REGIONAL MUNICIPALITY OF WATERLOO
COMMUNITY SERVICES
AGENDA

Tuesday, November 27, 2012
9:00 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener

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

2. DELEGATIONS

a) Sam AbiSaab and Doug Wilson, Heart and Stroke Foundation, Re: How to Save a Life Campaign

3. REPORTS – Planning, Housing & Community Services

a) P-12-124, Housing Services Act - Implementation of Housing Program Administrative Policies in the Region of Waterloo

b) P-12-125, New Performance Monitoring Tool - Housing Provider Performance Standards Matrix

c) CR-RS-12-079/P-12-128, Proposed Delegation of Authority – Housing Services Act

REPORTS – Social Services

d) SS-12-050, Community Homelessness Prevention Initiative (Staff Presentation)

e) SS-12-051, Research Project on Family Homelessness

f) SS-12-052, All Roads Lead To Home: The Homelessness To Housing Stability Strategy for Waterloo Region - Action Framework and Strategy (2012) (Staff Presentation) (Attachments distributed separately to Councillors and Senior Staff only)

4. INFORMATION/CORRESPONDENCE

a) Memo: Seasonal Events at Joseph Schneider Haus and McDougall Cottage

b) Memo: Seasonal Activities at Waterloo Region Museum

c) Memo: Employment Resource Centre – Rural Outreach

d) Memo: Survey Findings: Ontario Works Discretionary Benefits

Region – a 2012 Report *(Attachments distributed separately to Councillors and Senior Staff only)*

5. **OTHER BUSINESS**

a) Council Enquiries and Requests for Information Tracking List

6. **NEXT MEETING – December 11, 2012**

7. **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, November 27, 2012 immediately following the Community Services Committee meeting 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) personal matters about identifiable individuals - committee appointments
c) labour relations
d) receiving of legal advice and opinion that is subject to solicitor-client privilege related to interpretation of legislation
e) personal matters about identifiable individuals - committee appointments
f) receiving of legal advice and opinion that is subject to solicitor-client privilege related to a legal agreement
g) proposed or pending acquisition of land in the City of Kitchener
h) personal matters about identifiable individuals - committee appointments
i) personal matters about identifiable individuals - committee appointments
j) litigation or potential litigation related to a matter before an administrative tribunal
k) litigation or potential litigation related to a matter before an administrative tribunal
l) proposed or pending acquisition of land in the City of Kitchener

8. **ADJOURN**
REGION OF WATERLOO
PLANNING, HOUSING AND COMMUNITY SERVICES

Housing

TO: Chair Sean Strickland and Members of the Community Services Committee
DATE: November 27, 2012
FILE CODE: D26-03

SUBJECT: HOUSING SERVICES ACT – IMPLEMENTATION OF HOUSING PROGRAM ADMINISTRATIVE POLICIES IN THE REGION OF WATERLOO

RECOMMENDATION:

THAT the Regional Municipality of Waterloo take the following actions regarding the Housing Services Act – Implementation of Housing Program Administrative Policies, as described in Report No. P-12-124, dated November 27, 2012:

a) Approve policy amendments to the Region of Waterloo’s Housing Program Administrative Guide, as described in this report, with such amendments to take effect on January 1, 2013;

b) Approve new administrative policies, as described in the report, with such policies to take effect on January 1, 2013.

c) Authorize the Commissioner of Planning Housing and Community Services to undertake updates as required that are consistent with the legislation and policies of the Region of Waterloo, and to report annually to Committee and Council

d) Authorize the Commissioner of Planning, Housing and Community Services to appoint members to the review body of the community housing review system, to undertake updates as required that are consistent with the legislation and policies of the Region of Waterloo, and to report annually to Regional Council.

e) Forward a copy of this report to all prescribed housing providers in Waterloo Region.

SUMMARY:

The Province of Ontario launched its Long-Term Affordable Housing Strategy (LTAHS) and introduced Bill 140, Strong Communities through Affordable Housing Act, 2010 on November 29, 2010. This is the most significant change for housing previously under the Social Housing Reform Act (SHRA) in Ontario, since the Province transferred Community Housing responsibilities to municipal Service Managers, including the Region of Waterloo, over 12 years ago.

After considerable deliberation by the Province with stakeholders and a series of amendments made in response to stakeholder submissions (including one from the Region of Waterloo as outlined in Report P-09-093/SS-09-067), Bill 140 received Royal Assent on May 4, 2011. The date of proclamation for the new legislation, The Housing Services Act, 2011 (HSA), was January 1, 2012.

The Housing Services Act, 2011 (HSA) replaces the Social Housing Reform Act, 2000 (SHRA) and details the new operating framework for the delivery of housing programs in the Province of Ontario. The new legislation incorporates some existing requirements but also introduces new requirements including local Housing and Homelessness Plans and the opportunity to establish local standards.
Many of the Regulations to Bill 140 were filed by the Province on August 11, 2011, to further support implementation of the new legislation, and also took effect on January 1, 2012.

Implementation of the HSA has required local consultation on many levels. In order to prepare for the legislative changes under the HSA, the Region of Waterloo’s Housing Division staff undertook an extensive consultation process throughout 2011 and 2012, as outlined in Report P-11-090/SS-11-048 dated November 8, 2011.

Initially, the focus was to implement any mandatory requirements that needed to be in place by January 1, 2012. This was achieved through a series of policy amendments to the Region’s Housing Program Administrative Guide, as outlined in Report P-11-090/SS-11-048 dated November 8, 2011.

Once the mandatory requirements were addressed, the focus shifted to consultation in areas where the HSA allowed for local flexibility or where local standards needed to be developed and implemented. Some of the key areas included in the 2012 consultation were: wait list and rent-geared-to-income (RGI) policies and procedures; reporting requirements; local standards for housing provider operations; and the system for reviewing certain decisions.

While the new legislation brings expanded flexibility, it also increases the level of accountability. The consultation process undertaken in 2012 was both an opportunity to consult with providers on these areas of local flexibility, but also to identify and build in measures to ensure ongoing accountability. Stakeholders appreciated the opportunity to contribute to amending and creating these policies, and in general, supported the recommended policies.

Report P-12-124 details the policy recommendations (new and revised) to the Housing Program Administrative Guide, resulting from the 2012 HSA consultation process. As always, any new policies that are created in the future are subject to Regional Council approval.

REPORT:

Housing Services Act

In the Province’s Long-Term Affordable Housing Strategy (LTAHS), a key element was to replace the Social Housing Reform Act, 2000 (SHRA) with a more enabling Housing Services Act, 2011 (HSA), as the responsibility for community housing was being transferred to municipal Service Managers and would be funded in Ontario through the property tax base.

The Province implemented Bill 140, Strong Communities through Affordable Housing Act in 2010. Schedule 1 of Bill 140 replaces the majority of the SHRA and outlines the new operating framework for community housing programs administered by municipal Service Managers. With the exception of the Housing and Homelessness Plans required in the new legislation and some new areas of local discretion, Service Managers needed to be in compliance by January 1, 2012.

In order to ensure compliance with all mandatory requirements, the Region’s Housing Division identified a detailed approach to address the mandatory requirements as outlined in Report P-11-090/SS-11-048. Regional staff drafted a series of policy amendments to ensure compliance with the mandatory requirements and identified where status quo could be maintained until such time as a full consultation process could be conducted to contemplate local delivery options and impacts.

Consultation Process

In November 2011, a detailed implementation and consultation plan (as outlined in Report P-11-090/SS-11-048 dated November 8, 2011) was established. The plan, summarized below, identified the key
actions to be taken to ensure implementation of and compliance with the HSA. This report addresses the recommended outcomes related to the actions identified with an asterisk below.

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<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tr>
<td>Report to Committee/Council (October)</td>
<td>Planning and consultation related to Phase I Consolidation of homeless funding and programs</td>
<td>Implementation of the Phase I Consolidation of homeless funding and programs</td>
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<td>Participate in any additional consultations regarding Phase I Consolidation</td>
<td>Consultation on Housing and Homelessness Plan</td>
<td>Develop/finalize Housing and Homelessness plan</td>
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<td>Initial consultation with key stakeholders (November)</td>
<td>Advocate with Province for amendments to new legislation</td>
<td>Ongoing training</td>
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<td>Initial training with staff and providers (November)</td>
<td>HSC review of insurance requirements</td>
<td>Report to Committee/Council</td>
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<td>Implementation of mandatory Requirements (effective January 1/12)</td>
<td>*Consultation on local standards</td>
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<td>*Review/draft policies/procedures</td>
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<td>*Update existing polices/procedures</td>
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<td>*Ongoing training</td>
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<td>*Execute new delegation agreements</td>
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<td>*Report to Committee/Council</td>
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</table>

**Flexibility and Accountability**

Under the new legislation, Service Managers were given increased flexibility for establishing local rules and standards, some of which were previously prescribed under the SHRA. New areas of local discretion allow for the development of local rules relating to wait list and rent-g geared-to-income eligibility, standards for housing provider operations including property management, conflict of interest, minimum number of Board meetings, leases, multi-year financial plans, and the system for dealing with certain reviews under the HSA.

In order to ensure both flexibility and accountability throughout the local consultation process, a number of guiding principles were established. The principles outlined the need to achieve outcomes consistent with the values of the Region of Waterloo as identified in the Region of Waterloo’s Strategic Focus (2011-2014) and those of the Province as identified in the HSA, its related regulations and the Ontario Housing Policy Statement.

The consultation process helped to ensure stakeholder awareness of the Region’s values and the legislated requirements, along with an opportunity to facilitate their participation in shaping local standards that were both achievable and measurable.

**Impact on Stakeholders**

In addition to addressing regional and provincial values, the consultation process also considered the potential impacts on all stakeholders including applicants, residents, housing provider staff/ volunteers, and Region of Waterloo staff. The challenge was to strike a healthy balance between the interests of various groups in establishing local policy or standards that would be applicable for all.

In establishing new policy directions, some of the additional key considerations were:
Best use of available housing resources (units);
Ensuring adequate access into, and transition from, community housing programs; and
Ensuring fairness, consistency, transparency and inclusivity in program delivery

Policy Recommendations

The implementation plan to address the requirements of the HSA, as outlined in report P-11-090/SS-11-048, focused initially on mandatory requirements under the HSA that needed to be in place by January 1, 2012. Initial policy amendments addressed minor language changes to bring existing policies in line with the new requirements.

The second phase of the implementation called for the adoption of existing local policies or language from the SHRA until such time as a proper local consultation process could be conducted to review local delivery options and impacts. This consultation process was completed in October 2012 and resulted in additional recommended policy amendments and new local policies for consideration.

The policy recommendations outlined in this report include amendments to existing policy (Attachment 1), the adoption of previously prescribed regulations under SHRA as local standards (Attachment 1), and new policies developed to address areas where the HSA allows for local flexibility or local standards (Attachment 2). These policy recommendations address language updates, and help transition language from the SHRA into local policies and new local standards. They also incorporate recommendations resulting from changing legislative requirements, lessons learned and best practices identified in the last 10 years from the local delivery of housing programs and other opportunities to enhance overall program delivery.

The policy areas reviewed during the 2012 consultation process include:

1. Wait List Management
2. Rent geared-to-income administration
3. Housing provider operations / Reporting requirements
4. System for dealing with reviews of certain decisions

Some of the significant policy recommendations include:

- **Overhousing** – the establishment of a local wait list priority for current overhoused RGI households. This will permit the timely transition of RGI households into appropriate sized units, ensuring the best use of existing housing resources.

- **Local Standards for Housing Provider Operations** – establishes local policies for formerly prescribed (through the previous SHRA legislation) housing provider operations in the areas of conflict of interest, remuneration of directors, property management, leases and occupancy agreements, minimum number of board meetings, and the new HSA requirement for housing provider succession/training plans for staff and volunteers.

- **Reporting Requirements** – provides reporting templates for housing providers to complete and submit either with their Annual Information Returns or Annual Subsidy Entitlement, or quarterly on prescribed dates, or more frequently as requested by housing programs staff. This will ensure that housing provider boards have complete and accurate information to inform decision making and to assist housing provider and housing programs staff in preparing budgets, forecasting and addressing concerns regarding administration and legislative compliance. The new reporting requirements include: housing provider arrears, unit activity, five-year capital plans, and note disclosures for reporting vacancy losses.
System for Dealing with Reviews – establishes a new Service Manager review body that includes Regional housing staff and housing provider representatives. The system will address requests for reviews regarding the wait list and RGI-related decisions subject to a review under the HSA. Previously, the Service Manager handled wait list related reviews, while housing providers handled RGI reviews. The new system combines both wait list and RGI reviews into a single process and is intended to promote a fair, consistent and transparent review process, while ensuring that all review body participants have appropriate knowledge of the HSA requirements along with local policies and procedures.

Intersections with other initiatives

There are a number of initiatives that intersect with the implementation of the Housing Program Administrative Guide policies created and amended through the local HSA consultation process. The Guide is not a duplication of other initiatives. Rather, these initiatives complement each other and provide structure in the administration of community housing. Three major initiatives include the implementation of a local Housing and Homeless Plan, the creation of the Service Managers Manual and the creation of the Housing Provider Performance Standards Matrix.

- Housing and Homelessness Plan: The Housing Division and Social Services’ Social Planning, Policy and Program Administration Division are jointly developing a Housing and Homelessness Plan, in consultation with key stakeholders, to be implemented by January 1, 2014, in accordance with the HSA requirements. The plan will address local housing and homelessness issues.
- Service Manager Manual: The Housing Division is currently creating a Service Manager Manual. This manual determines the policies and procedures that govern the internal operations of the Housing Division as Service Manager, as designated by the province. Policies within the manual will provide a framework for implementing the assessments and define roles and responsibilities for internal stakeholders.
- Housing Provider Performance Standards Matrix: The Housing Division is currently creating a Housing Provider Performance Standards Matrix, a tool created by the Region of Waterloo’s Housing Division to be used in conjunction with each Housing Providers’ annual reporting requirement to establish general performance expectations while recommending remedies and solutions in the performance areas where the Housing Provider does not meet the established standard.

Next Steps

Pending Regional Council approval, implementation of all recommendations, including initiating the Community Housing Review System, would be effective January 1, 2013. A housing provider training/information session would also be scheduled to address forthcoming changes in local rules and housing provider administrative practices.

Housing Programs staff will continue to consult on local wait list priorities and wait list management to ensure consistency with the local Housing and Homelessness Plan under development, in accordance with the HSA, and to be implemented by January 1, 2014.

It is recommended that future updates and amendments to the Housing Programs Administrative Guides that are consistent with the legislation and policies of the Service Manager be authorized by the Commissioner of Planning, Housing and Community Services and form part of annual updates to Regional Council.
Area Municipal Consultation/Coordination

A copy of this report will be distributed to all Area Municipalities.

CORPORATE STRATEGIC PLAN:

Strategic Focus Area 4: The Region of Waterloo will work with community partners to take actions to reduce inequities and enhance community health, safety, inclusion and quality of life. The Region plans and provides programs and services to respond to the changing demographics and diverse needs of the community. This creates opportunities for people to develop to their full potential and to make a positive difference at all stages of life.

FINANCIAL IMPLICATIONS:

The costs of implementing any policy recommendations outlined in this report can be accommodated using approved budget resources in Planning, Housing and Community Services.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Financial and Legal Services have been consulted in the preparation of this report.

ATTACHMENTS:

Attachment 1 – Amended Existing Policies and Previously Prescribed SHRA Regulations adopted as local standards - Housing Program Administrative Guide

Attachment 2 – New Local Standards - Housing Program Administrative Guide

PREPARED BY: Sherry White, Supervisor, Access and Income Testing
Jennifer Murdoch, Manager, Housing Programs
Deb Schlichter, Director of Housing

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

Amended Existing Policies and Previously Prescribed SHRA Regulations adopted as local standards - Housing Program Administrative Guide

### Amended Existing Policies

<table>
<thead>
<tr>
<th>Consultation Topic</th>
<th>HSA Reference</th>
<th>Proposed Relevant Policies/Procedures</th>
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<tbody>
<tr>
<td>Occupancy Standards</td>
<td>HSA, s. 43 &amp; 46</td>
<td>*CA - 5.8 Occupancy Standards</td>
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<td>O. Reg. 367/11, s. 43</td>
<td>CA - 5.9 Exceptions to Occupancy Standards</td>
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<tr>
<td>Ceasing to meet occupancy standards</td>
<td>HSA, s. 42</td>
<td>**RGI – 4.1 Cease to Qualify for RGI assistance</td>
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<td>O. Reg. 367/11, s. 38</td>
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<td>Absence from Unit</td>
<td>HSA, s. 42</td>
<td>RGI – 3.6 Absence from Unit</td>
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<td>O. Reg. 367/11, s. 37</td>
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<td>Immigration Sponsorships</td>
<td>O. Reg 298/01, s.</td>
<td>RGI – 5.15 Immigration Sponsorships</td>
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<td>Reporting Changes</td>
<td>O. Reg 367/11, s. 28</td>
<td>CA – 5.16 Reporting changes in applicant information</td>
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<td>RGI – 3.11 Time Period for Reporting Changes</td>
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<td>Overhousing</td>
<td>O. Reg. 367/11, s. 38</td>
<td>RGI – 3.10 Overhoused RGI Households</td>
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<td>Refusals of offers</td>
<td>O. Reg. 367/11, s. 39</td>
<td>CA – 8.3 Offers to Applicants</td>
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<td>Market to RGI</td>
<td>O. Reg. 367/11, s. 48</td>
<td>CA – 5.14 Market Rent Social Housing Residents</td>
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<td>RGI – 11 Community Housing Review System – Waiting List Decisions</td>
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<tr>
<td>System for Dealing with Reviews</td>
<td>HSA, s. 155 -156</td>
<td>RGI – 9 Community Housing Review System – Decisions by Housing Provider</td>
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<td>O. Reg. 367/11, s. 138 – 139</td>
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</tbody>
</table>

*CA = Co-ordinated Access **RGI = rent geared-to-income
Previously Prescribed SHRA Regulations adopted as local standards

<table>
<thead>
<tr>
<th>Consultation Topic</th>
<th>HSA Reference</th>
<th>Proposed Relevant Policies/Procedures</th>
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<tr>
<td>Conflict of Interest</td>
<td>O. Reg. 367/11, s. 100</td>
<td>PA – 4.1 Conflict of Interest Policy</td>
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<td>Minimum Number of Board Meetings</td>
<td>O. Reg. 367/11, s. 100</td>
<td>PA – 4.2 Minimum Number of Board Meetings</td>
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<td>Remuneration of Board Members/Directors</td>
<td>O. Reg. 367/11, s. 100</td>
<td>PA – 4.3 Remuneration of Board Members/Directors</td>
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<td>Property Management Procurement and Contracts</td>
<td>O. Reg. 367/11, s. 100</td>
<td>PA – 4.4 Property Management Procurement and Contracts</td>
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<td>Leases and Occupancy Agreements</td>
<td>O. Reg. 367/11, s. 100</td>
<td>PA – 4.5 Leases and Occupancy Agreements</td>
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</table>

PA = Program Administration
Policy Intent: To ensure that Boards of Directors of Community Housing Providers have complete and accurate information on vacancy loss and unit turnover, on a regular basis, to inform decision making.

To assist the Community Housing Provider and the Service Manager in preparing budgets, forecasting, analysis and addressing concerns regarding administration and compliance.

Procedural Requirements:
- On a monthly basis (or however frequently the board or board executive meets if less than monthly) the board should receive a report from property management that provides, at a minimum, the following information regarding each vacancy:
  - Notice to Vacate Date
  - Activity type (proper notice to vacate, improper, eviction or overhoused)
  - Date unit is vacated and re-occupied
  - Number of days vacant
  - Vacancy loss at full market value for the unit
  - Any arrears or other related charges
- In addition to the above information, the Region as Service Manager (through appointed Housing Co-ordinator), will request additional information on a quarterly basis including, unit number, primary resident name, unit size and unit type, Rent Geared-to-Income (RGI) or Market Status at move out/move in and name of new resident. At the Board’s discretion, this information can also form part of the report to the Board.
- The required quarterly electronic reporting (as of March 31st, June 30th, Sept. 30th and Dec. 31st) will be as per the Unit Activity Reporting Form and is to be submitted to the Service Manager no later than 5 business days after the end of each quarter.
- Providers are encouraged to utilize the Unit Activity Reporting Form in the regular reporting to the board (‘hiding’ columns where appropriate) to minimize administrative requirements and ensure confidentiality.
- This form (for the reporting fiscal year and intended to be cumulative for the fiscal year) will also be required to be submitted with the Annual Information Return and Audited Financial Statements and may also be requested at any time throughout the year to assist the Service Manager in completing a review, understanding issues facing the provider or to collect information to inform decision making.

Documentation Requirements:
Unit Activity reporting form; Annual Information Return (AIR)
**Policy Intent:** To ensure that Boards of Directors of Community Housing Providers have complete and accurate information on current and former resident arrears, on a regular basis, to inform decision making.

To assist the Community Housing Provider and the Service Manager in preparing budgets, forecasting, analysis and addressing concerns regarding administration and compliance.

**Procedural Requirements:**
- On a monthly basis (or however frequently the board or board executive meets if less than monthly) the board (or delegated executive committee of the Board) should receive a report from property management that provides, at a minimum, the following information regarding arrears:
  - Current arrears (in dollars and months)
  - If a payment plan is in place
  - Former Tenant/Member arrears
  - Other outstanding charges owing
  - Current rent/housing charge of household in arrears
- The Service Manager (through Housing Co-ordinators) requires quarterly reporting (as of March 31st, June 30th, Sept. 30th and Dec. 31st) of the above noted information. Reports are to be submitted to the Service Manager no later than 5 business days after the end of each quarter.

**Documentation Requirements:**
Annual Information Return (AIR)
HOUSING DIVISION
Housing Programs – Policies & Procedures

<table>
<thead>
<tr>
<th>Section</th>
<th>Policy</th>
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<tbody>
<tr>
<td>3</td>
<td>3.3</td>
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</table>

Title: Reporting Requirements – Note Disclosures for Reporting Vacancy Loss

Activity Area: Administration

**Policy Intent:** To assist housing providers in accounting for vacant Market and Rent Geared-to-Income (RGI) units. This information is to be reported as a note disclosure to the audited financial statements.

**BACKGROUND**

The filling of vacant units is the responsibility of the housing provider’s staff/property management company. The staff/property management reports monthly to the Board of Directors on the status of vacant units. In addition, the staff/property management company informs the corporation on the number of RGI and market units available for occupancy. It is important that a process to account for vacancy loss in all units be implemented, since funding of RGI units is provided by the Region. The non-profits/cooperatives are responsible for market vacancy loss through the funding model.

Below is a chart demonstrating the note disclosure format prepared by your auditor for the audited financial statements along with an example of the required journal entries to record the monthly vacancy loss.

**Reporting Vacancy Losses**

**Vacancy Losses as Note Disclosure on Audited Financial Statements:**

<table>
<thead>
<tr>
<th>Note XX</th>
<th>Occupancy/rental charges</th>
<th>2011</th>
<th>2010</th>
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<tbody>
<tr>
<td></td>
<td>RGI</td>
<td>Units</td>
<td>Market</td>
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<td></td>
<td>Units</td>
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<td>Units</td>
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<tr>
<td>Gross rental charges</td>
<td>90,310</td>
<td>A</td>
<td>468,987</td>
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<td>RGI subsidy</td>
<td>(70,716)</td>
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<td>Vacancy loss</td>
<td>(2,522)</td>
<td>C</td>
<td>(2,000)</td>
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<td>Net rental charges</td>
<td>17,072</td>
<td>466,987</td>
<td>484,059</td>
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**Legend:**

A - Gross Rent Geared-to-Income charges to be reported on line 301 of AIR
B - Rent Geared-to-income subsidy used to be reported on line 302 of AIR
C - RGI vacancy loss to be reported on line 303 of AIR
D - Market Gross Rental Charges are to be reported on line 306 of Annual Information Return "AIR"
E - Market vacancy loss to be reported on line 307 of the AIR
Example of recording vacancy losses:

Number of units: 2 market units, (1 occupied and 1 vacant)
2 RGI units, (1 occupied and 1 vacant)

Monthly market rental charge $600
Monthly GI rental charge $400

Record Market Occupancy Charge and Vacancy Loss

(1) Journal Entry - Unit Occupied  
Accounts Receivable 600  
Gross Market rental Charge (600)

(2) Journal Entry - Vacant unit  
Vacancy loss – market 600  
Gross Market rental charge (600)

Record GI Rental Charge and Vacancy Loss

(3) Journal Entry - Unit Occupied  
Accounts Receivable 400  
Gross Market rental charge (600)  
Subsidy Allocated/Used 200

(4) Journal Entry - Vacant unit  
Vacancy loss – GI 600  
Gross Market rental charge (600)  
Subsidy Allocated/Used 0

<table>
<thead>
<tr>
<th></th>
<th>Accounts Receivable</th>
<th>Gross Market Charges</th>
<th>Subsidy Allocated/Used</th>
<th>RGI Vacancy Loss</th>
<th>Market Vacancy Loss</th>
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<tr>
<td>1</td>
<td>600</td>
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Documentation Requirements:

Annual Information Return (AIR)

See Also: PA 3.1 Reporting Requirements – Unit Activity; PA 3.2 Reporting Requirements – Arrears; PA 3.4 Reporting Requirements – 5 Year Capital Plan
Policy Intent: To ensure that Boards of Directors of Community Housing Providers review and plan annually for capital work. To assist the Community Housing Provider and the Service Manager in forecasting, analysis and addressing capital repair needs.

Procedural Requirements:

Housing providers are required to submit a 5 year capital plan along with their Annual Subsidy Entitlement (ASE), if program requires.

The process is as follows:

1. The Region of Waterloo’s Finance Department will send a 5 Year Capital Plan template to the housing providers at least 150 days or five months prior to the beginning of the provider’s next fiscal year.

2. The Board and provider staff will review the most recent Building Condition Audit, capital work completed or planned for the current fiscal year and previous 5 Year Capital Plan. Housing staff are available to assist with the process.

3. The housing provider will complete the template and return it to the Region of Waterloo’s Finance Department in an electronic format at least 90 days or three months prior to the commencement of the provider’s next fiscal year along with the Annual Subsidy Entitlement form (if program requires).

4. The Region of Waterloo’s Housing Division and Finance Department will review the Plan and provide written feedback to the housing provider within 30 business days.

5. The Plan should be used as a planning tool during the fiscal year to complete priority capital work.

Documentation Requirements:

5 Year Capital Plan Template
Building Condition Audit
Annual Information Return

See Also: PA 3.1 Reporting Requirements – Unit Activity; PA 3.2 Reporting Requirements – Arrears; PA 3.3 Reporting Requirements – Note Disclosures for Reporting Vacancy Loss
Policy Intent: To ensure that Boards of Directors of Community Housing Providers have incorporated into their annual planning cycle an opportunity to review the training needs for volunteers (including Board), staff and members of housing co-operatives and succession planning for the Board of Directors.

Procedural Requirements:

The Housing Services Act (HSA) and Regulations require housing providers to prepare and implement training plans for staff, volunteers and members (in the case of Co-operatives) and a succession plans for the Board of Directors. To address this requirement, the Board of Directors shall:

1. Annually, during preparation of the operating and capital budgets, review, evaluate and amend previous plans as necessary.

2. Training Plans should:
   a. Identify areas of concern/weakness through
      i. the Annual Information Return
      ii. issues managed through Board meetings
      iii. input from staff
      iv. input from residents
      v. input from Housing Co-ordinator
   b. Consider the indicators in the Housing Providers Performance Standards Matrix and Risk Assessment tool
   c. Prioritize the areas of concern/weakness
   d. Review current skills and knowledge of Board and staff to address the concerns/weakness
   e. Prioritize training plans to focus on areas of concern where an increase in skills and knowledge is necessary/desired
   f. Include a frequency and format that suits the needs of the provider and addresses a number of the high priority areas of concerns/weakness
   g. Include resources and materials available from the housing sector and Service Manager to support the preparation and implementation of the plans
   h. Include an evaluation of training provided and recommendations for amendments
   i. Consider making recommendations to other providers or Service Managers for successful training
   j. Consider collaborating with other providers who may have similar training needs.
   k. Include timeframes for implementation/delivery of training
   l. A similar process should be followed in case of training requirements for co-operative housing members
3. Succession Plans should:
   a. Provide for a regular review of policies and by-laws that govern election/appointment and terms of directors and officers of the corporation, to ensure the needs of the corporation are being met
   b. Consider training needs identified in training plan process
   c. Identify desired skills and knowledge to ensure a well-rounded Board of Directors
   d. Compare skills and knowledge set of current directors, to areas identified as desired (in c. above).
   e. Implement a recruitment strategy that is broad and varied enough to attract board members with the desired skills that are not being currently met
   f. In the case of a housing co-operative, identify and actively address areas within the Board responsibilities and required skill set which may require additional training and/or support

4. Approve both the training and succession plans and provide copies to the Region of Waterloo for comment, along with the annual submission of the Annual Information Return, Audited financial statements and 5 year capital plan.

