

**Regional Municipality of Waterloo
Waterloo Regional Heritage Foundation
Annual General Meeting Agenda**



Wednesday, June 11, 2025

5:30 p.m.

Waterloo County Room/Electronic

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400,
TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca

	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Approval of Minutes - June 5, 2024	2
Recommended Motion: That the minutes of Waterloo Regional Heritage Foundation Annual General Meeting from June 5, 2024 be approved.	
4. Adoption of the Annual Report	5
Recommended Motion: That the Annual Report of the Waterloo Regional Heritage Foundation for the year ending December 31, 2024 be adopted, as presented.	
5. Adoption of the 2024 Financial Statements	12
Recommended Motion: That the Auditor's Statements of the Waterloo Regional Heritage Foundation for the year ending December 31, 2024 be adopted as presented.	
6. Election of Directors	
7. Next Regular Meeting - June 24, 2025	
8. Adjourn	
Recommended Motion: That the meeting adjourn at xx:xx p.m.	

Waterloo Regional Heritage Foundation

Annual General Meeting Minutes



June 5, 2024

5:30 p.m.

Waterloo County Room/Electronic

Present: J. Glass, D. Emberly, P. Elsworthy, J. Baker, N. Salonen, S. Burke, A. Carswell, R. Shipley

Absent: P. Wolf, H. Peller-Oliver

1. Call to Order

Chair J. Hale called the meeting to order at 5:34 p.m.

2. Land Acknowledgement

J. Hale, Foundation Secretary, provided a land acknowledgement.

3. Approval of Minutes - June 7, 2023

Moved by D. Emberly

Seconded by N. Salonen

That the minutes of Waterloo Regional Heritage Foundation Annual General Meeting from June 7, 2023 be approved.

Carried

4. Adoption of the Annual Report

Moved by A. Carswell

Seconded by J. Baker

That the Annual Report of the Waterloo Regional Heritage Foundation for the year ending December 31, 2023 be adopted, as presented.

Carried

5. Adoption of the 2023 Financial Statements

Moved by P. Elsworthy

Seconded by J. Baker

That the Auditor's Statements of the Waterloo Regional Heritage Foundation for the year ending 2023 be adopted as presented.

Carried

6. Election of Directors

D. Emberly left the meeting at 5:43 p.m.

The Foundation discussed and deliberated the Board of Director applications. J. Hale noted that the election of the directors will be voted through a ballot ranking system.

The Foundation highlighted the importance of equal representation amongst Directors including experience, knowledge, and diverse representation. The Foundation acknowledged the high caliber of applicants and that all the applicants demonstrated that they care about their community and are willing to get involved.

The Foundation directed Staff to review the election process to ensure efficiency at future meetings.

Moved by N. Salonen

Seconded by J. Baker

That the Waterloo Regional Heritage Foundation elect the following Directors for the specified terms to be ratified by the Council of the Regional Municipality of Waterloo:

1. David Emberly for a term ending June 2025;
2. Thirstan Falconer for a term ending June 2027; and
3. Naema Baskanderi for a term ending June 2027.

Carried

7. Next Regular Meeting - June 25, 2024

The next regular Foundation meeting will be held on June 25, 2024.

8. Adjourn

Moved by N. Salonen
Seconded by S. Burke

That the meeting adjourn at 6:12 p.m.

Carried

Committee Clerk

Committee Chair



Annual Report
of the
Waterloo Regional Heritage
Foundation

2024

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Message from the Chair

Waterloo Regional Heritage Foundation (WRHF) was incorporated as a non-profit organization on February 13, 1974. Its mandate then, as now, is to preserve and promote the unique heritage of Waterloo Region – the cities of Kitchener, Waterloo and Cambridge and the townships of North Dumfries, Woolwich, Wellesley and Wilmot.

In December 2021, Region of Waterloo Council paused funding to WRHF. In January 2022, WRHF stopped accepting grant applications and struck a Strategic Planning Committee. The committee's mandate was to align our grant policies with Waterloo Region's strategic plan. That plan included in part, reconciliation, equity, inclusiveness (REDI Initiative) and climate actions.

