MEDIA RELEASE: Friday, March 16, 2012, 4:30 p.m.

REGIONAL MUNICIPALITY OF WATERLOO
COMMUNITY SERVICES COMMITTEE
AGENDA

Tuesday, March 20, 2012
9:00 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener

1. MOTION TO GO INTO CLOSED SESSION

THAT a closed meeting of the Community Services, Administration and Finance and Planning and Works Committees be held on Tuesday, March 20, 2012 at 8:30 a.m. in the Waterloo County Room, in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) personal matters about identifiable individuals – committee appointments
b) proposed or pending disposition of land in the City of Kitchener
c) personal matters about identifiable individuals – committee appointments
d) labour relations
e) personal matters about identifiable individuals
f) proposed or pending disposition of land in the City of Kitchener

2. MOTION TO RECONVENE INTO OPEN SESSION

3. DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

4. PRESENTATIONS

a) Bill Davidson, Executive Director, Langs Farm Re: New Building and Services in Cambridge

5. REPORTS – Public Health

a) PH-12-007, C-Enternt Collaboration Update 1
b) PH-12-008, Private Drinking Water – Program Enhancements 6
c) PH-12-009, Small Drinking Water Systems Update 12
d) PH-12-011, 100% Provincial Funding to Support Implementation of Panorama 15

REPORTS – Planning, Housing & Community Services

e) P-12-042, Waterloo Region Museum – 2011 Highlights and Plans for 2012 (Staff Presentation) 19
REPORTS – Social Services

f) SS-12-013, All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region – Policy Framework (Staff Presentation) 27

g) SS-12-012, Homelessness Partnering Strategy – Waterloo Urban Native Wigwam Project 45

h) SS-12-014, Provincial Homelessness Funding 2012 – Additional Request 47

i) SS-12-015, Revised Terms of Reference for the Employment and Income Support Community Advisory Committee 60

j) SS-12-016, Community Outreach Program Reallocation Plan and Purchase of Service Agreement Request 68

6. INFORMATION/CORRESPONDENCE

a) Memo: Update: Replacement of Technology for Delivery of Social Assistance 75

b) Memo: Updated New Housing Stability Brochures (To be distributed at meeting) 77

c) Memo: Ontario Works Caseload: February 2012 79

7. OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List 81

8. NEXT MEETING – April 17, 2012

9. ADJOURN
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: P10-20

SUBJECT: C-ENTERNET COLLABORATION UPDATE

RECOMMENDATION:

THAT the Regional Municipality of Waterloo:

(a) enter into a further agreement with the Government of Canada for the continuation of the C-EnterNet program subject to terms and conditions that are agreeable to the Medical Officer of Health and Regional Solicitor; and

(b) direct staff to report back, as needed on a regular basis, in relation to pertinent developments or other updates concerning the C-EnterNet program;

AND THAT a copy of this report be sent to the Chief Medical Officer of Health for the Province of Ontario and the provincial scientific agency Public Health Ontario, to inform them of the results of these C-EnterNet initiatives.

SUMMARY:

The existing C-EnterNet agreement between the Regional Municipality of Waterloo and the Government of Canada is in place until March 31, 2012. The Region is in the process of negotiating the final terms and conditions of the next agreement with the goal that the term of the agreement will be April 1, 2012 to March 31, 2013, and renewable each year thereafter. This report provides an update on the accomplishments of the collaboration, focusing on three initiatives in particular:

(1) Research that informed provincial guidelines on recreational water and confirmed the excellent level of protection provided by the Regional Mannheim Water Treatment Facility

A C-EnterNet study on recreational water risks helped support development of provincial guidelines entitled Operating Procedures for Non-Regulated Recreational Water Facilities Guidance Document. As a result, in 2011, all spray/ splash pads in the Region that use re-circulated water have ultraviolet light (UV) as a treatment step to protect users from cryptosporidiosis. In addition, an assessment of the Mannheim water treatment facility indicated that the risk for cryptosporidiosis through consumption of treated tap water in the Region is essentially non-existent and highlighted the excellent level of treatment that the Mannheim water treatment facility delivers.

(2) Research that illustrated the importance of travel as a source of gastro-intestinal illness
C-EnterNet found that more than 25 percent of reportable enteric illnesses in Waterloo Region were related to travel abroad. Locally, this helps to validate that counselling travellers in the prevention of enteric diseases should continue to be an important consideration of travel consultations.

(3) Results from a Healthy Control Study conducted in Waterloo Region that demonstrates that raw milk is a significant risk factor for certain enteric illnesses

A Healthy Control study conducted by C-EnterNet identified raw milk as a significant risk factor for E. Coli 0157, Campylobacter and Cryptosporidium infections in the Region. As a result of this information, educational materials were developed in consultation with C-EnterNet and the University of Guelph that describe the risks associated with the consumption of raw milk and raw milk products.

REPORT:

Background

As outlined in the Community Services Report, PH-05-008, C-EnterNet is a federal initiative designed to support the active surveillance of enteric diseases in humans and their exposure to pathogens (disease causing microorganisms) through food, water, and animals. The framework is based on enhanced surveillance activities within a set of sentinel communities in Canada. C-EnterNet integrates human, agri-food and water data, through enhanced typing procedures (molecular testing), to provide a comprehensive understanding of the link between food and waterborne pathogens and human health outcomes in Ontario, British Columbia and, ultimately, throughout Canada. The Regional Municipality of Waterloo is the first pilot sentinel site in Canada and has been instrumental in informing the expansion of C-EnterNet in Canada. The second sentinel site for C-EnterNet is located within the Fraser Health Region in British Columbia and was launched in June 2010.

Region of Waterloo Public Health and the Public Health Agency of Canada’s C-EnterNet team have worked together to enhance and strengthen the work of front-line public health in the tracking and control of infectious enteric diseases in the community. Expert consultations, questionnaire development, training workshops, research, conference presentations and publishing findings are among the many activities initiated. Since C-EnterNet’s inception in 2005, Region of Waterloo Public Health has been recognized by the Government of Canada and by Provincial Ministries of Health for their leadership and expertise in these areas.

C-EnterNet Annual Reports

Since its launch in June 2005, seven reports have been released to the public which include Annual Reports from 2005 through to 2008. In addition, C-EnterNet recently released the 2009 Short Report, with the 2009 Long Report to follow. These annual reports provide results from human, agri-food and water surveillance activities in the Region of Waterloo. The annual reports serve as a benchmark for the ongoing monitoring of trends in enteric pathogen movement, behaviour and prevalence in the Region of Waterloo. These reports also highlighted the integrated microbiological and epidemiological data, providing new insights into the importance of travel and enteric disease, as well as the likely sources of exposure for some of the endemic (non-travel related) cases.
C-EnterNet Accomplishments

The following three C-EnterNet initiatives have been highlighted as significant contributions and accomplishments:

(1) **Research that informed provincial guidelines on recreational water and confirmed the excellent level of protection provided by the Regional Mannheim Water Treatment Facility**

Surveillance data from the Region of Waterloo indicated that the Region had higher rates of cryptosporidiosis than the national or provincial incidence rates. This illness is caused by a parasite that causes diarrhea, abdominal discomfort, nausea, vomiting, and weight loss and is typically spread via contaminated water or by contact with contaminated feces. Public Health agencies throughout Canada and the U.S. are struggling to better understand how to prevent Cryptosporidium infections, because it is widespread in the environment and because chlorine alone does not kill the parasite. Through C-EnterNet’s surveillance data on exposure behaviour, as well as through surveillance reports from other parts of Canada and the U.S., recreational water facilities are identified as a potential transmission zone for Cryptosporidium. A C-EnterNet study focusing on recreational water risks (based on the enhanced public health data collected in collaboration with Region of Waterloo Public Health) helped support the development of the Ontario Ministry of Health and Long Term Care’s *Operating Procedures for Non-Regulated Recreational Water Facilities Guidance Document* (April 2010), which recommends treating water with ultraviolet light before it enters spray/splash pads. As a result, in 2011, all spray/splash pads in the Region that use re-circulated water have ultraviolet light (UV) as a treatment step to protect users from cryptosporidiosis.

One of the tools to help understand the integrity of a community water supply and identify upstream sources and treatment processes to reduce public health risk is the quantitative microbial risk assessment tool (QMRA). In collaboration with Region of Waterloo Water Services, C-EnterNet developed a quantitative microbial risk assessment tool to evaluate the water treatment processes delivered via the Regional Mannheim Water Treatment Facility. The QMRA process is advocated both nationally and internationally as a method to better understand the robustness of water treatment and how properly treated water can prevent illness. Using the QMRA model, it was found that the risk for cryptosporidiosis through the consumption of treated municipal drinking water in the Region of Waterloo is essentially non-existent. Review of the routine treatment practices confirm that there is no link between the drinking water supplied from Mannheim and the Region’s experience with a higher incidence rate of cryptosporidiosis. The process was successful at highlighting the excellent level of treatment that the Mannheim Water Treatment Facility delivers, and the degree of public health protection afforded to local residents.

(2) **Research that illustrated the importance of travel as a source of gastro-intestinal illness**

A new Canadian study from C-EnterNet published in the *Journal of Travel Medicine* suggests that travel abroad accounts for a large proportion of domestic enteric illness. Researchers investigated 1,773 reported cases of disease caused by enteric pathogens such as Salmonella, Campylobacter and verotoxigenic Escherichia coli (E. coli) in the Region of Waterloo from 2005 to 2009. C-EnterNet and Region of Waterloo Public Health found that more than 25 percent of reported cases were related to travel. Campylobacter
and *Salmonella* were significantly more frequent among travel-related cases. These travel-related cases of diseases caused by enteric pathogens represent a significant proportion of total gastrointestinal infections.

Nationally, the results of C-EnterNet’s research will help the Public Health Agency of Canada assess the actual risks related to travel for each subgroup of travellers and plan appropriate prevention and control strategies for all Canadians. C-EnterNet is one of the only mechanisms in Canada to gather this type of information and this information is then made available to policy makers to improve public health guidelines and future policy. Locally, travel research such as this helps to validate that counselling travellers in the prevention of enteric diseases should continue to be a prime objective of travel consultations.

(3) Results from a Healthy Control Study conducted in Waterloo Region that demonstrates that raw milk is a significant risk factor for certain enteric illnesses

A Healthy Control study of residents in the Region of Waterloo was conducted between August 2009 and July 2010. The study was designed to collect risk factor data on healthy individuals, to compare to those having enteric disease. Identical standardized questionnaires used by health unit staff to interview ill cases were used to interview healthy individuals. Questions in the survey were identical to allow for subsequent case-control analyses. The purpose of the survey was to provide information to quantitatively assess statistically significant risk factors for enteric illness to inform public health policy and reduce the burden of enteric disease in Canada.

One of the interesting results of the case-control survey was that the enhanced surveillance data of non-travel associated cases of enteric illness between 2005 and 2010 identified raw milk as a significant risk factor for *E. Coli* 0157, *Campylobacter* and *Cryptosporidium* infections in the Region of Waterloo. Demographic characteristics showed that drinking unpasteurized milk was significantly more prevalent among rural residents (9.0%) than among urban residents (0.4%).

The consumption of raw milk contributes to the Region of Waterloo’s burden of enteric illness. Development of education and promotional materials are a part of Region of Waterloo Public Health’s effort to raise public awareness of the risks associated with the consumption of raw milk. As a result educational materials were developed, in consultation with C-EnterNet and the University of Guelph, that describes the risks associated with the consumption of raw milk and raw milk products.

**Conclusion**

The C-EnterNet federal-local collaboration with Region of Waterloo Public Health has contributed to increased capacity and knowledge at the local, provincial and national levels. These benefits support the Region of Waterloo Public Health’s commitment to citizen-centered service, effective and efficient service delivery and dissemination of information that incorporates a culture of transparency and evidence-based decision-making.

It is recommended that Regional Municipality of Waterloo endorse the continuation of the C-EnterNet agreement between the Regional Municipality of Waterloo and the Government of Canada renewable thereafter at a staff level by the parties on a year to year basis. Public Health
will continue to provide regular updates in relation to pertinent developments or other updates concerning the C-EnterNet program.

CORPORATE STRATEGIC PLAN:

Focus Area #2: To enhance community health and social well being.

FINANCIAL IMPLICATIONS:

With additional 100% funding provided by the Public Health Agency of Canada, these activities are carried out within the existing base budget of the Public Health Department. The funding covers the costs associated with 1 Full Time Equivalent Public Health Inspector position in the Health Protection Investigation Division.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Legal Services, Water Services

ATTACHMENTS

NIL

PREPARED BY:  
Nancy Sittler, Public Health Inspector/C-EnterNet Site Coordinator  
Barbara Marshall, Public Health Agency of Canada, C-EnterNet, Enteric Surveillance and Population Studies  
Chris Komorowski, Manager, Food Safety, Recreational Water Programs and Cambridge & Area Team

APPROVED BY:  
Dr. Liana Nolan, Commissioner/Medical Officer of Health
TO: Chair Sean Strickland and Members of the Community Services Committee
DATE: March 20, 2012
FILE CODE: P23-20
SUBJECT: PRIVATE DRINKING WATER - PROGRAM ENHANCEMENTS

RECOMMENDATION:

For information.

SUMMARY:

Private wells are the most common type of private water supply providing drinking water to rural properties. Provincial legislation makes the construction and maintenance of wells on private property the responsibility of the owner, and public health units do not monitor them.

It is estimated that approximately 8,000 private wells are currently in use in Waterloo Region. There are almost 9,000 households or approximately 25,000 people in Waterloo Region (less than five per cent of the total regional population) that are not connected to a municipal water supply system.

Given that unsafe drinking water can be a source of illness, it is important for well owners to be aware of the quality of their water. Region of Waterloo Public Health, in collaboration with numerous partners, facilitates and encourages the uptake of provincial water testing services for well owners at least three times per year, according to provincial guidelines. Given the current private well water testing trends and in accordance with the Ontario Public Health Standards, Region of Waterloo Public Health will be launching an enhanced well water awareness campaign in 2012. Activities will be designed to promote well water testing, enhance resources and information, reduce water testing barriers, and raise awareness of available water testing services and safe drinking water practices.

REPORT:

Background & Context

Private Water Supplies

The availability of safe drinking water is vital to a community’s health and well-being. Residents of Waterloo Region that do not obtain drinking water from a municipally-treated system rely on a private supply of water, either from a private well and/or cistern. The majority of residents relying on private water supplies live in rural areas or rural settlement areas.

Private Wells

Private wells are the most common type of private water supply providing drinking water to rural properties. It’s estimated that approximately 8,000 private wells are currently in use in Waterloo
Region. Region of Waterloo Water Services estimates that in 2010 there were almost 9,000 households or approximately 25,000 people in Waterloo Region (less than five per cent of the total regional population) that were not connected to a municipal water supply system. There are fewer private wells than total households that rely on a private water supply because rural households can share wells or use cisterns. Drilled wells are generally the least vulnerable to contamination, assuming they are properly built, sealed, and maintained. The proportions of private well types (drilled, bored, or dug) in Waterloo Region is not known, but a report from 2010 titled “Summary Report of Private Well Water Activity” (PH-10-017) suggests that the majority are drilled wells.

**Well Legislation**

Under the Ontario Water Resources Act - Regulation 903, well owners are legally responsible for wells on their property. This responsibility extends to well construction, maintenance, testing, and de-commissioning.

**Well Water Testing**

The most common well water testing practices relate to bacterial testing (E. coli & total coliform). Evidence of bacteria in the water is a standard indicator that the water may not be safe to drink. Presence of E. coli bacteria (found only in human and animal wastes) in a water sample is usually the result of recent animal or human waste contamination – likely from a nearby source. Since E.coli is considered to be the species of coliform bacteria that is the best indicator of fecal pollution, its presence in a water sample may also indicate the presence of other pathogens. It is well documented that microbial pathogens pose the greatest risk to the safety of drinking water. According to the Ontario Drinking Water Standards, an adverse test result occurs when there is greater than 5 total coliform bacteria or greater than zero E. coli bacteria present in a 100 mL private well water sample.

Public Health, in collaboration with provincial, regional, and municipal partners, facilitates the uptake of free bacteriological testing services (E. coli & total coliform) that are offered by the Public Health Ontario Laboratory for private well water. The Ontario Ministry of Health and Long-Term Care (MOHLTC) recommends that well owners sample their water for bacteria at least three times per year. Water sample bottles are currently available from many locations throughout Waterloo Region (see Appendix A for specific pick-up/drop-off locations, times, and dates). Water samples submitted for bacteriological testing are sent to the Public Health Ontario – London Laboratory for analysis. Within four to five business days, water testing results are

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available to the private well owner by telephone at a toll-free number. For residents seeking more information on well water testing, water sample results, and other information, they can call Region of Waterloo Public Health or refer to the MOHLTC well water safety factsheet series.\(^9\)

If a well water sample tests positive for \textit{E. coli} (at any concentration), a Public Health Inspector will call the well owner and discuss their sample result, water source details, and options/actions for mitigating health risks. The presence of \textit{E. coli} in a drinking water sample test indicates that the well owner should consider a variety of immediate and longer-term actions to ensure safe drinking water. Immediate recommendations include those to stop using the water, to boil the water or to use alternative water sources (e.g. bottled water). Recommended longer term measures may include: re-testing the water; considering water treatment and filtration options; disinfecting the well and household plumbing system; having professionals inspect the well and plumbing system; and considering replacement of the existing well with a new well.