**Documentation Requirements:**

Board Plan

*See Also: O.Reg. 367/11 Sec. 87 1 – 3.*
Policy Intent: The intent of this policy is to identify the requirements for households receiving RGI assistance that are considered to be overhoused.

Eligibility Criteria
Overhoused households are identified as those that are receiving Rent Geared-to-Income (RGI) assistance in a unit that is larger than they require under the local occupancy standards. Households who are determined to be overhoused must be notified of the requirement to transfer to an appropriate sized unit.

All reasonable efforts must be made by both the tenant/member household and the housing provider to ensure a timely transition to an appropriate sized unit.

Where an overhoused household's current housing provider does not have the unit size required under the occupancy standards, the household must make an application to the Region of Waterloo’s Community Housing Access Centre (CHAC) and select a minimum number of ten sites.

If an overhoused household fails to select the minimum number of sites required, they will be added to all available sites with the correct bedroom size, within their current geographic area. If there are not sufficient site options within the current geographic area, then they will be added to sites in the closest neighbouring area(s) until the minimum requirement has been met.

Overhoused applicants will be assigned an Overhoused priority and will be ranked on the waiting list immediately following any SPP and/or Terminally Ill applicants in order of their applied date for their current housing unit.

They continue to be eligible to receive RGI assistance as long as they remain actively on the centralized waiting list and maintain the minimum number of sites required. The Community Housing Access Centre reserves the right to require additional sites be selected where any of the selected sites have less than average turn over rates.

Sites that have been identified as having less than average turnover rates will include but are not restricted to:

- Shamrock Co-op (1 bedrooms)
- Cambridge Kiwanis (1 bedrooms)
- Luther Manor
- Rent Supplement sites (with fewer than 5 of the required sized units)
- Waterloo Region Housing (semi-detached and single family homes)

Where an overhoused household's current housing provider does have the unit size required by the
household in accordance with the occupancy standards, the household must be added to the provider's internal transfer list and additionally has the option of applying to the centralized waiting list at the time of notification. If the unit size required by the household does not come available within one year, the household must make an external application to CHAC.

Overhoused households, who do not wish to apply for a transfer and remain in their current unit, can voluntarily forfeit their RGI assistance and become a market rent household.

Overhoused households that have been added to a provider's internal transfer list are to be given priority over all other households on the provider's internal transfer list, except for internal transfer households with Special Priority status.

Overhoused households will be allowed up to three (3) offers to transfer to an appropriate sized unit, after which they will cease to qualify to continue receiving RGI assistance.

Overhoused households who fail to meet any of the above requirements or refuses three (3) offers will be given a ninety (90) day notice that the household ceases to be eligible to continue receiving RGI assistance. A ninety (90) day notice can only become effective following the 12th month after a household has received notification of being overhoused.

Where extenuating circumstances can be verified such as a current serious medical crisis or the recent death of a member of the household, the household may apply to the Service Manager for a 6 month deferral on any actions required of an overhoused household. Decisions will be made on a case by case basis.

*** All decisions made in accordance with this Section of the guide are subject to a Review when requested. (See Section 9 - Community Housing Review System)
**Policy Intent:** The intent of this policy is to identify the process regarding requests for reviews, of decisions made by a Housing Provider, to the Region of Waterloo’s Community Housing Review System.

**Decisions Subject to a Review:**

A request for a review can be made for any of the following Housing Provider decisions related decisions:

- Eligibility for Rent Geared to Income (RGI) assistance;
- Eligibility for special needs housing;
- Size and type of RGI unit;
- Amount of RGI rent/housing charge payable

**Notice that a Decision can be Reviewed:**

When a decision is made that is eligible for review, a notice of the decision and information on how the household can request a review and the deadline to do so, must be provided to the household.

**Notice of Decision:**

When providing a household with a notice of decision, the written notice must include:

- The date on which the decision was made
- If a decision is subject to a review - the reason(s) for the decision, confirmation the decision can be reviewed, how to request a review and the timeline for doing so
- Where the decision can not be reviewed - that the decision is final

**Note:** Written notice must be given within seven days of any decision being made. Where a decision is subject to a review, a copy of the Request for Review form will be enclosed with the letter.

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**Title:** COMMUNITY HOUSING REVIEW SYSTEM – Decisions by Housing Providers

**Activity Area:** RGI

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**Approval Date:** September 24/12

**Revision Date:** September 24/12
Delivering a Notice:

Where notice must be provided to a household, it is to be given to all household members who are 16 years of age or older, with the exception of notices relating to special priority status, which must be given only to the household member requesting the status. Where all members of the household live at the same address, only one notice needs to be given. Notices can be delivered by giving it directly to a person, leaving it at the household’s last known address or mailing it to the last known address.

A notice is considered to have been given on the day it is given, left or mailed. A notice is considered to have been received on the day it is given, the day after it is left or five business days after it is mailed.

Requesting a Review:

Once a decision had been made and written notice provided to the household, the household has thirty (30) days after receiving the notice, to submit a request for review to the Region of Waterloo’s Community Housing Review System. The Service Manager has the discretion to extend this time if extenuating circumstances exist.

Where a household has made a request for a review, they may only withdraw the request provided the review has not been completed.

See Also: HSA, s. 155-159; O. Reg 367/11, s. 138,139; PA Community Housing Review System – Terms of Reference
HOUSING DIVISION
Housing Programs – Policies & Procedures

Section 11

Title: COMMUNITY HOUSING REVIEW SYSTEM – Waiting List Reviews
Activity Area: Co-ordinated Access

Policy Intent: The intent of this policy is to identify the process regarding waitlist related requests for review to the Region of Waterloo’s Community Housing Review System.

Decisions by the Community Housing Access Centre (CHAC) subject to a Review

Section 155 of the Housing Services Act requires Service Managers to have a system and review body in place for dealing with reviews regarding the following waiting list related determinations:

- Eligibility for Rent Geared to Income (RGI) assistance;
- Eligibility for special needs housing;
- Size and type of RGI unit;
- Eligibility for a priority category.

As the Service Manager, the Region of Waterloo has direct oversight of the local co-ordinated access system and centralized waiting list. In accordance with this role, the Region will be responsible for administering and facilitating the review process for eligible reviews of the above noted decisions. See “Terms of Reference – Region of Waterloo Community Housing Review System” for more information on the review body.

Notice that a Decision can be Reviewed:

A notice of decision for any of the above categories, must be communicated in writing to the applicant household within seven (7) business days after the decision was made. The Service Manager has the discretion to extend this time if extenuating circumstances exist.

A notice of decision will only be sent when an actual decision has been made. Where insufficient information or documentation prevents a decision from being made, the request will be considered incomplete and not subject to a review.

When providing an applicant(s) with a notice of decision, the written notice must include:

- The date on which the decision was made
- If a decision is subject to a review - the reason(s) for the decision, confirmation the decision can be reviewed, how to request a review and the timeline for doing so
- Where the decision can not be reviewed - that the decision is final.

Note: Written notice must be given within seven days of any decision being made.
Delivering a Notice:

Where notice must be provided to a applicant/household, it is to be given to all household members who are 16 years of age or older, with the exception of notices relating to special priority status, which must be given only to the household member requesting the status. Where all members of the household live at the same address, only one notice needs to be given. Notices can be delivered by giving it directly to a person, leaving it at the household’s last known address or mailing it to the last known address.

A notice is considered to have been given on the day it is given, left or mailed. A notice is considered to have been received on the day it is given, the day after it is left or five business days after it is mailed.

Requesting a Review:

Once a decision had been made and written notice provided to the household, the household has thirty (30) days after receiving the notice, to submit a request for review to the Region of Waterloo’s Community Housing Review System. The Service Manager has the discretion to extend this time if extenuating circumstances exist.

Where a household has made a request for a review, they may only withdraw the request provided the review has not been completed.

Where a decision is subject to a review, a copy of the Request for Review form will be enclosed with the letter.

See Also: HSA, s. 155-159; O. Reg 367/11, s. 138,139; PA Community Housing Review System – Terms of Reference
1.  **Mandate**

As Service Manager, the Region of Waterloo is required to have a system for dealing with reviews requested under the Housing Services Act (the Act). The mandate of the “Community Housing Review System” is to fulfill this obligation to:

a.  review eligible requests from applicants for housing or households currently living in community housing subject to the Act

b.  make a decision regarding the request and

c.  communicate that decision to the person(s) requesting the review and any applicable Community Housing Provider

2.  **Decisions Subject to a Review** – the only decisions that will be subject to a review are those identified in Section 156 of the Act.

3.  **Duties and Responsibilities** – to administer the Community Housing Review System in accordance with the Act, related regulations and all polices and procedures established by the Service Manager.

4.  **Selection of membership**

a.  The Service Manager will complete an Expression of Interest process, to all Community Housing Providers, Board members and staff to submit an application for appointment. The application process will include a resolution from the Board of Directors confirming the endorsement of an applicant(s).

b.  Applicants must be able to commit to attending mandatory training and attending scheduled Review System meetings.

c.  Applicants/Housing Provider must be in good standing, and remain in good standing through the term, with the Service Manager (no outstanding or unresolved concerns).

d.  Must comply with O. Reg. 367/11 s. 138

5.  Membership selection will be made by the Commissioner, Planning, Housing and Community Services or their delegate

6.  **Membership**

   e.  Membership will include

      i.  Housing Programs (1)

      ii.  CHAC (1)

      iii.  AAHP (1)

      iv.  WRH (1)

      v.  Community Housing Providers (3)
f. Chair and Administrator – The Region of Waterloo staff will act as chair and administrators for this committee, duties would include coordinating meeting dates, locations, scheduling review participants, serving required notice of decisions, tracking requests and outcomes. The Chair will not form part of the decision making process and simply act in a resource and administrative capacity.

7. Resignation/Termination and Replacement of Membership
   a. When a member resigns from the Review Body, the Service Manager may replace that member, through the end of the current term, with another applicant from an Expression of Interest process.
   b. When a member ceases to be “in good standing” with the Service Manager, they will be deemed to have resigned from the Review Body. The Service manager will notify the member in writing and replace the position as noted in 7 (a),

8. Terms
   g. Members are appointed for 1 year
   h. Members may serve a maximum of 3 consecutive years

9. Remuneration
   Committee Members shall serve without remuneration, however travel and parking costs will be reimbursed in accordance with Regional Policies.

10. Committee procedures and operations
    i. Chair – The Chair will facilitate the meetings
    j. Materials – Materials for the review will not be circulated prior to the meeting and are considered confidential, time will be allowed within each schedule to review the documents.
    k. Meetings – Meetings will be held monthly, an advance schedule of up to 12 months will be provided
    l. Quorum – Quorum to hold a meeting will be 3 members, excluding the Chair
    m. Decision making – if a consensus cannot be reached, decision by majority present

11. Participation in decision making
    Review System members must maintain adequate separation from the original decision making process or excuse themselves from a review where separation cannot be assured. They must be knowledgeable of the Act, its regulation and any related policies and procedures relevant to the decision being made and able to apply them accordingly. Comply with section 138 of O. Reg 367/11

12. Conflict of Interest
    Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial or personal interest could be in conflict with the Region is obliged to disclose same at the meeting. Members will not participate in any discussion or recommendations in which their family has any financial or personal interest except in common with other residents of the municipality.

See Also: HSA, s. 155-159; O. Reg 367/11, s. 138, 139; CA 9 Community Housing Review System – Waiting List Reviews; RGI 11 Community Housing Review System – Decisions by Housing Providers
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: November 27, 2012

FILE CODE: D26-04

SUBJECT: NEW PERFORMANCE MONITORING TOOL - HOUSING PROVIDER PERFORMANCE STANDARDS MATRIX

RECOMMENDATION:

THAT the Regional Municipality of Waterloo take the following actions regarding the Housing Provider Performance Standards Matrix as described in Report P-12-125, dated November 27, 2012:

a) The Regional Municipality of Waterloo endorse the Housing Provider Performance Standards Matrix (the “Matrix”) to be used as a tool for monitoring community housing performance, as presented in Report P-12-125, dated November 27, 2012; and

b) Authorize the Commissioner of Planning Housing and Community Services to undertake updates as required that are consistent with the legislation and policies of the Region of Waterloo and to report annually to Committee and Council.

SUMMARY:

The Housing Provider Performance Standards Matrix (the “Matrix”) is a new performance monitoring tool created by the Region of Waterloo’s Housing Division in consultation with housing providers and other Service Managers. This tool is to be used in conjunction with each housing providers’ annual reporting requirements to establish general performance expectations, while recommending a suite of remedies and solutions in the performance areas where the housing provider does not meet the established standard. The Matrix also defines for housing providers the opinion of the Service Manager as it relates to implementation of enforcement regulations under the Housing Services Act (2011).

The Matrix was created throughout a series of consultations with housing providers, local service agencies, sector representatives and Regional staff in order to ensure each standard appropriately reflects the expectations of both the Service Manager and housing provider. The Region is thankful for the valuable input from housing providers and external stakeholders who assisted with drafting this tool. In general, housing providers support the concept of this performance monitoring tool and appreciated input into its creation, as it will provide greater clarity regarding performance expectations. The four performance standards areas that the Matrix focuses on are: Governance, Financial Management, Asset Management, and Operations Management.

The Matrix can be an innovative tool that is used to assess housing providers’ performance within Waterloo Region. Other Service Managers across Ontario were also consulted and are considering using the Matrix for their providers.

REPORT:

Community housing providers are vital members of our community. With responsibility for more than community housing 8,300 units across the Region, including 2,722 of the regionally-owned Waterloo Region Housing units, they have helped to foster healthy, safe, inclusive and caring communities. The
Region of Waterloo has supported housing providers with an annual subsidy of more than $36.8 million while working as partners to ensure that affordable housing options are available to individuals and families who have low to moderate household incomes.

Housing providers are subject to the provisions of many legislative and regulatory regimes, such as their incorporating legislation (e.g. the Corporations Act, 1990 or the Co-operative Corporation’s Act, 1990) and various health and safety requirements (e.g. Occupational Health and Safety Act, 1990, the Ontario Building Code and the Ontario Fire Code). They are also subject to community housing program rules, Generally Accepted Accounting Principles (GAAP), and other good business practice expectations.

Under the Housing Services Act (2011), housing providers have an obligation to ensure that their projects are well managed.

A housing provider shall ensure that it’s housing projects are well managed, are maintained in a satisfactory state of repair and are fit for occupancy.

(O. Reg. 339/01, s. 7(1) and Bill 140, Housing Services Act, s. 71 (2))

If, in the Service Manager’s opinion, this housing is not well managed, The Housing Services Act (2011) also frames what constitutes “triggering events” and requires the Service Manager to make a determination regarding if in “the opinion of the Service Manager” a triggering event has occurred. If a triggering event has occurred the Service Manager may choose a number of regulated remedies to address it. The Matrix described and recommended in this report assists with defining the “opinion of the Service Manager” and allows for an objective review when considering if a triggering event has occurred.

**Triggering events**

83. The following are triggering events for the purposes of sections 84 to 98:

9. The housing provider incurs an expenditure that is, in the opinion of the service manager, substantial and excessive.

10. The housing provider incurs an accumulated deficit that is, in the opinion of the service manager, substantial and excessive.

11. In the opinion of the service manager, the housing provider has failed to operate a designated housing project properly.

Bill 140, Housing Services Act, s. 83

The Matrix reflects general performance expectations and the opinion of the Service Manager with corresponding performance measures in the four outlined standards that the housing provider must maintain in order to demonstrate their competence to manage the assets and tenancies/memberships entrusted to them. However, the matrix is a reference tool only, and is not to be construed as a list of operational or administrative requirements.

The Matrix has been designed to serve as an instrument for both the housing provider and Service Manager (Region of Waterloo). It enables each party to have a common understanding of expectations, standards and remedies as it relates to the operation of community housing throughout Waterloo Region. The Matrix consolidates the Service Manager’s high level expectations of housing provider performance in four standard areas which address and clarify the level of concern and potential suite of remedies/solutions.

The four performance standards featured in the Performance Standard Matrix are:

- Governance;
- Financial Management;
Asset Management; and
Operations Management.

Within each standard area, there are specific performance indicators that will be measured against the Service Manager's level of concern. The four performance areas include a total of 74 individual indicators. A complete list of indicators is attached as Attachment A. As an example, the Arrears indicator in the Financial Management performance standard is in the table below.

A Working Group of housing provider representatives collaborated with the Region to design and draft the Matrix. A consultation session was held with all community housing providers to collect their feedback regarding the indicators and degree of concerns associated with each indicator. A draft copy was also shared with all Service Managers in Ontario for their feedback. The draft Matrix has been adopted by the Service Managers working group to create a province-wide information system. The Region’s model is proposed to form the framework for the Risk Management section of the comprehensive information technology system currently under development.

Matrix as a Tool for Assessment and Risk Management

<table>
<thead>
<tr>
<th>Standard</th>
<th>Financial Management</th>
</tr>
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<tbody>
<tr>
<td>Indicator</td>
<td>#16. Arrears</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of Concern</th>
<th>Exceeds</th>
<th>Meets</th>
<th>Moderate</th>
<th>Serious</th>
<th>Material</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td><strong>Subsidy – per household, less than 0.5 per month</strong></td>
<td>less than 1 month of arrears ($) per household in arrears</td>
<td>Greater than 1 month of arrears ($) per household in arrears</td>
<td>greater than 2 months of arrears ($) average per household in arrears</td>
<td>Greater than 3 months of arrears ($) average per household in arrears</td>
<td></td>
</tr>
<tr>
<td><strong>use fines, reminders, limited payment schedules</strong></td>
<td>limited action towards collection</td>
<td>not adhering to arrears policy</td>
<td>Collection efforts not effective.</td>
<td>arrears policies are non existent</td>
<td></td>
</tr>
<tr>
<td><strong>Appropriate and progressive collection activity (arrears, former arrears and damages)</strong></td>
<td>Arrears are impacting cash flow</td>
<td>poor reporting to the board</td>
<td></td>
<td>collection policies are non existent</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>reporting to the board is non existent</td>
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</tbody>
</table>

The Region regularly interacts with community housing providers though various means. Some interactions are mandated (through the review of Annual Information Return and budgets) and some are required for the Region to fulfil its role/responsibilities as Service Manager. This includes confirming that each housing provider complies with legislation and ensuring that projects are well managed, which is completed through operational reviews, attending board meeting, talking to staff/residents, site visits and mandated requirements. Each interaction, formal and informal, presents an opportunity to utilize the Matrix as an assessment tool to objectively assess the current level of concern, identify risk and offer remedies and resolutions.
The Matrix is presented in a table format that establishes a set of standards and level of concern for specific indicators. These standards:

- Identify the level of concern where a standard is not being met;
- Are applied when issues arise and are used as a means to determine the level of concern and appropriate response;
- Are generally assessed in collaboration with the Housing Provider, dependant on the level of cooperation of the Board and staff;
- Can be assessed independently to reflect the standard /level of concern; and
- Help indicate a need for further investigation as to the cause and source, and provides a suite of remedies that may be available.

A suite of remedies is also included in the Matrix to offer options when addressing a concern. The remedy that is used will vary with each Housing Provider and each situation. The cause and source of the concern and level of Board cooperation will influence which remedy is implemented. The remedy will increase in severity, intervention and reporting requirements relating to the degree of concern.

**Review and Evaluation**

It is recommended that updates and amendments to the Matrix that are consistent with the legislation and policies of the Service Manager be authorized by the Commissioner of Planning, Housing and Community Services, and form part of an annual update to Regional Council.

A review and evaluation should occur after 18 to 24 months to accurately reflect the changing environment.

**Intersections with other initiatives**

The key objectives of the Matrix intersect with a number of other initiatives, but are not a duplication of them. Rather, these initiatives complement each other and provide structure in the administration of community housing. Three major initiatives include the implementation of the Housing Services Act, the creation of the Service Manager Manual and the coordination of the Service Managers Housing Collaborative Initiative.

**Housing Services Act (HSA):**
The Housing Services Act, 2011 (HSA) came into effect January 1, 2012. It is the legislation that governs housing throughout the Province and replaced its predecessor entitled the Social Housing Reform Act, 2000 (SHRA). The HSA includes a number of key changes for community housing providers administered under the SHRA and Municipal Service Managers while preserving the administrative and funding responsibility for housing with Service Managers within a more flexible framework. Main changes include:

- Service Managers being required to develop 10-year local housing and homelessness plans that will be periodically reviewed.
- The establishment of areas of provincial interest that must be included in a Service Manager's local plan.
- Elimination of some forms of ministerial consents.
- Changing the wait list system to permit Service Managers to design their own local systems and permit waiting applicants to cross over from one Service Manager area to another.
- Change the name of the Social Housing Services Corporation (SHSC) to the Housing Services Corporation (HSC) and providing them broader flexibility to offer new optional services and supports.
**Service Manager Manual:**
The Housing Division is currently creating an updated Services Manager Manual that will reflect the changes resulting from the new housing legislation and subsequent policy decisions of Regional Council. This manual determines the policies and procedures that govern the internal operations of the Housing Division as Service Manager, as designated by the Province. Policies within the manual will provide a framework for implementing the assessments and define roles and responsibilities for internal stakeholders.

**Service Managers Housing Collaborative Initiative (HCI):**
In conjunction with Service Managers across the Ontario, a Service Managers Housing Collaborative Initiative is underway. The focus of the HCI is to create a consistent and effective information technology system that each Service Manager can use to manage their housing portfolio in conjunction with their own policies and procedures. The Matrix is scheduled to form the basis of the Risk Assessment tool within the new information technology system. This collaboration will ensure that best practices are established while the needs of each community are explored.

**Area Municipal Consultation/Coordination**
A copy of this report will be distributed to all Area Municipalities.

**CORPORATE STRATEGIC PLAN:**
Strategic Focus Area 4: The Housing Division will foster healthy living through information, education and policy development as well as work collaboratively to increase the supply and range of affordable housing and reduce homelessness.

Strategic Focus Area 5: The Housing Division will strengthen and enhance partnerships with area municipalities, community stakeholders and other orders of government in order to improve services, share information and discuss issues of common interest.

**FINANCIAL IMPLICATIONS:**
The costs of implementing the Matrix requirements can be accommodated using approved budget resources in Planning, Housing and Community Services.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**
Finance and Legal Services have been involved in the development of the MATRIX and consulted in the preparation of this report.

**ATTACHMENTS:**
Attachment 1 – Performance Standards and Suite of Remedies

**PREPARED BY:**  
Jennifer Murdoch, Manager, Housing Programs  
Deb Schlichter, Director, Housing

**APPROVED BY:**  
Rob Horne, Commissioner of Planning, Housing and Community Services
Performance Standards and Suite of Remedies

Performance Standards

GOVERNANCE

Governance includes effective leadership and management, accountability to funders, residents, community members and stewardship of the organization. The Housing Provider must ensure that the corporation has processes/practices, procedures, and policies in place that form a comprehensive strategy which ensures an effective and sustainable governance, staffing of the corporation and compliance with all applicable legislation.

G 1. Board composition
G 2. Succession Planning
G 3. Conflict of Interest
G 4. Reimbursement
G 5. Auditor
G 6. Regular and Annual Meetings and Minutes
G 7. By-Law Updates
G 8. Policies and updates
G 9. Staff Recruitment/ Property Management Recruitment
G 10. Staff/ Property Management Evaluation/ Monitoring
G 11. Staff/ Property Management Monthly or Quarterly Reporting
G 12. Corporate Records and Filings
G 13. Board Reviews its own Performance
G 14. Communication Strategy
G 15. Board Training
G 16. Accessibility for Ontarians with Disabilities Act (AODA)
G 17. New legislation or local standards

FINANCIAL MANAGEMENT

The Housing Provider must ensure that the corporation has processes/practices, procedures, and policies in place that form a comprehensive strategy. The amalgamation of effective budget development and monitoring processes, reasonable internal control and management processes and appropriate reporting to the board or other applicable regulatory bodies is necessary.

F 1. Budget Submission
F 2. AIR and Audited Financial Statements
F 3. Timely Submission of Compliance with Other Reporting and Regulatory Bodies, (HST, Non-Profit Tax, Ministry of Consumer and Corporate Affairs)
F 4. Combined with F3
F 5. Regular Financial Reports to the Board
F 6. Housing Charge/Rent Increases
F 7. Payment of all Financial Obligations
F 8. Financial-Related Policies
F 9. Internal Controls – Proper Levels of Authority and Sign-off
F 10. Vacancy Loss
F 11. Accumulated Surplus
F 12. Taxes
F 13. Mortgage
ASSET MANAGEMENT

The Housing Provider must ensure that the corporation has processes/practices, procedures, and policies in place that form a comprehensive asset management strategy that addresses the housing project’s preventative and routine maintenance requirements as well as a capital planning, repair and investment strategy.

A 1. Capital Reserve Fund Balance and Use
A 2. Annual Capital Plan
A 3. Five year Capital Plan
A 4. Curb Appeal
A 5. Vendor Files
A 6. Vendors – Value for Money
A 7. Procurement Processes
A 8. Preventative Maintenance Plan (PMP)
A 9. Annual Unit Inspections
A 10. Work Order Process
A 11. Work Process (capital, routine)
A 12. Utilities
A 14. Resident Charge Back
A 15. Building Condition Assessment (BCA)

OPERATIONS MANAGEMENT

The Housing Provider must ensure that the corporation has processes/practices, procedures, and policies in place that form a comprehensive strategy to address tenant/member relations, Rent-Geared-to-Income (RGI) program administration, risk management, contract management and compliance with all applicable regulatory requirements.

O 1. Service Level Standards (SLS)
O 2. Resident Selection
O 3. Leases/Occupancy Agreements
O 4. RGI Admin
O 5. Occupancy Standards/Over-housed
O 6. Internal Transfers
O 7. Marketing
O 8. Contract Management
O 9. Insurance
O 10. Rent/ Housing Charge Collection Process
O 11. Resident Files
O 12. Privacy
O 13. Rent/ Housing Charge Collection
O 14. Unit Turnover
O 15. Eviction
O 16. Risk Management
O 17. Filing System
O 18. Emergency Planning
O 19. Housing Provider internal reviews and Community Housing Review System (“Review Body”) reviews
O 20. Information Made Available by Housing Provider

**Suite of remedies**

The following is a list of potential remedies and/or solutions that are suggested when there is a low to moderate degree of concern.

<table>
<thead>
<tr>
<th>Mild/Moderate Remedies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assistance with recruitment.</td>
</tr>
<tr>
<td>2. Board and staff training.</td>
</tr>
<tr>
<td>3. Policy development – templates, approval process.</td>
</tr>
<tr>
<td>4. Engage support from sector other boards/staff.</td>
</tr>
<tr>
<td>5. Review PM and staffing contract.</td>
</tr>
<tr>
<td>6. Assistance with capital planning – both one year and five year.</td>
</tr>
<tr>
<td>7. Assistance with project management for capital work.</td>
</tr>
<tr>
<td>8. Review upcoming placement offers.</td>
</tr>
<tr>
<td>9. Assistance with marketing units.</td>
</tr>
<tr>
<td>11. Review by-laws policies regarding frequency of meetings and governance structure.</td>
</tr>
</tbody>
</table>

The following is a list of potential remedies and/or solutions that are suggested when there is a moderate to high degree of concern.

<table>
<thead>
<tr>
<th>Moderate/Serious Remedies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Appointment of Board members.</td>
</tr>
<tr>
<td>2. Removal of board members.</td>
</tr>
<tr>
<td>3. Perform duties of the Board as per legislation</td>
</tr>
<tr>
<td>4. Remove staff and/or PM</td>
</tr>
<tr>
<td>5. Close monitoring – regular visits to site/ attend board meetings.</td>
</tr>
<tr>
<td>7. Review PM and staffing contract.</td>
</tr>
<tr>
<td>8. Service Manager review/approve all RGI calculations.</td>
</tr>
<tr>
<td>9. Service Manager review/approve all purchasing.</td>
</tr>
<tr>
<td>10. Service Manager review/approve all capital projects.</td>
</tr>
<tr>
<td>11. Withhold subsidy.</td>
</tr>
<tr>
<td>12. Revoke Pro-forma Agreement for RGI and placement services with appropriate charge</td>
</tr>
</tbody>
</table>
backs.


15. Policy development.

16. Required amendments to practices.

17. Required amendments to financial practices (reserve funds, investments, internal controls, spending, bonusing.)

18. Review by-laws policies regarding frequency of meetings and governance structure.

19. Review practices and require changes – bookkeeping, payment process, board decision, internal moves, RGI, eviction, charge backs.