WRHF is a volunteer board comprised of residents of Waterloo Region. The Region provides staff members to support our administrative needs. In normal years, the board members attend 9 board meetings and an Annual General Meeting. These activities continued through 2024/2025, but the strategic committee also had the burden of the additional committee meetings. In the autumn of 2022, after a formal tendering process, WRHF hired a consulting firm, The Centre for Community Based Research (CCBR) to help develop, verify and execute the plan. The CCRB engagement ran from April 27, 2023 until August 14, 2023.

By the end of December 2024, after almost 3 years of not accepting grant applications, WRHF had finalized all plans and processes, enabling the opening of a grant application window in early 2025. The grant processes was driven by our Allocations and Finance Committee. It was decided that \$100k of our approximately \$110k bank balance would be made available for funding. In April 2025, after receiving 13 grant applications, WRHF awarded approximately \$81,500 to nine successful applicants. Traditionally, most WRHF grants were awarded to property and publication projects. During our first grant application window which put a greater focus on REDI and a more inclusive outreach, we granted awards to many non-traditional projects including festivals, cultural events and research projects.

After several years of inactivity due to WRHF's full focus on re-establishing the grant program, the Heritage Advisory and Communications Committee (HAC) acquired a new chair and it was decided that WRHF would once again accept applications for most of its awards. The committee was constrained by a short period to facilitate nominations and evaluations of candidates and to produce the physical award prior to the 2025 AGM. WRHF is on track to announce at least one Award of Excellence winner at the AGM. We are hopeful to have more nominees and to present more awards, in more categories, in 2026.

In our 50+ years of operation, WRHF has disbursed over \$3 million to heritage projects in the Waterloo Region. Currently, we have a balance of slightly over \$25,000 in unallocated funds. We are on track to present our new processes and grant approval results to Regional Council in the fall of 2025 with the goal of having WRHF's funding re-established.

John Glass, Chair

WRHF Membership 2024-2025

Member	Municipality
Jordan Baker (resigned)	Kitchener
Naema Baskanderi	Waterloo
Susan Burke	Kitchener
Andrea Carswell	Cambridge
Philippe Elsworthy	Waterloo
David Emberly	Cambridge
Thirstan Falconer	Elmira
John Glass	Kitchener
Heidi Peller-Oliver	Kitchener
Robert Shipley	Waterloo
Natasha Salonen, Regional Councillor	Wilmot
Pam Wolf, Regional Councillor	Cambridge
Karen Redman, Regional Chair (ex-officio)	Kitchener

Foundation Secretary – Julie Hale, Acting Deputy Clerk/Manager of Council and Administrative Services

Treasurer – Wayne Steffler, Commissioner of Corporate Services/Chief Financial Officer

Allocations and Finance Committee

The Allocations and Finance (A&F) sub-committee is responsible for reviewing all grant applications and making grant approval and rejection recommendations to the Foundation's Board of Directors. In the past, grant applications have been considered for building projects, publication and events that support heritage in Waterloo Region. The board discusses recommendations by A&F before making motions and voting on those motions.

In January 2022, the Waterloo Regional Heritage Foundation (WRHF) stopped accepting grant applications after the Region of Waterloo Council paused additional funding, pending a review of WRHF's grant policies. In response, WRHF formed a Strategic Planning Committee to align its grant policies with the Region's REDI (Reconciliation, Equity, Diversity, and Inclusion) initiative and Strategic Plan. This work was completed in December 2024. The final step, which is still in progress, is to restore funding by showing that WRHF's grant process and awards support REDI and the Region's Strategic Plan.

During the almost three-year period between January 2022 and December 2024, the Strategic Planning Committee worked on aligning WRHF's grant procedures with the Region's initiatives and goals. Upon completing these tasks, a grant application window was opened in January 2025. Thirteen applications were received. The applications were evaluated using our new scoring system, and nine grants were awarded.

At the time of the funding freeze, WRHF had approximately \$110k in their account. It was determined that up to \$100k would be made available for grant applications and the remaining \$10k would be used as a contingency fund for awards and ongoing expenses. The goal was to distribute this \$100k to projects that aligned with our new evaluation. The final step will be to share our results with Regional Council with the goal of having funding restored to WRHF.

In this initial grant window, nine successful applicants received a total of approximately \$81,500. A&F was pleased to see that seven of the 13 grant applicants had a significant DEI component included in their evaluation. Many applications were for festivals, cultural events, and research projects – events and projects for which WRHF didn't usually receive grant applications.

Before the end of 2025, the WRHF board is hopeful that they will be able to get a decision from Waterloo Regional Council on whether they will resume WRHF's funding. If funding is re-established, WRHF will open future grant application windows and monitor our grant policies, and make changes when required, to ensure alignment with the goals and policies of Waterloo Region.

John Glass, Committee Chair

Heritage Advisory & Communications Committee

The Heritage Advisory & Communications (HAC) Committee is responsible for the granting of awards to all deserving recipients and the planning and executing of public events and communications, including our Annual General Meeting (AGM). The AGM had become one of the highlights of our year. At this event, we recognize winners of our heritage awards and share WRHF's successes with the award winners, their families, friends and colleagues, and members of the general public.

The Foundation is excited to resume public events and community engagement. With our strategic review now complete, WRHF is ready to be back out in the Community.

We encourage all people, groups and organizations to nominate a person, business or institution for one of our awards. The Board is pleased to announce that we will be resuming our awards programs for the 2025 AGM. The current awards are:

Awards of Excellence

The Awards of Excellence are intended to recognize outstanding contributions by individuals, institutions and organizations to heritage preservation in Waterloo Region, in such areas as archaeological, archival, cultural, education, genealogical, historical, individual, literary, media, natural, and others. The program began in 1983.

Sally Thorsen Award of Excellence

This award of excellence was created in 1998 in honor of the former commissioner of the Planning and Culture Department for the Region of Waterloo. This award may be presented to only one person in a year who has demonstrated, in the course of at least ten years of their professional lives, an outstanding level of commitment to heritage concerns.

Dr. Jean Steckle Award of Heritage Education

This award for excellence in heritage education is presented to an individual who has demonstrated leadership in heritage education through teaching, writing or by example, and who has encouraged and mentored others in the understanding and appreciation of the natural or cultural heritage of Waterloo Region.

Naema Baskanderi, Committee Chair

Strategic Planning Committee

The Strategic Planning Committee is a subcommittee of the Waterloo Regional Heritage Foundation tasked with leading the Foundation's internal strategic review. Over the past three years, the committee met regularly to review and evaluate the Foundation's guiding documents, standard practices, and guidelines for the distribution of funding for Heritage grants.

Before the close of 2024, the Committee, in collaboration with a DEI consultant, finalised the terms of public engagement and revised the procedures for grant application intake, grant evaluation and scoring, and the distribution of awards. These enhancements were implemented to promote greater transparency, consistency, equity, and inclusion in decision-making and the allocation of funding.

In early 2025, the Foundation opened its inaugural grant application window using the revised processes and a newly adopted definition of Heritage - "What we receive from the past, what we live with today and what we pass on to future generations. Heritage can be cultural or natural, tangible or intangible, and can apply to all creations of the past that have acquired cultural significance with the passage of time."

During the inaugural grant application window, 13 grant applications were received. The Strategic Planning Committee was encouraged to see such a large number of applications, but was even more pleased to see the wider scope of project topics than had been traditionally received. Over half of the applications (7 of 13) were deemed to have a significant DEI impact.

In our 2024 Report, it was stated that on April 23, 2024, the Foundation approved the Equity, Diversity and Inclusion Fund (EDI) as a new funding stream intended to encourage initiatives that will conserve and celebrate our region's diverse heritage and help build community and belonging. The EDI Fund provides funding to eligible individuals and organizations for heritage projects, publications and conservation initiatives that promote or foster equity, diversity, inclusion, reconciliation, and accessibility.

The WRHF board will continue to assess and refine its grant application and evaluation processes. As our community evolves, so too do our heritage and historic environments. Regular reviews will ensure that grant funding remains effective, transparent, equitable, and purposeful, while also meeting the needs of a growing, diverse community and aligning with the Region's strategic goals. The Region of Waterloo is the Foundation's primary funder.

John Glass, Committee Chair

Financial Statements of

**WATERLOO REGIONAL
HERITAGE FOUNDATION**

And Independent Auditor's Report thereon

Year ended December 31, 2024



KPMG LLP
120 Victoria Street South
Suite 600
Kitchener, ON N2G 0E1
Canada
Telephone 519 747 8800
Fax 519 747 8811

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Waterloo Regional Heritage Foundation

We have audited the financial statements of The Waterloo Regional Heritage Foundation (the Entity), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of revenues and expenses and accumulated net revenue for the year then ended
- and notes and schedule to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2024, and its results of operations for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

June 3, 2025

WATERLOO REGIONAL HERITAGE FOUNDATION

Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Cash	\$ 111,614	\$ 150,318
	\$ 111,614	\$ 150,318
Liabilities and Fund Balance		
Liabilities:		
Accounts payable	\$ –	\$ 38,781
	–	38,781
Fund balance:		
Accumulated net revenue	111,614	111,537
	\$ 111,614	\$ 150,318

See accompanying notes to financial statements.

WATERLOO REGIONAL HERITAGE FOUNDATION

Statement of Revenues and Expenses and Accumulated Net Revenue

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Revenue		
Interest	\$ 5,960	\$ 8,517
	5,960	8,517
Expenses (Schedule)	5,883	48,658
Net revenue (expense)	77	(40,141)
Accumulated net revenue, beginning of year	111,537	151,678
Accumulated net revenue, end of year	\$ 111,614	\$ 111,537

See accompanying notes to financial statements.

WATERLOO REGIONAL HERITAGE FOUNDATION

Notes to Financial Statements

Year ended December 31, 2024

Purpose of foundation:

The Waterloo Regional Heritage Foundation is primarily a grant making organization which supports heritage initiatives in Waterloo Region. Its primary purpose is to preserve and financially assist in the preservation of heritage landmarks, historical buildings and other projects of historical significance to the Region of Waterloo.

1. Significant accounting policies:

These financial statements are prepared in accordance with the Chartered Professional Accountants of Canada Handbook Part III - Canadian accounting standards for not-for-profit organizations. The Foundation's significant accounting policies are as follows:

(a) Basis of accounting:

The accrual basis of accounting is used for financial reporting.

(b) Fixed assets:

The historical cost and accumulated depreciation of fixed assets is not reported. Expenses of a capital nature are charged against revenues in the year they are incurred.

2. Grants committed:

The Region of Waterloo paused grant funding to the Waterloo Regional Heritage Foundation. The Region is revising its overall approach to discretionary grants. Accordingly, on February 8, 2022, the Heritage Foundation passed a resolution to pause granting or accepting any new applications until an internal strategic review is completed. This pause will provide the Heritage Foundation with an opportunity to review and evaluate how it fits with the Regional Council's strategic priorities, including Thriving Economy, Climate Action, and Healthy, Safe and Inclusive Communities.

3. Statement of cash flows:

A statement of cash flows has not been presented as it would not provide any additional useful information.

WATERLOO REGIONAL HERITAGE FOUNDATION

Schedule of Expenses

Year ended December 31, 2024

	2024	2023
Grants paid (refunded):		
2024		
Kitchener Public Library – Oral History	\$ –	\$ 1,786
	–	1,786
Administration:		
Consultants	–	38,500
Insurance	2,708	2,482
Promotion and advertising	1,482	3,154
Miscellaneous	–	1,222
Annual general meeting	247	990
Foundation meetings and seminars	1,446	524
	5,883	46,872
	\$ 5,883	\$ 48,658