It may also be important for some private well owners to test for other well water quality parameters such as nitrates and fluorides. A previous 2010 report (PH-10-017\(^9\)) outlines where these substances are found and why they may be of concern to the health of vulnerable populations (e.g. pregnant mothers, infants, and children). Water samples submitted for nitrate or fluoride testing are sent to the Region of Waterloo Laboratory (Maple Grove) for testing, on a cost-recovery basis (nitrate and fluoride water samples each cost $14.50). Similar to an adverse bacteriological water test result, if a nitrate or fluoride sample result is adverse, a local Public Health Inspector will call the well owner and discuss their sample result, water source details, and options/actions for mitigating exposure risks. According to the Ontario Drinking Water Standards, an adverse test result occurs when there is greater than 10 mg/L of nitrates and greater than 1.5 mg/L of fluorides present in a water sample.

**Water Testing Results**

The MOHLTC closed the private well water testing call centre on July 1, 2010. This centre notified all private well owners across the province by phone when a sample they had submitted had an adverse result (bacteria). To support local well owners, Region of Waterloo Public Health began monitoring adverse private well water sample results and implemented a notification process to support private well owners in Waterloo Region. As the water sampling data is owned and operated by Public Health Ontario, the information that Region of Waterloo Public Health is able to analyse is limited to what is available in the provincial database.

There are limitations in the database, such as: missing data fields (e.g. residential address, well location, etc.), incomplete household and water source information, inaccurate municipal information (e.g. city or ‘county/township’ field), and multiple samples being submitted from the same resident (with uncertainty about the source that water samples were taken from). As a result, it is not possible to accurately answer some questions such as, “What percentage of private well owners in the region submit water samples?” and “Among the households that submit water samples, what percentage of these households have adverse results?” Region of Waterloo Public Health intends to forward feedback about the database challenges to the Public Health Ontario Laboratory.

In the meantime, Public Health is able to provide basic statistics of the water sampling results we receive, as shown in Table 1a and 1b. Table 1a illustrates the private water sample results for bacteria while Table 1b illustrates the private water sample results for nitrates and fluorides. There was a general downward trend in the percentage of adverse results in the last seven

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years for total coliform and E. coli. On average, there were more water samples submitted for bacteriological testing from 2008 to 2011 (average was 2,270 samples submitted per year) than from 2004 to 2007 (average was 1,677 samples submitted per year). Although the general trend is encouraging, we are unable to ascertain to what degree the increased number of samples represents an increased number of wells being sampled. There were no observable trends in adverse results for nitrate or fluoride tests; results from year to year were variable and fewer well owners opted for these tests. It should also be noted that the sampling results cannot be interpreted as a representation of the overall quality of private well water in the region, as wells with adverse results are more likely to be re-sampled than wells without water quality issues.

Table 1a & 1b. - Private Water Sample Test Results in Waterloo Region - 2004 to 2011

1a. – Private Water Sample Test Results for Bacteria – Total coliforms and E. coli

<table>
<thead>
<tr>
<th></th>
<th>Total coliforms</th>
<th>E.coli</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Water Samples (#)</td>
<td>*Adverse Results (#)</td>
</tr>
<tr>
<td>2004</td>
<td>1,704</td>
<td>689</td>
</tr>
<tr>
<td>2005</td>
<td>1,887</td>
<td>856</td>
</tr>
<tr>
<td>2006</td>
<td>1,717</td>
<td>734</td>
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<tr>
<td>2007</td>
<td>1,401</td>
<td>540</td>
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<td>2008</td>
<td>2,475</td>
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<tr>
<td>2009</td>
<td>2,261</td>
<td>349</td>
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<tr>
<td>2010</td>
<td>2,053</td>
<td>265</td>
</tr>
<tr>
<td>2011</td>
<td>2,289</td>
<td>383</td>
</tr>
</tbody>
</table>

1b. – Private Water Sample Test Results for Nitrate and Fluoride

<table>
<thead>
<tr>
<th></th>
<th>Nitrate</th>
<th>Fluoride</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Water Samples (#)</td>
<td>*Adverse Results (#)</td>
</tr>
<tr>
<td>2004</td>
<td>159</td>
<td>42</td>
</tr>
<tr>
<td>2005</td>
<td>106</td>
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<td>2009</td>
<td>47</td>
<td>14</td>
</tr>
<tr>
<td>2010</td>
<td>27</td>
<td>5</td>
</tr>
<tr>
<td>2011</td>
<td>45</td>
<td>11</td>
</tr>
</tbody>
</table>

* Adverse Water Quality Criteria Based on Ontario Drinking Water Standards

Private Water Testing Challenges

Several peer-reviewed studies in Canada have identified the numerous challenges associated with rural residents routinely testing their water. Charrois (2010) contends that issues related to the quality of water from private wells are clearly not on the radar of most Canadians and, as such, private wells in Canada are not tested as often as is recommended.10

2012 Private Well Water Awareness Campaign

In collaboration with many partners, Region of Waterloo Public Health will initiate an enhanced promotional campaign in the spring of 2012 to encourage private well owners to test their water. The main message of the campaign will focus on the importance of regular water testing (i.e. testing for bacteria) and will encourage well owners to undertake the recommended tests, including the free bacteriological testing. The campaign will encourage rural residents to take the steps necessary to ensure that their private water systems are safe. To achieve this goal, the following activities are planned: distribute promotional materials (e.g. posters, postcards, pens, etc.) to all of our water sample drop-off/pick-up locations as well as other rural locations; partner with the Well Aware Program, a province-wide educational program provided by Green Communities Canada (www.wellaware.ca),¹¹ delivered locally by REEP Green Solutions (www.reepgreen.ca); ensure comprehensive information and advice is offered to all Waterloo Region residents who receive a call from Public Health about an adverse water sample result; explore ways of reducing barriers for residents’ to drop-off water samples for testing; and update Public Health’s website to include an offer of an email-based service to remind owners that it’s time to re-test their well. This campaign will be launched with a collaborative kick-off event on World Water Day – March 22nd, 2012 at the Waterloo Region Museum. Region of Waterloo Public Health will provide Council with an update on these activities and their outcomes in a future program update.

CORPORATE STRATEGIC PLAN:

Focus Area 1: Environmental Sustainability: Protect and enhance the environment
Focus Area 4: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities

FINANCIAL IMPLICATIONS:

NIL – The proposed awareness activities will be delivered within existing budgets.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Transportation and Environmental Services

ATTACHMENTS

Appendix A – Private Well Water Testing Services

PREPARED BY: Peter Ellis, Public Health Planner
Dave Young, Director, Health Protection & Investigation

APPROVED BY: Dr. Liana Nolan, Commissioner/Medical Officer of Health

¹¹ A provincial water testing campaign initiated in partnership between Green Communities Canada, Canadian Institute of Public Health Inspectors (CIPHI), and several Ontario Public Health Units.
APPENDIX A - PRIVATE WELL WATER TESTING SERVICES

BACTERIA TESTING
Private well water owners in Waterloo Region can have their well water tested for bacteria, including total coliform and E. coli, free of charge from the Public Health Ontario Laboratory. Well owners are encouraged to test their well water for bacteria three times each year. Water sample bottles are available for pick-up and drop-off at the following locations:

<table>
<thead>
<tr>
<th>WHERE bacteriological sample bottles can be picked up during regular business hours</th>
<th>WHEN bacteriological sample bottles can be returned for testing</th>
</tr>
</thead>
</table>
| Region of Waterloo Public Health (2 Locations)  
Waterloo, 99 Regina Street South (3rd Floor)  
Cambridge, 150 Main Street (Main Floor) | Monday to Thursday  
8:30 am – 4:30 pm  
Friday  
8:30 am – 10:00 am |
| Township Offices:  
North Dumfries - 1171 Greenfield Road, Cambridge  
Wellesley - 4639 Lobsinger Line, Crosshill  
Wilmot - Castle Kilbride, Baden  
Woolwich - 69 Arthur Street South, Elmira | Last Tuesday of every month |
| Woolwich Community Health Centre - 10 Parkside Drive, St. Jacobs | EVERY Tuesday |
| Linwood Vet Clinic - 3860 Manser Road, Linwood | Last Tuesday of every month |

NITRATE, NITRITE AND FLUORIDE TESTING
The Region of Waterloo Regional Laboratory offers nitrate, nitrite and fluoride testing for private well water owners for a small fee ($14.50 per parameter). Well owners are encouraged to test their well water for nitrates, nitrites and fluorides once each year. Water sample bottles are available for pick-up and drop-off at the following locations:

<table>
<thead>
<tr>
<th>WHERE nitrate/fluoride sample bottles can be picked up during regular business hours</th>
<th>WHEN nitrate/fluoride sample bottles can be returned for testing</th>
</tr>
</thead>
</table>
| Region of Waterloo Public Health (2 Locations)  
Waterloo, 99 Regina Street South (3rd Floor)  
Cambridge, 150 Main Street (Main Floor) | Last Tuesday of every month |
| Township Offices:  
North Dumfries - 1171 Greenfield Road, Cambridge  
Wellesley - 4639 Lobsinger Line, Crosshill  
Wilmot - Castle Kilbride, Baden  
Woolwich - 69 Arthur Street South, Elmira | Last Tuesday of every month |
| Woolwich Community Health Centre - 10 Parkside Drive, St. Jacobs | Last Tuesday of every month |
| Linwood Vet Clinic - 3860 Manser Road, Linwood | Last Tuesday of every month |
REPORT:

Background
On December 1, 2008, the Ministry of the Environment transferred the oversight of non-designated small drinking water systems to the Ministry of Health and Long-Term Care. This transfer was done through the implementation of two separate regulations under the Health Protection and Promotion Act: Ontario Regulation 318/08 (Transitional – Small Drinking Water Systems) and Ontario Regulation 319/08 (Permanent – Small Drinking Water Systems). Inspections of non-designated small drinking water systems in Ontario have been conducted by local Public Health Inspectors to accomplish a risk-based, site-specific approach to drinking water safety.

Small drinking water systems are broadly defined as: a business or premises which make drinking water available to the public which is not obtained from a municipal drinking water system. The regulations further define five categories of non-designated small drinking water systems:

1. Large municipal non-residential systems – such as municipally-owned airports, industrial parks and large sports and recreation facilities
2. Small municipal non-residential systems – such as small community centres and

libraries
3. Non-municipal seasonal residential systems – such as cottages
4. Large non-municipal non-residential systems – such as large motels and resorts
5. Small non-municipal non-residential systems – such as restaurants, gas stations and churches.

Drinking water systems serving designated facilities, such as, schools, child care centres, health care facilities and nursing homes are not considered small drinking water systems and remain the responsibility of the Ministry of the Environment.

Features of the Small Drinking Water Systems Program

Using the new risk-based, site-specific approach to drinking water safety, all small drinking water systems must undergo a risk assessment by a trained Public Health Inspector. Assessments include a detailed inspection of the water source, water distribution system, and treatment system. The general geographic area and any potential influencing factors such as septic systems are also under consideration. As of December 31, 2011, 126 small drinking water systems have been identified in Waterloo Region.

Using the Risk Categorization Assessment Tool, Public Health Inspectors determine a site-specific water safety strategy to which the owner and operator must adhere. This strategy can include water testing, treatment and training. Following risk assessment and system adjustments, a directive for each system is issued. A directive moves the water system from a transitional regulation (i.e. Reg. 318/08) to a permanent regulation (i.e. Reg. 319/08) under the Health Protection and Promotion Act. Using this customized approach, Public Health Inspectors conducted 130 on-site risk assessments and issued 47 directives (January 2011 to January 2012), for a 100% completion rate of known local systems. In the event that routine water sampling yields an adverse result, the system operator notifies and works with Public Health to rectify the problem. In 2011, 31 adverse water quality incidents were identified in small drinking water systems. This is a marked increase from the 15 identified in 2010, and can be attributed to new sampling and reporting requirements.

Public Health has been pro-active in advising and educating owners and operators on regulation changes and their responsibilities under the new legislation. The communication strategy included community information sessions in each of the townships (Spring 2009), mailed information letters (Winter 2009), follow-up phone calls to returned letters (Winter 2009), mailed forms and program information (Spring 2010 and spring 2011) and on-going onsite visits.

Challenges

The greatest challenge in implementing this new program has been the varying cooperation from owners and operators in preparing for risk assessment. In order for Public Health Inspectors to be able to accurately risk-assess a small drinking water system, owners and operators need to become knowledgeable about the operational pieces of their systems, establish a sampling history through an accredited laboratory, and in some cases upgrade their systems. Despite multiple communication strategies used to notify owners and operators of changing legislation and requirements, Public Health has in many cases had to conduct repeated site visits to complete risk assessments, and as such, experienced significant delays issuing directives.

Another significant challenge was the late implementation of training. Initial training provided by the Ministry of the Environment had to be continued by the Ministry of Health and Long Term
Care; staff were not fully trained in completing risk assessments until early 2010. In order to continue with risk assessments and issuing directives, timely and ongoing training will need to be provided by the Ministry of Health and Long-Term Care.

Looking Forward

With guidance from the Ministry of Health and Long Term Care, Region of Waterloo Public Health will conduct continuing monitoring and surveillance of small drinking water systems, including ongoing risk assessments and the identification of new small drinking water systems throughout the region. Public Health will continue to issue directives to small drinking water systems through a site-specific and risk-based approach, and will respond to adverse events and work with owners and operators to meet legislative requirements. In addition, compliance re-inspections of systems under the permanent legislation will be completed every two years for systems classified as high-risk and every four years for systems classified as medium or low risk.

CORPORATE STRATEGIC PLAN:

Focus Area #1: Environmental Sustainability: Protect and enhance the environment.
Focus Area #3: Healthy and Safe Communities: Support safe and caring communities that enhance all aspects of health.

FINANCIAL IMPLICATIONS:

Since 2008, the province has provided 100 per cent funding to health units in order to assist in the transition of programming for small drinking water systems from the Ministry of the Environment. Funding ranged from the initial annual amount of $22,000 in 2008 to a high of $40,333 in 2010. The funding was utilized to conduct risk assessments and educational activities with small drinking water system operators in Waterloo Region. At the end of 2011, provincial funding shifted from 100% provincial funding to 75%/25% cost shared.

Effective 2012, the Region’s budget for Public Health includes cost shared base funding of $31,200 (75 % provincial 25 % regional levy) to cover costs associated with the ongoing implementation of the Small Drinking Water Systems program.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS:

NIL

PREPARED BY:  
Dave Young, Director, Health Protection and Investigation
Alana Bowering, Public Health Planner, Health Protection and Investigation

APPROVED BY:  
Dr. Liana Nolan, Commissioner/Medical Officer of Health
REPORT:

Panorama is a pan-Canadian electronic information system for the surveillance and management of infectious diseases. It is a tool that will be used by provinces and territories to input and process their own data relating to cases, contacts and outbreaks of infectious diseases, immunizations against those diseases and manage vaccine inventories.

The Ministry of Health and Long-Term Care recently re-initiated implementation of Panorama across Ontario and is rolling it out in two stages. The first stage, immunization and vaccine ordering and distribution, is to be implemented by all health units including Region of Waterloo Public Health by March 2013. The current information system, Immunization Record Information System (IRIS), will be decommissioned at that time.

Correspondence has been received from the Ministry of Health & Long Term Care making available $32,951 in 100% funding to offset costs associated with preparing for the implementation of Panorama at Region of Waterloo Public Health. Activities to be covered by the funding include data cleansing and assessment. Additional funding is anticipated during the next provincial fiscal year.

CORPORATE STRATEGIC PLAN:

Focus Area #4: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities

Focus Area #5: Service Excellence: Deliver excellent and responsive services that inspire public
trust.

FINANCIAL IMPLICATIONS:

100% funding of $32,951 is being provided by the Ministry of Health and Long Term Care to offset costs associated with preparing for the implementation of Phase 1 of Panorama. There is no impact on the Regional Levy.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS

Appendix A: Funding Letter from the Ministry of Health and Long Term Care.

