and stigma. Any efforts to destigmatize the facility will improve the reach of its impact.

- Efforts to create a stigma-free facility will also foster a greater level of support from the surrounding community. A positive community relationship is invaluable to the ongoing sustainability of a high-impact facility.

- A stigma-free facility can be fostered by broadening the spectrum of services from strictly targeting individuals actively experiencing homelessness, to also include those at risk of homelessness, and those exiting homelessness.

- A stigma-free facility can be fostered by including community-bridging programming (ie. cafe, gymnasium, class rooms, multi-purpose spaces). Specific programs must be determined through human-centered community consultation during the schematic design phase.

- A stigma-free facility can be fostered through educating the surrounding community about what this facility is, the values it upholds and the impact that it has.

- A stigma-free facility can be fostered by designing the building to contribute positively to the pedestrian realm (both visually, and functionally) and be easy to maintain and keep clean. The building should look and feel like a place of dignity and mutual respect.

ACCOUNTABILITY IN DESIGN

HOURS OF OPERATION

- Participants would benefit greatly from increased and consistent access to medical, mental health and addictions supports.

HOME-LIKE / NON-INSTITUTIONAL

- It is imperative that the building feel comfortable, not institutional. This can be achieved through material finishes, the provision of comfortable seating, ample connection to views & natural light, and clear lines of sight that foster passive orientation & wayfinding.

HUMAN-CENTRED CARE

- see also: Destigmatization & Trauma Informed Design
- Human-centred care is critical to The Housing Hub's ongoing success. In theory, this means that all problem-solving puts the participant's holistic needs first. In practice, this means treating people with dignity, compassion & respect, and providing coordinated care that can be personalized to each individual's needs and desires.
- Design decisions for this facility should uphold human-centred care by:
 - Continuing open conversation with current H4 participants and individuals with previous lived experience with homelessness, and prioritizing their feedback.
 - Provide for simple security that can allow staff to keep the space safe without participants feeling policed or losing a sense of autonomy.
 - Prioritize programming that supports a sense of positivity, dignity & hope, and be vigilant not to integrate programming that jeopardizes those that are working hard to better themselves.

IMMIGRATION

- Facility should integrate translation services & offer signage in multiple languages.

ACCOUNTABILITY IN DESIGN

INDIGENOUS SPECIFIC NEEDS

- 40% of those seeking services at H4 currently are Indigenous.² This is a shocking over-representation compared to the general population, and even compared to other silo'd service sectors. This demonstrates a critical need to prioritize hearing, understanding, and honoring Indigenous needs in future design phases of The Housing Hub.

- The most critical and impactful need expressed by those representing Indigenous communities is the need for Indigenous staff (in as many roles as possible). The absolute game changer for many Indigenous individuals experiencing homelessness is seeing someone who looks like them, and intuitively understands their unique history of collective trauma and systemic oppression, who can help them and show them the path forward.

"The thing that changes everything is meeting someone who looks like you, and understands some of your life, who looks you in the eye and tells you it's going to get better, and here's how."

Focus Group Participant - Indigenous Service Providers

- The building should provide at least one dedicated space for Indigenous healing practices. This should be a space whose configuration, materiality, aesthetic & functional needs should be informed by continuing conversations with Indigenous led service providers.

- Any on-site housing offered should prioritize and account for the needs specific to Indigenous individuals experiencing homelessness. Design decisions for these spaces should be informed by continuing conversations with Indigenous individuals with lived experience of homelessness and Indigenous service providers.

- Understanding that the needs listed above are the absolute priority in terms of impact, we also learned about the "nice to have" considerations that contribute to a felt sense of belonging, pride and cultural teaching:

- Indigenous art
- Fires, where possible (gathering around)
- Smudging (airtight confidential spaces)
- Talking circles (indoor & outdoor)
- Raw/Natural Materials
- Connection to Nature (inc. sacred plants)
- Kitchen as a Gathering Space

ACCOUNTABILITY IN DESIGN

MEDICAL

- Medical service providers voiced that a wrap-around service hub with co-ordinated access would be a huge support to the challenges that they face in servicing this vulnerable sector. Representatives from many facets of Windsor-Essex's health sector stressed that if the space felt safe and made it easy to drop-in & collaborate with other service providers, they would want to build teams to provide ongoing on-site care.

*"The gaps in the system are unbelievable.
This would solve so many of our biggest problems"*

Focus Group Participant - Health Sector

- There is a need for secure medical dispensing.
- Design decisions for clinical spaces should be informed by continuing conversations with primary care providers.
- Possible targetted specialized care could include:
 - oral health services
 - wound care
 - foot care
 - palliative care

MENTAL HEALTH

- see also: Trauma Informed Design
- Immediate walk-in mental health supports are critical. These supports will often intersect with every other support on site, so the facility should foster open collaboration between sectors and warm-handoffs of participants.
- Participants struggling with their mental health may arrive on site in crisis, or enter into an escalated state while accessing services. It is critical for the building to provide de-escalation space near the entrance, and make it as easy as possible for staff to escort an escalated participant out of the building when required. For example - keep all client-facing services on the ground level, and allow for zones or wings that are easy to secure from each other.
- Building should provide a variety of meeting spaces with various levels of privacy/ openness to allow staff to choose privacy level best suited to the participant's needs.

ACCOUNTABILITY IN DESIGN

OUTDOOR SPACE

- Outdoor space is desired by staff & participants and seen as a functional asset to the building's flexible use and human-centered approach. Many staff indicated that sitting with participants outside can be impactful for de-escalation and destigmatizing care.
- Outdoor space in front of the building was seen as a concern if it fostered loitering and degraded perceptions of safety. However, many felt that an outdoor space within the building would be well used and contribute to a sense of dignity, care and positivity.
- Consideration should be given to some animal-friendly outdoor space.
- Consideration should be given to cultivation space (ie. community garden)

SAFETY & CRIME PREVENTION

"Perception is everything.

Once you lose the perception of safety, it's almost impossible to get it back."

Focus Group Participant - Police

- see also: Destigmatization
- Activating the building & streetscape with a variety of uses over all times of day/week can significantly mitigate crime potential. This can be achieved by broadening the spectrum of services to increase the reasons for access, including appropriate public-facing amenities, and by integrating principals of walkable urbanism.
- Facility should be designed to orient public face away from sensitive land use (ie. a public park). Location should consider relationships to both residential & business areas.
- Careful consideration should be given to site design to mitigate loitering as a common pre-cursor to crime hotspots. Preconditions for loitering are understood to include: Convenience, Comfort, Concealment and Canopy/Cover.
- Parking lots should be open, passively visible (ie. not concealed or obscured), with effort to keep them activated and in use 24/7 to discourage loitering.
- On-site housing should be designed with careful consideration of "visual accountability" to increase safety. Concealed common spaces tend to feel unsafe.

ACCOUNTABILITY IN DESIGN

SECURITY

*“Security for a space like this is a huge operational cost.
The more we can simplify security in its design,
the more effective we can be in running it.”*

Focus Group Participant - Social Services

- Security within the building can be fostered by:
 - Positioning reception/welcome desk to have clear lines of sight into primary circulation paths, common areas and washrooms
 - Consolidate building access to a primary entrance so staff can have a constant passive understanding of who is in the building (ie. avoid secondary entrances that don't have visibility to reception/welcome desk)
 - Prioritize clear lines of sight between staffed areas and common areas
 - Passive visibility into common public amenities such as laundry and lockers
 - Keep participant-facing services on one level if possible (splitting staffing between 2 floors increases security risk)
 - Maintain 2 exits to all meeting spaces, wherever possible
 - Include 1 fully barriered intervention room to be used as needed
 - Ensure that it is easy for staff to lead an escalated participant out of the building in case of emergency or conflict
 - Design building to create securable zones or wings
 - Include good exterior lighting

SENSORY SENSITIVITY

- Many participants experience cognitive impairments that increase sensitivity to sensory overwhelm. Sensory-sensitive design strategies (for example, Snoezelen principles) should be considered wherever possible – particularly in spaces intended for rest.

ACCOUNTABILITY IN DESIGN

SPIRITUAL

- Many participants benefit from non-judgemental spiritual counsel. The facility should provide a dedicated non-denominational spiritual practice space to allow for local parishioners and spiritual leaders to offer on-site support as needed.

STORAGE

- Many participants may only experience homelessness for a short time, but risk losing their homes' contents if they can't store it temporarily. Facility design should consider on-site storage options to support this need.

- Participants exiting homelessness often require assistance in accessing furnishings & basic household startup items (ie. dishes). On-site storage could also double as a furniture bank to assist in allocating furniture donations.

- Consideration should be given to how much of this need could be addressed and supported through a partnership with a local organization (Habitat for Humanity) and/or an off-site shipping container company.

TRANS & QUEER NEEDS

*"Most of the trans & queer community do not access emergency services because they **don't feel safe.**"*

Focus Group Participant - Socio-Cultural Support Sector

- Trans & queer participants are likely underrepresented in current data due to the fact that they do not feel safe enough to access emergency services. Many are young and have been rejected from their families on the basis of their gender expression or sexuality.

- Increasing safety for trans & queer participants can be achieved by:

- mandatory staff training for inclusion and safety of trans and queer participants
- gender inclusive washrooms (preferably stand-alone instead of congregate)
- gender inclusive signage and visual cues
- dedicated housing options that are separate from high & complex needs

- The trans & queer community has a specific need for employment supports, which could be prioritized through The Housing Hub's employment & education support services.

ACCOUNTABILITY IN DESIGN

TRAUMA-INFORMED DESIGN

- Trauma-Informed Design is simply understanding and prioritizing the environmental supports for Trauma-Informed Care. Trauma-Informed Care recognizes & responds to the signs, symptoms and risks of trauma to better support the health needs of individuals who have experienced trauma, and actively avoid retraumatization.

- The core goals of Trauma-Informed Design in architecture are to foster:

Physical Safety - see Security and Safety & Crime Prevention

Psychological Safety - see Destigmatization

- space should feel unthreatening and welcoming
- carefully delineate between public and private zones, creating a gradient between social and confidential program
- wherever possible, protect participants from triggers that may jeopardize their journey toward stability
- provide ample environmental opportunities to “ground” ones nervous system (ie. sensory grounding, connection to nature & sunlight, contemplative space, etc.)

Dignity - building design should uphold participant dignity by avoiding visual “othering”

- programming should prioritize self-betterment & hope
- avoid spaces that foster institutionalized operations (ie. being treated like a number, or being actively surveilled)

Empowerment - find opportunities to offer participants a sense of agency/ autonomy and empowerment to choose what they need (ie. intuitive visual wayfinding, passive security, ability to see common spaces before entering them, choice to spend time in areas that are social vs. contemplative, etc)

Collaboration - create spaces that foster collaboration & mutuality between staff, participants and service providers.

Social Reconnection - create spaces that offer participants the opportunity to feel a sense of belonging, and social connectedness

- create spaces for informal events that bring people together

ACCOUNTABILITY IN DESIGN

YOUTH

*"Most youth who have outgrown child-focused services do not access emergency services for adults because they **do not feel safe.**"*

Focus Group Participant - Children & Youth Sector

- Youth is underserved in terms of shelter and housing options. It would be advantageous to have transitional and permanent supportive housing specifically for this sector, that is separated from housing for high and complex needs participants.
- Youth specifically need employment supports and life skills training, which could be prioritized through The Housing Hub's employment & education support services.

WOMEN

- Women with children, and women escaping domestic violence are well supported through local shelters (The Welcome Centre & Hiatus House)
- There is a specific need to support women without children, who may not be eligible to access care elsewhere, and yet don't feel safe in a shelter for the general population. It would be advantageous to have transitional and permanent supportive housing specifically for this sector, that is separated from housing for high and complex needs participants.
- There is a specific need for housing women who are survivors of human trafficking.



9 CRITICAL CONVERSATIONS

How will this relate to the future of other Emergency Shelter Services?
(Are we duplicating services?)

The intent of The Housing Hub is not to duplicate existing services, but rather to create a robust triaging service that streamlines the connection between them. Coordination of intake and referrals will allow every partnering agency to operate more effectively and strategically in serving their particular sector. The intent of The Housing Hub is to provide a wrap-around resource that is easy for service providers to plug themselves into as needed, to provide on-site extensions of the services their organizations support more fully at other locations. In some cases, organizations may choose to send full-time teams (eg. housing, finance & health sector), and in other cases organizations may send a single staff member for “office hours” on particular days of the week (eg. spiritual supports or trans & queer support organizations).

While we understand that the role of the emergency shelter systems differs significantly from the intent of The Housing Hub (wrap-around service hub with on-site permanent & transitional housing), it will benefit all organizations to remain in communication with each other as planning stages unfold. Ongoing communication will allow all organizations to optimize their impact within their separate frameworks, funding, and mandates.

What about a decentralized model?

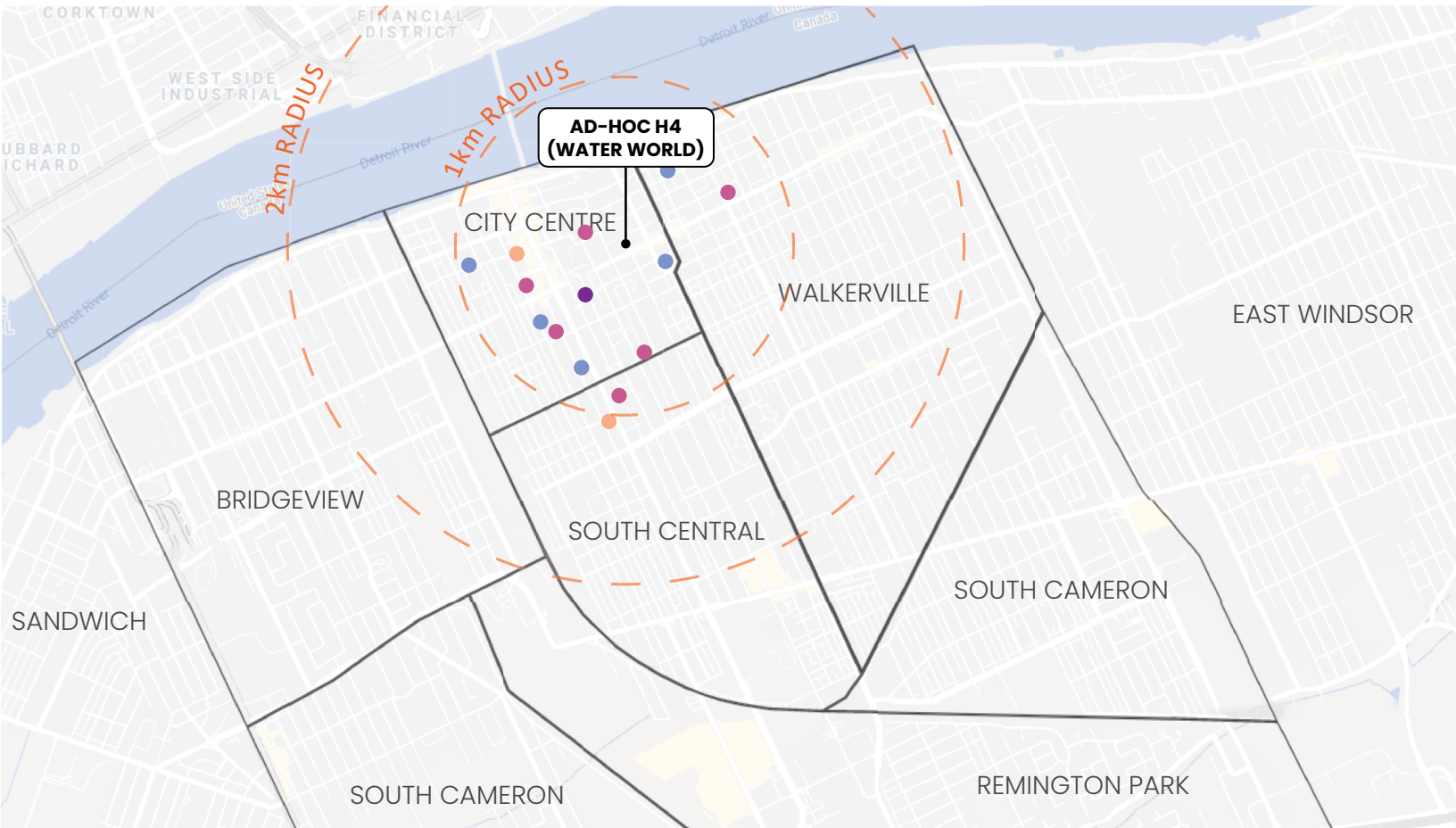
Feedback indicates that a “hub & spokes” model will allow for robust triaging and a singular access point for services, while also continuously connecting participants to decentralized housing all over the region. This will allow a continual effort for the City to distribute supportive housing equitably throughout the region, while also providing some on-site housing to cater to very specific needs (where immediacy is paramount, or where populations are particularly undersupported). Feedback indicates that decentralizing services, however, would fail to address the number of participants getting “lost in the gaps” between referrals.

Are the existing challenges inevitable anywhere?

No. Most of H4’s current challenges are either created or exacerbated by the site’s location and relationship to sensitive land use, or by the architectural limitations of the building itself. These challenges can be overcome through thoughtful site selection, and human-centred architectural design for The Housing Hub.



8 WHERE SHOULD THE HOUSING HUB GO?

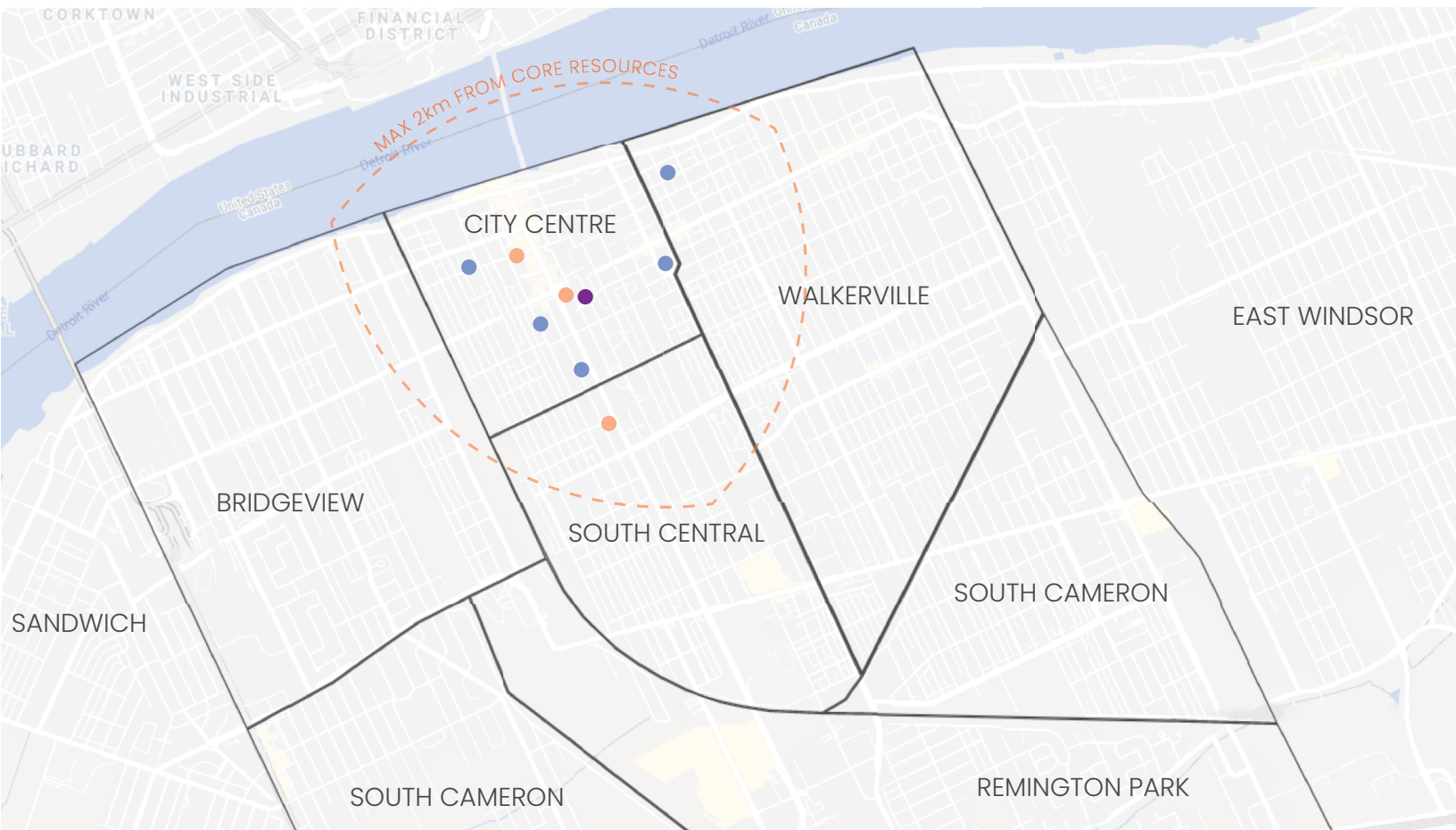


Community Resources in Relation to Existing H4

The map above depicts key community resources whose proximity to the existing H4 have been considered a contributing factor to H4’s success and impact. Although many service providers cite 2km as the maximum distance the average participant might travel on foot to seek resources, we can see that in this case, H4’s location affords walkability to these critical resources in under 1km.

- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)
- FINANCIAL, HOUSING, MEDICAL & BASIC NEED SUPPORTS INTENDED TO BE OFFERED IN-HOUSE AT THE HOUSING HUB

WHERE SHOULD THE HOUSING HUB GO?



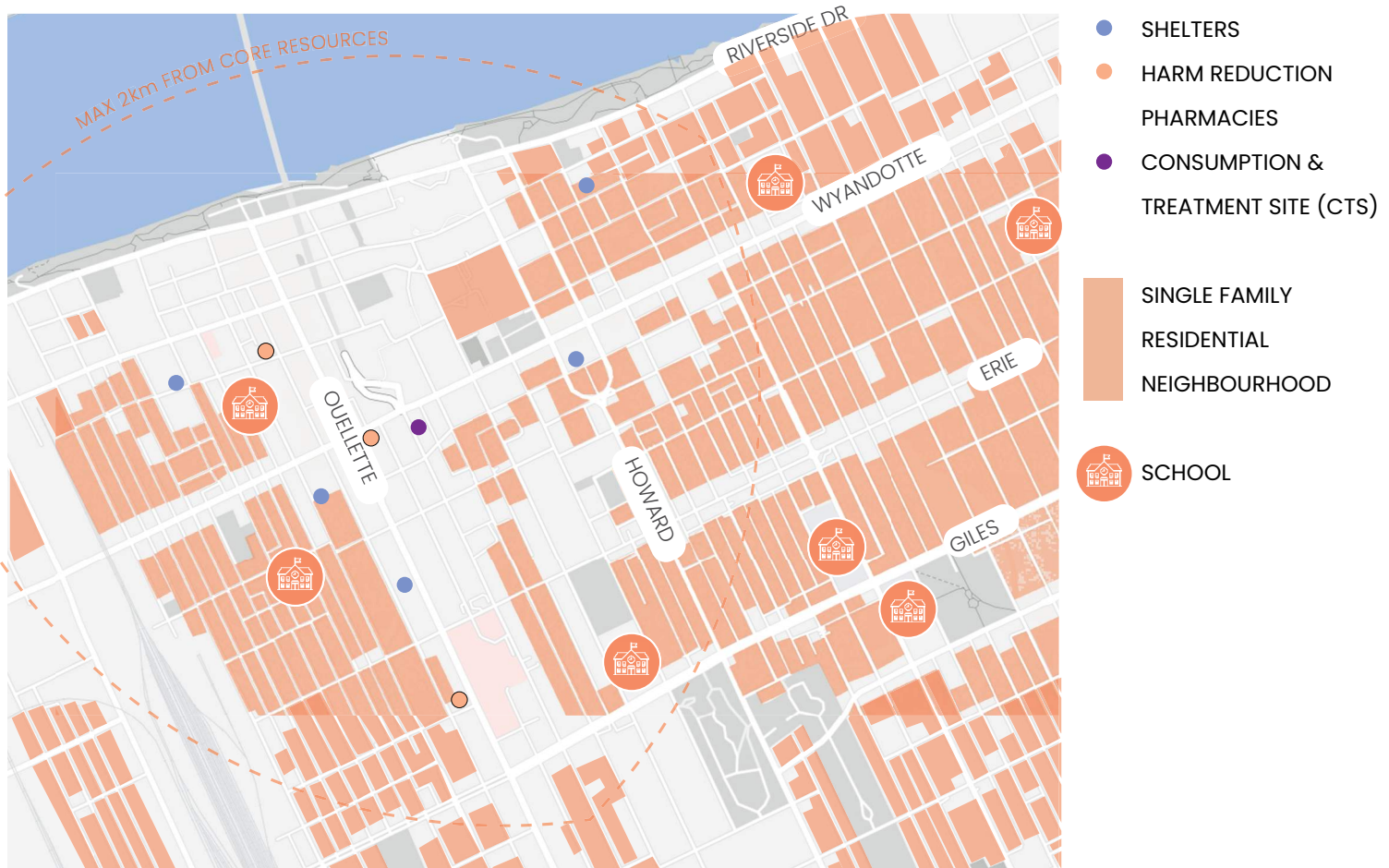
Community Resources in Relation to The Housing Hub

A significant mandate of The Housing Hub would be to coordinate access between many existing community supports – this would then have an impact on which community resources still require a walkable relationship to the facility. Feedback indicates that when The Housing Hub is fully operational with a broad range of in-house supports, it will remain important for the facility to have a walkable relationship to:

- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)

Understanding that service providers cite 2km as the maximum distance the average participant is able to travel on foot to seek resources, the map above demonstrates an urban zone defined by a 2km maximum-distance from any of the remaining core resources. Feedback from participants, staff and service providers also indicates that these limitations are not impacted by access to public transit.

WHERE SHOULD THE HOUSING HUB GO?



Relationship to Residential Neighbourhoods

In order to determine the ideal location for The Housing Hub, we need to assess the extents of nearby neighbourhoods of single family residential homes. We specifically look at single family residential neighbourhoods because of their sensitive relationship to the pedestrian realm – particularly for children. The ideal relationship to these neighbourhoods is not absolute. A site too embedded in these neighbourhoods can lead to increased community resistance, decreased sense of community safety, and increased demand for on-site policing. A site too alienated from a neighbourhood can increase a sense of stigma, and decrease a sense of dignity and safety for participants. Both outcomes would jeopardize The Housing Hub’s reach and impact.

When considering potential locations, seek sites that are not embedded in, or surrounded by neighbourhoods of single family residential homes, but rather seek sites that feel like extensions of them. Careful consideration should also be given to the proximity of schools, due to the increased number of unsupervised children walking within a 2 block radius.

WHERE SHOULD THE HOUSING HUB GO?



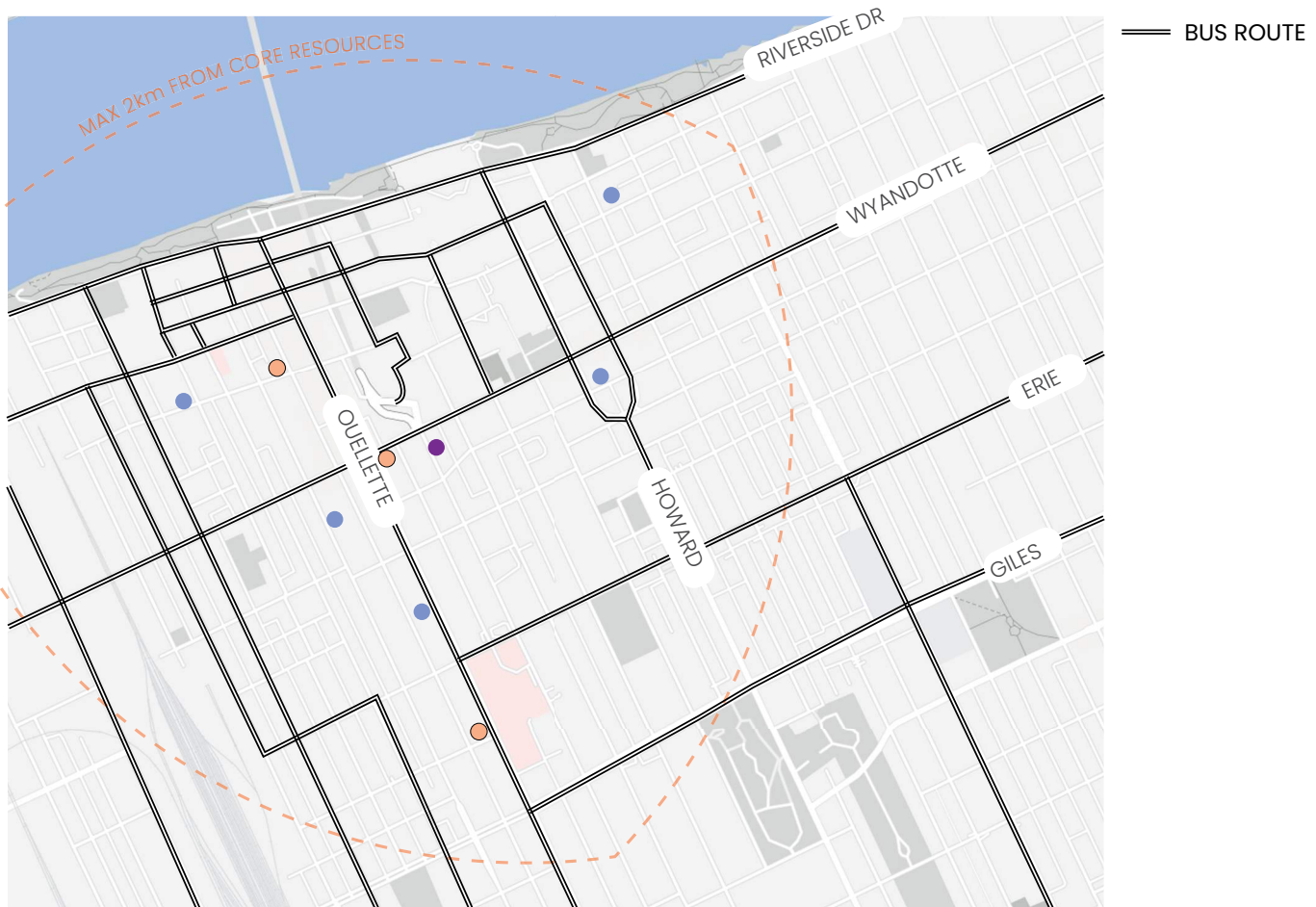
- SHELTERS
- HARM REDUCTION
PHARMACIES
- CONSUMPTION &
TREATMENT SITE (CTS)
- PEDESTRIAN
COMMERCIAL
DISTRICT

Relationship to Pedestrian Commercial Districts

The relationship between The Housing Hub and business districts is also critical to its success. The most important zones to consider are those with increased pedestrian traffic since those districts become “centres of gravity” for pieces of Windsor-Essex’s civic identity. These zones also represent the highest concentration of sensitive land use that would create friction with the vulnerable programming at The Housing Hub. Selecting a site embedded in any of these zones is likely to result in increased community resistance, increased demands for policing, and decreased sense of community safety.

When considering potential locations, seek sites that are not embedded in, or surrounded by pedestrian commercial districts.

WHERE SHOULD THE HOUSING HUB GO?



Accessibility via Active & Public Transportation

The majority of high and mid-acuity participants arrive to H4 on foot, often from local shelters. Feedback indicates that these participants would struggle to access services if they needed to rely on public transit to access them, or if they needed to travel more than 2km to reach them.