20. Provider submit Deficit Reduction plan for approval.

21. Regular monitoring of DRP.

22. Regular reporting to Service Manager.

23. Administrative support – minutes, templates, policies.


25. Attend Notice to Appear meetings.

26. Appoint Operational Advisor

The following is a list of potential remedies and/or solutions that are suggested when there is a material degree of concern. Please note that the suggestions addressed in the previous charts (Moderate/Serious Remedies, Mild/Moderate Remedies) can also be utilized in this situation.

### Material Remedies

1. Replace bookkeeper.

2. Replace auditor.

3. Replace Property Management, staff.

4. Replace Board.

5. Receivership.

6. Loan to new entity in accordance with previous loan agreements.

7. Dissolution.

8. Merging with another provider.

9. Other
TO: Chair Sean Strickland and Members of the Community Services Committee
DATE: November 27, 2012
FILE CODE: L04-20
SUBJECT: PROPOSED DELEGATION OF AUTHORITY – HOUSING SERVICES ACT

RECOMMENDATION:

THAT the Regional Municipality of Waterloo delegate authority to the Commissioner of Planning, Housing and Community Services, or in the absence of the Commissioner, the Director of Housing, to exercise one or more remedies as may be required in the opinion of the Commissioner, pursuant to section 85 of the Housing Services Act, 2011, as amended (the Act), to receive submissions from housing providers as contemplated by the Act and otherwise take such actions and issue such notices as may be required by Part VII of the Act as more particularly described in Report CR-RS-12-079/P-12-128, dated November 27, 2012 and that this recommendation be incorporated, by way of amendment, into Regional By-law 12-017, being a by-law to Authorize and Govern the execution of Documents on behalf of the Regional Municipality of Waterloo;

AND THAT the Regional Municipality of Waterloo delegate authority to the Commissioner of Planning, Housing and Community Services or in the absence of the Commissioner, the Director of Housing, to grant such consents or enter into such agreements as may be required to administer housing programs, on behalf of the Regional Municipality of Waterloo in its capacity as a Service Manager as may be required by the Housing Services Act, 2011, as amended, as more particularly described in Report CR-RS-12-079/P-12-128, dated November 27, 2012 and that this recommendation be incorporated, by way of amendment, into Regional By-law 12-017, being a by-law to Authorize and Govern the execution of Documents on behalf of the Regional Municipality of Waterloo.

SUMMARY:

This report contains several recommendations regarding the delegation certain duties and decisions to the Region’s Commissioner, Planning, Housing and Community Services regarding the administration of community housing by the Region of Waterloo in its capacity as a Service Manager. These duties and decisions include the exercise of certain prescribed remedies under the Housing Services Act in situations where the continued management or operation of a community housing facility is impaired and entering into agreements or provision of consents relating to the operation or proposed refinancing/redevelopment of a community housing provider. These functions do not involve setting new policy, which remains the responsibility of Regional Council.

REPORT:

The Housing Services Act, 2011 became effective January 1, 2012. It is the legislation that governs the funding and administration of community housing throughout the Province of Ontario and replaced its predecessor, the former Social Housing Reform Act, 2000 (SHRA). The Regional
November 27, 2012  Report: CR-RS-12-079/P-12-128

Municipality of Waterloo is designated as a “service manager” under the Act having continued responsibility for the oversight of administration and provider of funding for fifty (50) independent providers of community housing throughout the Region.

As with the former SHRA, the Region of Waterloo, in its capacity as a Service Manager, will continue to receive annual reports and audited financial statements from individual providers of community housing and to administer both rent-g geared-to-income subsidies for individual tenants and operating subsidies for individual community housing providers. As with the previous legislation, where the Service Manager determines that a housing provider is not operating a community housing facility properly or is otherwise not continuing the operation of a community housing facility (for example, the community housing provider becomes insolvent), then the Service Manager may initiate one or more remedies provided for in the Act. These remedies may include a suspension or reduction of operating subsidy, the assumption of duties on behalf of the housing provider, the appointment of a receiver or operational advisor, the removal of one or more of the Directors of the housing provider and/or the appointment of one or more directors to the Board of Directors of the housing provider. These remedies are intended to be exercised on a temporary basis with the intent of returning the day to day operation and control of the housing facility back to a volunteer Board of Directors on behalf of a non-profit or co-operative corporation, as the case may be.

The particular remedy warranted in each specific circumstance may vary depending on the nature of the problem facing a housing provider. The Act specifies that the remedy may only be exercised after the occurrence of a “triggering event”, namely an event or occurrence that threatens or impairs the continued proper administration or operation of the housing provider. These events are defined within the Act which also stipulates that a proposed remedy may only be exercised if, in the circumstances, it is reasonable and the remedy is exercised in a reasonable way.

In most instances, difficulties between housing providers and the Region, in its capacity as the Service Manager under the Act, are resolved through collaboration. The Act, in fact, provides that the Region must use reasonable efforts to assist the housing provider to deal with a situation that may give rise to a triggering event. Where particular difficulties cannot be so resolved, however, it is recommended that the exercise of a specific remedy provided for in the Act be delegated to the Commissioner, Planning, Housing and Community Services. The Act specifies a number of requirements that must be satisfied prior to the exercise of a remedy, including the provision of prior notice and providing the housing provider with an opportunity to make a submission in advance of the exercise of the proposed remedy. In instances where a remedy may be required in accordance with the Act, the Commissioner will ensure that Council is informed of both the proposed course of action as well as the outcome of any instance where a remedy has been exercised.

Section 17 of the Housing Services Act provides that a Service Manager may delegate some of its powers and duties under the Act. Under the previous Social Housing Reform Act, Regional Council had delegated authority to the Commissioner, Planning, Housing and Community Services to enter into service agreements relating to the administration of rent-g geared-to-income subsidies and placement of tenants/members from the Region’s co-ordinated access list and to enter such other agreements as may be required for the routine administration of the Region’s role as Service Manager in accordance with the Act. This authority would also include the grant of consents relating to the renewal of mortgages, amendments to operating agreements or refinancing or individual properties owned by housing providers. Section 161 of the Act provides, for example, that a housing provider may not mortgage or develop its real property without the written consent of the service manager in whose service area the property is located. An example of such a requirement is the proposed addition of 21 units by the Cambridge Kiwanis Village community housing facility on Linden Drive approved by Regional Council for funding under the Affordable Housing Strategy (Report P-12-028). Under the Act, this development still requires the consent of the Region of Waterloo in its capacity as service manager after conducting due diligence regarding a consent application.
Any proposed grant of funding for such a redevelopment would however still be within the prerogative of Regional Council and is not included in the proposed delegation of authority. It is recommended that the delegation of authority to the Commissioner, Planning, Housing and Community Services be continued in accordance with the *Housing Services Act* for these purposes.

**CORPORATE STRATEGIC PLAN:**

This report addresses the following two strategic priorities of Council:

Strategic Focus Area 4: The Housing Division will foster healthy living through information, education and policy development as well as work collaboratively to increase the supply and range of affordable housing and reduce homelessness.

Strategic Focus Area 5: The Housing Division will strengthen and enhance partnerships with area municipalities, community stakeholders and other orders of government in order to improve services, share information and discuss issues of common interest.

**FINANCIAL IMPLICATIONS:**

Should a specific exercise of delegated power or duty provided for in this report result in any new financial implications, direction will be sought from Regional Council in advance of the exercise of such authority.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

NIL

**ATTACHMENTS:**

NIL

**PREPARED BY:**  
*Jeff Schelling*, Solicitor (Corporate)  
*Deb Schlichter*, Director of Housing

**APPROVED BY:**  
*Debra Arnold*, Director of Legal Services and Regional Solicitor  
*Rob Horne*, Commissioner of Planning, Housing and Community Services
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: November 27, 2012

FILE CODE: S13-30

SUBJECT: COMMUNITY HOMELESSNESS PREVENTION INITIATIVE

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into an agreement with Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Community Homelessness Prevention Initiative effective January 1, 2013, as outlined in report SS-12-050, dated November 27, 2012.

SUMMARY:

The Ministry of Municipal Affairs and Housing (MMAH) has now released the Community Homelessness Prevention Initiative (CHPI) Program Guidelines. MMAH has also provided the CHPI Agreement for 2013/14 for sign off no later than December 17, 2012 in order to receive funding for 2013. A previous report was presented to Community Services Committee (SS 12-044) which provided an overview of the new program and an overview of the planning. This report provides further details on CHPI, seeks approval to enter into the CHPI Agreement, and provides further information regarding next steps.

REPORT:

1.0 Background

As part of the work and commitment through the Provincial-Municipal Fiscal and Service Delivery Review (2008), the Province, through it’s Long Term Affordable Housing Strategy (2010) indicated its intention to consolidate the over 20 existing housing and homelessness programs in order to allow municipalities to use funding in a more flexible manner, reflective of local needs. CHPI is the first phase of consolidation bringing together the following five existing homelessness prevention programs, effective January 1, 2013 under the Ministry of Municipal Affairs and Housing (MMAH):

- Consolidated Homelessness Prevention Program (100% MCSS)
- Provincial Rent Bank Program (100% MMAH)
- Emergency Energy Fund (100% MCSS)
- Emergency Hostel Services (81.2/18.8 cost-shared MCSS)
- Domiciliary Hostel Program (80/20 cost-shared MCSS)

MMAH released preliminary information, including an initial planning allocation in a letter to the Region dated July 24, 2012 (SS-12-044). MMAH identified they would confirm the allocation and provide further program details over the fall. Local agencies currently funded under the programs to be consolidated received initial information letters from Social Planning, Policy and Program Administration (SPPPA) Staff in September 2012 (memo to CSC dated September 11, 2012).
2.0 CHPI Guidelines
MMAH has created CHPI Program Guidelines (Guidelines) to provide further program details and expectations over what has been identified as a three year transition period (2013-2016). MMAH shared the content of the draft Guidelines at an Ontario Municipal Social Services Association (OMSSA) Forum on October 18, 2012. The Guidelines include the following information: background, vision & principles, objectives & outcomes, roles & responsibilities, timeframes, funding, Service Agreement, Investment Plan, reporting, performance indicators and Service Categories.

Staff has reviewed the Guidelines in detail and can report that the timelines and reporting expectations are reasonable as is the level of detail required in the Investment Plan which is due February 15, 2013. The required performance indicators closely align with data currently collected in Waterloo Region so we will be well positioned to provide this data when it is required in May 2014. It is noted that expectations for Standards related to the programs previously funded under the Domiciliary Hostel Program will remain in effect while new Provincial Categories for Long-Term Housing with Supports for Vulnerable Adults are created over the next year with input from Service Managers. Overall, CHPI provides the benefit of one point of provincial contact.

Under CHPI the Region will have the flexibility to use funding in four service categories. The five existing programs can fit within each of these categories. The categories and an example of the type of existing program are as follows:
1. Emergency shelter solutions (e.g. Emergency Shelter)
2. Housing with related supports (e.g. Domiciliary Hostel)
3. Other services and supports (e.g. Families in Transition)
4. Homelessness prevention (e.g. Rent Bank)

3.0 CHPI Funding Allocation
MMAH sent a letter to the Region dated September 27, 2012 confirming the CHPI allocation for next year (see Appendix A). The allocation is comprised of set funding for January 2013 to March 2013 ($1.8 million) and an annualized allocation for April 2013 to March 2014 ($7.7 million). The Region expects to receive $5,496,767 in base funding and $2,156,615 in needs-based funding for a total allocation of $7,653,382 on an annualized basis.

The annualized allocation is comprised of base funding and needs-based funding (see Appendix B). The base funding allocation is comprised of the same level of funding under the previous fixed allocation programs (Consolidated Homelessness Prevention Program, Provincial Rent Bank Program, Emergency Energy Fund, and Domiciliary Hostel Program) and a three year average (2009-2011) of the previously uncapped Emergency Hostel per diem. The three year average of the Emergency Hostel per diem used in base funding allocation is $2,170,523 which, on a gross basis is $1.3 million less than the Region’s 2012 budget and projected actuals. The shortfall is due to the increasing use of Emergency Shelters in Waterloo Region. Implications of the shortfall will be addressed in a subsequent Community Services Committee report for December 11, 2012.

The needs-based allocation is based on Waterloo Region’s percentage share of Canadian Mortgage and Housing Corporation’s (CMHC) 2006 Deep Core Housing Need calculation. A household is determined to be in Deep Core Housing Need if they spend over 50% of their income on housing and also have issues related to suitability and adequacy. The number of households in Deep Core Housing Need in Waterloo Region was 7,155 equating to a 2.8% share of available funding across Ontario (see Appendix C).
The CHPI Program also consolidates funding previously provided under the Community Start Up and Maintenance Benefit (CSUMB). Until January 1, 2013, the CSUMB is a mandatory benefit under social assistance to assist in establishing a new principal residence and prevent eviction or the discontinuance of utilities or heating in an existing residence. A previous report to Community Services Committee identified that in 2011 the Region issued $2.3 million in CSUMB to Ontario Works (OW) participants. The Province, through the ODSP office, issued $2.1 million to ODSP clients for a total local investment of $4.4 million.

The 2012-13 Provincial budget eliminated CSUMB as a mandatory benefit effective January 1, 2013 (SS-12-049). Fifty percent of the total Provincial expenditures on CSUMB have been reinvested in CHPI as part of the needs-based allocation. Waterloo Region’s needs-based allocation is $2,156,615 which is less than half the 2011 expenditures under the CSUMB in the community.

4.0 Next Steps
Following Council approval of this report, it is anticipated that the CHPI Service Agreement will be reviewed by Legal Services, signed and returned to the Province by their deadline of December 10, 2012.

As previously indicated (SS-12-044), local planning and implementation of CHPI has been conceptualized to include three phases:

<table>
<thead>
<tr>
<th>Phases</th>
<th>Activities</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1. Pre-planning and preparing for immediate requirements | • Gathering data  
• Identifying an interim approach for 2013  
• Creating a “Plan to Plan” for 2013 | 2012       |
| 2. Planning                                              | • Stakeholder consultation  
• Creating an “Implementation Plan” | 2013       |
| 3. Beginning Implementation                             | • Begin to make changes as identified in the Implementation Plan | 2014 and beyond |

A report is planned for Community Services Committee on December 11, 2012, providing a pre-planning (2012) progress report and seeking approval on local plans for 2013 including approach, rates/program allocations, the CHPI 2013/14 Investment Plan and the “Plan to Plan”. Any changes for 2014 and beyond will be considered through the processes identified in the “Plan to Plan” for 2013. At the end of the 2013 planning process, it is anticipated that an implementation plan for moving forward for 2014 and beyond will be brought forward to Council for approval in fall 2013.

CORPORATE STRATEGIC PLAN:
Implementing CHPI 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”.

DOCS#1309144
FINANCIAL IMPLICATIONS:

The following table summarizes the impact of CHPI in the Region of Waterloo in 2013:

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th>2012 Budget</th>
<th>2013 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated Homelessness Prevention</td>
<td>$722,744</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provincial Emergency Energy Fund</td>
<td>75,210</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domiciliary Hostels *</td>
<td>2,860,579</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent Bank</td>
<td>195,417</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter Program *</td>
<td>3,847,505</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Start-up (OW Clients) *</td>
<td>2,245,458</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHPI Program</td>
<td>$8,914,182</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$9,946,913</td>
<td>$8,914,182</td>
<td>$(1,032,731)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Subsidy</td>
<td>$8,354,269</td>
<td>$7,653,382</td>
<td>$(700,887)</td>
</tr>
<tr>
<td>Tax Stabilization Reserve*</td>
<td>338,769</td>
<td></td>
<td>(338,769)</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$8,693,038</td>
<td>$7,653,382</td>
<td>$(1,039,656)</td>
</tr>
<tr>
<td>Net Regional Levy</td>
<td>$1,253,875</td>
<td>$1,260,800</td>
<td>$6,925</td>
</tr>
</tbody>
</table>

*Prior years were included in Employment and Income Support.

The Region’s 2013 Operating Budget currently under consideration includes a provision of $1,260,800 in the Net Regional Levy for CHPI. Of this amount, $544,654 is related to the former Domiciliary Hostel Program and $716,146 supports the Emergency Shelter and Community Start-up and Maintenance Benefit.

Expenditures related to the Emergency Shelter Program and Community Start-up and Maintenance Benefit (CSUMB) are subject to Provincial Uploading and provincial subsidy will be increased until fully funded in 2018. Until fully uploaded, the Region will continue to contribute property tax levy funding to these programs.

Prior to the CHPI, the Region cost shared the Domiciliary Hostel Program on an 80/20 basis. While municipal cost sharing is no longer required, the 2013 Budget has been developed on the basis that the Region will fund this program at the same level as 2012.

The Region’s 2013 Operating Budget under consideration by Budget Committee includes the amounts in the table above. There is a decrease of $1.04 million in budgeted expenditures due to the provision for emergency shelters and CSUMB being less than the amounts spent in prior years. In addition to this reduction in spending, there is a further reduction of $2.1 million that had been received as CSUMB for ODSP recipients.

A Budget Issue Paper (page 64 in the Budget Issue package) requesting a one time allocation of $125,000 to plan the implementation of the CHPI in 2013 has been recommended to Budget Committee.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Finance has reviewed and assisted with the development of this report. Legal Services will review and assist with the execution of the Service Agreement with the Province.
### ATTACHMENTS

<table>
<thead>
<tr>
<th>Appendix A</th>
<th>Appendix B</th>
<th>Appendix C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from MMAH</td>
<td>CHPI 2013/14 Allocation Details</td>
<td>Households in Deep Core Housing Need by SM and Region CHPI Program Guidelines</td>
</tr>
</tbody>
</table>

### PREPARED BY:

Marie Morrison, Manager, Social Planning  
Lynn Randall, Director, Social Planning, Policy & Program Administration

### APPROVED BY:

Douglas Bartholomew-Saunders, Commissioner, Social Services
September 27, 2012

Mike Murray
Chief Administrative Officer
Regional Municipality of Waterloo

Dear Mr. Murray:

I am writing to provide you with the confirmed funding allocation for Regional Municipality of Waterloo under the Community Homelessness Prevention Initiative (CHPI).

Following the release of the initial draft allocations provided to help facilitate budget planning, a number of Service Managers raised issues regarding the information used to calculate their CHPI allocations. Our Ministry has been working with the Ministry of Community and Social Services (MCSS) and Canada Mortgage and Housing Corporation (CMHC) to confirm the accuracy of information used to calculate the CHPI allocations.

As a result of this review, some of the information used to calculate these allocations have been revised to correct inaccuracies, specifically:

- Incorrect Deep Core Housing Need data was received from CMHC for some Service Managers.
- Anomalies were identified regarding how Service Managers have been submitting their Emergency Hostel Services (EHS) expenditures to MCSS. As a result, the original allocation for some Service Managers did not fully reflect the three-year average for EHS expenditures.
- For some Service Managers, the Domiciliary Hostels allocation did not include the portion of the funding related to Domiciliary Hostels Small Water Works Program.

The overall funding envelope for the CHPI program amounts to $246 million for 2013-14. I would like to assure you that this amount fully captures the current level of funding associated with the five existing programs and the scheduled upload of the Emergency Hostel Services portion of Ontario Works – consistent with our commitment under the Provincial-Municipal Fiscal and Service Delivery Review. This amount also includes 50 per cent of provincial expenditures from the former Community Start-Up and Maintenance Benefit (CSUMB) and the scheduled upload related to CSUMB.
A reallocation of the funding envelope in order to address the issues noted above has been completed. This reallocation incorporates the updated information referenced above and is based on the same model that was used for the planning allocations - a combination of current (base) funding and needs-based funding, according to each Service Manager’s proportionate share of households in Deep Core Housing Need (a CMHC measure based on Statistics Canada data that identifies households who spend over 50 per cent of their gross income on housing and also have issues related to suitability and adequacy).

Accordingly, the confirmed funding allocation for the Regional Municipality of Waterloo is:

- January 2013 – March 2013 CHPI Allocation is $1,817,805
- April 2013 – March 2014 (annual) CHPI Allocation is $7,653,382

Detailed information on your funding allocation is attached, as well as a list of the updated Deep Core Housing Need information for all 47 Service Managers in Ontario.

We appreciate your patience and understanding over the past weeks. It is important that each Service Manager’s funding allocation is accurate and reliable in order for the allocation model to be applied in a fair and consistent manner now and in the future.

I want to thank you again for your efforts in implementing the new CHPI program and encourage you to contact your local Municipal Service Office (MSO) Team Lead if you have any further questions regarding you funding allocation.

Sincerely,

(original signed by)

Janet Hope
Assistant Deputy Minister
Housing Division
Ministry of Municipal Affairs and Housing

c. Lynn Randall, Director, Social Planning, Policy and Program Administration
   MSO Team Lead

Attachments (2)
APPENDIX B
CHPI 2013/14 ALLOCATION DETAILS

Community Homelessness Prevention Initiative
2013-14 Funding Allocation Details
Regional Municipality of Waterloo

Total Funding Allocation

<table>
<thead>
<tr>
<th>Total CHPI Funding</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>n Base Funding (see below)</td>
<td>$5,496,767</td>
</tr>
<tr>
<td>q Needs-Based Funding (see below)</td>
<td>$2,156,615</td>
</tr>
<tr>
<td>Total Funding Allocation (n+q)(^1)</td>
<td>$7,653,382</td>
</tr>
</tbody>
</table>

Base Funding

This part of the funding is based on a combination of:
- A Service Manager’s 2011-12 funding allocations under four of the current programs (Consolidated Homelessness Prevention Program, Emergency Energy Fund, Domiciliary Hostel Program, Provincial Rent Bank); and,
- A Service Manager’s three year average (2009, 2010, 2011) of expenditures for Emergency Hostel Services (to account for changes in demand for these services over time).

Calculation of Base Funding Allocation:

<table>
<thead>
<tr>
<th>Program</th>
<th>2011-12 Funding Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Consolidated Homelessness Prevention Program</td>
</tr>
<tr>
<td>b</td>
<td>Emergency Energy Fund</td>
</tr>
<tr>
<td>c</td>
<td>Domiciliary Hostel Program</td>
</tr>
<tr>
<td>d</td>
<td>Provincial Rent Bank</td>
</tr>
<tr>
<td>e</td>
<td>Total 4 Programs (a+b+c+d)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emergency Hostel Services (EHS) Program</th>
<th>2011-12 Funding Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>f</td>
<td>2009 EHS Provincial Expenditures</td>
</tr>
<tr>
<td>g</td>
<td>2010 EHS Provincial Expenditures</td>
</tr>
<tr>
<td>h</td>
<td>2011 EHS Provincial Expenditures</td>
</tr>
<tr>
<td>i</td>
<td>3 Year Average EHS Expenditures (f+g+h)/3</td>
</tr>
<tr>
<td>e</td>
<td>Total 4 Programs (based on 2011-12 allocations)</td>
</tr>
<tr>
<td>i</td>
<td>3 Year Average EHS Expenditures (based on 2009,2010,2011)</td>
</tr>
<tr>
<td>j</td>
<td>Total ((e+i))</td>
</tr>
</tbody>
</table>

\(^1\) Due to rounding, some numbers may not sum precisely within tables in this report.
The 2013-14 base funding envelope for the CHPI program is slightly higher than the overall total of 2011-12 funding for the current four programs plus the three year average of Emergency Hostels Services expenditures.

A Service Manager’s portion of the 2013-14 base funding is calculated based on their proportionate share of 2011-12 funding for the current four programs plus their three year average of Emergency Hostels Services expenditures.

<table>
<thead>
<tr>
<th>Base Funding</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>k Total 2011-12 funding for 4 programs plus 3 year average for EHS expenditures (all 47 Service Managers)</td>
<td>$169,259,135</td>
</tr>
<tr>
<td>l Total 2013-14 Base Funding Envelope to be allocated to all 47 Service Managers</td>
<td>$169,781,362</td>
</tr>
<tr>
<td>m Proportionate Share of overall 2011-12 funding for 4 programs plus 3 year average for EHS expenditures (i/k)</td>
<td>3.24%</td>
</tr>
<tr>
<td>n Base Funding 3.24% of Total) (i’m)²</td>
<td>$5,496,767</td>
</tr>
</tbody>
</table>

**Needs-Based Funding**

- This part of the envelope consists of 50% of provincial CSUMB expenditures (removed from social assistance and reallocated to the consolidated program) and the scheduled upload of Ontario Works financial assistance for both Emergency Hostels and CSUMB.
- The needs-based portion of the allocation is based on a Service Manager’s proportionate share of Deep Core Housing Need (as measured by CMHC based on Statistics Canada data, that captures households who spend over 50 per cent of their gross income on housing, and also have issues related to suitability and adequacy).

**Calculation of Needs-Based Funding Allocation:**

<table>
<thead>
<tr>
<th>Needs-Based Funding</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>o Total 2013-14 Needs-Based Funding Envelope</td>
<td>$76,800,197</td>
</tr>
<tr>
<td>p % share of Deep Core Housing Need</td>
<td>2.81%</td>
</tr>
<tr>
<td>q Needs-Based Funding (o’p)</td>
<td>$2,156,615</td>
</tr>
</tbody>
</table>

**Summary of Total Funding Allocation**

<table>
<thead>
<tr>
<th>Total CHPI Funding</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>n Base Funding</td>
<td>$5,496,767</td>
</tr>
<tr>
<td>q Needs-Based Funding</td>
<td>$2,156,615</td>
</tr>
<tr>
<td>Total Funding Allocation (n+q)</td>
<td>$7,653,382</td>
</tr>
</tbody>
</table>

² Due to rounding, some numbers may not sum precisely within tables in this report.
# APPENDIX C

**HOUSEHOLDS IN DEEP CORE HOUSING NEED BY SM AND REGION**

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of Households</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Toronto</td>
<td>33,333</td>
<td>32.7%</td>
</tr>
<tr>
<td>Regional Municipality of Peel</td>
<td>23,915</td>
<td>22.4%</td>
</tr>
<tr>
<td>Regional Municipality of Durham</td>
<td>10,020</td>
<td>9.4%</td>
</tr>
<tr>
<td>Regional Municipality of Halton</td>
<td>6,140</td>
<td>5.9%</td>
</tr>
<tr>
<td>Regional Municipality of York</td>
<td>20,880</td>
<td>7.9%</td>
</tr>
<tr>
<td>County of Simcoe</td>
<td>8,280</td>
<td>3.5%</td>
</tr>
<tr>
<td>District Municipality of Muskoka</td>
<td>555</td>
<td>0.4%</td>
</tr>
<tr>
<td>Eastern</td>
<td>34,855</td>
<td>13.7%</td>
</tr>
<tr>
<td>City of Cornwall</td>
<td>1,915</td>
<td>0.8%</td>
</tr>
<tr>
<td>County of Hastings</td>
<td>2,680</td>
<td>1.1%</td>
</tr>
<tr>
<td>City of Kawartha Lakes</td>
<td>1,880</td>
<td>0.9%</td>
</tr>
<tr>
<td>City of Kingston</td>
<td>2,070</td>
<td>0.8%</td>
</tr>
<tr>
<td>County of Lanark</td>
<td>1,170</td>
<td>0.5%</td>
</tr>
<tr>
<td>UC of Leeds &amp; Guelphs</td>
<td>1,380</td>
<td>0.5%</td>
</tr>
<tr>
<td>County of Lennox &amp; Addington</td>
<td>1,045</td>
<td>0.4%</td>
</tr>
<tr>
<td>County of Northumberland</td>
<td>1,125</td>
<td>0.4%</td>
</tr>
<tr>
<td>City of Ottawa</td>
<td>15,140</td>
<td>0.6%</td>
</tr>
<tr>
<td>City of Peterborough</td>
<td>2,005</td>
<td>0.8%</td>
</tr>
<tr>
<td>UC of Prescott &amp; Russell</td>
<td>1,255</td>
<td>0.5%</td>
</tr>
<tr>
<td>County of Renfrew</td>
<td>1,380</td>
<td>0.5%</td>
</tr>
<tr>
<td>Southwestern</td>
<td>58,805</td>
<td>23.1%</td>
</tr>
<tr>
<td>City of Brantford</td>
<td>1,980</td>
<td>0.8%</td>
</tr>
<tr>
<td>County of Bruce</td>
<td>2,035</td>
<td>0.8%</td>
</tr>
<tr>
<td>Municipality of Chatham-Kent</td>
<td>2,035</td>
<td>0.8%</td>
</tr>
<tr>
<td>County of Dufferin</td>
<td>910</td>
<td>0.4%</td>
</tr>
<tr>
<td>County of Grey</td>
<td>1,510</td>
<td>0.6%</td>
</tr>
<tr>
<td>County of Norfolk</td>
<td>1,530</td>
<td>0.6%</td>
</tr>
<tr>
<td>City of Hamilton</td>
<td>11,003</td>
<td>4.2%</td>
</tr>
<tr>
<td>County of Huron</td>
<td>840</td>
<td>0.3%</td>
</tr>
<tr>
<td>City of Lambton</td>
<td>1,860</td>
<td>0.7%</td>
</tr>
<tr>
<td>City of London</td>
<td>8,510</td>
<td>3.3%</td>
</tr>
<tr>
<td>Regional Municipality of Niagara</td>
<td>7,825</td>
<td>3.1%</td>
</tr>
<tr>
<td>County of Oxford</td>
<td>1,090</td>
<td>0.4%</td>
</tr>
<tr>
<td>City of St. Thomas</td>
<td>1,210</td>
<td>0.5%</td>
</tr>
<tr>
<td>City of Stratford</td>
<td>990</td>
<td>0.4%</td>
</tr>
<tr>
<td>Regional Municipality of Waterloo</td>
<td>7,155</td>
<td>2.9%</td>
</tr>
<tr>
<td>County of Wellington</td>
<td>2,895</td>
<td>1.1%</td>
</tr>
<tr>
<td>City of Windsor</td>
<td>6,020</td>
<td>2.7%</td>
</tr>
<tr>
<td>Northeastern</td>
<td>8,725</td>
<td>3.4%</td>
</tr>
<tr>
<td>Algoma DSSAB</td>
<td>390</td>
<td>0.2%</td>
</tr>
<tr>
<td>City of Greater Sudbury</td>
<td>2,050</td>
<td>1.0%</td>
</tr>
<tr>
<td>Cochrane DSSAB</td>
<td>1,175</td>
<td>0.5%</td>
</tr>
<tr>
<td>Manitoulin-Sudbury DSSAB</td>
<td>315</td>
<td>0.1%</td>
</tr>
<tr>
<td>Nipissing DSSAB</td>
<td>1,085</td>
<td>0.7%</td>
</tr>
<tr>
<td>Parry Sound DSSAB</td>
<td>730</td>
<td>0.3%</td>
</tr>
<tr>
<td>Sault St. Marie</td>
<td>1,295</td>
<td>0.5%</td>
</tr>
<tr>
<td>Timiskaming DSSAB</td>
<td>410</td>
<td>0.2%</td>
</tr>
<tr>
<td>Northwestern</td>
<td>2,910</td>
<td>1.1%</td>
</tr>
<tr>
<td>Kenora DSSAB</td>
<td>500</td>
<td>0.2%</td>
</tr>
<tr>
<td>Rainy River DSSAB</td>
<td>230</td>
<td>0.1%</td>
</tr>
<tr>
<td>Thunder Bay DSSAB</td>
<td>2,180</td>
<td>0.9%</td>
</tr>
<tr>
<td><strong>ONTARIO - TOTAL</strong></td>
<td><strong>254,800</strong></td>
<td><strong>100.0%</strong></td>
</tr>
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INTRODUCTION

The Community Homelessness Prevention Initiative (CHPI) aims to prevent, address and reduce homelessness by improving access to adequate, suitable and affordable housing that is linked to flexible support services based on peoples’ needs. The CHPI is a result of the consolidation of funding from five provincial homelessness-related programs.