PREPARED BY: Anne Schlorff, Director, Central Resources

Chris Harold, Manager, Information and Planning (IDDSH)

APPROVED BY: Dr. Liana Nolan, Commissioner/Medical Officer of Health
FEB 23 2012

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

Dear Mr. Seiling:

I am pleased to advise you that the Ministry of Health and Long-Term Care will provide the Waterloo Board of Health up to $32,951 in one-time 100% funding for the 2011-2012 funding year to support the preparation for implementation of Phase 1 of Panorama.

Roselle Martino, Executive Director (A) of the Public Health Division, and Lorelle Taylor, Assistant Deputy Minister and Chief Information Officer of the Health Services I&T Cluster, will write to Dr. Liana Nolan, Medical Officer of Health, Region of Waterloo, Public Health, shortly concerning the terms and conditions governing this funding.

Thank you for your dedication and commitment to the Panorama project, which will contribute greatly to the improvement of public health in Ontario.

Sincerely,

Deb Matthews
Minister
c: Dr. Liana Nolan, Medical Officer of Health, Region of Waterloo, Public Health
   Rob Leone, MPP, Cambridge
   Hon. John Milloy, MPP, Kitchener Centre
   Elizabeth Witmer, MPP, Kitchener-Waterloo
   Michael Harris, MPP, Kitchener-Conestoga
   Dr. Arlene King, Chief Medical Officer of Health
REGION OF WATERLOO
PLANNING, HOUSING AND COMMUNITY SERVICES
Community Services

TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: R12-01

SUBJECT: WATERLOO REGION MUSEUM – 2011 HIGHLIGHTS AND PLANS FOR 2012

RECOMMENDATION:

For Information.

SUMMARY:

Many milestones were completed at the Waterloo Region Museum in 2011, most notably the Grand Opening of the Waterloo Region Museum, including the opening of exhibit galleries. More than 56,000 people visited the site in 2011, a 15% increase over 2010. Use of the building for wedding receptions, corporate events and meetings continues to grow. This report highlights public engagement, curatorial and other achievements in 2011, and summarizes planning for the year ahead, including a new Waterloo Region Heritage Fair, First Peoples’ festival, Forest festival, and four new exhibits.

REPORT:

The year 2011 marked the 54th anniversary of providing public education and historical preservation of buildings and artifacts at the campus of historical facilities known as the Waterloo Region Museum, including Doon Heritage Village, the Waterloo Region Hall of Fame, Waterloo Region Curatorial Centre, and the Waterloo Region Museum.

Waterloo Region Museum

The Grand Opening of the Waterloo Region Museum took place on November 12, 2011, with more than 8,000 people visiting the museum over the two-day opening weekend. A marketing campaign highlighted the museum and exhibit openings, including a supplement produced by and distributed with The Record, billboards, media releases and social media – all resulting in extensive coverage of the Grand Opening. Thanks are extended to the local media for their excellent coverage.

In addition to the $2 million grant received in 2008 from the Federal Government Cultural Spaces Canada Fund, a fundraising campaign to support construction of the Waterloo Region Museum realized $600,000 in cash donations and gifts-in-kind. The Capital Campaign Chairs were Lawrence Bingeman and Mark Bingeman. An event was held in May to thank these donors:

- Christie Digital Systems Canada Inc.
- The Kitchener and Waterloo Community Foundation – the John A. Pollock Family Fund and the Ken Murray Fund
- Friends of Waterloo Region Museum
- Conestoga Cold Storage
- Home Hardware Stores Limited
- Patricia and Eugene George and Family

1088439
- Mennonite Savings and Credit Union
- Mike and Hennie Stork
- Paul Tuerr and Family
- The Uffelman Family
- Waterloo Historical Society
- Coldwell Banker Peter Benninger Realty
- The Walter Fedy Partnership
- Zehr Group
- Budd Stores Company Limited
- Shantz Family Reunion
- TD Canada Trust

These funds offset the Region’s contribution to the project, reducing debentures and annual interest payments.

The Friends of Waterloo Region Museum theatre seat appeal has resulted in sponsorship of all of the 114 seats in the Christie® Theatre. Funds raised support the Friends’ work at the museum.

**Attendance and Public Engagement**

Attendance in 2011 totalled 56,695, representing an increase of 15% as compared with attendance in 2010 (Attachment 1).

During the 2011 calendar year 17,868 students, teachers and parent volunteers participated in the museum’s curriculum-based education programs; and more than 1,800 people attended EcoFest in June. Museum staff works closely with both local school boards to develop and promote programs that relate directly to the Ontario school curricula. EcoFest is a free family-oriented educational event promoting environmental awareness, with support from the community and several Region of Waterloo departments.

The museum building has numerous spaces available for Regional meetings, community groups and private functions. The ‘Other Museum Clients’ category (see Attachment 1) which formerly consolidated the number of people attending meetings, weddings, receptions and other functions at the museum has now been broken down to show attendance in specific categories. In 2011, the museum hosted nine wedding receptions and more than 324 meetings and corporate and community events.

The museum hosted or was a venue for events held by various organizations throughout the year including:

- Big Brothers and Sisters Annual Bowl for Kids’ Sake Campaign
- Canada’s Technology Triangle
- Creative Enabling Organization
- Food Bank of Waterloo Region DIG IN
- Greater Kitchener and Waterloo Chamber of Commerce 125th Anniversary
- Ontario Museum Association Conference Awards Banquet
- Toyota Motor Manufacturing Canada 25th Anniversary Celebration

The Waterloo Region Museum received two awards in 2011: a City of Kitchener Urban Design Award for design excellence; and the 2011 Ontario Association of Architects Design Excellence Award.
The Waterloo Region Hall of Fame, now located in the Waterloo Region Museum, inducted eight individuals and two sports teams.

The museum partnered with the Alzheimer Society Kitchener Waterloo in presenting Gather at the Gallery, a program aimed at people with early stage dementia and their families.

The museum partnered with the Multicultural Cinema Club to host the Local Focus Film Festival promoting the work of local film makers. The museum created a new award for this festival that recognizes the best film that reflects and/or touches the past, present or future of Waterloo Region. The museum also hosted two multicultural film festivals – The World In Kitchener Film Festival and the People’s International Film Festival.

To promote local musicians and to offer value-added experiences for visitors, the museum launched a new Summer Music Series, which was held outdoors on the museum’s patio on Sunday afternoons throughout the summer.

A call for public art at the museum, to be completed by an Aboriginal artist, was issued in 2010 and the artist selection was approved by Regional Council. David General’s sculpture His Messenger – Our Prayers is now installed adjacent to the entrance to the museum and an official dedication of the sculpture took place in September 2011 to coincide with Culture Days, a national celebration of the arts.

In the fall of 2011, the museum launched Waterloo Region Museum TALKS – a series of eight speakers presenting diverse topics about the past, present and future of Waterloo Region. This weekly series of presentations was quickly sold out, with more than 100 attendees at each talk.

Volunteers

Last year, more than 700 individuals volunteered almost 13,000 hours at the Waterloo Region Museum – greeting visitors in the museum, engaging visitors in the buildings in the living history village, gardening, promoting the museum, preserving artifacts, maintaining reproduction costumes, and serving on the Friends of Waterloo Region Museum. A large number of volunteers support the Waterloo Wellington Children’s Groundwater Festival and EcoFest by serving on organizing committees, and demonstrating and teaching at each of the events’ activity centres.

The Friends of Waterloo Region Museum make a significant contribution to the life of the museum each year. The public programs the Friends co-hosted with the museum in 2011, notably the Story Telling Series and Starry Night, help to increase the two organization’s visibility in the community and engage new audiences.

Marketing

Ongoing marketing and promotion of the museum has used multiple channels. For example:

- Each week since May 2010, the museum has featured a photograph and brief history of an artifact from the collection in the Saturday edition of The Record. These artifact columns are also posted on the museum’s website and Facebook page.

- Following guidelines established by the Region, the museum has developed and actively uses social media sites including Facebook, Twitter, Flickr, and YouTube. One use of social media is Facebook Friday – a weekly question about local history posed on the Waterloo Region Museum Facebook page; each week’s winner receives a gift certificate for the museum’s gift shop.
As well, the museum took the lead on several marketing partnerships:

- Staff coordinated several print ads on behalf of all the Region of Waterloo museums, to cross-promote Waterloo Region Museum (including Doon Heritage Village), Joseph Schneider Haus and McDougall Cottage.

- The museum created and then partnered with other area museums and attractions, Waterloo Region Tourism Marketing Corporation and the Waterloo Region Record to launch Passport To Play, a promotional print and web based campaign to promote tourism in Waterloo Region.

- In partnership with The Institute for Canadian Citizenship, a national, non-profit organization, the Waterloo Region Museum now accepts the Cultural Access Pass which engages new citizens in cultural experiences through complimentary access to more than 600 institutions across Canada.

**Exhibits and Collections Preservation**

The Grand Opening of the Waterloo Region Museum saw the opening of four exhibits in two galleries, totalling 1850 m² (20,000 sq ft):

- **What Makes Us Who We Are?** – This 1400 m² (15,000 sq ft) long-term exhibit traces the human history of Waterloo Region from approximately 12,000 years ago, to European settlement at the start of the 1800s, to the manufacturing heydays of the 1900s, to the high tech sector boom of recent years. Visitors discover the reasons why people from around the world have immigrated to this region, whether they came for love, education, a better life, a new job or to find freedom. The exhibit also highlights the First Nations peoples’ connections to this land.

- **Hmong: Refugees from Southeast Asia** – The focus of this temporary exhibit (open through 2012) is the Hmong, an Asian ethnic group that first began immigrating to Canada in 1979 from the mountainous regions of Laos, Vietnam, Thailand, and China. Many Hmong came to Waterloo Region having been sponsored by Mennonite Churches. This exhibit case and interpretive panel will change annually, each year focusing on a different community within Waterloo Region. The community might be a cultural group, a municipality or even a neighbourhood.

- **Waterloo Region Hall of Fame** inductee highlights – The accomplishments of hundreds of individuals and groups, now numbering more than 400, are honoured and showcased for their significant contributions to the community through artifacts and photographs. Hall of Fame exhibits are located on the second floor of the Waterloo Region Museum main gallery.

- **Unconventional Thinking: Innovation in Waterloo Region** – The first temporary exhibit developed in-house fills the museum’s 465 m² (5,000 sq ft) temporary gallery and will be open through January 6, 2013. Unconventional Thinking explores how inventions become innovations; why Waterloo Region is considered a centre of innovation; and whether an innovation economy in this Region can be duplicated elsewhere in Canada.

In developing exhibits for the Waterloo Region Museum, staff conducted research in several Canadian and American museums, archives, corporate and private collections; 135 artifacts have been borrowed from 29 different collections on short-term loan for the museum’s exhibits. More than 30 archives, corporations and members of the community have supplied and granted permission for the use of images in exhibits. And many more archives and corporations have supplied and granted permission for the use of images and film footage in the museum’s audiovisual installations.
Artifacts from the Waterloo Region Museum collection were lent to four museums for their exhibit programs, including: the City of Waterloo Museum, Homer Watson House and Gallery, Joseph Schneider Haus, and the Canada Science and Technology Museum Corporation.

Throughout 2011, hundreds of artifacts destined for exhibits in the Waterloo Region Museum were conserved, including cleaning, repairs, and/or restoration. Mounts were made by museum staff in the Curatorial Centre exhibit fabrication workshop to support artifacts on exhibit in the museum’s galleries.

The Waterloo Region Museum continues to attract high quality donations of artifacts. In total, 56 individuals and families donated several hundred artifacts to the museum in 2011. In addition, funds previously donated for this purpose were used to purchase 116 artifacts.

Noteworthy acquisitions in 2011 include:

- collections of bottles, labels, advertising and souvenir items from Berlin Lion, Blue Top, L. Kuntz and Carling breweries;

- a collection of textiles related to the Shoemaker Family who emigrated from Montgomery County, Pennsylvania to the Bridgeport area of Waterloo County in 1829. Included in the collection is a linen sheet woven and sewn in Pennsylvania, and dated 1814; and a linen show towel stitched by Jane Dunbar (1798-1880) prior to her marriage to Jacob Shoemaker in 1823;

- the bell and bell carriage originally installed in a roof-mounted cupola on the 1873 Blair schoolhouse;

- a contemporary Kitchener Rangers hockey uniform, from the helmet to the skates, courtesy of the Kitchener Rangers hockey club.

The museum maintains its database of more than 44,000 artifacts, documenting the collections on exhibit in the museum, the living history village and in storage in the Waterloo Region Curatorial Centre. The museum’s catalogue records are provided to Artefacts Canada, a national on-line database of artifacts from museums across the country administered by the Department of Canadian Heritage (www.chin.gc.ca). Through the Artefacts Canada database, the public and other museums have access to the Waterloo Region Museum collection.

Facilities

In 2011 construction was completed of a 73.65 m² (792.8 square feet) staff/volunteer support building in Doon Heritage Village. This building is designed to resemble a farm outbuilding so that it will blend into the village. The building includes a lunchroom, washroom, and a kitchen to support public programs in the living history village.

Next Steps

The Waterloo Region Museum is now open seven days a week year round, while Doon Heritage Village remains primarily an eight-month operation from May through December. Selected buildings in the living history village will be used during the winter months for pre-booked education programs.

Joint marketing initiatives are being planned for 2012 with the Waterloo Region Tourism Marketing Corporation; The Record and other local print media; and museums, galleries and attractions in
Waterloo Region. Other marketing and advertising activities will include display ads in print media; radio campaigns; and attendance at consumer and group tour market tradeshow. Public relations activities include support of local charity and non-profit organizations through the distribution of complimentary admission passes; open houses for targeted audiences, e.g. teachers; and speaking to community groups.

Staff has planned numerous events, workshops and activities for the 2012 season with a continuing emphasis on new community partnerships and audience development.

The Waterloo Region Museum has created a partnership with local educators, museums, and the Ontario Heritage Fair Association to introduce a Waterloo Region Heritage Fair in May 2012. The Fair will give hundreds of school aged children, from Grades 4 to 10, the opportunity to research and display heritage projects at the museum.

The museum is partnering with the Waterloo Historical Society, which is celebrating its 100th anniversary in 2012, and the Ontario Historical Society to organize and host a conference and awards banquet on June 8 and 9.

In conjunction with local educators and representatives of various First Nations, the museum has initiated and begun planning a First Peoples’ festival to be held at the museum in September 2012. This three day educational program for Grades 6 to 12, plus a one-day public event, will include presentations on Aboriginal culture, music, dance and craft.

The museum is taking the lead role, partnering with the Region’s Community Planning Division, area municipalities, the Grand River Conservation Authority, the Waterloo Stewardship Network, and the Children’s Water Education Council, to host a Forest festival to be held at the Waterloo Region Museum in October 2012. This three day educational program for Grades 6 and 7 will provide hands-on learning opportunities about forest ecosystems and habitats, biodiversity and species at risk, utilizing the approximately 30 acres of woodlot on the museum’s property.

The museum is partnering with the Kitchener-Waterloo Symphony’s 2012/13 season as a venue for Kinderconcerts, geared at young children and families.

Exhibits planned for 2012 include:

- **She Shoots. She Scores!** – a multi-panel photo exhibit about the Preston Rivulettes women’s hockey team from the 1930s, mounted in the Waterloo Region Hall of Fame gallery, and presented in conjunction with ARENA – The Hockey Exhibition at Themuseum in Kitchener. From early February to April 29, 2012.
- **Coming of Age** – a 185 m² (2,000 sq ft) exhibit about teenagers, from the 1920s through today, and the common concerns and experiences of each generation including high school, work, fads, fun, romance, and conflict with parents. Located at the north end of the museum’s long term exhibit gallery, this exhibit opens to the public March 12, 2012 for an indefinite run, in conjunction with March Break activities at the museum.
- **Waterloo Region Hall of Fame 2012 Inductees** – feature exhibits on each of the 2012 Hall of Fame inductees. From late April through spring 2013.
- **War Memorial** – planned for installation on the mezzanine of the long term exhibit gallery, in conjunction with the Waterloo Region Hall of Fame, this video installation will list all war dead from Waterloo Region.

Staff is planning for exhibits to be hosted at the museum in 2013 and beyond. Plans include new community highlight exhibits, the rotation of some case exhibits in **What Makes Us Who We Are?**,
and short term exhibits borrowed from other museums and/or curated by the Waterloo Region Museum. The long-term planning process includes consideration of the timing and types of exhibits being planned by other museums and art galleries in the Region.

One site development project has been carried forward from the museum construction and will be completed in 2012, subject to successful tendering and approval by Regional Council. It is a modern greenhouse, to be located near the Waterloo Region Curatorial Centre, which will support the heritage gardens in the living history village.

**Area Municipal Consultation/Coordination**

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

**CORPORATE STRATEGIC PLAN:**

Supporting initiatives that promote and enhance arts, culture and heritage are directly related to Growth Management Focus Area 2, Action 2.4.2: Provide opportunities to optimize the use of Regional cultural facilities, with a focus on the new Waterloo Region Museum.

**FINANCIAL IMPLICATIONS:**

The initiatives listed for 2011 and 2012 are funded through approved budgets administered by Planning, Housing and Community Services.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

Capital projects at the Waterloo Region Museum are administered by Corporate Resources, Facilities Engineering.

**ATTACHMENTS:**

Attachment 1 – Waterloo Region Museum Annual Attendance

**PREPARED BY:** Tom Reitz, Manager/Curator

**APPROVED BY:** Rob Horne, Commissioner of Planning, Housing and Community Services
Attachment 1

Waterloo Region Museum Annual Attendance

TOTAL ATTENDANCE

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<td>Meetings – Regional</td>
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EDUCATION PROGRAMS

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WRDSB – Waterloo Region District School Board
WCDSB – Waterloo Catholic District School Board
Other/Non Board – includes neighbouring school boards, home schools, and EcoFest

YOUTH PROGRAMS

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<td>873</td>
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<td>71</td>
<td>83</td>
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ADULT PROGRAMS

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<td>771</td>
<td>916</td>
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Note: Doon Heritage Village was closed in 2009 during construction of the Waterloo Region Museum.
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: S13-40

SUBJECT: ALL ROADS LEAD TO HOME: THE HOMELESSNESS TO HOUSING STABILITY STRATEGY FOR WATERLOO REGION – POLICY FRAMEWORK

RECOMMENDATION:

THAT the Regional Municipality of Waterloo endorse the Policy Framework for All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (2012);


SUMMARY:

All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (Strategy) was developed by stakeholders in the local housing stability system as a response to the need for a collective voice, calling for a shift in thinking and doing to end homelessness in Waterloo Region. In October 2007, Regional Council approved the first Strategy (SS-07-027.1/P-07-105.1). The Strategy serves as the Region’s system plan for housing stability and its implementation has been identified as an action in the Region’s Corporate Strategic Plan both in the previous (2007-2010) and current (2011-2014) terms of Council.

By the end of the three-year implementation period (2007-2010), 90% of the 92 actions from the first Strategy were either completed or in-progress. Despite these successes, there is more work to do. To support continued efforts and to capture new learning since 2007, Region Staff began the process of updating the Strategy in January 2011. When fully updated, the Strategy will consist of two complementary frameworks: the Policy Framework and the Action Framework. This report refers to the Policy Framework, presented for Regional Council endorsement. The Policy Framework provides a common point of reference and guidelines for ending homelessness. Following the release of the Policy Framework, the Action Framework will be developed (later in 2012).

While the first Strategy was developed and implemented through the initiative of the Region, not through a legislative requirement, the new Housing Services Act, 2011 includes plans for submission of 10-year joint homelessness and housing plans by January 1, 2014. The Strategy and the updated Community Action Plan for Housing will be the primary sources of information used to inform this new legislative requirement.

REPORT:

1.0 Introduction

Homelessness has been linked to many negative health outcomes, including food insecurity,
exposure to extreme weather conditions and communicable disease, assault, chronic health issues and early death. It is understood that ending homelessness is very cost-effective. When people experiencing homelessness are not provided the essential resources for maintaining housing stability over the long term, public resources are diverted to expensive emergency responses unnecessarily. Local research has shown that, based on a calculation of daily costs, managing homelessness by providing emergency services (such as support from police, paramedic care or hospital admittance) is roughly ten times more expensive than ending the cycle of homelessness by providing adequate housing and support.

Housing stability for everyone, in a community that is designed to be inclusive, helps to restore dignity, reduce human suffering and create the conditions necessary to ensure Waterloo Region is resilient.

2.0 The Homelessness to Housing Stability Strategy
All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (Strategy) was developed by stakeholders in the local housing stability system as a response to the need for a collective voice, calling for a shift in thinking and doing to end homelessness in Waterloo Region. In October 2007, Regional Council approved the first Strategy (SS-07-027.1/P-07-105.1). In early 2008, the terms of reference and membership for the Strategy Monitoring Committee (SMC) were approved by Regional Council (SS-08-004) to support implementation, measure progress and produce annual reports in 2008, 2009 and 2010.

The first Strategy was implemented with great success: 90% of the 92 actions were either completed or in-progress by the end of the three-year implementation period (2007-2010). For example:

- **New Supportive Housing:** Supportive Housing of Waterloo (SHOW) opened its doors in 2010, providing permanent housing with support to 30 tenants who had previously experienced homelessness (some for many years). In 2010-2011, overnight emergency shelter stays at Kitchener-Waterloo Out of the Cold (K-W OOTC) declined by 18% as result of the transition of 24 long-term guests from K-W OOTC into SHOW. SHOW has provided tenants with a sense of security and permanence in their housing. This sense of security has provided the opportunity for tenants to move toward other life goals and has supported an increase in quality of life. Overall, tenants indicate they are happy with their housing, more positive about their current life circumstances and more hopeful for the future.

- **New Programs to Address Persistent Homelessness:** Through the influence of several actions of the Strategy, new programs were developed under the umbrella of Support To End Persistent Homelessness (STEP Home). STEP Home is an award-winning initiative that provides innovative support to people experiencing persistent homelessness in the community. STEP Home set a goal to end and prevent persistent homelessness for 150 people over the course of three years (2008-2010). This goal was exceeded. As of December 2010, STEP Home had supported almost 300 people in their journey towards housing stability. Of the total number of people supported, 177 (61%) obtained more conventional housing (e.g., housing covered under the Residential Tenancies Act, 2006). Participants also identified an overall increase in quality of life expressed through returning to school, gaining employment and reconnecting with their family.

Despite the successes of the first Strategy, there is more work to do. To support continued efforts and to capture new learning since 2007, Region Staff began the process of updating the Strategy in January 2011 (SS-11-006; see also SS-11-026 and SS-11-027). When fully updated, the Strategy will consist of two complementary frameworks: the **Policy Framework** and the **Action Framework**.

The **Policy Framework** of the Strategy provides a common point of reference and guidelines for
thinking about ending homelessness. As such, it reviews the importance of intentional use of language when talking about housing stability and it describes degrees of stability in housing (housing stability, at-risk of housing loss and homelessness), strength of “association with homelessness” (transitional homelessness – less association with homelessness; persistent homelessness – more association with homelessness), community inclusion and sense of home in detail. It also provides an overview of the housing stability system, including a description of community systems in Waterloo Region, governance, housing stability groups, and housing stability resources. Finally, it outlines key policy directions that will support a shift in what is done to reach the primary goal of the Strategy: to end homelessness in Waterloo Region.

Community consultation for the Policy Framework took place throughout 2011 and included two open community forums (with more than forty attendees at each forum), more than thirty meetings with organizations and groups in the housing stability system, several opportunities to provide feedback on-line and additional meetings with people to discuss their feedback.

The Action Framework of the Strategy will support the whole community to take action to end homelessness by identifying what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time. Most of the information required to support the process of developing the Action Framework has already been gathered. Work in early 2012 will focus on generating a draft Action Framework for community consultation. Community consultation will include meetings with organizations and groups in the housing stability system as well as one open community forum. The Action Framework is anticipated to be released later in 2012.

Similar to the first Strategy, progress with implementation depends on strategic investments and requires dedicated, collaborative effort among all partners in the community.

3.0 Regional Role
As a funder, the Region has committed to annual investments of over $750,000 to support implementation of the Strategy through the Homelessness to Housing Stability Strategy fund at 100% Regional cost. The total amount of funding allocated by Regional Social Services (Social Planning, Policy and Program Administration) toward housing stability programs and administration approaches $7.8M per annum (note that this does not include funding allocations from other Regional sources). The Province contributes the majority of the funding (70%), followed by the Region (22%), the Federal Government (7%) and other (1%).

As part of its role as Consolidated Municipal Service Manager for Homelessness, the Regional Municipality of Waterloo is involved in planning, research, funding allocation and quality assurance. Facilitating both the development and implementation of the Strategy falls within the scope of these activities and has been identified as an action of the Region’s Corporate Strategic Plan, both in the previous (2007-2010) and current (2011-2014) terms of Council. Through this directive, staff resources have been dedicated to supporting a number of strategic areas.

The first Strategy was developed and implemented through the initiative of the Region, not through a legislative requirement. However, the new Housing Services Act, 2011 (which replaces the pre-existing Social Housing Reform Act, 2000 and serves as the enabling legislature for the Province’s Long-Term Affordable Housing Strategy) includes plans for submission of 10-year joint homelessness and housing plans by January 1, 2014. The Strategy and the updated Community Action Plan for Housing will be the primary sources of information used to inform this new legislative requirement.

4.0 Endorsement of the Policy Framework
One of the key messages in the Policy Framework focuses on the shared responsibility for
ending homelessness in Waterloo Region. As such, it emphasizes the importance of adopting a shared approach to ending homelessness. To support this shared responsibility and approach, Region Staff have been requesting endorsement of the Policy Framework from organizations and groups that are part of the housing stability system. Endorsement of the Policy Framework means that:

1. The organization/group supports the idea that adopting a shared approach and strengthening the collective voice in the area of housing stability will bring the community closer to ending homelessness.

2. The Strategy will be used as a guide to support the organization/group’s housing stability efforts (among other tools and resources, as appropriate).

Endorsement of the current draft of the Policy Framework by Regional Council will demonstrate the Region’s support and commitment. To date, twenty-three organizations and groups in Waterloo Region have endorsed the Policy Framework. Endorsements are being accepted up to the end of March 2012.

CORPORATE STRATEGIC PLAN:

Working to end homelessness in Waterloo Region is consistent with the Region’s Corporate Strategic Plan (2011-2014), Focus Area 4: Healthy and Inclusive Communities: to “reduce inequities and enhance community health, safety, inclusion and quality of life”; and specifically, Strategic Objective 4.5 to “work collaboratively to increase the supply and range of affordable housing and reduce homelessness” through action 4.5.1 to “update and implement the Homelessness to Housing Stability Strategy”. In addition, All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region aligns with other corporate initiatives, including seniors planning, the update of the Community Action Plan for Housing, the development of the Diversity and Inclusion Strategy and the development of the Comprehensive Approaches to Poverty Reduction report.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Planning, Housing and Community Services, Public Health, Waterloo Region Crime Prevention Council and Waterloo Region Police Services will be invited to participate in the consultation process for the Action Framework.

ATTACHMENTS

Appendix 1  All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region – Executive Summary
   Note: The complete report will be placed in the Councillor library.

PREPARED BY:  Angela Pye, Social Planning Associate
   Marie Morrison, Manager, Social Planning
   Lynn Randall, Director, Social Planning, Policy & Program Administration

APPROVED BY:  Michael Schuster, Commissioner, Social Services
The Policy Framework for
All Roads Lead to Home: the Homelessness to Housing Stability Strategy of Waterloo Region

January 2012
All Roads Lead to Home:
The Homelessness to Housing Stability Strategy
for Waterloo Region – Policy Framework

Recommended citation:

ISBN TBD

Should you have any questions about this report please contact:

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Tel.: (519) 883-2117 Fax: (519) 883-2234
TTY: (519) 575-4608

Michael Schuster, Commissioner of Social Services

DOCS# 1124386
Quick Reference Guide for the Strategy

| What Is It? | All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (Strategy) is a guide for the community that supports a shared approach to ending homelessness. The Strategy for 2011-2014 consists of two complementary frameworks:  
- The Policy Framework (the current document) provides guidelines for thinking about ending homelessness: the essential elements and other key concepts, who is working on it, what resources are available and key policy directions for the future.  
- The Action Framework will support the community to take action to end homelessness by identifying what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time. The Action Framework will be released in 2012. |
| Who Developed It? | With support from the Regional Municipality of Waterloo, stakeholders in the housing stability system developed the Strategy and will take a lead role in its implementation. The housing stability system includes organizations, groups and individuals with a mandate to support people who are experiencing homelessness or at-risk of housing loss. |
| Who Uses It? | The Strategy is intended to be used by all orders of government, businesses, not-for-profits, groups, landlords and residents of Waterloo Region, as everyone has a role to play in ending homelessness. |
| Where Are We Going? | Stakeholders in the housing stability system developed the following vision: Waterloo Region is an inclusive community where everyone has adequate housing, income and support to make a home. |
| POLICY FRAMEWORK | Housing Stability System Values: Collaboration – Accessibility – Respect – Excellence (CARE)  
Principles to Guide Action:  
- Focus on housing stability to promote the vision for the future.  
- Promote accessibility to meet people “where they are at”.  
- See adequate housing as a right.  
- Tailor approaches according to strength of “association with homelessness”.  
- Promote strategic investments to end homelessness in Waterloo Region.  
Goals for the Housing Stability System:  
1. Support a shared approach to ending homelessness.  
2. Support people experiencing homelessness or at-risk of housing loss to increase housing stability:  
   a) Increase housing retention.  
   b) Reduce the length of time people experience transitional homelessness.  
   c) End persistent homelessness.  
   d) Increase community inclusion.  
3. Strengthen the housing stability system. |
Following release of the Policy Framework, an Action Framework will be developed and released later in 2012. The Action Framework will identify actions for each goal identified in the Policy Framework.

Progress with implementation depends on strategic investments and requires dedicated, collaborative effort among all partners in the community and other orders of government.

<table>
<thead>
<tr>
<th>ACTION FRAMEWORK</th>
<th>How Are We Going To Get There?</th>
</tr>
</thead>
<tbody>
<tr>
<td>How Will We Monitor Our Progress?</td>
<td>A plan for monitoring implementation will be part of the Action Framework.</td>
</tr>
<tr>
<td>How Will We Know We Made A Difference?</td>
<td>Interim goals and indicators for measuring change will be part of the Action Framework.</td>
</tr>
<tr>
<td>How Will We Share What We Learned?</td>
<td>A communication plan will be part of the Action Framework.</td>
</tr>
</tbody>
</table>
Acknowledgements and Endorsements

All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region – Policy Framework (Policy Framework) was made possible through the involvement of many people in the community.

Report Contributors:
People contributed to the Policy Framework in two main ways: through the research and writing process of its ten background reports (released between 2008 and 2011) and/or through the community consultation process (throughout 2011). Community consultation included two open community forums (with more than forty attendees at each forum), more than thirty meetings with organizations and groups from the housing stability system, opportunities to provide feedback on-line and additional meetings with people to discuss their feedback. Special thanks to two photographers for their photos: Sean Puckett (who worked in partnership with The Working Centre) and Sarah Kivell. Thank you to everyone who invested their time and provided their invaluable insights.

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Social Planning Associate, Social Planning, Policy and Program Administration, Region of Waterloo

Twenty-three organizations and groups in Waterloo Region have endorsed the Strategy. These community organizations and groups recognize that a shared approach to social change is required to end homelessness in Waterloo Region. The Strategy serves as their guide in this important work.

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1 Endorsements are being accepted up to the end of March 2012.
All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region – Policy Framework
EXECUTIVE SUMMARY

Homelessness has many personal and societal costs – ending it is both humane and cost-effective. *All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region* (Strategy) was developed as a response to the need for a collective voice, calling for a shift in *thinking* and *doing* to end homelessness in Waterloo Region.

The first Strategy was released in 2007 and implemented with great success: 90% of the 92 actions were either completed or in-progress by the end of the three-year implementation period (2007-2010). However, there is more work to do. To support continued efforts and to capture new learning since 2007, the policy elements of the Strategy have been updated and plans are underway to update the action components of the Strategy.

When fully updated, the Strategy will consist of two complementary frameworks: the *Policy Framework* (this document) and the *Action Framework* (to be released later in 2012):

- The **Policy Framework** of the Strategy provides a common point of reference and guidelines for *thinking* about how to end homelessness, including a comprehensive review of the following: i) the essential elements for ending homelessness and other key concepts, ii) who is working to end homelessness, iii) what resources are available and iii) key policy directions for the future. More than twenty local organizations and groups have endorsed the Policy Framework as *their* guide for ending homelessness.
- The **Action Framework** of the Strategy will support the whole community to *take action* to end homelessness. It will identify what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time.

Everyone has a role to play – all orders of government, businesses, not-for-profits, groups, landlords and residents of Waterloo Region. The network of organizations, groups and individuals with a mandate to support people who are experiencing homelessness or at-risk of housing loss (referred to as the local housing stability system) has adopted a leadership role in this area. As part of its role as Consolidated Municipal Service Manager for Homelessness, the Regional Municipality of Waterloo plays a facilitating role in both the development and implementation of the Strategy.

**KEY POLICY DIRECTIONS – HIGHLIGHTS**

The policy directions of the Strategy include an overarching vision for Waterloo Region and five principles to guide actions that will support the community to realize this vision. As the primary goal is to end homelessness in Waterloo Region, and stakeholders in the housing stability system play a key role in supporting the community to reach this goal, the policy directions also outline the core values and three secondary goals for the housing stability system as a whole. Each of these is briefly summarized below. For more detail, please see the body of the report.
# Introduction to the Essential Elements for Ending Homelessness

Housing stability for everyone, in a community that is designed to be inclusive, helps to restore dignity, reduce human suffering and create the conditions necessary to ensure Waterloo Region is resilient. Resiliency refers to the ability to cope with and thrive in the presence of challenges and continual change.

**Housing stability** refers to *ideal living circumstances* where people with a fixed address are able to retain adequate housing over the long term. To have housing stability, people must have three key resources: adequate housing, income and support. Assessment of adequacy is largely based on personal interpretation.

1. **Adequate housing** provides security of tenure and is desirable, affordable, safe, adequately maintained, accessible and a suitable size.

2. **Adequate income** provides enough financial resources to meet and sustain minimum standards for housing (rent or mortgage expenses and utilities) and other basic needs (e.g., food, clothing, child care, transportation, personal hygiene, health/medical expenses, recreation, communication and education).

3. **Adequate support** (informal and/or formal) provides enough personal support for living as independently and connecting with others as desired.

**Community inclusion** means that participation in community life is accessible to everyone and the community is designed to support people in their efforts to be included.

**Home**, in essence, is feeling a sense of belonging to a personal space. While it is not necessarily tied to a particular space, for most people, having *adequate housing* is fundamental to creating both a sense of *home* and the stability necessary for full participation in the community.

Housing stability, community inclusion and a sense of home are the essential elements to ending homelessness because they ensure that people have what they need to retain adequate housing over the long term.

---

**Vision for Waterloo Region**: A vision is a word picture of the future – it is a statement that captures an ideal state. Stakeholders from the housing stability system developed the following vision for Waterloo Region:

> Waterloo Region is an inclusive community where everyone has adequate housing, income and support to make a home.
Values for the Housing Stability System: The core values of the housing stability system are:

- **Collaboration**: We work together.
- **Accessibility**: We meet people “where they are at”.
- **Respect**: We value all people.
- **Excellence**: We are committed to doing our best.

Principles to Guide Action: These principles will inform the Action Framework.

1. **Focus on housing stability to promote the vision for the future.**
   The Strategy intentionally uses the term housing stability rather than homelessness wherever possible because doing so emphasizes the vision for the future and supports thinking and doing in that direction. For example, focusing only on homelessness limits investments to a very narrow range of options (such as basic emergency response measures, which only serves to manage the immediate impact of homelessness). In contrast, focusing on housing stability encourages investment in a wide range of complementary programs and in a system where people work collaboratively to end homelessness.

2. **Promote accessibility to meet people “where they are at”.**
   Accessibility in the context of housing stability means that people are able to access the housing, income and support they need in the way that works best for them. It requires that people have the opportunity to choose from a variety of options across a broad range of approaches. People are never judged for their decisions, with the understanding that treating people with respect and meeting them “where they are at” is the only way to create greater housing stability over the long term.

3. **See adequate housing as a right.**
   According to the United Nations, having adequate housing is a human right. Ensuring that people are living in adequate housing is generally the first step toward supporting greater housing stability and community inclusion. This approach (often referred to as “Housing First”) is supported by a large body of evidence illustrating that community programs in general are more effective when provided to people who have adequate housing. Once housed, people may need to have access to additional income and support, or other community resources, where needed and desired to support them to maintain housing stability over the long term.

4. **Tailor approaches according to people’s strength of “association with homelessness”.**
   Organizations that consider strength of “association with homelessness” in their program planning are likely to be more effective in their service delivery because the programs and approaches will be tailored to meet the needs of people who are experiencing similar circumstances (i.e., transitional versus persistent homelessness).
5. **Promote strategic investments to end homelessness in Waterloo Region.**

   Waterloo Region does not currently have enough adequate housing and support for housing stability to meet the wide range of needs in the community. Advocacy efforts continue to support the process of closing these gaps. In order to prevent public resources from being diverted to expensive emergency responses *unnecessarily* and to support people with greater *respect*, it is important that people have access to appropriate levels of support to meet their needs. Stakeholders in the housing stability system have a vital role to play in reducing the personal and community impacts of housing instability. Housing retention and rapid re-housing are two approaches used by housing stability programs to fulfill this role.

**Goals for the Housing Stability System:** As the primary goal of the Strategy is to end homelessness in Waterloo Region, and stakeholders in the housing stability system play a key role in supporting the community to reach this goal, three secondary goals have been identified for the housing stability system.

1. **Support a Shared Approach to Ending Homelessness.**
   A full range of partners take action to implement *All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region*.

2. **Support People Experiencing Homelessness or At-Risk of Housing Loss to Increase Housing Stability.**
   a) **Increase Housing Retention.**
      People who are at-risk of housing loss are supported to retain their current adequate housing and/or to find and/or establish more adequate housing *without experiencing homelessness*.  
   b) **Reduce the Length of Time People Experience Transitional Homelessness.**
      People living without a fixed address are supported to find and/or establish adequate housing *as quickly as possible* and to access additional income and support as needed and desired.  
   c) **End Persistent Homelessness.**
      People approaching or experiencing persistent homelessness are supported to increase housing stability.  
   d) **Increase Community Inclusion.**
      People are supported to participate in community life as fully as desired.

3. **Strengthen the Housing Stability System.**
   People have access to high quality, accessible housing stability programs and initiatives designed to end homelessness.

**NEXT STEPS**

Following release of this Policy Framework, an Action Framework will be developed and released in 2012. Progress with implementation depends on strategic investments and requires dedicated, collaborative effort among all partners in the community.
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: S13-80

SUBJECT: HOMELESSNESS PARTNERING STRATEGY – WATERLOO URBAN NATIVE WIGWAM PROJECT

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve entering into an agreement with Kitchener Waterloo Urban Native Wigwam Project, up to a maximum amount of $33,900 for the period April 1, 2012 to March 31, 2014, subject to receipt of Federal Government funding, as outlined in Report SS-12-012, dated March 20, 2012.

SUMMARY:

NIL

REPORT:

1.0 Background
In 2000, the Federal Government announced the National Homelessness Initiative, including the Supporting Communities Partnership Initiative (SCPI), in response to the growing issue of homelessness across Canada. Council approved the Region’s participation as the Community Entity (CE) to administer SCPI Phase I, Phase II, the Extension Year and the Regional Homelessness Fund between 2001 and 2007 (SS-01-061, SS-02-059, SS-03-073, SS-06-014, SS-06-064). The National Homelessness Initiative ended March 31, 2007.

In December 2006, the Federal Government announced $526 million for a new Homelessness Partnering Strategy (HPS). The HPS resembles the former National Homelessness Initiative and the former SCPI with the same amount of funding allocated to Waterloo Region ($441,805 in each year). The HPS was initially established for two years beginning April 1, 2007 and ending March 31, 2009. In January 2009, HPS was extended at the same level for the period April 1, 2009 to March 31, 2011. In November 2010, HPS was renewed for an additional three years, for the period April 1, 2011 to March 31, 2014, at the same level. Council approved the Region’s continued participation as the CE for the HPS, funding for community projects as well as the Waterloo Region’s HPS Community Plans (SS-07-008, SS-07-034, SS-09-013, SS-11-012).

2.0 HPS-funded Projects 2011-2014
Since its initiation, it has been a requirement of Federal Government homelessness funding that a Community Advisory Board (CAB) be established to provide input and recommendations regarding local implementation. The CAB is comprised of various sector representatives from across Waterloo Region involved in the area of homelessness to housing stability (SS-11-012).

To receive funding through HPS, agencies are required to submit full proposals, which are reviewed and recommended by the CAB to Regional Staff and then to Council for approval. Council previously approved funding for eight projects totaling $1,126,603 including the CAB recommendation that $33,900 be directed to an Aboriginal project (SS-11-012).
HPS funding criteria outlined that preference should be given to Aboriginal specific agencies. In the fall of 2011, Regional staff contacted all known Aboriginal-specific agencies in the region at the time via telephone and email inviting submissions of letters of interest. Kitchener-Waterloo Urban Native Wigwam Project expressed interest in piloting a Tenant Liaison Worker and completed a full proposal. The Tenant Liaison Worker will be available 20 hours/week to support up to 30 tenants per year who are at-risk of housing loss through building relationships with tenants and supporting activities that increase community inclusion, particularly within the Aboriginal community. The proposal was sent to CAB members for review and recommendation. The CAB was in support of Kitchener-Waterloo Urban Native Wigwam Project’s proposal for HPS funding for the Tenant Liaison Pilot project and confirmed the funding allocation was appropriate.

Pending Council approval, staff will prepare and execute an HPS Agreement with K-W Urban Native Wigwam in consultation with Legal Services. HPS requires submission of quarterly reports and Region staff will meet with the organization throughout the project to support monitoring and to understand impacts of the pilot.

**CORPORATE STRATEGIC PLAN:**

Serving as the Community Entity to administer federal funding for programs that address homelessness is consistent with the Region’s Corporate Strategic Plan (2011-2014), Focus Area 4: Healthy and Inclusive Communities: to “reduce inequities and enhance community health, safety, inclusion and quality of life”; and specifically, Strategic Objective 4.5 to “work collaboratively to increase the supply and range of affordable housing and reduce homelessness”.

**FINANCIAL IMPLICATIONS:**

Programs under the HPS are 100% federally funded. The allocation for the Aboriginal project is included in the overall approved funding of $1,325,415 from April 1, 2011 to March 31, 2014 and the 2012 operating budget.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

Legal Services will be consulted regarding the execution of project agreement. Finance provides support in reviewing project financial reports, conducting required audits and financial reporting.

**ATTACHMENTS**

NIL

**PREPARED BY:**  
Van Vilaysinh, Social Planning Associate  
Marie Morrison, Manager, Social Planning

**APPROVED BY:**  
Michael Schuster, Commissioner, Social Services
REPORT: SS-12-014

REGION OF WATERLOO
SOCIAL SERVICES
Social Planning, Policy and Program Administration

TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: S13-80

SUBJECT: PROVINCIAL HOMELESSNESS FUNDING 2012 – ADDITIONAL REQUEST

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the attached “Provincial Homelessness Business Case to Support Additional 2012 Funding” as part of the 2012 budget submission to the Province’s Ministry of Community and Social Services, as outlined in Report SS-12-014, dated March 20, 2012.

SUMMARY:

NIL

REPORT:

Each year the Region is required to submit a budget request to the Ministry of Community and Social Services (MCSS) for homelessness funding, including: Consolidated Homelessness Prevention Program (CHPP) (100% Provincial dollars), Provincial Emergency Energy Fund (PEEF) (100% provincial dollars) and the Domiciliary Hostel Program (80/20 cost-shared). Over the past four years, the Region has included a business case with the budget submission to provide further information and rationale regarding the request for additional dollars (SS-08-011, SS-09-007, SS-10-012, SS-11-019). As a result of the business case submissions, MCSS provided the Region additional one-time CHPP funding of $200,000 in 2008 and $150,000 in 2009. No additional dollars were provided in 2010 or 2011.

As with last year’s submission, the 2012 Business Case presents information and rationale for a request regarding all MCSS funded homelessness programs (see 2012 Business Case attached as Appendix I). The Region anticipates receiving $722,744 for the CHPP but is requesting an additional $539,737 in order to sustain and enhance existing programs and to fund additional supportive housing. The Region anticipates receiving $75,210 for the PEEF and is requesting twice that amount in order to better address current demand. The Region is requesting that MCSS maintain the existing Domiciliary Hostel Program base budget at $2,315,966. Overall, the Business Case requests an additional $614,947 above the anticipated funding of $3,113,920 for a total request of $3,728,867. The current and requested funding is outlined in the following chart.

<table>
<thead>
<tr>
<th>Program</th>
<th>Current Annualized Funding</th>
<th>Requested Additional Funding</th>
<th>Total 2012 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHPP (100% Province)</td>
<td>$722,744</td>
<td>$539,737</td>
<td>$1,262,481</td>
</tr>
<tr>
<td>PEEF (100% Province)</td>
<td>$75,210</td>
<td>$75,210</td>
<td>$150,420</td>
</tr>
<tr>
<td>Domiciliary Hostel (80/20</td>
<td>$2,315,966</td>
<td>$0</td>
<td>$2,315,966</td>
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<tr>
<td></td>
<td>cost-shared)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$3,113,920</td>
<td>$614,947</td>
<td>$3,728,867</td>
</tr>
</tbody>
</table>
CORPORATE STRATEGIC PLAN:

Working to strengthen the housing stability system and build the community’s capacity to address issues of homelessness is consistent with the Region’s Corporate Strategic Plan (2011-2014), Focus Area 4: Healthy and Inclusive Communities: to “reduce inequities and enhance community health, safety, inclusion and quality of life”; and specifically, Strategic Objective 4.5 to “work collaboratively to increase the supply and range of affordable housing and reduce homelessness”.

FINANCIAL IMPLICATIONS:

The Region’s 2012 approved operating budget includes a provision of $3,113,920 for the existing CHPP, PEEF and Domiciliary Hostel programs. The 2012 Business Case requests an additional $614,947 to be funded entirely by the Province of Ontario.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Nil

ATTACHMENTS:

Appendix I: Provincial Homelessness Business Case to Support Additional 2012 Funding

PREPARED BY: Van Vilaysinh, Social Planning Associate
Marie Morrison, Manager, Social Planning

APPROVED BY: Michael Schuster, Commissioner, Social Services
APPENDIX I
PROVINCIAL HOMELESSNESS BUSINESS CASE

Regional Municipality of Waterloo

Provincial Homelessness Business Case to Support Additional 2012 Funding

Prepared For:
Province of Ontario
Ministry of Community and Social Services

March 2012

DRAFT
(Pending Regional Council Approval)
1.0 INTRODUCTION

The Regional Municipality of Waterloo (the Region) has been serving as the Consolidated Municipal Service System Manager (CMSM) for Homelessness since 1999. This business case provides further information and rationale for the Region’s 2012 budget request for homelessness programs funded through the Ministry of Community and Social Services (MCSS) including the Consolidated Homelessness Prevention Program (CHPP), Provincial Emergency Energy Fund (PEEF), and Domiciliary Hostel Program.

2.0 CONSOLIDATED HOMELESSNESS PREVENTION PROGRAM

Since 2006, the Region has been implementing the Province’s Consolidated Homelessness Prevention Program (CHPP) (refer to Appendix A for further background information and to Appendix B for a 2011 list of accomplishments).

The Region submitted a business case with the 2011 Provincial budget submission to the Ministry of Community and Social Services (MCSS) requesting additional funding to sustain and enhance existing CHPP programs and to create additional units of general longer term housing with supports (e.g., supportive housing) (SS-11-019). The business case requested an additional $1,420,989; however, no additional funding above the annual allocation of $722,744 was provided.

2.1 Rationale for Additional CHPP Funding

The Region’s current CHPP annual allocation of $722,744 is appreciated and is efficiently and effectively applied towards addressing and ending homelessness in Waterloo Region (see Appendix B for a 2011 list of accomplishments and Appendix C for a summary of current CHPP funded programs). However, the allocation is insufficient to implement the Province’s CHPP Guidelines (2006) and does not recognize increased program operating costs and service demands.

Waterloo Region released, “All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region” (the Strategy) in 2007 and is in the process of updating it in 2012. The Strategy serves as the Region’s system plan for addressing issues of homelessness and its implementation was identified as an action within the Region’s 2011-2014 Strategic Plan.

The Strategy provides evidence of existing gaps and direction towards the actions required to ensure every community member in Waterloo Region has housing stability. The Strategy demonstrates that ending homelessness through the provision of housing and supports is not only a more humane approach; it is roughly 10 times less expensive on a per diem basis.

Yet, it is recognized that the Strategy cannot be fully implemented without additional funding from the federal and provincial governments. For 2012, the Region has committed an additional $818,479 in annual funding towards implementing the Strategy and is requesting the Province provide additional funding as well.

There is a need to support the full range of services within the housing stability system including prevention activities, shorter term programs (e.g., emergency shelters, outreach, time-limited housing), and longer term housing with support programs (e.g., supportive housing). As such, there is a need to support activities under all three objectives of CHPP:

1. To improve access to and connect households that are experiencing homelessness with the system of community services;
2. To support households experiencing homelessness to obtain and keep longer-term housing; and
3. To assist households at risk of homelessness to maintain housing.
However, it is highlighted through the research and in the Strategy that re-housing and supportive housing programs are the most effective route to ending homelessness for those requiring assistance to maintain housing stability. In 2006, Regional Council approved a policy regarding CHPP to support all three objectives of CHPP with particular emphasis on supportive housing (SS-06-053). As outlined in Appendix C, CHPP funded programs adhere to this approved policy direction. Nevertheless, the demand for this type of supportive housing far outstrips available funding. In 2010, there were 646 people in Waterloo Region on a waitlist for general supportive housing (formerly the Supports to Daily Living Program), a 6% increase from 2009. Further, there are no other funding sources available from the Province for general supportive housing.

Funding for the support component of Supportive Housing of Waterloo (SHOW) is required. SHOW is a non-profit group formed by thirteen Waterloo-based churches and faith groups to create general supportive housing for people experiencing persistent homelessness. In 2010, SHOW began operating a five story 30 unit building with 24 hour on-site support. The support component of SHOW is currently being partially funded through the Domiciliary Hostel Program and the Region, however, further funding is required.

In addition, existing CHPP programs require further funding in order to maintain and stabilize service levels. Beyond that, one CHPP program has identified a need for enhanced funding to meet increased service demands (see Appendix C for program descriptions). Despite the 6% increase to the CHPP base budget over the past five years, funding for agencies has not kept pace with inflation and does not recognize increased operating costs in areas such as utilities and insurance. Additionally, with the impact of the economic downturn, community need is even higher.

### 2.2 Request for Additional 2012 CHPP Funding

The Region’s 2012 CHPP budget submission is $1,262,481, representing an additional allocation of $539,737 beyond the expected annualized base allocation of $722,744. This reflects the results of the Strategy which highlight the urgent need to both sustain and enhance existing CHPP programs and to create additional units of general supportive housing (e.g., supportive housing). Additional amounts required for each program are detailed in Appendix C.

If additional funding was made available to existing CHPP programs, it would allow each to:

- Continue sustainable operations and maintain services levels;
- Increase ability to meet and enhance service targets and outcomes;
- Retain qualified and experienced staff; and
- Increase ability to participate in connecting as part of the larger system of services to address and end homelessness.

### 3.0 PROVINCIAL EMERGENCY ENERGY FUND

The Region has been providing energy assistance through cost-shared discretionary benefits for many years (cost shared between the Province and the Region at 80/20 from 2001 to 2010 and 82.8/17.2 in 2011). The Region was asked and agreed to support a local energy assistance program with additional community funding in 2001. The Provincial Emergency Energy Fund (PEEF) (100% Province funded) was announced in March 2004 with one-time funding of $75,210 and was integrated into the local energy assistance program for the 2004/2005 heating season. The PEEF became annualized in 2005/2006. In 2006, the Province announced additional one-time funding through PEEF for the 2006/2007 fiscal year. The annual allocations for 2008 to 2011 have remained at $75,210.
From 2008-2010, PEEF funding was exhausted within the first quarter of our fiscal year (January to March). In 2011, with the introduction of the Ontario Energy Board’s Low Income Energy Assistance Program (LEAP), additional funds were available through local utility companies; however, due to the stringent eligibility criteria, households applying for energy assistance are assessed for LEAP and Winter Warmth funds first in order to maximize PEEF funds (SS-11-001, SS-11-036). Despite its sole use as a secondary source of funding to fill the gaps, PEEF funds were exhausted as of July 31, 2011. There is a year round need for energy assistance that has greater flexibility to meet local needs (such as PEEF).

Based on past usage of PEEF funding and demand for assistance in the colder months, the Region is requesting an additional $75,210 for a total annual request of $150,420.

4.0 DOMICILIARY HOSTEL PROGRAM

The Region is seeking to have its Domiciliary Hostel Program budget of $2,267,014 maintained for 2012.

Waterloo Region continues to be an underfunded area with respect to housing with support for seniors and those with mental health and addiction issues, all populations which are served by the Domiciliary Hostel Program in Waterloo Region. Demand for the Domiciliary Hostel Program has further increased with the Tier II Divestment of specialized mental health services to Waterloo Region that took place in October 2010. We are working closely with the Waterloo-Wellington LHIN, Grand River Hospital and other partners as the Domiciliary Hostel Program is considered an essential supportive housing resource in the community.

For the Domiciliary Program in 2011, total days of care were 109,316 or 2.1% greater than the target of 107,055. Demand for the program is determined by the community. 2011 demand was accommodated within the overall program budget due to lower than anticipated cost per resident day (budget = $23.60 versus actual of $23.10 or -2%). Cost per resident day can fluctuate based on resident income from other sources and cannot be accurately forecasted.

The contract amendment for 2011 was related to the termination of an agreement with a provider who had a 20 bed capacity in September due to non-compliance with the Domiciliary Hostel Standards. This resulted in an unanticipated under expenditure in the fourth quarter of about $50,000. Due to the increased days of care in 2011, we expect to see this trend continue into 2012 and would expect full uptake on the base budget allocation.

As such, we are seeking to at least maintain capacity within this program for 2012 and will seek opportunities for increases in the future.
5.0 SUMMARY

Through the Strategy, the Region has clearly identified what is needed to address and end homelessness in Waterloo Region. We have identified housing stability as a priority area and have committed 100% Regional dollars to begin taking action. The provincial government needs to commit additional dollars as well.

As a part of this commitment, we are seeking the following for CHPP, PEEF and Domiciliary Hostel through MCSS ($1,262,481 + $150,420 + $2,315,966) beyond the expected annualized base allocation of ($722,744 + $75,210 + $2,315,966) for a total 2012 requested allocation of $3,728,867.

<table>
<thead>
<tr>
<th>Program</th>
<th>Current Annualized Funding</th>
<th>Requested Additional Funding</th>
<th>Total 2012 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHPP (100% Province)</td>
<td>$722,744</td>
<td>$539,737</td>
<td>$1,262,481</td>
</tr>
<tr>
<td>PEEF (100% Province)</td>
<td>$75,210</td>
<td>$75,210</td>
<td>$150,420</td>
</tr>
<tr>
<td>Domiciliary Hostel (80/20 cost-shared)</td>
<td>$2,315,966</td>
<td>$0</td>
<td>$2,315,966</td>
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<tr>
<td>TOTAL</td>
<td>$3,113,920</td>
<td>$614,947</td>
<td>$3,728,867</td>
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</tbody>
</table>

Providing additional funding to the Region to address and end homelessness is a wise investment. For every dollar spent, research has proven or estimates that there will be a four to ten dollar savings to the emergency health, social services, and correctional systems. We hope you will look favorably upon our business case and thank you for considering our request.
APPENDIX A
CHPP BACKGROUND IN WATERLOO REGION

Until 2005, the Region administered four of the five provincial homelessness programs (that were to become the CHPP). These four programs included Supports to Daily Living, the Provincial Homelessness Initiative Fund, Off the Street – Into Shelter, and the Emergency Hostel Redirection Fund (the fifth, the Community Partners Program, was never funded in Waterloo Region). The following table summarizes the history and funding arrangements for these programs.

<table>
<thead>
<tr>
<th>Program</th>
<th>Year Program Began</th>
<th>Year Region Began Administering</th>
<th>Funding Arrangement</th>
<th>2005 Funding (Provincial)</th>
<th>2005 Funding (Gross)</th>
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<tr>
<td>Supports to Daily Living</td>
<td>1990</td>
<td>1999</td>
<td>100% Provincial</td>
<td>$405,820</td>
<td>$405,820</td>
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<tr>
<td>Provincial Homelessness Initiative Fund</td>
<td>1999</td>
<td>1999</td>
<td>100% Provincial</td>
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<td>$185,400</td>
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<tr>
<td>Off the Street – Into Shelter</td>
<td>2001</td>
<td>2001</td>
<td>80/20 cost-share</td>
<td>$23,155</td>
<td>$28,100</td>
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<tr>
<td>Emergency Hostel Redirection Fund</td>
<td>1999</td>
<td>2003</td>
<td>80/20 cost-share</td>
<td>$38,904</td>
<td>$47,786</td>
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<tr>
<td>TOTAL</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td><strong>$653,279</strong></td>
<td><strong>$667,106</strong></td>
</tr>
</tbody>
</table>

As of January 1, 2005, the Province identified that the various homelessness programs would be consolidated. On December 8, 2005, the Province released the *Consolidated Homelessness Prevention Program Implementation Guidelines and Performance Measures* (CHPP Guidelines) effective January 1, 2006. The CHPP Guidelines identify the following objectives:

- To improve access to and connect households that are experiencing homelessness with the system of community services;
- To support households experiencing homelessness to obtain and keep longer-term housing; and
- To assist households at risk of homelessness to maintain housing.

CHPP was funded 100% by the Province based on an amount equal to the 2005 provincial allocation ($653,279 for the Region of Waterloo). The Region of Waterloo continues to provide its former 20% share of the programs at $15,514 (now rolled into the Region’s annualized Homelessness to Housing Stability Strategy Fund totaling $818,479 for 2012). In July 2006, a pro-rated 2% base budget increase was applied to the CHPP. In 2007, MCSS announced another 2% increase to CHPP, compounded annually over three years, and an additional base budget administrative allocation effective July 1, 2007 ($2,666 for the 2007 fiscal equating to $5,331 annually for the Region of Waterloo). In 2008 and 2009, with the 2% increases provided, the annual allocations received were $698,703 and $722,744, respectively. Through submission of a Business Case, the Region requested additional CHPP funding and as a result, received a one-time allocation of $200,000 in 2008 and $150,000 in 2009. However, in 2010 and 2011, the annual allocation remained at $722,744, with no increases or additional funds provided.

While the Ministry recognized and allowed for administrative costs at 10%, these are largely funded from within the overall allocation, thereby reducing funding available for Waterloo Region community programs.
APPENDIX B
IMPLEMENTING CHPP – ACCOMPLISHMENTS 2011

The Region has accomplished the following in 2011 as it relates to expectations outlined in the CHPP Guidelines:

<table>
<thead>
<tr>
<th>Expectations Identified Within CHPP Guidelines</th>
<th>Region’s Accomplishments in 2011</th>
</tr>
</thead>
</table>
| Develop and document informed policies and system plans, and manage available funding for the delivery of homelessness prevention services. | • Began updating “All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region”, (Strategy) for 2011-2014.  
• Updated the “Inventory of Housing Stability Programs in Waterloo Region” (Inventory), a community resource that catalogues all of the housing stability programs in Waterloo Region into one of five program areas. A total of 107 programs participated in the 2011 version.  
• These documents are used to inform policies, funding requests and funding allocations. |
| Submit proposed budget and program description and negotiate service contract with MCSS Regional Office. | • Submitted a 2011 proposed budget of $1,420,989 supported by a 2011 Business Case submission.  
• Received an approved 2011 annual allocation of $722,744. |
| Establish and maintain/manage contracts with CHPP agencies and/or establish and maintain/manage direct-delivered programming. | • Identified and entered into purchase of service agreements with eight community-based programs for funding in 2011. |
| Collect required data, as requested by MCSS (e.g. to support MCSS performance measures); provide quarterly reports and year-end reconciliation reports. | • Provided quarterly and year end reports to MCSS. |
| Monitor services, ensure outcomes are met, and adjust services (when necessary) to meet local needs. | • Services monitored and adjustments made to several CHPP programs to ensure outcomes and local needs met.  
• Undertook a program review to identify CHPP funding level needs for 2012. |
| Undertake, document, and report a regular count of local homeless populations. | • The Region of Waterloo, through its inventory of housing stability programs, identifies an annual prevalence count based on use of local emergency shelter services. The count of individuals for 2007 was 2,831, 2008 was 2,783, 2009 was 2,841, and 2010 was 2,859.  
• In 2007, it was estimated that approximately 50-70 people are experiencing persistent homelessness at any given time. From 2008-2010, over 300 people experiencing or at-risk of persistent homelessness were supported to find and maintain housing. It is currently estimated that there are still 200 people across the Region requiring support at this level. |
| Provide information as required. | • Provided data on number of emergency shelters and emergency shelter beds to MCSS. |
The Region’s additional 2011 CHPP and CMSM accomplishments in the area of homelessness to housing stability include:

Homelessness to Housing Stability Strategy
- Continued to provide an annualized amount of funding totaling $749,225 for 2011 to implement the Homelessness to Housing Stability Strategy (this figure includes the Region’s continued commitment to provide its former 20% share of the OSIS program at $15,514). Initiated request through Region budget process to increase this funding to $818,479 which was subsequently approved by Region Council for 2012.
- The first Homelessness to Housing Stability Strategy (2007-2010) was implemented successfully, with 90% of the 92 actions either completed or in-progress.
- Engaged in a community planning process to update the Strategy (2011-2014).

Persistent Homelessness
- Provided funding to expand Streets to Housing Stability program (additional 1 FTE at The Working Centre).
- Provided funding for new Peer Worker Program in Cambridge through STEP Home.
- Provided funding to sustain existing programs which subsequently joined STEP Home including Circle of Friends and Peer Health Worker programs.
- Expanded STEP Home to include Psychiatric Outreach and ROOF Street Outreach.
- Updated the STEP Home brochure.
- Created STEP Home page on Region’s website.
- Finalized STEP Home video (15 min and 8 min versions).
- Initiated STEP Home Participant Advisory Group (PAG) monthly meetings.

Homelessness Partnering Strategy
- HPS Community Plan was approved.
- Implemented seven community programs through HPS funding.

Emergency Shelter Program
- Approved the youth-specific emergency shelter pilot to continue ongoing.
- Continued to utilize Emergency Shelter Guidelines as a quality assurance tool.
- Implemented 1% Per Diem increase.
- Updated the Social Services Cold Weather Plan.
- Expanded the Emergency Shelter Referral Protocol including the introduction of a new process for motel overflow.
- Added a new Families and Transition (FIT) house, for a total of 5 FIT homes.

Domiciliary Hostel Program
- Completed fourth year monitoring for compliance against the Domiciliary Hostel Standards with 17 homes funded through the Domiciliary Hostel Program.
- Completed annual reports for 2010 and 2011.
- Created an Information and Referral Guide for homes funded through the Domiciliary Hostel Program to increase quality of referrals to the program from the community.
- Utilizing information gathered at site visits conducted in 2010 with other municipalities to learn about their Domiciliary Hostel Program, initiated a local program review of the Domiciliary Hostel Program to be completed in 2012.
Research, Data and information

- Continued to support HIFIS at nine sites through seven service providers.
- Completed Year 3 (of 3) implementation of the Data Integration Project. Updated data guide, data templates, and monitored variables.
- Supported the local Homelessness to Housing Umbrella Group (HHUG) to release their fourth annual Housing Stability Report Card and continued to support the Housing Stability Training Centre.
- Updated the housing stability information for the Region’s new website.
- Updated and released the five annual housing stability system brochures as well as the Housing Options for Older Adults Living in Waterloo Region booklet.
- Released the following eight reports serving as background documents to the Strategy (2011-2014):
  - STEP Home Housing Report
  - STEP Home Services Report
  - STEP Home Flex Fund Report
  - The Story of SHOW: The Development and Early Impact of Supportive Housing of Waterloo
  - Hearing the Voices: Learning’s from Kitchener-Waterloo Out of the Cold
  - We’ll Leave the Lights On For You: Housing Options For People Experiencing Persistent Homelessness Who Use Substances (Drugs and/or Alcohol)
  - Program Review Resource Guide: Selected Longer Term Housing Stability Program Options for People Experiencing Homelessness in Hamilton, Toronto and Ottawa
APPENDIX C
DESCRIPTIONS OF CURRENT CHPP FUNDED PROGRAMS

The following program descriptions are grouped under supportive housing and housing retention and re-housing programs. Each description summarizes information about the program, its funding history, and its needs. The particular CHPP objectives addressed by each program are also identified:
1. To improve access to and connect households that are experiencing homelessness with the system of community services;
2. To support households experiencing homelessness to obtain and keep longer-term housing; and
3. To assists households at risk of homelessness to maintain housing.

Supportive Housing Programs

Cambridge Shelter Corporation – Supportive Housing (Meeting Objectives #2 & #3)
This program was previously funded through the Provincial Homelessness Initiative Fund. Supportive housing is provided through 20 units at the Bridges for adults 16 years and older. Landlords are also recruited from the private rental market to transition residents (as they are ready) to more independent living situations. The program is currently funded through CHPP at $55,412 and they are seeking an additional $11,728 to maintain current levels of programming.

House of Friendship – Supportive Housing (Meeting Objectives #2 & #3)
This program was originally funded through Supports to Daily Living. The House of Friendship provides 95 units of supportive housing through Cramer House, Eby Village, and Charles Village. Cramer House was established in 1985 and provides supportive housing to nine single men in a shared living environment. Eby Village opened in May 1990 designed to serve 64 single male and female adults. Charles Village opened in 2005 designed to serve 22 single male and female adults (including two barrier-free units). The program is currently funded through CHPP at $267,266 and they are seeking an additional $34,936 to maintain current levels of support.

K-W YWCA – Supportive Housing (Meeting Objectives #2 & #3)
This program was originally funded through Supports to Daily Living. Lincoln Road is an innovative non-profit housing project for women and their children established in 1989. Lincoln Road provide supportive housing for single women and women-led families who have experienced persistent difficulty finding and maintaining adequate housing. It is comprised of 45 units, four of which are wheelchair accessible. The housing typically serves twenty resident children in need of additional support. They are seeking an additional $45,864 to their existing CHPP allocation of $182,715 to hire one additional Community Support Worker for children’s programming.

Housing Retention and Re-housing Programs

Lutherwood – Families in Transition Program (Meeting Objectives #1 & #2)
This program was originally funded through the Emergency Hostel Redirection Fund. The Families in Transition (FIT) Program provides support to families experiencing homelessness across the Region of Waterloo in accessing safe affordable housing and comprehensive social services. A Support Worker assists families to identify and achieve goals towards gaining stability and developing skills for independent living. The FIT Program not only provides program participants with support in housing but also works with family members on education, parenting, employment, work preparation, childcare, transportation, and health issues. Their current CHPP allocation is $50,723.

Lutherwood – Rent Bank and Eviction Prevention Program (Meeting Objective #3)
This program was previously funded through the Region and the Provincial Homelessness Initiative Program. The Rent Bank and Eviction Prevention Program was established in 2001 with a goal of
preventing homelessness through the provision of information, advocacy, and a fund to assist tenants with rent and rental arrears. Eligible applicants can access up to two months arrears in the form of an interest-free loan with a lenient repayment strategy. Beyond arranging loans, the Rent Bank Coordinator spends a significant amount of time linking tenants to available resources in the community, supporting clients in financial literacy, follow-ups, and advocating with landlords, property management companies and other community partners to prevent homelessness. CHPP funding supports a portion of the program operating costs while the loan fund is supported through the Provincial Rent Bank program and loan repayments. The program currently receives $94,354 through CHPP and is seeking an additional $79,712 to maintain service at two locations.
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: C05-40

SUBJECT: REVISED TERMS OF REFERENCE FOR THE EMPLOYMENT AND INCOME SUPPORT COMMUNITY ADVISORY COMMITTEE

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the revised Terms of Reference for the Employment & Income Support Community Advisory Committee (EISCAC) as described and provided in Report SS-12-015, dated March 20, 2012.

REPORT:

The Employment and Income Support Community Advisory Committee (EISCAC) enables representatives of the community to provide advice on programs and services delivered by Employment and Income Support (EIS), Social Services, through participation and consultation, for the betterment of services to the residents of Waterloo Region.

The Employment and Income Support Community Advisory Committee reviewed its Terms of Reference on January 20, 2012. The previous review of the Terms of Reference was in April 2009 (see report #SS-09-028 of May 12, 2009). The suggested revisions to the EISCAC Terms of Reference are highlighted in bold in the attached document. Suggested revisions include:

- Remove Service Canada and the Ministry of Training, Colleges and Universities from the Committee membership and instead provide meeting minutes to both, given their stated interest.
- Provide meeting minutes to the Director, Social Planning, Policy and Program Administration (Social Services) for information
- Add the Immigration Partnership as a new voting member in the Sector-Based Membership category.
- Remove the reference to Funders in the document and instead refer specifically to the Director of Employment & Income Support and the Program Supervisor from the Ministry of Community and Social Services.
- Remove the distinction between front-line and management representatives in the Sector-Based Membership category, while striving to maintain a balance of 50% front-line and 50% management staff within this category.

The revised Terms of Reference include thirty-one voting members and four non-voting members from the following categories: Ontario Works (OW) and Ontario Disability Support Program (ODSP) clients (10), Sector-Based Membership (12), Educators (3), Literacy Network (1), Director of Employment & Income Support (1), Program Supervisor, Ministry of Community and Social Services (1), Labour (1), Business (1), Regional Council Representative (1), Workforce Planning Board (1), CUPE Local 1883 (1), Recording Secretary (1) and Social Planning, Policy and Program Administration support staff (1). The EISCAC is chaired by a member of Regional Council, Councillor Jane Mitchell. The Vice Chair is selected from among the Client Representatives on the Committee.
CORPORATE STRATEGIC PLAN:

The work of the Advisory Committee is consistent with Region's Corporate Strategic Plan 2011-2014, Focus Area 5: Service Excellence: (to) deliver excellent and responsive services that inspire public trust; Strategic Objective e: (to) ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff from Council and Administrative Services (Corporate Resources) and Social Planning, Policy and Program Administration (Social Services) support the general administration of the Committee.

ATTACHMENTS

Attachment A: Draft EISCAC Terms of Reference

PREPARED BY:  Heather Callum, Social Planning Associate  
David Dirks, Director, Employment and Income Support

APPROVED BY: Michael Schuster, Commissioner, Social Services
1.0 NAME

The name shall be the Employment and Income Support Community Advisory Committee (EISCAC) of the Regional Municipality of Waterloo (Region).

2.0 SCOPE

The Employment and Income Support Community Advisory Committee (EISCAC) will provide advice on services delivered by Employment and Income Support (EIS) in the three cities - Cambridge, Kitchener and Waterloo - and the four townships - North Dumfries, Wellesley, Wilmot and Woolwich - that comprise the Region of Waterloo.

3.0 PURPOSE

The purpose shall be to enable representatives of the community and stakeholders, including clients, to provide advice to the Community Services Committee of the Council of the Regional Municipality of Waterloo on employment and income support programs, through participation and consultation, for the betterment of services to the residents of Waterloo Region.

4.0 OBJECTIVES

The EISCAC will:

a) provide a forum for client, stakeholder and community input to improve program delivery and increase support for the policies and practices of the work of Employment and Income Support (EIS)

b) support clients through personal interaction with staff from EIS and various community groups

c) promote co-ordinated service delivery and client support

d) share information about what is happening in the Region and provide timely updates on the status of initiatives and program delivery

e) provide advice and feedback to EIS

f) provide guidance and direction to the subcommittees of the EISCAC, where needed

g) recommend priorities for service development and delivery

h) evaluate and analyze the work of the EISCAC and its effectiveness
i) provide advice to provincial and federal governments and bodies, including the Workforce Planning Board of Waterloo Wellington Dufferin, regarding the development and co-ordination of a full range of employment and training services for social assistance recipients and others likely to become social assistance recipients in the Region.

5.0 MEMBERSHIP

Members of the EISCAC will represent the broad community program or group of which they are a member and not their own individual or agency interests. As such, members have a responsibility to serve as a liaison with their membership group.

Voting Members

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients</td>
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<tr>
<td>Sector-Based Membership</td>
<td>12</td>
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<tr>
<td>Educators</td>
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<td>Literacy Network</td>
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<td>Funders</td>
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<td>Director, Employment &amp; Income Support</td>
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<td>Program Supervisor, Ministry of Community and Social Services</td>
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<td>Business</td>
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<td>Regional Council Representative (Chair)</td>
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<td><strong>Total Voting Members</strong></td>
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Non-Voting Members

<table>
<thead>
<tr>
<th>Organization</th>
<th>Number of Representatives</th>
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<td>Workforce Planning Board of Waterloo Wellington Dufferin</td>
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<tr>
<td>CUPE Local 1883</td>
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<tr>
<td>Recording Secretary</td>
<td>1</td>
</tr>
<tr>
<td>Social Planning, Policy &amp; Program Administration (staff support)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Non-Voting Members</strong></td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

**Total Members**

**35**

Minutes will be provided to the Directors of Housing (Planning, Housing and Community Services); Social Planning, Policy and Program Administration (Social Services); and Children’s Services (Social Services) as well as Service Canada and the Ministry of Training, Colleges and Universities.

6.0 DESCRIPTION OF MEMBERSHIP CATEGORIES

a) Ten representatives are clients who are current social assistance recipients. Every effort will be made to include clients representing the interests of single parents, persons with disabilities, youth, multicultural groups, older workers and the geographic areas of the Region, as well as an appropriate balance between Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients. Current social assistance recipients are defined as those receiving ongoing financial benefits through the Ontario Works program or the Ontario Disability Support Program or those who are in transition from receipt of financial benefits (a maximum transition period of 1 year).

b) Twelve sectors will be represented. The EISCAC will strive for a balance of 50%
front-line staff and 50% agency management within this category. The sectors represented on EISCAC are as follows:

**Sector-Based Front-Line Staff**

i) one representing multicultural services

ii) one representing adult employment services

iii) one representing community counselling and support services

iv) one representing services for the disabled

v) one representing the Ontario Disability Support Program

vi) one Income Support Caseworker, EIS

**Sector-Based Agency Management Representatives**

vii) one from a Community Placement supporting agency

viii) one from an Employment Placement broker

iv) one from a youth employment services agency

x) one from the Community Employment Linkages Committee

xi) one from emergency shelter services

xii) one from the Immigration Partnership.

c) Three educational representatives, one from each of Conestoga College, the Waterloo Region District School Board and the Waterloo Catholic District School Board.

d) One representative from the Project READ Literacy Network.

e) The Director of Employment & Income Support (Region of Waterloo Social Services).

f) One Program Supervisor from the Ministry of Community and Social Services.

g) One labour representative from the Waterloo Region Labour Council representing participating unions.

h) One business representative.

i) A Regional Council representative who shall be a member of the Community Services Committee.

j) There are four non-voting members:

i) one member appointed by the Workforce Planning Board of Waterloo Wellington Dufferin
ii) one member appointed by The Canadian Union of Public Employees Local 1883

iii) the Recording Secretary of the Committee who shall be the Regional Clerk or an employee of the Region designated by the Clerk

iv) Staff Support, Social Planning, Policy & Program Administration.

7.0 SELECTION OF MEMBERS

Representatives in all membership categories are approved by Community Services Committee and Regional Council. The EISCAC will recommend nominees to the Community Services Committee and Regional Council.

The procedure for the selection of the following membership category representatives to be appointed to the EISCAC is as follows:

a) Clients:

Clients will be invited to apply to the Committee for membership through outreach activities. Every effort will be made to include clients representing the interests of single parents, persons with disabilities, youth, multicultural groups and older workers, as well as an appropriate balance between Ontario Works and Ontario Disability Support Program recipients.

b) Sector-Based Membership:

Agencies will be asked to identify and select a front-line staff member or agency management representative in the following categories, consistent with the goal of having a balanced mix (50/50) of front-line and management representation on EISCAC:
< multicultural agency
< adult employment services
< community counselling and support services
< services for the disabled
< the Ontario Disability Support Program
< Community Placement supporting agency
< Employment Placement broker
< Youth employment services agency
< the Community Employment Linkages Committee
< Emergency Shelter Services
< the Immigration Partnership.

c) The Director of Employment and Income Support will be asked to identify an Income Support Caseworker.

d) The education representatives will be selected by extending an invitation to the three institutions outlined in 6.0 (c) asking them to select an appropriate individual for consideration.

e) Project READ Literacy Network will select an individual to represent the network of local literacy service agencies.
f) The Director of Employment & Income Support (Region of Waterloo Social Services) will be asked to join the committee.

g) The Program Supervisor for the Ministry of Community and Social Services will be asked to join the committee.

h) The Waterloo Region Labour Council will be asked to appoint a representative.

i) A business representative will be identified through businesses interested in the work of EIS, including the local Chambers of Commerce.

j) Regional Council will appoint a member of the Community Services Committee as their representative.

k) The local Workforce Planning Board and CUPE Local 1883 will be asked to appoint a non-voting representative.

8.0 NEW MEMBERSHIP CATEGORIES
Recommendation of a new membership category for the EISCAC must be approved by a majority of the voting members in attendance, subject to the approval of the Community Services Committee and Regional Council.

9.0 TERMS OF OFFICE
The term of office is four years with the option to serve additional terms, not exceeding a total of eight (8) years, with an option to review and extend membership based on special circumstances with approval from the EISCAC.

Members who miss three consecutive meetings will have their membership reviewed.

Clients will receive an incidental amount of $20 per meeting attended, as well as supports for transportation and child care in order to participate in the Committee.

10.0 MEETINGS
The EISCAC will meet six times a year. Additional meetings will be called as required by the Chair or when requested by a quorum of members.

A quorum to hold a meeting is defined as one-third (10) of the voting membership.

All meetings will be open to the public, except those which meet criteria, such as personal information and litigation matters, outlined in Section 14 of the Region’s Procedural By-law No. 00-031, as amended.

Date and time of meetings will be determined by Committee members in consultation with the Regional Clerk.

11.0 COMMITTEE PROCEDURES
All Committee work shall be conducted according to approved Regional Council policies and procedures.

The Chair will be the Community Services Committee representative.

The Vice-Chair will be elected from among the client representatives where possible for a
term of one year with the option of renewal. The Vice-Chair will serve in the absence of the Chair.

Subcommittees or ad-hoc task forces and committees may be established as necessary.

Social Services will identify a staff support who will direct the distribution of the agenda.

Committee members may refer items to the agenda by contacting the staff support or the Chair.

The EISCAC will conduct business using a consensus decision-making model (no vote - "acceptance" of an action by the majority of members present). On occasion, a vote will be required to approve a recommendation to Community Services Committee.

Submissions to Community Services Committee and to Regional Council shall be by way of recommendation. Votes will be carried by a majority of voting members present and eligible to vote. Each member present at a meeting, including the Chair, will vote unless prohibited by statute.

12.0 CONFLICT OF INTEREST POLICY

All members shall adhere to the Conflict of Interest Policy for Advisory Committees, approved by Council on May 28, 2003. All members shall annually review and complete the agreement and signature form attached to the policy. Signature forms are to be returned to the Committee Clerk for safe keeping.

Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial interests could be in conflict with the interests of Employment and Income Support or the Region is obliged to disclose same at the meeting. Members will not participate in any decision or recommendation in which they or their immediate family has any financial interest except in common with residents of the municipality.

13.0 MINUTES OF MEETING

Minutes of each meeting will be recorded and distributed to all Employment and Income Support Community Advisory Committee members as outlined in Council policy.

In addition, minutes will be distributed to the Directors of Housing (Planning, Housing and Community Services); Social Planning, Policy and Program Administration (Social Services); and Children’s Services (Social Services) as well as Service Canada and the Ministry of Training, Colleges and Universities.

Minutes of all meetings will be subject to approval at the following meeting.
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: March 20, 2012

FILE CODE: A02-30

SUBJECT: COMMUNITY OUTREACH PROGRAM REALLOCATION PLAN AND PURCHASE OF SERVICE AGREEMENT REQUEST

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve additional funding for Community Outreach Program sites through the enhancement summary outlined in report SS-12-016 and detailed in Appendix B;

AND THAT the Regional Municipality of Waterloo approve entering into a Purchase of Service Agreement with the Kitchener-Waterloo Young Women’s Christian Association (YWCA Kitchener-Waterloo) as the sponsoring agency for the proposed Community Outreach Program site at the Downtown Community Centre, Kitchener, in the amount of $33,264 to be funded through the Social Development Program budget in a form satisfactory to the Regional Solicitor and the Commissioner of Social Services as outlined in report SS-12-016, dated March 20, 2012.

SUMMARY:

This report outlines efforts by the Community Outreach Program to address a growing community need to support families and children living in low income by increasing outreach supports through a reallocation plan. This report provides an overview of the plan including how it addresses administrative efficiencies within and across outreach sites, a reallocation of funding to enhance existing outreach sites and satellite sites, and the establishment of a new site. These actions are to address community need in areas underserved by the Community Outreach Program.

REPORT:

1.0 Community Outreach Program

The Community Outreach Program (Program) began in 1999 and was originally funded through National Child Benefit Reinvestment (NCB) dollars. In 2008, Council passed a resolution to continue annual funding in the amount of $1,484,352 for programs previously funded under the NCB Reinvestment Fund. Now renamed and rebranded, the overarching goal of the Program is to strengthen the overall system of supports available to low income families and children and reduce child poverty. To accomplish this, the Region provides funding to 13 community and social service organizations that employ Family Outreach Workers in 25 neighbourhoods and communities of interest throughout Waterloo Region. The role of the Family Outreach Worker is to engage local families and children living with low income to
facilitate linkages to supports and services, and to provide assistance in navigating local support systems. The Sponsoring Agencies join in this role through their efforts to build capacity and respond to local need in their communities. Regional staff administers the program and provide leadership through a convening role with a wide variety of community partners, including area municipalities. The program seeks to discover new ways of working, using resources creatively, building capacity, and advocating at all levels to bring about change that will reduce poverty.

Since the Program and related partners began working in this context, the Program has experienced growth and widespread recognition. Outcomes evaluations have confirmed that the Program has significantly met its goals to assist families living with low income; develop the capacity of community and social service organizations; strengthen the network of local agencies; and enhance the relationship between community partners and the Region.

To address a complex problem such as poverty requires a comprehensive system of supports. While each component of the Program has its distinct purpose, the various elements are mutually supportive and include:

- **Program Funding to Organizations** – provided to 13 community and social service organizations to deliver the Program. Outreach services are provided to families and children living in low income through neighbourhoods and communities of interest. The number of outreach sites was last expanded in 2003 with the addition of two sites bringing the number of sites to 25 throughout the Waterloo Region (including all four Townships).

- **Capacity Building Funding** - provided to sites to leverage the sponsoring organization’s capacity to deliver the Program. This funding addresses activities such as: program coordination, program planning, Family Outreach Worker recruitment and training, supervision, attendance at meetings, administration (such as bookkeeping), rental space for partnership agreements and technical support costs for staff requirements such as IT support/hardware/software needs.

- **Basic Needs Funding** – a flex fund accessed by Family Outreach Workers to assist families with basic needs including: food, clothing, shelter, transportation, counselling, recreation, childcare and children’s needs and employment supports.

- **Motivational Learning Groups Program** - designed to leverage conversations between Family Outreach Workers and the families they support, the groups address a readiness to enhance personal circumstances and make positive change.

- **Linguistic Diversity Project Community Action Plan** - following the completion of a Linguistic Diversity Project, sponsoring agencies were invited to implement an Action Plan designed to promote outreach and enhance supports to families and children who are linguistically and/or ethno-culturally diverse and living with low income in the neighbourhood.

- **Rural Realities Network** - developed for rural Family Outreach Workers and social service providers with a focus on supporting families living with low income in the rural areas. The Network focuses on common challenges, promising practices and areas of learning specific to rural responses.

- **Web 2.0 Data Collection System** - developed to collect program information across the all outreach sites to improve program integrity.

- **Enhanced funding for Regional Programs and Services** - when the reinvestment of NCB funding was first initiated, the Region used a portion of the unallocated reinvestment funding to offset the Region’s share of some provincial social service programs until other sources could be established. The unallocated funding has decreased dramatically over time. This funding is being reallocated to the enhancements within the Community Outreach Program and the Basic Needs Fund to respond to increased pressures and demand for services.
2.0 Community Need

In 2008-2009 the recession created poverty and economic insecurity for families living in Waterloo Region. The unemployment rate transitioned from one of the lowest in the country to one of the highest in one year and has since recovered somewhat. Using the Ontario Works caseload as an indicator, by September 2009 the caseload increased by 26.9% and by September 2011 the increase was 39%. The caseload includes a notable increase in the number of children less than six years of age living on social assistance.

In 2011, the Community Outreach Program served a total of 3,438 families and 7,176 children. The program addressed an increase in requests for support from new families and saw continued requests for support through the number of contacts with ongoing families over the course of the year. The increase in frequency and duration of contacts is an indication of the complexity of issues and the depth of poverty experienced by families served through the program in 2011.

These circumstances together with the striking success of the Community Outreach Program have continued to put pressure on existing sites and signaled the need to expand the program to additional neighbourhoods throughout Waterloo Region. In addition, there is a need to enhance supports at specific sites who are most impacted by the increased demand. For example, in 2011 one site had over 2,106 visits by families when the average number of visits across all sites was 635.

The hours of service per site available across the Program varies considerably, with some sites funded for 10 hours per week and others at 30 hours per week. This is a discrepancy that has grown overtime. Over the last number of years a few sites have experienced significant increases in requests for support (visits by families).

On January 25, 2011, staff presented a report (SS-11-007) to the Community Services Committee outlining the accomplishments of the Program as well as the growing community need and limited capacity of the Program to respond. In 2011 a number of actions were identified including:

- Work with partner agencies to address increased need and explore opportunities in neighbourhoods where families currently do not have equitable access to outreach services; and
- Investigate where and how current requests for support are not being met due to volume of demand at existing sites and the possibility of reallocation of funds from within the overall Program funding.

3.0 Action Plan

The 2011-2014 Social Services Departmental Strategic Plan, Strategic Objective 4.3.1 outlines the need to enhance the Community Outreach Program to assist families and children living in low income. This will be accomplished by: implementing administrative efficiencies, both within and between sites; reallocating funding to enhance existing sites or satellite sites experiencing significant increased demand; and providing funding for new sites. No additional funding beyond the approved 2012 operating budget ($1,670,441) is needed at this time.

3.1 Administrative efficiencies

Requests for support by families living outside areas served by Family Outreach Workers present a difficulty for the program. Efforts to address growing requests for service were tackled in 2010 through the development of the Unnumbered Areas Service Plan that clarified the role of the sites serving communities of interest, staff serving the program information line, and introduced an expanded role for Family Outreach Workers with families outside their neighbourhoods. Some of the

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1 Data collected through the Program’s new web 2.0 Hana data collection system.
administrative efficiencies include the reassignment of funds from the Unnumbered Areas Service Plan to be directed to Basic Needs Funds at new satellite sites ($4,000). In addition, funds were reallocated from the Enhanced Funding for Regional Programs portion of the base budget ($90,000). Finally, a portion of outreach hours in one site were leveraged to address the need in a proposed new satellite site. Together these approaches make up the reallocation plan to increase services within the current budget.

3.2 Reallocated funding to enhance sites and/or establish sites
In early January 2012, a call for proposals for a Community Outreach Program site development or enhancement was issued. Fourteen applications were received with a request for 114 additional outreach hours and a total funding request of $160,267. A selection committee (Appendix A) was struck to review proposals and make recommendations. The committee was made up of individuals with knowledge of and experience with community-based children/youth and family programs and involvement in funding programs that address poverty reduction. The proposal review process was facilitated by staff. In making their decisions, the selection committee considered the following priorities:

- Neighbourhoods where a higher proportion of families and children are living in low income
- Existing sites looking to enhance outreach hours to address increasing demand for service and growing numbers of families experiencing low income in a neighbourhood or community of interest
- Development of new sites or satellite sites which would target neighbourhoods not currently served through the Community Outreach Program

The selection committee made recommendations to enhance funding to a number of sponsoring agencies in order that they might address the increased needs (see Appendix B).

3.3 New Site
The selection committee also recommended that a new site be established at the Downtown Community Centre in Kitchener (Appendix B). The application was received from the YWCA Kitchener-Waterloo. Under the supervision of the YWCA, the Family Outreach Worker will make connections and build relationships with families living in the downtown area and link them with supports, services and resources to help them cope with and transition out of poverty. The geographic area being served is roughly bounded by Victoria Street to the Conestoga Parkway, Krug Street to Weber and Queen Street to Highland Road.

4.0 Next Steps
Once approval has been received, staff will complete a detailed implementation plan with the YWCA, entering into a purchase of service agreement in a form satisfactory to the Regional Solicitor, provide the necessary training and supports, connections to the web 2.0 Hana data collection system, and work closely with associated organizations and services. For the site enhancements and satellite sites, staff will ensure that agreements are amended to reflect the new funding.
CORPORATE STRATEGIC PLAN:

This report relates to Focus Area Four: Healthy and Inclusive Communities - Foster healthy, safe, inclusive and caring communities.

FINANCIAL IMPLICATIONS:

Site enhancements, satellite sites and the establishment of a new site can be funded from within the approved 2012 Budget for the Community Outreach Program ($1,670,441).

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Legal Services will be involved in the amendments and/or development of purchase of service agreements with sponsoring agencies. Finance, Public Health and the Employment and Income Support division were consulted in the development of this report.

ATTACHMENTS

Appendix A: Community Outreach Program New Site Development/Enhancement Selection Committee

Appendix B: Enhancement Summary

PREPARED BY: Heather Froome, Administrator, Social Development Programs
Nina Bailey-Dick, Social Planning Associate
Lynn Randall, Director, Social Planning, Policy and Program Administration

APPROVED BY: Michael Schuster, Commissioner, Social Services
## APPENDIX A

Community Outreach Program
New Site Development/Enhancement Selection Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nancy Bird</td>
<td>Vice President, Resource Mobilization</td>
<td>United Way of Kitchener-Waterloo</td>
</tr>
<tr>
<td>Kris Cummings</td>
<td>Director of Community &amp; Voluntary Sector Investment and COO</td>
<td>United Way of Cambridge and North Dumfries</td>
</tr>
<tr>
<td>Judi Neufeld</td>
<td>Manager, Early Learning Program</td>
<td>Children Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Region of Waterloo</td>
</tr>
<tr>
<td>Lynda Fitzgerald</td>
<td>Community Relations Worker</td>
<td>Housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Region of Waterloo</td>
</tr>
<tr>
<td>Nina Bailey-Dick,</td>
<td>Social Planning Associate, Social Planning, Policy and Program Administration</td>
<td>Region of Waterloo</td>
</tr>
<tr>
<td>Heather Froome</td>
<td>Administrator, Social Development Programs, Social Planning, Policy and Program Administration</td>
<td>Region of Waterloo</td>
</tr>
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### APPENDIX B – Enhancement Summary

<table>
<thead>
<tr>
<th>Enhancement</th>
<th>Sponsoring Agency</th>
<th>Neighbourhood</th>
<th>Funding</th>
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<td><strong>Site Enhancements</strong></td>
<td>Cambridge Family Early Years</td>
<td>Downtown Cambridge</td>
<td>$2,255</td>
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<tr>
<td></td>
<td>Cambridge Self Help Food Bank</td>
<td>Hespeler</td>
<td>$3,120</td>
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<td></td>
<td>House of Friendship</td>
<td>Chandler Mowat</td>
<td>$3,855</td>
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<td></td>
<td>K-W Counselling Services</td>
<td>Victoria Hills</td>
<td>$7,500</td>
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<td></td>
<td>Mosaic Counselling &amp; Family Services</td>
<td>Paulander</td>
<td>$11,178</td>
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<td><strong>New Satellite Sites</strong></td>
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<td>North-East Waterloo</td>
<td>$3,269</td>
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<td>Greenway Chaplin Community Centre</td>
<td>Fiddlesticks</td>
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<td><strong>New Site</strong></td>
<td>YWCA Kitchener-Waterloo</td>
<td>Downtown Kitchener</td>
<td>$33,264</td>
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<td><strong>Basic Needs Funds</strong></td>
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<td>$24,203</td>
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<td><strong>Total</strong></td>
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<td><strong>$94,000</strong></td>
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MEMORANDUM

To: Chair Sean Strickland and Members of the Community Services Committee

From: Leslie Perry, Project Manager, Modernization Project
David Dirks, Director, Employment and Income Support

Copies: Michael Schuster, Commissioner, Social Services

File No.: S09-80

Subject: UPDATE: REPLACEMENT OF TECHNOLOGY FOR DELIVERY OF SOCIAL ASSISTANCE

As outlined in previous memoranda to Committee (September 28, 2010, January 11, 2011, March 8, 2011, June 7, 2011), the Province has initiated a project to replace the Service Delivery Model Technology (SDMT) which supports the delivery of social assistance (Ontario Works, Temporary Care Assistance, Ontario Disability Support Program, Assistance for Children with Severe Disabilities) in Ontario. The initiative is part of a broader modernization effort by the Province to enhance service delivery and customer service. The project is to be implemented in two phases. Phase I, the Online Application for Social Assistance, was implemented May 16, 2011. An evaluation of the implementation of the Online Application for Social Assistance at the local level is in progress.

Phase II, the replacement of the SMDT, is scheduled for implementation in the Spring of 2013. The Project is currently in the design stage for Phase II. As an element of the design stage, the Project is hosting Design Engagement Sessions in which components of the new technology are presented to staff across the Province with an opportunity to provide comments on the design of the new technology. Employment and Income Support staff attended Design Engagement Sessions in November 2011 and January 2012. Two final Design Engagement Sessions will be hosted by the Project in April 2012 and May 2012. Upon completion of the design phase, the Project will begin construction of the final product. Following the construction phase, the Project will conduct testing and a dress rehearsal prior to implementation of the new technology in Spring 2013.

Critical work which must occur before implementation will be a review of the impact of the new technology upon local business processes and the resulting redesign. This will require that training of staff not only address the use of the new technology but also the supporting business processes. At the same time, the Region has developed a number of standalone databases to complement the current SDMT. Ideally there will be time to review these in advance of implementation to determine whether they are redundant, should be maintained or tweaked to align with the new technology. For this reason, Information Technology has been involved in the planning for implementation from the outset.
Given the importance of the technology to the delivery of Ontario Works, staff will keep Council informed of progress toward implementation.

The delivery of social assistance addresses Focus Area 4: Healthy and Inclusive Communities of Council’s 2011 – 2014 Strategic Focus.

For further information, please contact David Dirks, Director of Employment and Income Support at Phone: 519 883-2179 or ddirks@regionofwaterloo.ca.
To: Chair Sean Strickland and Members of the Community Services Committee  
From: Marie Morrison, Manager, Social Planning  
Lynn Randall, Director, Social Planning, Policy & Program Administration  
Copies: Michael Schuster, Commissioner, Social Services  
Rob Horne, Commissioner, Planning, Housing and Community Services  
File Code: S13-40  
Subject: UPDATED NEW HOUSING STABILITY BROCHURES  

At the meeting you will receive the 2012 brochures related to the housing stability system that have been produced by Social Planning, Policy and Program Administration through Corporate Publishing.

The completion of these brochures was originally an action of the Homelessness to Housing Stability Strategy (2007-2010). All of these brochures have been available on an annual basis since 2009. They have been updated with current information and new icons to make them more easily recognizable. As in the past, brochures will be distributed to local community service providers and be made available on the Region’s website.

Included are the five housing stability system brochures:

- Emergency Shelter
- Street Outreach
- Housing Retention and Re-Housing
- Time Limited Residence
- Affordable Housing and Supportive Housing
Also included are the Waterloo Energy Assistance Program (WREAP) and the Housing Options for Older Adults Living in Waterloo Region.

For further information please contact Marie Morrison, Manager Social Planning (519-883-2238) or Lynn Randall, Director, Social Planning, Policy & Program Administration (519-883-2190).
MEMORANDUM

To: Chair Sean Strickland and Members of Community Services Committee
From: David Dirks, Director, Employment and Income Support
Copies: Michael Schuster, Commissioner, Social Services
File No.: S09-80
Subject: ONTARIO WORKS CASELOAD: FEBRUARY 2012

This memorandum is provided as information for members of Council. Employment & Income Support, Social Services with Finance monitors the Ontario Works (OW) caseload and expenditures on a monthly basis. Below is a chart summarizing the caseload at the end of February 2012 with comparisons to the months of January 2012 and February 2011 as well as September 2008.

Very briefly,
- The OW caseload at February 2012 was: 8,822
- The increase from January 2012 was: 78 (0.9%)
- The increase from February 2011 was: 179 (2.1%)
- The increase from September 2008 was: 2,530 (40%)

- Waterloo Region unemployment rate for February 2012 was: 6.7%
- Waterloo Region unemployment rate for February 2011 was: 6.6%

### Ontario Works Caseload and Unemployment Rate

<table>
<thead>
<tr>
<th>February 2012</th>
<th>January 2012</th>
<th>February 2011</th>
<th>% Change January to February</th>
<th>% Change Year to Year</th>
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<tr>
<td>8,822</td>
<td>8,744</td>
<td>8,643</td>
<td>0.9%</td>
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Unemployment Rates – Seasonally Adjusted

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<th>January 2012</th>
<th>February 2011</th>
<th>% Change January to February</th>
<th>% Change Year to Year</th>
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<tr>
<td>Province</td>
<td>7.6</td>
<td>8.1</td>
<td>8.0</td>
<td>(6.2%)</td>
<td>(5.0%)</td>
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<td>Waterloo Region</td>
<td>6.7</td>
<td>6.9</td>
<td>6.6</td>
<td>(2.9%)</td>
<td>1.5%</td>
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*As revised by Statistics Canada

Consistent with previous years the caseload has grown slightly (78) from January. It now sits 40% higher than the outset of the recession or September 2008. Intake activity while slightly higher than this time last year (2%) was much less than the immediately preceding month. As indicated in Memorandum S09-80 (OW Caseload – January 2012) experience would suggest that the caseload will continue to grow in March 2012.

The caseload has reached the maximum level for which additional temporary staffing had been approved by Council. Staff will continue to monitor and report to Council on the implications for staffing in the coming months.

The provision of social assistance supports Focus Area 4 of the 2011-2014 Corporate Strategic Focus: Healthy and Inclusive Communities.

If you have any questions or comments or for further information, please contact David Dirks, Director, Employment and Income Support at 519-883-2179 or ddirks@regionofwaterloo.ca
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<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
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<tbody>
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<td>18-Jan-12</td>
<td>Budget Committee</td>
<td>Review and approve the Funeral Rates Memorandum of Understanding between the Region of Waterloo and the Funeral Directors of Waterloo Region</td>
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<tr>
<td>Social Services</td>
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