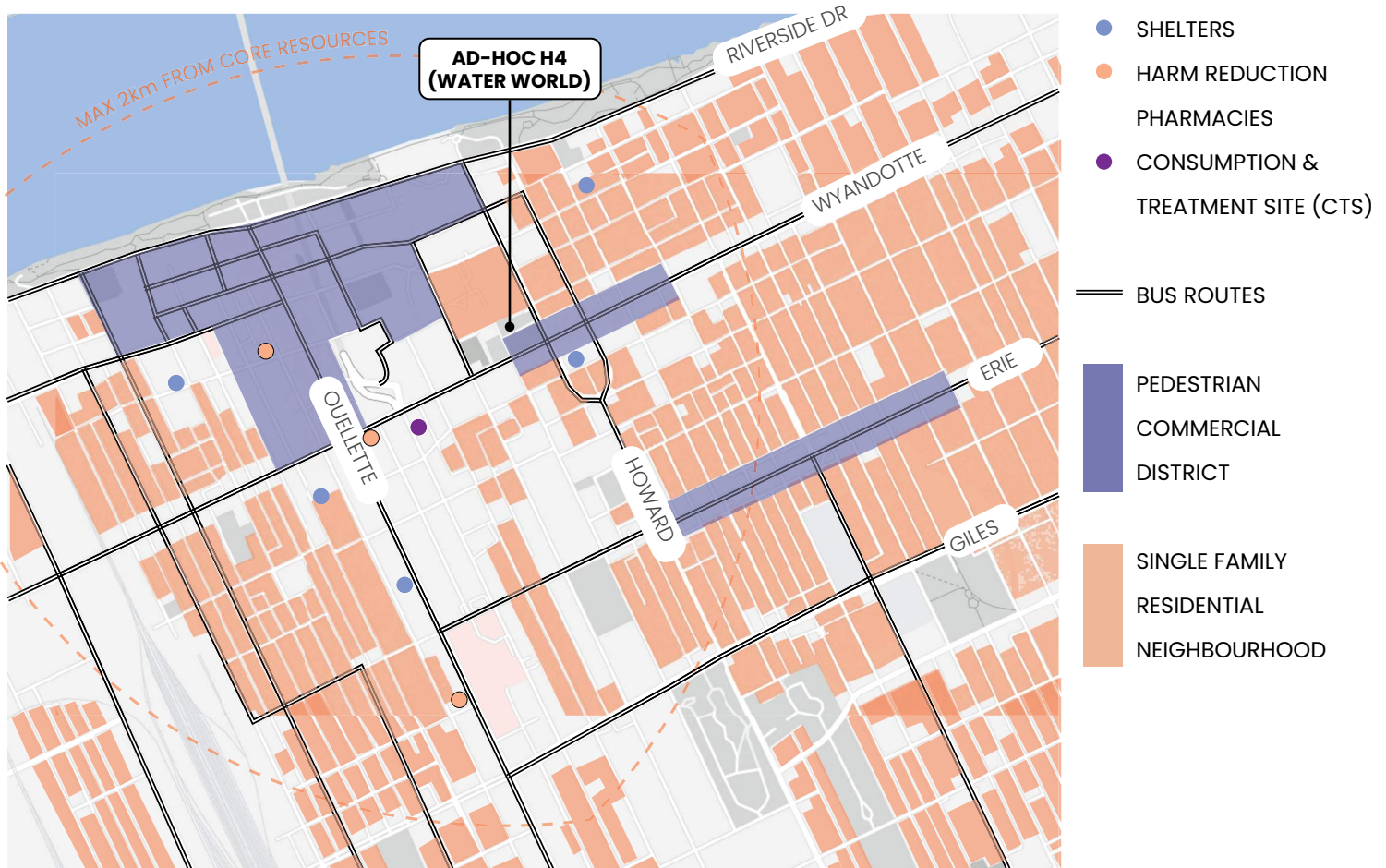
Low-acuity participants however, are likely to benefit greatly by a positioning a new H4 to be easily accessible by public transit.

When considering potential sites for The Housing Hub, seek sites that are accessible to public transit and within the 2km of core resources.

Loitering Hotspots

Careful consideration should be given to site selection in relation to “loitering hotspots” as a predictable precondition to increased crime and decreased sense of safety. Preconditions for loitering are understood to include: Convenience, Comfort, Concealment and Canopy/Cover. Parking lots that are not actively used or visible 24/7 are the most common example.

WHERE SHOULD THE HOUSING HUB GO?



Site Selection Criteria

Potential sites should be considered through the lens of the following site sensitivity criteria:

- 1 Relationship to Single Family Residential Neighbourhoods
- 2 Relationship to Pedestrian Commercial Districts
- 3 Accessibility via Active & Public Transportation
- 4 Loitering Hotspots / Environmental Security Concerns

Existing H4 Location

By visualizing the criteria for site sensitivity we can now clearly see some of the contextual underpinnings of H4’s successes & challenges. Walkability to core community resources has been critical to its success, while being embedded between a residential community and a pedestrian commercial district has increased community resistance, decreased sense of safety, and increased demand for police presence. All of these factors jeopardize H4’s impact.



10 FUTURE CONSULTATION

Feedback to date indicates that the success of The Housing Hub facility could be greatly informed by continuing dialogue with the very people this space is intended to serve. Our recommendations for future consultation are outlined below. We recommend that this consultation is human-centred and conversation-based, not performed via survey.

Pre-Design

- Surrounding Community (eg. residents & businesses within 2-5km of selected site)

After Schematic Design, to Inform Design Development

- Service Providers
 - housing & finance
 - health sector (specifically primary care providers)
 - police & justice
 - shelters & social housing
 - Indigenous service providers
 - immigration & grass roots organizations
 - trans & queer advocacy sector
- Current and Past Participants at H4 (incl. others with lived experience of homelessness)
- Staff at H4
- Crime Prevention through Environmental Design
- Surrounding Community (eg. residents & businesses within 2-5km of selected site)



11 NEXT STEPS

Architecturally, the next step is to turn this information into a functional program to better understand how this might translate into built form. That program can then be tested on a series of sites in order to equip the City with appropriate information for site acquisition. High-level cost estimation can also equip the City with appropriate information for capital investment planning.

If you have feedback for our team or would like to be added to the email list to receive future updates, please contact our project team directly:

Valerie Dawn - Architect
valeried@glosassociates.com

Kelly Goz - Project Lead with the City of Windsor
kgoz@citywindsor.ca

Whitney Kitchen - Project Lead with the City of Windsor
wkitchen@citywindsor.ca



ARCHITECTURAL FEASIBILITY STUDY

A New Housing Hub

A Community-Informed Feasibility Study

for:



April 15, 2022



325 Devonshire Road, Suite 410
Windsor, ON N8Y 2L4
Phone: 519-966-6750
Fax: 519-966-6753

Valerie Dawn
Principal Architect
valeried@glosassociates.com



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CONTEXT ASSESSMENT	9
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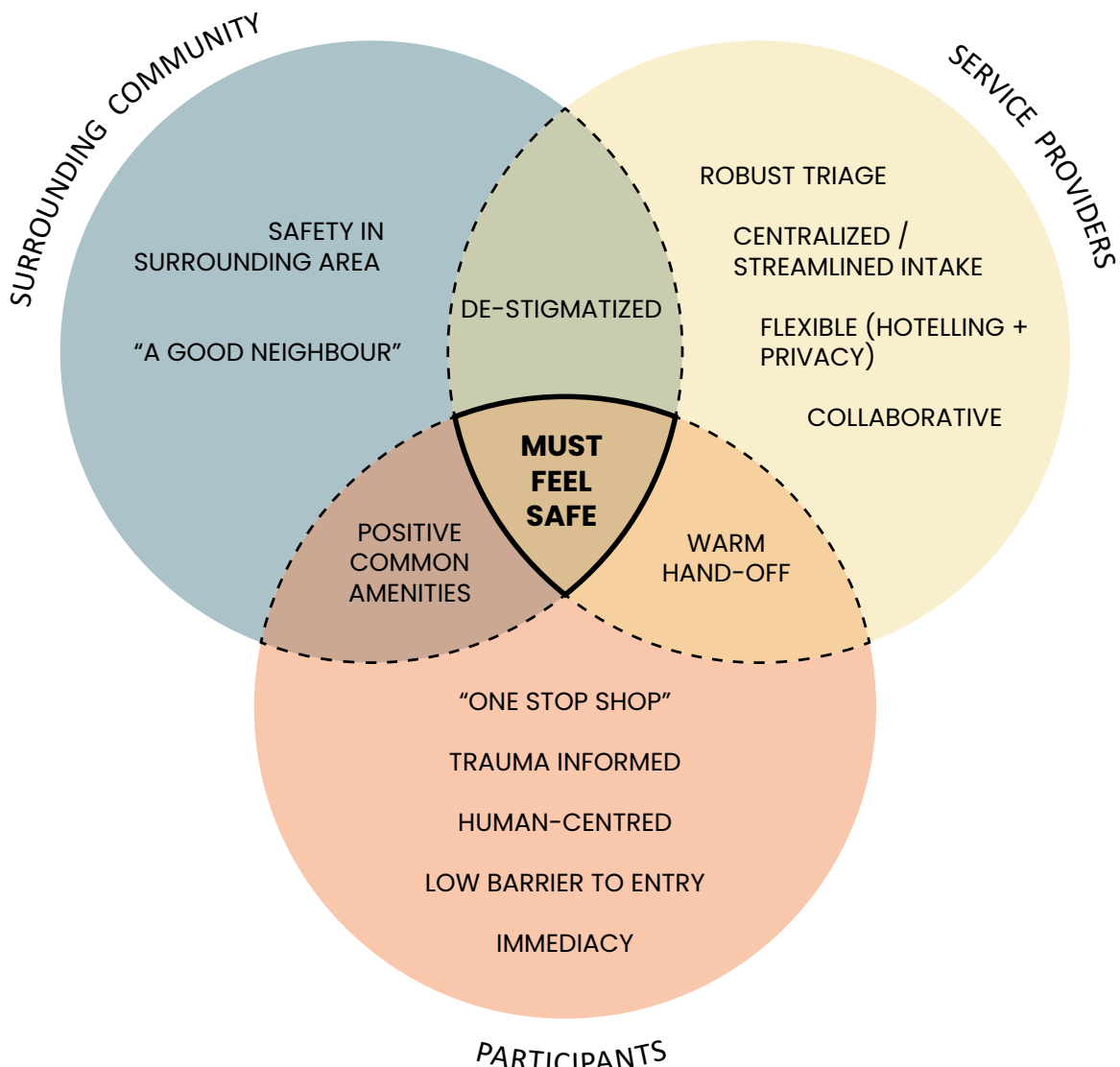


1 CONTEXT

This Architectural Feasibility Study operates as an extension of the What We Heard Report prepared by Glos Arch + Eng in March 2022.

Using the What We Heard Report as a rubric for understanding the project’s core needs, this study explores various assessment criteria for site typologies in order to test architectural opportunities, limitations & risks. This analysis is intended to demonstrate strengths, weaknesses and potential in order to inform next steps for The Housing Hub.

Any site or architectural strategy should be assessed in relation to the critical needs below:





2 PROGRAM ASSESSMENT

The programmatic needs of a wrap-around service hub facility (The Housing Hub) have been established in the What We Heard Report, prepared by Glos Arch + Eng in March 2022. A high level summary of programmatic needs are shown below:

SERVICE HUB

Reception

Support Services

- collaborative office space organized by sector
- flex-use private offices by sector
 - Housing Services
 - Financial Services
 - Legal & Justice
 - Counselling
 - Health
 - Socio-Cultural
 - spiritual
 - gender & sexuality
 - culture & language
 - Indigenous supports
- multi-purpose rooms
 - Education & Employment
 - Group Counselling
 - Flexible use for programming & workshops

Amenities

- washrooms & showers
- laundry
- lockers
- sleeping room
- kitchen & cafeteria
- social lounge space & outdoor space

Storage

- food bank
- clothing bank
- donation storage
- short-term household contents storage
- daily-use storage for bikes, belongings, backpacks, etc.

Staff Space

Utilities

MINIMUM SPACE NEEDED = 42,000 sf

PROGRAMMATIC ASSESSMENT

HOUSING

Flex-Housing
(to be used as Transitional or Permanent Supportive Housing as needed)

- High & Complex Needs
(high acuity participants)
 - 15-30 units
 - secure & separate entry
 - on-floor staffing & offices
 - dedicated laundry
 - dedicated common lounge

- Vulnerable & Underserved
Populations
(low/mid-acuity participants)
 - 40-60 units
 - secure & separate entry
 - on-floor staffing & offices
 - dedicated laundry
 - dedicated common lounge

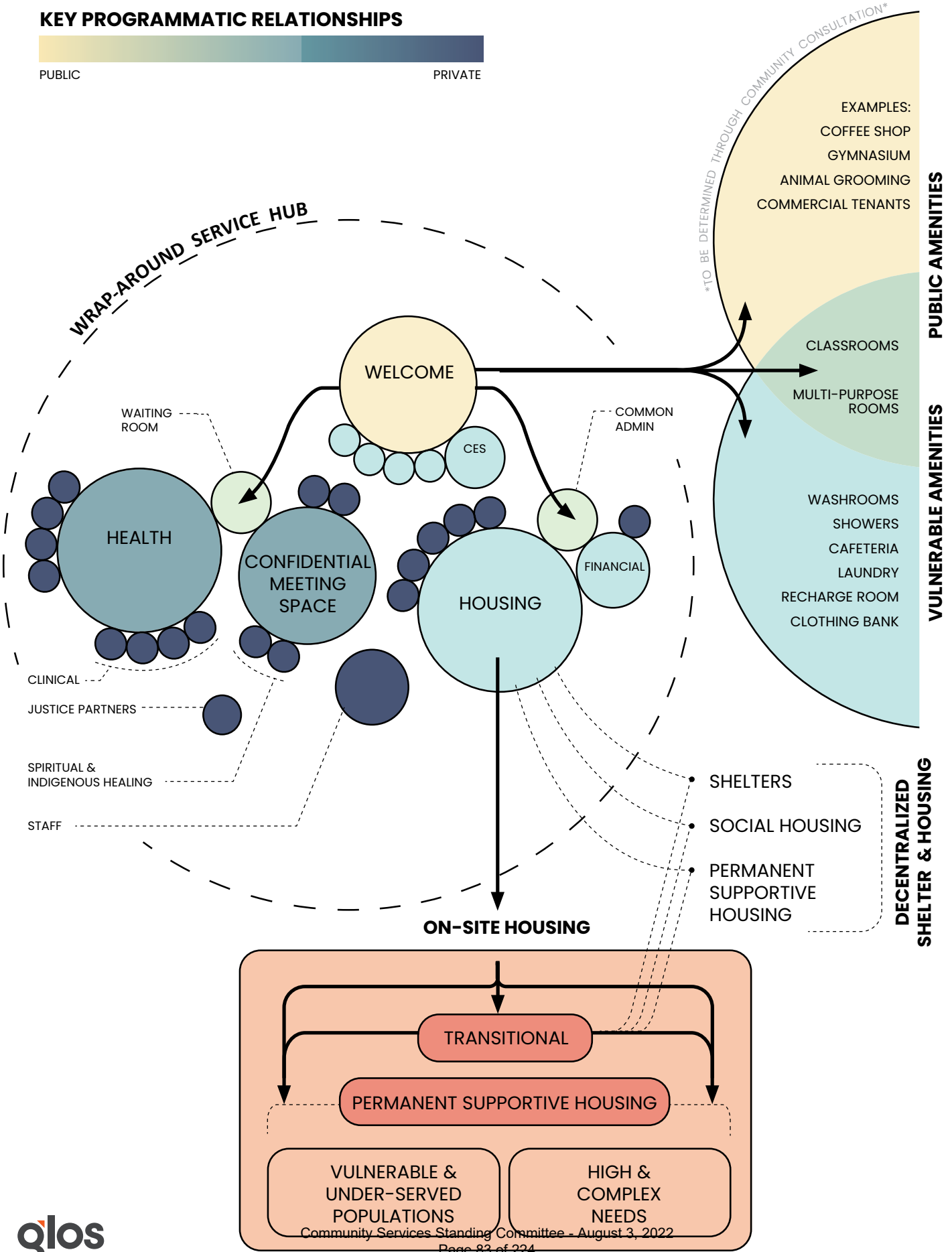
MINIMUM SPACE NEEDED = 42,000 sf

OPTIONAL

CONSIDERATIONS

- Future Phases of Housing
- Community-Bridging Programming

KEY PROGRAMMATIC RELATIONSHIPS



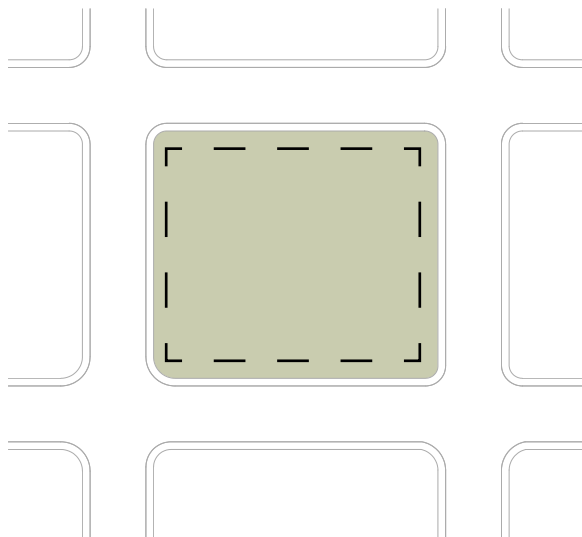


3 LOT SIZE ASSESSMENT

Lot sizes were considered in relation to the building’s programmatic needs in order to determine feasibility, flexibility and potential for future growth.

SMALL	< 40,000sf	NOT FEASIBLE
MEDIUM	40,000sf – 80,000sf	FEASIBLE + INFLEXIBLE
LARGE	80,000sf – 120,000sf	FEASIBLE + FLEXIBLE
EXTRA-LARGE	> 120,000sf	FEASIBLE + FLEXIBLE + EXPANDABLE

SMALL SITES < 40,000sf

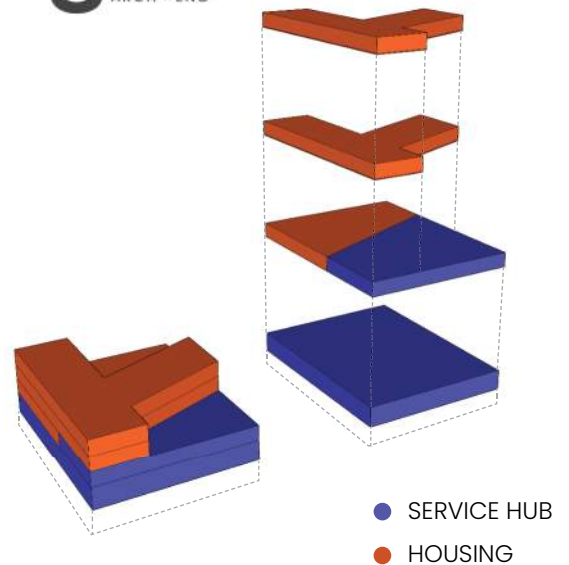
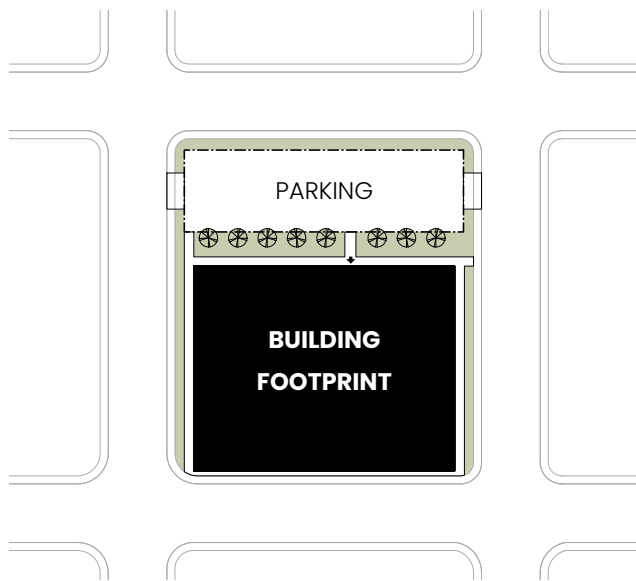


It was determined that any site under 40,000sf should not be considered for this project. The resulting buildable area is not large enough to capture the programmatic needs without stacking multiple public floors vertically, which greatly compromises safety, security and operational efficiency.

 FEASIBLE (fits all program)

LOT SIZE ASSESSMENT

MEDIUM SITES 40,000sf - 80,000sf

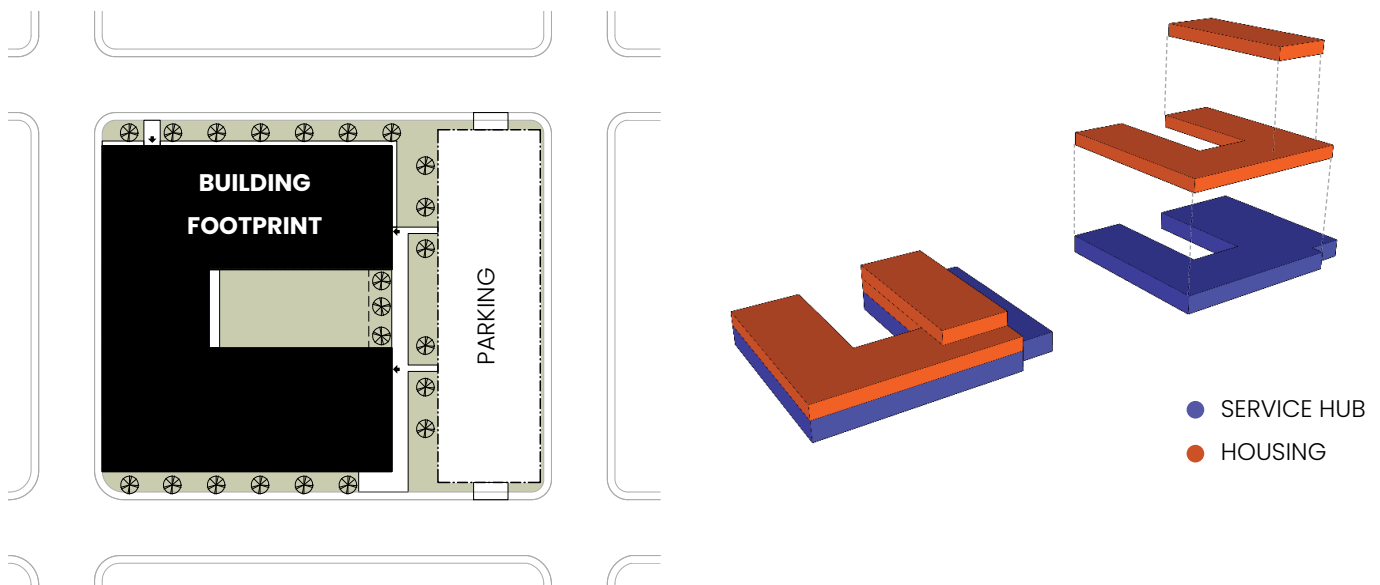


Sites between 40,000-80,000sf should be considered the minimum viable sites for this project. A site in this range will accommodate the required program, while maintaining most of the critical public facing program on the ground floor. Sites on the lower end of this range will need to consider moving some of the public facing amenity onto the second floor (ie. classrooms or multi-purpose space).

- ✓ FEASIBLE (fits all program)
- ⚠ FLEXIBLE (multiple options for meeting all criteria and overcoming risks)
- ⚠ BUILDING SECURITY (can keep public-facing program on one level with passive visibility) (can provide separate and secure entrances for 2 housing groups)
- ⚠ PARKING (ability to meet basic and worst-case requirements)
- ✗ INTEGRATED OUTDOOR SPACE
- ✗ COMMUNITY BRIDGING PROGRAMMING
- ✗ FUTURE PHASES (ie. expansion or future phases of on-site housing)

LOT SIZE ASSESSMENT

LARGE SITES 80,000sf - 100,000sf

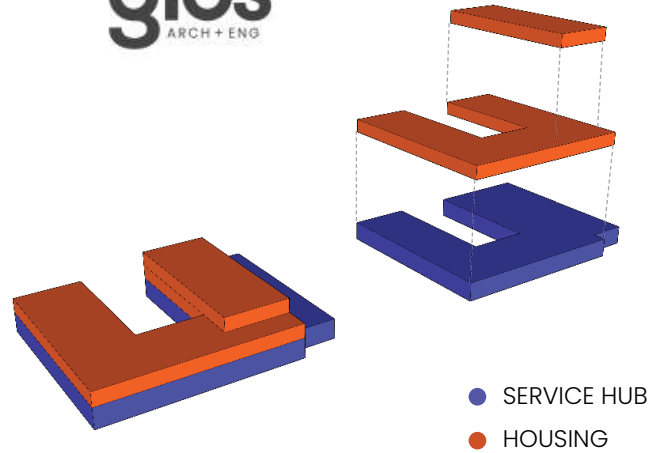
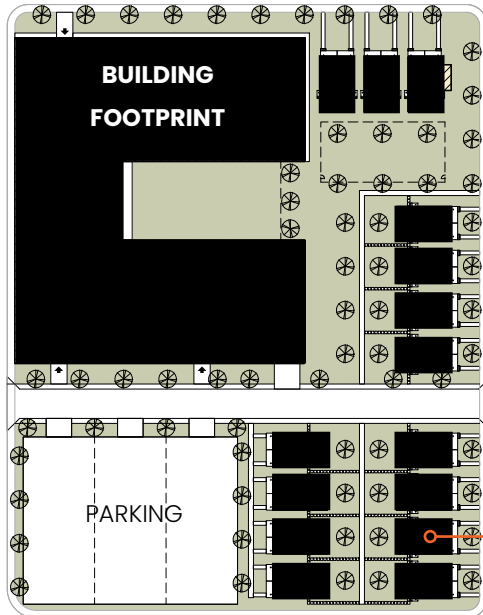


Sites between 80,000-100,000sf are considered ideal sites for this project. A site in this range will accommodate the required program while maintaining all of the public facing program on the ground floor. Sites in this range will offer flexibility to integrate outdoor space or community-bridging amenities as desired, which both have a tremendous impact on building safety and destigmatization. Other security benefits include the ability to create separate and secure entrances for 2 housing groups.

- ✓ FEASIBLE (fits all program)
- ✓ FLEXIBLE (multiple options for meeting all criteria and overcoming risks)
- ✓ BUILDING SECURITY (can keep public-facing program on one level with passive visibility)
(can provide separate and secure entrances for 2 housing groups)
- ✓ PARKING (ability to meet basic and worst-case requirements)
- ✓ INTEGRATED OUTDOOR SPACE
- ✓ COMMUNITY BRIDGING PROGRAMMING
- ✗ FUTURE PHASES (ie. expansion or future phases of on-site housing)

LOT SIZE ASSESSMENT

EXTRA LARGE SITES > 100,000sf



+ ADDITIONAL HOUSING



Sites greater than 100,000sf would offer unique opportunities for this project. In addition to everything possible on a Large Site, they would also offer the potential of future on-site housing initiatives or further community-bridging resources. The opportunity to design the space beyond the service hub itself creates enormous potential for destigmatization and community support.

- ✓ FEASIBLE (fits all program)
- ✓ FLEXIBLE (multiple options for meeting all criteria and overcoming risks)
- ✓ BUILDING SECURITY (can keep public-facing program on one level with passive visibility)
(can provide separate and secure entrances for 2 housing groups)
- ✓ PARKING (ability to meet basic and worst-case requirements)
- ✓ INTEGRATED OUTDOOR SPACE
- ✓ COMMUNITY BRIDGING PROGRAMMING
- ✓ FUTURE PHASES (ie. expansion or future phases of on-site housing)



4 CONTEXT ASSESSMENT

Any site under consideration raises a different combination of context-specific variables that directly impact the project's core goals. The criteria below can be used to assess potential sites through the lens of project needs:

POSITIVE COMMUNITY INTEGRATION + DESTIGMATIZATION

These contextual relationships have a substantial impact on this project's ability to feel safe, to "be a good neighbour" and to mitigate a sense of stigma:

- Opportunities
 - ✔ location feels like an extension of a residential neighborhood
 - ✔ location is in close proximity to a variety of low-risk land uses
 - ✔ site is currently considered derelict or difficult to develop by private entities
- Risks
 - ⚠ location is embedded in a neighborhood of single family homes
 - ⚠ location is in close proximity to a pedestrian commercial district
 - ⚠ location is in close proximity to a school
 - ⚠ location is in close proximity to a park or children's playground
 - ⚠ location is in close proximity to high-risk or stigmatized services
 - ⚠ location is adjacent to loitering hotspots (eg. unsecured parking lot)
 - ⚠ location is adjacent to a laneway/alley
- Deal-Breakers
 - ✘ site is not within 2km of emergency shelters and core affiliated services
 - ✘ site is not easily accessible on foot

CONTEXT ASSESSMENT

SITE SAFETY

These contextual relationships have a significant impact on the safety and security of the facility – both for participants, staff and surrounding community.

- Opportunities
- ✔ site location & configuration allow for passive visibility throughout the site
 - ✔ site size & configuration allow for outdoor space integrated within the building (eg. courtyard or terraces)
 - ✔ site configuration supports a single secure point of entry for all participants
- Risks
- ! site configuration and surrounding urban context create blind-spots that obstruct passive visibility throughout and beyond the site
 - ! site is adjacent to loitering hotspots (ie. unsecured parking lots)
 - ! site is adjacent to a laneway/alley
 - ! site is adjacent to unsecured/open-air parking structures
 - ! site is adjacent to high-risk or highly stigmatized services
 - ! site configuration precludes creating a singular, secure point of entry (ie. multiple “front faces” requiring multiple entrance conditions)
- Deal-Breakers
- ✘ site-related visual obstructions should be removed wherever possible (eg. solid fencing, barriers or unsecured structures)
 - ✘ avoid sites where adjacent sites contain or create blind spots that would be out of the care & control of the site operator



5 ASSESSMENT OF EXISTING CONDITIONS

Most urban-infill properties have been developed in some way in the past. When considering a site, it is important to consider how the existing soil conditions, servicing and existing structures can impact the scope of work required.

SOIL + SUB-SOIL CONDITIONS

- ! Soil remediation could be required on any site — particularly if the site history indicates a previous industrial use. An Environmental Assessment should be pursued to determine the extent and nature of remediation required.
- ! On any urban infill property, there is a chance the sub-soil conditions include artifacts from previous site uses. Common examples include abandoned foundations, buried tanks, construction debris or historical artifacts. Geotechnical assessment and boreholes would be required to assess existing conditions in relation to project scope.

EXISTING SERVICING

- ! Any site would need to be assessed to determine existing service capacity for the supply of gas, electrical, and water, as well as storm and sanitary drainage. If a site is unserviced, servicing would need to be included in the scope of work. If a site is serviced, consultants would need to assess if the servicing is adequate for the intended use, and determine the scope for upgrades required.

ASSESSMENT OF EXISTING CONDITIONS

EXISTING STRUCTURES

Acquiring a site with an existing structure demands an extra layer of consideration for how the particular structure may obstruct or foster the project's primary goals and functional needs.

✔ SITE HAS NO EXISTING STRUCTURES

Facility can be built entirely as new construction.

- more predictable (costs, timeline, performance, construction detailing, etc.)
- easier to meet modern building codes
- easier to have full control over building performance and durability

Allows maximum flexibility over design and construction

? SITE HAS EXISTING STRUCTURE

If the structure is a suitable size and configuration, the project could be built as a combination of renovation, retrofit and new construction. Whether this results in cost savings or cost premiums depends heavily on the nature, condition and suitability of the existing structure.

SPAN

- ✔ Long span structures (bays > 20ft) – very flexible to work around
- ! Short span structures (bays < 20ft) – challenging but possible to work around. Expect compromises to be made to key functional relationships & sight lines.

LOAD BEARING CONDITIONS

- ✔ Columns – very flexible to work around; limited impact on interior layout
- ! Exterior Walls – limited impact on interior layout; minor changes possible
- ✘ Interior Walls – inflexible; very costly to modify; obstructive to interior layout

CEILING HEIGHTS

- ✔ High Ceilings (> 12ft) – very flexible to work around & run new services
- ! Standard Ceilings (10ft–12ft) – challenging but possible to work around & run new services at a cost premium. Expect compromises to be made.
- ✘ Low Ceilings (< 10ft) – obstructive to the structural and service changes required to meet the project needs.

ASSESSMENT OF EXISTING CONDITIONS

EXISTING STRUCTURES

STRUCTURAL CONDITION

- ✓ Good Condition – structure can be relied on without remedial measures; maintenance only
- ! Fair Condition – structure can be relied on with minor remedial measures in addition to maintenance measures
- ✗ Bad Condition – structure requires significant remedial measures in addition to maintenance measures

FINISHES & FIXTURES

In order for any existing structure to be renovated to meet the needs of this project, it is unlikely that there would be any benefit to attempting to retain any substantive portion of interior finishes or fixtures. These are all items assumed to have the shortest lifespan in any building and should be assumed to be replaced.

EXISTING SERVICES

- Electrical – Any existing structure should be assessed to determine its current electrical servicing levels. Upgrading service may be required to meet the needs of this project. Removing and re-running electrical circuitry throughout the building (to suit the project's functional needs and to meet modern regulatory requirements) is extremely likely for any retrofit.
- Plumbing – Any existing structure should be assessed to determine its current water service and sanitary drainage capacity. Upgrading service may be required to meet the needs of this project. Demolishing and re-running plumbing lines throughout the building (to suit the project's functional needs and to meet modern regulatory requirements) is extremely likely for any retrofit.
- HVAC – Any existing structure should be assessed to determine its current heating, ventilation & air conditioning systems, their condition, and their capacity. Upgrading service may be required to meet the needs of this project. Demolishing and replacing HVAC systems throughout the building (to suit the project's functional needs and to meet modern regulatory requirements) is extremely likely for any retrofit.



6 NEXT STEPS

This information can be used to assess various site and location options, equipping the City with appropriate information for site acquisition. Sites deemed feasible could then be further assessed for opportunities and risks by pursuing schematic design studies and preliminary cost estimation.

If you have feedback for our team or would like to be added to the email list to receive future updates, please contact our project team directly:

Valerie Dawn – Architect
valeried@glosassociates.com

Kelly Goz – Project Lead with the City of Windsor
kgoz@citywindsor.ca

Whitney Kitchen – Project Lead with the City of Windsor
wkitchen@citywindsor.ca



A New Housing Hub

A Community-Informed Feasibility Study

for:



August 3, 2022

"It's going to take a community to eradicate homelessness."

Focus Group Participant

**COVID-19
EMERGENCY
RESPONSE
FACILITY**



COMMUNITY CONSULTATION



92

FOCUS GROUP
PARTICIPANTS



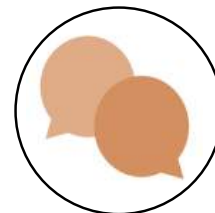
47

SURVEY
RESPONDENTS



15

PHONE / VIRTUAL
INTERVIEWS



28

1:1 INTERVIEWS
(IN PERSON)



25

PRESENTATIONS
TO COMMITTEES

WHAT WE HEARD

There is a need for a **complete paradigm shift** in service delivery

Local service providers are doing amazing work
and **their plates are fuller than ever**

Demand and acuity are **growing**, fast

People are getting lost in the gaps

WHAT WE HEARD



Only a **portion** of homelessness is **visible**

People are getting stuck when they have to choose
between getting help and feeling safe

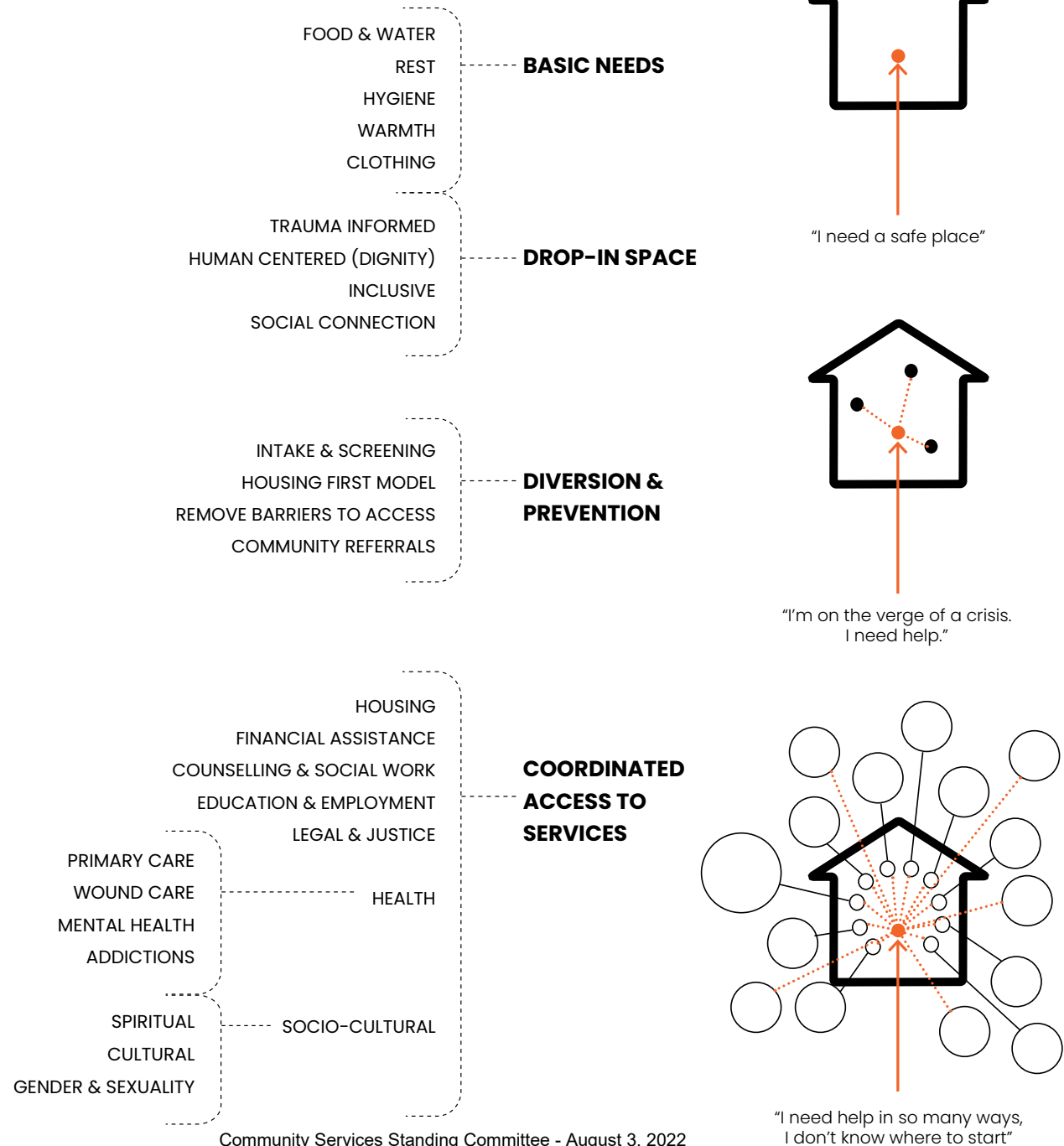
WHAT WE HEARD



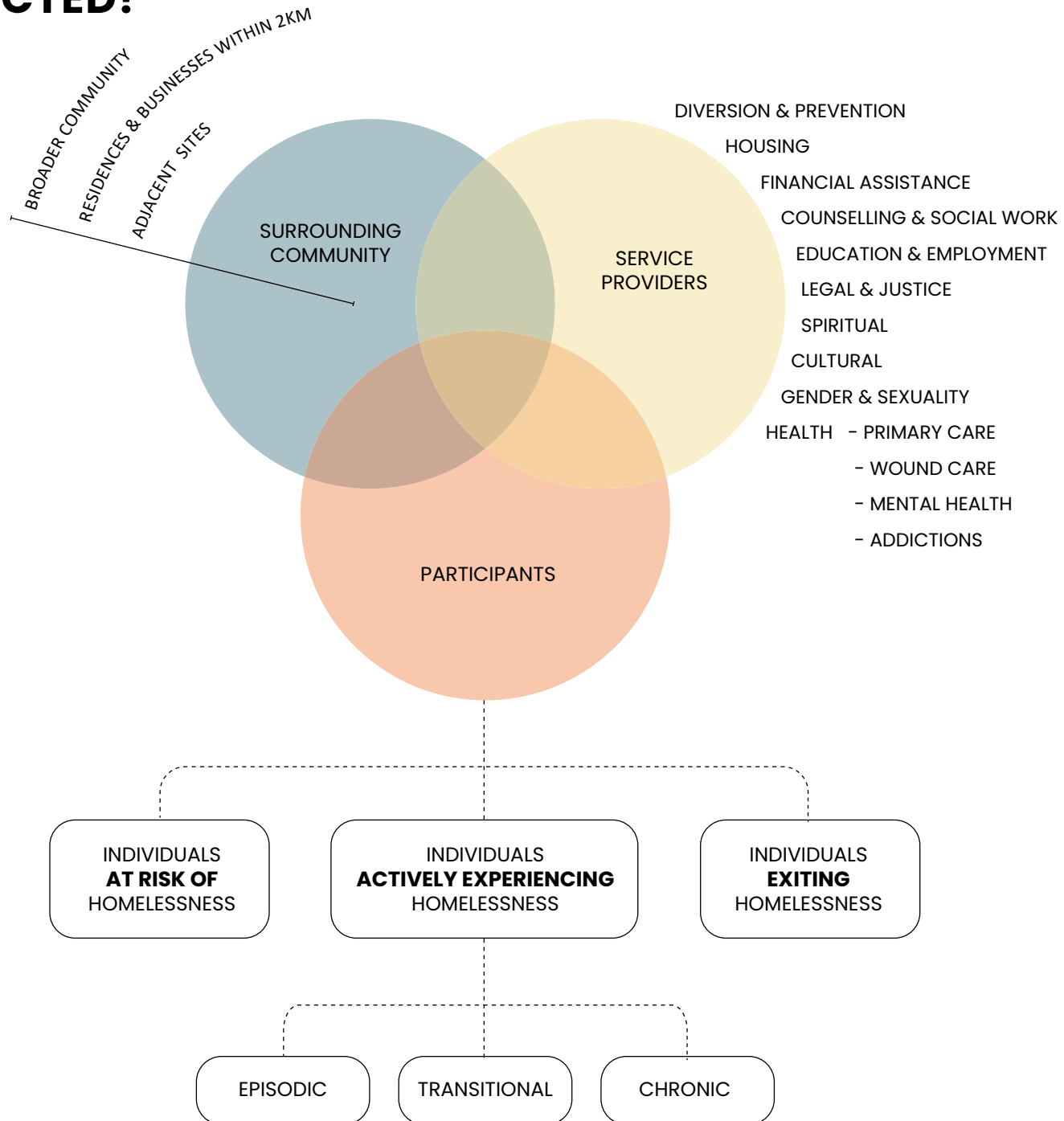
Even as an ad-hoc intervention, **H4 is having impact**

A permanent wrap-around service hub **could change everything**

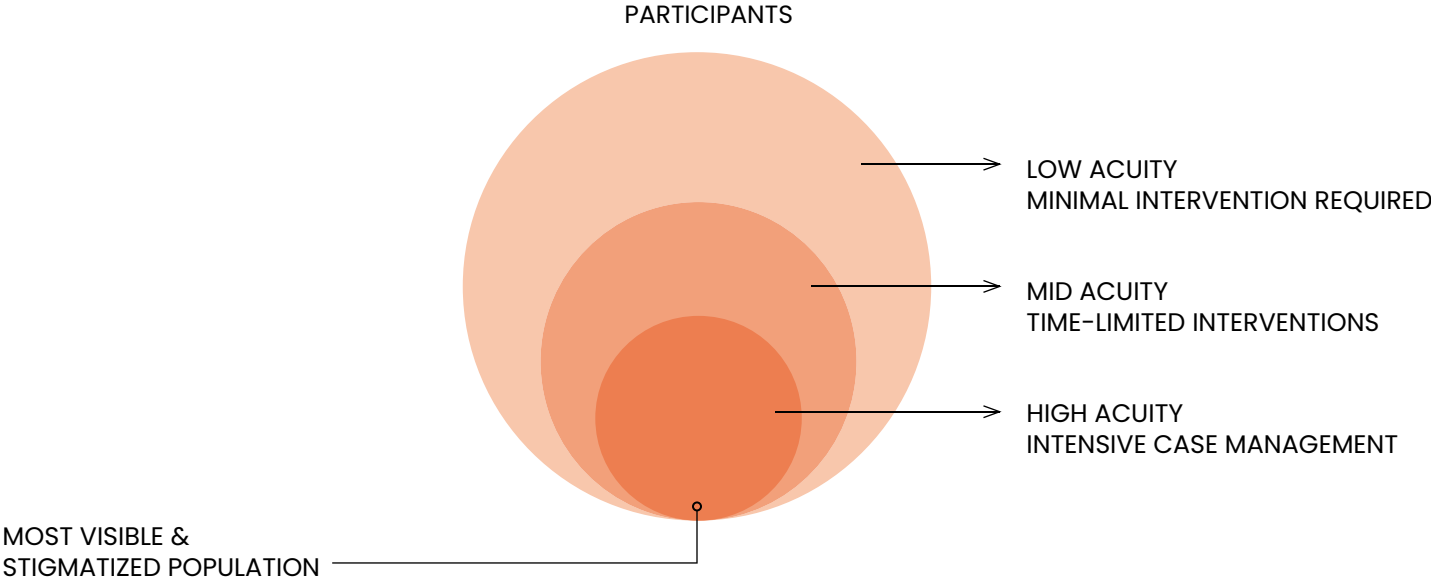
WHAT DOES THE HOUSING HUB NEED TO BE?



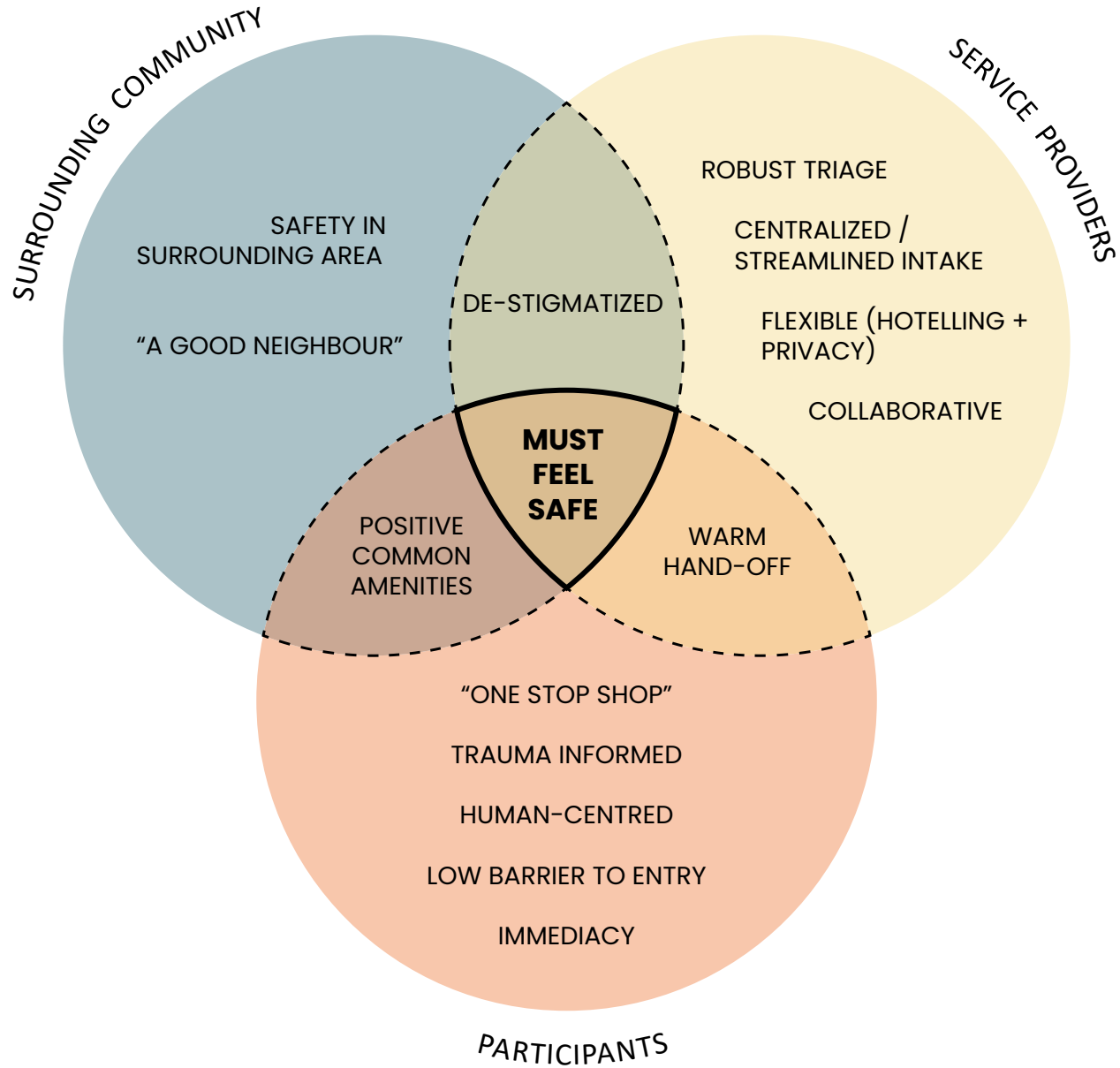
WHO IS IMPACTED?



ACUITY + VISIBILITY

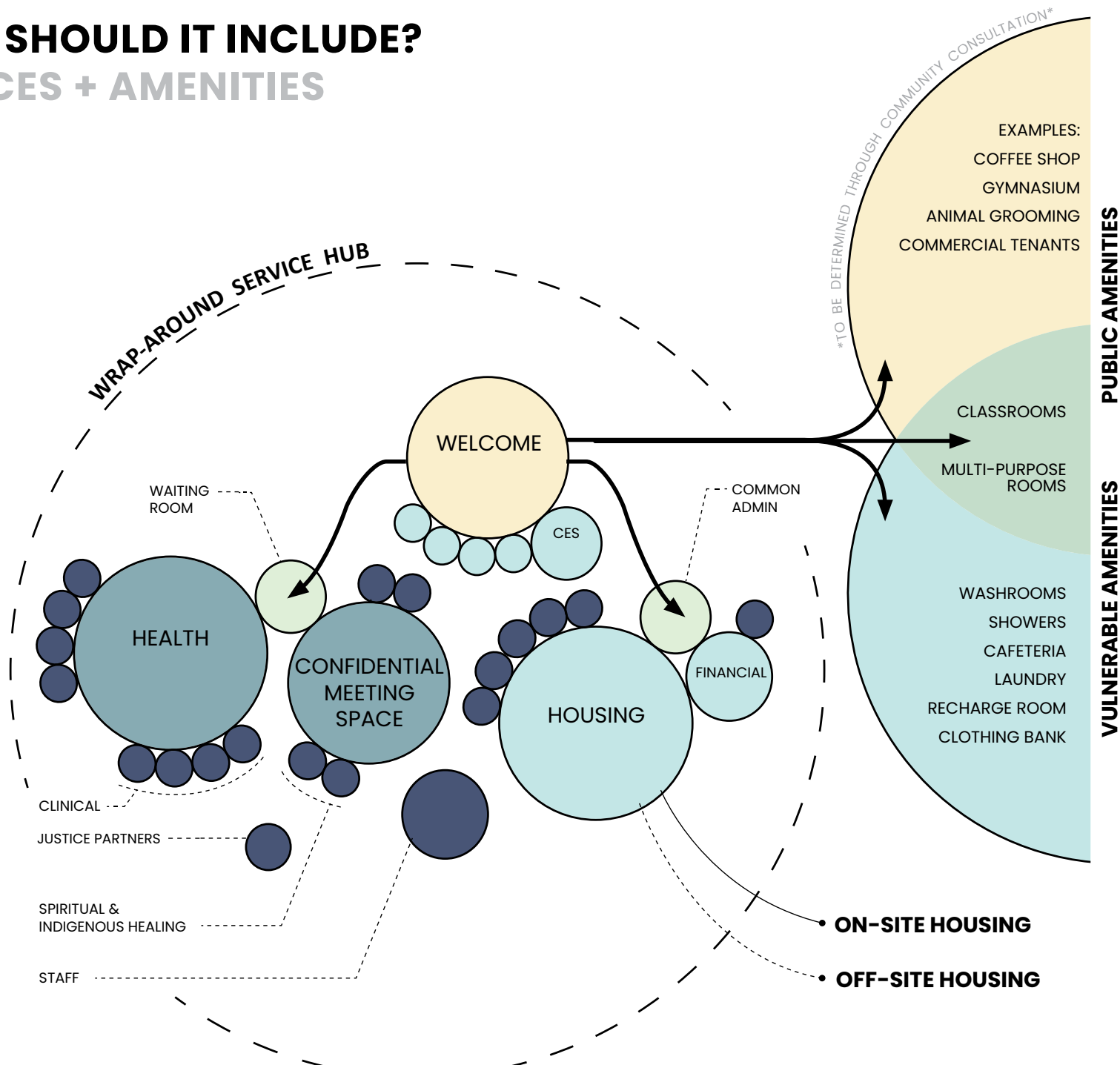


CRITICAL NEEDS



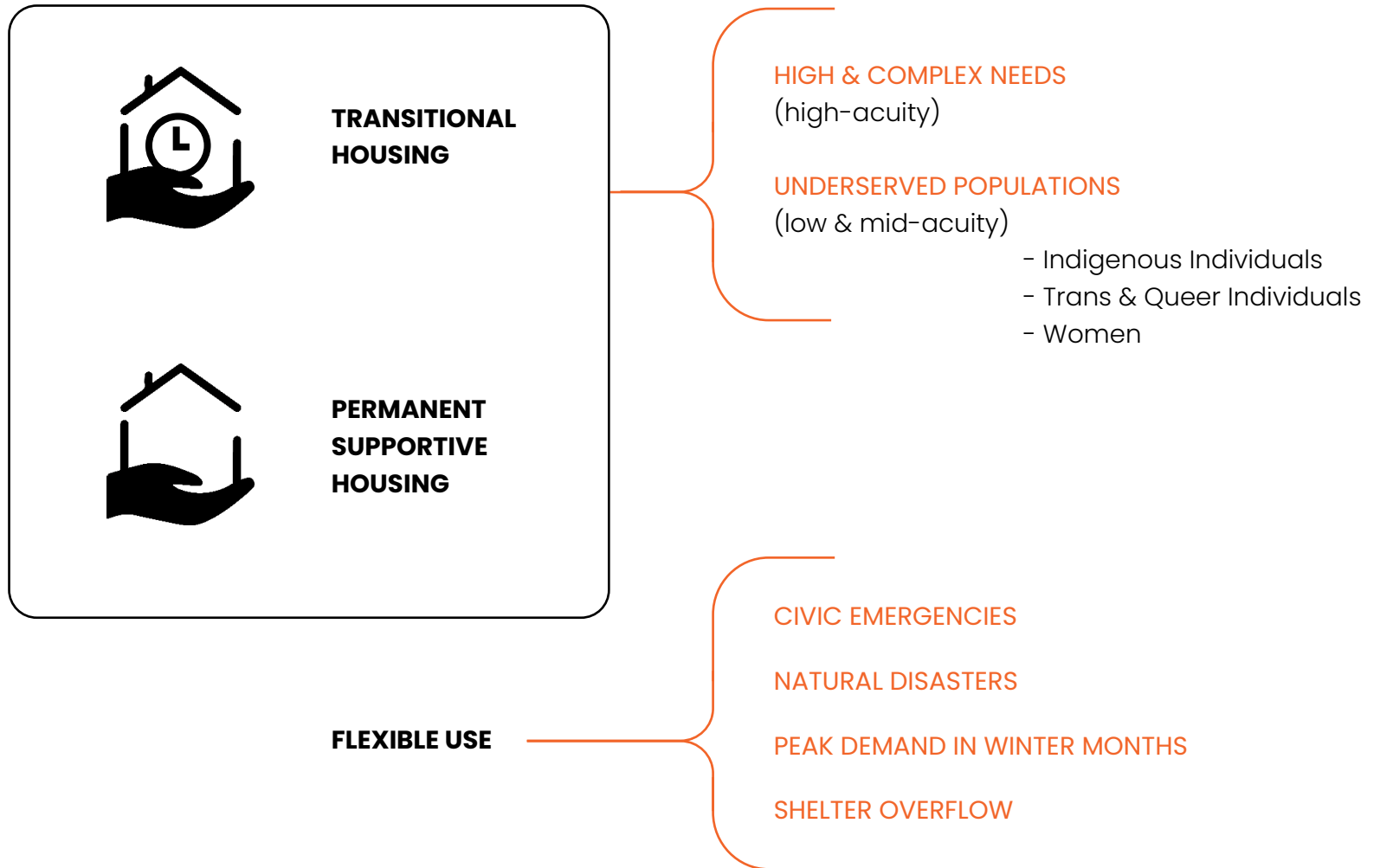
WHAT SHOULD IT INCLUDE?

SERVICES + AMENITIES



WHAT SHOULD IT INCLUDE?

HOUSING



HOW DO WE MAKE SURE WE GET IT RIGHT?



WHAT WE HEARD REPORT

A New Housing Hub
A Community-Informed Feasibility Study

for:



March 31, 2022



325 Devonshire Road, Suite 410
Windsor, ON N8Y 2L4
Phone: 519-966-6750
Fax: 519-966-6753

Valerie Dawn
Principal Architect
valeried@glosassociates.com

A New Housing Hub | What We Heard Report

7 ACCOUNTABILITY IN DESIGN

Accountability is taking ownership of what happens next. Accountability also requires us to have a framework to return to, to know whether the project has upheld the needs that have been identified. The following pages include, in alphabetical order, a qualitative framework to return to – identifying categories of needs that will define the success of The Housing Hub.

- ADDICTIONS
- ANIMAL COMPANIONS
- DESTIGMATIZATION
- HUMAN-CENTRED CARE
- IMMIGRATION
- INDIGENOUS SPECIFIC NEEDS
- MEDICAL
- MENTAL HEALTH
- OUTDOOR SPACE
- SAFETY & CRIME PREVENTION
- SECURITY
- SENSORY SENSITIVITY
- SPIRITUAL
- STORAGE
- TRANS & QUEER NEEDS
- TRAUMA-INFORMED DESIGN
- YOUTH
- WOMEN

HOW DO WE MAKE SURE WE **GET IT RIGHT?**



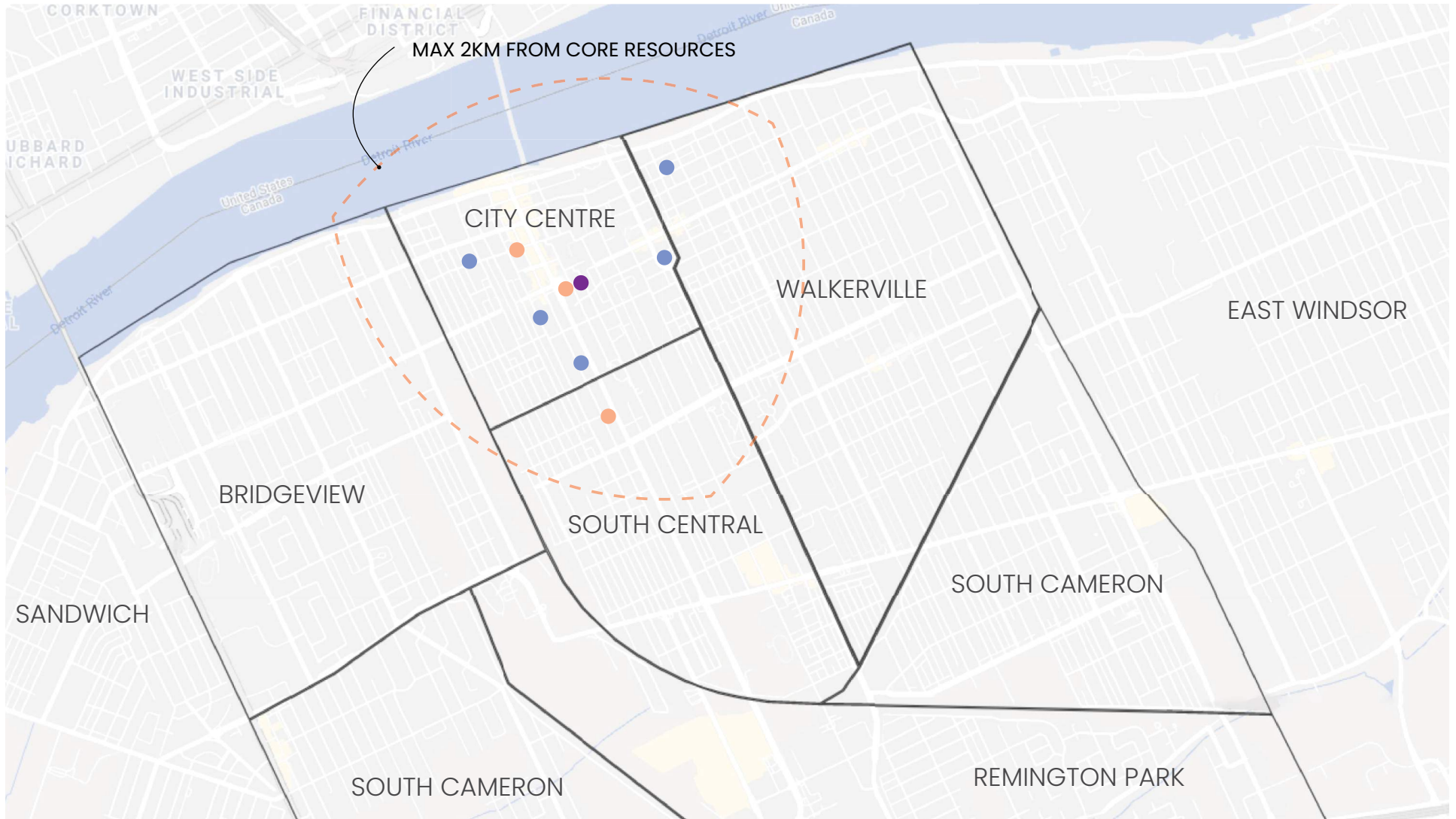
Comprehensive Community Consultation

AUTHENTIC

ENGAGING & EDUCATIONAL

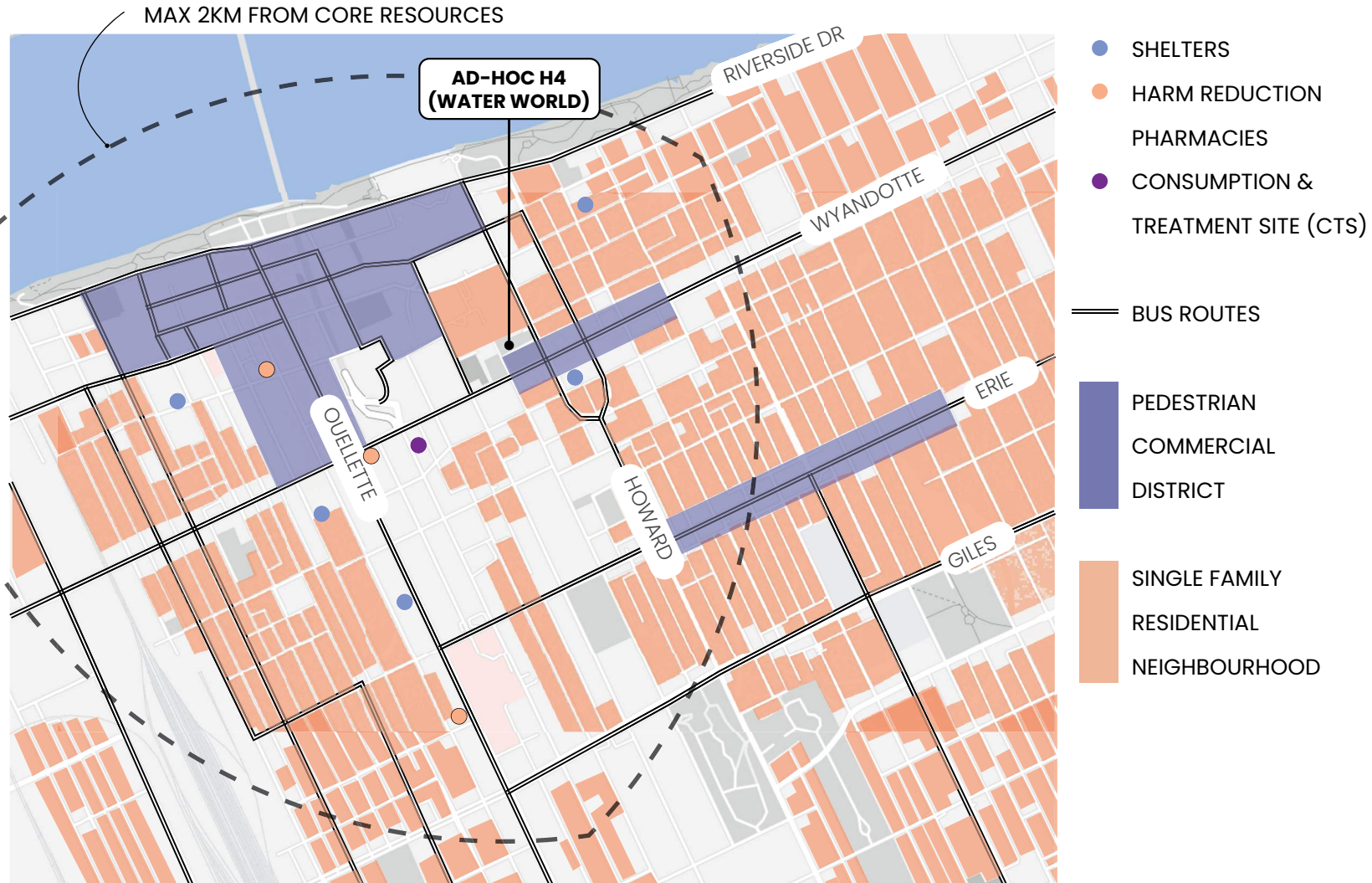
ONGOING

WHERE SHOULD THE HOUSING HUB GO?

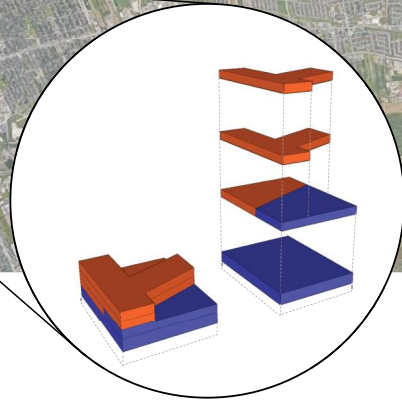


- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)

WHERE SHOULD THE HOUSING HUB GO?



HOW DOES THIS TRANSLATE TO **SITE SELECTION?**



ARCHITECTURAL FEASIBILITY STUDY

A New Housing Hub
A Community-Informed Feasibility Study

for:



April 15, 2021



325 Devonshire Road, Suite 410
Windsor, ON N8Y 2L4
Phone: 519-966-6750
Fax: 519-966-6753

Valerie Dawn
Principal Architect
valeried@glosassociates.com

A New Housing Hub | Architectural Feasibility Study

LOT SIZE ASSESSMENT

MEDIUM SITES 40,000sf - 80,000sf

Sites between 40,000-80,000sf should be considered the minimum viable sites for this project. A site in this range will accommodate the required program, while maintaining most of the critical public facing program on the ground floor. Sites on the lower end of this range will need to consider moving some of the public facing amenity onto the second floor (ie. classrooms or multi-purpose space).

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- ✗ COMMUNITY BRIDGING PROGRAMMING
- ✗ FUTURE PHASES (ie. expansion or future phases of on-site housing)

6

THANK YOU

Item 7.1



Committee Matters: SCM 173/2022

Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022

Windsor Accessibility Advisory Committee

Meeting held May 10, 2022

A meeting of the Windsor Accessibility Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Sally Bennett Olczak, Co-Chair
Peter Best, Co-Chair
Councillor Ed Sleiman
Surendra Bagga (arrives at 10:02 a.m.)
Sheila McCabe
Riccardo Pappini
Nicholas Petro
Caleb Ray

Regrets received from:

Kristy Franklin

Also present are the following resource personnel:

Gayle Jones, Accessibility/Diversity Officer
Tyson Cragg, Executive Director Transit Windsor
Mark Keeler, Human Resources Assistant
Karen Kadour, Committee Coordinator

1. Call to Order

S. Bennett Olczak, Co-Chair calls the meeting to order at 10:01 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by P. Best, seconded by Councillor Sleiman,
That the minutes of the Windsor Accessibility Advisory Committee of its meeting held February 22, 2022 **BE ADOPTED** as presented.
Carried.

4. Presentation – Funding Application from the Capital Fund

G. Jones provides an overview of the request for funding from the Human Resources Department to address document accessibility remediation for the City of Windsor's website as follows:

- Requesting \$50,000 from the non-built Capital Fund for the purpose of enhancing information and communication accessibility.
- Part of accessibility is ensuring that the documents on the city's website are accessible, however, some documents are exceedingly long, complex, time consuming and/or difficult to make accessible.
- If an outside company is contracted to assist with making simple documents accessible, the cost is approximately \$4.00 to \$7.00 per page. For pages that are complex, the cost is generally \$25.00 to \$30.00 per page.
- A consultant has developed a tool for remediation and has made an offer to remediate 18,000 pages (including complex pages) for \$50,000 (or \$2.77 per page). This is an extraordinary value as the majority of the pages that we would use this for would fall in the complex category.

Moved by P. Best, seconded by S. Bagga,
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of \$50,000 from the Non-Built Capital Fund 7086008 (Accessibility) for accessibility remediation of eighteen thousand (18,000) pages of complex/difficult to remediate documents for the City of Windsor website.
Carried.

In response to a question asked by R. Pappini regarding if the remediation of 18,000 pages will cover the current batch of documents to be remediated, G. Jones responds that the City has already remediated thousands upon thousands of documents and it has been able to address all the documents so far in house creating great cost savings for the Corporation.. This requested funding is sufficient to deal with exceedingly difficult/time consuming documents to be remediated and that a solution will be developed moving forward.

5. Business Items

5.1 Facility Accessibility Design Standards (FADS) and Subcommittee Update

G. Jones advises that the FADS subcommittee met on May 9, 2022 consisting of subcommittee members - P. Best, S. McCabe, R. Pappini, S. Bagga and M. Keeler.

S. Bagga succinctly provides an overview of the FADS discussion as follows:

- Reviewed the City of London and Oakville FADS documents.
- After analysis, the City of London has provided the most comprehensive document which clarifies and responds to all possible questions.
- He refers to the City of London FADS Table of Contents and adds that additional accessibility requirements are provided for twenty-six facilities and spaces.
- He states that the City of London FADS is an amazing document and recommends that the City of Windsor adopt this document with minor modifications.

R. Pappini indicates that many municipalities are adopting the City of London's FADS and adds that he is in support of the London FADS. He refers to the benefits of the "Best Practice" notations throughout the document.

G. Jones refers to the City of London FADS Section 1.1.1 Obtaining permission to reproduce, adopt or adapt City of London standards which states "we are happy to provide permission to utilize and/or reproduce our standards upon submission of a completed FADS Authorization Request form". Following the approval to use the London document as the basis of our document an internal committee from relevant departments and WAAC will provide input to create the final FADS document for the City of Windsor and that will be provided to City Council for approval.

Moved by S. Bagga, seconded by R. Pappini,

That **APPROVAL BE GIVEN** for Administration to submit a Facility Accessibility Design Standards (FADS) Authorization Request form to the City of London for approval to reproduce, adopt or adapt the City of London's Facility Accessibility Design Standards with gratitude as the model FADS document for the City of Windsor

Carried.

5.5 Transit Windsor Update

Tyson Cragg, Executive Director, Transit Windsor provides the following remarks regarding the "Transit Windsor 2021 Service Performance Update – City Wide" report which was approved by the Environment, Transportation and Public Safety Standing Committee and City Council:

- He notes that the scope on the report will expand over the years to include customer perception, and customer surveys on how we are doing as a service delivery agency.
- This report looks at ridership which has not been strong due to COVID, stay-at-homes orders, virtual schooling, people working from home, and capacity restrictions on the buses.
- Service enhancement in 2021 included the introduction of the 518X express route from St. Clair College to Tecumseh Mall. The report also includes 311 complaint feedback systems and the nature of those.

In response to a question asked by Councillor Sleiman asks if Handi Transit is included in the ridership statistics, T. Cragg responds that Handi Transit is not included.

P. Best notes in reading the report, that there is no section relating directly to concerns from persons with disabilities. He adds that he is blind, rides transit and states that the audio callout is very important to him. He refers to a number of occasions when he reported to the driver that the audio callout was not working to which the driver responded that they were unaware of this and it will be reported. His understanding is that the bus is taken out of service if the audio callout is malfunctioning. He asks that concerns provided by persons with disabilities be provided to WAAC so that the Committee can work with Transit Windsor to correct them. He suggests that a subcommittee of WAAC meet once or twice a year with Transit Windsor to discuss the various accessibility issues and concerns, i.e. bus stop signage which will be reported back to WAAC.

T. Cragg responds that he along with his staff would be happy to meet with the WAAC subcommittee once or twice a year to review issues and concerns.

T. Cragg responds that the accessibility concerns in the report would fall under the general complaint section, however going forward will separate the accessibility complaints. He adds that complaints/concerns can be directed to Tw@citywindsor.ca. He adds that their general line is staffed twelve hours a day, seven days a week, so if a situation arises that requires immediate attention, it can be addressed. There will also be a social media launch for Transit Windsor in the near future that will give people a conduit to Facebook or Twitter to provide feedback to Transit Windsor.

In response to a question asked by N. Petro regarding if the data received reveals if a person is elderly or with a disability, T. Cragg advises that he is uncertain if the 311 Call Centre collects demographic information.

P. Best asks if there are plans for accessibility upgrades.

T. Cragg responds that Transit Windsor is looking at different options for signage – looking at a different sign design with better contrast and reflectivity. When the current signs were installed, they were blue and white with blue indicators and were done prior

to the Transit Windsor Master Plan. They want to improve the wayfinding and to install concrete pads for accessibility.

P. Best asks if bus tracking will be available that will provide information regarding the arrival of the next bus.

T. Cragg responds that there are a couple of apps that are available – one is called the Transit app which can be downloaded on Google Play and Apple which will identify the arrival time.

Moved by P. Best, seconded by N. Petro,
That the report of the Executive Director of Transit Windsor dated February 23, 2022 entitled “Transit Windsor 2021 Service Performance Update – City Wide” **BE RECEIVED.**
Carried.

5.2 Anti-Racism/Anti-Discrimination Request for Proposal (RFP)

G. Jones provides the following as it relates to the Anti-Racism/Anti-Discrimination Request for Proposal:

- This initiative came through the Diversity Advisory Committee of Council to do a public consultation.
- There has been discussion in the past to ensure that we cover topics tied to anti-discrimination.
- We are moving forward with an RFP to retain a consultant to do a thorough community consultation.
- The Anti-Racism, Anti-Discrimination consultation will include Indigenous Peoples, Black People, folks with disabilities, racialized people and other equity deserving community including culturally diverse communities, women, and the 2SLLGBTQAIA+ community.
- We will be looking at things at an intersectional approach as people do not just fit into one category.
- The goal is to have a plan that identifies and addresses systemic barriers and certain consistent gaps that people face.

In response to a question asked by S. Bagga regarding how this initiative relates to those with disabilities, G. Jones responds that the RFP will address racism, various types of discrimination and systemic barriers; including those faced by persons with disabilities.

5.3 Memorial Tree – Wayne Meneguzzi (former member of WAAC)

G. Jones advises that a memorial tree for Wayne Meneguzzi was planted in Jackson Park some time ago. In response to a question asked by P. Best regarding an invitation to Mr. Meneguzzi’s family to attend a ceremony, G. Jones states this can be arranged for later this year.

5.4 Audio Pedestrian Signal Update

The Chair suggests that this matter be deferred to the next meeting.

P. Best requests that S.Boakes, Executive Director of Operations be requested to attend.

5.6 WAAC 2022 Operating Budget

The Chair advises that the Operating budget for WAAC for 2022 is \$6,250.

6. Date of Next Meeting

The next meeting will be at the call of the Chair.

7. Adjournment

There being no further business, the meeting is adjourned at 11:51 o’clock a.m.

CHAIR

COMMITTEE COORDINATOR

Item 7.2



Committee Matters: SCM 185/2022

**Subject: Report No. 130 of the Windsor Accessibility Advisory Committee -
Accessibility remediation of 18,000 pages for the City of Windsor website**

REPORT NO. 130
of the
WINDSOR ACCESSIBILITY ADVISORY COMMITTEE (WAAC)
Meeting held May 10, 2022

Members present: Sally Bennett Olczak, Co-Chair
Peter Best, Co-Chair
Councillor Ed Sleiman
Surendra Bagga
Sheila McCabe
Riccardo Pappini
Nicholas Petro
Caleb Ray

Moved by P. Best, seconded by S.. Bagga,

That **APPROVAL BE GIVEN** to an expenditure in the upset amount of \$50,000 from the Non-Built Capital Fund 7086008 (Accessibility) for accessibility remediation of eighteen thousand (18,000) pages of complex/difficult to remediate documents for the City of Windsor website.

Carried.

SALLY BENNETT OLCZAK, CO-CHAIR

COMMITTEE COORDINATOR

Windsor Accessibility Advisory Committee	On file.	
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Item 7.3



Committee Matters: SCM 172/2022

**Subject: Report No. 14 of the Housing & Homelessness Advisory Committee -
Barriers faced by the 2SLGBTQIA+ community in finding appropriate housing and
housing services**

REPORT NO. 14
of the
HOUSING & HOMELESSNESS ADVISORY COMMITTEE
of its meeting held
June 21, 2022

Present: Marina Clemens, Chair
Councillor Kieran McKenzie
Anna Angelidis
Jessica Brunet
Fiona Coughlin
Kathy Hay
Warden Gary McNamara, County of Essex
Leigh Vachon
Joyce Zuk

Your Committee submits the following recommendation:

Moved by Councillor K. McKenzie, seconded J. Brunet,

WHEREAS, members of the 2SLGBTQIA+ community face barriers to finding appropriate housing and housing services in Windsor/Essex in disproportionate numbers and,

WHEREAS the barriers faced are multi-faceted and complex including institutional, administrative as well as discriminatory,

THEREFORE BE IT RESOLVED that the Housing and Homelessness Advisory Committee recommends that the City of Windsor Administration consult with community partners in Housing, Social Services and appropriate community advocacy groups including Trans Wellness Ontario and others to bring forward recommendations for both Windsor City Council and County of Essex Council consideration to address the housing challenges faced specifically by the 2SLGBTQIA+ community.

CHAIRPERSON

COMMITTEE COORDINATOR

NOTIFY:

Housing & Homelessness Advisory Committee	On file
Trans Wellness Ontario	reception@transwellness.ca
Kirk Whittal, Executive Director, Housing & Children's Services	kwhittal@citywindsor.ca
Jennifer Tanner, Manager Homelessness & Housing Support	jtanner@citywindsor.ca

TO: Members of the Community Services Standing Committee
FROM: Kirk Whittal, Executive Director, Housing and Children's Services
DATE: August 3, 2022
SUBJECT: Motion from Homelessness and Housing Advisory Committee – June 21, 2022

At the June 21, 2022 Homelessness and Housing Advisory Committee as a result of the Trans Wellness Ontario presentation to HHAC the following motion was passed:

Whereas, members of the 2SLGBTQIA+ community face barriers to finding appropriate housing and housing services in Windsor/Essex in disproportionate numbers and,

Whereas, the barriers faced are multi-faceted and complex including institutional, administrative as well as discriminatory,

That, the Housing and Homelessness Advisory Committee recommends that the City of Windsor consult with community partners in Housing, Social Services and appropriate community advocacy groups including Trans Wellness and others to bring forward recommendations for both Windsor City Council and County of Essex Council consideration to address the housing challenges faced specifically by the 2SLGBTQIA+ community.

This memo is provided in response to that motion.

Administration wishes to inform the Committee that since the implementation of the 10 year "Home, Together: Windsor Essex Housing and Homelessness Master Plan" approved by City and County Councils in 2019, the Corporation's Housing Department has been engaging with groups in need of housing including the 2SLGBTQIA+ community. Further, as part of the development of the Homelessness and Housing Plan, the 2SLGBTQIA+ community was consulted as a stakeholder group. From the 10 YRHHMP Consultation Report the following was noted:

WE TRANS Interview feedback highlights that trans people experience many barriers in accessing housing, beyond availability and affordability. Stigma is a significant barrier in accessing housing as well as in gaining employment; despite high levels of education. Discrimination and lack of understanding is experienced with landlords but also with some social workers (i.e. may ask inappropriate questions). A key challenge within the shelter system, as described in the interview, is that non-binary individuals are not being given the right to choose where they feel safe; it is their right to be able to choose however, this is not always happening. Another key challenge discussed is the lack of resources to provide housing supports for the LGBTQS community. Even if someone obtains housing through the BNPL, providing the level of supports needed is a challenge within current resources. Suggestions to better support LGBTQ2S people include more resources to support individuals (i.e. designated housing worker), more training for agency staff (partner agencies), and fewer barriers in obtaining priority status for people living in abusive and unsafe housing conditions.

We recognize and appreciate the very important work that Trans Wellness Ontario does in the City of Windsor and the County of Essex in providing education, training and advocacy for the 2SLGBTQIA+ community as it relates to housing and homelessness. We support their request for training for agencies who provide homelessness services and will

proceed with working collaboratively with Trans Wellness Ontario on training the five organizations identified in the HHAC minutes as well as for City of Windsor staff working in the Housing, Homelessness and Housing Support department. A meeting has been scheduled with Trans Wellness on August 9, 2022 to discuss a training initiative. Trans Wellness also recommended that they be funded to consult on physical spaces, policies and procedures and that LGBTQ cultural competency be mandatory for shelter staff. These requests are more complex in nature and will require consultation with our shelters, and our funders on the feasibility of implementing these recommendations. We will follow up with Trans Wellness Ontario on these requests at subsequent meetings.

Given the information provided a report to City and County Council on the HHAC motion related to Trans Wellness Ontario would not provide any further information than what has been shared in this memo.

We are committed to reporting back to HHAC on the progress of our discussions with Trans Wellness at future meetings.

Regards,



Kirk Whittal

Executive Director, Housing and Children's Services

DC/lr

Item 7.4



Committee Matters: SCM 205/2022

Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held June 9, 2022

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair
J. Evans
C. Gaudette
R. Gauthier

Also in attendance are the following Resource Personnel:

M. Staadegaard, Manager, Culture & Events
D. Seguin, Deputy Treasurer – Financial Accounting,
C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:02 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by C. Gaudette, seconded by R. Gauthier,
That the minutes of the Executive Committee Board of Directors
Willistead Manor Inc. meeting held May 12, 2022 **BE ADOPTED** as presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

C. Menard, Cultural Development and Willistead Manor Coordinator, provides an update regarding the status of the catering services at Willistead Manor.

R. Gauthier informs the Committee members that the work on the Coach House exhibit is on schedule and will be completed in time for the opening, which will coincide with the unveiling of the Hiram Walker Statue. R. Gauthier indicates

that cabinets for the alcove have been ordered and that the television monitor that will display footage of Willistead Park and Willistead Manor as part of the exhibit has been mounted in the Coach House.

4. REPORTS

4.1 Chairperson

None.

4.2 Administration

C. Menard provides an update to the Committee members relating the two-day festival celebrating Hiram Walker's 206th Birthday, which includes the following:

- Walkerville Art Walk – Friday, July 1st and Saturday, July 2nd.
- “Hiram’s Heritage” Barrel Finished Scotch Ale limited edition debuts at Walkerville Brewery – Friday, July 1st, and is available for purchase throughout the weekend.
- Hiram Walker Commemorative Statue Unveiling – Saturday, July 2nd, at 10:00 a.m. at the new Hiram Walker Parkette (Devonshire Road at Riverside Drive).
- Hiram Walker 206th Birthday Celebration Street Festival – Saturday, July 2nd.
- Friends of Willistead Memorial Gathering at St. Mary’s Anglican Cemetery, where wreaths and flowers will be laid at the graves of Edward and Mary Walker – Saturday, July 2nd.
- Grand Opening of the Coach House Exhibition – Saturday, July 2nd.
- Public Tours of Willistead Manor and the Coach House Exhibition – Saturday, July 2nd.
- Roaring 20s at the Manor Fundraiser Dinner – Saturday, July 2nd, co-hosted by Mayor Dilkens & Jane Dilkens, and the Board of Directors, Willistead Manor Inc.

C. Menard provides details of the Roaring 20s Fundraising event at Willistead Manor, including the entertainment, which has been confirmed. The Executive Committee will ask the Board for approval to cover the cost of the entertainment for the evening.

C. Menard informs the Committee members that a press conference will be held on Tuesday, June 14th at Jubilee Park in Walkerville to introduce the celebration and invites the Chair or one of the Members to participate.

4.3 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, will provide a financial summary update during the regular meeting.

5. NEW BUSINESS

R. Gauthier raises the subject of future projects at the Manor and in the Coach House and a discussion ensues regarding fundraising initiatives.

6. DATE OF NEXT MEETING

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, September 8, 2022 at 4:00 o'clock p.m.

7. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:37 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair
MJ. Dettinger
J. Evans
C. Gaudette
R. Gauthier
A. Jahns
D. Langstone
K. Renaud

Regrets from Board Members:

C. Holt

Also in attendance are the following resource personnel:

M. Staadegaard, Manager, Culture & Events
D. Seguin, Deputy Treasurer – Financial Accounting
C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:45 o'clock p.m. and the Board considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by C. Gaudette, seconded by R. Gauthier,
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held May 12, 2022 **BE ADOPTED** as presented:

Carried.

3. BUSINESS ARISING FROM THE MINUTES

R. Gauthier informs the Board members that the work on the Coach House exhibit has begun and will be complete in time for the July 2nd opening. The cabinets that have been ordered for the alcove however, may not arrive on time. R. Gauthier indicates that the dress forms that were ordered will be placed in the alcove displaying period clothing.

C. Menard, Cultural Development and Willistead Manor Coordinator, informs the Board members that the television monitor has been installed in the Coach House and that Suede Productions is preparing a 3-4 minute video that will be played on a loop during the opening of the exhibit.

D. Langstone informs the Board members that Art in the Park, which was held on June 4th and 5th, was very successful, drawing approximately 27,000 people.

4. CHAIRPERSON'S REPORT

Moved by R. Gauthier, seconded by MJ Dettinger,

That the following motion approved by email poll taken by S. Gebauer, Executive Secretary of the Board of Directors, Willistead Manor Inc. on June 2, 2022,
BE CONFIRMED AND RATIFIED:

THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure to an upset limit of \$9,200 for the purchase of two (2) custom-made cabinets to be displayed in the alcove at the Coach House, two dress forms that will exhibit era fashions and a large screen television monitor that will be used to display images as part of the exhibit. and,

THAT the expenditure **BE FUNDED** from capital project No. 7075065 Willistead Restoration Improvement Project.

Carried.

5. REPORTS

5.1 Management

C. Menard provides an update to the Committee members relating to the two-day festival celebrating Hiram Walker's 206th Birthday, which includes the following:

- Walkerville Art Walk – Friday, July 1st and Saturday, July 2nd.
- "Hiram's Heritage" Barrel Finished Scotch Ale limited edition debuts at Walkerville Brewery – Friday, July 1st, and is available for purchase throughout the weekend.

- Hiram Walker Commemorative Statue Unveiling – Saturday, July 2nd, at 10:00 a.m. at the new Hiram Walker Parkette (Devonshire Road at Riverside Drive).
- Hiram Walker 206th Birthday Celebration Street Festival – Saturday, July 2nd.
- Friends of Willistead Memorial Gathering at St. Mary’s Anglican Cemetery, where wreaths and flowers will be laid at the graves of Edward and Mary Walker – Saturday, July 2nd.
- Grand Opening of the Coach House Exhibition – Saturday, July 2nd.
- Public Tours of Willistead Manor and the Coach House Exhibition – Saturday, July 2nd.
- Roaring 20s at the Manor Fundraiser Dinner – Saturday, July 2nd, co-hosted by Mayor Dilkens & Jane Dilkens, and the Board of Directors, Willistead Manor Inc.

C. Menard provides additional details about the Roaring 20s Fundraising event at Willistead Manor, indicating that the event will include antique cars in the parking lot and at the gate, a red carpet, live entertainment, a silent auction and more.

Moved by R. Gauthier, seconded by J. Evans,

THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure of \$5475. to cover the cost of entertainment for the Roaring 20s at the Manor fundraising event being held on Saturday, July 2, 2022; and,

THAT the expenditure **BE FUNDED** from the Willistead Manor Inc. Operating Account.

Carried.

M. Staadegaard, Manager, Culture & Events, informs the Board members that the work to connect the two sections of the pathway near the driveway gates is now complete. Enwin is currently working on a project in that area, which is why a section of the fence is still down but it will be replaced once their work is complete.

M. Staadegaard further informs that construction will begin soon for the installation of the new playground and that it will be open in the Fall of 2022.

C. Menard informs the Board members that the 2022-23 “At the Manor” Events are being planned, which include the following:

- Summer Tours
- High Tea & Garden Party
- Doors Open Winsor
- Poetry at the Manor
- Harvest Dinner
- Holiday Tours
- Breakfast with Santa
- Valentine’s Day

A discussion ensues regarding decorating at the Manor and the Board members discuss various options and ideas.

5.2 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, provides the current account balances as follows:

- Operating Account -- \$26,087.
- Savings Account -- \$1,379.

The Committee members discuss the Willistead Manor Endowment Fund and investment opportunities. D. Seguin explains that municipalities are restricted on the types of investments and refers to regulations set out in the *Municipal Act, 2001*.

6. COMMITTEES

6.1 Fundraising

None.

6.2 Community Relations and Promotion

None.

6.3 Acquisitions

R. Gauthier informs that a cabinet, with all of its contents, as well as some pieces of furniture have been donated to Willistead Manor. R. Gauthier indicates that some of these items can be distributed and displayed in the Manor and that a sale may be organized in the future if more items are collected.

6.4 Friends of Willistead (FOW)

K. Renaud provides the following updates:

- Art in the Park, which took place on June 4th and 5th was very successful. Thursday was a prep day for FOW, on Friday the tents, tables and chairs were set up. Fifteen Members were available on Saturday and Sunday selling beverages and booklets and acting as docents in the Manor. \$321.15 was collected during the event.
- Tours from Académie Ste-Cécile have resumed and seven tours have been book from May through July with anywhere from 10-35 students per tour.

- The Willistead Manor Public Summer Tours will resume on Sundays, from July 10th through the 31st from 1:00 o'clock pm until 4:00 o'clock pm and on Wednesdays starting on July 6th through July 27th, from 6:00 o'clock pm until 8:00 o'clock pm.
- A gathering is being planned by the FOW and a wreath will be laid at the graves of Edward and Mary Walker, at St. Mary's Anglican Cemetery, on July 2nd at 11:30 o'clock am.
- FOW membership has fallen from 60 members to 47 members.
- FOW will begin to take a new direction and act more as ambassadors rather than fundraisers.
- FOW members will continue to network through the South Western Ontario Heritage Council (SWOHC) and will continue to participate in programs such as Uni~Com, which is led by the University of Windsor and the community, encouraging adult education.

6.5 Education

None.

6.6 Historical

None.

6.7 Event Planning Committee

None.

8. NEW BUSINESS

Moved by MJ Dettinger, seconded by C. Gaudette,
That the resignation of C. Dettinger from the Board of Directors, Willistead Manor Inc. **BE ACCEPTED.**

Carried

9. DATE OF NEXT MEETING

The next meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday September 8, 2022 at 4:30 o'clock pm.

10. ADJOURNMENT

There being no further business, the meeting is adjourned at 6:12 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY



Item 7.5

Committee Matters: SCM 206/2022

Subject: Report No. 116 Willistead Manor Inc.

REPORT NO. 116
of the
BOARD OF DIRECTORS,
WILLISTEAD MANOR INC.
of its meeting held June 9, 2022

Present: D. Sanborn – Chair
MJ. Dettinger
J. Evans
C. Gaudette
R. Gauthier
A. Jahns
D. Langstone
K. Renaud

Your Board submits the following recommendations:

Moved by MJ Dettinger, seconded by C. Gaudette,
That the resignation of C. Dettinger from the Board of Directors, Willistead
Manor Inc. **BE ACCEPTED.**

Carried.

Chair

Executive Secretary

NOTIFY:

Name	Address	City/Prov/Pstcd	Telephone	FAX
Board of Directors Willistead Manor Inc.				

Subject: Windsor Essex Community Housing Corporation - Naming of the Meadowbrook Affordable Housing Development

Reference:

Date to Council: August 3, 2022
Author: Tina Moore
Coordinator, Housing Administration and Development
519-255-5200 ext. 5153
tmoore@citywindsor.ca
Housing and Children's Services
Report Date: July 15, 2022
Clerk's File #: GH/6905

To: Mayor and Members of City Council

Recommendation:

THAT the report of the Executive Director of Housing and Children's Services dated August 3, 2022, regarding the naming of the 3100 Meadowbrook Passive House development **BE RECEIVED FOR INFORMATION.**

Executive Summary:

N/A

Background:

Construction on the Meadowbrook Passive House development, located at 3100 Meadowbrook, is currently underway. The building will be constructed with 145 affordable housing mixed units, as well as shared community spaces on each floor. The mixed units will provide housing to single adults and families of varying sizes along with dedicated accessible units. Council provided their initial approval for the project in July 2018 by way of CR437/2018 with subsequent updates received in April 2019 and July 2020. Approval for Windsor Essex Community Housing Corporation (CHC) to proceed to secure the repayable loan as well as approval for the City to provide a municipal guarantee was given by way of CR372/2020 representing investments from all three levels of government.

All parties, being City Administration, Canada Mortgage and Housing Corporation (CMHC) and CHC worked collaboratively to execute the required agreements and legal documents to secure the federal funding through the CMHC Co-Investment program. The following agreements have been finalized:

1. A Contribution Agreement between the City and CHC confirming the City's commitment including the provision of \$12 million in capital funding.
2. A rent supplement agreement with CHC confirming an annual allocation of \$240,000 dedicated to approximately 40 units for an eight-year period starting in 2022.

The Contribution Agreement outlining the City's commitment to fund the \$12M in capital funding towards the Meadowbrook project confirms the one-time funding and further binds CHC to the terms and conditions set forward by the City as sole shareholder.

The rent supplement agreement confirms the commitment of the City of Windsor to provide an annual rent subsidy allocation of up to \$240,000 from 2022 - 2028 to CHC. The agreement further stipulates that the rent supplement allocation will be dedicated solely to the Meadowbrook development and that it cannot be transferred within the CHC portfolio. The allocation will be used to subsidize the rent for approximately 40 units bridging the gap between the market rental rates of the units and the tenants' rental rates as determined by the program parameters associated with the rent supplement-funding stream. The agreement will further confirm CHC's commitment to administer the rent supplement program in accordance with applicable program guidelines and direction from the Housing Services Department.

The CMHC Meadowbrook legal agreements were fully executed by the City of Windsor, CHC and CMHC on November 16, 2021. Finalizing the required legal agreements secures the CMHC funding dedicated to the Meadowbrook project as follows:

- A repayable loan in an amount up to \$20,500,000; and
- A forgivable loan in an amount up to \$13,341,000.

The Province of Ontario funding for the Meadowbrook Passive Housing Development has been secured through Contribution Agreements between the City and CHC representing an allocation of \$5M under the Rental Housing capital component through the Investment in Affordable Housing (IAH) and Ontario Priorities Housing Initiatives (OPHI). Windsor Essex Community Housing Corporation (CHC) is leading the mixed income, multi-residential community in East Windsor through a community hub model in collaboration with Hiatus House, Community Living Windsor and Family Services Windsor Essex.

The Meadowbrook project has reached many important milestones in the past 12 months, while overcoming many challenges such as the Covid-19 pandemic, supply and logistics uncertainties and skilled labour shortages. With diligent effort by CHC management and the Construction Manager, the delays to the construction schedule have been minimized and the project has remained on budget to date. At the peak of 2021, the site employed approximately 50 workers and maintained a strong safety record, with no safety related Lost Time incidences. At the beginning of last year, concrete work was dominating the site, and the removal of the tower crane last summer, kick started the exterior and interior rough-in work. The rough-in work included exterior building envelope, interior partition, heating, ventilation, air conditioning, plumbing, fire alarm, electrical and drywall work.

Once completed at the end of this year, this Passive House residential building will be the most energy efficient building asset that CHC will own in Windsor and Essex County, which supports CHC's goal to provide safe, affordable, energy efficient and environmentally responsible housing.

Discussion:

The Executive Management Team (EMT) for CHC has been working through a comprehensive planning process to prepare for the completion and operationalization of the new building located at 3100 Meadowbrook Lane. One detail of significance is selecting a name for the building. CHC administration and the Board completed extensive research related to the site and its surrounding area to ensure a fulsome review and discussion was undertaken. The intent of this report is to update Council on the CHC Board approved name for the building.

Since the inception of the affordable housing development, the project has been referred to as the "Meadowbrook Development".

This report will outline the consultation process undertaken to obtain suggestions / recommendations for a building name and will present the final building name recommendation from the CHC Board of Directors.

CHC consulted with community agencies and partners in order to ensure that the name selected would represent the vision of 3100 Meadowbrook Lane, and would be both engaging, culturally appropriate, and meet certain set naming standards. The summary of the consultations completed is provided below:

1. The City of Windsor – CHC consulted the City of Windsor, as Service Manager through the Meadowbrook Executive Committee, to establish naming guidelines and review process. CHC was provided the City's naming Policy (Naming/Renaming Or Dedicating Of Municipal Property, Buildings And Park Elements) to use as a starting point – this Policy outlines certain principles that helped develop a framework to evaluate any suggested names.
2. The University of Windsor – CHC consulted with the University of Windsor Aboriginal Education Centre to gain further insight and education into an appropriate land acknowledgement, and to obtain foundational information for appropriate naming conventions.

To ensure thorough consultation and a transparent review process in selecting a name, CHC worked through the following steps:

1. A Meadowbrook Naming Survey (attached as Appendix A) was provided to all CHC employees, all CHC Board Members, as well as the Executive Directors of Family Services Windsor Essex, Hiatus House, and Community Living Windsor-Essex (CHC's direct partners in the building).

41 unique responses were submitted through the survey.

2. All responses were organized into a spreadsheet by common category or topic, and all duplicates were removed. For example, all suggestions that referred to “Meadowbrook” in the name were grouped into a category and all variations were noted (meaning “Meadowbrook Tower” and “Meadowbrook Place” and “Meadowbrook Way” were all noted).
3. The full survey response spreadsheet as well as an Evaluation Form (attached as Appendix B) was sent to the 7 person Evaluation Committee – the committee included Board Members, resident representative, CHC managers, bargaining employees, and a Union Rep.
4. All members of the evaluation committee completed the Evaluation Form and/or submitted their “Top 5” selections for a name.
5. CHC’s Public Affairs Manager completed the Evaluation Form after conducting further surveying of 10 individuals who either were within the housing sector or had knowledge of the work of CHC as a social and affordable housing provider.
6. A review of all building and condominium names within the vicinity and along Meadowbrook Lane was completed to confirm that unique name options were chosen.
7. A final review team collated the responses of the Evaluation Committee and determined the top scoring names to be submitted to the Board of Directors for review and decision.
8. The CHC Board voted on the top scoring names with 6 of the 8 members selecting Meadowbrook Place.

Once the Meadowbrook Place name for the building received the most votes, an extensive review of other uses of the name and an assessment of any risks related to the name were undertaken. No significant risks were identified and the Board unanimously supported the name Meadowbrook Place.

CHC is now working through the final steps of determining the marketing strategy and rent up plan for Meadowbrook Place. Information will be made public in the coming months for interested applicants.

Risk Analysis:

No significant risks identified related to the naming of the building.

Climate Change Risks

N/A

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

N/A

Consultations:

Executive Committee – Meadowbrook Development

Michelle Coulis – CHC Director, Corporate Services

Jay Shanmugam – CHC Senior Manager, Development

Conclusion:

The Meadowbrook Place project aligns with Goal 1 of the Home Together: Windsor Essex Housing and Homelessness Master Plan to regularly monitor the condition of the social housing portfolio and actively pursue funding to assist with energy efficiency, capital repairs and the expansion of the affordable housing supply.

CHC’s vision and mission statements support the organization’s innovative and progressive work to modernize social and affordable housing in Windsor Essex:

Vision: CHC will be recognized as a resourceful housing corporation seeking innovative opportunities to improve our service delivery. We will be a leader in creating partnerships, engaging staff and residents to solve problems and generate ideas to support our mission and values.

Mission: CHC provides well-maintained, affordable and safe community housing in a respectful fair manner. We are leaders in the housing sector and contribute to the development and support of strong inclusive communities in the City of Windsor and County of Essex.

Planning Act Matters:

n/a

Approvals:

Name	Title
Kirk Whittal	Executive Director, Housing and Children’s Services
Debbie Cercone	Commissioner, Human and Health Services (Acting)

Name	Title
Onorio Colucci	Chief Administrative Officer (Acting)

Notifications:

Name	Address	Email
Windsor Essex Community Housing Corporation	945 McDougall St, PO Box 1330 Windsor, Ontario N9A 6R3	jsteele@wechc.com hkogel@wechc.com jshanmugam@wechc.com mcoulis@wechc.com

Appendices:

- 1 Naming Meadowbrook Survey Overview
- 2 Meadowbrook Naming Evaluation Criteria

Help us Find a Name for 3100 Meadowbrook Lane!

Our new building at 3100 Meadowbrook Lane opens later this year. We are asking YOU to help us find the perfect name! Please enter your suggestion(s) below, and let us know why you think it is the best option.



* Required

1. What do you suggest as the name for CHC's new building at 3100 Meadowbrook Lane? *

2. Why are you suggesting this name/word/reference?

You can print a copy of your answer after you submit

Submit

3100 Meadowbrook Lane – Selecting a Name

Thank you for participating in our Evaluation Committee to help select the name for 3100 Meadowbrook Lane.

How to Evaluate the Options:

1. Please review the suggested names on the accompanying Excel chart.
2. Select your top 3 – 5 choices, and provide feedback on your choices based on the criteria below.
3. Submit your top choices with feedback to mcoulis@wechc.com - Please feel free to provide additional comments/feedback in your response email, as relevant.

NAME EVALUATION CRITERIA

Recommended Name	Is the Name Distinct? <small>The Name (or similar) is Not Used in Other Residential Buildings, it is Identifiable by the Public and Potential Residents</small>	No Known Negative Connotations <small>Is the Name Appropriate in Meaning in all Relevant and Major Languages</small>	Is the Name Easy to Spell and/or Pronunciation?	Does the Name Have Relevance or Significance to the Building? <small>Significant in either Geography, Building Details, or Local Environmental/ Community Details</small>	Does the Name Evoke a Positive Feeling or Reference, Either in a Personal or Community Sense?
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO

Subject: Canada Wide Early Learning Child Care Update (City Wide)

Reference:

Date to Council: August 3, 2022
Author: Dawn Bosco
Manager, Children's Services
519-255-5200 ext. 5290
dbosco@citywindsor.ca
Housing and Children's Services
Report Date: July 18, 2022
Clerk's File #: SS2022

To: Mayor and Members of City Council

Recommendation:

That report from the Manager of Children's Services on the Canada Wide Early Learning and Child Care Update **BE RECEIVED.**

Executive Summary:

N/A

Background:

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. CMSM's are the designated child care and early years service system managers responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in their communities, ensuring an increasingly integrated, high quality child care and early years system that is governed and funded by the Ministry of Education.

On March 28, 2022, the Government of Canada and Province of Ontario signed the Canada Wide Early Learning and Child Care (CWELCC) Agreement. The CWELCC System will build on the current early learning and child care system by increasing quality, accessibility, affordability and inclusivity. Under this agreement, Ontario will receive \$13.2 billion dollars over six years. The CWELCC System has two components; Fee Reduction for parental child care fees and Workforce Compensation for those working in child care and early years programs.

The CWELCC System is an addendum to the original agreement the City of Windsor and the Ministry of Education signed and does not require any further approvals to enter into an agreement for this funding

CWELCC System objectives are as follows:

- Providing a 25% fee reduction retroactive to April 1, 2022 building to a 50% reduction in average parental child care fees for licensed child care by the end of the calendar year 2022 and reaching an average parental child care fee of \$10/day by 2025-2026 for licensed child care spaces and providers who enroll in the CWELCC System.
- Creating new high-quality, affordable licensed child care spaces
- Addressing barriers to provide inclusive child care
- Valuing the early childhood workforce and providing them with training and development opportunities

All licensed child care operators with programs serving children under the age of 6 (or turning 6 before June 30) located in Windsor-Essex are eligible to apply to participate in the CWELCC System. Existing licensed child care operators must advise the City of Windsor, Children's Services by September 1, 2022 of their intention to participate in the CWELCC System. Licensed child care operators that choose not to participate may continue to operate under the existing provincial licensing and regulatory framework and purchase of service agreement with the City of Windsor. Licensed child care operators that are not part of the CWELCC System will not receive the parental fee reduction and workforce compensation funding through the CWELCC System, however may continue to set their own childcare fees.

Licensed child care operators that choose not to participate in the new CWELCC System are required to notify parents that they are not participating by September 1/2022. Licensed child care operators that indicate they are not participating in the CWELCC System will not be permitted to change that decision and apply to participate for the remainder of 2022. Child care operators that choose to enrol in the CWELCC System post December 31, 2022 will not be eligible for retroactive funding to April 1, 2022.

In addition, Workforce Compensation Funding will be provided to licensed child care operators enrolled in the CWELCC System. Workforce Compensation Funding will be used to support Registered Early Childhood Educator (RECE) staff wages and wage increase offset for Non-RECE staff associated with the increase minimum wage that came into effect January 1st, 2022. Workforce Compensation Funding is restricted only to providers who participate in the CWELCC System.

Although the province has announced the creation of new childcare spaces, details regarding this have not been released and the City of Windsor does not have any further information as to how many new childcare spaces will be allocated to the region. The initial focus of the CWELCC system is enrolling childcare providers into this system.

Discussion:

The City of Windsor, as the CMSM will lead the local implementation of CWELCC System as part of its ongoing responsibility for planning and managing the child care and early years system. CWELCC is a new system that does not replace current programs and services that are in place for child care and early years.

Under the new CWELCC System, the City is required to follow Ministry of Education (MEDU) guidelines (Appendix A) for the intake of all CWELCC System funding applications and administration of funding to licensed child care operators that express interest in participating in the new CWELCC System. This includes providing all licensed child care operators with an opportunity to enroll in, and be approved to, receive funding under the CWELCC System. Service system managers will be required to follow provincial funding policy, which includes providing all licensed operators with an opportunity to enroll in and be approved to receive funding under the plan.

The following is an estimated timeline for the role out of CWELCC System funding in Windsor-Essex:

- July 1st, 2022 -
 - Applications were made available in an electronic format to all licensed child care operators in Windsor-Essex
- July and August 2022 –
 - Ongoing supports are available from Children’s Services staff to answer questions from licensed child care operators regarding CWELCC System funding applications. One in person meeting with the licensed child care operators will be held to provide an overview of the application and answer any questions.
- September 1, 2022 -
 - Deadline for licensed child care operators to submit applications to participate or opt out of the CWELCC System funding for 2022.
 - All licensed child care operators, licensed as of March 28, 2022 are required to notify parents and staff by September 1, 2022 of whether or not they intend submit an application for CWELCC System funding.
- July through December 2022 -
 - Applications will be reviewed and vetted by Children’s Services staff as the applications are submitted.
 - Licensed child care operators will be notified by Children’s Services staff whether or not their application for CWELCC has been approved.
 - Licensed child care operators are required to notify families and staff within 14 days of the decision on whether or not their application has been approved.
 - City of Windsor will enter into contracts with licensed child care operators that qualify for CWELCC System funding.
 - Licensed child care operators will receive CWELCC System funding.

- Eligible families will receive refunds within 60 days after the licensed child care operator is notified by City of Windsor, Children's Services staff of the enrollment date.
- Eligible staff working for a licensed child care operator that qualifies for CWELCC System funding will receive retroactive wages to bring them up to the eligible wage floor.

Participating child care operators, including those providing care for children 6 to 12 years old, will implement an annual wage increase for Registered Early Childhood Educators (RECE), Supervisors and Licensed Home Child Care Visitors beginning in 2022. Under the CWELCC System, this will ensure a wage floor of at least \$18 per hour for RECEs and \$20 per hour for RECE Child Care Supervisors and Licensed Home Child Care Visitors. The initial staff wage increase will be effective retroactively to April 1, 2022.

Measures will be taken to support and recognize the dedicated child care workforce, including professional learning and training to support quality child care programming as well as measures to increase the supply of workers.

Inclusion is a key objective of the CWELCC System. MEDU has indicated that it will work with CMSM's to support the need for child care access for children living in low income, vulnerable children, children from diverse communities, Francophone and Indigenous children.

MEDU has provided initial 2022 allocations and funding guidelines to support local planning and engagement, to be followed by updated transfer payment agreements.

The implementation of the CWELCC System will require extensive research and analysis, contract development and negotiation, financial analysis, application and accountability process development and stakeholder/partnership training. This will create increased workload on the Children's Services staff. In order to help mitigate this, Children's Services has received CAO approval to create a Temporary Full Time, Non-Union, Community Engagement Coordinator position to support the additional workload related to the implementation of the initiative. For 2022, the position will be funded 100% using the available CWELCC Administration funding.

MEDU has advised that a new funding formula that determines funding levels to CMSMs, and in turn to the child care and early years system, will be released in 2023. Details and local implications on this updated funding formula will be provided once released.

Risk Analysis:

The City of Windsor, Children's Services as the CMSM is required to participate in the CWELCC System in accordance with MEDU guidelines. Failure to do so could result in parents in Windsor-Essex not receiving reduced child care fees and lower wages for eligible staff working in child care and early years programs in Windsor-Essex.

Climate Change Risks:

N/A

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) responsible for the delivery of Ministry of Education (MEDU) Child Care and Early Years programs in Windsor and Essex County.

The CWELCC System is funded 100% through the federal and provincial governments and requires no municipal contribution; however, municipalities are required to maintain their current municipal investments in existing child care program.

For the April to December 2022 period, the City of Windsor, as the CMSM, is allocated a total of \$16,389,714 in CWELCC System funding. The funding for the City of Windsor is distributed as follows:

- Fee reduction -- \$14,532,971
- Workforce compensation -- \$1,373,963
- Administration -- \$482,780

Children's Services has received CAO approval (CAO 115/2022) for a Temporary Full Time, Non-Union, Community Engagement Coordinator position to support the additional workload related to the implementation of the initiative. For 2022, the position will be funded 100% using the available CWELCC Administration funding. Due to the heavy workload, three additional staff have been temporarily added to assist with the implementation of the CWELCC System. These positions are fully covered by existing provincial administrative funding.

For 2023 and beyond, the ministry's intent is to allocate child care funding using a revised child care funding formula.

Consultations:

Kirk Whittal, Executive Director Housing and Children's Services

Debbie Cercone, Commissioner (A) of Human and Health Services, City of Windsor

Linda Higgins, Manager of Intergovernmental Funding, City of Windsor

Conclusion:

The City of Windsor, Children’s Services as the CMSM, will work with the Ministry of Education, following provincial guidelines and funding policy to implement the CWELCC System in Windsor-Essex with continued focus on equitable access to licensed child care for all children.

Approvals:

Name	Title
Dawn Bosco	Manager Children’s Services
Linda Higgins	Manager of Intergovernmental Funding
Kirk Whittal	Executive Director Housing and Children’s Services
Debbie Cercone	Commissioner of Human and Health Services (A)
Joe Mancina	Commissioner Corporate Services/Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

Notifications:

Name	Address	Email

Appendices:

Ministry of Education

ADDENDUM TO

**Ontario Child Care and EarlyON Child and Family
Centres Service Management and Funding
Guideline (2022)**

***For Consolidated Municipal Service Managers and
District Social Services Administration Boards***

Released April 2022

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DEFINITIONS

In this guideline, the following terms will have the following meanings:

“Base fee” means any fee or part of a fee that is charged in respect of a child for child care, including anything a licensee is required to provide under the *Child Care and Early Years Act, 2014* (CCEYA), or anything a licensee requires the parent to purchase from the licensee, but does not include a non-base fee.

“CMSM/DSSAB” means a Consolidated Municipal Service Manager/District Social Services Administration Board (CMSM/DSSAB) designated as a Service System Manager as defined in the CCEYA.

“CWELCC System” means the Canada-Wide Early Learning and Child Care System for early years and child care funding provided for in an agreement entered into by the Province of Ontario and the Government of Canada.

“eligible child” means any child under six years old; and up until June 30 in a calendar year, any child who (a) turns six years old between January 1 and June 30 in that calendar year, and (b) is enrolled in a licensed infant, toddler, preschool or kindergarten group, a licensed family age group, or home child care, as defined in the CCEYA.

“Funds” means the money the ministry provides to the CMSM/DSSAB to allocate pursuant to the CWELCC System.

“Licensee” means a home child care agency or child care centre-based operator as defined in the CCEYA.

“Non-base fee” means any fees charged for optional items or optional services, such as transportation or field trips, or any fees charged pursuant to an agreement between the parent and the licensee in respect of circumstances where the parent fails to meet the terms of the agreement (e.g. fees for picking up a child late, fees to obtain items that the parent agreed to provide for their child but failed to provide), as defined in the CCEYA.

OVERVIEW

This addendum to the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline (2022) (“Guideline Addendum”) has been released to provide CMSMs/DSSABs with information on recent changes as per the new investments through the Canada-Wide Early Learning and Child Care (CWELCC) Agreement.

This Guideline Addendum outlines the parameters under which the Ministry of Education (the ministry) will flow funding to CMSMs/DSSABs in 2022 under the CWELCC System, and describes the requirements of the funding, including obligations for CMSMs and

DSSABs.

Please note that previous direction outlined in the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline (2022) continues to remain in place, with the exception of the new investments described below, until they are superseded or replaced by a revised guideline. In the event of a conflict between this document and the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline (2022), this document will prevail.

CANADA-WIDE EARLY LEARNING AND CHILD CARE SYSTEM

The Government of Canada has identified child care as a national priority to enhance early learning and childhood development, support workforce participation and contribute to economic recovery.

Through its 2021 Budget, the federal government committed to investing in a national child care system with all provinces and territories, as well as Indigenous organizations. As part of this agreement, Ontario will receive \$13.2 billion over six years beginning in 2021-22.

Funding under the Canada-Wide Early Learning and Child Care Agreement (CWELCC) will be used to build and leverage the success of Ontario's existing early learning and child care system by increasing quality, accessibility, affordability and inclusivity in early learning and child care, towards achieving the objectives of:

- a) Providing a 25% fee reduction retroactive to April 1, 2022 building to a 50% reduction in average parent costs (based on 2020 levels) for licensed early learning and child care by the end of calendar year 2022 and reaching an average parent fee of \$10 a day by 2025-26 for licensed child care spaces;
- b) Creating 86,000 new high-quality, affordable licensed child care spaces (relative to 2019 levels), predominantly though not-for-profit licensed child care;
- c) Addressing barriers to provide inclusive child care; and
- d) Valuing the early childhood workforce and providing them with training and development opportunities.

Initial Transition

The ministry understands that 2022, the initial year of roll-out for the CWELCC System, will be a year of transition and adjustment for the early years and child care sector. Ontario is taking a phased approach to implementing the CWELCC System, with a focus on the immediate objectives of affordability for families and system stability, before moving on to addressing the objectives of increasing accessibility and inclusion over the longer term.

This phased approach will allow the ministry to engage with service system managers and the broader early years and child care sector, provide the time for sector partners to align with the terms and conditions of the CWELCC System, and enable the ministry to make the necessary implementation adjustments as the early years and child care landscape evolves.

Implementation

Ontario will provide Funds to CMSMs/ DSSABs to support the objectives for licensed child care programs under the CWELCC System. This Guideline Addendum and the Funds detailed in Budget Schedule D4 of its associated 2018 Child Care and EarlyON Transfer Payment Agreement (amended April 2022), is provided specifically in support of the objectives under the CWELCC System and is separate and distinct from Budget Schedules D1, D2 and D3 2022 Child Care, EarlyON and Workforce Allocations.

Nothing in this Guideline Addendum detracts from the Licensee's obligations under the *Child Care and Early Years Act, 2014* (CCEYA) or any other legislation and to the extent of a conflict the legislative requirements will govern. The Guideline Addendum is made up of the following parts:

Section 1: Participation

Section 2: Accountability

Section 3: Administrative Spending Guidance

Section 4: Fee Reduction

Section 5: Fee Subsidy – Parental Contribution Reduction

Section 6: Workforce Compensation

Appendix A: 2022 CWELCC Funding Formula Technical Paper

Appendix B: CWELCC Funding formula Tip Sheet

Appendix C: 2022 Purchase of Service Agreement Checklist

Appendix D: Sample CWELCC Application Form

Appendix E: Template Letter from Licensees for Parents

SECTION 1: PARTICIPATION

PURPOSE

All Licensees with programs serving children under the age of 6 (or turning 6 before June 30) in Ontario are eligible to apply to participate in the CWELCC System through their CMSM/DSSAB. Participation in the CWELCC System is optional; however, Licensees are encouraged to participate and CMSMs/DSSABs are encouraged to enroll Licensees so that families can benefit from fee reductions.

The Licensee will be able to choose to (1) participate in the CWELCC System, or (2) not participate and operate outside the CWELCC System. CMSMs/DSSABs may deny an application for enrolment in limited circumstances outlined in O.Reg.137/15.

Licensees that wish to participate in the CWELCC System must indicate their intent to do so to the CMSM/DSSAB by September 1, 2022.

CONTEXT

The CWELCC System provides Ontario with an opportunity to leverage federal investments to address the priorities important to Ontario's children, families, workers, and businesses.

ELIGIBILITY CRITERIA

1. Licensees participating in the CWELCC System must have a purchase of service agreement with the CMSM/DSSAB in the areas they provide care and operate under the criteria outlined in this Guideline Addendum to receive funding from the CMSM/DSSAB to reduce child care fees for eligible children and increase compensation for eligible staff.
 - a. CMSM/DSSABs must enter into a purchase of service agreement with Licensees who apply for participation in the CWELCC System, and meet all the criteria below, regardless of whether the Licensee is a for-profit or not-for-profit operator, unless the CMSM/DSSAB has evidence of an exceptional circumstance (see Declining an Application below); Licensees must work with the CMSM/DSSAB to operate under the terms and conditions of the agreement.
 - b. The ministry has provided CMSMs/DSSABs with a checklist of recommended parameters (Appendix B) to be considered for inclusion in their purchase of service agreement with the Licensee.
2. Licensees participating in the CWELCC System will need to demonstrate financial viability to the CMSM/DSSAB.
3. All Licensees, regardless of participation in the CWELCC System, must maintain current parent fees for eligible children unless a fee increase was communicated to families/parents on or before March 27 2022. All licensed child care programs serving

eligible children are subject to the fee freeze until one of two conditions is met:

- a. The Licensee notifies the CMSM/DSSAB, staff and the parents of eligible children in writing that they are NOT participating in the CWELCC System this year and will not be subject to terms and conditions of the System; or
 - b. The Licensee participates in the CWELCC System and is subject to the regulatory rules for parent fees in participating programs (pursuant to O. Reg. 137/15 (s.77.4) made under the CCEYA).
4. Licensees participating in the CWELCC System must maintain existing (pre-CWELCC System announcement on March 27, 2022) licensed spaces for children ages 0-5 (e.g., a licensed infant space must remain an infant space). Any revisions or use of alternate capacity must be reported to the CMSM/DSSAB and the CMSM/DSSAB should determine whether this may result in a funding adjustment or recovery from the Licensee.
 5. Licensees must complete and submit an application to the CMSM/DSSAB to demonstrate that they meet the stipulated criteria in order to be eligible to participate in the CWELCC System. The ministry has provided CMSMs/DSSABs with a sample application form for reference (Appendix C).

IMPLEMENTATION

As service system managers, CMSMs and DSSABs are required to have a policy and plan in place for the intake and administration of funding to Licensees that express interest in participating in the CWELCC System.

For the initial transition year of the CWELCC System, all child care programs licensed as of March 28, 2022 are required to notify parents and staff by September 1, 2022 of whether or not they intend to participate in the CWELCC System. Under O. Reg. 137/15, all Licensees are subject to this requirement and must communicate one of the following to parents and staff:

- the Licensee is choosing NOT to participate in the CWELCC System and will not be subject to terms and conditions of the CWELCC System; or
- the Licensee will be applying to a CMSM/DSSAB to participate in the CWELCC System.

Licensees applying to participate in the CWELCC System are required under O.Reg.137/15 to communicate to all parents and staff when a decision is made by the CMSM/DSSAB within 14 days of the CMSM/DSSAB's notification of their approval or denial.

CMSMs/DSSABs are encouraged to process Licensee applications as soon as possible to ensure Licensees are able to make parent refunds in a timely fashion. Applications received by September 1, 2022 should be processed prior to December 31, 2022. Child care programs enrolled post-December 31, 2022 are not eligible for retroactive fee reduction (see Section 4: Fee Reduction).

CMSMs/DSSABs must enroll and fund Licensees that meet the eligibility requirements listed above, including for-profit Licensees, unless there are exceptional circumstances where the CMSM/DSSAB declines to enter into a purchase of service agreement with a Licensee (see Declining an Application section below).

- a. Regional quality assessment programs/tools must not be used as qualifying criteria by the CMSM/DSSAB in CWELCC System application and funding approvals and must not be used as a condition of participation in the CWELCC System.
- b. Funding provided through the CWELCC System is specific to meeting the CWELCC System's objectives. Licensees entering into a new purchase of service agreement for the CWELCC System are not eligible to access 2022 Child Care, EarlyON and Workforce Allocations (with the exception of the Wage Enhancement Grant) if they are not already in receipt of this funding.

Ontario is working toward developing an inclusion plan that supports child care access for low income children, vulnerable children, children from diverse communities, children with special needs and Francophones and Indigenous children. As part of the initial roll out of the CWELCC System, Licensees entering into new purchase of service agreements associated with fee reduction and workforce compensation are encouraged to work with their CMSM/DSSAB to develop a plan to ensure children in receipt of fee subsidy and children with special needs have access to the Licensee's child care programs by January 1, 2025.

New Licensees Post April 1, 2022

Child care programs/operators that obtain their licence after March 27, 2022 will be required to set their parent fees at or below a regional maximum, as set out by age group pursuant to O.Reg.137/15 of the CCEYA, unless a specific fee amount was communicated to parents before the requirement under the regulation became effective. These regional maximum fees would apply until one of the two conditions set out above is met: 1) the Licensee provides notification to CMSM/DSSAB, parents and staff that the Licensee is not participating in the CWELCC System, or 2) the Licensee receives notice from the CMSM/DSSAB that its application for the CWELCC System has been accepted or rejected (see Section 4: Fee Reduction).

Operating the CWELCC System

CMSMs/DSSABs must ensure that for the duration of the CWELCC purchase of service agreement:

- Licensees maintain their licence to operate in good standing in accordance with the CCEYA and are not in contravention of the CCEYA. CMSMs/DSSABs are required to stop funding a child care program that has its licence revoked or suspended by the ministry (director).
- Licensees reduce and set parent fees in accordance with O. Reg. 137/15. Licensees are required per O. Reg.137/15 (s.82.1) to keep a copy of their purchase of service agreement, in electronic or hard copy format, on the child care premises, and

available for ministry inspection.

- Licensees maintain the aged 0-5 spaces for which they are receiving fee reduction funding (e.g., a licensed infant space must remain an infant space). Any revisions or use of alternate capacity must be reported to the CMSM/DSSAB and CMSMs/DSSABs should determine whether this may require adjusting or recovering funding from the Licensee.
- Licensees complete the annual *Licensed Child Care Operations Survey*, as required by a ministry director, under O. Reg. 137/15 (77). CMSMs/DSSABs are required to withhold funding to Licensees until the CMSM/DSSAB has confirmed that the survey has been submitted. CMSMs/DSSABs will receive confirmation from the ministry upon the Licensee's submission of the survey.

Non-Participation

Licensees that have notified their CMSM/DSSAB that they will not participate in the CWELCC System may continue to run their operations under the existing provincial licensing and regulatory framework and purchase of service agreements with their local CMSM/DSSAB (if applicable). Licensees that do not participate will not receive CWELCC System funding and may continue to set out their own parent fees. Licensees are required to indicate in their parent handbook that they are not participating in the CWELCC system and must include their fee amounts.

Licensees that indicate they are not participating in the CWELCC System will not be permitted to change that decision and apply to participate for the remainder of 2022.

Unlicensed child care programs, including unlicensed home child care, authorized recreational programs and school board-operated extended day programs, are not eligible to participate in the CWELCC System. Unlicensed providers that wish to participate in the CWELCC System may want to consider applying to the ministry for a licence under the CCEYA to operate a child care centre or home child care agency, or reach out to a local home child care agency to begin providing child care that is overseen by the home child care agency.

The ministry may make an adjustment to the Fee Reduction and Workforce Compensation allocations provided to CMSMs/DSSABs to account for Licensees that opt-out and do not participate. Where the number of Licensees opting out exceeds 2% of the total Licensees within the CMSM's/DSSAB's region, the ministry will adjust CWELCC allocations prior to the Financial Statement reporting cycle between the ministry and CMSMs/DSSABs as outlined in the 2022 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines.

REPORTING

CMSMs and DSSABs will be required to report to the ministry on the following data for

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Licensee participation in the CWELCC System for 2022:

- By September 16, 2022, a list of Licensees that have indicated they have chosen not to participate and will operate outside the CWELCC System.
- Total number of Licensees submitting an application to participate in the CWELCC System.
- Total number of Licensees who have signed a new purchase of service agreement with the CMSM/DSSAB, including auspice.
- List of Licensees whose applications have been declined, and the rationale for denying enrolment in the CWELCC System.
- CMSM/DSSAB expenditures to support administration, implementation, transition and IT costs associated with supporting the CWELCC System (see Administrative Spending Guidance section).

Targets

In accordance with the [Transfer Payment Accountability Directive](#), there are contractual service targets for child care tied to the service agreement with the Province to support accountability and facilitate funding recovery, where required.

The ministry is taking a phased approach to implementing the CWELCC System by focusing on the immediate objectives of affordability and wage improvements, before moving on to develop a new funding formula and addressing the objectives of increasing access and inclusion over the longer term.

The ministry will negotiate with CMSMs and DSSABs the contractual service targets associated with accessibility (child care space creation and/or expansion), quality (workforce professional development), and inclusion prior to 2023.

Appeals

CMSMs/DSSABs are required to have a local dispute resolution process in place to allow for Licensees to bring forward issues regarding CWELCC System eligibility and funding decisions.

Declining An Application

Under the CWELCC System, there may be exceptional circumstances where the CMSM/DSSAB has strong concerns around entering into a purchase of service agreement with a Licensee. Exceptional circumstances include the CMSM/DSSAB having reason to believe:

- the child care centre or home child care agency is not financially viable or will not be operated in a manner that will be financially viable; or

- the Licensee will use the funding for improper purposes.

CMSMs/DSSABs are required to report to the ministry within five business days all Licensees whose applications have been declined due to such exceptional circumstances and the rationale. The ministry reserves the right to discuss with the CMSM/DSSAB on a case-by-case basis the decision to decline an application and may work with the CMSM/DSSAB to develop public messaging around such decisions. CMSM/DSSABs are encouraged to contact their [Early Years Advisor](#) to discuss a funding decision regarding a Licensee.

SECTION 2: ACCOUNTABILITY

The ministry is providing updated guidance and accountability parameters for CMSMs/DSSABs as part of the implementation of the CWELCC System, which includes the following key components:

- Additional accountability and parameters between CMSMs/DSSABs and Licensees as identified in this Guideline Addendum;
- Requirement for CMSMs/DSSABs to conduct financial compliance audits with a random sample of Licensees each year to ensure compliance and accountability related to the requirements of the CWELCC System; and
- Requirement for CMSMs/DSSABs to enroll Licensees where they meet eligibility requirements. Please refer to the Participation section of the guidelines for further details.

The ministry understands that 2022 will be a transitional year for both CMSMs/DSSABs and Licensees and CMSMs/DSSABs should continue to work with Licensees based on the parameters as outlined in this Guideline Addendum.

While 2022 is a transitional year, in 2022, at minimum, the following requirements must be upheld:

- CMSMs/DSSABs are responsible for ensuring that funding is being provided to Licensees to ensure the objectives of the CWELCC System for 2022 will be achieved;
- The requirement for CMSMs/DSSABs to fund the **actual** cost associated with supporting mandated fee reductions to a Licensee's base fees as defined under O. Reg. 137/15 and supporting mandated wage increases for eligible staff (see Section 2 – Financial Reporting of this Guideline Addendum for details on actual costs);
- CMSMs/DSSABs must work within the CWELCC funding provided by the ministry.

- Ineligible expenditures, as outlined in this Guideline Addendum, must not be funded using CWELCC funding;
- Funding parameters regarding for-profit Licensees as outlined in this Guideline Addendum must be upheld; and
- CMSMs/DSSABs who directly operate licensed child care programs must work with the ministry to identify an accountability framework that meets the objectives stated in this Guideline Addendum.

FRAMEWORK AND ACCOUNTABILITY

The following framework and parameters described in the sections below are applicable to the portion of the Licensee's child care business for eligible children to support fee reduction, as well as funding for eligible staff to support workforce compensation (see Sections 4 and Section 6 for further information on eligibility).

Funding to support the objectives of the CWELCC System will be provided as operating grants from CMSMs/DSSABs to Licensees.

CWELCC funding does not displace existing provincial operating funding currently being provided to a Licensee. CWELCC Funds support the objectives of the CWELCC System and are provided in addition to any provincial and ELCC funding currently being provided to Licensees.

CMSMs/DSSABs must also continue to maintain their existing municipal investments in child care.

Note that any requirements related to existing provincial and ELCC funding based on the 2022 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines must continue to be met.

To support fee reductions in child care for eligible children, CWELCC funding will be provided by CMSMs/DSSABs to Licensees to support the **actual** cost associated with a mandated reduction in a Licensee's base fee as defined under O. Reg. 137/15.

Actual cost means funding to support the costs incurred in the portion of the Licensee's child care business for eligible children, net of fee generated revenues received by the Licensee from base fees, any provincial and current ELCC funding, municipal funding, and other revenues provided to a Licensee to support the costs associated with base fees for eligible children.

Funding should be provided to support the gap between the Licensee's actual eligible costs and revenues related to base fees and other funding sources received (see Section 2 –

Financial Reporting of this Guideline Addendum for further details).

To ensure consistent financial management practices across all Licensees and that adequate funding is available as Licensees enroll in the program throughout the year, CMSMs/DSSABs should not provide funding to reduce base fees for eligible children in excess of what is required to meet the CWELCC initiatives (e.g., funding is not to be provided to Licensees to replace old play-based material and equipment, where unnecessary, unless it is warranted as determined by the CMSM/DSSAB).

Non-base fees charged by the Licensee to parents for things that are not included in the base fee, as well as their associated costs, must be omitted by CMSMs/DSSABs when determining the funding amounts to be flowed to enrolled Licensees. Refer to the Fee Reduction section of this Guideline Addendum for further information on non-base fees.

For mandated increases related to workforce compensation, funding should be provided to Licensees for all eligible staff in accordance with the parameters set out in the section on Workforce Compensation of the Guideline Addendum.

CMSMs/DSSABs must have policies and procedures in place as part of their financial review and reconciliation process with Licensees to ensure that CWELCC Funds are provided to support the actual costs based on the parameters provided under this Guideline Addendum. Any unspent funding provided to Licensees during the funding year, or funding not used for its intended purpose, must be recovered by the CMSM/DSSAB and returned to the ministry.

CMSMs/DSSABs are responsible for ensuring that funding is being provided to Licensees in accordance with this Guideline Addendum to ensure the objectives of the CWELCC System for 2022 will be achieved. CMSMs/DSSABs must work within the CWELCC System funding provided.

Note that all funding parameters and controls described will apply to all Licensees regardless of whether they are a not-for-profit, for-profit, or directly operated by the CMSM/DSSAB.

Funding Considerations

The following measures must be implemented by CMSMs/DSSABs as part of their new funding framework with Licensees:

- CMSMs/DSSABs and Licensees must adhere to all requirements as set out in applicable legislation, regulation and the parameters in this Guideline Addendum.
- Ineligible expenditures must be excluded from CWELCC funding and may be funded by other income sources from the municipality or fee generated revenues, as specified by this Guideline Addendum below.

- CMSMs/DSSABs are required to collect sufficient and detailed financial information from Licensees related to the operations of child care for eligible children, fee reduction, as well as staff supported with workforce compensation. CMSMs/DSSABs will review all financial components including cost and expense line items for reasonability and eligibility, while ensuring CWELCC System objectives will be achieved, as outlined in this Guideline Addendum.
- CMSMs/DSSABs will have discretion to determine reasonability of expenditures when reviewing a Licensee's actual cost and expense line items.
- CMSMs/DSSABs should review to ensure that a Licensee's existing cost structure for child care for eligible children has been maintained subsequent to the CWELCC announcement and that prior to enrolment, any significant changes to the Licensee's cost structure is warranted, in the opinion of the CMSM/DSSAB.
- CMSMs/DSSABs have the right to deny Funds to a Licensee for expenses, or to only pay what is deemed to be fair market value where expenditure levels are determined to be unreasonable, ineligible based on ministry parameters, unrelated to child care, deemed to not be transacted at fair market value by the CMSM/DSSAB, or where transactions are with a related company.
 - However, CMSMs/DSSABs should note that 2022 continues to be a transition year, and where a Licensee's cost structure is not currently aligned with all the parameters set out in this Guideline Addendum, Licensees should not be permitted from enrolling in CWELCC for this reason alone. CMSMs/DSSABs should work with Licensees to align budgets in order to adhere with requirements in this Guideline Addendum.
- CMSMs/DSSABs should ensure funding provided to Licensees supports inflationary costs associated with base fees for a Licensee's child care operations for eligible children, including inflationary compensation increases for staff. Funding for 2.6% inflationary increases has been provided through the allocation in 2022.
- CMSMs/DSSABs should review the Licensee's child care operations for eligible children for long term vacancies that continue to remain unfilled and whether adjustments to the funding are required where long term vacancies are identified and not mitigated.
- CMSMs/DSSABs must also consider whether the Licensee's operation is sustainable and financially viable. CMSMs/DSSABs have the discretion to define sustainable and financial viability.
- CMSMs/DSSABs must also verify that increases to parent fees in child care for eligible children were permitted in accordance with the requirements set out in O. Reg. 137/15, (i.e., a fee increase must be communicated to families/parents prior to March 27,

2022).

- Licensees must maintain the age 0-5 spaces for which they are receiving funding to reduce base fees for eligible children (e.g., a licensed infant space must remain an infant space). Any revisions or use of alternate capacity must be reported to the CMSM/DSSAB and CMSMs/DSSABs should determine whether this may require recovering funding from the Licensee.
- As 2022 is a transitional period, CMSMs/DSSABs have discretion and may allow Licensees, until the end of 2022, to align their budget/operations with the funding parameters where applicable, other than the requirements that must be upheld for 2022, as noted at the beginning of this section.
- CMSMs/DSSABs will be provided with specific allocations under a transfer payment agreement with the Province to support base fee reductions for eligible children and workforce compensation in accordance with the requirements under this Guideline Addendum. CMSMs/DSSABs may use the funding provided from their Fee Reduction allocation to support Workforce Compensation, and vice versa, where needed, as long as the CMSMs/DSSABs ensure that adequate funding is available to meet each specific objective.
 - CMSMs/DSSABs are fully responsible for budgeting to ensure that the allocated Funds are prioritized for each respective initiative first, and that adequate funding is available to support these priorities.
 - Where priorities for CWELCC initiatives are met and excess funding remains, funding can be used to support a Licensee's general operating expenses (e.g., where there may be inflationary pressures for rent, food costs etc.).
 - i. Note, 2022 CWELCC allocations include funding 2.6% inflation.
 - Excess funding, if any, cannot be used to support fee subsidies, ineligible expenditures set out in this Guideline Addendum, additional administration funding for CMSMs/DSSABs beyond the specified administration allocation provided, expenditures supporting 6-12 age groups, lowering daily base fees beyond what is required under O. Reg. 137/15, fee holidays (i.e., a period where parents pay no fees to Licensees as CMSMs/DSSABs are covering the fees), and enhancing wages beyond what is mandated as part of workforce compensation funding.

Additional Parameters

For the expenditure categories outlined below, the following should be included as part of the CMSM/DSSAB's review process related to supporting costs associated with a Licensee's base fee as defined under O. Reg. 137/15 for eligible children for fee reduction, as well as the funding for workforce compensation (where applicable below).

For fee reduction, where a Licensee currently operates child care for both eligible children and children who are not eligible and has shared costs, CMSMs/DSSABs have the discretion to determine an appropriate methodology that proportionately allocates shared costs to operations related to eligible children in order to determine the actual cost of child care which can be supported with CWELCC funding.

Expenditure	Parameters
Staffing Costs	<p>The ministry will require Licensees who receive CWELCC funding to increase wages and benefits to support a wage floor and annual wage increase for all eligible staff (see Wage Compensation section of the Guideline Addendum), where applicable. See the Workforce Compensation section of the guidelines for further details.</p> <p>For the portion of the Licensee’s child care operations for eligible children, CMSMs/DSSABs will have discretion to determine reasonability including staffing needs, along with discretion to determine the expenditures to fund.</p> <p>Though not required, the ministry recommends that at least 80% of the Licensee’s budget to support the operations for eligible children should be allocated to wages and benefits (this includes payments to Home Child Care (HCC) providers for licensed home child care agencies), with a maximum of 10% of the funding for wages to be used for other administrative positions directly related to the operation of the child care.</p> <p>As wages and benefits have a significant impact on the Licensee’s child care for eligible children, Licensees must provide detailed information regarding staffing costs to CMSMs/DSSABs for review.</p>
Child Care Management- Salaries and Benefits	<p>CMSMs/DSSABs are responsible for assessing child care management salaries and benefits for reasonableness, prior to funding.</p> <p>Note that child care management salaries and benefits are defined as an individual’s total salary and benefits received in a calendar year.</p> <p>CMSMs/DSSABs should review the individual’s past salaries and other factors to determine what is reasonable.</p> <p>For multi-service organizations where an individual oversees multiple sites and operations that may be unrelated to child care, CWELCC</p>

	<p>funding should be provided for the individual's salaries and benefits that can be attributed to operating child care for eligible children only.</p> <p>Going forward, any increases in salaries and benefits for child care management must be no higher than the increases provided for program staff in a given year. CMSMs/DSSABs should review increases for reasonability.</p> <p>Please note that all other compensation should be excluded from provincial and/or CWELCC funding. See ineligible expenditures section for further details.</p> <p>CMSMs/DSSABs will have discretion in determining whether any individual should be categorized or not categorized as part of child care management.</p>
<p>Accommodation Costs</p>	<p>CMSMs/DSSABs should compare accommodation costs (i.e., rent) for each Licensee with accommodation costs for other similar community-based or school-based Licensees within their local community to inform decisions regarding the reasonability of accommodation costs.</p> <p>Please note that Licensees may not have control over the rent paid and prices may vary depending on the location of the Licensee as well as other factors. As a result, some locations, based on demand, may be required to pay rent that is higher than others.</p> <p>The ministry recognizes these circumstances, along with the potential challenges of finding a new child care location with lower accommodation costs which would also result in service disruptions for families.</p> <p>CMSMs/DSSABs should consider these factors as part of their review and as a result, CMSMs/DSSABs have discretion to fund what the CMSM/DSSAB determines as reasonable market-based costs.</p> <p>For Licensees that have mortgage costs, CMSMs/DSSABs will need to ensure that provincial and/or CWELCC funding is not being used to support principal/interest payments (see ineligible expenditures section). Licensees should use their parent fee generated revenues to support principal/interest payments for the portion of the property related to the operation of child care for eligible children.</p> <p>Where a Licensee is a multi-service agency, fee generated revenues should be used by the Licensee to support the principal/interest</p>

	<p>payments for the portion of the property that can be attributed to operating child care for eligible children only.</p>
Other Operating Costs	<p>Licensees are required to provide annual audited financial statements to CMSMs/DSSABs for review. As part of the review process, where high or unusual expenditures are flagged, CMSMs/DSSABs must perform a detailed review to determine reasonability and eligibility of expenditures.</p> <p>CMSMs/DSSABs are required to perform fair market comparisons for all major expenditures as part of their financial reviews of Licensees by comparing individual data of licensees with their knowledge of other Licensees within the system to inform decisions.</p> <p>CMSMs/DSSABs will have the discretion to withhold funding for any expenditures that are deemed too high and reserve the right to only provide funding for expenditures that the CMSMs/DSSABs deem as fair market value.</p>
Administration	<p>CMSMs/DSSABs may allow Licensees to spend up to 10% of CWELCC System operating funding received per centre on administration (which includes administration staffing costs and costs for audited financial statements).</p> <p>CMSMs/DSSABs should assess each Licensee’s actual administration needs and based on the individual circumstances, funding should be provided accordingly (i.e., administration funding provided to Licensees may be significantly less than 10%).</p> <p>Where additional administration is required by the Licensee above what the CMSM/DSSAB has determined for administration, Licensees will be required to justify why additional funding is required to CMSMs/DSSABs. CMSMs/DSSABs have discretion to approve, where deemed reasonable.</p> <p>Administration costs must be reviewed for reasonableness as part of the review process, irrespective of the maximum allowable amount.</p> <p>As this is a transitional year, CMSMs/DSSABs may allow Licensees, until the end of 2022, to align with any budget/operational changes based on their assessment.</p>
Financial Reserves	<p>While provincial and/or CWELCC funding cannot be used to directly contribute to a Licensee’s reserves, where a surplus is identified as</p>

	<p>part of the year end financial reporting process, this funding may support a Licensee's reserves, at the discretion of CMSMs/DSSABs.</p> <p>CMSMs/DSSABs may allow Licensees to accumulate a reserve of up to 3 months of operating expenses to support any contingencies.</p> <p>Reserves that exceed 3 months of operating expenses may result in a recovery by the CMSM/DSSAB.</p>
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Ineligible Expenditures for CWELCC System

Expenses that do not directly support the CWELCC System goals and initiatives (i.e., expenses that are not related to the provision of child care for eligible children and mandated compensation increases for eligible staff), are ineligible and include the following:

- Child care management compensation (outside of regular salaries and benefits received in a calendar year) including but not limited to transportation, meals, management bonuses, retirement packages, deferred compensation;
 - Reimbursement for transportation such as mileage is an eligible expenditure if reasonable, as determined by the CMSM/DSSAB.
- Debt costs including principal and interest payments related to capital loans, mortgage financing, and operating loans;
- Professional organization fees paid on behalf of staff for membership in professional organizations;
- Bonuses (including retiring bonuses), gifts and honoraria paid to staff are ineligible expenses except in the case that they are provided as a retroactive wage increase that will be maintained in the following year;
- Donations to charitable institutions or organizations;
- Fundraising expenses;
- Property taxes;
- Personal expenses (i.e., vehicles, assets or services for personal use only);
- Expenditures arising from transactions not conducted at arms-length, unless conducted at fair market value; and
- Any expenditure that is not used to support the provision of child care services (at the discretion of CMSMs/DSSABs).

For ineligible expenditures, CMSMs/DSSABs can determine whether these may be

supported with the Licensee's fee generated revenues, other sources of revenues for multi-service organizations, or through municipal funding, at the CMSM/DSSAB's discretion.

For eligible expenditures, please refer to the CWLECC initiative sections for further guidance.

Financial Reporting Process

CMSMs/DSSABs must have policies and procedures in place as part of their financial review and reconciliation process with Licensees to ensure that CWELCC System funding is provided to support the **actual** cost incurred by a Licensee associated with a mandated reduction in a Licensee's base fee as defined under O. Reg. 137/15 as well as support for mandated wage increases for eligible staff.

For fee reduction, actual costs means funding to support the costs incurred in the portion of the Licensee's child care business for eligible children, net of fee generated revenues received by the Licensee from base fees, any provincial and current ELCC funding, municipal funding, and other revenues provided to a Licensee to support the costs associated with base fees for eligible children.

Funding should be provided to support the gap between the Licensee's actual eligible costs and revenues related to base fees and other funding sources received.

Non-base fees charged by the Licensee to parents must be omitted by CMSMs/DSSABs when determining the funding amounts to Licensees.

For the period where a Licensee charged a base fee that was higher than the applicable maximum base fee, funding should be provided to support retroactive refunds to parents for that period.

Funding for mandated wage increases for eligible staff should be in accordance with the parameters set out in the section on Workforce Compensation.

All child care Licensees in receipt of CWELCC funding must submit detailed financial information as well as audited financial statements to the CMSM/DSSAB to verify that the funding provided was used for the purpose(s) intended.

Any excess funding provided to Licensees during the funding year, or funding not used for its intended purpose, will be recovered.

Note that a Licensee's revenues and costs related to operating age groups that are not eligible for CWELCC funding should be excluded, outside of the mandated wage increases for eligible staff as part of workforce compensation funding.

CMSMs/DSSABs will review all financial categories in accordance with the parameters

described as part of this Guideline Addendum, while ensuring the Licensee is adhering to applicable legislation, regulations and ministry guidelines and parameters as part of the overall review process.

Where there are high or unusual expenditures, CMSMs/DSSABs must perform a detailed review to identify any significant variances, which may require follow up, based on the funding that was approved, and to determine reasonability of variances and eligibility of expenditures.

Where expenditures are ineligible, not related to child care, or are deemed to not be at fair market value, or where a transaction is with a related company, CMSMs/DSSABs have the right to withhold funding, reject the expense, recover funding already paid, or only provide funding for the expenditures the CMSM/DSSAB deems to be fair market value.

Expenditures not supported with provincial and/or CWELCC System funding may be supported with municipal funding, other sources of funding for multi-service organizations, or through parent fee generated revenues.

Note that as CWELCC System funding is not intended to replace current provincial funding. CMSMs/DSSABs may choose to count current provincial funding first before applying CWELCC System funding to eligible costs.

Where a Licensee currently operates both child care for eligible children and child care for children who are not eligible, and has shared costs, based on the audited financial statements and detailed financial information provided by Licensees, CMSMs/DSSABs have the discretion to determine an appropriate methodology that proportionately allocates shared costs to eligible child care operations in order to determine the actual cost of child care for eligible children which can be supported with CWELCC System funding.

CMSMs and DSSABs must have policies and procedures in place with Licensees to fulfill all reporting requirements to the ministry. CMSMs/DSSABs should take reasonable and progressive corrective actions where a Licensee does not comply with reporting requirements.

Reporting to the Ministry

CMSMs/DSSABs will be required to report back to the ministry in accordance with the ministry's established reporting processes and timelines as set out in the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline 2022.

For each CWELCC System funding initiative (i.e., fee reduction, workforce compensation etc.), CMSMs/DSSABs will be required to track and report on service data and expenditures using CWELCC System funding, separately from the 2022 service data and expenditures using provincial and ELCC funding released earlier this year.

For additional information on specific reporting requirements, please refer to the respective sections for each CWELCC System funding line.

Compliance Audits

CMSMs/DSSABs will be required to undertake audits on a random sample of Licensees in receipt of CWELCC System funding on an annual basis to confirm that funding has been used for its intended purpose. Note that where a CMSM/DSSAB directly operates child care, audits for those directly operated programs should be performed by a third-party and not the CMSM or DSSAB.

Audit strategies for local implementation should be designed by the CMSM/DSSAB and should include a review of the Licensee for compliance related to the policies, parameters and directives as set out in this guideline.

The audit program must focus on compliance to ensure that the goals of the CWELCC System are being achieved, including reduced base fees being implemented consistently, and to ensure compliance with the workforce compensation requirements including increasing wages to support a mandated wage floor and annual wage increase.

Where the CMSM/DSSAB determines that funding was not used as intended or where the Licensee did not meet the terms and conditions set out in the purchase of service agreement between the CMSM/DSSAB and Licensee, the CMSM/DSSAB may recover funding and the Licensee may be deemed ineligible to receive future funding.

2022 Purchase of Service Agreement Checklist

As part of the implementation of the CWELCC System, the ministry is also supporting CMSMs/DSSABs by providing a “Purchase of Service Agreement Checklist” as a supportive tool that may assist CMSMs/DSSABs in drafting or amending their purchase of service agreements with Licensees participating in the CWELCC System.

The checklist covers, at a high level, the requirements on CMSMs/DSSABs and Licensees in order to access CWELCC System funding.

The goal of providing this is to assist CMSMs/DSSABs in producing effective agreements that support the provision of child care services based on the parameters of the CWELCC System. At a minimum, the agreement should include terms and conditions that support the CMSM/DSSAB in complying with the new funding and accountability framework as set out in this Guideline Addendum.

Undue Profits

In addition to the parameters outlined above, further controls are required to ensure that the ability to generate undue profit is limited where provincial and/or CWELCC System funding is

being provided.

The ministry requires CMSMs/DSSABs to ensure there is a level of consistency, where both not-for-profit and for-profit Licensees enrolled in the CWELCC System are treated in a similar manner.

For for-profit Licensees, on an annual basis, CMSMs/DSSABs will have the discretion to determine a reasonable profit level to be achieved from the provision of child care for the eligible children portion of a Licensee's business. However, CMSMs/DSSABs must also demonstrate consistent financial management practices, regardless of auspice (e.g., not-for-profit, for-profit, directly operated by CMSMs/DSSABs) as part of determining an appropriate profit level for each for-profit Licensee that participates.

The ministry notes that a reasonable surplus achieved from the provision of child care for the eligible children portion of a not-for-profit Licensee should be considered as the appropriate level of profit to be allowed for a for-profit Licensee. Based on this, funding provided to the for-profit Licensee can be adjusted accordingly.

CMSMs/DSSABs should leverage their local knowledge and can compare with other similar Licensees within their local community taking into account size, quality and location.

CMSMs/DSSABs will be required to include this maximum profit amount into the purchase of service agreements with for-profit Licensees on an annual basis.

Where net profit would otherwise exceed this amount, the Licensee will be required to return excess funding to the CMSM/DSSAB which will be returned to the ministry. CMSMs/DSSABs may also allow Licensees to accumulate financial reserves of up to 3 months of operating expenses to support any contingencies, as noted in the Additional Parameters section above.

As a reminder, CMSMs/DSSABs must continue to work within the CWELCC System funding provided by the ministry, while achieving the objectives of the CWELCC System.

In the case where the Licensee does not agree with the profit threshold as determined by the CMSM/DSSAB, please refer to Appeals under Section 1: Participation.

SECTION 3: ADMINISTRATIVE SPENDING GUIDANCE

PURPOSE

In their role as service system managers, CMSMs/DSSABs will be required to work with Licensees where they meet eligibility requirements and wish to enroll in the CWELCC System, which includes amending or entering into new purchase of service agreements and

working with Licensees to implement the goals of the CWELCC System

To support CMSMs/DSSABs in their role as service system managers, CWELCC System administration funding is being provided as a specific allocation under the transfer payment agreement with the ministry to support administrative costs associated with the implementation of the CWELCC System.

Funding provided to support other CWELCC programs (i.e., Fee Reduction, Workforce Compensation) must not be used to support a CMSM's/DSSAB's administrative costs. Administration funding to support CWELCC is restricted to the specific administration allocation provided in the transfer payment agreement.

ELIGIBILITY CRITERIA

All CMSMs/DSSABs receiving funding under the CWELCC System are eligible to receive CWELCC System administration funding.

Eligible Expenses

The CWELCC System administration allocation is additional administration funding provided on top of the administration funding provided by the ministry earlier in the year.

Expenditures deemed reasonable and necessary for the provision of services subsidized by the ministry are admissible in the calculation of the funding entitlement. These expenditures must be supported by acceptable documentation that is retained for a period of no less than seven years.

There will be no administration cost sharing requirements on the CWELCC System administration allocation.

CWELCC System administration expenses must represent actual expenses incurred for program administration and may not be expressed solely in terms of a percentage of program expenditures.

CMSMs/DSSABs may use administration expenditures to support costs related to implementation, transition and IT costs associated with supporting the CWELCC System.

For more information on eligible expenditures please refer to the Administration section of the 2022 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline, which defines the range of administrative expenditures that are eligible for administration funding.

Ineligible Expenditures

Expenses that do not directly support the administration of the CWELCC System are ineligible and include the following:

- Costs associated with administering regional quality assessment programs/tools
- Interest expenses incurred on capital or operating loans
- Professional organization fees paid on behalf of staff for membership in professional organizations
- Property tax expenses
- Fundraising expenses
- Donations to charitable institutions or organizations
- Bonuses, gifts and honoraria
- Capital loans
- Mortgage financing
- Reserve funds

Where a CMSM/DSSAB exceeds the CWELCC System administration allocation as per the budget schedule, additional CWELCC System administration expenditures incurred by the CMSM/DSSAB must be funded with 100 percent municipal contributions.

REPORTING

The CWELCC System administration expenditures are to be tracked separately from other child care administration funding for reporting purposes.

CWELCC System administration expenditures will be reported and monitored through financial submissions. CMSMs/DSSABs will also report on the following administrative service data in their Financial Statements submissions:

- Number of full-time equivalent staff by position;
- Number of staff (head count);
- Total salaries associated with each position type; and
- Total benefits for all staff.

CMSMs/DSSABs will not duplicate data in reports. Data and expenditures reported as part of administration in the child care core service delivery should not be reported as part of the CWELCC System.

SECTION 4: FEE REDUCTION

PURPOSE

Making child care more affordable for families is a key part of the implementation of the CWELCC System. Fee reduction funding is focused on reducing parent fees for families with eligible children in licensed child care.

Fee reduction funding is to be used by CMSMs/DSSABs to support parents, families and communities by reducing base fees for eligible children in licensed child care. CMSMs/DSSABs will work with child care licensees who choose to enroll in the CWELCC System in their regions to provide operating grants that will enable the parent fee reduction for families.

This section of the guideline provides an overview of the objectives, eligibility, implementation, expenditures and reporting requirements related to the Fee Reduction Funding.

OBJECTIVES

To ensure stability and sustainability of the child care system while working towards Ontario's goals for affordability, access, inclusion and quality, fee reductions will be implemented using a phased approach over the course of the CWELCC System.

A graduated approach to fee reductions will begin in Spring 2022 as follows:

- A fee reduction of up to 25% (to a minimum of \$12 per day) for eligible children retroactive to April 1, 2022.
- A 50% fee reduction on average for eligible children by the end of calendar year 2022.
- \$10 per day average child care fees for eligible children by the end of fiscal year 2025-26.

As a first step, all Ontario families with eligible children in participating licensed child care will see a fee reduction of up to 25% (to a minimum of \$12 per day), retroactive to April 1, 2022. Retroactive refunds will be provided to parents for the period of May to December 2022.

ELIGIBILITY CRITERIA

Funding under the CWELCC System is intended to support children under the age of 6 (0-5 year olds), with some exceptions for children with birthdays early in the year who are 6 years of age but are still enrolled in kindergarten.

Eligible children for whom fees must be reduced are defined under O. Reg. 137/15. Please refer to the regulation on further information on eligibility. An eligible child means:

- Any child under 6 years old; and
- up-until June 30 in a calendar year, any child who,
 - Turns six years old between January 1 and June 30 in that calendar year; and
 - is enrolled in a licensed infant, toddler, preschool, or kindergarten group, a licensed family age group, or home child care.

Any funding not used for the purposes set out under O. Reg. 137/15 and this Guideline Addendum will be recovered by the ministry.

In accordance with O. Reg. 137/15, Licensees must keep an electronic or hard copy of their purchase of service agreement with the CMSM/DSSAB at the child care centre or home child care agency and make it available to the ministry upon request.

IMPLEMENTATION REQUIREMENTS

Overview

Amendments to O. Reg. 137/15 have been made to support the implementation of the CWELCC System. CMSMs/DSSABs must review the updated regulation to ensure adherence and compliance in support of the implementation of the fee reduction for Licensees participating in the CWELCC System.

For definitions of Base Fees and Non-Base Fees, please refer to the Definition section at the beginning of this Guideline Addendum.

Cap on Fees

In order to prevent Licensees from raising fees after the agreement between Canada and Ontario is executed, but before the Licensee enters into the CWELCC System, in accordance with O. Reg. 137/15, a cap on all base fees and non-base fees in child care for eligible children must be maintained by a Licensee at a child care centre it operates or at a home child care premises that it oversees.

Note that the cap on fees does not apply to fees charged to parents for children who are not eligible (i.e., school age children over 6 years), as these children will not be captured under the CWELCC System.

If a Licensee was licensed on or before March 27, 2022, the cap on the base fee and on non-base fees for child care for eligible children is the amount charged on March 27, 2022, and the Licensee must not charge a parent a higher base fee or non-base fees after that day unless a specific fee increase had already been communicated to parents/families on or before that day. Where a Licensee chooses to participate in CWELCC, CMSMs/DSSABs

must review the fee increase for reasonability, which must be specific to 2022.

CMSMs/DSSABs should work with Licensees to determine an initial base fee, in the case where the fee charged to parents does not include all required elements (e.g., parents are charged separately for meals, which is a requirement under regulation), or to exclude elements that should not be included in a base fee.

CMSMs/DSSABs should review what Licensees require parents to pay as part of the base fee. CMSMs/DSSABs have the discretion to determine that Licensees have included unnecessary fees in their base fees (e.g., fees that should be part of non-base fees), prior to providing funding to support a fee reduction. Based on this, CMSMs/DSSABs can adjust a Licensee's base fee, where required. This base fee should serve as a new starting point, prior to applying fee reduction requirements as set out in the section below.

If a Licensee becomes licensed after March 27, 2022, the cap on the base fee is based on a regional maximum as set out in O. Reg. 137/15, which provides a table of capped fees by program and CMSM/DSSAB. These regional maximum fees would also apply to any new age groups that a Licensee starts to operate after March 27, 2022 (e.g., they apply to revise their license to add an infant room), or where a Licensee begins operating an age group after March 27, 2022 that it had not operated for at least two years (e.g., a licensee wishes to use an alternate capacity that has not been used recently or re-open a room that was closed during the pandemic). See O. Reg. 137/15 for further details. The Licensee must not charge a parent a higher daily base fee after that day, unless a specific fee increase had already been communicated to parents on or before that day based on the conditions noted above.

Regardless of the maximum fees set out in O. Reg. 137/15, CMSMs/DSSABs should exercise their discretion to determine whether the maximum fee is a reasonable base fee for new Licensees who are subject to these maximums (e.g., it may not have been reasonable for a new licensee who is operating in an area with significantly lower than average costs to have charged the regional maximum fee).

Licensees will continue to be subject to the capped fee until one of two conditions is met:

- The Licensee notifies their CMSM/DSSAB and parents of eligible children in writing that they are NOT participating in the CWELCC System in 2022; or,
- The Licensee receives notice from the CMSM/DSSAB of the results of its application to enroll in the CWELCC System.

Licensees that indicate they are not participating in the CWELCC System (and are therefore no longer subject to the capped fee) will not be permitted to apply for enrollment in 2022.

Fee Reduction

For Licensees that enroll in the CWELCC System, O. Reg. 137/15 sets out rules regarding what Licensees will be permitted to charge parents as part of their daily base fee.

Licensees enrolled in the CWELCC System must ensure that parents of an eligible child are charged a base fee determined as follows:

If the cap on a Licensee's base fee, based on the section above, is more than \$11.99 per day, the Licensee's new base fee once in the CWELCC System will be the greater of:

- \$12 per day; and,
- the amount of the capped base fee, less 25 percent.

Note that if the capped base fee is less than \$12 per day, the fee should be maintained.

Licensees are also required to reduce the cost of a full fee space that is occupied by an eligible child receiving fee subsidy. Please refer to Section 5 of the Guideline Addendum for further details.

If a home child care agency is enrolled in the CWELCC System, home child care Licensees must also charge the parent of an eligible child a base fee determined based on the above. The base fee would apply to children who are agency placed and those children that are privately placed in the provider's care. CMSMs/DSSABs should work with agencies to ensure that parents of eligible privately placed children also receive a fee reduction.

Licensees are permitted to continue charging higher parent fees for 31 calendar days after the CMSM/DSSAB notifies them that they are enrolled in the CWELCC system. On and after the 32nd day after the Licensee is notified by a CMSM/DSSAB of the enrollment date, Licensees cannot charge a base fee that is higher than the applicable base fee to parents of an eligible child.

CMSMs/DSSABs are not permitted to set a base fee for a Licensee that is different (higher/lower) than the applicable base fee as determined above, unless the Minister has authorized the CMSM/DSSAB to enter into an agreement with the Licensee that permits the different base fee. CMSMs/DSSABs are also not permitted to provide fee holidays (i.e., a period where parents pay no fees as CMSMs/DSSABs cover the fees) with CWELCC System funding.

Once Licensees are enrolled in the CWELCC System and reduce their fees to the new base fee, the Licensee is required to maintain its new base fee until they are either required to reduce them again, or they are no longer participating in the CWELCC System.

Where a Licensee chooses not to participate in the CWELCC System, they will not be subject to requirements to reduce parent fees.

Non-base fees are not eligible for CWELCC funding and are not subject to the parameters set out above; however, they must meet the definition of non-base fee set out in O. Reg. 137/15. Anything that a parent is required to pay (i.e., mandatory fees) must be included as part of the base fee.

Fees for children who are not eligible children (e.g., school age children) are not subject to the requirements above regarding child care for eligible children.

Retroactive Refunds

In the first year of implementation, the ministry understands that the process of enrollment for Licensees may require time, particularly for organizations without a current funding relationship with CMSMs/DSSABs.

To allow for this while also ensuring that financial relief is provided to parents, CMSMs/DSSABs must back-date a Licensee's enrollment for the CWELCC System.

CMSMs/DSSABs who enroll a Licensee on or before December 31, 2022, must specify an enrollment date that is backdated to:

- April 1, 2022 if the licensee was licensed as of April 1, 2022; or
- the date the Licensee's licence was issued, in any other case.

Where a base fee that is higher than the base fee determined as per the previous section is charged in respect of an eligible child, the Licensee who enrolled will be required to issue a retroactive refund to the parent of the difference for:

- child care provided to eligible children during the period starting on the Licensee's enrolment date and ending on the 31st day after the Licensee is notified by the CMSM/DSSAB of the enrolment date; and
- any period of time after the 31st day referred to in the point for which daily base fees for child care to be provided has been prepaid.

Refunds must be provided to the parent within 60 days after the day the Licensee is notified by a CMSM/DSSAB of the enrollment date and is required for all parents of eligible children who paid higher fees on or after the enrolment date, regardless of whether their child currently receives care from the Licensee.

CMSMs/DSSABs should work with Licensees to ensure that refunds are provided back to parents, at a child care centre it operates or at a home child care premises that it oversees (agency and privately placed) in accordance the timing set out above. Refunds should be provided for the days the Licensee was operating and serving children.

In the case where refunds are paid out to parents after December 31, 2022, CMSMs/DSSABs must ensure that Licensees notify parents prior to December 31, 2022, that a refund will be provided.

Any programs that enroll after December 31, 2022, will not be eligible for retroactive

enrollment and will only be expected to reduce fees on a go-forward basis.

Funding

CWELCC System funding should be provided by CMSMs/DSSABs to Licensees in a timely manner in order to allow Licensees to provide refunds to parents of eligible children, for the applicable period, where parents were charged a base fee that was higher than the applicable base fee as per the parameters set out above. CMSMs/DSSABs should work with Licensees to ensure that refunds are provided back to parents in a timely manner and where possible prior to December 31, 2022.

When Licensees can no longer charge a base fee that is higher than the applicable base fee, funding should be provided to support the actual costs of the fee reduction to support eligible children. CMSMs/DSSABs should work with Licensees to ensure that a base fee that is higher than the applicable base fee is not charged.

Funding is being provided by the ministry to CMSMs/DSSABs for the 2022 calendar year. Where Licensees are notified of their enrolment date later in the year, in some cases, this may result in funds being provided by CMSMs/DSSABs to Licensees after December 31, 2022. The ministry encourages CMSMs/DSSABs to process CWELCC cash flow payments to Licensees as applications are approved to ensure parents benefit from fee reductions as soon as possible.

CMSMs/DSSABs are required to follow the modified accrual basis of accounting as noted in the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline. Modified accrual basis of accounting requires the inclusion of short-term accruals of normal operating expenditures in the determination of operating results for a given time period.

CMSM/DSSABs must accrue for these Funds being provided to the Licensees, where Funds will be paid after December 31, 2022. CMSMs/DSSABs must work with their auditors to ensure these payments are captured as part of their 2022 audited financial statements.

In addition, where a CMSM/DSSAB notifies a Licensee of their enrolment after November 1, 2022, CMSM/DSSABs must work with Licensees to ensure these funds are being accrued by the Licensee for 2022 along with any refund payments that will be paid by Licensees to parents after December 31, 2022. CMSMs/DSSABs should remind Licensees to work with their auditors to ensure these are captured as part of the Licensee's 2022 audited financial statements.

Sales and Acquisitions of Child Care Businesses

O. Reg. 137/15 sets out requirements with respect to sales of child care business.

If a Licensee that is a corporation transfers shares of the corporation in sufficient numbers that would allow the person acquiring the shares to make a change to the corporation's board of directors, the Licensee would remain enrolled in the CWELCC System and must maintain the applicable base fee as set out above.

If a Licensee sells substantially all its assets and the purchaser obtains a new license to operate a child care centre or as a home child care agency, to continue operating the child care program, the purchaser must:

- Charge base fees in accordance with O. Reg. 137/15 for newly issued licences described above under Cap on Fees (i.e., set parent fees at or below a regional maximum). Refer to O. Reg. 137/15 for further details.
- Apply to participate in the CWELCC System in accordance with the process set out by the CMSM/DSSAB or notify the CMSM/DSSAB and parents that they do not wish to participate.

ELIGIBLE EXPENSES

Funding will be provided by CMSMs/DSSABs to Licensees to support eligible expenditures in order to achieve the required fee reduction to base fees for eligible children.

Funding for fee reduction can be provided to support eligible child care expenses and would include the following:

- any costs associated with a Licensee's base fee.
- funding to support refunds for the applicable period as described above.

Funding for expenditures should be provided in accordance with the parameters set out in Section 2: Accountability, and will not be provided for ineligible expenditures.

Funding should not be provided to reduce fees for children who are not eligible children. See Eligibility Criteria.

Funding cannot be used to lower base fees beyond what is in accordance with O. Reg. 137/15, including providing fee holidays (i.e., a period where parents are not required to pay fees as CMSMs/DSSABs cover the fees).

As a reminder, unlicensed child care programs, including unlicensed home child care, authorized recreational programs and school board-operated extended day programs, are not eligible to enroll in the CWELCC System.

Funding for fee subsidies and any other child care expenditures not captured above should not be supported with CWELCC System funding but should continue to be supported with provincial and ELCC funding, in accordance with the applicable parameters and spending

guidelines provided as part of the 2022 provincial and ELCC allocations released earlier this year.

REPORTING

As part of the regular reporting processes and timelines as described in the 2022 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines, CMSMs/DSSABs are required to report expenditures and service data to the ministry as indicated below:

- Expenditures to support fee reduction (exclude expenditures related to mandated reductions to parental contributions – see Fee Subsidy section below).
- Expenditures to support refunds to parents.

Also, total adjusted gross expenditure is required to be reported by type of setting (i.e. centre, home-based) and auspice (not for profit, for-profit, directly operated by the CMSM/DSSAB).

Service data required for Fee Reduction funding includes the following:

- Number of children served through fee reductions (exclude fee subsidy children).
- Average monthly number of children served through fee reductions provided by age group (exclude fee subsidy children).
- Number of licensed child care spaces supported with fee reduction by age group and type of setting (i.e., centre or home-based), including full fee spaces occupied by children receiving subsidies.
- Number of child care centres and home providers supported with Fee Reduction funding (by auspice – i.e., for-profit, not-for-profit, directly operated by the CMSM/DSSAB).
- Number of children in receipt of required refunds.

All expenditure and data requirements noted above must be submitted by type of setting (i.e., centre or home-based) and by auspice (not-for-profit, for-profit, directly operated by the CMSM/DSSAB).

SECTION 5: FEE SUBSIDY – PARENTAL CONTRIBUTION REDUCTION

PURPOSE

Fee subsidy is an essential support for many parents that helps to balance the demands of career and family and enables parents and caregivers to participate in the workforce or

pursue education or training. The ministry has made amendments O. Reg. 138/15 under the CCEYA to ensure that parents accessing subsidized child care also see financial relief under the CWELCC System, through a reduction in their parental contributions.

ELIGIBILITY

As the CWELCC System is implemented in Ontario, the fee subsidy model will continue to be an option for families who require financial assistance. O. Reg 138/15 sets out an income test formula that CMSMs/DSSABs must use to calculate the amount of subsidy that can be provided for a family, as well as the amount of money that a family must contribute to the cost of child care (the parent contribution).

IMPLEMENTATION

To ensure an equivalent fee reduction is applied to families receiving child care fee subsidy (who do not pay the full cost of a licensed space), amendments have been made under O. Reg 138/15, which require CMSMs/DSSABs to reduce the parent contribution for eligible children (as defined under O. Reg. 137/15 (General)) by 25% (with no floor of \$12 for families receiving subsidy).

If a parent has at least one eligible child, as defined in O. Reg. 137/15 (General), who is enrolled in a child care centre or home child care that is part of the CWELCC System, the CMSM/DSSAB is to reduce the parental contribution amount calculated via the income test, as follows:

$$\mathbf{A \div B \times C \times 0.25}$$

where,

A is the total parental contribution calculated via the income test,

B is the total number of children that the calculated parental contribution pertains to,

C is the number of eligible children, who hold a space with a provider that has enrolled in the CWELCC System, that the parent is required to pay a parental contribution for.

For example, if a Fee Subsidy family has two children aged 7 and 4, the 25% parental contribution reduction would only apply to the 4-year-old. The 25% reduction would then be reduced by half, as it only applies to one of the two children.

As noted in Section 4, licensees are required to reduce the cost of a full fee space that is occupied by an eligible child receiving fee subsidy. Please note CWELCC System fee reductions may be reduced by less than 25% in light of the \$12 floor whereas, Fee Subsidy recipients will benefit from a full 25% parental contribution reduction.

CMSMs and DSSABs are required to calculate the parental contribution reduction for fee subsidy families and ensure the refund is provided to the parents as applicable.

Subsidized parents will not see a reduction in parental contribution in the case where the child occupies a space with a Licensee that is not enrolled in the CWELCC System.

CWELCC funding is to be used for reducing parental contribution and cannot be used to support fee subsidy. Additionally, CWELCC funding does not replace existing provincial operating funding currently being provided.

CWELCC funding will reduce the cost of a full fee space that is currently occupied by an eligible child receiving fee subsidy by 25% in 2022. As a result, less provincial funding will be required to support the space. The excess provincial funding, previously used to support the fee subsidy space, may not be used to further expand fee subsidy spaces, but may be reinvested in other child care expenses such as general operating costs.

CMSMs/DSSABs must adhere to the following requirement for provincial funding related to supporting fee subsidies.^[1] Provincial funding used to support fee subsidies must be limited to:

- The CMSM/DSSAB's total 2019 fee subsidy expenditure as reported in EFIS, less 25%.
- The corresponding expenditures associated with the number of fee subsidy children based on a CMSM's/DSSAB's contractual service targets in accordance with their 2022 transfer payment agreement.

REPORTING

CMSMs/DSSABs are required to report on expenditures and service data to the ministry as indicated below:

- Expenditures to support the reduction of parental contributions
- Number of children served through the reduction of parental contributions

All expenditure and data requirements noted above must be submitted by type of setting (i.e., centre or home-based) and by auspice (not-for-profit, for-profit, directly operated).

^[1] Please note this requirement supersedes the direction on fee subsidy expenditures as outlined in the 2022 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline.

SECTION 6: WORKFORCE COMPENSATION

PURPOSE

The commitment, knowledge, and experience of Ontario's diverse range of child care and early years professionals is foundational for the implementation of the CWELCC System. Workforce compensation funding is focused on supporting Registered Early Childhood Educator (RECE) staff who are low wage earners. Increased compensation for low wage earners will help support the recruitment and retention of RECEs working in the child care sector as part of a provincial strategy to achieve system growth and ensure increased access to high quality licensed child care in Ontario.

CMSMs/DSSABs will support recruitment and retention of Ontario's child care workforce through improved compensation for low wage earners by introducing a wage floor, and an annual wage increase for eligible RECEs.

In addition, workforce compensation funding will be provided to Licensees to offset wage increases for non-RECE staff associated with the increased minimum wage that came into effect January 1, 2022.

WAGE FLOOR AND ANNUAL WAGE INCREASE ELIGIBILITY

Where a Licensee is participating in the CWELCC System and eligibility is met based on the criteria set out in this section, workforce compensation funding must be provided by the CMSM/DSSAB to the Licensee.

Wage Floor

To be eligible to have their wage raised to the wage floor, staff must be employed by a Licensee that is participating in the CWELCC System and be in a position categorized as:

RECE Program Staff
RECE Child Care Supervisor
RECE Home Child Care Visitor

In addition, to be eligible for the wage floor, staff must be receiving wage enhancement funding, and their hourly wage including wage enhancement funding must be below the wage floor. Benefits should not be included when determining the hourly wage (i.e., benefits are in addition to the hourly wages identified in this section).

Annual Increase

To be eligible for an annual wage increase, staff must be employed by a Licensee that is participating in the CWELCC System and be in a position categorized as:

RECE Program Staff
RECE Child Care Supervisor
RECE Home Child Care Visitor

In addition, to be eligible for an annual wage \$1 per hour increase, staff must be receiving wage enhancement funding, and their hourly wage including wage enhancement funding must be below the wage cap of \$25 per hour on January 1st of each eligible year (i.e., base wage plus wage enhancement funding plus annual increase must be below \$25 per hour). Benefits should not be included when determining the base wage.

Ineligible Positions

Non-RECE Program Staff
Non-program staff

The wage floor and annual increase will not apply to non-program staff such as:

- Cook, custodial and other non-program staff positions.
- SNR-funded resource teachers/consultants and supplemental staff.
- Staff hired through a third party (i.e., temp agency).

The only exception to the first two positions noted above is if the staff is an RECE and the position spends at least 25 per cent of their time to support ratio requirements as outlined in the CCEYA, in which case the staff would be eligible for the wage floor and annual wage increase for the hours that they are supporting the ratio requirements.

Director approved staff

Qualified staff, child care supervisors, or home child care visitors that are director approved to be employed in these positions but do not have an RECE designation, are not eligible for the wage floor or annual wage increase supported by workforce compensation funding. Please see the CCEYA for more information on the director approval process.

Alignment with Child Care Wage Enhancement Grant

The child care Wage Enhancement Grant will continue to be provided to support the retention of qualified professionals to deliver affordable, high quality services.

Licensees will be required to apply for the Wage Enhancement Grant to be eligible for the wage floor or annual wage increase under the CWELCC System. Wage enhancement funding will be added to the base wage of staff when considering eligibility for the wage floor and annual wage increase plus benefits.

Wage floor examples: Wage floor of \$18 per hour and wage enhancement funding of \$2 per hour.

Example 1: RECE program staff with base wage of \$15 per hour would qualify to have their wage increase to \$18 per hour ($\$15 + \$2 = \17 per hour which is below \$18 per hour.) Workforce compensation funding of \$1 per hour must be provided.

Example 2: RECE program staff with a base wage of \$16 per hour or higher would not qualify to have their wage increase ($\$16 + \$2 = \$18$ per hour which is equivalent to the wage floor.) Workforce compensation funding is not required.

Annual wage increase examples: Wage enhancement funding of \$2 per hour, annual wage increase of \$1 per hour and wage cap of \$25 per hour.

Example 1: RECE program staff with a base wage before wage enhancement funding of \$19 per hour would qualify for a wage increase of \$1 per hour ($\$19 + \$2 + \$1 = \22 per hour which is under the \$25 per hour wage cap). Workforce compensation funding of \$1 per hour must be provided.

Example 2: RECE program staff with a base wage before wage enhancement funding of \$23 per hour or higher would not qualify for an annual wage increase ($\$23 + \$2 + \$1 = \26 , which is above the wage cap). Workforce compensation funding is not required.

IMPLEMENTATION

CMSMs/DSSABs are required to develop a method to determine wage floor and annual wage increase entitlements within their region. In addition, CMSMs/DSSABs are required to monitor compliance of Licensees to the wage floor and annual wage increase requirements.

Information to Staff

Upon receiving confirmation of participation in the CWELCC System from their CMSM/DSSAB, and as new staff are hired, Licensees are required to share, in writing, information about the wage floor and annual wage increase with eligible staff. The information must provide eligible staff with an understanding of upcoming annual changes to their wages as a result of workforce compensation funding. At a minimum, the information about wages must include the wage floor and required annual wage increase for each year up to and including 2026.

Protecting a Sustainable Public Sector for Future Generations Act

Child care staff employed by Licensees with maximum wage increases specified under the *Protecting a Sustainable Public Sector for Future Generations Act*, 2019 (PSPSFGA) may not be eligible for an increase in compensation to the wage floor or to the \$1 per hour annual wage increase. Licensees are required to meet any applicable obligations under the PSPSFGA.

Alignment with collective agreements

Some Licensees may be subject to the terms of a collective agreement. Licensees should seek independent legal advice on implementing the wage floor and annual wage increase.

Payments to Staff

Licensees must include workforce compensation payments in each pay cheque or payment made. Workforce compensation may not be paid at the end of the year as a lump sum payment.

Payment to Licensees

Workforce compensation funding must first be directed to eligible licensed child care centre staff and home child care visitors to increase wages and benefits as described below. Once these requirements are met, CMSMs/DSSABs will have flexibility with respect to the use of their workforce compensation funding to address other CWELCC System requirements. To support those not eligible for the wage floor and annual wage increase, excess funding may be used for inflationary pressures such as wage settlements and wage agreements. Please see Section 2: Accountability section for more details.

It is important to note that CMSMs/DSSABs are not permitted to use workforce compensation funding to provide compensation to staff over and above what is mandated based on the parameters set out in this section of the guideline without approval from the ministry.

Other Compensation Increases

Workforce compensation funding must be considered in addition to and not reduce other planned compensation increases for eligible staff. For example, the wage floor and annual wage increase cannot be used to reduce planned merit increases for eligible staff.

Wage Floor

Licensees are required to bring the wage of all eligible staff up to the wage floor identified in the table below, plus benefits. All eligible staff hired during the identified years must earn at least the wage floor identified for that year, plus benefits as defined below.

The wage floor for 2022 will come into effect April 1, 2022. For all following years, the wage floor will come into effect on January 1 of each year.

Licensees will be permitted to continue to pay eligible staff below the wage floor for thirty-one calendar days after the CMSM or DSSAB notifies them that they are participating in the CWELCC System. On and after the 32nd day after the Licensee is notified by a CMSM or

DSSAB of the participation date, the Licensee would be required to pay eligible staff at least the wage floor.

Licensees would then be given one additional month (for a total of 60 calendar days from the day they were notified by the CMSM or DSSAB) to provide staff with a retroactive payment for any wages that were below the wage floor, retroactive to the date of their confirmed participation in the CWELCC System.

Hourly Wage Floor 2022 to 2026*

	2022	2023	2024	2025	2026
RECE Program Staff	\$18	\$19	\$20	\$21	\$22
RECE Child Care Supervisors or RECE Home Child Care Visitors	\$20	\$21	\$22	\$23	\$24

*In addition to the hourly wage, staff are required to receive benefits.

Workforce compensation funding must be used to fund the incremental amount required to bring the staff wages to the wage floor. For example, in 2022 a RECE program staff with a base wage of \$15 per hour and wage enhancement funding of \$2 per hour, would receive workforce compensation funding of \$1 per hour.

Retroactive Wage Payments up to December 31, 2022

In the first year of implementation, the ministry understands that the process for Licensees to participate in the CWELCC System will require time, particularly for organizations without a current funding relationship with CMSMs or DSSABs.

To allow for this while also ensuring wage increases are provided to eligible staff, CMSMs/DSSABs must back-date a Licensees participation in the CWELCC system.

CMSMs/DSSABs who confirm a Licensees participation on or before December 31, 2022 must specify a participation date that is backdated to:

- April 1, 2022, if the Licensee was licensed as of April 1, 2022; or
- the date the Licensee’s license was issued in any other case.

Where staff were paid lower wages than specified by the wage floor, the Licensee who participated in the CWELCC System will be required to issue a retroactive payment to the eligible staff of the difference retroactive to the later of the two dates noted above. If there was an increase to wages during this period, workforce compensation should be decreased to reflect the change. Retroactive payments must be paid to eligible staff for the hours worked, regardless of whether they are employed by the Licensee at the time that their participation in the CWELCC System is confirmed.

Any Licensee participating in the CWELCC System after December 31, 2022, will not be eligible for a retroactive payment for wage compensation and will only be expected to

implement the wage floor and annual wage increase on a go forward basis.

Annual Wage Increase

Licensees are required to increase the hourly wage of eligible staff by \$1 per hour plus benefits (as described below), on January 1st of each year from 2023 to 2026, inclusive, up to the \$25 per hour wage cap. To be eligible for the \$1 per hour annual increase, the staff's wage must be equal to or greater than the wage floor and less than \$25 per hour. Staff earning at or above \$25 per hour are not eligible for the annual \$1 per hour increase. Staff making \$24.00 to \$24.99 per hour are to have their wages increased to \$25 per hour.

Benefits Funding and Flexibility

Workforce compensation funding includes up to 17.5 per cent in benefits. Benefits of up to 17.5 per cent must support Licensees in meeting their statutory benefit requirements.

Once all statutory benefit requirements are met (including up to 2 weeks of vacation and 9 statutory days), any remaining funding within 17.5 per cent can be used to fund other benefit expenses paid by the employer on behalf of the employee.

CMSMs/DSSABs are required to develop a method to allocate the wage floor and annual wage increase funding to include up to 17.5 per cent in benefits. Any residual benefits funding can be used to support funding flexibility for eligible expenses as noted in the eligible expenses section above.

REPORTING

CMSMs/DSSABs will report expenditure and service data through regular reporting processes. This data will be used in part to support Ontario's reporting requirements to the Government of Canada under the CWELCC System. Reporting includes:

- Total number of RECE program staff, total number of RECE supervisors and total number of RECE home child care visitors supported by the wage floor.
- Total number of RECE program staff, total number of RECE supervisors and total number of RECE home child care visitors supported by the annual wage increase (starting 2023).
- Actual total expenditure on the wage floor paid out to RECE program staff, RECE supervisors, and RECE home child care visitors. Each staff category reported separately.
- Actual total expenditure on the annual wage increase (starting 2023) paid out to RECE program staff, RECE supervisors, and RECE home child care visitors. Each staff category reported separately.
- Actual total expenditure on benefits paid out to RECE program staff, RECE

supervisors, and RECE home child care visitors. Each staff category reported separately.

- Number of child care centres or sites supported by the wage floor and/or wage increase.
- Number of home child care agencies receiving funding for wage floor and/or wage increase.

All data requirements noted above must be reported by the not-for-profit/for-profit/ directly operated Licensee and separately for staff serving the following age groups: eligible children (i.e., children under 6 years old), children aged 6 to 12 who are not eligible.

In terms of reporting on number of staff, if a staff is serving both categories, they should be included in the category where they mostly work. In terms of actual total expenditures related to these staff, CMSMs/DSSABs should determine an appropriate methodology that proportionately allocates the expenditures between time spent serving under 6 years old eligible children, and time spent serving children aged 6 to 12 who are not eligible under the CWELCC System.

As a reminder for financial reporting and audited financial statements, where CMSMs/DSSABs and Licensees make payments for workforce compensation related to the 2022 calendar year after December 31, 2022, CMSMs/DSSABs and Licensees are required to follow the modified accrual basis of accounting as noted in the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline. Please refer to the Fee Reduction section for details on the modified accrual basis of accounting.

MINIMUM WAGE OFFSET ELIGIBILITY

Where a Licensee is participating in the CWELCC System and eligibility is met based on the criteria set out in this section, workforce compensation funding must be provided by the CMSM/DSSAB to the Licensee.

To be eligible for the minimum wage offset, Licensees must be participating in the CWELCC System and employ staff in a position categorized as:

- Non-RECE Program Staff
- Non-RECE Child Care Supervisor
- Non-RECE Home Child Care Visitor

In addition, to be eligible for a minimum wage offset, Licensees must employ staff that were earning less than \$15 per hour (not including wage enhancement) on March 31, 2021, or were hired after March 31, 2021, and before January 1, 2022, and had wages below \$15 per hour (not including wage enhancement) Staff hired after December 31, 2021, are not eligible for the minimum wage offset.

Ineligible Positions

The minimum wage offset will not apply to non-program staff such as:

- Cook, custodial and other non-program staff positions.
- SNR-funded resource teachers/consultants and supplemental staff.
- Staff hired through a third party (i.e., temp agency).

The only exception to the first two positions noted above is if the staff is a non-RECE and the position spends at least 25 per cent of their time to support ratio requirements as outlined in the CCEYA in which case the staff would be eligible for the minimum wage offset for the hours that they are supporting the ratio requirements.

IMPLEMENTATION

CMSMs/DSSABs are required to develop a method to determine minimum wage offset entitlements within their region. In addition, CMSMs and DSSABs are required to monitor compliance of Licensees to the minimum wage offset requirements.

Payment to Licensees

Workforce compensation funding must first be directed to licensed child care centre staff and home child care visitors to increase wages and benefits as described below. Once these requirements are met, CMSMs/DSSABs will have flexibility with respect to the use of their workforce compensation funding to address other CWELCC System requirements. Please see Section 2: Accountability section for more details.

It is important to note that CMSMs/DSSABs are not permitted to use workforce compensation funding to provide compensation to staff over and above what is mandated based on the parameters set out in this section of the guideline without approval from the ministry.

Licensees were required to comply with minimum wage legislation and bring the wages of their staff to \$15 per hour as of January 1, 2022. To offset the minimum wage increase, CMSMs/DSSABs are required to provide workforce compensation funding to Licensees to cover the incremental amount needed to bring wages for eligible staff to \$15 per hour.

For example, if an eligible staff was earning \$14.50 on April 20, 2021, the Licensee would receive workforce compensation funding of \$0.50 per hour plus benefits (as described below) to support that staff's wages. Workforce compensation funding for the minimum wage offset must be provided to Licensees starting the date of participation in the CWELCC System up to and including 2026.

Benefits Funding and Flexibility

Workforce compensation funding includes up to 17.5 per cent in benefits. Benefits of up to 17.5 per cent must support Licensees in meeting their statutory benefit requirements.

Once all statutory benefit requirements are met (including up to 2 weeks of vacation and 9 statutory days), any remaining funding within 17.5 per cent can be used to fund other benefit expenses paid by the employer on behalf of the employee.

CMSMs/DSSABs are required to develop a method to allocate the minimum wage offset funding to include up to 17.5 per cent in benefits. Any residual benefits funding can be used to support funding flexibility for eligible expenses as noted in the eligible expenses section above.

REPORTING

CMSMs/DSSABs will report expenditure and service data through regular reporting processes. This data will be used in part to support Ontario's reporting requirements to the Government of Canada under the CWELCC System. Reporting includes:

- Total number of non-RECE program staff, total number of non-RECE supervisors and total number of non-RECE home child care visitors supported by the minimum wage offset.
- Actual total expenditure on the minimum wage offset paid out to Licensees for non-RECE program staff, non-RECE supervisors, and non-RECE home child care visitors. Each staff category is reported separately.
- Benefits paid out to Licensees for non-RECE program staff, non-RECE supervisors, and non-RECE home child care visitors. Each staff category is reported separately.
- Number of child care centres or sites supported by the minimum wage offset.
- Number of home child care agencies receiving funding for minimum wage offset.

All data requirements noted above must be reported by not-for-profit/for-profit/directly operated Licensees and separately for staff serving the following age groups: eligible children (i.e., children under 6 years old), children aged 6 to 12 who are not eligible under the CWELCC System but can still receive Workforce Compensation funding – see below.

In terms of reporting on number of staff, if a staff is serving both categories, they should be included in the category where they mostly work. In terms of actual total expenditures related to these staff, CMSMs/DSSABs should determine an appropriate methodology that proportionately allocates the expenditures between time spent serving under 6 years old eligible children, and time spent serving children aged 6 to 12 who are not eligible children.

As a reminder for financial reporting and audited financial statements, where CMSMs/DSSABs and Licensees make payments for workforce compensation related to the 2022 calendar year after December 31, 2022, CMSMs/DSSABs and Licensees are required to follow the modified accrual basis of accounting as noted in the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline. Please refer to the Fee Reduction section for details on the modified accrual basis of accounting.

PROGRAMS SERVING CHILDREN AGED 6-12 ELIGIBILITY

Ontario is contributing funding as part of the workforce compensation allocation which will be used for compensation for staff in licensed child care programs serving children aged 6 to 12, who are currently ineligible to apply for participation in the CWELCC System, to ensure equity of wages across staff serving different age groups, and to avoid these increases being passed onto parents through higher fees.

Licensees with programs only serving children aged 6-12 that apply to the CMSM/DSSAB for workforce compensation funding are not eligible to participate in the CWELCC System.

For Licensees with programs serving any eligible child, the Licensee must be a participant in the CWELCC System in order to access workforce compensation (funded through the CWELCC System) for eligible staff and home child care visitors, and will be required to adhere to all the parameters of the CWELCC System.

IMPLEMENTATION

For all staff and home child care visitors meeting the workforce compensation (wage floor, annual increase, minimum wage offset) eligibility requirements detailed above, CMSMs/DSSABs are required to develop an application process to enroll Licensees for workforce compensation entitlement within their region. This process can mirror current Wage Enhancement processes.

CMSM/DSSABs must adhere to the compensation funding parameters detailed above for wage floor, annual increase, and minimum wage offset increases to eligible staff.

CMSMs/DSSABs are required to manage public inquiries related to workforce compensation. In order to manage these inquiries, CMSMs/DSSABs may wish to post information regarding workforce compensation along with contact information on their website.

Funding provided to Licensees for workforce compensation support staff serving the following age groups: eligible children (i.e., children under 6 years old) and children aged 6 to 12 who are not eligible under the CWELCC System

**APPENDIX A - CANADA-WIDE EARLY LEARNING AND CHILD CARE
(CWELCC) FUNDING FORMULA TECHNICAL PAPER**

Ministry of Education

**CWELCC Funding Formula:
Technical Paper 2022**

Purpose

To support greater transparency for system users, this paper contains details of the underlying formulae and criteria used in calculating the 2022 Canada-Wide Early Learning and Child Care (CWELCC) Allocations to CMSMs/DSSABs.

Overview of the CWELCC Funding Formula

The CWELCC funding formula includes three main allocation categories: Fee Reduction, Workforce Compensation, and CWELCC Administration.

CWELCC Funding in 2022 (\$ Millions)

Category	Preliminary CWELCC Funding (\$M)
Fee Reduction	\$734
Workforce Compensation	\$33
CWELCC Administration	\$18
Total to CMSMs/DSSABs in 2022	\$785

Funding was costed for 2.6% inflation on total costs. This includes inflation for both compensation and non-compensation costs. In 2022 this was captured through the Fee Reduction Allocation as well as the increased child care funding in 2022 through the Canada-Ontario Early Learning and Child Care (ELCC) allocation.

Information regarding operating funding to support space expansion will be released later this year.

Fee Reduction Allocation

Fee Reduction funding is being provided to CMSMs/DSSABs to support parents, families and communities by reducing fees for eligible children in licensed child care.

CMSMs/DSSABs will work with child care licensees who choose to participate in the CWELCC System in their regions to provide operating grants that will enable the parent fee reduction for families.

The 2022 Fee Reduction Allocation is intended to support the first step of fee reduction: all Ontario families with eligible children in participating licensed child care will see a fee reduction of up to 25% (to a minimum of \$12 per day), retroactive to April 1, 2022.

The Fee Reduction Allocation funding totals \$734 million in 2022. The following data elements are used to calculate the Fee Reduction allocation:

Fee Reduction Allocation Data Elements	Source
Parent Fees for eligible children	2021 Child Care Operator Survey
Number of Licensed Child Care Spaces	2021 Child Care Licensing System
Number of eligible children enrolled in Licensed Home Child Care	2021 Child Care Operator Survey

Centre-Based Child Care Fee Reduction Formula

The Fee Reduction formula calculates the amount of fee reduction required at the child care centre level and for each age group within each centre. For each eligible age group, where there are licensed spaces, the fee reduction is determined as described below:

2022 Estimated Fee (2021 fee as reported + 2.6% inflation)	Fee Reduction Formula
> \$16	$(2021 \text{ parent fee} \times 2.6\% \text{ inflation} \times 25\% \text{ fee reduction}) \times \text{number of licensed spaces}$
Between \$16 and \$12	$(2021 \text{ parent fee} \times 2.6\% \text{ inflation} - \$12 \text{ floor}) \times \text{number of licensed spaces}$
< \$12	\$0 fee reduction

This is calculated for each eligible age group and child care centre and rolled up to the CMSM/DSSAB level. Age groups included in the calculation include infants, toddlers, preschool and kindergarten. Note, kindergarten spaces are assumed to charge a before and after school fee on instructional school days and a full day fee on non-instructional school

days. An adjustment is also applied on the centre level for kindergarten spaces that do not operate in the summer months.

Home-Based Child Care Fee Reduction Formula

The Fee Reduction formula for licensed home child care follows the same approach as the centre-based formula. Enrollment data is used as a proxy for the number of spaces in home child care. Age groups included in the calculation include under 2 years, 2-3 years and 4-5 years. Aged 4-5 enrollment is treated the same as the kindergarten age group in centre-based child care as described above regarding before and after school fee vs full day fee however, all homes are assumed to operate year round.

Workforce Compensation Allocation

Workforce compensation funding is focused on supporting Registered Early Childhood Educator (RECE) staff that are low wage earners. In 2022, there will be a wage floor of \$18 for RECE program staff, and \$20 per hour for RECE supervisors and RECE Home Child Care Visitors. In 2022, Non-RECE program staff, Supervisors and Non-RECE Home Child Care visitors should have a wage floor of \$17 per hour (\$15 minimum wage plus \$2 Wage Enhancement). Funding is being allocated to RECE staff to raise their wages to the new floor and allocated to Non-RECE staff to cover the increased minimum wage that came into effect January 1, 2022, and therefore support the \$17 per hour existing wage floor.

The Workforce Compensation Allocation funding totals \$33 million in 2022 which was derived by:

- Using the wage brackets and number of staff in each bracket, assuming a normal distribution within the bracket.
- Growing wages by inflation.
- For each bracket below the floor the following was calculated:
 - Floor - avg for the bracket x number of staff in the bracket

This results in the following proportional distribution by type of staff for each floor:

Proportion	Workforce Compensation Allocation Data Elements	Source
55%	Number of RECE program staff that have wages under \$18	2019 Child Care Operator Survey
12%	Number of RECE supervisors and home visitors that have wages under \$20	2019 Child Care Operator Survey

33%	Number of Non-RECE program staff and supervisors that have wages under \$17	2019 Child Care Operator Survey
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Funding is also provided for the inflationary increase of 2.6% but is included in the Fee Reduction allocation (the assumption being that this wage increase was reflected in the fees already) while the \$33 million reflects the additional funding for the wage floors.

CWELCC Administration Allocation

The CWELCC Administration Allocation is intended to support service system managers with administrative capacity to implement the goals of the CWELCC.

The allocation for CWELCC Administration totals \$18 million in 2022 and is comprised of the following components:

Administration Allocation Data Elements	Benchmark
Base allocation for each CMSM and DSSAB	\$65,600 x (1+17.5% benefits) x 75%
Number of Licensed Child Care Spaces as of March 31, 2021 per Child Care Licensing System (infant, toddler, preschool and kindergarten)	\$70.32 per space x 75%
Home Child Care Enrollment per 2021 Child Care Operator Survey (0-5 years)	\$70.32 per enrollment x 75%

The allocations above have been pro-rated for the 9 months from April to December by 75%.

Appendix B: CWELCC Funding Formula: Tip Sheet

This tip sheet is intended to provide tips to CMSMs and DSSABs to assist them in allocating Canada-Wide Early Learning and Child Care (CWELCC) funding to the licensees that choose to participate in their regions.

General Tips

- Refer to the CWELCC Funding Formula Technical Paper for details on how funding was allocated from the province to CMSMs and DSSABs.
- CMSMs/DSSABs can leverage the province's allocation methodology, in order to allocate funding to licensees where appropriate.
- CMSMs/DSSABs should allocate CWELCC funding to licensees that choose to participate in a timely fashion to ensure they can provide retroactive rebates to parents.
- The allocation approach does not replace a year end reconciliation to ensure the funding was spent on eligible expenditures.
- If licensees have planned compensation or other cost increases expected in the year, CMSMs/DSSABs should provide funding for the planned cost increases. Note, in 2022, funding was provided to CMSMs/DSSABs for 2.6% inflation over 2021 costs.

Fee Reduction

- Gather information from licensees on base fees as of March 27, 2022 for eligible children and operating capacity.
- Calculate fee reduction funding based on a 25% reduction to base fees as of March 27, 2022 to a floor of \$12 per day.
- Funding to licensees for fee reduction should cover the full fee reduction to base fees unless the CMSM/DSSAB determines some costs that make up the base fee are unreasonable or not eligible.

Workforce Compensation

- Gather information from licensees on number and type of staff working in each centre, their wages, and estimated hours they will work April to December 2022.
- Allocate funding to licensees to support the wage floor of \$18 per hour for RECE program staff and \$20 per hour for RECE supervisors and home child care visitors.
- For example, if a RECE program staff has a wage of \$17 currently (\$15 wage + \$2 wage enhancement), then they should be allocated \$1 per hour for the estimated hours they will work April to December 2022, to ensure they receive the floor of \$18 per hour.
- Funding has been provided to offset the minimum wage increase for non-RECE staff that took effect January 2022. Please ensure that Licensees are not receiving double funding for this (for example, if they have already raised fees to reflect the increase, then the funding would flow to the Licensee for Fee Reduction and CMSMs/DSSABs should exercise flexibly between funding lines to account for this).

APPENDIX C: 2022 LICENSED CHILD CARE PURCHASE OF SERVICE AGREEMENT CHECKLIST

This “Licensed Child Care Purchase of Service Agreement Checklist” is a supportive tool that may assist CMSMs/DSSABs in drafting or amending their purchase of service agreements with child care Licensees participating in the Canada-Wide Early Learning and Child Care (CWELCC) System. The checklist is not intended to be an exhaustive list of considerations from the ministry, and CMSMs/DSSABs should consult the CCEYA, the Guideline Addendum as well as their legal counsel in developing purchase of service agreements.

The checklist covers, at a high level, the criteria the province requires of the CMSM/DSSAB and Licensees in order to access CWELCC System funding.

This checklist is comprised of the following:

- Part 1: Licensed Child Care Operator Participation
- Part 2: Funding Consideration
- Part 3: Fee Reduction
- Part 4: Workforce Compensation
- Part 5: Maximum Profit
- Part 6: Reporting
- Part 7: Records and Audit
- Part 8: Withholding and Recovery of Payments and Right to Set Off

Part 1: Licensed Child Care Operator Participation

Participation in the Canada-Wide Early Learning and Child Care System is optional; however, child care Licensees are encouraged to participate so that families can benefit from reduced fees.

Licensees choosing to participate in the CWELCC System must indicate their intent to do so to the CMSM/DSSAB by September 1, 2022.

The following requirements must be met by the Licensee for enrolment into the CWELCC System:

- Licensee must demonstrate financial viability to the CMSM/DSSAB.
- Licensee must operate in accordance with the purchase of service agreement, the *Child Care and Early Years Act, 2014 (CCEYA)* and its regulations, as well as the requirements outlined by the CMSM/DSSAB.
- Licensees must maintain existing (pre-CWELCC System announcement on March 28,

2022) licensed spaces for eligible children. Licensees may not convert any existing spaces for eligible children to other age groups (e.g., converting infant spaces to toddler, or infant spaces to kindergarten) in 2022.

- Licensees must communicate their CWELCC System enrolment status to all parents and staff within 14 days of the licensee being notified by CMSM/DSAAB of the results of their application in accordance with O. Reg. 137/15.
- Licensees must complete the annual *Licensed Child Care Operations Survey*, as required under section 77 of O. Reg. 137/15 in order to continue to receive funding under the CWELCC System.
- Licensees must reduce and refund base fees in accordance with O. Reg.137/15. Licensees are required to keep an electronic or hard copy of their purchase of service agreement at the child care centre or home child care agency, and make it available for ministry inspection.
- Licensees must maintain their licence in good standing in accordance with the CCEYA.

Part 2: Funding Considerations

Please see below examples of requirements relating to CWELCC System funding that a CMSM/DSSAB may want to consider in developing terms and conditions to include in its purchase of service agreement with a Licensee governing CWELCC System funding. CMSMs/DSSABs may also want to refer to the ministry's Guideline Addendum to assist them in developing additional terms and conditions governing this funding:

- Funding amounts to a Licensee will be determined at the discretion of the CMSM/DSSAB based on actual costs.
- Licensees are required to use CWELCC System Funds to support CWELCC System objectives in accordance with the purchase of service agreement, applicable legislation, regulations and applicable guidelines requirements provided to Licensees.
- Licensees are required to return CWELCC System Funds to the CMSM/DSSAB where funds are not used in accordance with the requirements established by the CMSM/DSSAB that apply to Licensees.
- Licensees are required to provide sufficient and detailed financial or other information related to their child care operations as required by the CMSM/DSSAB for review.

- Information submitted by the Licensee for eligibility and reasonability of expenditures will be subject to review as part of the CMSMs/DSSABs funding and reconciliation process. CMSMs/DSSABs may consider including terms and conditions in their purchase of service agreements that provide for the following rights:
 - Discretion to determine eligibility and reasonability of a Licensee's revenues, costs and expenses, based on CWELCC System funding requirements provided to Licensees and to adjust funding provided based on review.
 - The right to review and to confirm that the Licensee did not charge fees for eligible children higher than the fees at which it was capped after March 27, 2022 (unless the fees were communicated to parents prior to March 27, 2022).
 - Denying funding for expenses, or to only pay what is deemed to be fair market value, as determined by CMSMs/DSSABs.
 - Denying funding for expenditures arising from transactions not conducted at arms-length.
 - Denying funding for ineligible expenditures, based on applicable guidelines and parameters provided by CMSMs/DSSABs to Licensees.
 - Determining the amount of funding that can be spent by Licensees on administration expenses.
 - Denying funding for administration expenditures above what has been determined by CMSMs/DSSABs for each Licensee.
 - Requiring Licensees to seek approval if additional administration funding is required by the Licensee above what is allowed.
 - The right to determine if a Licensee's operation in child care for eligible children is sustainable and financially viable. CMSMs/DSSABs have the discretion to define sustainable and financial viability.
 - The right to verify that increases to base and non-base fees for the care of eligible children were permitted in accordance with O. Reg. 137/15, (e.g., a fee increase must be communicated to families/parents prior to March 27, 2022).
 - The right to verify that Licensees are maintaining the spaces for eligible children for

which they are receiving funding to reduce base fees (e.g., a licensed infant space must remain an infant space) along with the right to recover funding from the Licensee as determined by the CMSM/DSSAB.

- The requirement for Licensees to report to the CMSM/DSSAB any revisions to capacity or use of alternate capacity for child care spaces currently licensed for ages 0-5.
- Requirement that Licensees do not close for more than 2 consecutive weeks and do not close for more than 4 weeks within a calendar year while the licensee is receiving full funding from the CWELCC System.
- Requirement that full base fees cannot be charged by the Licensee for any closure beyond these timelines. CMSMs/DSSABs may further limit the allowable period of closure (e.g., closures may not exceed 10 consecutive days).

Part 3: Fee Reduction

Fee reduction funds are to be used by CMSMs/DSSABs to support parents, families and communities by reducing base fees for eligible children.

The *Child Care and Early Year Act, 2014* (CCEYA) sets out the rules regarding what participating Licensees will be permitted to charge parents as part of their base fee (as defined by the CCEYA).

In working towards achieving the required base fee reduction for eligible children, below is a high-level summary of terms and conditions to consider when enrolling a Licensee into the CWELCC System.

CMSMs/DSSABs should refer to O. Reg 137/15 for full details on the fee reduction requirements and should refer to the ministry's CWELCC System funding Guideline Addendum to assist in developing additional terms and conditions to include in their purchase of service agreements with participating Licensees.

- Licensees' base fees must be determined in accordance with the requirements set out in O. Reg. 137/15 under the CCEYA. (CMSMs/DSSABs can refer to the regulations and the Guideline Addendum for further details on base fees).
- Licensees must reduce base fees for eligible children only. The term 'eligible children' is defined in O. Reg. 137/15.
- Licensees are required to provide a refund to parents where a base fee higher than the reduced base fee is charged for an eligible child, retroactive to the Licensee's CWELCC System enrolment date and for any period after the CWELCC enrolment date where excess base fees has been prepaid for. CMSMs/DSSABs can refer to the

Guideline Addendum for further details.

- Licensed home child care agencies participating in the CWELCC System must ensure that home child care providers charge parents of eligible children a base fee determined in accordance with O. Reg. 137/15, which applies to children who are agency placed and those children that are privately placed in the provider's care.
- 31 days after a Licensee is notified by the CMSM/DSSAB of their enrolment date, the Licensee cannot charge a base fee that is higher than the applicable base fee for an eligible child.
- 60 days after a Licensee is notified by the CMSM/DSSAB of their enrolment date, the Licensee is required to provide refunds to parents for any fees paid that were higher than the reduced base fees paid, for any higher base fees that were prepaid for a period after the enrolment date, and any refunds related to reductions in parental contributions families in receipt of fee subsidy for the applicable period.
- CMSMs/DSSABs have the right to determine an initial base fee, in the case where the capped fee does not include all of the components required to be included in a base fee under O. Reg. 137/15, or to exclude components that should not be part of a base fee at the discretion of the CMSM/DSSAB.
- Licensees must ensure that components that should be captured by the definition of non-base fees under O. Reg. 137/15 should not be included as a component of base fees.
- Licensees are required to maintain the reduced base fees until they are either required to reduce them again, or if they are no longer participating in the CWELCC System.
- In the case where a Licensee transfers shares of the corporation the licensee continues to be bound by the requirements in O. Reg. 137/15 relating to base fees and non-base fees. In the case where a Licensee sells all of its assets and ceases to be licensed, the purchasing corporation must apply for a licence under the CCEYA and may submit an application to enroll in the CWELCC System, in which case the base fee and non-base fee rules in O. Reg. 137/15 apply to the applicant (CMSMs/DSSABs see regulation and Guideline Addendum for further details).
- CMSMs/DSSABs have the right to verify the timeliness and accuracy of refunds and fee reductions made by Licensees.

Part 4: Workforce Compensation

The commitment, knowledge and experience of Ontario's diverse range of child care and early years professionals is a key factor in the implementation of the CWELCC System. Workforce compensation funding is focused on supporting Registered Early Childhood Educator (RECE) staff that are low wage earners. Increased compensation for low wage earners will help support the recruitment and retention of RECEs working in the child care sector as part of the provincial strategy to achieve system growth and ensure increased access to high quality licensed child care in Ontario.

Ontario will support the recruitment and retention of Ontario's child care workforce by providing improved compensation for low wage earners through the implementation of a wage floor and an annual wage increase for eligible RECE staff.

In addition, workforce compensation funding will be provided to Licensees to offset wage increases for non-RECE staff associated with the increased minimum wage that came into effect January 1, 2022.

The following are examples of requirements that apply to Licensees in respect of workforce compensation funding that CMSM/DSSABs may want to consider in developing terms and conditions to include in their purchase of service agreements with Licensees that govern this funding. For additional information relating to workforce compensation funding, CMSMs/DSSABs are encouraged to refer to the Guideline Addendum.

Wage floor and Annual Wage Increase

- Licensees are required to bring the wage of all eligible RECE staff up to the wage floor plus benefits as identified in the ministry's Guideline Addendum.
- Licensees are required to increase the hourly wage plus benefits of all eligible RECE staff annually as described in the ministry's Guideline Addendum.
- Workforce compensation funding is provided to eligible RECE staff employed by a Licensee that is participating in the CWELCC System regardless of the age of the children they are supporting (e.g., not limited to staff supporting children under the age of 6).
- Licensees subject to the *Protecting a Sustainable Public Sector for Future Generations Act, 2019* (PSPSFGA) are required to meet any applicable obligations under the PSPSFGA.
- Licensees that are subject to the terms of a collective agreement should seek

independent legal advice on implementing the wage floor and annual wage increase.

- Licensees will be required to apply for the Wage Enhancement Grant to be eligible to receive workforce compensation funding.
- Licensees participating in the CWELCC System prior to December 31, 2022, must issue retroactive payments to eligible RECE staff for any period after the Licensee is notified by the CMSM/DSAAB that they are enrolled in the CWELCC System during which Licensees paid eligible RECE staff wages lower than the wage floor.
- Licensees participating in the CWELCC System after December 31, 2022, will not receive funding to issue retroactive payments to eligible RECE staff for wage compensation funding and will only be expected to implement the wage floor and annual wage increase on a go forward basis.
- Licensees will be permitted to continue to pay eligible RECE staff below the wage floor for thirty-one calendar days after the CMSM/DSSAB notifies them that they are enrolled in the CWELCC System. After 31 days, the Licensee would be required to pay eligible RECE staff at least the wage floor. Licensees would then be given one additional month (for a total of 60 days from the day they were notified by the CMSM/DSSAB) to provide eligible RECE staff with a retroactive payment for any wages that were below the wage floor, retroactive to the date their enrolment in the CWELCC System was confirmed by the CMSM/DSAAS.
- Licensees are not permitted to use workforce compensation funding to provide compensation to eligible RECE staff over and above what is mandated based on the requirements set out in the Guideline Addendum without approval from the ministry.
- Workforce compensation funding must be considered in addition to and not reduce other planned compensation increases for eligible staff. For example, the wage floor and annual wage increase cannot be used to reduce planned merit increases for eligible staff.
- Licensees must include workforce compensation payments in each pay cheque or payment made to eligible RECE staff.
- Upon receiving confirmation of enrolment in the CWELCC System from their CMSM/DSSAB, and as new eligible RECE staff are hired, Licensees are required to share in writing, information about the wage floor and annual wage increase with eligible RECE staff.

- Licensees must report on data for meeting wage floor and annual wage increase requirements as determined by the CMSM/DSSAB and the reporting parameters set out in the ministry's Addendum to the Funding Guideline.

Minimum Wage Offset

- Licensees must provide eligible non-RECE staff that were earning less than \$15 per hour (not including wage enhancement) on March 31, 2021, or were hired after March 31, 2021 and before January 1, 2022 and had wages below \$15 per hour (not including wage enhancement), minimum wage offset funding.
- Licensees must report on data for meeting minimum wage offset requirements as determined by the CMSM/DSSAB and the reporting parameters set out in the ministry's Addendum to the Funding Guideline.

Part 5: Maximum Profit

As part of the CWELCC System accountability framework, controls are required to ensure that the ability of Licensees to generate undue profit is limited based on the CWELCC System funding being provided.

Below are examples of requirements CMSMs/DSSABs could consider in developing terms and conditions to include in their purchase of service agreements with Licensees relating to undue profit. CMSMs/DSSABs may also want to refer to the CWELCC System Funding Guideline Addendum for additional information:

- CMSMs/DSSABs will have the discretion to determine a maximum profit level that would govern the Licensee's provision of child care to eligible children each calendar year.
- This maximum profit level determined by the CMSM/DSSAB will be included by the CMSM/DSSAB in the terms and conditions of their purchase of service agreements with for-profit Licensees each year.
- In the case where the Licensee's annual net profit relating to the provision of child care for eligible children exceeds the maximum profit amount set by the CMSM/DSSAB, the Licensee will be required to return any excess funds above this maximum amount to the CMSM/DSSAB.
- CMSMs/DSSABs have the discretion to determine the portion of the Licensee's net profit that may be attributed to the provision of child care for eligible children, as compared to net profit attributed to the provision of child care for children who are not

eligible children.

Part 6: Financial Reporting

As part of the CMSM/DSSAB's financial review process with Licensees at year end, the Licensee will be required to submit detailed financial information and audited financial statements to the CMSMs/DSSABs to verify that the funding provided was used for the purpose(s) intended.

Below are examples of requirements for CMSMs/DSSABs to consider related to the financial reporting process when developing terms and conditions to include in their purchase of service agreements with Licensees. CMSMs/DSSABs may wish to refer to the CWELCC System Guideline Addendum for additional information:

- Financial reports are prepared and submitted by the Licensee in accordance with the CMSM/DSSAB's reporting requirements and timelines.
- Licensees are required to provide all financial and other information based on CMSM/DSSAB requirements, including audited financial statements.
- Licensee will work with CMSM/DSSAB to reconcile all CWELCC System funding annually according to the reporting and reconciliation documentation provided by the Ministry.
- CMSM/DSSAB have the right to follow up with Licensee on any CWELCC System expenditures reported to determine reasonability of variances and/or eligibility of expenditure.
- The CMSM/DSSAB will take reasonable and progressive corrective actions on the Licensee who does not comply with reporting requirements.
- Adjustments and recoveries of funding provided will be determined at the discretion of the CMSM/DSSAB based on the CMSM/DSSAB's reconciliation process.

Part 7: Records and Audit

CMSMs/DSSABs will be required to undertake audits on a random sample of Licensees in receipt of CWELCC System funding on an annual basis to confirm that CWELCC System funding has been used for its intended purpose.

See below for examples of requirements for CMSMs/DSSABs to consider in developing terms and conditions to include in their purchase of service agreements with Licensees related to the maintenance of proper financial and service records. CMSMs/DSSABs may wish to also

refer to the CWELCC System Guideline Addendum for additional information:

The Licensee:

- Must maintain complete financial and service records of accounts of expenditures related to the CWELCC System, for each site where CWELCC System funding is being provided, for at least 7 years.
- Cannot dispose of any records related to the services provided under the CWELCC System without prior consent from the CMSM/DSSAB, even when the Licensee is no longer operating.
- Must permit the CMSM/DSSAB to audit financial and service records related to the CWELCC System at any reasonable time.
- Must ensure its staff are available for consultation by the CMSM/DSSAB as required.

Part 8: Withholding and Recovery of Payments and Right to Set Off

CMSMs/DSSABs should consider including terms and conditions in their purchase of service agreements with licensee that provide them with the right to withhold payment or to reduce funding provided to a Licensee when the Licensee does not meet the obligations relating to the use of CWELCC System funds or other related CMSM/DSSAB funding requirements. See below for examples of requirements for CMSMs/DSSABs to consider in developing terms and conditions for their purchase of service agreements.

The CMSM/DSSAB will reserve the right to withhold or recover funding based on the following:

- Funding spent on ineligible expenditures.
- Funding spent on expenditures unrelated to the objectives of CWELCC.
- Expenditures not at fair market value.
- Transactions with a related party.
- Licensee not meeting deadlines relating to request for information, documentation and reporting.
- Licensee not meeting the requirements under the CWELCC System, applicable guidelines or any other specific deadlines noted by the CMSM/DSSAB.

- CWELCC System funds not in used in accordance with the requirements and any applicable guidelines provided by CMSMs/DSSABs to Licensees.

- Licensee did not complete their annual *Licensed Child Care Operations Survey*, as per O.Reg.137/15 (77).

Appendix D: Application Form: CWELCC Enrollment

CMSM/DSSABs may provide this sample application form to Licensees in their region who wish to enroll in the Canada-wide Early Learning and Child Care (CWELCC) System. Service system managers may modify the form as they see fit, with the assistance of their legal counsel, for their purposes.

Canada-Wide Early Learning and Child Care (CWELCC) System

Funding under the Canada-Wide Early Learning and Child Care (CWELCC) System will be used to build and leverage the success of Ontario's existing early learning and child care system by increasing quality, access, affordability, flexibility and inclusivity in early learning and child care. This will be accomplished by:

- Reducing base fees for eligible children by 25% (to a minimum of \$12 per day), retroactive to April 1, 2022, providing a 50% reduction in average base fees for eligible children by the end of December 2022, and reaching an average of \$10 a day child care fees for eligible children by September 2025 for licensees enrolled in the CWELCC System (Note: The average of \$10 a day is calculated including fee subsidies paid to families. As a result, the rates charged by operators to families will be approximately \$12 a day by September 2025 to achieve a \$10 a day average);
- Creating 86,000 new licensed child care spaces, including more than 15,000 licensed child care spaces created since 2019, with capital start-up grants targeting growth in communities with populations who need them most;
- Ensuring space expansion plans and programming are informed by, and support the needs of, vulnerable and diverse populations in communities; and
- Strengthening the early childhood workforce through enhanced compensation, training and professional learning opportunities.

To be eligible for CWELCC funding, child care operators must apply to their local CMSM/DSSAB to enroll and have or enter into a purchase of service agreement with [insert name of the CMSM/DSSAB] and agree to operate under the criteria outlined in the [insert CMSM/DSSAB Guideline] in order to receive this funding to reduce base fees for eligible children.

Licensees that wish to enroll in the CWELCC System must confirm their intent to participate and agree to the conditions outlined in the "Terms of Application" section to the [insert name of the CMSM/DSSAB] by September 1, 2022.

Definitions

In this form, the following terms will have the following meanings:

“CMSM/DSSAB” means the Service System Manager (SSM) as designated under the *Child Care and Early Years Act, 2014* (CCEYA).

“Licensee” means the licensed home child care agency or child care centre.

“CWELCC System” means the Canada-Wide Early Learning and Child Care System for early years and child care funding provided for in an agreement entered into by the Province of Ontario and the Government of Canada.

“Eligible child” means any child under six years old; and up until June 30 in a calendar year, any child who (a) turns six years old between January 1 and June 30 in that calendar year, and (b) is enrolled in a licensed infant, toddler, preschool or kindergarten group, a licensed family age group, or home child care.

“Base fee” means any fee or part of a fee that is charged in respect of a child for child care, including anything a licensee is required to provide under the CCEYA, or anything a licensee requires the parent to purchase from the licensee, but does not include a non-base fee.

Section 1: Child Care Licensee Basic Information

Licensee Name:	Application Date: <i>yyyy-mm-dd</i>
License Number:	Agency/Centre Name:
Location Address: <i>Street Number, Street Name, Unit / Suite Number</i>	Location Address: <i>City / Town, Postal Code</i>
Type of Licensee: <i>Please check one.</i> <input type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> First Nation	Auspice: <i>Please check one.</i> <input type="checkbox"/> Not-for-profit <input type="checkbox"/> For-profit
Contact Name: <i>First, Last</i>	Position Title:
Business Telephone Number:	Business Email:
Type of Organization: <input type="checkbox"/> Child Care Centre <input type="checkbox"/> Home Child Care Agency	Type of Program (if applicable): <i>Please check all that apply.</i> <input type="checkbox"/> Indigenous (off-reserve) <input type="checkbox"/> Francophone
Request Type: <i>Please check one.</i> <input type="checkbox"/> New Service Agreement (for those who do not currently have a purchase of service agreement with the service system manager and who want to participate in CWELCC). <input type="checkbox"/> Change to Existing Service Agreement (for those with an existing purchase of service agreements and who want to participate in CWELCC).	

Section 2: Child Care Licensee Site Information

Hours of Operation:
Types of Service Provided and hours of operation per service: <i>Check all that apply.</i> <input type="checkbox"/> Full-day child care <input type="text"/> hours <input type="checkbox"/> Part-time child care <input type="text"/> hours <input type="checkbox"/> Before and/or after school programs (6-12 yrs) <input type="text"/> hours <input type="checkbox"/> Before and/or after school programs (4-5 yrs) <input type="text"/> hours <input type="checkbox"/> Licensed home child care <input type="text"/> hours
Licensed Capacity: <i>As indicated on your Schedule 1 Ministry of Education licence.</i>
Number of Home Child Care Sites:

Number of Rooms:

Room # 1:	Licensed (L) & Operating Capacity (O) Space: Infant: L: <input style="width: 50px;" type="text"/> O: <input style="width: 50px;" type="text"/> Toddler: L: <input style="width: 50px;" type="text"/> O: <input style="width: 50px;" type="text"/> Pre-school: L: <input style="width: 50px;" type="text"/> O: <input style="width: 50px;" type="text"/> Kindergarten: L: <input style="width: 50px;" type="text"/> O: <input style="width: 50px;" type="text"/> School-age: L: <input style="width: 50px;" type="text"/> O: <input style="width: 50px;" type="text"/> Total: L: <input style="width: 50px;" type="text"/> O: <input style="width: 50px;" type="text"/>
<i>Copy and paste the table above to provide the information for each room in your site.</i>	
Total Licensed Capacity:	
Total Operating Capacity:	

Section 3: Base Fees

Base fees are any fee or part of a fee that is charged in respect of a child for child care (i.e., if the Licensee requires parents to pay for something and it is not optional, then it has to be included in base fee). This includes anything the Licensee is required to provide under O. Reg. 137/15, or anything the Licensee requires the parent to purchase from the Licensee, but does not include a non-base fee.

Base fee information should be the fees as of March 27, 2022. All base fee information should be calculated on a daily basis even if your fees are typically calculated on an hourly, weekly, bi-weekly, monthly, or annual basis. Include your standard fees for children in each age group who are not receiving a fee subsidy.

Licensed Age Group	Base Fee (\$)	Not Applicable
Full Day (6 hours or more)		
Infant (Younger than 18 months)		<input type="checkbox"/>
Toddler (18 months to 29 months)		<input type="checkbox"/>
Preschool (30 months to 6 years)		<input type="checkbox"/>
Kindergarten (44 months to 7 years)		<input type="checkbox"/>
Family Age Grouping (Schedule 4)		<input type="checkbox"/>

Licensed Age Group	Base Fee (\$)	Not Applicable
Half Day (fewer than 6 hours)		
Infant (Younger than 18 months)		<input type="checkbox"/>
Toddler (18 months to 29 months)		<input type="checkbox"/>
Preschool (30 months to 6 years)		<input type="checkbox"/>
Kindergarten (44 months to 7 years)		<input type="checkbox"/>
Family Age Grouping (Schedule 4)		<input type="checkbox"/>
Before School Only (Kindergarten & School Age)		
Kindergarten (44 months to 7 years)		<input type="checkbox"/>
Family Age Grouping (Schedule 4)		<input type="checkbox"/>
After School Only (Kindergarten & School Age)		
Kindergarten (44 months to 7 years)		<input type="checkbox"/>
Family Age Grouping (Schedule 4)		<input type="checkbox"/>
Before and After School (Kindergarten & School Age)		
Kindergarten (44 months to 7 years)		<input type="checkbox"/>
Family Age Grouping (Schedule 4)		<input type="checkbox"/>

Section 4: Staffing Information

Please indicate the number of staff in each designation.

Do not include staff such as:

- *Cook, custodial and other non-program staff positions.*
- *Special Needs Resource-funded resource teachers/consultants and supplemental staff.*
- *Staff hired through a third party (i.e., temp agency).*

Note that qualified employees, supervisors, or home child care visitors that are not Registered Early Childhood Educators (RECEs) but are otherwise approved by a director under the Child Care and Early Year Act, 2014 (CCEYA) are not eligible for the wage floor or annual wage increase.

Staff Type	Wage (/Hr) & Benefits	Full-time	Part-time	Total
Non-RECE Program Staff (Non-RECE)				
Non-RECE Child Care Supervisor				
Non-RECE Home Child Care Visitor				
RECE Program Staff				
RECE Child Care Supervisor				

RECE Home Child Care Visitor				
Total				

Section 5: Attached Documents

In addition to submitting an application form and signing a Purchase of Service Agreement, the following documentation must be provided by the Licensed Child Care Service Provider, as applicable:

- Letters patent / articles of incorporation
- Licence issued by the director under the CCEYA (Ministry of Education)
- Certificate of Insurance (confirms a minimum \$2,000,000 liability insurance)
- [Insert any other documents required by the CMSM/DSSAB] to verify applicant eligibility

Section 6: Terms of Application

Please check if you agree and understand that:

- I understand this is an application to determine eligibility to enroll in CWELCC System funding and to enter a Purchase of Service Agreement with [Name of CMSM/DSSAB].
- I have read and understand the requirements associated with CWELCC System funding as outlined in the [Name of CMSM/DSSAB] Guidelines, including eligible and ineligible expenses and requirements set out under O. Reg 137/15. I understand that, as the licensee, upon approval of my application for enrollment in the CWELCC System, the following terms and conditions apply to my enrollment:
 - Licensees must ensure that, after March 27, 2022, it does not charge a fee higher than its capped fee for any eligible children enrolled at the child care centre it operates or at a home child care premises it oversees unless the fee had already been communicated to parents. See O. Reg 137/15 for additional information about the cap on fees. Licensees are subject to the cap on fees until either the Licensee notifies the CMSM/DSSAB, staff and parents of eligible children in writing they are not applying to enroll in CWELCC in 2022, or the until the Licensee is notified by the CMSM/DSSAB of the decision about enrollment in CWELCC System.
 - Licensees are required to reduce their base fee, provide refunds to parents where applicable, in accordance with O. Reg. 137/15, and to increase the wages of Registered Early Childhood Educators to support a mandated wage

floor and an annual wage increase as well as any other requirements set by the CMSM/DSSAB.

- Licensees must maintain the age 0-5 spaces for which they are receiving funding to reduce base fees for eligible children. (e.g., a licensed infant space must remain an infant space). Any revisions or use of alternate capacity must be reported to the [insert name of the CMSM/DSSAB] and CMSMs/DSSABs may determine whether this may require recovering funding from the Licensee.
- As part of the initial roll out of the CWELCC System, Licensees are encouraged to work with their CMSM/DSSAB to develop a plan to ensure eligible children who receive fee subsidy and children with special needs have access to the Licensee's child care programs by January 1, 2025.
- CWELCC funding amounts to Licensees will be determined at the discretion of [insert name of the CMSM/DSSAB].
- Licensees may need to demonstrate financial viability to [insert name of the CMSM/DSSAB]. In exceptional cases where the Licensee is not able to demonstrate financial viability, or if the CMSM/DSSAB has strong concerns that the funding will be used for improper purposes, the CMSM/DSSAB may deny a licensee's enrollment in the CWELCC.
- Licensees must maintain existing cost structures in child care for eligible children, subsequent to March 27, 2022.
- Licensees acknowledge that [insert name of the CMSM/DSSAB] has the right to review a Licensee's base fee and may require Licensees to make adjustments to the base fee as determined by [insert name of the CMSM/DSSAB].
- Licensees must provide sufficient and detailed financial information for review in accordance with the funding, accountability and reconciliation process as determined by [insert name of the CMSM/DSSAB].
- Licensees must submit audited financial statements and other financial information as determined by the CMSM/DSSAB to verify that the funding provided was used for the purpose(s) intended. Where a Licensee fails to meet this requirement, funds may be recovered, or the Licensee may be ineligible to receive future funding.
- [insert name of the CMSM/DSSAB] has discretion to determine reasonability and eligibility of a Licensee's costs and expenses, and to adjust funding provided based on the CMSM/DSSAB review.
- Any adjustments and recoveries of funding will be determined at the discretion of [insert name of the CMSM/DSSAB] based on the CMSM's/DSSAB's reconciliation process.

- For for-profit child care Licensees, annually the net profit will be determined at the discretion of [insert name of the CMSM/DSSAB]. Where net profit would otherwise exceed this threshold, the Licensee will be required to return excess funding.
 - Licensees will be required to apply for the Wage Enhancement Grant to be eligible to receive funding to implement the wage floor and wage increase for Registered Early Childhood Educators employed by the Licensee. See the [insert name of the CMSM/DSSAB] Funding Guidelines for further details.
 - During the term of the CWELCC funding agreement, the licensed child care program may not exceed [insert minimum duration] of closure, and not more than [insert maximum duration] weeks of closure in a calendar year while still receiving full funding from the CWELCC System. Base fees cannot be charged for any closure above and beyond these timelines.
 - Licensees must permit the CMSM/DSSAB to audit financial and service records related to the CWELCC System at any reasonable time.
 - Licensees must adhere to all requirements as set out in applicable legislation, regulation and local requirements as provided in the [insert name of CMSM/DSSAB] Guidelines.
- I understand that should the application be approved, a Service Agreement will not be provided for signature until all financial, operating and licensing requirements are met, and the licensee complies with all legislative requirements and [insert name of CMSM/DSSAB] policies.
- I hereby attest that the information included in the application form is accurate at the time of submission.

Notice of Collection of Personal Information

[CMSM/DSSAB may populate this section with language about the rules regarding collection of personal information.]

If you have any questions about the collection or use of the personal information as collected on this form, you may contact: [Insert CMSM/DSSAB contact name, position, and email address].

Authorized Signing Officer Name: <i>First, Last</i> 	Signature: 	Date: <i>yyyy-mm-dd</i>
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Appendix E: Template Letter from Licensees for parents

Date:

To: Enrolled Families

From: [Name of Licensee Point of Contact]
[Position of Licensee Point of Contact]
[Name of Licensee]

Subject: Canada-Wide Early Learning and Child Care Agreement between the Province of Ontario and the Government of Canada

I am pleased to share that [Insert Name of Licensee] has enrolled in the Canada-wide Early Learning and Child Care (CWELCC) System between the Province of Ontario and the Government of Canada.

We believe that child care provides a strong foundation for early childhood development and well-being of children while parents work and we are committed to providing child care services that meet the needs of your children and families. Participating in the CWELCC System will help us continue to provide high quality child care that is accessible, affordable, inclusive, and sustainable.

As a first step, we will be reducing child care base fees¹ to \$XX a [day/month (insert applicable base fee per age group)].

Fee reduction through the CWELCC is for children under six years old (and any child who turns six years old between January 1 and June 30 in that calendar year)], retroactive to April 1, 2022. This means that we will be providing you with a rebate on your fees equal to the amount of the decrease to which you are entitled between April 1 and [Insert today's date].

The Ontario child care fee subsidy program will also continue to be available for eligible families.

As we move forward, we will continue to communicate more details to you. If you would like more information about the CWELCC System, please visit the [Insert ON website].

I want to personally thank all of you for your patience as we have worked through the process required for reducing child care fees. If you have any questions, please contact us at [Insert email address and phone number].

Sincerely,

[Name of Licensee Point of Contact]
[Position of Licensee Point of Contact]
[Name of Licensee]

¹ "Base fee" means any fee or part of a fee that is charged in respect of a child for child care, including anything a licensee is required to provide under the *Child Care and Early Years Act, 2014* (CCEYA), or anything a licensee requires the parent to purchase from the licensee, but does not include a non-base fee.