SCOPE OF THE GUIDELINES

These Guidelines provide a framework for the CHPI and are designed to assist Service Managers (SM) with the delivery of the program in their local communities.

The Ministry of Municipal Affairs and Housing (MMAH or the ministry) recognizes that changes to the program’s design may be necessary as a result of SM feedback and consultations. As such, the Guidelines may be updated on an as needed basis and any updates will be communicated to SMs.

The ministry may also conduct a program review that will inform how the CHPI will be administered and delivered in future years.

CONTEXT

As part of the 2008 Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR) and under Building Foundations: Building Futures – Ontario’s Long-Term Affordable Housing Strategy (November 2010), the Province committed to work towards consolidating the existing patchwork of housing and homelessness programs to provide municipalities with more flexibility to address local needs.

The CHPI brings funding for the following five provincial homelessness-related programs together under a single policy and accountability framework:

- Consolidated Homelessness Prevention Program (MCSS);
- Emergency Energy Fund (MCSS)
- Emergency Hostel Services (MCSS)
- Domiciliary Hostel Program (MCSS)
- Provincial Rent Bank (MMAH).

The five programs, which were previously administered by either the Ministry of Community and Social Services (MCSS) or MMAH, will now be consolidated as one program (CHPI) to be administered by MMAH.

Funding and policy responsibility for First Nations on-reserve for the Emergency Energy Fund and Emergency Hostel Services will continue to be administered by MCSS.
This first phase of housing and homelessness consolidation has been designed in partnership with SMs and is consistent with the following provincial priorities:

- Integrating housing services – matching up housing with human services and supports to optimize positive results for people in need
- Preventing homelessness
- Providing emergency shelter when needed
- Supporting rapid re-housing options for homeless individuals and families
- Maintaining accessible housing options.

Implementation of the CHPI begins on January 1, 2013.

VISION / PRINCIPLES

The vision for the CHPI is the following:

An integrated and coordinated service delivery system that is people-centered, outcome-focused and reflects a Housing First approach to prevent, reduce and address homelessness in communities across Ontario.

This vision reflects the transition to a system that will shift the focus of services over time from reactive responses to homelessness to services that focus on more proactive and permanent solutions.

In partnership with SMs, the Province has established seven principles for the CHPI. These principles, originally identified in the ministry’s Long-Term Affordable Housing Strategy, are:

1. Housing First:

A Housing First approach is based on the principle that people are better able to move forward with their lives if they are first housed. As such, this approach aims to assist people who are homeless to obtain and maintain permanent, affordable housing and to assist those who are at risk of homelessness to remain housed. Housing is linked to flexible, appropriate support services using a people-centred approach according to people’s needs.

We recognize that it will take time for a Housing First approach to be implemented across the Province. Therefore, some initial activities in support of this local transformation may include the following:

- SMs conducting a review of housing and homelessness policies and programs for eligibility criteria and focus
- Improving partnerships between private and not-for-profit housing providers
- Training staff
- Using funding differently to support obtaining and retaining housing.
2. People-Centered:

A people-centred approach focuses on positive results for individuals and families who are homeless or at risk of homelessness. Housing programs, services and supports should be based on this approach.

We recognize that increased flexibility in the use of funding will support opportunities for communities to increase people-centred approaches in preventing, addressing and reducing homelessness and may result in changes to services in some communities. As changes take place, it is important for planning, program development and implementation to include consultations with people with lived experience of homelessness or who have been at risk of homelessness. This may include: conducting service user satisfaction surveys/interviews; having people with lived experience of homelessness on volunteer boards of directors and as staff members; and providing service in a manner that is respectful and directed by the needs and wishes of those who are accessing services.

3. Partnership Based:

Housing and homelessness related services in Ontario require strong partnership between all levels of government, non-profit and co-operative housing providers, community support services and the people who require housing- and homelessness- related supports to build healthy, sustainable and inclusive neighbourhoods.

We recognize that successful partnerships take time to develop. Such partnerships will vary according to the local housing and homelessness needs as well as capacity in each community. However, partnerships are a key component to the success of a Housing First and people-centred approach.

4. Locally Driven:

Homelessness-related services, programs and housing must be locally relevant and based on peoples’ needs. This approach will provide opportunities to access affordable and safe housing, as well as employment, support services and other community resources.

It is expected that through local planning processes, an assessment of local housing and homelessness needs – including consultations with people who have lived experience of homelessness or have been at risk of homelessness – will be completed and incorporated into local planning, policies, service design and delivery.

5. Inclusive:

All persons have the right to equal treatment and protection from discriminatory practices that limit their housing opportunities. Local services, programs, initiatives and decision making will reflect the voices, experiences and input of people with lived experience of homelessness or risk of homelessness.
6. Fiscally Responsible:

Local initiatives funded under the CHPI will meet the intended purpose and outcomes of the program with due regard for economy, efficiency and effectiveness. Local strategies will reflect fiscal conditions as they evolve to promote the goals of the program and will provide value for money.

7. Outcome-Focused:

All initiatives designed under this program should be created with the outcomes for the person in need of services in mind and should be informed by the principles of Housing First, people-centred, and inclusive, while being monitored, evaluated and continuously improved to prevent, address and reduce homelessness.

Recognizing that this is a new approach to provincial housing and homelessness programs, the Province will work with SMs to transition to outcome-based programs.

The ministry expects that the overall vision, along with these principles, will influence programming at the local level.

PROGRAM OBJECTIVES & OUTCOMES

Consistent with Ontario’s Long-Term Affordable Housing Strategy (LTAHS) and the Ontario Housing Policy Statement, the CHPI has the following objectives:

- To enable SMs to better support a full range of services that aim to prevent, reduce and address homelessness at the local level.

- To facilitate the development of seamless support services programming to connect individuals and families to community resources and assist households at risk of or experiencing homelessness to obtain and retain affordable housing that is linked to supports appropriate to their needs.

- To promote a culture of policy, planning and service delivery that is focused on an outcome-based and people-centered approach, while recognizing the complexity of homelessness and issues related to homelessness.

- To create and support opportunities for SMs to develop creative and innovative approaches.

- To increase flexibility at the local level to prevent, reduce and address homelessness.

The Province has established two key program outcomes for the CHPI, which will measure performance and ensure accountability:
a) People experiencing homelessness obtain and retain housing; and,
b) People at risk of homelessness remain housed.

SMs are required to deliver services that will address both program outcomes.

**ROLES & RESPONSIBILITIES**

The ministry expects SMs to directly deliver, or engage agencies to deliver, the CHPI within their local communities. The Province will set the policy and program framework for the CHPI.

Specifically, the Province and the Service Manager will be responsible for the following:

<table>
<thead>
<tr>
<th>Province</th>
<th>Service Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing the policy framework and program guidelines</td>
<td>Engaging in planning activities related to program delivery, which may include assessing service needs, identifying partners, and developing planning processes</td>
</tr>
<tr>
<td>Developing tools and acting as a facilitator/convener (where needed) to assist SMs with best practices</td>
<td>Delivering services and administering the program as per the policy framework and program guidelines</td>
</tr>
<tr>
<td>Establishing outcomes and performance indicators</td>
<td>Reporting back to MMAH on performance indicators</td>
</tr>
<tr>
<td>Entering into a Service Agreement with all 47 Service Managers</td>
<td>Entering into a Service Agreement with the Province</td>
</tr>
<tr>
<td>Administering funding for the CHPI</td>
<td>Creating, entering into, and monitoring service contracts with service providers as appropriate</td>
</tr>
<tr>
<td>Assisting with developing, reviewing and approving Service Manager Investment Plans</td>
<td>Developing an Investment Plan outlining how CHPI funds will be used</td>
</tr>
<tr>
<td>Ensuring SMs are in compliance with the Service Agreement and Program Guidelines</td>
<td>Collecting financial and program data for the services provided</td>
</tr>
<tr>
<td>Acting as a liaison with other ministries when inter-ministry service delivery issues arise</td>
<td>Reporting to the Province on financial and program data as per the ministry’s reporting timelines</td>
</tr>
</tbody>
</table>

**TIME-FRAMES**

Recognizing that the CHPI represents a shift in homelessness program delivery, the ministry has established a transition period for the program, consisting of three phases.

This transition period is designed to give SMs time to adjust to the new program as well as to design and develop local programs and services under the CHPI that meet their local homelessness needs.

**PHASE 1 (Present to March 31, 2013)**

Phase 1 includes the period leading up to implementation as well as the period from implementation of the CHPI on January 1, 2013 until March 31, 2013.
Prior to implementation, the ministry will release the CHPI Program Guidelines, the template French Language Services Report, the Service Manager Service Agreement and the Investment Plan template.

In January 2013, SMs will receive their first payment under the program, reflecting funds for Quarter 4 of the 2012-13 provincial fiscal year.

In order to receive this payment, SMs must have submitted a French Language Services Report, where required*, and have signed a Service Manager Service Agreement with the Province.

SMs may use these funds to continue with the delivery of their current activities and operating agreements with their providers.

SMs are not required to complete an Investment Plan for Phase 1. However, SMs are required to report back to the ministry regarding how these funds were used by May 31, 2013. A section will be included in the 2013-14 Investment Plan for this purpose.

*A list of the designated areas in the Schedule to the French Language Services Act (FLSA) can be found in Appendix A.

**PHASE 2 (April 1, 2013 to March 31, 2015)**

Phase 2 of the CHPI will span two provincial fiscal years: 2013-14 (Year 1) and 2014-15 (Year 2).

For Phase 2, SMs will develop and begin to implement Investment Plans that outline how they will be using their CHPI annual allocations for each fiscal year. Please refer to the Investment Plan section for additional information.

Beginning in Phase 2, payments will be advanced to SMs on a quarterly basis. Payments will be made in four equal instalments and will be advanced at the beginning of each quarter.

At this time, SMs will also begin collecting information on performance indicators that support the two program outcomes. Please refer to the Performance Indicators section of the Guidelines for more details.

**PHASE 3 (April 1, 2015 to March 31, 2016)**

Starting in Phase 3, SMs will receive notice of their planning allocations for the following three years. Based on these planning allocations, SMs will be expected to develop a three-year Investment Plan outlining how their annual allocations will be used in subsequent years (after March 31, 2016).

During this phase, the ministry intends to conduct a program review that will inform how the CHPI will be administered and delivered in future years.
The following outlines the transition period for the CHPI:

<table>
<thead>
<tr>
<th>PHASE 1</th>
<th>PHASE 2</th>
<th>PHASE 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dates</strong></td>
<td>Present – March 31, 2013</td>
<td>April 2013 – March 2014 (Year 1)</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>• Issue Program Guidelines, Service Agreement, and Investment Plan to SMs</td>
<td>• SMs report back on how Quarter 4 funds were used by May 31, 2013</td>
</tr>
<tr>
<td></td>
<td>• SMs, where required, submit a French Language Services (FLS) Report</td>
<td>• SMs receive notice of 2014-15 allocation</td>
</tr>
<tr>
<td></td>
<td>• SM Service Agreements signed by December 10, 2012</td>
<td>• SMs submit Investment Plan for the 2014-15 year by February 15, 2014</td>
</tr>
<tr>
<td></td>
<td>• Implementation begins January 1, 2013</td>
<td>• SMs begin to receive quarterly payments of their notional allocation</td>
</tr>
<tr>
<td></td>
<td>• SMs receive first payment in Jan 2013 (for Quarter 4)</td>
<td>• SMs update Investment Plans as per required timelines</td>
</tr>
<tr>
<td></td>
<td>• SMs submit Investment Plan for the 2013-14 year by February 15, 2013</td>
<td>• SMs begin to collect data on performance indicators</td>
</tr>
</tbody>
</table>

**FUNDING**

**Service Manager Allocations:**

The Province will provide SMs with a single funding allocation that is based on a combination of current base funding and needs-based funding as follows:

- **Base Funding:**
  - Consists of a combination of what an SM formerly received under four of the programs (Consolidated Homelessness Prevention Program, Emergency Energy Fund, Domiciliary Hostel Program, Provincial Rent Bank); and
  - SM’s three-year (2009-2011) average of expenditures for Emergency Hostel Services (to account for changes in demand for these services over time).

- **Needs-Based Funding:**
Program Administration Funding

SMs may use up to 10% of their CHPI annual allocation for program administration costs.

Program administration costs include:

- Planning activities
- Research, consultations, professional services
- Staffing for those involved in the planning and administration of the CHPI
- Training
- Internal and administrative services (e.g. legal, human resources, etc.).

Program administration costs do not include:

- Staff who directly deliver services to clients (this would be considered a program cost)
- Capital expenditures (e.g. purchasing buildings or major equipment)
- Administration costs not associated with the CHPI.

As the ministry recognizes that program administration costs may be higher during the transition period, an SM may submit a business case for ministry approval to use more than 10% of their total annual allocation for program administration at any time throughout the three-year transition period (ending March 31, 2016).

The business case should relate to transition costs (e.g. one-time costs for transition purposes) and must include:

- The amount of proposed additional administration funding
- The reasons that additional administration funding is needed
- How funding for program administration will be used, including specific activities.

SMs should ensure that program administration funds are used efficiently.

SMs will be required to include the amount of CHPI funding used for program administration in their Investment Plan.

Payments

For Phase 1, the ministry will advance the first CHPI payment to SMs, reflecting funds for Quarter 4 of the 2012-13 provincial fiscal year, in January 2013.
Beginning in Phase 2, payments will be advanced to SMs on a quarterly basis. Payments will be made in four equal instalments and will be advanced at the beginning of each quarter.

SMs are required to complete a Direct Deposit form with the bank account information where they would like their CHPI funds deposited and return it to their local MMAH Municipal Services Office contact. The Direct Deposit form will be distributed to SMs with the Service Manager Service Agreement. Please refer to page 18 for the list of MSO contacts.

**In-year Adjustments**

In order to respond to changing client needs within their communities, SMs have the flexibility to move or adjust funding planned from one service category to another within a fiscal year. Adjustments are allowed as long as SMs continue to address both program outcomes after adjustments have been made.

SMs are expected to identify in-year adjustments in the updates to their Investment Plans. Additional information on Investment Plan updates can be found on page 12.

**Re-allocation**

After the end of Quarter 3 of each provincial fiscal year (December 31\textsuperscript{st}), the ministry will be reviewing SMs' progress in their Investment Plans against their annual allocation – to determine if there is likely to be under-spent CHPI funds in an SM area.

The ministry, at its sole discretion, reserves the right to re-allocate CHPI funds to another SM area in instances where an SM may not be able to fully use their annual allocation within a fiscal year.

**Reconciliation**

SMs are required to submit a year-end financial report to the ministry by May 31\textsuperscript{st} of each year, outlining actual expenditures for the prior fiscal year (April 1\textsuperscript{st} to March 31\textsuperscript{st}). For the May 31, 2013 year-end financial report, SMs are only required to report on actual expenditures for the period between Jan 1, 2013 and March 31, 2013.

If an SM does not fully use a previous year’s allocation, this under-spending will result in a deduction in payments in the next fiscal year. For example:

- If an SM is allocated $1 million in 2013-14 and $1 million in 2014-15 but spends only $900,000 in 2013-14, the $100,000 in under spending in 2013-14 will be deducted from a quarterly payment in the 2014-15 year.
Stacking

As part of the flexibility under the program, SMs are permitted to stack existing programs with CHPI funding or align funding from other programs with CHPI to improve services for clients and to better use existing resources.

Existing programs / funding may include, but are not limited to:

- SMs’ additional investments in homelessness programs
- Funding from the Ministry of Health and Long-Term Care
- Federal funding through the Homelessness Partnering Strategy.

SERVICE MANAGER SERVICE AGREEMENT

SMs who participate in the CHPI must sign a Service Manager Service Agreement (SA) with the Province. The SA is an agreement that contains an accountability framework between the Province and SMs and outlines the roles and responsibilities of both parties.

The SA outlines:

- Timeframes
- Roles and Responsibilities
- Financial provisions
- Reporting requirements
- Data collecting requirements
- French Language Services requirements
- Audits and Reviews
- Accountability provisions

SAs must be signed by December 10, 2012 for SMs to receive the first CHPI payment on January 1, 2013. No payments will be made to an SM until the SA is executed.

FRENCH LANGUAGE SERVICES

SMs providing a service to the public in connection with CHPI and that have an office (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the French Language Services Act (FLSA) must:

- Ensure services are provided in French; and,

- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with CHPI are available in French.
SMs are required to complete and submit a French Language Services Report to the ministry confirming that the SM is providing the requisite French language services. The report must be signed and submitted to the ministry at the time of signing the SA.

SMs are also required to submit annual French Language Services Reports, confirming their continued compliance with the French language services requirements, by May 31st of each year.

A template for the French Language Services written report and the list of designated areas can be found in Appendix A.

**INVESTMENT PLAN**

SMs are required to develop and submit an Investment Plan (IP) that will outline how their funding allocations will be used each year. A template for the IP can be found in Appendix B.

The IP is divided into two sections: a financial section, and a performance indicator reporting section. SMs are required to complete only the financial section when submitting the initial IP.

The financial section of the IP will identify:

- The service categories that the SM will deliver using their funding allocation
- Amount of funding projected to be spent quarterly under the selected service categories
- Amount of funding from each year’s funding allocation, which will be used for program administration.

A section of the IP will be dedicated for reporting on the performance indicators identified for the program. SMs will be required to complete this section on an annual basis at year-end. Please refer to the Performance Indicators section of the Guidelines for further information.

**Timing of Investment Plans**

For the first three fiscal years of the CHPI, SMs are required to develop an IP for each year. For the fiscal year beginning April 1, 2016, SMs will be expected to develop a three-year IP for subsequent years.

The first Investment Plan is required for the 2013-14 provincial fiscal year (April 1, 2013 to March 31, 2014). An IP is not required for the period from January 1, 2013 to March 31, 2013. However, SMs will be asked to report back on how they used this CHPI funding by May 31, 2013. A section will be included in the 2013-14 IP for this purpose.

The timing of Investment Plan development is as follows:
<table>
<thead>
<tr>
<th>For Fiscal Year / Period</th>
<th>Type of Investment Plan</th>
<th>Due Date to Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1, 2013 – March 31, 2013</td>
<td>No Investment Plan needed</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Beginning April 1, 2016</td>
<td>3-year Investment Plan for subsequent years</td>
<td>February 15, 2016</td>
</tr>
</tbody>
</table>

As the IP will be used to identify how SMs will use their annual allocation for the upcoming fiscal year, IPs should be submitted to the ministry by February 15th of the previous fiscal year. For example, for the 2013-14 year (beginning April 1, 2013), SMs are expected to submit their IP by February 15, 2013.

The due date for SMs’ first three-year IP is February 15, 2016. Subsequent three-year IPs will be due February 15th every three years.

**Investment Plan Approval**

IPs must be approved by Council or by delegated SM authority and must be completed, submitted and approved by the ministry prior to receiving any CHPI funding for the upcoming year.

The ministry will review and approve IPs from a financial and program perspective to ensure that SMs’ IPs are in compliance with the Service Manager Service Agreement and the CHPI Program Guidelines.

The ministry is available to work with SMs as they develop their IPs.

**Investment Plan Updates**

SMs are required to update their IPs three times throughout the fiscal year:

<table>
<thead>
<tr>
<th>Type of Update</th>
<th>Content</th>
<th>Due Date to the Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-year Update</td>
<td>• Includes actual expenditures for Quarter 1 and Quarter 2</td>
<td>October 31st</td>
</tr>
<tr>
<td></td>
<td>• SMs may revise their planned expenditures for Quarter 3 and Quarter 4, if necessary</td>
<td></td>
</tr>
<tr>
<td>Quarter 3 Update</td>
<td>• Includes actual expenditures up to, and including Quarter 3</td>
<td>January 31st</td>
</tr>
<tr>
<td></td>
<td>• SMs may revise their planned expenditures for Quarter 4, if necessary</td>
<td></td>
</tr>
<tr>
<td>Year-End report</td>
<td>• Includes actual expenditures for the entire year</td>
<td>May 31st</td>
</tr>
</tbody>
</table>

SMs will be required to report on actual expenditures and to provide an update on any changes made to their projected use of funding under the selected service categories.
An annual year-end report will be due to the ministry by May 31st of each year. An annual report will require a signed statement by the Municipal Treasurer or by delegated SM authority attesting to the accuracy of the reported information.

2012-13 Quarter 4 Update

For the January 1, 2013 payment representing Quarter 4 of the 2012-13 fiscal year, SMs are required to report back to the ministry on their actual expenditures for this period by May 31, 2013. A section is included in the 2013-14 IP for this purpose.

Investment Plans and SM Local Housing and Homelessness Plans

The ministry expects that SMs’ IPs will align with their local Housing and Homelessness Plans.

SERVICE CATEGORIES

Under the CHPI, SMs have the flexibility to use funding for any of the following four service categories:

1. Emergency Shelter Solutions
2. Housing With Related Supports
3. Other Services and Supports
4. Homelessness Prevention

SMs are not required to fund activities under all four categories, since there may not be a need for all types of services in every community. SMs must ensure that all services and activities funded under the CHPI address both program outcomes:

- People experiencing homelessness obtain and retain housing; and,
- People at risk of homelessness remain housed.

All services and activities that were eligible to receive funding under the previous five homelessness-related programs being consolidated are eligible under the CHPI. It is anticipated that, with enhanced program flexibility, many additional and innovative service options may be possible to assist SMs to achieve the two key outcomes.

The service categories are described below. See Appendix C for examples of the range of activities that could be provided under each service category.

Emergency Shelter Solutions

Emergency shelter solutions include services and supports that provide relief or protect households/people who are homeless or are in imminent risk of homelessness.

Emergency shelter solutions are expected to operate from a Housing First and people-centred approach. We recognize that some people may require stabilization in an emergency shelter
solution for longer periods of time.

**Housing With Related Supports**

This service category includes providing operating funding for long-term and transitional housing, as well as supports related to the delivery of that housing.

Long-term housing is housing that is safe and adequate, and available in the longer term. Transitional housing is housing that is provided for less than one year, which includes the provision of on-site or off-site support services to help individuals move towards independence and self-sufficiency.

Examples of long-term and transitional housing may include:

- Houses/rooms in houses
- Apartments
- Boarding and lodging homes
- Housing with supports attached.

**Housing Funded under the Former Domiciliary Hostel Program**

Under the previous provincial Domiciliary Hostel Program – and as set out in the Domiciliary Hostel Program Framework – the Province outlined 40 provincial expectations under which an SM had to develop standards for their program as a requirement to receive funding.

SMs who opt to use CHPI funding for housing that was funded under the former Domiciliary Hostel Program must continue to comply with the requirement to set standards for such housing to meet the 40 provincial expectations. A list of the expectations can be found in Appendix D. SMs must continue to monitor domiciliary hostel operations for compliance with their standards on an ongoing basis.

MMAH will be retaining these provincial expectations under the CHPI for an interim period.

SMs must also continue to ensure that a personal needs benefit (PNB) is provided to tenants of such housing.

MMAH intends to begin policy work with SMs to develop standards for the Housing With Related Supports service category, including housing formerly funded under the Domiciliary Hostel Program.

**Other Services and Supports**

Under this service category, various services and supports are provided to assist vulnerable or at risk clients with immediate relief or support in obtaining housing (e.g. street and housing outreach, case management, securing and retaining housing/shelter, food banks, etc.).
**Homelessness Prevention**

This service category includes services that assist households at risk of homelessness to retain their housing (e.g., landlord outreach and mediation, emergency financial assistance in the form of payment of rental and/or utilities arrears).

**Services NOT Eligible Under CHPI**

The following services / activities are not eligible to be funded under the CHPI:

- Capital expenditures, which include:
  - New construction and/or conversions of buildings
  - Repairs and renovations
  - Retrofits
  - Buying land
  - Purchasing buildings.
- The construction, repair, and renovation of new and existing social and affordable housing
- Services that do not directly support people who are homeless or at risk of homelessness.

**Client Eligibility**

The four service categories capture services and activities designed to meet the needs of households who are:

- Currently homeless; or
- At risk or in imminent risk of homelessness.

SMs have the flexibility to set their own eligibility criteria for these services, based on local need.

**REPORTING**

SMs are required to report three times throughout the year on the financial section in their Investment Plans and report annually on performance indicators related to the two program outcomes.

A template in the financial section of the IP is provided to SMs to assist with their financial reporting.

SMs will be expected to use the template in the performance indicators section of the IP to report annually on the performance indicators. Year-end reports on performance indicators are due no later than May 31st.
PERFORMANCE INDICATORS

Under CHPI, SMs are required to report on the two provincial program outcomes. The extent to which:

1) People experiencing homelessness obtain and retain housing; and
2) People at risk of homelessness remain housed

SMs will need to collect and report on the measures described below on an annual basis.

Outcome #1: People experiencing homelessness obtain and retain housing

This category should be used in reporting the number of households experiencing homelessness who were supported in obtaining housing (i.e. moving people into more stable housing).

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street to Emergency Shelters</td>
<td>Number of households that have moved from street to emergency shelters</td>
</tr>
<tr>
<td>Street to Transitional Housing</td>
<td>Number of households that have moved from street to transitional housing</td>
</tr>
<tr>
<td>Street to Long-Term Housing</td>
<td>Number of households that have moved from street to long-term housing</td>
</tr>
<tr>
<td>Emergency Shelter to Transitional Housing</td>
<td>Number of households that have moved from emergency shelters to transitional housing</td>
</tr>
<tr>
<td>Emergency Shelter to Long-Term Housing</td>
<td>Number of households that have moved from emergency shelters to long-term housing</td>
</tr>
<tr>
<td>Transitional Housing to Long-Term Housing</td>
<td>Number of households that have moved from transitional housing into long-term housing</td>
</tr>
<tr>
<td>Supports and Services (households experiencing homelessness)</td>
<td>Number of supports or services provided to households experiencing homelessness that contribute to a positive change in housing status</td>
</tr>
</tbody>
</table>

Outcome #2: People at risk of homelessness remain housed

This category should be used in reporting interventions aimed at housing loss prevention, retention and re-housing households at risk of homelessness.
Reporting Methodologies

SMs will be expected to collect data on the above measures beginning April 1, 2013 and to report back to the ministry on an annual basis on each of the two provincial program outcomes. Over the long-term, the Province will work with SMs to collect baseline information with the intent of establishing targets in future years.

In addition to data collection and reporting to support the two CHPI provincial program outcomes, the ministry may also request further information and reporting from the SMs (e.g. monthly reports, roll-ups) on an ad-hoc basis.

SMs are required to report back on their performance indicator data on an annual basis in the Investment Plan.

To assist SMs with performance indicator reporting, the ministry will be issuing a ‘Performance Measures Guide,’ which will provide an explanation of each of the above-noted reporting requirements as well as tips for SMs in co-ordinating data collection, roll-up, and reporting. This guide will be available in early 2013.

IMPORTANT DATES

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 10, 2012</td>
<td>Due date to enter into Service Agreement with the ministry in order to receive payment by January 1st</td>
</tr>
<tr>
<td>January 1, 2013</td>
<td>CHPI implementation begins</td>
</tr>
<tr>
<td></td>
<td>1st CHPI payment is made to SMs</td>
</tr>
<tr>
<td>February 15 of each year</td>
<td>Due date to submit Investment Plan to the ministry</td>
</tr>
<tr>
<td>April 1, 2013</td>
<td>First day of 2013-14 fiscal year</td>
</tr>
<tr>
<td>May 31, 2013</td>
<td>Due date to submit financial report on Jan – March 2013 CHPI expenditures</td>
</tr>
<tr>
<td>May 31 of each year</td>
<td>Due date to submit Annual Year-End Report for the Investment Plan, Performance Indicators and French Language Services, where required</td>
</tr>
<tr>
<td>October 31 of each year</td>
<td>Due date for Mid-Year Investment Plan update</td>
</tr>
<tr>
<td>January 31 of each year</td>
<td>Due date for Quarter 3 Investment Plan update</td>
</tr>
</tbody>
</table>
MMAH CONTACTS

For additional information on the CHPI, please contact your local MMAH Municipal Services Office (MSO):

**Housing Programs Branch, Toronto & Aboriginal Programs Unit**

777 Bay Street, 2nd Floor  
Toronto, ON, M5G 2E5  
Fax: 416-585-7003

Contact: Chris Ryter, Manager, Toronto & Aboriginal Programs Unit  
Tel: 416-585-6711  
Email: chris.ryter@ontario.ca

Serving: Toronto

**Municipal Services Office – Central**

777 Bay Street, 2nd Floor  
Toronto, ON, M5G 2E5  
General Inquiry: 416-585-6226; Toll Free: 1-800-668-0230  
Fax: 416-585-6882

Contact: Ian Russell, Team Lead, Regional Housing Services  
Tel: 416-585-6965  
Email: ian.russell@ontario.ca

Serving: Durham, Halton, Muskoka, Peel, Simcoe, York

**Municipal Services Office – Eastern**

8 Estate Lane, Rockwood House  
Kingston, ON, K7M 9A8  
General Inquiry: 613-545-2100; Toll Free: 1-800-267-9438  
Fax: 613-548-6822

Contact: Mila Kolokolnikova, Team Lead, Regional Housing Services  
Tel: 613-545-2123  
Email: mila.kolokolnikova@ontario.ca

Municipal Services Office – Western

659 Exeter Road, 2nd Floor
London, ON, N6E 1L3
General Inquiry: 519-873-4020; Toll Free: 1-800-265-4736
Fax: 519-873-4018

Contact: Tony Brutto, Team Lead, Regional Housing Services
Tel: 519-873-4032
Email: tony.brutto@ontario.ca


Municipal Services Office – Northeastern

159 Cedar Street, Suite 401
Sudbury, ON, P3E 6A5
General Inquiry: 705-564-0120; Toll Free: 1-800-461-1193
Fax: 705-564-6863

Contact: Cindy Couillard, Team Lead, Regional Housing Services
Tel: 705-564-6808
Email: cindy.couillard@ontario.ca

Serving: Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste Marie, Timiskaming

Municipal Services Office – Northwestern

435 James Street, Suite 223
Thunder Bay, ON, P7E 6S7
General Inquiry: 807-475-1651; Toll Free: 1-800-465-5027
Fax: 807-475-1196

Contact: Peter Boban, Team Lead, Regional Housing Services
Tel: 807-473-3017
Email: peter.boban@ontario.ca

Serving: Kenora, Rainy River, Thunder Bay
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>At risk of homelessness</td>
<td>Households that have difficulty maintaining appropriate housing that is safe, adequate, affordable and secure. A range of factors can put housing security at risk, including: low income, health issues/illness (including mental health issues), substance use, incarceration or other legal issues, hospitalization, family breakdown, violence, discrimination, inadequate and/or unsafe housing.</td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>Short-term accommodation intended for 30 days or less for individuals experiencing homelessness. Emergency shelters provide sleeping arrangements with varying levels of support to individuals.</td>
</tr>
<tr>
<td>Fiscal Year</td>
<td>Provincial fiscal year that spans from April 1&lt;sup&gt;st&lt;/sup&gt; of one year to March 31&lt;sup&gt;st&lt;/sup&gt; of the following year.</td>
</tr>
<tr>
<td>Homelessness</td>
<td>The condition of being without long-term accommodation.</td>
</tr>
<tr>
<td>Household</td>
<td>Applies to a person or group of persons who occupy the same dwelling and do not have a usual place of residence elsewhere in Canada or abroad. The dwelling may be either a collective dwelling or a private dwelling. The household may consist of a family group such as a census family, of two or more families sharing a dwelling or of a person living alone.</td>
</tr>
<tr>
<td>Imminent risk</td>
<td>Risk of losing housing within the month.</td>
</tr>
<tr>
<td>Long-Term housing</td>
<td>Housing that is available in the longer term; e.g. houses, apartments, boarding and lodging, housing with supports. Does not include transitional housing.</td>
</tr>
<tr>
<td>Service Manager</td>
<td>Term used to describe Service Managers as designated under the Housing Services Act, 2011</td>
</tr>
<tr>
<td>Street Homelessness</td>
<td>People living in public or private spaces without consent or contract and places not intended for habitation</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>Housing that is provided for less than one year, which includes the provision of on- or off-site support services to help individuals move towards independence and self-sufficiency.</td>
</tr>
</tbody>
</table>
APPENDIX A
FRENCH LANGUAGES SERVICES REPORT

Please complete and submit this Report, including Schedule A, on an annual basis by May 31st of each year.

Service Manager:

Service Manager Address:

Service Manager Contact:

Name:
Number:
Email:

This report is to confirm that the ______________[Service Manager name] is providing services under the Community Homelessness Prevention Initiative (CHPI) of the Ministry of Municipal Affairs and Housing and has an office(s) located in or serving an area designated in the Schedule to the *French Language Services Act* (“FLSA”).

The ________________ [Service Manager name] confirms that it is:

a) Providing CHPI services to the public in French in all of its offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the FLSA as described in Schedule A; and,

b) Making it known to the public, including by way of signs, notices, other information on services, and initiation of communications in French, that services provided to and communications with the public in connection with the CHPI are available in French.

I declare that the above information is true and complete.

____________________
Service Manager Signature

Name:
Title:

I have the authority to bind ______________[Service Manager name]

Dated at __________ this __________ day of __________, 20__. 
Schedule A

As a Service Manager providing services under the CHPI and having offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the French Language Services Act, please complete the section below. A list of designated areas can be found in Schedule B.

Service Manager Name:

Name of Designated Area(s):

Description of Services:

Please select all items that apply to the services you are providing under CHPI in an office (or the office of a sub-contractor) that is located in or services a designated area.

- Signage and visibility of available services in French
- Over-the-counter services are available in French
- Written correspondence and telephone service are available in French
- Translation of written material produced for public use is available in French
- Other ____________________ [please specify]

Please list any services or locations in designated areas where these French language services are not being provided. Please explain.
**Schedule B**

**List of Designated Areas under the French Language Services Act**

Please ensure to review the Schedule to the *French Language Services Act* for any updates to designated areas.

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Designated Area(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Toronto</td>
<td>All</td>
</tr>
<tr>
<td><strong>Central Region</strong></td>
<td></td>
</tr>
<tr>
<td>Regional Municipality of Peel</td>
<td>City of Mississauga; City of Brampton</td>
</tr>
<tr>
<td>County of Simcoe</td>
<td>Town of Penetanguishene; Townships of Tiny and Essa</td>
</tr>
<tr>
<td><strong>Eastern Region</strong></td>
<td></td>
</tr>
<tr>
<td>City of Cornwall</td>
<td>County of Glengarry; Township of Winchester; County of Stormont</td>
</tr>
<tr>
<td>City of Kingston</td>
<td>City of Kingston</td>
</tr>
<tr>
<td>City of Ottawa</td>
<td>All</td>
</tr>
<tr>
<td>United Counties of Prescott and Russell</td>
<td>County of Prescott; County of Russell</td>
</tr>
<tr>
<td>County of Renfrew</td>
<td>City of Pembroke; Townships of Stafford and Westmeath</td>
</tr>
<tr>
<td><strong>Western Region</strong></td>
<td></td>
</tr>
<tr>
<td>Municipality of Chatham-Kent</td>
<td>Town of Tilbury; Townships of Dover and Tilbury East</td>
</tr>
<tr>
<td>City of Hamilton</td>
<td>All of the City of Hamilton as it exists on December 31, 2000</td>
</tr>
<tr>
<td>City of London</td>
<td>City of London</td>
</tr>
<tr>
<td>Regional Municipality of Niagara</td>
<td>City of Port Colborne; City of Welland</td>
</tr>
<tr>
<td>City of Windsor</td>
<td>City of Windsor; Towns of Belle River and Tecumseh; Townships of Anderdon, Colchester North, Maidstone, Sandwich South, Sandwich West, Tilbury North, Tilbury West and Rochester</td>
</tr>
<tr>
<td><strong>Northeast Region</strong></td>
<td></td>
</tr>
<tr>
<td>Algoma District Services Administration Board</td>
<td>District of Algoma</td>
</tr>
<tr>
<td>Cochrane District Social Services Administration Board</td>
<td>All</td>
</tr>
<tr>
<td>City of Greater Sudbury</td>
<td>All</td>
</tr>
<tr>
<td>Manitoulin-Sudbury District Services Board</td>
<td>District of Sudbury</td>
</tr>
<tr>
<td>District of Nipissing Social Services Administration Board</td>
<td>District of Nipissing</td>
</tr>
<tr>
<td>District of Parry Sound Social Services Administration Board</td>
<td>Municipality of Callander</td>
</tr>
<tr>
<td>District of Sault Ste. Marie Social Services Administration Board</td>
<td>The part of the District of Algoma that is part of the district for the District of Sault Ste. Marie Social Services Administration Board</td>
</tr>
<tr>
<td>District of Timiskaming Social Services Administration Board</td>
<td>All</td>
</tr>
<tr>
<td><strong>Northwest Region</strong></td>
<td></td>
</tr>
<tr>
<td>Kenora District Services Board</td>
<td>Township of Ignace</td>
</tr>
<tr>
<td>District of Thunder Bay Social Services Administration Board</td>
<td>Towns of Geraldton, Longlac and Marathon; Townships of Manitouwadge, Beardmore, Nakina and Terrace Bay</td>
</tr>
</tbody>
</table>
APPENDIX B
INVESTMENT PLAN

Community Homelessness Prevention Initiative (CHPI)
Investment Plan

The Community Homelessness Prevention Initiative (CHPI) aims to prevent, address and reduce homelessness by improving access to adequate, suitable and affordable housing that is linked to flexible support services based on peoples' needs. The CHPI is a result of the consolidation of funding from five provincial homelessness-related programs.

Service Managers are required to develop and submit an Investment Plan that will outline how their funding allocations will be used each year.

The province has established two key program outcomes that will measure performance and ensure accountability:
1) People experiencing homelessness obtain and retain housing; and,
2) People at risk of homelessness remain housed.
Service Managers are required to deliver services that will address both program outcomes.

Service Managers should make their best efforts to ensure the full expenditure of allocated program funding. Service Managers have the flexibility to move funding from one service category to another within a fiscal year as long as services provided meet program outcomes. It should be noted, however, that unspent funds cannot be moved from one fiscal year to another.

This initial Investment Plan covers the period between April 1, 2013 and March 31, 2014. Completed Investment Plans must be approved by Council or by a delegated Service Manager authority and submitted to the Ministry of Municipal Affairs and Housing by February 15, 2013.

Please note that although CHPI funding starts flowing to Service Managers in January 2013, Service Managers are not required to submit an Investment Plan covering the period between January 1, 2013 and March 31, 2013 to the ministry. However, SMs are required to report back to the ministry on how the money was used by May 31, 2013.

Service Managers must identify the amount of CHPI funding used for program administration in their Investment Plans for 2013-14. Service Managers may use up to 10% of their annual allocation on administration costs. Please refer to the Program Guidelines for what activities are eligible as administration costs.

Service Managers will be required to report at specific times during the year on their use of CHPI funding and to provide an update on changes made to service categories take up. SMs 2013-14 year-end report and performance indicators are due to the ministry by May 31, 2014. The report must include a statement from the Municipal Treasurer or delegated Service Manager authority attesting the accuracy of the reported information.

The Ministry recognizes that the CHPI represents a shift in homelessness program delivery and that Service Managers need time to adjust to the new program and design and develop local programs and services under the CHPI that meet their local needs. Therefore, until the period ending on March 31, 2016, Service Managers are required to develop an Investment Plan for each year. After March 31, 2016, Service Managers will be required to develop and submit three-year Investment Plans.
1. Proposed Plan

Briefly describe how you intend to use your CHPI allocation to address various housing and homelessness-related needs of your SM area.

For example, you can discuss the following matters:

1) Range of services you are planning to deliver (e.g. Emergency Shelter Solutions, Housing with Related Supports, Services and Supports, and Homelessness Prevention) - and why.
2) Client groups you are planning to assist - and why.

The proposed plan is intended to be a high-level summary and should be no longer than two pages.

Please write in a box below:
2. Projected Use of CHPI funding

Complete the following table to indicate how much of your 2013-14 CHPI allocation you plan to use under various service categories in each quarter.

Projected spending in each quarter may be specific to each service category:

1. Emergency Shelter Solutions
2. Housing with Related Supports
3. Services and Supports
4. Homelessness Prevention

Please refer to the Program Guidelines for examples of activities that may be provided under each service category.

Please also include the amount of funding to be used to administer the program. Service Managers may use up to 10% of their annual allocation on administration costs.

Please provide your best quarterly estimates when completing the table. Please enter information in the YELLOW HIGHLIGHTED cells only.

<table>
<thead>
<tr>
<th>Service Categories</th>
<th>Quarter 1 Apr - Jun</th>
<th>Quarter 2 Jul - Sep</th>
<th>Quarter 3 Oct - Dec</th>
<th>Quarter 4 Jan - Mar</th>
<th>TOTAL 2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Solutions</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing with Related Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Services and Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>
### FINANCIAL REPORT FOR 2012-13 QUARTER 4 FUNDS

Due: May 31, 2013.

Please identify the amount of funding you projected to spend in each category in the Allocation column.
Please enter the amount of funding used between January 1, 2013 and March 31, 2013 in the Actual column.

Please enter your information in the YELLOW HIGHLIGHTED cells only.

#### 2012-13

<table>
<thead>
<tr>
<th>Service Categories</th>
<th>Q4 Jan - Mar Allocation</th>
<th>Q4 Jan - Mar Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Solutions</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing with Related Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Services and Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

#### MID YEAR UPDATE

Due: October 31, 2013

Please enter the full amount of the CHPI funding used in Quarter 1 and Quarter 2.
Also please enter how you plan to use the remaining funding in Quarter 3 and Quarter 4.

#### 2013-14

<table>
<thead>
<tr>
<th>Service Categories</th>
<th>Q1 Apr-Jun Actual</th>
<th>Q2 Jul-Sep Actual</th>
<th>Q3 Oct-Dec Forecast</th>
<th>Q4 Jan-Mar Forecast</th>
<th>2013-14 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Solutions</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing with Related Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Services and Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Administration</td>
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<td>$0</td>
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</tr>
<tr>
<td>Total</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

#### QUARTER 3 UPDATE

Due: January 31, 2014

Please enter the full amount of the CHPI funding used in Quarter 1, Quarter 2 and Quarter 3.
Also please enter how you plan to use the remaining funding in Quarter 4.

#### 2013-14

<table>
<thead>
<tr>
<th>Service Categories</th>
<th>Q1 Apr-Jun Actual</th>
<th>Q2 Jul-Sep Actual</th>
<th>Q3 Oct-Dec Actual</th>
<th>Q4 Jan-Mar Forecast</th>
<th>2013-14 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Solutions</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing with Related Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Services and Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Administration</td>
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<tr>
<td>Total</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
</tr>
</tbody>
</table>

Please describe your strategy to reach the full use of your annual allocation by March 31, 2014.
### ACTUAL YEAR-END FINANCIAL EXPENDITURES - 2013-14

<table>
<thead>
<tr>
<th>Service Categories</th>
<th>Q1 Apr-Jun Actual</th>
<th>Q2 Jul-Sep Actual</th>
<th>Q3 Oct-Dec Actual</th>
<th>Q4 Jan-Mar Actual</th>
<th>TOTAL 2013-14 Expenditures</th>
<th>Annual Allocation 2013-14</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Solutions</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing with Related Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Services and Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

### TOTAL EXPENDITURES BY EACH SERVICE CATEGORY - 2013/14

<table>
<thead>
<tr>
<th>Service Categories</th>
<th>CHPI Funding</th>
<th>Municipal Funding</th>
<th>2013-14 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Solutions</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing with Related Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Services and Supports</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

---

**CMSM/DSSAB:**

Contact Email and Telephone Number:

Date Submitted to MMAH:

---

**Service Manager Attestation**

I certify that I have delegated authority to approve this Report.

I also certify that to the best of my knowledge, the reported information is true and correct.

X

(SM Signature)

Name:

Title:
5. Performance Indicators

Due: May 31, 2014

Please enter the number of households assisted in 2013 - 2014 for each of the following performance indicators. Please enter your information in the YELLOW HIGHLIGHTED cells only.

**OUTCOME #1: PEOPLE EXPERIENCING HOMELESSNESS OBTAIN AND RETAIN HOUSING**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th># of Households Assisted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street to Emergency Shelters</td>
<td>Number of households that have moved from street to emergency shelters</td>
<td></td>
</tr>
<tr>
<td>Street to Transitional Housing</td>
<td>Number of households that have moved from street to transitional housing</td>
<td></td>
</tr>
<tr>
<td>Street to Long-Term Housing</td>
<td>Number of households that have moved from street to long-term housing</td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter to Transitional Housing</td>
<td>Number of households that have moved from emergency shelters to transitional housing</td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter to Long-Term Housing</td>
<td>Number of households that have moved from emergency shelters to long-term housing</td>
<td></td>
</tr>
<tr>
<td>Transitional Housing to Long-Term Housing</td>
<td>Number of households that have moved from transitional housing into long-term housing</td>
<td></td>
</tr>
<tr>
<td>Supports and Services (households experiencing homelessness)</td>
<td>Number of supports or services provided to households experiencing homelessness that contribute to a positive change in housing status</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

**OUTCOME #2: PEOPLE AT-RISK OF HOMELESSNESS REMAIN HOUSED**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th># of Households Assisted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Loss Prevention</td>
<td>Number of households at imminent risk of homelessness that are stabilized (includes assistance with rental and energy arrears)</td>
<td></td>
</tr>
<tr>
<td>Housing Retention</td>
<td>Number of households that were successful in retaining their housing at three month follow-up</td>
<td></td>
</tr>
<tr>
<td>Long-Term Housing to Long-Term Housing</td>
<td>Number of households living in long-term housing that are at-risk of homelessness who are supported in accessing alternative long-term housing.</td>
<td></td>
</tr>
<tr>
<td>Supports and Services (at-risk households)</td>
<td>Number of supports or services provided to households at-risk of homelessness that allow them to maintain or retain their housing</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>
APPENDIX C
EXAMPLES OF ACTIVITIES THAT MAY BE PROVIDED UNDER EACH SERVICE CATEGORY

There may be instances where some activities may be provided under more than one service category. For example, medical supports can be provided, both, to clients accessing housing supports (Housing With Related Supports) and to clients accessing outreach services (under Other Services and Supports).

Emergency Shelter Solutions

Emergency Shelter Solutions could include, but are not limited to:
- A ‘safe’ bed offered in a variety of settings (e.g., emergency shelters and hotels);
- Necessary basic needs (e.g., food, clothing, blankets, hygiene items and other essentials) and
- Support services (transportation from street to shelter, outreach services, assistance with securing shelter).

Housing With Related Supports

Housing support services could include, but are not limited to:
- Housing allowance, supplement or subsidy;
- Assistance with obtaining long-term or transitional housing
- Household set-up assistance (e.g., transportation, furniture, provision of first/last month rent, utility deposits and hook-up fees, storage costs if other means are unavailable); and
- On-site or off-site support staff.

Assistance with daily living and life skills supports for clients receiving housing supports could include, but are not limited to:
- Provision of personal hygiene supplies, basic furnishings, meals, nutrition and grocery shopping;
- Household tasks;
- Daily self-care and personal hygiene;
- Budgeting and bill paying;
- Laundry assistance, household cleaning/maintenance - if required;
- Visiting and telephone assurance; and
- Transportation assistance.

Supports related to medical needs and well-being for clients receiving housing supports could include, but are not limited to:
- Harm reduction and substance use assessment, support, treatment and withdrawal services;
- Crisis intervention and prevention services;
- Mental health/illness and substance use supports and services, supports related to recovery;
• Dual diagnosis and fetal alcohol supports;
• Medication assistance and medical care;
• Pest and bed bug control/management, de-cluttering/emergency cleaning and maintenance;
• Furniture replacement due to pest infestation, fire, flood or uncontrollable damage;
• Information and referrals to other required support services; and
• Formal linkages and protocols with community and hospital based mental health services and substance abuse services; and
• Counselling.

Supports related to community inclusion and increased independence for clients receiving housing supports could include, but are not limited to:
• Employment supports, placement and training;
• Education, learning and leadership opportunities;
• Family re-unification;
• Peer support; and
• Co-ordination and integration with other services and organizations.

Other Services and Supports

Outreach services could include, but are not limited to:
• Street/community and housing outreach;
• Case management;
• Transportation and/or transportation fares;
• Food and beverages;
• Blankets, clothing/footwear and personal hygiene items;
• Landlord mediation/assistance;
• Assistance with applying for and replacing identification;
• Discharge planning from institutions (e.g., children’s aid, justice system, medical and related system);
• Drop-in centres;
• Information and referrals;
• Family support services; and
• Co-ordination and integration with other services and organizations.

Supports related to medical needs and well-being could include, but are not limited to:
• Harm reduction and substance use assessment, support, treatment and withdrawal services;
• Crisis prevention and intervention services;
• Mental health/illness and substance use supports and services, supports related to recovery;
• Dual diagnosis and fetal alcohol supports;
• Medication assistance and medical care;
• Pest and bed bug control/management, de-cluttering/emergency cleaning and maintenance;
• Furniture replacement due to pest infestation, fire, flood or uncontrollable damage;
• Information and referrals to other required support services; and
• Formal linkages and protocols with community and hospital based mental health services and substance abuse services; and
• Counselling.

Homelessness Prevention

Homelessness prevention services could include, but are not limited to:
• Eviction prevention including landlord outreach and mediation;
• Financial assistance for emergency needs, rental or utilities arrears (or to prevent arrears on emergency basis);
• Short term payment of rent to prevent eviction due to incarceration, hospitalization, unemployment if no other assistance is available;
• Assistance to secure and retain housing (e.g. re-housing); and
• Assistance with budgeting, bill paying, banking, pay-direct to the landlord and financial trusteeship.

Other homelessness prevention activities could include, but are not limited to:
• Provision of basic necessities like food;
• Legal support and justice redirection;
• Employment supports, placement and training;
• Information and referrals; and
• Coordination and integration with other services and organizations, including formal linkages and protocols.
1. Program Administration:

1.1 Eligibility Criteria: SM must establish a standard that defines who is eligible for a domiciliary hostel subsidy.

1.2 Home Criteria: SM must establish a standard that defines what type of home/residence is eligible to house individuals subsidized by the program.

1.3 Intake Process: SM must establish a standard for an intake process to domiciliary hostels.

1.4 Tenant Absence: SM must establish a standard for tenant absences from the domiciliary hostel.

1.5 Confidentiality: SM must establish a standard for tenant confidentiality in domiciliary hostels.

1.6 Tenant Files: SM must establish a standard for tenant files to be maintained in domiciliary hostels.

1.7 Serious Incidents: SM must establish a standard for the reporting of serious incidents in domiciliary hostels.

1.8 Personal Needs Benefit – Process: SM must establish a standard for the process for paying the personal needs benefit to tenants.

1.9 Personal Needs Benefit – Management: SM must establish a standard for managing tenants’ personal needs benefits in domiciliary hostels.

1.10 Staff Qualifications: SM must establish a standard for minimum qualifications of staff working in domiciliary hostels.

1.11 Staffing Levels: SM must establish a standard for staffing levels in domiciliary hostels.

1.12 Staff Conduct: SM must establish a standard for staff conduct in domiciliary hostels.

1.13 Insurance: SM must establish a standard for insurance coverage required for domiciliary hostel operations.
1. 14 Inspection: SM must establish a standard for regular inspection of domiciliary hostels.

2. Hostel Operations:

2. 1 Physical Safety: SM must establish a standard(s) for physical safety in domiciliary hostels.

2. 2 Health and Safety: SM must establish a standard(s) for health and safety in domiciliary hostels.

2. 3 Medication Management/Drug Storage: SM must establish a standard(s) for drug storage and medication management in domiciliary hostels.

2. 4 Telephones: SM must establish a standard for tenant access to a non-pay telephone(s) in domiciliary hostels.

2. 5 Furnishings: SM must establish a standard for safe, sanitary and appropriate furnishings in domiciliary hostels.

2. 6 Bedrooms: SM must establish a standard for tenant bedrooms including the maximum number of tenants per bedroom in domiciliary hostels.

2. 7 Bathrooms/Washrooms: SM must establish a standard for safe, sanitary bathrooms/washrooms in domiciliary hostels.

2. 8 Kitchens: SM must establish a standard for safe, sanitary kitchen facilities in domiciliary hostels.

2. 9 Common Areas: SM must establish a standard for safe, sanitary common areas in domiciliary hostels.

2. 10 Linens: SM must establish a standard for the provision of safe, sanitary linens in domiciliary hostels.

2. 11 Water: SM must establish a standard for safe, sanitary and adequate water supply in domiciliary hostels.

2. 12 Heating/Cooling: SM must establish a standard for air temperature in domiciliary hostels.

2. 13 Garbage: SM must establish a standard for the safe, sanitary storage of garbage in domiciliary hostels.
3. **Hostel Supports:**

3.1 **Activities of Daily Living:** SM must establish a standard(s) for the provision of activities of daily living in domiciliary hostels.

3.2 **Tenant Well-Being:** SM must establish a standard(s) for tenant well-being in domiciliary hostels.

3.3 **Tenancy Agreements:** SM must establish a standard for tenancy agreements in domiciliary hostels.

3.4 **Access to Home:** SM must establish a standard for tenant and visitor access to domiciliary hostels.

3.5 **Privacy:** SM must establish a standard for tenant privacy in domiciliary hostels.

3.6 **Rights/Responsibilities:** SM must establish a standard for tenant rights and responsibilities in domiciliary hostels.

3.7 **House Meetings:** SM must establish a standard for regular house meetings in domiciliary hostels.

3.8 **Conflict Resolution:** SM must establish a standard for internal/in-house conflict resolution processes in domiciliary hostels.

3.9 **Meals/Nutrition:** SM must establish a standard(s) for meals, snacks, special diets, and nutrition in domiciliary hostels.

3.10 **Menus:** SM must establish a standard for menus in domiciliary hostels.

3.11 **Bedrooms – Personal Use:** SM must establish a standard for tenants’ personal use of bedrooms in domiciliary hostels.

3.12 **Home Entertainment:** SM must establish a standard for the provision of home entertainment in domiciliary hostels.

3.13 **Transportation:** SM must establish a standard for tenant transportation to appointments in the community.
TO: Chair Sean Strickland and Members of the Community Services Committee

DATE: November 27, 2012

FILE CODE: S13-20

SUBJECT: RESEARCH PROJECT ON FAMILY HOMELESSNESS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into an agreement with the Federal Government of Canada or a Ministry or agency thereof, under the Homelessness Partnering Strategy for the period beginning December 17, 2012 and ending March 31, 2014, for the purposes of a research project on family homelessness, and subject to approval of the Regional Solicitor;

AND THAT the Regional Municipality of Waterloo approve entering into agreements with agencies or consultants, as determined by the Commissioner of Social Services from time to time, subject to receipt of Federal Government funding, to support a research project on family homelessness as outlined in Report SS-12-051, dated November 27, 2012.

SUMMARY:

In spring 2012, the federal Homelessness Partnering Strategy (HPS) Knowledge Development issued a targeted solicitation of applications for family homelessness research. The Region submitted a proposal in June 2012. On October 29, 2012, Region Staff were informed that the proposal was successful and that HPS would be providing the Region $64,000 between November 2012 and March 31, 2014 to complete a research project on family homelessness.

REPORT:

1.0 Background

In Waterloo Region there are seven Emergency Shelter programs under Agreement with the Region serving people experiencing homelessness (i.e., does not include Women's Crisis Services of Waterloo serving women fleeing abuse and their dependents or the seasonal Kitchener-Waterloo Out of the Cold program). Of these seven Emergency Shelter programs, two have the capacity to serve families (YWCA-Mary's Place and Cambridge Shelter). Locally, we have a combined capacity to serve 25 families each night through regular shelter capacity with processes in place to overflow additional families into motels as needed.

In 2011, there was a significant increase in the number of families seeking emergency shelter service. While the number of people generally accessing emergency shelter increased 10% between 2010 and 2011, the number of families increased 30% over that same period. A total of 135 families (including 268 children) stayed at emergency shelters in 2011. This increase coupled with longer lengths of stay required significant overflow into motels. In 2011, there were over 2,000 family motel nights and at the peak in November 2011, there was a nightly average of 18 families overflowed into motels. While meeting the immediate need for temporary
shelter, placing families in motels is not ideal and puts a strain on shelter resources. Over the past year, the Region has brought together local housing stability programs to discuss issues of family homelessness and to consider options and additional resources to address current demand. As outlined in All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region - Policy Framework, the answer is not to build more shelters for families. With the funding through HPS, the Region will lead the local community in a process to redesign the current system of shelter response to a system focused on diversion and rapid re-housing. This project is an opportunity to work towards ending rather than managing family homelessness in Waterloo Region. In addition, information produced through this project is intended to inform and support other communities in ending family homelessness.

2.0 Report Development

The project is expected to be completed utilizing a combination of staff and consultant resources. A project reference group, including all local housing stability programs working with families experiencing homelessness or at imminent risk of housing loss, will be formed to support development of the report. The following agencies and programs will meet regularly over the project period:

- YWCA – Mary’s Place (emergency shelter for single women and families)
- Cambridge Shelter (emergency shelter for singles and families)
- Lutherwood – Families in Transition (support for families to find and retain housing)
- Lutherwood – Rent Bank and Eviction Prevention (housing retention)
- Marillac Place (time-limited housing for pregnant and parenting youth)
- St. Monica House (time-limited housing for pregnant and parenting youth)

Direct input from families who have experienced homelessness will also be an important component of the project. It is planned that a minimum of ten families will be engaged in a minimum of two focus groups to support development and review of the draft report.

The project will also seek to involve representatives from other agencies and programs working with families who can assist in prevention, referrals, support, and resourcing such as:

- Family and Children’s Services of Waterloo Region
- Women’s Crisis Services of Waterloo Region
- Waterloo Region Public and Separate School Boards
- Region of Waterloo Children’s Services
- Region of Waterloo Housing
- Region of Waterloo Community Outreach Program
- Public Health’s Child and Family Health
- Funding bodies such as United Way and the Hallman Foundation

The report that will be produced is envisioned to include:

- An overview of the local context and approach to developing the report
- A definition of family homelessness and housing stability
- A clear rational for prioritizing a focus on families experiencing homelessness or at-risk of housing loss (emphasizing impacts on children)
- A picture of family homelessness in Waterloo Region (including prevalence rates, trends and contributing factors – told through service data, pictures and stories)
- An inventory of current services and supports for families experiencing or at-risk of housing loss and an analysis of strengths and gaps in terms of preventing housing loss and support to obtain and retain housing
- Promising practices and principles (including access, diversion and rapid re-housing)
- Analysis, insights, and recommended actions for ending family homelessness
It is our expectation that the outcome of the project will be much more than just creating a report. It is hoped that the process used to develop the report will raise awareness of the issue, be grounded in lived and local experience, will include system-wide knowledge development and knowledge transfer, will create a shared vision, increase partnerships, provide a plan and secure commitment to end family homelessness.

CORPORATE STRATEGIC PLAN:

Working to end family 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”.

FINANCIAL IMPLICATIONS:

The federal HPS will be providing $64,000 to complete the project through 100% federal dollars from November 2012 to March 2014. The Region has identified matching funding in-kind through existing resources. It is planned that the HPS funding will begin to be expensed in 2013.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Planning, Housing and Community Services and Public Health have reviewed this report. Legal will support the Agreement process and Finance will assist with claims under the Agreement.

ATTACHMENTS

NIL

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

APPROVED BY:  
Douglas Bartholomew-Saunders, Commissioner, Social Services
REGION OF WATERLOO
SOCIAL SERVICES
Social Planning, Policy and Program Administration

TO: Chair Sean Strickland and Members of the Community Services Committee
DATE: November 27, 2012
FILE CODE: S13-40

SUBJECT: ALL ROADS LEAD TO HOME: THE HOMELESSNESS TO HOUSING STABILITY STRATEGY FOR WATERLOO REGION - ACTION FRAMEWORK AND STRATEGY (2012)

RECOMMENDATION:

THAT the Regional Municipality of Waterloo endorse All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region – Action Framework;

AND THAT the Regional Municipality of Waterloo endorse an updated goal for STEP Home to end persistent homelessness for 500 people by the end of 2013;

AND THAT the Regional Municipality of Waterloo endorse the summary document 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. 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.

The first Strategy (2007-2010) 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. Over the past two years, housing stability stakeholders have been working on updating the Strategy.

REPORT:

1.0 Background
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).

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). It was determined that the updated Strategy would include two complementary frameworks – the Policy Framework (released January 2012) and the Action Framework (the subject of this report).

Regional Council endorsed the Policy Framework in March 2012 (SS-12-013). The Policy Framework provides a common point of reference and guidelines for thinking about how to end homelessness. It includes a comprehensive review of the essential elements for ending homelessness and other key concepts, who is working to end homelessness, available resources and key policy directions for the future. In total, 29 organizations and groups endorsed the Policy Framework as a response to the need for a collective voice, calling for a shift in thinking and doing to end homelessness in Waterloo Region.

2.0 Development of the Action Framework and the Strategy (2012)
Since the release of the Policy Framework in January 2012, Region Staff and community stakeholders have been working to complete the Action Framework. Actions were drafted based on a review of numerous documents and background reports, two previous forums held in 2011, and over 30 meetings with organizations and groups. An open community forum to review and confirm essential actions to end homelessness was held in June 2012 and attended by over 60 people. A number of individuals and groups were further consulted on particular actions. The STEP Home Agency Advisory Group (representing 10 key housing stability organizations) served as a reference group providing feedback on the draft Action Framework document.

The Action Framework (Appendix A – available separately) supports the whole community to take action to end homelessness. It identifies what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time. It includes an overview and key housing stability trends and presents four focus areas, eight strategic directions, and 40 actions. Within each of the 40 actions, associated issues and potential activities have been identified. While the issues and activities included are not necessarily exhaustive and may change over time, the 40 actions will serve as a longer-term framework. The document concludes with next steps as described further below.

The Policy Framework and Action Framework total over 170 pages of the most recent, comprehensive, local thinking related to ending homelessness in Waterloo Region. The documents are detailed and directed largely at those most involved in the housing stability system. It was identified that a shorter document that appeals to a wider audience was also needed. The Strategy 2012 is a 14 page booklet (Appendix B – distributed separately) that summarizes both the Policy Framework and the Action Framework and is the document that will be released more broadly. The Strategy 2012 Summary Sheet (Appendix C – attached) serves as a quick reference two-page overview.
3.0 Regional Role and Implementation

The Region has identified the development and implementation of the Strategy as an action of the Region’s Corporate Strategic Plan, both in the previous (2007-2010) and current (2011-2014) terms of Council. While the Region is a leader and key housing stability system stakeholder, the Strategy is not intended to be used strictly as a planning tool for Regional government. The Region’s role with the Strategy is largely one of facilitating local community planning. Stakeholders in the housing stability system developed the Strategy and will take a lead role in its implementation. It is recognized that ending homelessness is a shared responsibility – all orders of government, businesses, not-for-profits, groups, landlords and residents of Waterloo Region have a role to play. The Region was one of 29 organizations and groups that endorsed the Policy Framework towards a shared approach to ending homelessness in Waterloo Region. Progress with implementation of the Strategy depends on strategic investments and requires dedicated, collaborative effort among all orders of government and partners in the community.

4.0 Next Steps

To support this shared responsibility and approach, the endorsement of the Strategy (2012) and Action Framework is being requested by Regional Council. Endorsement of these documents means that:

- Adopting a shared approach and strengthening the collective voice in the area of housing stability is supported to bring the community closer to ending homelessness.
- The Strategy (2012) will be used as a guide to support housing stability efforts (among other tools and resources, as appropriate).
- It is recognized that associated issues and potential activities identified in the Action Framework are not necessarily exhaustive and may change over time. As such, the Action Framework will continue to evolve along with the needs of the community.

As part of the Action Framework, Council is being asked to endorse an updated goal to end persistent homelessness for 500 people by the end of 2013. STEP Home is well on the way to meeting this goal. From 2008 to 2010, STEP Home supported 177 people experiencing persistent homelessness to find and retain housing; exceeded its original goal of ending persistent homelessness for 150 people (SS-10-053 and SS-11-039). As reported in the 2011-2012 STEP Home Annual Report (Memo to Community Services dated September 11, 2012), additional programs have since joined STEP Home resulting in 144 people experiencing persistent homelessness supported to find and/or retain housing over 2011. In total, 321 people experiencing persistent homelessness have been supported to find and retain housing between 2008 and 2011. It is anticipated that a further 179 people will be supported by the end of 2013 to total 500.

Following Council endorsement, the Strategy (2012) will be released broadly throughout the community, while the Action Framework will be distributed to key stakeholders in the housing stability system and be available on the Region’s website. The Strategy (2012) and the Action Framework will also be posted to the Homeless Hub (a Canadian research clearinghouse).

As part of the implementation of the Provincial Long Term Affordable Housing Strategy (2010) and the new Housing Services Act, 2011, the Region will be required to submit a ten year housing and homelessness plan to the Province by January 1, 2014. It is anticipated that the updated Strategy (2012) (including the Policy Framework and Action Framework) as well as the updated Community Action Plan for Low to Moderate Level Housing (expected to be released in 2013 – P-12-106) will be used to meet this deliverable.

Prior to the initiation of ten year housing and homelessness plans, the Region will facilitate the production of a Strategy progress report that covers the period January 2011 through to 2013.
Proposed indicators of collective impact towards the Strategy goals for 2013, 2018 and 2023 have been identified in the Action Framework, while baseline measures and objectives will be included in the ten year housing and homelessness plan and/or the Strategy 2013 progress report. Further implementation and monitoring plans beyond 2013 will be considered as part of the ten year housing and homelessness plan.

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 (2012) aligns with other corporate initiatives, including seniors planning, the update of the Community Action Plan for Low to Moderate Level 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 and Waterloo Region Crime Prevention Council were involved in the consultation process for the updated Strategy (2012).

ATTACHMENTS

Appendix A  All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region – Action Framework (copy provided for Councillors’ Library)

Appendix B  All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (2012) (copies distributed separately for Councillors and Senior Staff only)

Appendix C  Strategy 2012 Summary Sheet

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

APPROVED BY:  Douglas Bartholomew-Saunders, Commissioner, Social Services
APPENDIX C  
STRATEGY 2012 SUMMARY SHEET

Homelessness to Housing Stability Strategy  
Summary Series  
The Strategy (2012)

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 updated Strategy (2012) summarizes two complementary frameworks:

- **The Policy Framework** (released January 2012) 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** (the current document) supports 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.

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.**

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.**

**Primary Goal of the Strategy:**

- To end homelessness in Waterloo Region.

**Secondary 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.

**Additional Resources:**

- **All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region:**
  - [www.regionofwaterloo.ca/socialservices](http://www.regionofwaterloo.ca/socialservices)

- **Homelessness and Housing Umbrella Group:**
  - [www.hhug.ca](http://www.hhug.ca)

- **Homeless Hub:**
  - [www.homelesshub.ca](http://www.homelesshub.ca)

This document is available in alternative formats upon request.
How to get involved

Everyone has a role to play in ending homelessness. Below are a few important activities that you can do to help:

- Examine your attitudes and language towards people experiencing homelessness or at-risk of housing loss.
- Talk to people who are experiencing homelessness or at-risk of housing loss about their experience.
- Talk with your friends and family about homelessness and housing stability and encourage a respectful attitude.
- Advocate for more resources in the areas of housing, income and support for people experiencing homelessness or at-risk of housing loss. Encourage long-term solutions.
- Volunteer your time to directly support people who are experiencing homelessness or at-risk of housing loss.

ACTION FRAMEWORK

How Are We Going To Get There?

The Action Framework identifies 40 actions, organized by four focus areas and eight strategic directions. Within each action, both issues and potential activities are included. The actions are designed to reach the goals identified in the Policy Framework.

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

How Will We Monitor Our Progress?

An implementation progress report will be released that covers the period January 2011 through to 2013.

Processes to facilitate implementation of the actions, progress monitoring, communication and evaluation activities for these plan(s) beyond 2013 are pending finalization of local implementation plans for the Provincial Long Term Affordable Housing Strategy and the new Housing Services Act, 2011.

How Will We Know We Made a Difference?

Interim indicators of collective impact are identified in the Action Framework. Progress with meeting these interim indicators will be part of the 2013 implementation progress report.

How Will We Share What We Learned?

Progress with communicating the release of the updated Strategy will be part of the 2013 implementation progress report.
All Roads Lead to Home: the homelessness to HOUSING STABILITY strategy for Waterloo Region

NOVEMBER 2012
Acknowledgements and Endorsements

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

Report Contributors:
People contributed to the Action 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 and 2012). Community consultation included three open community forums (with more than 40 attendees at the first two forums and more than 60 at the third forum), more than 30 meetings with organizations and groups from the housing stability system, opportunities to provide feedback on-line and additional meetings with people and groups to discuss their feedback. We want to acknowledge the STEP Home Agency Advisory Group for their review and insightful feedback on the draft document. Special thanks to Sean Puckett (who worked in partnership with The Working Centre) for contributing his photos. Thank you to everyone who invested their time and provided their invaluable insights.

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Lynn Randall Director Social Planning, Policy and Program Administration, Region of Waterloo
Cristine Renna Social Planning Associate, Social Planning, Policy and Program Administration, Region of Waterloo
Amber Robertson Social Planning Associate, Social Planning, Policy and Program Administration, Region of Waterloo
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Bethany Social Planning Associate, Social Planning, Policy and Program Administration, Region of Waterloo
Wagler-Mantle Social Planning Associate, Social Planning, Policy and Program Administration, Region of Waterloo

Twenty-nine organizations and groups have endorsed the Strategy Policy Framework that has informed this Action Framework. 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.

| 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 updated Strategy (2012) summarizes two complementary frameworks:  
- **The Policy Framework** (released January 2012) 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** (the current document) supports 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. |
| 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. |
<table>
<thead>
<tr>
<th><strong>Primary Goal of the Strategy:</strong></th>
</tr>
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<tbody>
<tr>
<td>To end homelessness in Waterloo Region.</td>
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</tbody>
</table>

**Secondary 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.

**How Are We Going To Get There?**

The Action Framework identifies 40 actions, organized by four focus areas and eight strategic directions. Within each action, both associated issues and potential activities are included. The actions are designed to reach the goals identified in the Policy Framework.

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

**How Will We Monitor Our Progress?**

An implementation progress report will be released that covers the period January 2011 through to 2013. Processes to facilitate implementation of the actions, progress monitoring, communication and evaluation activities for these plan(s) beyond 2013 are pending finalization of local implementation plans for the Provincial Long Term Affordable Housing Strategy and the new *Housing Services Act, 2011*.

**How Will We Know We Made A Difference?**

Initial indicators of collective impact are identified in the Action Framework. Progress with meeting these indicators will be part of the 2013 implementation progress report.

**How Will We Share What We Learned?**

Progress with communicating the release of the Strategy (2012) will be part of the 2013 implementation progress report.
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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 and actions of the first Strategy have been updated. The Strategy (2012) summarizes two complementary frameworks – the *Policy Framework* (released January 2012) and the *Action Framework* (released November 2012):

- **The Policy Framework** of the Strategy (2012) provides a common point of reference and guidelines for *thinking* about how to end homelessness, including a comprehensive review of the essential elements for ending homelessness and other key concepts, who is working to end homelessness, what resources are available and key policy directions for the future.
- **The Action Framework** of the Strategy (2012) supports the whole community to *take action* to end homelessness. It identifies what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time.

This document is the *Action Framework* of the Strategy (2012), providing guidance for *taking action* to end homelessness.

Please refer to the *Policy Framework* for the following additional information:
- Background to the Strategy
- Housing stability governance
- Housing stability program data highlights
- Factors that influence housing stability
- Housing stability groups

**ACTION FRAMEWORK – HIGHLIGHTS**

The Action Framework is organized by the following four focus areas:
1. Supporting Community Systems to End Homelessness
2. Supporting Community Members to End Homelessness
3. Supporting the Housing Stability System to End Homelessness
4. Supporting People to Feel “At Home”

Under these four focus areas are eight strategic directions and 40 actions. The focus areas, strategic directions and actions are outlined on the following page.
### Action Framework – Highlights

#### FOCUS AREA #1: SUPPORTING COMMUNITY SYSTEMS TO END HOMELESSNESS

<table>
<thead>
<tr>
<th>Strategic Direction #1</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote a shared approach to ending homelessness with community systems serving people with disabilities.</strong>&lt;br&gt;<strong>Recognizing people accessing these services are often at a higher risk of housing loss.</strong></td>
<td><strong>Support the following community systems to assist people experiencing homelessness or at-risk of housing loss:</strong>&lt;br&gt;1. Addictions and Mental Health&lt;br&gt;2. Developmental Disability&lt;br&gt;3. Physical Disability and Acquired Brain Injury&lt;br&gt;4. Concurrent disorders, dual diagnosis, and other complex issues</td>
</tr>
</tbody>
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<tr>
<th>Strategic Direction #2</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote a shared approach to ending homelessness with community systems that serve specific population groups.</strong>&lt;br&gt;<strong>With a focus on people within these groups who may be at a higher risk of housing loss.</strong></td>
<td><strong>Support the following community systems to assist people experiencing homelessness or at-risk of housing loss:</strong>&lt;br&gt;5. Aboriginal&lt;br&gt;6. Families&lt;br&gt;7. Immigration&lt;br&gt;8. Lesbian, Gay, Bisexual, Transgendered and/or Queer (LGBTQ)&lt;br&gt;9. Older Adults/Seniors&lt;br&gt;10. Rural&lt;br&gt;11. Sex Trade Workers&lt;br&gt;12. Veterans&lt;br&gt;13. Violence Against Women&lt;br&gt;14. Youth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Direction #3</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote a shared approach to ending homelessness with community systems that provide key resources related to housing stability.</strong></td>
<td><strong>Support the following community systems to assist people experiencing homelessness or at-risk of housing loss:</strong>&lt;br&gt;15. Education&lt;br&gt;16. Income Assistance&lt;br&gt;17. Employment Support&lt;br&gt;18. Emergency Social Services&lt;br&gt;19. Health Care&lt;br&gt;20. Justice</td>
</tr>
</tbody>
</table>

#### FOCUS AREA #2: SUPPORTING COMMUNITY MEMBERS TO END HOMELESSNESS

<table>
<thead>
<tr>
<th>Strategic Direction #4</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote a shared approach to ending homelessness with the support of individuals, groups, and other sectors</strong></td>
<td><strong>Support the following individuals, groups and other sectors to end homelessness:</strong>&lt;br&gt;21. Business&lt;br&gt;22. Funders/investors&lt;br&gt;23. General public&lt;br&gt;24. Media&lt;br&gt;25. Private market landlords; and&lt;br&gt;26. Support a coordinated approach to engagement with community partners</td>
</tr>
</tbody>
</table>
## Action Framework - Highlights

### FOCUS AREA #3: SUPPORTING THE HOUSING STABILITY SYSTEM TO END HOMELESSNESS

<table>
<thead>
<tr>
<th>Strategic Direction #5</th>
<th>Actions</th>
</tr>
</thead>
</table>
| Provide housing stability services to end homelessness. | Provide the following programs:  
27. Emergency Shelters  
28. Street Outreach  
29. Housing Retention and Re-Housing  
30. Time Limited Residence  
31. Supportive Housing |

<table>
<thead>
<tr>
<th>Strategic Direction #6</th>
<th>Actions</th>
</tr>
</thead>
</table>
| Tailor approaches according to people’s strength of “association with homelessness”. | 32. Explore strategies to reduce the length of time that people experience transitional homelessness.  
33. Explore strategies to end persistent homelessness |

<table>
<thead>
<tr>
<th>Strategic Direction #7</th>
<th>Actions</th>
</tr>
</thead>
</table>
| Support housing stability system-level initiatives designed to end homelessness. | 34. Increase access to information about resources to support system navigation.  
35. Participate in national, provincial and local initiatives and networking opportunities.  
36. Increase housing stability program staff capacity (including peer capacity) to end homelessness.  
37. Support the Region’s role as Service Manager for Housing and Homelessness.  
38. Support the Region’s role as Community Entity for the Homelessness Partnering Strategy (HPS).  
39. Support the Region’s role as Community Coordinator for the Homeless Individuals and Families Information System (HIFIS). |

### FOCUS AREA #4: SUPPORTING PEOPLE TO FEEL “AT HOME”

<table>
<thead>
<tr>
<th>Strategic Direction #8</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote community inclusion to support long term housing stability.</td>
<td>40. Increase community inclusion.</td>
</tr>
</tbody>
</table>
NEXT STEPS

Following release and distribution of the Strategy (2012), work will begin to identify local leadership for activities within each of the actions. Progress with implementation of the Strategy depends on strategic investments and requires dedicated, collaborative effort among all orders of government and partners in the community.

The Region will facilitate the production of a Strategy progress report that covers the period January 2011 through to 2013. The Strategy 2013 progress report will increase understanding around both what was accomplished (progress with each of the 40 actions) as well as what difference it made (outcomes related to the goals of the Strategy). It will also share progress with communicating the release of the Strategy (2012).

Finally, part of the implementation of the Provincial Long Term Affordable Housing Strategy (2010) and the new Housing Services Act, 2011 includes the requirement for submission of ten year housing and homelessness plans by January 1, 2014. The Region will submit the Strategy (2012) [including both the Policy Framework and the Action Framework] as well as the updated Community Action Plan for Low to Moderate Level Housing (expected to be released in 2013) to the Province to meet this deliverable.
CHAPTER 1: INTRODUCTION

The primary goal of the Strategy is 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 and actions of the first Strategy have been updated. The Strategy (2012) summarizes two complementary frameworks of All Roads Lead to Home: The Homelessness to Housing Stability Strategy (2012) – the Policy Framework (released January 2012) and the Action Framework (this document):

- The Policy Framework of the Strategy (2012) provides a common point of reference and guidelines for thinking about how to end homelessness, including a comprehensive review of the essential elements for ending homelessness and other key concepts, who is working to end homelessness, what resources are available and key policy directions for the future.

- The Action Framework of the Strategy (2012) supports the whole community to take action to end homelessness. It identifies what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time.

Please refer to the Policy Framework for the following additional information:
- Background to the Strategy
- Housing stability governance
- Housing stability program data highlights
- Factors that influence housing stability
- Housing stability groups

This document is the Action Framework of the Strategy (2012), providing guidance for taking action to end homelessness.

Development of the Action Framework
Following the release of the Policy Framework, this Action Framework was developed. The process used to develop the Action Framework was informed through both a number of background documents and community consultation.

The following documents were used to inform this process:
- The report “All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region 2007-2010 Final Report” was reviewed for relevant actions identified as in progress, not completed or to be considered for the Strategy (2012).
In addition, actions from the first Strategy that were completed, but where additional efforts would be beneficial for ending homelessness, were also considered for the Strategy (2012).

The second set of background reports were reviewed for relevant actions (see Figure 1).

Materials identifying actions emerging through discussions at meetings of the STEP Home Collaborative were reviewed.

Reports released by other community systems with recommendations that directly support housing stability were reviewed.

Community consultation for the Strategy (2012) included three open community forums (with more than 40 attendees at the first two forums and more than 60 at the third forum), more than 30 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. Finally, the STEP Home Agency Advisory Group served as a reference group reviewing and providing feedback on the final draft document.

Figure 1. Background reports used to inform the Strategy (“the background reports”)
How the Action Framework is Organized

The Action Framework is organized into four chapters:

1. Chapter 1 provides general background information about the Strategy, including an overview of the development and implementation of the Action Framework.
2. Chapter 2 describes key local housing stability trends.
3. Chapter 3 provides an overview of the four focus areas, eight strategic directions forty actions, as well as associated issues and potential activities.
4. Chapter 4 outlines next steps.

Finally, Appendix A provides a list of the recommendations that complement the Action Framework that are included in reports released by other local community systems.

Notes:
- The five program areas for the housing stability system are capitalized and italicized (i.e., Emergency Shelter, Street Outreach, Housing Retention and Re-Housing, Time-Limited Residence as well as Affordable Housing and Supportive Housing).
- Program names are capitalized (e.g., Housing Counselling).
- Formal report names and housing stability groups/committees are italicized throughout the report (e.g., STEP Home Annual Report 2011-2012, Immigration Partnership and Settling Action Group).
- Several reports listed are hyperlinked and can be accessed electronically.
CHAPTER 2: KEY LOCAL HOUSING STABILITY TRENDS

This chapter highlights some of the key local housing stability trends in Waterloo Region. Data were collected largely by housing stability programs. Additional data may be accessed through the 2011 Inventory of Housing Stability Programs for Waterloo Region, which provides several additional variables (featuring 2010 data) and the 2012 Homelessness and Housing Umbrella Group Report Card (2012) (featuring 2011 data).

AT-RISK OF HOUSING LOSS
People with a fixed address are at-risk of housing loss when they are unable to access adequate housing, income and/or support. See page 17 of the Policy Framework for more information about being at-risk of housing loss.

The most recent data (2006) reported by the Canada Mortgage and Housing Corporation (CMHC) estimates that 7,155 households\(^\text{1}\), or approximately 5\(^\text{2}\)% of households in the Kitchener-Waterloo-Cambridge CMA\(^\text{3}\) are at-risk of losing their housing (spending at least 50% of their income on shelter).

In 2011, at least 1,156 households who were at imminent risk of housing loss were supported to retain their housing in Waterloo Region. Of this total, 91% of individuals and 93% of families were prevented from losing their housing\(^\text{4}\).

EXPERIENCING HOMELESSNESS
People who do not have a fixed address are experiencing homelessness. People experiencing homelessness may rest, sleep or stay in a variety of temporary spaces, sometimes for only a few hours or one night before moving on. See page 18 of the Policy Framework for more information about the experience of homelessness.

The unique circumstances for people experiencing homelessness make it difficult to determine the precise number of people in this situation. However there are two reasonable substitutes for this number: the number of people accessing Emergency Shelter\(^\text{5}\) programs and the number of overnight stays. Each is discussed further in the following section.

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1 CMHC Custom run data, September 2012 based on updated 2006 Deep Core Need Number of Households and Ratios by Service Managers and by Region.
3 The Kitchener-Waterloo-Cambridge CMA includes five of the Region’s seven municipalities; it excludes the townships of Wilmot and Wellesley (representing about 6% of the Region’s population). It is assumed that the housing situation in Wilmot and Wellesley is similar to the CMA, and therefore this percentage would be fairly representative of the Region as a whole.
4 This number includes the following programs administered through Lutherwood: Housing Counselling, Rent Bank & Eviction Program and Families in Transition support. The family numbers reported reflect one count for the family head. Therefore, the actual number of people supported is larger, as partners and dependents are not included in the count.
5 Program areas for the housing stability system are italicized.
People Accessing Emergency Shelter Programs
In 2011, 3,133 different people accessed Emergency Shelter programs in Waterloo Region. As seen in Figure 2, this number has remained fairly consistent between 2006 and 2010, with an increase of 10% between 2010 and 2011. This number does not include data from emergency shelters designed for women fleeing abuse or people who did not access an Emergency Shelter program (e.g., stay outdoors, with friends, with family, in a motel, in residential treatment, or in a Time-Limited Residence program).

Figure 2. Number of people accessing Emergency Shelter Programs in Waterloo Region.

Overnight Stays (Bed Nights) in Emergency Shelter Programs
The total number of overnight stays in Emergency Shelter programs (called bed nights) used throughout the year is another useful measure of homelessness. The number of bed nights takes into account the length of stay and returns for service within the year. Typically, emergency shelters have experienced a substantial number of days in overflow capacity; however, they also experience periods of under-capacity. As illustrated in Figure 3, between 2006 and 2010 the total number of emergency shelter beds nights used in all shelters fluctuated somewhat with an overall change of less than 2%. However, between 2010 and 2011, bed nights increased by 17%. It is believed that the recent economic downturn has contributed to this increase. Bed nights for families, in particular, were much higher in 2011 than in previous years.
ASSOCIATION WITH HOMELESSNESS

People who have lost their housing at some point in their lives do not all share the same experience. One way to understand the differences is to consider people’s strength of “association with homelessness”. Two levels have been identified: transitional homelessness (less association with homelessness) and persistent homelessness (more association with homelessness). See pages 19-22 of the Policy Framework for more information.

In 2011, 78% of people who accessed Emergency Shelter programs stayed for less than three weeks and did not return within the same year. Further, 74% did not return in more than one calendar year over the past five years.

---

Data note: Percentage returning within 2011 includes data from the following sources: Argus Residence for Young People (2011 returning clients report from HIFIS), The Cambridge Shelter (2011 returning clients report from HIFIS), Charles Street Men's Hostel (2011 returning clients report from HIFIS), and YWCA-Mary's Place (2011 returning clients report from HIFIS). The number is an average of the four shelters' percentages of residents with more than one "period of residence" in a year. For Argus Residence for Young People and YWCA-Mary's Place, "one period of residence" is measured using the proxy of one intake in a year. For Charles Street Men's Hostel, "one period of residence" is measured using the proxy of up to two intakes in a year. For The Cambridge Shelter, "one period of residence" is measured using the proxy of up to three intakes in a year. There are several thresholds because of the need to account for the different intake policies used at the shelters. Percentage returning in more than one calendar year over the past five years includes data from the following sources: Argus Residence for Young People (2007-2011 returning clients reports from HIFIS), the Cambridge Shelter (2007-2011 returning clients reports from HIFIS), Charles Street Men's Hostel (2007-2011 returning clients reports from HIFIS), and YWCA-Mary's Place (2007-2011 returning clients reports from HIFIS).
These trends – shorter lengths of stay and fewer returns for emergency shelter – are linked to transitional homelessness. In contrast, approximately one-quarter of people who access Emergency Shelter programs stay for longer periods of time and end up returning at some point in the future. These trends – longer lengths of stay and more returns to emergency shelter – are linked to persistent homelessness.

**Persistent Homelessness in Waterloo Region**
From 2008 to 2011, STEP Home supported approximately 350 unique individuals approaching or experiencing persistent homelessness (65% male and 35% female) in an intensive capacity. It is estimated that there are another 150 people currently experiencing persistent homelessness who could benefit from the support of STEP Home in Waterloo Region. Refer to the *STEP Home Annual Report 2011-2012* for further information.

**DEMAND FOR SUPPORTIVE HOUSING**
More resources for *Supportive Housing* programs are required in Waterloo Region, both now and in the future, as outlined below.

**Current Waiting Lists for Supportive Housing Programs**
*Supportive Housing* programs are defined as permanent housing complemented with a support program designated to a unit, building or neighbourhood (which may or may not include a rent subsidy). Some *Supportive Housing* programs are designed for people with a specific, diagnosed disability (disability-specific) and some are not (not disability-specific). As illustrated in Figure 4, the number of people on waiting lists for both categories of *Supportive Housing* programs has gradually increased since 2006, with an overall increase of 35%. Half of that increase (17%) occurred between 2010 and 2011.

**Figure 4.** People waiting to access a *Supportive Housing* program.
Prevalence of Disabilities and Complex Issues
Local housing stability service providers generally report that all forms of disability/complex issues are represented in the people they support. In particular, a large number of people without a fixed address accessing housing stability programs have mental health and/or problematic substance use, as illustrated in Table 1 (based on 2010 program data from the 2011 Inventory of Housing Stability Programs in Waterloo Region). This information helps to inform the need for additional Supportive Housing programs.

Table 1. Prevalence of disabilities and complex issues.

<table>
<thead>
<tr>
<th>Type of Disability</th>
<th>Housing Stability System Program Area</th>
<th>General Population</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emergency Shelter</td>
<td>Street Outreach</td>
</tr>
<tr>
<td>Cognitive Disability</td>
<td>32%</td>
<td>12%</td>
</tr>
<tr>
<td>Physical Disability</td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>Mental Health Issue</td>
<td>23%</td>
<td>46%</td>
</tr>
<tr>
<td>Problematic Substance Use</td>
<td>38%</td>
<td>52%</td>
</tr>
<tr>
<td>Concurrent Disorder</td>
<td>31%</td>
<td>51%</td>
</tr>
</tbody>
</table>

Projected Future Unmet Need for Supportive Housing Programs
Population projections for Waterloo Region and waiting list data have been used to predict the potential unmet need for Supportive Housing programs over the next 20 years if no further Supportive Housing programs are created (see Table 2). The accuracy of these projections depends on how closely population predictions match actual population changes over the next two decades, as well as how closely waiting lists match current expressed need in Waterloo Region.

The accuracy of waiting list data, in particular, may be influenced by a number of factors. For example, although most organizations have systems in place to remove people from waiting lists, there may still be people on these lists that no longer require access to Supportive Housing programs. In addition, it is likely that some people may not place themselves on the waiting lists, especially those that are very long. Despite these limitations, without a more reliable community-wide tool to assess unmet need, waiting lists are the only source available to make such future predictions for general planning purposes. As illustrated in Table 2, the future unmet need is expected to grow by 28% for both disability-specific and not disability-specific Supportive Housing programs over the next 20 years.
Table 2. Projected future unmet need for Supportive Housing programs.

<table>
<thead>
<tr>
<th>Supportive Housing Category</th>
<th>2011</th>
<th>2021</th>
<th>2031</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Disability Specific</td>
<td>788</td>
<td>906</td>
<td>1,009</td>
</tr>
<tr>
<td>Disability-Specific</td>
<td>638</td>
<td>733</td>
<td>817</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,426</td>
<td>1,639</td>
<td>1,826</td>
</tr>
</tbody>
</table>
CHAPTER 3: FOCUS AREAS, STRATEGIC DIRECTIONS, ACTIONS, ISSUES AND ACTIVITIES

This chapter presents the four focus areas, eight strategic directions, and 40 actions. Actions were drafted based on a review of numerous documents and background reports, two previous forums held in 2011, and over 30 meetings with organizations and groups. An open community forum to review and confirm essential actions to end homelessness was held in June 2012 and attended by over 60 people. A number of individuals and groups were further consulted on particular actions. The STEP Home Agency Advisory Group (representing 10 key housing stability organizations) served as a reference group providing feedback on the draft Action Framework document.

Within each of the 40 actions, associated issues and potential activities have been identified. While the issues and activities included are not necessarily exhaustive and may change over time along with the needs of the community and shifting landscapes (e.g., funding, policy changes, political support), the activities within the 40 actions will serve as a longer-term framework.

Notes:
In order to reduce repetition within and between various actions:
- issues were not listed in actions where they do not provide further context and have already been addressed in a potential activity; and
- activities that could be appropriately placed in a number of actions have been placed in only one action and are not cross-referenced.
- Issues and activities carried forward from the first Strategy have the footnote “HHSS1” with the previous action number.
FOCUS AREA #1: SUPPORTING COMMUNITY SYSTEMS TO END HOMELESSNESS

Context
Waterloo Region has a broad range of community systems. A community system is defined as a network of organizations (including various orders of government, businesses and not-for-profits), groups and individuals that share a common mandate related to supporting people in the community. One of the ways that community systems fulfill their mandates is by offering programs designed to meet specific outcomes. Programs may be delivered by various orders of government, businesses and/or not-for-profits. Funding for these programs is acquired from a mix of sources, including fees-for-service, grants and fundraising. All community systems are influenced by social, political, environmental, and economic factors, and by each other.

While the housing stability system is the only system designated specifically to support people who are experiencing homelessness or at-risk of housing loss, all community systems at least indirectly support greater housing stability and all have a role to play in ending homelessness. As such, all community systems should continue to advocate to the appropriate governing bodies to maximize current investments in the housing stability of people experiencing homelessness or at-risk of housing loss.

Strategic Directions 1 through 3 include actions for the housing stability system that support local community systems in their work to end homelessness.

Policy Framework References
- See pages 36-37 for more information about community systems in Waterloo Region and their role in ending homelessness.

STRATEGIC DIRECTION #1: Promote a shared approach to ending homelessness with community systems serving people with disabilities.

Context
Locally, there are four community systems that have a primary mandate to support people with disabilities. Programs provided through these community systems are designed for people with specific, diagnosed disabilities and are referred to as disability-specific programs. For a variety of reasons, people with disabilities are at a higher risk of housing loss. Community systems that support people from groups known to be at a higher risk of housing loss have a responsibility to ensure access for all people within their mandate (including those experiencing homelessness or at-risk of housing loss) and where possible, to strengthen their support for housing stability. By implementing the following four actions, the housing stability system will support the four disability-specific community systems in their work to end homelessness by promoting greater access to housing stability resources for the people they serve who are experiencing homelessness or at-risk of housing loss.
### Actions

**Action 1(a):** Support the Addictions and Mental Health system to invest in housing stability for people with mental health issues.

<table>
<thead>
<tr>
<th>Issues identified through community consultation (not necessarily exhaustive or further verified):</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Limited capacity to support people with mental health issues who are experiencing persistent homelessness.</td>
</tr>
<tr>
<td>- Lack of affordable counselling for people who have experienced trauma.</td>
</tr>
</tbody>
</table>

**Activities may include:**

- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with mental health issues and to increase investments in the housing stability of people with mental health issues in areas such as:
  - Supportive Housing and Housing Retention and Re-Housing programs. HHSS1 (4.6d)
  - Support for people who are experiencing homelessness or at-risk of housing loss (e.g., through programs such as general and specialized outreach, support coordination services).
  - Counselling to address trauma, grief and loss for people experiencing homelessness or at-risk of housing loss.
  - Skills training to cope with day-to-day stress for people experiencing homelessness or at-risk of housing loss who have also experienced trauma (e.g., the Dialectic Behaviour Program through Canadian Mental Health Association).
  - Support for people at-risk of housing loss with hoarding issues.
- Create awareness of the activities and outcomes of the Mental Health Commission of Canada’s At Home/Chez Soi Research Demonstration Project in Mental Health and Homelessness and consider opportunities to implement successful strategies locally.
- Participate in consultations and create awareness of the activities and outcomes of Open Minds, Healthy Minds: Ontario’s Comprehensive Mental Health and Addictions Strategy.
- Participate in consultations and create awareness of the activities and outcomes of the WW-LHIN’s 2013-2016 Health Services Integration Plan.
- Work in partnership with mental health facilities to develop discharge planning protocols for people with no fixed address who are being referred to the following:

### Policy Framework References

- See pages 40-41 for more information about the provincial roles in supporting people with disabilities.
- See pages page 51-52 for more information about programs that are disability-specific.
- See pages 107-108 for more information about the connection between housing stability and disabilities.
### ACTIONS

<table>
<thead>
<tr>
<th>ISSUES AND ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>local residential program areas: <em>Emergency Shelter, Time-Limited Residence, and Affordable Housing and Supportive Housing</em>&lt;sup&gt;7&lt;/sup&gt;, HHSS1 (5.9)</td>
</tr>
</tbody>
</table>

Issues identified through community consultation (not necessarily exhaustive or further verified):
- Lack of programs that support harm reduction approaches. HHSS1 (6.7c)
- Limited capacity to support people with problematic substance use who are experiencing persistent homelessness.
- Long waiting list for residential substance use treatment programs.
- Challenges with accessing the local withdrawal management services (e.g., not enough beds – people have to wait to access services, lack of flexibility with access).
- Lack of coordination between withdrawal management services and day programs for people seeking treatment for problematic substance use.
- Lack of support for managed alcohol programs (Level 5).
- Lack of support for managed drug use (e.g., there is no fixed site offering managed drug use services – Level 6).

Activities may include:
- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with problematic substance use and to increase investments in the housing stability of people with problematic substance use in areas such as:
  - *Supportive Housing* and *Housing Retention and Re-Housing* programs with a priority for abstinence-based (Level 1) and managed alcohol (Level 5). HHSS1 (4.6e)
  - Residential options pre- and post-problematic substance use treatment. HHSS1 (4.4a)
  - Peer support (those who have used or are currently using substances) (formal and informal) for people experiencing homelessness or at-risk of housing loss. HHSS1 (6.7d)
- Support the *Waterloo Region Crime Prevention Council* to facilitate implementation of the *Waterloo Region Integrated Drugs Strategy* (see Appendix A for the list of recommendations within the scope of the *Homelessness to Housing Stability Strategy*).
- Work in partnership with problematic substance use treatment faculties to develop discharge planning protocols for people with no fixed address who are being referred to the following local residential program areas: *Emergency Shelter, Time-Limited Residence, and Affordable Housing and Supportive Housing*. HHSS1 (5.9)
- Explore the need for *Supportive Housing* programs that would offer managed drug use services (Level 6).

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<sup>7</sup> Program areas for the housing stability system are italicized.
### Actions

<table>
<thead>
<tr>
<th><strong>Action 2:</strong> Support the Developmental Disability system to invest in housing stability for people with developmental disabilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues identified through community consultation (not necessarily exhaustive or further verified):</strong></td>
</tr>
<tr>
<td>- Limited capacity to support people with developmental disabilities who are experiencing persistent homelessness.</td>
</tr>
<tr>
<td><strong>Activities may include:</strong></td>
</tr>
<tr>
<td>- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with developmental disabilities and to increase investments in the housing stability of people with developmental disabilities in areas such as:</td>
</tr>
<tr>
<td>- Supportive Housing and Housing Retention and Re-Housing programs. HHSS1 (4.6c)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Action 3(a): Support the Physical Disability and Acquired Brain Injury system to invest in the housing stability for people with physical disabilities.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues identified through community consultation (not necessarily exhaustive or further verified):</strong></td>
</tr>
<tr>
<td>- Limited opportunities to access adequate housing that is accessible to people with physical disabilities.</td>
</tr>
<tr>
<td>- Limited capacity to support people with physical disabilities who are experiencing persistent homelessness.</td>
</tr>
<tr>
<td><strong>Activities may include:</strong></td>
</tr>
<tr>
<td>- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with physical disabilities and to increase investments in the housing stability of people with physical disabilities in areas such as:</td>
</tr>
<tr>
<td>- Supportive Housing and Housing Retention and Re-Housing programs (including in-home attendant services and support with practical skills and personal care). HHSS1 (4.6f)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Action 3(b): Support the Physical Disability and Acquired Brain Injury system to invest in housing stability for people with acquired brain injury.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues identified through community consultation (not necessarily exhaustive or further verified):</strong></td>
</tr>
<tr>
<td>- Limited capacity to support people with acquired brain injury who are experiencing persistent homelessness.</td>
</tr>
<tr>
<td><strong>Activities may include:</strong></td>
</tr>
<tr>
<td>- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with acquired brain injury and to increase investments in the housing stability of people with acquired brain injury in areas such as:</td>
</tr>
<tr>
<td>- Supportive Housing and Housing Retention and Re-Housing programs (including in-home attendant services and practical skills and personal care). HHSS1 (4.6f)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Action 4: Support the Addictions and</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues identified through community consultation (not necessarily exhaustive or further verified):</strong></td>
</tr>
<tr>
<td>- Lack of programs that support harm reduction approaches. HHSS1 (6.7c)</td>
</tr>
</tbody>
</table>
**ACTIONS**

**Mental Health, Developmental Disability and Physical Disability and Acquired Brain Injury**

**ISSUES AND ACTIVITIES**

- Limited capacity to support people with concurrent disorders, dual diagnoses and other complex issues who are experiencing persistent homelessness.
- Lack of a coordinated, collaborative approach to supporting people with more than one disability (e.g., mental health and problematic substance use – concurrent disorders).
- People with complex issues often have chronic health issues as well.

Activities may include:
- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with concurrent disorders, dual diagnoses and other complex issues and to increase investments in the housing stability of people with concurrent disorders, dual diagnoses and other complex issues in areas such as:
  - Supportive Housing and Housing Retention and Re-Housing programs (including an intensive one-on-one support model e.g., attendant care). \(^{HHSS1}\)
- Increase capacity to provide flex fund resources for people experiencing homelessness or at-risk of housing loss with complex issues.
- Create awareness of the activities and outcomes of the WW-LHIN’s funded Extraordinary Needs Program.

* Through the STEP Home Collaborative, the housing stability system offers tailored programs to people experiencing persistent homelessness who often have complex issues (see Focus Area #3, Strategic Direction #6).

---

**STRATEGIC DIRECTION #2: Promote a shared approach to ending homelessness with community systems that serve specific population groups.**

* See Strategic Direction 1 for actions related to people with disabilities.

**Context**

Some community systems have a primary mandate to support people from specific population groups. For a variety of reasons, people from certain population groups are considered to be at a higher risk of housing loss. Community systems that support people from groups known to be at a higher risk of housing loss have a responsibility to ensure access for all people within their mandate (including those experiencing homelessness or at-risk of housing loss) and where possible, to strengthen their support for housing stability. By implementing the following 10 actions, the housing stability system will support these population-specific community systems in their work to end homelessness by promoting greater access to housing stability resources for the people they serve who are experiencing homelessness or at-risk of housing.

**Policy Framework References**

- The first set of background reports (released between 2004 and 2007) includes information about populations at higher risk of housing loss. See pages 5-7 for a
general overview of these background reports and Appendix B: Key Reports and Acts for specific references.

- See pages 40-42 for more information about the provincial roles in supporting Aboriginal people, people who are connected to correctional and policing services, older adults/seniors and women fleeing abuse.
- See page 107 for more information about the connection between Aboriginal status and housing stability.
- See pages 109-110 for more information about the connection between life stage (youth, older adults, families) and housing stability.

### ACTIONS

<table>
<thead>
<tr>
<th>ACTION 5: Support the Aboriginal system to invest in housing stability for Aboriginal people experiencing homelessness or at-risk of housing loss.</th>
<th>ISSUES AND ACTIVITIES</th>
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</thead>
</table>
| Activities may include:  
- Continue to advocate to the appropriate governing bodies to maximize current investments in the housing stability of Aboriginal people experiencing homelessness or at-risk of housing loss.  
- Provide housing stability programs that are both culturally accessible and appropriate to Aboriginal people.  
- Design and implement projects funded through the Homelessness Partnering Strategy designed for Aboriginal people experiencing homelessness or at-risk of housing loss. | Issues identified through community consultation (not necessarily exhaustive or further verified):  
- Limited opportunities to access adequate housing for larger families.  
- Limited awareness of local trends and the impact of these trends, potential gaps in service and funding opportunities to address them.  
- Limited funding for transportation costs to support dependents to continue to attend their home school while residing in emergency shelter.  
- Lack of support for dependents experiencing homelessness that have to switch schools. Children often feel very isolated in this transition.  
- Barriers with accessing housing stability programs for families with dependents, particularly programs designed to support people who engage in high-risk behaviours.  
- Limited support for dependents accessing a residential housing stability program.  
- Limited subsidized child care for families experiencing homelessness or at-risk of housing loss.  
- Need for greater coordination among service providers supporting families experiencing homelessness. A coordinated approach should include a focus on diversion from emergency shelter and rapid re-housing.  
- Need for a better response when there is a large increase in the number of families experiencing homelessness in the community and existing resources are stretched beyond regular capacity to serve. |

### Action 6: Support the Families system to invest in housing stability for families experiencing homelessness or at-risk of housing loss.

- Limited opportunities to access adequate housing for larger families.
- Limited awareness of local trends and the impact of these trends, potential gaps in service and funding opportunities to address them.
- Limited funding for transportation costs to support dependents to continue to attend their home school while residing in emergency shelter.
- Lack of support for dependents experiencing homelessness that have to switch schools. Children often feel very isolated in this transition.
- Barriers with accessing housing stability programs for families with dependents, particularly programs designed to support people who engage in high-risk behaviours.
- Limited support for dependents accessing a residential housing stability program.
- Limited subsidized child care for families experiencing homelessness or at-risk of housing loss.
- Need for greater coordination among service providers supporting families experiencing homelessness. A coordinated approach should include a focus on diversion from emergency shelter and rapid re-housing.
- Need for a better response when there is a large increase in the number of families experiencing homelessness in the community and existing resources are stretched beyond regular capacity to serve.
### Actions and Issues and Activities

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<th><strong>Issues and Activities</strong></th>
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| **Action 7:** Support the Immigration system to increase access to adequate settlement and meaningful employment for immigrants experiencing homelessness or at-risk of housing loss. | **Issues identified through community consultation (not necessarily exhaustive or further verified):**  
- There is a growing number of new immigrants in Waterloo Region.  
- Limited opportunities for people experiencing homelessness or at-risk of housing loss to connect with their ethno-cultural communities.  
- Limited access to language interpreters.  

**Activities may include:**  
- Support activities of the Immigration Partnership and Settling Action Group. |
| **Action 8:** Support the Lesbian, Gay, Bisexual, Transgendered, and/or Queer (LGBTQ) system to invest in housing stability for people experiencing homelessness or at-risk of housing loss who identify as LGBTQ. | **Issues identified through community consultation (not necessarily exhaustive or further verified):**  
- People who identify as LGBTQ (particularly youth) experience discrimination and are victimized.  
- Lack of access to services for youth who identify as LGBTQ – especially transgendered, transsexual, gender-variant, etc. (e.g., need a safe space to go, greater access to housing stability resources).  
- Need to create safe spaces for people who identify as LGBTQ (e.g., welcoming signs, inclusive policies).  

**Activities may include:**  
- As part of the Community Homelessness Prevention Initiative (CHPI) implementation and quality assurance activities for the Emergency Shelter program, consider the recommendations for policy amendments as outlined in the background report, LGBTQ Populations and the Shelter System. For example, the... |
**ACTIONS** | **ISSUES AND ACTIVITIES**
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Report includes a checklist of inclusive service provision and recommends ensuring that at least one single-stall, private washroom and private shower are available for any resident who has safety concerns. Where appropriate, consider replicating these recommendations across all residential/housing options in the housing stability system.
- Connect with the *Waterloo Region Rainbow Coalition* to identify further activities.

**Action 9:** Support the *Older Adults/Seniors* system to invest in housing stability for older adults/seniors experiencing homelessness or at-risk of housing loss.

Activities may include:
- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for older adults/seniors and to increase investments in the housing stability of older adults/seniors such as:
  - Supportive Housing and Housing Retention and Re-Housing programs including long-term care for older adults/seniors experiencing homelessness or at-risk of housing loss. \(^\text{HHSS1 (4.6a, 4.6b)}\)
- Support implementation of the *Retirement Homes Act, 2010.*
- Support the *Region of Waterloo Seniors Advisory Committee* to develop and implement the *Region of Waterloo Seniors' Strategy.*

**Action 10:** Support the *Rural* system to invest in housing stability for rural residents experiencing homelessness or at-risk of housing loss.

Issues identified through community consultation (not necessarily exhaustive or further verified):
- Need for increased affordable housing in rural areas – affordable housing is the driver.
- Limited access to housing stability resources.

Activities may include:
- Assess capacity and demand, in consultation with the *Rural Realities Network* and/or other rural stakeholders, for housing stability resources for rural residents experiencing homelessness or at-risk of housing loss (tailored based on the unique characteristics and cultural trends in rural areas). \(^\text{HHSS1 (6.9, 6.11 and 4.1a)}\)
- Design and implement strategies to increase capacity to support rural residents to maintain housing stability over the long term in consultation with the *Rural Realities Network* and/or other rural stakeholders. \(^\text{HHSS1 (1.7)}\)
- Research the social and psychological effects of multiple generation cohabitation in the rural areas. \(^\text{HHSS1 (6.10)}\)

**Action 11:** Support the *Sex Trade Worker* system to invest in housing stability for sex trade workers experiencing homelessness or at-risk of housing loss.

Issues identified through community consultation (not necessarily exhaustive or further verified):
- Limited understanding about issues specific to sex trade workers and approaches for supporting greater housing stability.

Activities:
- Create dedicated outreach worker positions to support people involved in sex trade work.
- Expand support services to include women involved in sex trade work who are not necessarily street-involved.
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| loss.   | - Increase community awareness of issues specific to women involved in sex trade work (e.g., annual “In Her Shoes” symposium).  
|         | - Enhance collaboration with agencies/groups supporting sex trade workers (e.g., Sex Workers’ Action Network meetings) |
| Action 12: Support the Veterans system to invest in housing stability for veterans experiencing homelessness or at-risk of housing loss. | Activities may include:  
|         | - Continue to advocate to the appropriate governing bodies to maximize current investments in the housing stability of veterans.  
|         | - Monitor the activities and outcomes of the Federal Government’s “Transitional Housing and Supports for Homeless Veterans Pilot Project” and consider implementing successful strategies locally.  
|         | - Revise data collection processes in the housing stability system to include veterans as a new demographic.  
|         | - Update the Homelessness to Housing Stability Strategy Summary Series with a new summary sheet for veterans. |
| Action 13: Support the Violence Against Women system to invest in housing stability for women (and their dependents) fleeing abuse. | Issues identified through community consultation (not necessarily exhaustive or further verified):  
|         | - Limited connections between the Violence Against Women community system and housing stability programs.  
|         | - Lack of programs that support harm reduction approaches.  
|         | - Limited capacity to support women fleeing abuse who are experiencing persistent homelessness.  
|         | Activities may include:  
|         | - Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for women fleeing abuse (and their dependents) (e.g., residential options, including those intended for women fleeing abuse who are active in their substance use). |
| Action 14: Support the Youth system to invest in housing stability for youth experiencing homelessness or at-risk of housing loss. | Issues identified through community consultation (not necessarily exhaustive or further verified):  
|         | - Lack of capacity to support youth to reconcile with their families when safe to do so.  
|         | - Lack of resources to support youth who are transitioning from the child welfare system and are at-risk of housing loss.  
|         | - Lack of opportunities for youth experiencing homelessness or at-risk of housing loss to participate in pre-employment and job readiness activities, with the longer term goal of securing sustainable employment.  
|         | - Lack of capacity to provide housing retention support for youth renting in the private market, particularly related to practical skills and crisis intervention during times of transition.  
|         | - Lack of housing stability resources for female youth who are not pregnant.  
|         | - Lack of housing stability resources for youth who identify as transgendered.  
|         | - Lack of housing stability resource for youth with mental health issues and/or problematic substance use. |
### ACTIONS

Activities may include:

- Continue to advocate to the appropriate governing bodies to maximize current investments in the housing stability of youth experiencing homelessness or at-risk of housing loss, particularly youth who are transitioning from the child welfare system and are at-risk of housing loss.

- Enhance resources to provide respite and reconciliation supports to assist youth at-risk of leaving home (e.g., family mediation). Offer specialized support to families supporting youth with problematic substance use.

- Provide additional housing stability resources to youth who are exiting the child welfare system (e.g., foster care, group homes) and are at-risk of housing loss.

- Provide specialized family re-integration support to youth accessing *Emergency Shelter* programs, where returning home is a safe and mutually desired option for them and their guardians/parents.

- Increase the *Extended Care Maintenance* from the current age limit of 21 years to 25 years.

- Develop a resource guide for youth experiencing homelessness or at-risk of housing loss that includes an inventory of alternative, youth suspension, trade, arts and post-secondary education/employment opportunities.

- Increase capacity of landlords to provide housing retention support to youth.

- Increase *Housing Retention and Re-Housing* programs for youth (e.g., housing stability workers who support youth during the transition to private market housing).

- Increase *Supportive Housing* programs for youth (e.g., offer a 5 Beds to Home program for females).

- Consider adapting the STEP Home *Make It Home* program model for youth.

- Design and implement programs to support rental opportunities for youth (e.g., a new program where youth rent space from a local family).

- Support youth specific programs (16-24) to develop one year transition/discharge plans so that youth aging out of programs can re-establish relationships with new housing stability workers in programs designed for adults.

- Improve connections between housing stability programs and public/separate school boards/schools.

- Explore the value of re-establishing the *Youth Housing Stability Network* starting with youth-specific housing stability programs (at the Executive Director/Manager level).

- Complement each youth-specific *Emergency Shelter* program with a *Shelters to Housing Stability* program (e.g., expand to include ROOF-PAR).

- Increase capacity to provide youth-specific *Street Outreach* in Cambridge.

### ISSUES AND ACTIVITIES
**STRATEGIC DIRECTION #3:** Promote a shared approach to ending homelessness with community systems that provide key resources related to housing stability.

**Context**
Locally, there are six community systems designed to provide key resources related to housing stability (education, income assistance, employment support, emergency social services, health care, and justice). By implementing the following four actions, the housing stability system will support these community systems to end homelessness by promoting greater access to housing stability resources for the people they serve who are experiencing homelessness or at-risk of housing.

**Policy Framework References**
- See page 40 for more information about the provincial role in financial and employment supports.
- See page 41 for more information about the provincial role in health care.
- See pages 103-106 for more information about the employment market, income trends and housing affordability in Waterloo Region.
- See page 108 for more information about the connection between housing stability and health.

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| **Action 15:** Support the *Education* system to increase access to adequate educational opportunities for people experiencing homelessness or at-risk of housing loss. | Activities may include:  
- Advocate to the appropriate governing bodies for affordable educational opportunities for people experiencing homelessness or at-risk of housing loss.  
- Increase opportunities to support completion of high school and post-secondary education for people experiencing homelessness or at-risk of housing loss.  
*Refer to Action 6 for activities related to children and Action 14 for activities related to youth.* |
| **Action 16** Support the *Income Assistance* system to increase access to adequate income for people experiencing homelessness or at-risk of housing loss. | Issues identified through community consultation (not necessarily exhaustive or further verified):  
- Inadequacy of social assistance rates (*Ontario Works* and the *Ontario Disability Support Program*).  
- Challenges specific to the *Ontario Disability Support Program*: people must have enough literacy skills to complete a very detailed application, painful to disclose past traumas, finding a doctor to assess the impact that a disability has on daily life, accessing medical records from other health professionals and having a doctor who has known the applicant as a patient for at least 2 years.  
- Limited support and flexibility within the legislative framework to provide income assistance for people experiencing persistent homelessness (e.g. for people... |
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| at-risk of housing loss. | unwilling to sign paperwork, who have transient living conditions, who have challenges completing ODSP applications).  
- Additional support needed for people transitioning from income assistance to employment who continue to be at imminent risk of housing loss. HHSS1 (3.2b)  
- Minimum wage is too low – it is not a living wage. |
| Activities may include:  
- Continue to advocate to the appropriate governing bodies to maximize current investments in adequate financial and employment supports for people experiencing homelessness or at-risk of housing loss through Ontario Works and the Ontario Disability Support Program.  
- Participate in consultations and monitor activities and outcomes related to the Social Assistance Review.  
- Increase support for people experiencing homelessness or at-risk of housing loss to complete applications for the Ontario Disability Support Program and, where appropriate, to support the appeal process, HHSS1 (2.6)  
- Support the Region in its provincial role as Service Manager of Ontario Works and to increase capacity within the Intensive Case Management program as it enables increased support and flexibility that is helpful when working with people experiencing persistent homelessness. |
| Action 17  
Support the Employment Support system to increase access to adequate employment opportunities for people experiencing homelessness or at-risk of housing loss. | Issues identified through community consultation (not necessarily exhaustive or further verified):  
- Lack of supportive employment opportunities (e.g., social enterprises that offer support to employees), particularly for youth and older adults experiencing homelessness or at-risk of housing loss.  
- Limited access to small business loans for people experiencing homelessness or at-risk of housing loss. |
| Activities may include:  
- Enhanced employment strategies and approaches to meet specific needs of people experiencing homelessness or at risk of housing loss e.g.:  
  o Identify local businesses with greater flexibility in their working conditions (e.g., working hours, expectations) and offer them support to increase employment opportunities for people experiencing homelessness or at-risk of housing loss.  
  o Increase support for job readiness activities for people experiencing homelessness or at-risk of housing loss (e.g., assistance with resume writing, increasing literacy skills, other training opportunities).  
  o Increase opportunities for people experiencing homelessness or at-risk of housing loss to utilize their trade experience.  
  o Increase opportunities for people experiencing homelessness or at-risk of housing loss to build relationships with local employers (e.g. volunteering).  
  o Increase capacity to provide low barrier supportive employment (e.g., Job Café model). |
### Action 18:
**Support the Emergency Social Services system to increase access to adequate resources during and following an emergency for people experiencing homelessness or at-risk of housing loss.**

**Issues identified through community consultation (not necessarily exhaustive or further verified):**
- Limited access to media outlets to receive emergency communication.
- Limited resources to take risk reduction measures.
- *Emergency Shelter* and/or housing stability programs that may be closed during the day.
- Lack of transportation for evacuation.
- Limited social support networks.
- High prevalence of physical and mental health issues that require additional services/resources.

**Activities may include:**
- Create clear language flyers and brochures that provide information and actions to be taken in the event of an emergency (e.g., how to get emergency information, the location of *Emergency Shelter* programs, how to prepare emotionally for an emergency and what to expect, and how to look after a pet in an emergency). Collaborate with outreach and shelter providers to discuss information above with people experiencing homelessness.
- *Emergency Shelter* programs to develop notification processes, communication channels, service continuity plans and emergency response plans for staff and people accessing services.
- Engage outreach workers to form teams that can be quickly deployed to reach people on the street in the event on an emergency.
- Train Reception/Evacuation Centre staff to respond to the anticipated needs of people experiencing homelessness or at-risk of housing loss, including the support of counselling and health resources.
- Following the emergency and in the recovery phase, quickly restore treatment and counselling programs and funds to meet the basic human needs of food, shelter and clothing. Additionally, use this as an opportunity to house people in longer term housing rather than returning to *Emergency Shelter* programs (depending on the scope of the emergency).

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### Action 19:
**Support the Health Care system to increase access to adequate health care for people experiencing homelessness or at-risk of housing loss.**

**Issues identified through community consultation (not necessarily exhaustive or further verified):**
- People with physical health issues are remaining in the hospital for longer than required because they do not have access to adequate housing and/or support to meet their physical health care needs.
- Lack of programs that support harm reduction approaches. **HHSS1 (6.7c)**
- Limited capacity to support people with physical health issues who are experiencing persistent homelessness.
- Limited after-hours primary medical care options.
- Limited access to opportunities to promote wellness (e.g., exercise, healthy food) for people experiencing homelessness or at-risk of housing loss.
- When support needs change, assessment and/or resources to prevent housing loss are not always available.
### ACTIONS

Activities may include:

- Continue to advocate to the appropriate governing bodies to maximize current investments to support housing stability for people with physical health issues and to increase investments in the housing stability of people with physical health issues in areas such as:
  - On-site medical support at fixed street outreach, residential and Supportive Housing programs.
  - Medical support offered through mobile street outreach.
  - Residential options for people experiencing homelessness with short-term physical health issues (e.g., pre/post operative, post-acute, respite, palliative, medical stabilization). \( \text{HHSS1 (4.5)} \)
  - Access to affordable prescription medication, medical supplies (e.g., syringes), medical aids (e.g., prosthetics) and costs related to dispensing, packaging and delivery services not covered through OHIP for people experiencing homelessness or at-risk of housing loss.
  - Access to affordable alternative/complementary health care (e.g., physiotherapy) for people experiencing homelessness or at-risk of housing loss.
  - Access to affordable dental care for people experiencing homelessness or at-risk of housing loss.
  - Access to affordable eye care for people experiencing homelessness or at-risk of housing loss.

- Work in partnership with physical health faculties (e.g., hospitals) to develop discharge planning protocols for people with no fixed address who are being referred to the following local residential program areas: Emergency Shelter, Time-Limited Residence, and Affordable Housing and Supportive Housing. \( \text{HHSS1 (5.9)} \)

- Clarify the role of Waterloo-Wellington Community Care Access Centre in providing assessment of care needs within Supportive Housing programs.

- Strengthen connections between housing stability programs and Waterloo-Wellington Community Care Access Centre. \( \text{HHSS1 (4.6h)} \)

- Develop an extreme heat protocol/plan. \( \text{HHSS1 (5.12)} \)

- Update the Homelessness to Housing Stability Strategy Summary Series with a new summary sheet for people with physical health issues.

### Issues and Activities

**Action 20:** Support the Justice system to invest in housing stability for people experiencing homelessness or at-risk of housing loss who are connected to

Issues identified through community consultation (not necessarily exhaustive or further verified):

- Lack of programs that support harm reduction approaches. \( \text{HHSS1 (6.7c)} \)
- Limited capacity to support people connected to correctional and policing services who are experiencing persistent homelessness.

Activities may include:

- Continue to advocate to the appropriate governing bodies to maximize current investments in housing stability through its correctional and policing services.
- Develop discharge planning protocols for people with no fixed address who are exiting provincial and federal correctional facilities and being referred to the
### Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities

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<td>correctional and policing services.</td>
<td>following local residential program areas: <em>Emergency Shelter, Time-Limited Residence and Affordable and Supportive Housing</em>. (^{HHSS1}(5.9))</td>
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<td>-</td>
<td>Explore the need to revisit existing loitering and panhandling by-laws and/or practices across the region to ensure that the rights of people experiencing homelessness are not being violated.</td>
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<td>Update the <em>Homelessness to Housing Stability Strategy Summary Series</em> with a new summary sheet for people connected to the justice system.</td>
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<td>Support the <em>Waterloo Region Crime Prevention Council</em> to facilitate implementation of actions identified in:</td>
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<td>o <em>From Prison to a Place Called Home: Recommendations from a Forum for Federally Sentenced Women</em></td>
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<td>o <em>The Missing Pieces: An Assessment of Service Assets and Gaps for Offenders and Victims of Interpersonal Violence in Waterloo Region</em></td>
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<td>o <em>Waterloo Region Integrated Drugs Strategy</em></td>
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<td>* Refer to Appendix A for the list of recommendations within the scope of the Homelessness to Housing Stability Strategy.</td>
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FOCUS AREA #2: SUPPORTING COMMUNITY MEMBERS TO END HOMELESSNESS

Context
Community members have an important role to play in ending homelessness. Strategic Direction 4 includes actions for the housing stability system that support local community members in their work to end homelessness.

Policy Framework References
- See pages 11-14 for principles that everyone can use when talking about housing stability, to help shift toward more supportive and respectful use of language.
- See pages 80-88 for more information about local principles to guide action.

STRATEGIC DIRECTION #4: Promote a shared approach to ending homelessness with the support of individuals, groups and other sectors.

Context
By implementing the following six actions, the housing stability system will support community members to end homelessness by providing resources that are tailored to their different roles in the community and by ensuring a coordinated approach across the region.

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| Action 21: Support businesses to end homelessness. | Activities may include:  
- Identify local business owners who can become champions of these activities.  
- Design strategies with the local Business Improvement Associations to enhance communication between downtown business owners and Street Outreach program staff around the level of support available/provided to people who are street-involved and opportunities for engagement by the business community.  
- Encourage businesses to support opportunities for their staff to volunteer within the housing stability system.  
- Design strategies to acknowledge the local businesses that are already providing support to people experiencing or at-risk of housing loss (e.g., an award). Promote these stories as a tool for motivating other businesses to get involved.  
- Organize education opportunities with businesses (e.g., to speak at staff meetings/events).  
- Connect with businesses that can provide free or low cost items to people experiencing homelessness so that they can establish their new housing (e.g., Value Village can provide access to household goods for free). |
| Action 22: Support funders/investors to end homelessness. | Issues identified through community consultation (not necessarily exhaustive or verified):  
- Funding an effective housing stability system requires collaboration and collective action from all levels of government and other funders.  
- Funding is often provided on a time-limited basis. This creates instability in the housing stability system and, in turn, instability for people who require the programs |
ACTIONS | ISSUES AND ACTIVITIES
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to find, establish and/or retain adequate housing that are not sustainable through existing funding sources.
- Funding opportunities tend to be very specific – there is a lack of flexibility in funding options and administration which makes it difficult to provide person-centred support and to be responsive to the changing needs in the community.

Activities may include:
- Strengthen the housing stability sector’s infrastructure (e.g., human resources, finance, technology, data, policy) to increase fundability as a viable sector with vital outcomes.
- Increase understanding of the local funding landscape (e.g., create an inventory of investment opportunities for housing stability programs).
- Work collectively to educate funders on the “business case” for housing stability.
- Build on opportunities to coordinate applications for funding across housing stability programs.
- Promote the availability of “flex funding” in funding envelopes for programs working with people with complex needs (e.g., share the *STEP Home Flex Fund Report* - 2011).

### Issue 23: Support the general public to end homelessness.

Issues identified through community consultation (not necessarily exhaustive or further verified):
- Most people cannot personally relate to the issue of homelessness.
- People tend to believe a lot of the myths about homelessness and think about people experiencing homelessness in negative, stereotypical, stigmatizing ways.
- People often fear what they do not understand. This fear can create an “us” versus “them” mentality making it difficult to support greater community inclusion.
- Greater understanding will lead to greater support for investments in housing stability.

Activities may include:
- Design strategies with local faith and service clubs.
- Design strategies with students at all levels of the educational system – from elementary through to post-secondary institutions.
- Develop a common calendar of housing stability events listed on the *Homelessness and Housing Umbrella Group* website. Ensure engagement opportunities are available during outside of regular daytime hours to encourage participation from volunteers and community members who work during the day.
- Promote the *Homelessness and Housing Umbrella Group’s Teacher Toolkit*.
- Develop *Homelessness and Housing Umbrella Group Housing Stability Report Cards* as a deliverable of Ontario Trillium funding.

### Issue 24: Support the media to end homelessness.

Issues identified through community consultation (not necessarily exhaustive or further verified):
- Media often print stories that include incorrect information and/or support a stereotypical message about homelessness.
### Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities

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<td><strong>Activities may include:</strong></td>
<td><strong>Issues identified through community consultation (not necessarily exhaustive or further verified):</strong></td>
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<td>- Build relationships with local journalists from each local publication (e.g., The Record, Cambridge Times, Grand River Living) and hosts of local television shows (e.g., Rogers Daytime, Province Wide) to increase coverage of housing stability.</td>
<td>- Private landlords often believe that renters with low income or renters who need support are a higher “risk” than other renters – this is more a myth than reality.</td>
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<td>- Develop small “sound bites” that capture the content of the Policy Framework (e.g., vision, values, guiding principles, importance of language) and ask the media to use them in their publications.</td>
<td>- Housing developers/landlords may not be aware of the advantages of building affordable housing.</td>
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<td>- Submit short stories about the impact of housing stability programs and initiatives.</td>
<td>Activities may include:</td>
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<tr>
<td>- Submit short and varied “requests to the public” that give specific direction for how people can contribute to ending homelessness.</td>
<td>- Identify landlords who can become champions of these activities.</td>
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<td>- Publish a series of articles that illustrate the dynamic nature of housing stability.</td>
<td>- Offer new training through the Housing Stability Training Centre tailored to private market landlords to support increased housing retention for their tenants.</td>
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<td>- Coordinate efforts to submit letters to the editor about housing stability issues in the region.</td>
<td>- Design an information resource for private landlords, so that they know where to call for help (e.g., on-call outreach support). Encourage them to reach out when they first encounter challenges with tenants.</td>
</tr>
<tr>
<td>- Support a person to experience life as if they did not have a fixed address and then to share their story with the media.</td>
<td>- Develop a Private Landlord Network where landlords can access resources and support (e.g., between landlords renting to people with complex needs).</td>
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<tr>
<td>- Develop educational tools to increase knowledge about housing stability issues (e.g., persistent homelessness, harm reduction, cost of keeping people without adequate housing versus providing adequate housing and/or support).</td>
<td>- Design strategies to acknowledge landlords that are already providing support to their tenants that helps them to retain their housing (e.g., an award). Promote these stories as a tool for motivating other landlords to get involved.</td>
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</table>

**Action 25:** Support private market landlords to end homelessness.
### Action 26: Support a coordinated approach to engagement with various community partners.

**Activities may include:**
- Organize a list of available speakers with lived experience of homelessness, representatives of housing stability programs and initiatives, as well as community champions who hold different roles (e.g., business owner, landlord, economist).
  - [HHSS1 (1.1)](#)
- Provide the following resources to support a coordinated approach:
  - A common set of presentation tools (e.g., PowerPoint slides, handouts) and reference materials (e.g., tip sheets on how to access more information and get involved, reports, brochures).
  - Training.
  - Tailored materials to key audiences and around specific topics.
  - Honorariums and other resources to support the involvement of people with lived experience of homelessness.
  - A list of people that can offer their specialized skills (e.g., support with technology) to support speaking engagements.
- Increase the variety of approaches used to communicate about housing stability (e.g., photo-voice, videos, You Tube, websites, art projects, Twitter, Facebook, logos/program banners, photo projects displayed in public locations).

**Materials to support a coordinated approach should highlight:**
- Non-identifying stories that highlight both the personal impact of homelessness and being at-risk of housing loss as well as the personal strengths that people have which helped them to increase their housing stability. The issue needs to have a “face” so that people can identify with it.
- Local quantitative data.
- Costs of homelessness (e.g., cost of “keeping someone without adequate housing” versus providing supportive housing).
- Benefits of investing in housing stability.
- Importance of using the guiding principles to end homelessness.
- Personal and community health impacts of homelessness.
- Local examples of inadequate shared housing accommodations.
- Who is taking action to end homelessness in Waterloo Region and what they are doing.
- How people can get involved.
FOCUS AREA #3: SUPPORTING THE HOUSING STABILITY SYSTEM TO END HOMELESSNESS

Context
People tend to meet their need for adequate housing, income and support through a mix of informal connections (e.g., family and friends), private markets/businesses (e.g., real estate, employment markets and homemaking services) and formal community systems (see Focus Area #1). Collectively, these are referred to as housing stability resources. For a variety of reasons, some people cannot access the housing, income and support they need through informal connections or private market/businesses. As a result, they may be experiencing homelessness or at-risk of housing loss and require access to a housing stability program provided by the housing stability system.

The housing stability system is a network of organizations, groups and individuals that share a common mandate to support people who are experiencing homelessness or at-risk of housing loss. To be identified as a housing stability program, at least 50% of the activities supported by the program must be dedicated to housing stability – supporting people to find, establish and/or retain adequate housing and/or increasing opportunities for people to fully participate in community life. The 2011 Inventory of Housing Stability Programs in Waterloo Region is a community resource that catalogues all of the housing stability programs in Waterloo Region. In 2011, there were 107 local housing stability programs; programs belong to one of five complementary program areas (i.e., Emergency Shelter, Street Outreach, Housing Retention and Re-Housing, Time-Limited Residence and Affordable Housing and Supportive Housing). There are also several local groups (some of which are referred to as committees) that support the community to end homelessness.

Strategic Directions 5 through 7 includes actions for the housing stability system that increase its capacity to fulfill its mandate in Waterloo Region.

Policy Framework References
- See pages 47-49 for more information about housing stability resources accessed through informal connections and private markets/businesses.
- See pages 50-75 for more information about housing stability resources accessed through the housing stability system.
- See page 76 for a map of all housing stability resources.
- See Appendix E: Housing Stability System Timeline on pages 115-119 to review the development of the local housing stability system, which began in 1905.
- See page 46 for a diagram that shows how the different groups fit together and Appendix D: Housing Stability Groups on pages 111-114 for descriptions of each group.
STRATEGIC DIRECTION #5: Provide housing stability services to end homelessness (residential/housing options, financial assistance and support).

Context
The Policy Framework includes five principles to guide action, one of which is: “We promote strategic investments to end homelessness in Waterloo Region”. Through its five program areas (i.e., Emergency Shelter, Street Outreach, Housing Retention and Re-Housing, Time-Limited Residence and Affordable Housing and Supportive Housing), the housing stability system provides community members with essential housing stability resources that, as a whole, are designed to end homelessness. Housing stability programs use two main approaches to end homelessness:

1. Housing Retention: Supporting people at-risk of housing loss to retain their current adequate housing and/or to find and/or establish more adequate housing without experiencing homelessness. Where risk of housing loss is more imminent (e.g., people are within one month of housing loss), all housing options are explored before accessing an Emergency Shelter program (this is sometimes referred to as diversion).

2. Rapid Re-housing: Supporting people living without a fixed address to find and/or establish adequate housing as quickly as possible, with support as needed and desired for long term housing stability. Rapid re-housing shortens the length of time that people experience transitional homelessness and, in so doing, prevents persistent homelessness in Waterloo Region.

As long as people are unable to access the adequate housing, income and support they need from other sources (informal connections, private markets/businesses, other services and supports), housing stability programs will continue to be in demand. The housing stability system will continue to evolve as it implements the principles to guide actions in the Policy Framework.

Policy Framework References
- See pages 80-88 for more information about the principles to guide action.

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<thead>
<tr>
<th>ACTIONS</th>
<th>ISSUES AND ACTIVITIES</th>
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<tr>
<td><strong>Action 27: Provide Emergency Shelter programs.</strong></td>
<td>Activities may include:</td>
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<td>- Explore promising practices and opportunities to enhance diversion and rapid-re-housing programs linked to emergency shelter.</td>
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<td>- Explore emergency shelter funding model options as part of the new Community Homelessness Prevention Initiative (CHPI).</td>
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<td>- Create tools and processes to enhance referrals to Emergency Shelter programs (e.g., updated referral protocols, referral guide, coordinated access, coordinated discharge protocols with hospitals and corrections, video tours accessible on-line).</td>
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</table>
| | - Create consistent service restriction policies (both access to programs and involuntary discharge) that are consistent across the region and reflect the values
### ACTIONS

and principles to guide actions of the *Policy Framework*.
- Explore the role of police services, withdrawal management, *Emergency Shelter* programs and fixed street outreach to offer a safe, temporary space where people under the influence of alcohol and/or drugs can stay and/or become sober.
- Seek to address current identified limitations to emergency shelter service (e.g., capacity for couples without children to be sheltered together, access to private washrooms and showers, access to personal/quiet space at *Emergency Shelter* programs, safe and secure space to store belongings, supports for people with physical disabilities, support options for pets while their guardians are accessing emergency shelter).
- Explore opportunities to complement *Emergency Shelter* programs with other services (e.g., street outreach, meal/hospitality programs, foot care, immunizations, tax clinics).
- Update quality assurance processes and include increased opportunities for resident input.
- Support Kitchener-Waterloo Out of the Cold, the housing stability sector and the broader community to better understand the *Kitchener-Waterloo Out of the Cold* program (i.e., services provided, the role they play, who is being served, needs, gaps etc.) and consider options for future direction.
- Improve communications between volunteers of the *Kitchener-Waterloo Out of the Cold* program and other housing stability program staff who may be supporting the same participants (e.g., STEP Home, other emergency shelters), in order to ensure that support is complementary and coordinated.

### ISSUES AND ACTIVITIES

**Action 28:** Provide *Street Outreach* programs.

Activities may include:
- Increase capacity for people to access fixed outreach services (i.e., drop ins) every day of the week, in every urban area of the region throughout the year.
- Increase capacity to provide adequate mobile street outreach services both within and outside of all core urban areas. HHSS1 (4.2b)
- Increase capacity to provide mobile street outreach services outside of regular workday hours. HHSS1 (4.2b)
- Increase capacity to access a variety of supplies related to harm reduction (e.g., safer crack use kits, overdose prevention).
- Increase capacity to complement existing programs with peer support.

**Action 29:** Provide *Housing Retention and Re-Housing* programs.

Activities may include:
- Increase capacity of the following programs to connect participants at-risk of housing loss with additional housing retention resources: social assistance, food banks, Waterloo Region Energy Assistance Program and/or Rent Bank loans, as well as the Community Housing waiting list. HHSS1 (3.2a, 3.2b, 3.5, 5.3)
- Explore program options under the new *Community Homelessness Prevention Initiative (CHPI)* in relation to the loss of funding due to elimination of the Community Start Up and Maintenance Benefit (mandatory benefit under OW/ODSP), effective January 1, 2013.
- Continue to explore the need for a coordinated landlord registry between organizations that currently maintain housing vacancy lists. Build on the findings
### ACTIONS

from the report published by Elkins, J. from Lutherwood on January 12, 2009, *Coordination of Landlord and Vacancy Information*. Identify landlords that have units suitable for larger families.

- Develop a service model for Housing Help in Cambridge.
- Increase opportunities for tenants to be informed of and advocate for their rights as identified in the *Residential Tenancies Act, 2006* (e.g., support RENT in their mandate, design peer-led models of support, design tools by peers, promote existing websites, promote resources available through the community legal clinic - such as drop-in support for tenants to review tenancy agreements and assist with landlord issues including housing/property maintenance issues).
- Establish funding and/or processes that provide landlords with a guarantee of rent payment for at least the first year of tenancy for participants.
- Increase access to rental assistance designated to people, not housing units. HHSS1 (4.9a)
- Increase access to voluntary financial trusteeships for people experiencing homelessness or at-risk of housing loss. HHSS1 (3.1) Build on the findings from the report published by Elkins, J. from Lutherwood on January 2, 2009, *Voluntary Trusteeship as a Tool for Eviction Prevention*. People transitioning from emergency shelter programs should have access to a program if desired (particularly youth).

### ISSUES AND ACTIVITIES

Issues identified through community consultation (not necessarily exhaustive or further verified):

- Lack of community consensus regarding promising practices for this program area.
- Lack of awareness of the impact of the *Residential Tenancies Act, 2006* on service provision.
- Existing time-limited residential program vacancies are not advertised in a coordinated way.

Activities may include:

- Research need and capacity to provide shorter term residential programs for people in transitional situations in the *Time-Limited Residence* program area. HHSS1 (4.4b)

### Action 30: Provide Time-Limited Residence programs.

Issues identified through community consultation (not necessarily exhaustive or further verified):

- Community need for *Supportive Housing* programs outweigh existing resources.
- People accessing *Supportive Housing* programs have increasingly complex needs and there is not always sufficient support available to meet these needs.

Activities may include:

- Increase general *Supportive Housing* programs (i.e., not disability-specific), particularly models with high levels of flexibility (e.g., person-centred/self-directed support, self-contained units). HHSS1 (4.6g)
- Review the existing Domiciliary Hostel Program.
- Explore and implement additional quality measures within general *Supportive Housing* programs.
### ACTIONS | ISSUES AND ACTIVITIES
--- | ---
- Explore the value of re-establishing the Supportive Housing Network.  
* NOTE: See Action 37(a) for issues and activities associated with Affordable Housing programs (i.e., Community Housing).

### STRATEGIC DIRECTION #6: Tailor approaches according to people’s strength of “association with homelessness”.

#### Context
The *Policy Framework* includes five principles to guide action, one of which is: “We tailor approaches according to people’s strength of ‘association with homelessness’”. People with lived experience of homelessness are not all the same. 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). For example, people experiencing transitional homelessness may require less intense, shorter term and infrequent support in order to maintain housing stability over the long term. In contrast, people experiencing persistent homelessness may require longer term and more intensive support.

#### Policy Framework References
- See pages 19-22 for more information about strength of “association with homelessness”.
- See pages 84 for more information about the principle to guide action: ‘We tailor approaches according to people’s strength of ‘association with homelessness’”.

#### Action 32: Explore strategies to increase capacity to end transitional homelessness.
See issues and activities from Action 29: Provide Housing Retention and Re-Housing programs.

#### Action 33: Increase capacity of STEP Home programs to end persistent homelessness.
Refer to the *STEP Home Annual Report 2011-2012* for more information on STEP Home Actions and Priorities Envisioned (S.H.A.P.E.) STEP Home activities and priorities are organized by the following:
- Additional Supportive Housing
- Increase Resources
- Increase Connection Opportunities for STEP Home Direct Support Workers
- Increase Opportunities to be Informed by Participants
- Increase STEP Home Education Opportunities
- Landlord Recruitment/Education/Engagement
- Community Inclusion
**STRATEGIC DIRECTION #7: Support housing stability system-level initiatives designed to end homelessness.**

**Context**
System-level initiatives are those that apply not just to one of the five program areas (i.e., *Emergency Shelter, Time-Limited Residence and Affordable and Supportive Housing*) but across the whole housing stability system. People within the housing stability system have an important role to play in ending homelessness.

**Policy Framework References**
- See pages 57-58 for more information about the supportive approach adopted by stakeholders within the housing stability system.
- See pages 78-80 for a review of the core values of the housing stability system.

| Action 34: Increase access to information about resources to support system navigation. | Issues identified through community consultation (not necessarily exhaustive or further verified):
- People do not always know where to find information about key housing stability resources (i.e., *Emergency Shelter, Time-Limited Residence and Affordable and Supportive Housing*). | Activities may include:
- Increase capacity to provide access to 24/7 information about and referrals to local housing stability resources (e.g., 211, distress centre, other community information lines).  
  [HHSS1 (5.6)]
- Seek to better understand existing programs (e.g., through inclusion in future versions of the *Inventory of Housing Stability Programs in Waterloo Region*) and to increase capacity where needed for people experiencing homelessness or at-risk of housing loss in the following areas:
  - Provision of free or low cost furnishings;
  - Provision of free or low cost appliances and/or repair of appliances;
  - Provision of free or low cost household items (e.g., towels, bedding, kitchen supplies);
  - Provision of free or low cost storage;
  - Provision of free or low cost assistance with moving; and
  - Provision of free or low cost support for hoarding and to prepare and/or treat bed bugs.
- Maintain and enhance housing stability information resources (e.g., brochures, referral guides).
- Develop a catalogue of residential programs (e.g., with profiles, photos and video footage of the properties).
- