



**Date:** December 15, 2000  
**To:** Mayor Carl Zehr, and  
Members of Council  
**Subject:** Opportunities 2000 Response

This report will be discussed at  
Community Services Committee on  
January 8, 2001.

## **RECOMMENDATION:**

That the Opportunities 2000 Response report be approved in principle, and further,

That the Opportunities 2000 Response report be provided to the Compass Kitchener Committee to determine how poverty issues can be integrated with Compass Kitchener, and further

That staff be directed to proceed with all initiatives currently underway and/or identified in the Opportunities 2000 Response report and provide a progress report to Council in one year, as part of the Compass Kitchener annual reporting process, and further

That interested community groups and individuals be invited to provide their input, through ongoing Compass Kitchener processes, on how the City “measures up” and what else the City of Kitchener can do in regards to poverty, and further

That a copy of the Opportunities 2000 Response report be provided to the Region and area municipalities, and further

That the City be open to participating in a meeting of all area municipalities and the Region to collectively explore how we can work together to reduce poverty, and a request for such a meeting be brought by the Mayor to the Waterloo Region Poverty Consortium, and further

That the employees of the City of Kitchener be encouraged to volunteer their time and expertise in building a “Habitat for Humanity” home in the spring of 2001, and further,

That the Corporation hosts the opening ceremony for this ‘build’.

## **EXECUTIVE SUMMARY**

In response to a request from Opportunities 2000, a report has been prepared which consists of two sections. The first section of this report lists what the City is presently doing in these five areas:

- 1) Improving Quality of Life
- 2) Reducing Poverty
- 3) Removing Barriers to Work
- 4) Promoting Economic Development
- 5) Being an Exemplar Employer

The second section lists initiatives currently underway, ideas for further exploration and suggests an initiative that could be undertaken by employees of the City.

The City has policies or is undertaking initiatives in all five of the above mentioned areas. While policies/initiatives have been progressive in some areas, it is important that there be a further examination of policies/initiatives explicitly through a “poverty lens”. This further examination is essential if our Community Vision is to be achieved and Kitchener is to be a truly caring community.

## **BACKGROUND**

Opportunities 2000 is a regional partnership of businesses, organizations, governments and individuals working together to reduce poverty in Waterloo Region. The group is sponsored by Lutherwood Community Opportunities Development Association (Lutherwood CODA) and although partner projects have received government funding, core operations are entirely funded by the private sector. Opportunities 2000 envisions, “the people of Waterloo Region working together to create opportunities, promote awareness and take action to reduce the region’s poverty rate to the lowest in Canada. By enriching the lives of individuals and families within our own community, we can set an example for all Canadians”.

In July 2000 Mr. Paul Born, Consulting Director of Opportunities 2000, made a presentation to Council on behalf of the Opportunities 2000 Government Sub Committee. The purpose of the presentation was to:

- Provide an update of their work
- To share an idea
- To ask for the City’s help to do more to reduce poverty in Waterloo Region

City Council at it’s regular meeting held on Tuesday July 4, 2000 passed the following resolution:

“That the following request of Mr. Paul Born on behalf of Opportunities 2000 be referred to staff for review and preparation of a report for Council’s consideration by September 30, 2000.”

- How does the City measure up to the strategies for a caring community that reduces poverty?
- How can the City improve Human Resources practices that reduce poverty?
- Which project(s) could the City develop this year which would reduce poverty?

This report was presented to Management Committee on December 12, 2000.

## **REPORT**

See attached

## **FINANCIAL IMPLICATIONS**

Minimal costs - maximum of \$500 to host the Opening Ceremonies for the Habitat for Humanity employee build.

## **RELEVANCE TO COMPASS KITCHENER**

Council will shortly be receiving a report that inventories what the City is currently doing regarding the five Compass Kitchener Strategic Directions. While the Opportunities 2000 response and the Compass Kitchener inventory both look at the activities of the City as a whole, they are not redundant or repetitive. Issues addressed through Opportunities 2000, can be seen to mesh with the Community's Guiding Principles – those areas the community identified as important to ensure our community's health. The issues addressed in the Opportunities 2000 response fit or nest within Direction #4 around "Community Health". Poverty issues were raised by community members during the Compass Kitchener Visioning process. Because of this compatibility, continued City focus on poverty issues should be integrated into Compass Kitchener.

### **Guiding Principles**

Keep everyone involved  
Inspire community pride  
Treasure the environment  
Celebrate diversity  
Honour arts, culture and heritage  
Encourage economic vitality  
Nurture health and well-being  
Ensure equitable access to resources  
Realize our vision through responsible, inclusive and imaginative planning

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George Borovilos  
Director, Economic Development

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Doug Paterson  
Director, Human Resources

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Frank Pizzuto  
General Manager, Community Services

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Marie Morrison  
Compass Kitchener Project Coordinator

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Sharon Tranter  
Chief Administrators Office

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Karen Kwiatkowski  
General Manager, Kitchener Housing Inc.

# *City of Kitchener* ***Opportunities 2000 Response***



## *Strategies for a Caring Community: The Local Government Role*

December 15, 2000

# TABLE OF CONTENTS

- INTRODUCTION.....6**
  
- Caring Community: How the City Measures Up.....7**
  - IMPROVING QUALITY OF LIFE .....8
  - REDUCING POVERTY .....12
  - REMOVING BARRIERS TO WORK.....19
  - PROMOTING ECONOMIC DEVELOPMENT .....20
  - EXEMPLAR EMPLOYER.....22
  
- Becoming a More Caring Community: What The City Can Do.....24**
  - INITIATIVES ALREADY UNDERWAY .....25
  - IDEAS FOR FURTHER EXPLORATION ..... 27
  - AN EMPLOYEE VOLUNTEER INITIATIVE.....28
  
- Bibliography.....29**
  
- Appendices .....30**
  - APPENDIX A: URBAN POVERTY CONSORTIUM OF WATERLOO REGION POVERTY FACT SHEETS...31
  - APPENDIX B: CITY OF KITCHENER GRANTS .....32
  - APPENDIX C: FREE EVENTS AND ACTIVITIES OFFERED BY THE CITY OF KITCHENER.....33
  - APPENDIX D: MUNICIPAL PLAN POLICIES RELATED TO AFFORDABLE HOUSING.....34
  - APPENDIX E: FOOD PROGRAMS AT COMMUNITY CENTRES .....39
  - APPENDIX F: POLICIES FOR PRESERVING AGRICULTURAL LAND .....40
  - APPENDIX G: COMMUNITY CENTRE PROGRAMS FOR YOUNG CHILDREN.....41
  - APPENDIX H: BY-LAWS THAT SUPPORT HOME BASED BUSINESS.....43
  - APPENDIX I: POLICIES AND BY-LAWS AROUND CHILDCARE FACILITIES .....44
  - APPENDIX J: CHILDCARE THROUGH COMMUNITY CENTRES.....45
  - APPENDIX K: MAP INDICATING BOUNDARIES FOR CORE AREA HOUSING CIP.....47

# Introduction

In preparing this report we reviewed the Caledon Institute for Social Policy paper, “Strategies for a Caring Community: The Local Government Role” (1999) and the Opportunities 2000 Report, “Creating Opportunities: Using Human Resources Practices to Build Your Business and Your Community”. In reviewing the “Strategies for a Caring Community” paper we are told there is, “no single or ‘pat formula’ for building a caring community; several major strategies comprise this work” (p. 2). We have chosen to focus on five areas to examine how the City of Kitchener is contributing to a “Caring Community” that reduces poverty:

- 1) Improving Quality of Life
- 2) Reducing Poverty
- 3) Removing Barriers to Work
- 4) Promoting Economic Development
- 5) Being an Exemplar Employer

The first section of this report lists what the City is presently doing in these five areas. The second section lists initiatives currently underway, ideas for further exploration and suggests an initiative that could be undertaken by employees of the City.

## **Poverty is an Issue**

First, we must reemphasize that poverty and the growing poverty gap is a pressing issue in Kitchener and our Region. As mentioned in the Opportunities 2000 presentation, 14.6% of the Kitchener population or approximately 26,864 people are living below the poverty line. Waterloo Region’s poverty gap is greater than the Canadian average. As stated in the Urban Poverty Consortium of Waterloo Region Poverty Fact Sheet, “while our average family earnings are greater than the national average, earnings for our families living in poverty are lower – thus a greater gap”.

Poverty means not only difficulty accessing basic needs but that people are excluded from the life of the community because they cannot afford the fees associated with most recreational and cultural events. Poverty and the resulting exclusion affect the health of our entire community. As pointed out in the Caledon Institute’s “Caring Communities” report, “Research findings point increasingly to the negative effects of exclusion in terms of anti-social behavior, violence and unsafe neighbourhoods [McKinnon, 1999]” (p 9). Robert T. Kiyosaki, business owner, investor, author, teacher and self-proclaimed capitalist recognizes that, “Great civilizations collapsed when the gap between the haves and havenots was too great” (1998, p. 48). Caring communities work to close the gap and make a conscious effort to ensure all members feel they ‘belong’.

For more information on poverty in Waterloo Region, please refer to Appendix A: Urban Poverty Consortium of Waterloo Region “Let’s Talk About Poverty” Poverty Fact Sheet Series – Fact Sheets #1-6 (Fact Sheets also posted on website at [www.waterlooregion.org](http://www.waterlooregion.org)).



# Caring Community: How the City Measures Up

## Outline

<b>Improving Quality of Life .....</b>	<b>7</b>
1) Compass Kitchener	
2) Community Services	
3) Downtown Initiatives	
4) Urban CAP	
5) Civic Contributions	
6) Grants	
7) Free Activities, Events and Spaces	
8) Safe City Initiatives	
<b>Reducing Poverty .....</b>	<b>9</b>
<b>1) Housing</b>	
a) Plans, Policies and By-laws	
b) Kitchener Housing Inc. and Kitchener Non-Profit Property Management Inc.	
c) Programs Administered Through the City	
d) City Participation in Community Initiatives	
<b>2) Food Security</b>	
a) Support for the Waterloo Region Foodbank	
b) Community Gardens	
c) Food Programs Run Out of Community Centres	
d) Farmers Market	
e) Preserving Agricultural Land	
<b>3) Investing in Children</b>	
a) City Grants	
b) Community Centre Programs that Invest in Children	
<b>Removing Barriers to Work .....</b>	<b>15</b>
1) By-Laws That Support Establishment of Home-Based Business	
2) Transportation	
3) Childcare	
<b>Promoting Economic Development.....</b>	<b>16</b>
1) Business Development Initiatives	
2) Downtown Initiatives	
3) Business Enterprise Centre	
<b>Being an Exemplar Employer .....</b>	<b>18</b>



# Improving Quality of Life

Quality of life has been defined as “a popular expression that, in general, connotes an overall sense of well-being when applied to an individual and a pleasant and supportive environment when applied to a community. Quality of life is a global outcome that is highly valued by all populations” (Healthy People 2010 Draft Objective).

Improving quality of life for people, and particularly those living in poverty, means improving access to those things that enhance quality of life. This area is very broad therefore we have highlighted broad areas in which the City is involved including Compass Kitchener, Community Services, Downtown Initiatives, Urban CAP, Civic Contributions, Grants, free activities, events and spaces and Safe City Initiatives. Although many of these initiatives are not directly targeted to address poverty, they have been identified as areas that have the potential to impact the quality of life for those living in poverty.

## 1) Compass Kitchener

As identified in the 1998-2001 Corporate Strategic Plan, the City has initiated a community visioning and priority setting exercise with the community through Compass Kitchener. A community vision, guiding principles, core values and five strategic directions were created using a “Healthy Communities Approach” and were adopted by Council in June 2000.

A Healthy Communities approach includes wide community participation, multi-sectoral involvement in decision-making, local government commitment to the Healthy Communities Model and the creation of healthy public policy. This approach will continue to be utilized as Compass Kitchener moves forward.

All aspects of Compass Kitchener contribute to building a healthy, caring community that, as outlined in the Caledon Institute's “Caring Community” report, directly and indirectly affect issues related to poverty. In particular Compass Kitchener addresses community health and quality of life issues and looks at bringing the diverse sectors of the community together to be involved in problem-solving and decision-making processes.

## 2) Community Services

The Community Services Department plays a pivotal role in buffering the impact of poverty for those living in poverty. While poverty reduction is not a primary responsibility and function of the Department, it directly plays an important role in supporting people and fostering well-being.

**General:** Much research has been completed on the relationship between recreation and leisure activities and the benefits of these interactions in the areas of self-esteem, confidence and socialization for residents of all ages and especially youth. Children’s involvement in recreation and leisure activities also benefits parents. When parents have time for themselves it allows them the opportunity to become involved in activities that increase their own confidence and self-esteem and, over time, creates less reliance on social programs.

The City operates swimming pools and arenas for recreation and leisure activities. Whether it’s aquatics or hockey programs, casual activities or programs delivered with our many community partners, the City takes an active role in providing opportunities for residents of all ages. A subsidy program is available to assist those with limited income to cover program and activity fees at City facilities.

**Community and Senior Centres:** The City provides community programs to service the entire community through Breithaupt Centre and the three senior centres, Breithaupt, Rockway and Victoria School.



Neighbourhood Associations, on a volunteer basis, offer programs from all community centres including Breithaupt and Victoria School Centres. Bridgeport, Centerville Chicopee, Chandler Mowat, Country Hills, Doon Pioneer Park, Forest Heights, Mill Courtland and Victoria Hills Community Centres are primarily neighbourhood association run facilities. As such, Neighbourhood Associations tend to offer many programs for free or at a reduced cost. The City supports these community centres through building and maintaining community centre buildings and provision of other supports such as third party liability insurance, printing of newsletters and an annual volunteer appreciation event.

### 3) Downtown Initiatives

Downtown Kitchener, for a variety of reasons, sees a large number of people who struggle with issues of poverty. City initiatives in the downtown work to improve the quality of life for all who live, work and visit the area.

**Support to Social Agencies:** Many of the social agencies for the Region of Waterloo are located downtown. Those social agencies that own their locations are either exempt or given a reduced property tax rate. The Downtown Development Team (DDT) has built good working relationships with a number of social agencies downtown and helped them with location searches, application facilitation and problem solving. Examples of such agencies include: Catholic Family Counselling Centre; Theatre & Co.; ACCKWA; the Morning Glory Café/ Ray of Hope; the YMCA and the Kitchener Downtown Community Health Centre. Working with downtown social agencies, the DDT created a brochure to encourage the public to help panhandlers by making donations to social agencies that have the expertise to assist them constructively.

**Improved Access to Health Care:** The Council and staff of the City of Kitchener have been supportive of the new Kitchener Downtown Community Health Centre. Members of both staff and council have been directly involved in the development of the centre.

**Special Events:** A considerable number of free special events are held downtown every year, often in conjunction with community partners and volunteer committees. These events provide opportunities for residents to get together and have fun. The Chess program at City Hall, for example, is designed to cultivate a chess culture at Civic Square. Chess activities, pieces and equipment are provided free of charge at Civic Square. Many youth take advantage of the program on an on-going basis.

**Supporting Arts and Culture:** The DDT and the Kitchener Downtown Business Association have partnered with the local art community to develop and promote local artistic talents through various events and initiatives. For example, the City of Kitchener provided the KOR Gallery's location and in-kind staff time was provided to renovate and expand the building. The KOR Gallery is becoming a well-known art gallery and studio space in the downtown where local artists, primarily young artists, create and display their work. The City has also assisted both the Children's Museum and the Globe Studio to secure permanent homes. The City also assisted the Children's Museum by providing in-kind staff time to bring the building up to Building Code standards.

### 4) Urban CAP

The Urban Community Access Program (Urban CAP) is a partnership program between federal, provincial, regional, municipal, private sector, and community organizations designed to improve Internet accessibility at three levels or tiers. Tier 1 focuses on government offices, Tier 2 focuses on school boards and libraries and Tier 3 is community based organizations focusing on ensuring the Internet is more accessible for



disadvantaged community members - low income, seniors, youth, new Canadians, First Nations and people with disabilities.

The K-W Social Planning Council coordinated a Tier 3 proposal that will include 33 sites and 23 organizations. The City of Kitchener supports this endeavor and has committed to provide in-kind services to the value of \$1.5 million dollars. This includes the commitment to provide one computer and one telephone line in each of 9 Community Centres in addition to two sites in the Business Enterprise Centre as well as furniture, IT support, equipment, administration, etc.

## 5) Civic Contributions

From 1986-1996, with City support, a staff committee organized an annual Corporate United Way Campaign for employee contributions. Contributions reached approximately \$40,000 by 1996.

In 1997 this committee's name was changed to the Civic Contributions Committee and began organizing a pay-roll deduction program that allows employees to donate to any charity of their choice in Canada. For the 2000 Campaign, 530 employees contributed approximately \$76,000 to over 100 charities. Of these 100 charities 90%-95% are located in the region.

## 6) Grants

The City provides a variety of grants to individuals and groups who provide programs and services within the City of Kitchener. Annually, the City provides approximately \$750,000 to \$1,000,000 in grants. For a list of the various grants, please refer to Appendix B.

## 7) Free Activities, Events and Spaces

The City offers community programs for a fee but also supports, works in partnership or directly provides a number of free activities, events and spaces. Included in these are such things as parks and playgrounds, trails, outdoor skating rinks, parades, concerts etc. Please refer to Appendix C for a complete listing of free events, facilities and activities that the City plays some role in.

## 8) Safe City Initiatives

In 1995, an initiative stemming from the downtown visioning and strategic planning process to address safety, social issue and livability in the downtown, the Safe City Committee, was approved as a special committee of Council with a mandate for the entire city. The Committee's mandate is "to make Kitchener look, feel and *be* safer". The underlying philosophy of the Safe City approach is to bring together various partners to work with the community to develop and implement initiatives to address the problems they have identified in their neighbourhoods. Crime prevention and community safety strategies from the fields of urban planning, sociology and law enforcement are also brought together to address both physical and social factors. Safe City work includes:

**Graffiti Busters:** Provincial funding was secured for a "Graffiti Busters" program which includes tracking, enforcement, removal and prevention of graffiti on public spaces and private businesses.

**Mural Mentoring:** Local artists work with youth to paint murals in areas that have been vandalized by graffiti.



**School Workshops:** Anti-vandalism workshops and graffiti removal demonstrations are coordinated. Lesson packages and handouts are distributed to teachers.

**Little Black Book:** A pocket sized resource guide for youth (and adults) is created and distributed throughout the community with regular annual up-dates

**Municipal Policy & Programs:** Municipal policies and programs relating to personal safety, crime prevention and violence are developed and reviewed to ensure that safety concerns are incorporated into relevant municipal and regional documents, policies and decision making.

**Crime Prevention Through Environmental Design Analysis and Recommendations**

Site design, operations and management recommendations are available by request to individuals or businesses that are suffering from specific crime related problems.

**Safety Audit Program:** The Safe City Committee assists community groups to conduct neighbourhood safety audits and implement the results.

**Lighten Up Campaign:** Public awareness campaign to encourage residents to turn on exterior house light to create friendlier, safer neighbourhoods.

**City-Wide Youth Issues Committee:** Composed of community volunteers whose mandate is to respond to youth issues that arise throughout the city. Administers a biannual grant and award program. Funds raised by '911' service professionals, Police, Fire and Ambulance through an annual golf tournament are distributed to neighbourhood based youth programs that contribute to community safety.



# Reducing Poverty

The Caledon Institute “Caring Communities” report speaks of housing, social assistance allowances, food security and investment in children as areas in which to focus to reduce poverty. While none of these areas are a specific mandate of the City, the City plays a role in housing, food security and investment in children.

## 1) Housing

The City recognizes the lack of affordable housing in Kitchener and the Region is a serious problem and that the City has a role to play. With current changes such as funding cuts and devolution of housing from the Province to the Region, this role will need to be reevaluated. At the moment, the City has a role in housing through its plans, policies and bylaws, Kitchener Housing Inc., programs it administers and its participation/support of community initiatives.

### a) Plans, Policies and By-laws

Urban planning in Kitchener is conducted and administered within a series of plans and by-laws. These include the Regional Official Plan, Kitchener Municipal Plan, Secondary and Community Plans, Heritage Conservation District Plans, Community Improvement Plans and Zoning By-laws. Within the hierarchy of Plans, the Municipal Plan must conform to the Regional Plan while all the other Plans and By-laws must conform to the Municipal plan. The City of Kitchener’s Municipal Plan, policies and by-laws encourage the creation of housing and housing spaces throughout the city and are generally the least restrictive in the Region.

#### Compass Kitchener

Affordable housing was specifically identified in Compass Kitchener as a Strategic Direction, “We will actively work towards meeting the affordable housing needs of the community”. Compass Kitchener is meant to serve as an umbrella document for all municipal activities. As such, when the City’s Municipal Plan is reviewed in 2001, revisions will include the community’s Vision and Directions.

#### City Municipal Plan

A Municipal Plan sets out policies on a whole range of issues and must be reviewed, with community participation, every five years. The City’s housing policies are embedded in the Kitchener Municipal Plan and set out the City’s role and responsibilities in the provision of housing. The Plan identifies specific targets for affordable housing and the City’s partners in working towards these targets. For a complete list of specific policies directed towards affordable housing, please refer to Appendix D.

#### Community Plans

Community Plans are prepared for large areas undergoing new development and are intended to facilitate and coordinate decisions regarding location of facilities, transportation networks, subdivision of land, distribution of densities, protection of the natural environment and time and staging of growth. Community Plans are the first opportunity for the City to ensure that provision is made for affordable housing in newly developing communities. Policies can be set out in the plan that set targets for affordable housing and ensure the lands are designated to allow for affordable housing to be constructed.

#### Downtown Community Improvement Plan

Community Improvement Plans (CIP) are created for a prescribed Community Improvement Project Area. The Planning Act does not allow for municipalities to “bonus” or provide grants and incentives for



any project until a CIP has been created and approved. In 1997, the City approved the Downtown CIP, which provides for incentives for development and redevelopment including:

- 1) A program of tax incentives
- 2) A program of funding assistance for private sector feasibility studies
- 3) A program of exemptions from planning and building permit fees
- 4) A revised program for façade improvement loans
- 5) Authority for the City or its business organizations to acquire, lease or invest in property.

The Downtown CIP contains a number of financial and other incentives to encourage the provision of housing in the downtown. These incentives serve to not only attract development but allow for more affordability.

### **Zoning By-Laws**

Implementation of the policies of the above plans requires the preparation and adoption of a set of Regulations. These regulations are the City of Kitchener Zoning by-laws. The purpose of the Zoning By-laws is to implement the policies of the various plans and provide standards for individual developments within the broad planning context. Accordingly, Zoning makes provision for a broad range of housing types in all neighbourhoods including: Duplexing, Small Lot Singles, Boarding and Lodging houses and Residential Care Facilities.

### **Property Standards Enforcement**

The City's Property Standards Enforcement Section is responsible for the investigation and enforcement of municipal by-laws related to property standards, lot maintenance, discarded ice boxes/refrigerators, heat in rented dwellings, sidewalk snow removal, zoning, signs, fences and noxious weeds. This function maintains a safe standard of housing and helps maintain existing housing stock. As well, property standards protect tenants against disrepair in affordable units.

### **Compliance Committee**

Enforcement of property standards also occurs, in part, through the Compliance Committee. This Committee was started in 1998 as a coalition of enforcement bodies to deal with complex issues, primarily in the downtown, that require a multi-disciplinary response. Partners include City Council, City of Kitchener Legal Department, Waterloo Regional Police, Ontario Liquor Control Board, the Kitchener Fire Department, Kitchener Housing Inc., City of Kitchener Property Standards, Licensing, By-law Enforcement and Building Divisions and others as required to participate.

## **b) Kitchener Housing Inc. and Kitchener Non-Profit Property Management Inc.**

### **Kitchener Housing Inc.**

In 1986, Kitchener Housing Inc. was created to serve as a vehicle for the implementation of municipal housing policy prepared and researched by the Department of Planning and Development (now Business and Planning Services) and governed by the Municipal Plan, the Downtown Revitalization Strategies and other policies and programs approved by Kitchener City Council.

When City Council agreed to sponsor a municipal housing corporation, its interest was to help to repopulate the inner area of the city through intensification, conversion, adaptive reuse, heritage preservation and infill development. A second objective was to show leadership in innovative housing design, to build rental housing where it was not being developed, to build on hard to develop sites ignored or avoided by the private sector and to respond to affordability needs not be addressed by the market. As



sponsor, the City is responsible for approval of all directors appointed to the Board. In this capacity, the City is assured that its interest in housing policy is maintained and acted upon.

Currently Kitchener Housing:

- Owns and manages 520 units of housing stock which equates to 6% of the assisted housing units in the region
- Has a goal for adding between 1-20 units of housing annually to current stock
- Is a participant in the Waterloo Region Housing Coalition
- Actively participates in initiatives to address community homelessness and to construct affordable housing.

Kitchener Housing Inc. also supports tenants by:

- Providing office space for those wishing to use a computer to create flyers for their tenant groups, resumes for employment or educate themselves in some computer software programs.
- Financially supporting Tenant Association Groups that foster tenant participation in health, safety and maintenance. The formal organization of tenant associations provides tenants with experience on Executive Boards, scheduling monthly meetings and Annual General Meetings and creating agendas.
- Community participants with World Wide Opportunities for Women (WWOW) focus on ethnocultural families in the improvement of home energy and their community health.

#### **Kitchener Non-Profit Property Management Inc. (KNPPMI)**

In December 1992, Kitchener Housing Inc. formed a sister corporation, KNPPMI, to manage Kitchener Housing's developments. KNPPMI can manage and own property in the Region of Waterloo, serve as a development consultant and provide fees for services that are injected back into the provision of affordable housing. All funding for KNPPMI projects are generated through fee services and fund raising, thereby allowing KNPPMI properties to operate without government financial assistance.

### **c) Programs Administered Through the City of Kitchener**

#### **Residential Rehabilitation Assistance Program (RRAP)**

Since 1982, the City has administered RRAP (a program offered through the federal Canadian Mortgage and Housing Corporation). Although the number of RRAP administrators was reduced throughout the province in 1999, the City chose to continue administering the program. This choice kept RRAP local and eliminated the possibility that the program would be administered from as far away as Hamilton or Owen Sound. Since 1982, a total of 900 loans have been made for a total of \$3.5-4 million. As of October 23, 2000 Council approved a change to deliver RRAP through the Region. This move allows one-stop shopping for the community, keeps the program local and may further benefit the community as RRAP may be eligible for increased funding due to a larger population base.

#### **The Cedar Hills Residential Facade Improvement Loan Fund**

This residential façade improvement project is an incentive program offered through a partnership between the City and the Cedar Hill Community. In 1996, Cedar Hill received a grant of \$10,000 as part of Festival of Neighbourhoods which they decided to use for this program. Since the beginning of the incentive in 1996, \$6,950 has been provided.



## d) City Participation in Community Initiatives

### **Municipal Housing Statement**

- The Municipal Housing Statement is being undertaken by the Region of Waterloo in partnership with municipalities to determine the state of housing in our community and to assist in developing a policy response to the housing issues identified through the process. The last Municipal Housing Statement was completed in 1992.
- City of Kitchener has contributed \$15,000 of the \$100,000 funding needed to undertake this next Municipal Housing Statement
- City will identify staff who will participate on the Housing Advisory Committee for the Housing Statement.

### **Waterloo Region Homelessness Action Group**

- Professionals in the social sector have been meeting for the last two years to address the issue of homelessness in the Region. In June 1999, the K-W Social Planning Council, in partnership with the Social Planning Council of Cambridge and North Dumfries, the Regional Social Services Department and the District Health Council, released “Understanding Homelessness in Waterloo Region: A Backgrounder”. In February 2000 a Homelessness Forum was held.
- Kitchener Housing has been involved with the group since its beginnings in 1999. Key city staff have responded to a survey included in the Homelessness Forum “Opening Doors”: Call for Action Report. Staff from City Hall began attending meetings of a steering committee that was formed in October to create a community plan and apply for federal funding through HRDC. Supporting Community Partnerships Initiatives (SCPI) funding in the amount of \$453,427 has been allocated to Kitchener/Region for the 2000-2001 year.

### **Student Housing Task Force**

- In the fall of 1999, a task force was formed to improve student housing in K-W. Goals of this task force include: 1) increasing the supply of housing for students 2) improving the quality and affordability of housing, 3) decreasing negative impacts of student housing in neighbourhoods and 4) to improve the relationship between all stakeholders. The City has representatives sitting on this task force.

### **Habitat for Humanity**

- Since the first Habitat for Humanity builds began in Kitchener in 1993, the city has contributed, through grants, the cost of development charges, building permit fees, loan of equipment, services, time and in some circumstances utility connections.
- Since 1997, the City has contributed \$61,000 towards Habitat builds.

### **Beautification Committee**

- This group was formed in 1954 as the Kitchener Clean Up and Fire Prevention Committee. The group is a community volunteer committee, to which Fire Department and Property Standards Division staff are members.
- The group meets on a monthly basis to discuss and plan upcoming and on-going projects. One of their projects is annually providing a senior or physically challenged individual with free property clean-up, exterior repairs and house painting.



## 2) Food Security

Food security means slightly different things to different people. While the following three definitions demonstrate these differences they also strongly emphasize the necessity for appropriate food to be available to all people within the community:

The Committee on World Food Security, run by the Food and Agriculture Organization of the United Nations says food security exists when:

“...all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life. Household food security is the application of this concept to the family level, with individuals within households as the focus of concern.”

The Vancouver Food Policy Organization defines Food Security as:

"Everyone will have access to safe, healthy, locally produced, affordable and environmentally friendly food."

Oxfam defines food security as:

"All people, especially the most vulnerable and least resilient have dignified and unthreatening access to the quantity and quality of culturally appropriate food that will fully support the physical, mental, emotional and spiritual health."

While food security is an issue that impacts the entire community, those living in poverty are particularly vulnerable to difficulties in accessing sufficient, nutritious food. The City of Kitchener currently contributes to food security in the following ways:

### Support of the Food Bank of Waterloo Region

#### City Grants

Not-for-profit organizations located in Kitchener are either exempt or are charged a reduced property tax rate if they own their property. Since, until this year, the Food Bank rented their space, the City of Kitchener has provided a grant for property taxes through an Annual Operating Grant to the Food Bank to assist them in covering their property tax costs.

1996-	\$3760
1997-	\$3572
1998-	\$3572
1999-	\$3572
2000-	\$3572

#### Employee Contributions:

Since 1993, employees have supported the Food Bank through their annual Rock Revival fund-raiser. The total amount raised and donated since 1993 is \$13,150.

In 1997, the City of Kitchener initiated a friendly municipal food drive challenge to the Region, City of Waterloo and City of Cambridge. Each year the winner organizes the challenge for the following year. All food is donated to the Food Bank of Waterloo Region.

The Food Bank also coordinates a food drive around Thanksgiving in which the City participates.



### **a) Community Gardens**

A City of Kitchener community gardens policy was created in 1999 which recognizes the value of community gardens for a number of reasons including financial, environmental, social and political. The policy states that community gardens will be developed and run by community groups and that the City will act in a facilitation and support role. The specific ways in which the City will facilitate and support community gardens are outlined as well as a listing of the suggested roles and responsibilities for each department.

The Building Community Gardens Manual was created in 1999 by the Community Gardening Network with sponsorship from The Working Centre and funding through the City of Kitchener's Community Development Infrastructure Program.

Within Kitchener, there are currently 16 community gardens. The City has some involvement with the 7 gardens that are on public land and is involved with some of the gardens on private land.

### **b) Food Programs run out of Community Centres**

The City provides a support role to volunteer groups who run programs out of community centres. There are a number of food programs offered by Neighbourhood Associations through Community Centres. These programs include such things as Good Food Box (through Cambridge Self-Help Foodbank), Community Gardens, School nutrition programs and meal programs for adults. For a complete list of programs for each community centre, please refer to Appendix E.

### **c) Farmers' Market**

The Market provides a grocery store service to the downtown area, which is under-served. The Market brings together a wide variety of products from many different sources to a central location in downtown where they can be sold at competitive prices. The downtown area is a culturally diverse and low-income area. The Market provides fresh food within walking distance.

For customers who do not have their own vehicles or who cannot carry their groceries, the Market offers a delivery service. Customers must make their request by 1:00 p.m. and for \$5 the Market will provide same-day delivery, anywhere in K-W.

Food, primarily baked goods and produce, is collected at end of market and delivered to House of Friendship. The amount varies from week-to-week based on activity at the Market.

The Market works with Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) and its "Foodland Ontario" promotion. OMAFRA provides free promotional items to encourage people to "buy Ontario". This partnership is not required but something the Market has incorporated. Their support assists with food security through Ontario.

The new Kitchener Market will be looking to increase their level of service to more than one day a week.

### **d) Preserving Agricultural Lands**

The City of Kitchener only has a small portion of agricultural land within its boundaries. This land consists of several thousand acres in the southwest portion of the city.

While this land is zoned agricultural, that does not mean it is currently being used for agricultural purposes. In the case of Kitchener's agricultural land, some is used for gravel extraction, some is vacant and some is farmed.



All of Kitchener's agricultural land currently falls outside of Kitchener's "urban development boundary". The development of an urban development boundary is provincially mandated and Kitchener's urban development boundary is required to coincide with the urban development boundary identified in the Region's Official Policies Plan. A study has been conducted which indicates that Kitchener's urban development boundary will not need to be increased for the purpose of residential development until at least the year 2022 (as cited in the Update of the Kitchener Westside Residential Study). Any industrial development that may occur will only encroach on a small portion of lower quality agricultural land that is currently undergoing gravel extraction.

While Kitchener only has a small portion of agricultural land, the Municipal Plan has policies to protect this valuable resource. Refer to Appendix F for a complete listing of these policies.

### **3) Investment in Children**

The Caledon Institute "Caring Community" report states, "Early childhood development programs should be bolstered and expanded where possible. The recently published 'Early Years Study' cites disturbing evidence that children who do not receive the nutrition and stimulation necessary for good development in the earliest months and years of life may have difficulty overcoming deficits later (McCain and Mustard, 1999)" (p. 4).

While child care and social services are Regional mandates, as a community we are all responsible for investing in children. The City invests in children in the following ways:

#### **a) City Grants**

As mentioned in the "Quality of Life" section, the City provides a variety of grants to organizations and groups who provide programs and services within the City of Kitchener. Many City grants go towards organizations and groups that work with children.

#### **b) Community Centre Programs That Invest in Children**

The City does direct programming through Breithaupt Centre and supports a Community Centre framework where Neighbourhood Association volunteers offer a variety of drop-in and more structured programs that support children and parents. For a list of some of these programs, please refer to Appendix G.

Other local reports that relate to this area and may be of interest include:

Supporting Families with Children 0-6 Years in the City of Kitchener – By Trudy Beaulne for the K-W Social Planning Council (Jan 1998).

A Summary of Informal Youth Programs Offered by Kitchener Neighbourhood Associations – By Trudy Beaulne for the K-W Social Planning Council (Winter 1999)

K/W Parent and Tot Brochure – a 2001 version will be available from the K-W Social Planning Council



# Removing Barriers to Work

The Caledon Institute “Caring Communities” report identified barriers to work consisting of by-laws that prevent home-based business, welfare policies that pose barriers, lack of accessible, affordable transportation, lack of affordable, high quality child care and other work related costs. The City has some role in by-laws related to the establishment of home-based business and the size and location of child care facilities, transportation in the new role of advocate and child care through community centres and City Hall.

## 1) Municipal By-Laws that Support the Establishment of a Home-Based Business

There are many special provisions for home-based business in the City’s By-laws. When these by-laws were created in 1995, we were well ahead of most communities in this area. Refer to Appendix H for a complete list of all policies and by-laws related to home-based business.

## 2) Transportation

The Caledon Institute report indicates that in order to reduce gaps in transport throughout an area, “local transit systems should be regionalized, or at the very least, linked together to ensure easy access.” (p. 5). Transit was transferred from the City of Kitchener to the Region in the summer of 1999.

As there are many people, particularly youth and people with low incomes, who rely on public transportation, the City will encourage and work with the Region to provide viable transportation. As well, the City supports transit through supportive land use policies in our Municipal Plan.

## 3) Child Care

While licensing and subsidy for child care falls under Regional jurisdiction, the city supports the availability of child care through progressive by-laws for size and location of child care facilities and in considering child care space in its new buildings.

### a) City By-laws for Size and Location of Child Care Facilities

In 1983 a child-care study was undertaken which led to amendments to the City’s Municipal Plan and Zoning By-laws related to child-care centres. While some communities don’t permit child care facilities in residential areas at all, Kitchener’s by-laws allow for:

- Every residential dwelling to operate a daycare with 5 children or less
- Day-care centres with 6 or more children in residential areas along collector or arterial roads.

For specific Municipal Plan Policies, refer to Appendix I

### b) Child Care Centre at City Hall

When City Hall was designed and built, space was allocated for child care. The YWCA was awarded the tender and operates the YW City Kids Daycare at City Hall as a public child care centre. In order to assist in keeping child care costs down the City offers a “below market value” rate on rent.

### c) Child Care offered through Community Centres

There is limited child-care offered through the Centres although there are a number of ½ day preschool programs and one centre offers after-school care. For a list of Community Centres offering some form of child care, refer to Appendix J.



# Promoting Economic Development

The Economic Development Division is charged with assisting in the attraction of new businesses to Kitchener as well as encouraging the expansion and retention of existing businesses within the community. Three areas the City has focused on include a) Business Development b) Downtown Development and c) Small Business through the Business Enterprise Centre.

## 1) Business Development Initiatives

Business Development's work is two-tiered. On one level, the Division work to support existing business and on the second level they work to attract new business to Kitchener through the City's partnership with Canada's Technology Triangle.

Existing Businesses: Our existing businesses contribute significantly to the economic prosperity and growth of the City of Kitchener. We aim to optimize business opportunities through several business retention and expansion strategies such as the:

- Corporate Calling Program to initiate discussion, identify if and how to assist in areas of relocation and expansion, strategic alliances, planning approvals, export information, government programs, and municipal services.
- Business Facilitation Program to assist businesses through the various municipal approval processes the Division has dedicated two Economic Development Officers specifically for corporate liaison in relation to site plan and building permit applications, thereby allowing for a seamless delivery of service.

New Business: The Division strives to minimize the obstacles that new business faces in the challenge of relocating to a new community. They work closely with other City departments to create a welcoming environment for businesses wanting to locate in our City. This includes many services, which we tailor to a company's specific location or expansion needs. Some of these services include:

- Corporate location feasibility studies, which include specific information on wages, workforce, taxation, labour issues utility costs and productivity
- Up-to-date inventory of industrial/commercial buildings and land
- Site selection and orientation tours
- Introductory meetings with key business and community leaders
- Dedicated staff to assist with approvals process when a client is ready to locate to our City
- Production of a customized Investment Brief to a clients particular need
- Realizing that each firm's location decisions are based on its own unique logic, presenting the pertinent facts to interested companies is our job one that we do professionally and in complete confidence.

### Partnership Development

The Business Development Division recognizes the importance of community partnerships and continues to evolve with other business groups to promote a positive business environment. Working in partnership with the real estate and development industry, financial institutions and government agencies will also facilitate business retention and expansion.



The Division also publishes a variety of valuable economic information such as: City Profile, Economic Development Newsletter, Business Directory, Sites and Building Report, Economic Development Annual Report, Fast Facts, Under Development, Housing Package, Retail Business Package, and Financial Initiatives.

## **2) Downtown Development**

### **a) Creating Favourable Economic Conditions**

The Downtown & Market Research section works closely with the Kitchener Downtown Business Association to promote downtown businesses to local residents and tourists. Whenever possible, downtown businesses are used for services and products that are needed for the team.

On a daily basis, the downtown development team helps local businesses with location search, problem solving, cutting red tape, and addressing municipal concerns. The downtown is the location where many new entrepreneurs start their businesses. The DDT and the Business Enterprise Centre assist many of these new businesses in various aspects of their businesses, including training, promotion, location search and problem solving.

The City announced the New Market development at the east-end of the downtown. This market will provide business opportunities to many small local businesses, while providing local residents with an urban, high quality food market. It is hoped that the merchants will be ethnically diverse, providing business opportunities for people from various ethnic groups, while giving the market a truly unique flavour.

### **b) Financial Incentives**

Financial incentives are provided to encourage developments downtown. For example, the Façade/Interior Loan is the most widely used incentives designed to assist small business operators and property owners with renovation costs. In the year 2000, 11 financial incentives were given out to assist downtown development projects.

## **3) Business Enterprise Centre**

The purpose of the Business Enterprise Centre is to encourage and support the development of enterprise and small business in the Region. It operates as a partnership between the cities of Kitchener, Waterloo and Cambridge, Basics Office Products Ltd., Bell Canada, CIBC, Canada-Ontario Business Services Centre, Electrohome Ltd., Ministry of Consumer and Commercial Relations, Ministry of Economic Development, Trade and Tourism, The Taaz Group, Venture Training Program and is sponsored by HRDC and WRDSB. City of Kitchener's contribution has included an interest free loan for capital expenditures and an in-kind provision of space and services.

Offices are located in Kitchener City Hall and Cambridge. Services provided include: business plan review, facilitation for new and expanding businesses, publications for sale, free computer and Internet use, free one-on-one business consultation, market research, business name registration, Provincial Government information, reference library, Revenue Canada handouts, workshops/seminars and printing, photocopying and faxing service.



# Exemplar Employer

The City of Kitchener is the second largest employer in the city. As such, the City has a responsibility to “consciously assume the role of exemplary employer with respect to hiring practices, wages, benefits and working time” and can in turn “set the pace for all employers in the region.” (Caledon Institute “Caring Communities” Report, p. 5)

The Opportunities 2000 Response Team has reviewed “Creating Opportunities: Using Human Resource Practices to Build Your Business and the Community” and has identified the following areas as ones in which the City has used human resources practices that build the community and help to reduce poverty.

## 1) Opportunities for Employment

- Advertisements are placed for all vacant positions after exhausting Union Contract provisions
- Annual Job Pool day is held twice yearly which allows for unemployed and entry level applicants to complete applications for future openings in the City of Kitchener.
- Employees have been hired through the H.R.D.C. program for temporary assignments and in at least one case it resulted in full-time employment for the incumbent.
- City participates in Jobs Ontario community placements
- City participates in other partnerships with Federal and Provincial governments and local agencies to provide placement opportunities.

## 2) Supporting Education in the Community

- Students from our partnership schools, KCI and RCSS, are given job shadowing opportunities as well as opportunities to work on special projects and committees.
- Outreach programs with partnership schools include City assistance in curriculum development and presentations to classes in subject areas such as planning, safety and human resources.
- Student practicum and co-op placements through colleges and universities

## 3) Benefits and Employee Supports

- KEAP (Kitchener Employee Assistance Program) program has been established which enables counselling for employees in crisis – at minimal cost to the employee.
- Lowest part-time positions include benefits on a 50/50 cost share basis including Extended Health Care, Dental and Life.

## 4) Flexible Working Arrangements

- Modified hours for employees were established in the early ‘90’s which allows individuals to work in a schedule that suits personal life and accommodates issues like getting children off to school, taking personal appointments on modified days off, etc.

## 5) Learning and Personal Growth

- Training programs are routinely held. They deal with sensitivity, diversity, skill building – to better enable lower paid employees (and others) to promote and progress in the workforce



- Extensive training is devoted to Health and Safety of workers (in 1999, 163 courses were delivered to 1,789 trainees)
- A Tuition Assistance Plan is available for employees to continue their education, which allows for 100% tuition costs for approved applications thus providing for staff to earn a degree or further education.

## **6) Compensation and Creative Compensation**

- The lowest rate the City pays is 29 cents above minimum wage and most wages far exceed the minimum wage established by Employment Standards.
- A Computer Purchasing plan is available whereby employees can purchase a computer by payroll deduction.

## **7) Diversity**

- Not only does the City recognize and conduct its affairs consistent with the provisions of the Ontario Human Rights Code, the City recognizes the diversity of its customer base. To this end, training in issues of diversity have been provided to front-line staff.
- The City publishes in its Telephone Directory a list of staff translators for over 20 languages available to any front line staff encountering communication problems with a customer.



# **Becoming a More Caring Community: What The City Can Do**

## **Outline**

<b>Initiatives Already Underway.....</b>	<b>23</b>
New and Enhanced Activities with Community Services	
Human Resources Policies	
Promoting Economic Development	
Housing	
<b>Ideas for Further Exploration.....</b>	<b>25</b>
<b>An Employee Initiative.....</b>	<b>26</b>

# Initiatives Already Underway

There are currently a number of initiatives already underway that will allow the City to address issues of poverty and become a more caring community. These include new and enhanced activities with Community Services, proposed Human Resources policies, promoting economic development and initiatives related to housing.

## 1) New and Enhanced Activities With Community Services

### a) Subsidy for Leisure and Recreation Access

The Community Services Department currently has in place a subsidy process for leisure access cards for directly delivered programs, especially aquatics programs. The process has become outdated and inconsistent. A new process with the same guiding principles is being implemented. The new process provides access to social assistance recipients and low income families based on an income test as follows:

- Social assistance recipients receive full subsidy for directly delivered programs.
- Low-income residents receive full or partial fee assistance for directly delivered programs based on a needs test.
- Neighbourhood associations and other community partners are encouraged to develop similar protocols for programs they deliver, especially at City facilities. Many of our partners already have subsidy programs in place.

Staff are pursuing the reimbursement of subsidies provided through the Social Services Department, Region of Waterloo. The new program will provide access to all residents regardless of income. Financial implications of this program are being identified for the 2002 budget year.

### b) The Personal Attendant for Leisure Card (PAL)

City Council, on April 19, 2000 approved the PAL program. This program provides free access to attendants accompanying residents with a disability to leisure and recreations programs delivered directly by the City. In implementing this program, the City is clearly demonstrating leadership by ensuring that residents with a disability can readily access programs and also encourages volunteerism and recognition for attendants regardless of income.

### c) Community and Senior Centres

Community Centres are currently being repositioned from primarily a recreation and leisure orientation to that of a more holistic resource centre model. This "fundamental philosophical shift" (Galloway, 2000) recognizes the growing social support needs of communities and, at the same time, supports the integration of social and recreational services in meeting those needs.

The change impacts both the Community Services Department's role and its relationships with community partners. The Department's role is expected to shift from that of "supervising" community centre operations and activities with or on behalf of neighbourhood associations, to more of a facilitation role with the associations and other partners who may choose, over time and with appropriate supports, to take on a stronger leadership role and responsibilities in directing centre operations.

With respect to enhanced and expanded partnerships, the City has a strong foundation upon which to build. Current co-located and/or co-operated services and supports include: community centre activities, counselling services, community outreach programs, toy and book-lending libraries, food security programs and so on. At present, we are looking to grow existing and develop new partnerships and increase citizen access to information (URBAN CAP and offer a satellite for Community Information Services), employment supports (Lutherwood/CODA and OP2000), and crime prevention initiatives (Centreville Chicopee COPS program, Region of Waterloo's Safe & Sound initiative).



**d) Additional Special Events Programs**

A process will be undertaken, involving public input, to determine addition special events programs for the downtown. It is expected that a report will be presented to Council in June 2001.

**2) Human Resources Policies**

Subject to Council Approval, the following are being considered:

- That existing Human Resource Policy II-114, Multiple Jobs, be amended to allow individuals in hardship cases to hold both a full-time as well as a part-time job with the Corporation. Existing policy does not permit this exception.
- Amend Policy II-72, Group Insurance and Pension Plan, to allow part-time employees in hardship cases to avoid the eligibility requirements for group benefits and further waive the 50% contribution by such employees for the group benefit plans. Current policy requires employees to have a threshold number of hours before becoming eligible for benefits and, further, once eligible they contribute 50% of the cost.
- In consultation with our partnership high schools (KCI and Resurrections) guarantee interviews for summer students who are identified by the partnership schools as being in need.
- To develop a one day workshop, with a maximum of eight people, to be held twice annually. The purpose of the workshop would be to provide, at no cost, opportunities for individuals to be tested, assistance in resume preparation and assistance in interviewing skills. The individuals selected for the program to be identified by Regional Social Services.
- To set aside one spot in our computer training offerings at the City of Kitchener for those in need as identified by Regional Social Services.

**3) Promoting Economic Development**

The Economic Development Division will continue to work towards its goals which include:

- Maintain and enhance partnerships with Canada’s Technology Triangle, Chamber of Commerce, Ministry of Economic Development and Trade and the Kitchener Downtown Business Association.
- Develop and maintain good communication among business leaders and City officials.
- Advocate the interests of business to other City departments.
- Encourage alliances between companies and educators to meet changing labour requirements and strengthen Kitchener's work force, bring business into the classroom and the classroom into business.

As well, the implementation of the following two initiatives will ensure a supportive environment for economic development:

**a) Industrial Land Strategy**

The Industrial Land Strategy was approved by Council in October 2000 and will ensure that industrial land is available for economic development.

**b) Commercial Hierarchy Policy**

A Commercial Policy Review Study for the City of Kitchener was undertaken and approved by Council in October 1999. The report recommended a new approach to commercial land use planning in the City that sets a new commercial floor space objective for 2016 and takes a less protectionistic perspective. The new approach abandons the existing commercial hierarchy and in particular discontinues differentiation of commercial based on specific types of retail. It will be replaced with a new and expanded system of nodes that will allow full retail throughout the City to a wider choice of location to more quickly enable the City to respond to changing commercial trends and consumer demand. This full range of retail will be balanced by other uses to be incorporated into the node, to be determined through the development of a detailed action plan.



## 4) Housing

### a) Initiatives to Encourage Residential Development

#### Core Area Housing Community Improvement Plan

This year, the City's Planning Division has commenced a background review in order to create a Community Improvement Plan (CIP) for the residential neighbourhoods around the downtown. The plan will identify a number of incentives (financial and other) to attract and facilitate the development of infill and housing in residential neighbourhoods around the downtown. The plan is expected to be completed in 2001. For a map of the area to be proposed in this plan, please refer to appendix K.

#### Housing Information Packages

The Downtown Development Team has created and distributed housing information packages to encourage developers to consider residential development in the downtown.

### b) Continue to Work with Local Building Industry

Continue to involve the homebuilders through Waterloo Region Homebuilders Municipal Liaison Committee as well as other groups in the development of programs to encourage the provision of affordable housing.

### c) Creation of City Housing Initiatives Team

In order to develop in-house expertise and facilitate the provision of housing, the Department has begun to develop individual expertise in a wide range of housing issues such as student housing, homelessness, and housing policy development, among others. This group will meet on an ongoing basis to ensure the delivery of a strong municipal housing program together with the City's partners (Regional Housing Division, Waterloo Region Homebuilders, Community Groups, Housing Providers and Educational Institutions).



## Ideas for Further Exploration

Although the City has undertaken many initiatives that are likely to have a positive impact on people in poverty, there is more we can be doing, both on our own and in conjunction with others. Poverty issues were raised by community members during the Compass Kitchener Visioning process. Because of this compatibility, continued City focus on poverty issues should be integrated into Compass Kitchener.

We recommend that:

- 1) This report be provided to the Compass Kitchener Committee to determine how poverty issues can be integrated into Compass Kitchener.
- 2) That staff be directed to proceed with all initiatives currently underway and/or identified in the report and provide a progress report to Council in one year as part of the Compass Kitchener annual reporting process.
- 3) That interested community groups and individuals be invited to provide their input, through on-going Compass Kitchener processes, on how the City “measures up” and what else the City of Kitchener can do in regards to poverty.
- 4) That a copy of the report be provided to the other Regional municipalities and townships and that the City be open to participating in a meeting of all municipalities and townships within the Region to collectively explore how we can work together to reduce poverty.



## An Employee Initiative

One of the major concerns and indications of poverty in the Region is the lack of affordable housing.

In an attempt to facilitate change we investigated the possibility of the employees of the City working together on a 'Habitat for Humanity' home. Pat McLean, the Executive Director of the organization, met with the Opportunities 2000 Response Team to discuss the possibility of the City employees sponsoring a build in some way. She indicated there are six (6) homes to be built next spring, three (3) of which are unassigned. There is space on a Kitchener property for one of these homes for either one single family home, or one duplex.

We recommend the following:

- The Corporation encourage employees to volunteer their time and expertise to work on a 'build' in the spring of 2001 – for a period of one to two weeks.
- The Corporation fund the 'opening' ceremony celebrations including catering costs or another activity
- The Corporation endorse the formation of a staff committee to work on 'planning the build' in cooperation with Habitat administration in area(s) of:
  - Recruiting and organizing the build
  - House design
  - Materials
  - Food and support services
- The Corporation undertake a publicity program regarding employee involvement



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Oxfam Canada: <http://www.oxfam.ca/>

The Community Food Security Coalition: <http://www.foodsecurity.org/>

Vancouver Food Policy Organization via Farm Folk/City Folk: <http://www.ffcf.bc.ca/>



# Appendices



## Appendix A: Poverty Fact Sheets

Urban Poverty Consortium Poverty Fact Sheets can be obtained at <http://www.waterlooregion.org/poverty/talk/>



# Appendix B: City of Kitchener Grants

## **General Provision Grant – One Time**

For organizations operating in the City of Kitchener providing municipal services, primarily recreational, cultural, environmental and community-related activities. Grant may be for cash or in-kind funding

## **Travel Assistance Grant – One Time**

For individuals or groups, involved in minor sports, in the City of Kitchener who have qualified to compete in provincial, national or international championships. Grant are intended to assist with the cost of travel to and from the event location only.

## **Annual Operating Grant**

For organizations operating within the City of Kitchener providing municipal services and are generally operating in the areas of recreation, culture, environment and other municipally-related programming. Operating grants usually assist with some type of operating expense and are generally required for more than one year.

## **Minor Sports Grant**

Minor Sports Grants are generally available to minor sports groups who operate out of the City of Kitchener and offer programming to youth 18 years of age and under. Grants are normally required on an ongoing basis to cover a wide variety of operating expenses and are required for more than one year.

## **Playground Equipment Grant**

To provide community groups access to limited capital funds to be used for new playground design and construction, or for the addition to an existing playground located on City owned or School Board owned properties within the City of Kitchener.

## **Community Garden Grant**

To assist community garden groups with start-up of new community gardens within the City of Kitchener

## **Community Development Infrastructure Program**

To provide seed money to neighborhood associations and communities of interest for the purpose of community development whereby the residents themselves take action to address issues identified by the community.



# Appendix C: Free Activities, Events and Spaces

## **Festivals and Events:**

- Open Ears Festival - May
- Multicultural Festival World Stage (June)
- Block Party (June)
- Toonie Tuesdays (Tuesdays in July)
- Global Beat (July)
- Cruising (July)
- Victoria Park Concert Series (July-August)
- KidSpark! (August)
- Art Works! (September)
- Oktoberfest Parade (October)
- Festival of Neighbourhoods (July)
- Santa Claus Parade (November)
- Victoria Park Lights
- Christkindl Market (December)
- Festival of the Night (December)

## **Spaces:**

- City Parks – 141 covering 566 hectares
- City Hall outdoor skating rink
- Winter Rinks – 34 (City and School Board Owned Parks – City maintains)
- Libraries – Main Library, three community libraries and three mobile libraries
- K/W Art Gallery
- KOR Gallery
- Globe Studios
- Tennis Courts – 70
- Soccer Fields – 20
- Football Fields – 20
- Baseball Fields - 105
- Hiking and bike trails – 70 km



# Appendix D: Municipal Plan Policies Related to Affordable Housing

## **Municipal Plan General Policies on Housing (pg. 2-3)**

One of the most important functions of municipal governments is to assist in the provision of suitable, affordable and attractive accommodations for all its residents

In its consideration of the housing needs, the City will take into account variations in resident circumstances, including but not limited to age, gender, lifestyle, household and family structure and size, household income and physical and mental health and ability. The City will consider not only the characteristics of housing which might address those needs, but also the appropriateness and quality of the community settings in which housing is being delivered.

### **Objectives**

- i) To provide opportunities for a wide variety of housing options, with the aim that all residents in the City of Kitchener in all income ranges are able to afford adequate, safe and good quality housing in an appropriate community setting which meets their needs.
- ii) To increase housing supply consistent with needs.
- iii) To support the maintenance and rehabilitation of existing housing stock
- iv) To support a high quality of life in residential neighbourhoods.

### **Policies**

#### **1.1 Variety and Integration**

1. The City favours a land use pattern which mixes and disperses a full range of housing types both across the City as a whole and within neighbourhoods. To support the successful integration of different housing types the City shall apply principles of community and site design emphasizing compatibility of building form with respect to massing, scale, design and the relationship of housing to adjacent buildings, streets and exterior areas.
2. The City supports the principles that housing assistance be provided to members of the community who have the greatest difficulty paying for housing and that this assistance be provided in the most timely and cost efficient manner. The City through its Municipal Housing Corporation and in cooperation with Provincial assistance in such areas as non-profit housing, rent supplement, shelter allowances and affordable home ownership.  
In determining the mix of programs and funding at any time, the City will have regard to the level of need through measures such as affordable housing waiting list and the number of residents meeting the Canada Mortgage Housing Corporation core need threshold test; the level of supply as evidenced by the current forecasted vacancy rates for the area.
3. In accordance with the Provincial requirement, the City shall ensure that a minimum of 25% of new units produced in the City as a whole are affordable.
4. The City recognizes the existence of a need for lodging houses, garden suites and residential care facilities and supports the integration of these housing types at appropriate locations in all residential areas.
5. The City shall support and attempt to accommodate residents who wish to adapt their housing to needs that change over time.



## **1.2 Housing Supply**

1. The City shall ensure that at least a ten year continuous supply of designated residential land be available to meet the demand for new housing of all types. In addition, the City shall maintain at least a continuous three year supply of a combination of draft approved and /or registered lots.
2. The City recognizes that the creation of additional housing in existing developed areas through conversion, infill and re-development is an appropriate response to changing housing needs which occur from time to time, and that it is a way of making better use of existing infrastructure.

The City shall:

- i) Create opportunities for residential conversion, infill or redevelopment throughout the City;
  - ii) Endeavour to ensure that housing being created in existing areas is of good quality in terms of health and safety and is compatible in building form with the massing, scale and design of the surrounding area; and
  - iii) Endeavour to ensure that additional housing in the existing built-up areas can be adequately supported by monitoring the quantity of new housing added to these areas to assess its impact on the adequacy of municipal services including the capacity of the physical infrastructure.
3. Within and adjacent to notes and , to a lesser extent, along corridors the City shall generally not permit changes in land use designation and zoning that would have the affect of reducing employment opportunities or housing density.

## **1.3 Maintenance and Rehabilitation**

1. The City shall support and encourage the ongoing maintenance and stability of the existing housing stock in the community, by;
  - i) Supporting the reuse and adaptation of the housing stock through renovation, conversion and rehabilitation; and
  - ii) Supporting the community access to Federally and Provincially funded programs of the rehabilitation and repair of housing.

## **3.3 Lodging Houses and Residential Care Facilities**

6. Up to 3 lodgers shall be permitted within any dwelling unit
7. Lodging houses between 4-8 residents shall be permitted in all residential districts but only in zones permitting multiple dwellings
8. Lodging houses and residential care facilities in excess of 8 residents shall be permitted in Medium and High Rise Residential districts.
5. In some areas a minimum distance separation may be appropriate for lodging houses.



# Appendix E: Food Programs in Community Centres

## **Breithaupt Centre**

**Breithaupt Tuck Shop operates 9:00 am – 3:30 p.m. and provides light meals such as toast, soup and sandwiches for a very reasonable price and is open to the public.**

## **Centreville-Chicopee**

- Jump Start (Nutrition for Learning) – during the school year
- Good Food Box
- Community Garden for last two years
- Seasonal Events (Thanksgiving Dinner – youth) Christmas Dinner (sponsored by COPS volunteers)

## **Chandler Mowat**

- Good Food Box
- Community Garden and Community Kitchen programs around the garden season from a neighbourhood Church
- House of Friendship obtains food through their hamper program which they give out in their after-school program and to community members

## **Rockway**

- Dine at the Rock Meal Program – began October 1976 and operates Monday to Friday for 9.5 months of the year. The meal program is a non-profit initiative that provides reasonably priced nutrition meals to senior members who attend Rockway programs. A core number of diners are single men who rely on this noon meal as their main meal of the day. The meals also offer opportunities for conversation and new friendships, which assists with the alleviation of isolation and loneliness.
- Rockway Tuck Shop operates 9:00 a.m. to 3:30 p.m. and provides light meals such as toast, soup and sandwiches for a very reasonable price and is open to the public

## **Victoria School Centre**

- Old Vic Meal Program – Mission of the program is to provide a hot, home cooked, nutritional, affordable, noon hour meal for seniors 4 days/week (Mon, Wed, Thurs, Fri). Cost is \$5.50 for members and \$6.50 for non-members. Other aims of the program are to provide opportunities for social activity and to introduce seniors to the centre. The program is in its 7th year.
- Victoria School Centre Tuck Shop operates 9:00 a.m. to 3:30 p.m. and provides light meals such as toast, soup and sandwiches for a very reasonable price and is open to the public.

## **Victoria Hills Neighbourhood Association**

- Good Food Box Program
- Have run a “Healthy Cooking” program in the past



# Appendix F: Community Centre Programs for Young Children

## **Breithaupt Centre**

- Me and My Baby – for caregivers and babies aged 0-11 months – this is the only baby course being offered in the community
- Toddler and Caregiver Programs for 1-3 year olds – currently offering 6 programs
- Music Program for 2-5 year olds
- Just Me I'm Three – for children who are attending a program for the first time without a caregiver
- Preschool program for 3-5 year olds – attend without caregiver – 3 different programs
- A variety of other recreational programs for children and youth in the summer, evenings and weekends
- Are neighbourhood association programs being included here? – yes – still need them

## **Centreville-Chicopee**

- Preschool Program
- Parent/Tot drop-in program
- K/W Counseling workshops – ADHD Workshop
- Library Links for Life
- Books for Birthdays
- A variety of other recreational programs for children and youth

## **Chandler-Mowatt**

- The House of Friendship accesses programs like the Peer Health Worker and Community Nutrition Worker to ensure new parents have the information and support they need (prenatal nutrition, post natal care and support programs). The House of Friendship just asked Council to accept a proposal for a third portable so that the House of Friendship can do more in this area.
- Site for Library Links for Life
- Mom and Tot drop-ins
- A variety of other recreational programs for children and youth

## **Country Hills Community Centre**

- 2 preschool programs for 2 mornings a week (fee assistance)
- Mom and Tot drop-in times 2 times per week
- A variety of other recreational programs for children and youth

## **Forest Heights Community Association**

- Informal playgroups for children and caregivers at the Forest Heights Community Centre and Calvin Presbytery Church on Westmount Road
- A variety of other recreational programs for children and youth

## **Victoria Hills Neighbourhood Association**

- Adults with Children - ages 0-5 offered on a drop in basis two times a week
- Just Twos – program without parents – three sessions offered within week
- Preschool Programs – ½ day programs offered Monday-Saturday in mornings and afternoons.
- A variety of preschool programs from 0-5 years of age
- Other recreational programs for children and youth



# Appendix G: Policies for Preserving Agricultural Land

The first Planning Principle of the Official Plan states:

“The City of Kitchener promotes the concept of a compact urban form, the preservation of agricultural land and the efficient use of resources. The policies of this Plan will place emphasis on maximizing the use of existing serviced lands. In doing so, higher overall residential densities of twenty units per hectare will be encouraged in developing areas of the municipality. Where appropriate infill development and intensification of land and buildings suitable for residential use will be encouraged. Further, subject to the provision of adequate servicing and infrastructure, infilling and intensification of residential, commercial and industrial areas will also be encouraged.

Agricultural Resource Policies in the Official Plan include:

1. Recognize the significance of agricultural areas within the City of Kitchener and encourage their preservation and efficient use.
2. Recognize that within areas designated Agricultural, agriculture is the predominant use of land. Ensure maximum flexibility for farm operators to engage in differing types and sizes of agricultural operations by providing agricultural uses with large continuous areas free from conflicting and incompatible land uses.
3. Prevent the fragmentation of the agricultural land base into parcels not suited to agricultural uses, thereby helping to preserve the viability of existing farming operations and discouraging the development of non-farm residential, commercial and industrial uses.
4. Recognize that areas which are designated Agricultural may also be able to accommodate forestry and aggregate [gravel] extraction uses without detracting from the viability of agricultural operations. Further, that aggregate extraction operations be controlled through the policies contained in Part 2, Section 7.7 of this Plan including the use of rehabilitation practices which will restore the lands back to their original state or other acceptable after-uses permitted in accordance with the policies in this Plan and the *Regional Official Policies Plan* as specified in the licensing process.
5. Recognize the Region of Waterloo Mannheim Artificial Water Recharge Facility as a permitted use of land within areas which are designated Agricultural and provide for the continued protection of the Area through the regulations of development in accordance with the Master Water Supply Study and the *Regional Official Policies Plan*.
6. Forested areas and woodlots within an Agricultural District will be subject to the Rural Woodlot Policies of this Plan (Part 2, Section 7.7.2) and the *Regional Municipality of Waterloo Tree Cutting By-law*.



# Appendix H: Policies and By-laws for Day Care

“Day Care Facility” means a facility licensed under Provincial legislation which accommodates a minimum of six children, for the purpose of providing temporary care for a continuous period of time not exceeding twenty-four hours.

Municipal Plan Policies:

## **3.2 Community Facilities (General Policies)**

There are a wide range of other facilities required in a City to meet the social, cultural, recreational needs of its citizens. Many of these, such as places of worship, cultural centres, day care and residential care facilities, may not be publicly owned by nonetheless serve large segments of the population. The City recognizes the importance of these facilities and shall endeavor to make provisions for them throughout the community.

Objective: To ensure that institutional facilities are in close proximity to the population which they serve or are accessible by public transit.

Policies:

- 1) The City shall promote the decentralization of institutional facilities and shall permit them in appropriate locations near residential neighbourhoods.
- 2) The City shall, wherever possible locate Community Facilities within or adjacent to designated nodes. Major Institutional uses such as Hospitals and Secondary Schools, which generate a high level of employment and transit trips, shall be located along designated transit corridors.

## **3.1 Residential Land Use Districts (General Land Use Plan)**

### 3.1.1 Limited Service Residential

- 3) Uses such as day care facilities, educational establishments, religious institutions and small residential care facilities may be permitted where they are considered compatible with Limited Service Residential developments and subject to the policies of an approved Community Plan

### 3.1.2 Low Rise Residential

- 3) Uses such as convenience commercial, artisans' establishments, day care facilities, health offices, health clinics, educational establishments (excluding secondary schools), religious institutions, small and large residential care facilities, restaurants in plazas, social service establishments, studios, veterinary services, service stations and car washes may be permitted where they are considered to be compatible with Low Rise Residential development and subject to any specific locational criteria.

### 3.1.3 Medium Rise Residential

- 2) In planning for new communities or redevelopment, Medium Rise Residential Districts shall be located generally near nodes or centres where they can be combined with non-residential uses, transit stops, public squares or neighbourhood commercial sites. A strong focus shall be placed on the creation of links for pedestrian and cyclists with surrounding non-residential uses

### 3.1.4 High Rise Residential



- 3) Non-residential uses such as day care facilities and large residential care facilities shall be permitted as free standing establishments in the High Rise Residential District subject to any specific locational criteria. Free standing convenience commercial, service stations and care washes shall be permitted at nodes only.

### **3.2 Locational Criteria for Non-Residential Uses (General Land Use Plan)**

#### **3.2.2 Health Facilities and Community Services**

9. In locating new health clinics, health offices, veterinary services, large residential care facilities, social service establishments and free standing day care facilities, regard shall be had among other matters, to the following:
- i) The sites shall be located along Arterial or Collector Roads as shown on Map 4;
  - ii) Access to the site is designated to minimize increases in traffic on local streets;
  - iii) The design, location and mass of the buildings is in harmony with the surrounding residential buildings and area;
  - iv) The site is considered to be more suited for the development of a health facility or community service than a residential development due to matters such as proximity of railway tracks, truck routes and uses incompatible with residential development; and
  - v) With the exception of the development of free standing day care and large residential care facilities the development will not result in the loss of housing units through demolition or conversion.
10. Day care facilities may be located in conjunction with a neighbourhood shopping centre, a school, community centre, religious institution, or large multiple dwelling.

### **5. Industrial Districts (General Land Use Plan)**

#### **5.4 Compatible Uses in All Industrial Districts**

1. Unless prohibited in this Plan, compatible uses in all industrial districts include: automobile service stations, day care facilities, financial establishments, health offices and clinics, veterinary services, parks and open space and public and non-residential uses.



# Appendix I: Childcare Through Community Centres.

## **Centerville Chicopee**

- No full-day child care but do have a licensed Preschool Program (1/2 day Monday-Friday) and “KidZone” (after school Tuesdays)

## **Chandler-Mowatt**

- Preschool program to their ESL parents and to community members (1/2 day Monday-Friday) – cost on ability to pay – none turned away
- After school care for anyone

## **Country Hills Community Centre**

- Preschool programs (2 programs for 2 mornings per week)

## **Victoria Hills Community Centre**

- Licensed Preschool Program (1/2 day, morning and afternoon, Monday – Saturday)

## **Summer Playgrounds**

Neighbourhood associations throughout the city offer summer playgrounds. The neighbourhood association sets prices and is responsible for registration. The City hires, supervises and pays playground leaders for each program and a coordinator for each district. In 2000 a total of 4,689 children participated in the 75 different programs throughout the city.



# Appendix J: Policies and By-laws for Home Based Business

## General Policies of the Official Plan Related to Home Based Business

In order to facilitate diversity in employment options the City shall allow residents to operate businesses as a secondary use to the primary residential use provided they:

- i) Do not generate nuisance such as noise and traffic and parking problems in the immediate area; and
- ii) Do not visually detract from the residential character of the neighbourhood.
- iii) Do not visually detract from the residential character of the neighbourhood.

## Home Business (Bylaw 94-183, s.9)

No person or persons shall conduct a home business except as permitted herein and in accordance with the regulations hereinafter set out:

### **.1 Home Businesses permitted in Single Detached Dwellings and Semi-Detached Houses containing only one dwelling unit:**

- Academic Instruction
- Artisan's Establishment (not including retail)
- Health Office (not including physician, surgeon or dentist)
- Office
- Personal Service (not including the cleaning of apparel)
- Repair Service
- Tourist Home (to a maximum of two bedrooms)
- Tradesman or Contractor's Establishment (administration office and indoor storage only)

### **.2 Regulations for Home Business in Single Detached Dwellings and Semi-Detached Houses containing only one dwelling unit.**

- a) The home business shall be conducted by the person or persons resident in the dwelling unit, may include one non-resident employee and shall not attract any additional employees directly to the lot containing the home business.
- b) The home business shall be conducted wholly within an enclosed building.
- c) Only one home business shall be permitted for each dwelling unit, except in the case in which one home business is conducted so as not to attract customers, clients or additional employees directly to the lot containing the home business, in which case a maximum of two home businesses shall be permitted.
- d) The home business shall not be permitted in a dwelling containing lodging units.
- e) No outdoor storage shall be permitted.
- f) No storage or display of goods shall be visible from the street.
- g) An area not exceeding 25 per cent of the gross floor area of the dwelling may be used for a home business and in no case shall the gross floor area which accommodates the home business exceed 50.0 square metres.
- h) The building containing the home business shall comply with all regulations for the dwelling type in the zone in which it is located.



- i) Off-street parking shall be provided at a rate of one space for each dwelling until, one space for the non-resident employee and one space for each home business, except as follows:
  - i. an office conducted in such a manner so as not to attract customers, clients or employees directly to the dwelling unit; in which case, there shall be provided only one space for each dwelling unit and one space for any non-resident employee; and
  - ii. a tourist home, in which case there shall be provided one space for each dwelling unit, one space for any non-resident employee and one space for each bedroom used to accommodate tourists.
- j) Not more than one parking space required for or associated with a home business may be located in the rear yard, except in the case of a corner lot, a through lot or a lot abutting a lane.
- k) The home business shall be conducted so as not to attract more than 3 customers or clients to the home at any one time.
- l) The home business shall not create noise, vibration, fumes, odour, dust, glare or radiation which is evident outside of the building.
- m) No repair or parts or accessories for motor vehicles or major recreational equipment shall be permitted.
- n) No repair of equipment having a combustion engine shall be permitted; not shall nay such equipment be used in the process of conducting any home business
- o) No repair service shall be conducted in an accessory building, except for the purpose of indoor storage.
- p) A health office shall not have more than one health professional in attendance at any one time.

**.3 Home Business permitted in Duplex Dwellings, Multiple Dwellings, Semi-Detached Houses containing two dwelling units and Street Townhouse Dwellings;**

- Academic Instruction
- Artisans Establishment (not including retail or instruction)
- Office
- Tradesman or Contractor’s Establishment (administrative office only)

**.4 Regulations for Home Business in Duplex Dwellings, Multiple Dwelling, Semi-Detached Houses containing two dwelling units and Street Townhouse Dwellings;**

- a) The home business shall only be conducted by the person or persons resident in the dwelling unit.
- b) The home business shall be conducted wholly within an enclosed building
- c) No outdoor storage shall be permitted
- d) No Storage or display of goods shall be visible from the street.
- e) The home business shall not attract customers, clients or employees directly to the lot containing the home business, except for academic instruction to one customer or client at a time.
- f) Only one home business shall be permitted for each dwelling unit and the gross floor areas of such use shall not exceed 15.0 square meters.
- g) The building containing the home business shall comply with all applicable regulations for the dwelling type in the zone in which it is located.
- h) The home business shall not create noise, vibration, fumes, odour, dust, glare or radiation which is evident outside the building.
- i) No combustion engine shall be used in the process of conducting any home business.



# Appendix K: Community Improvement Map

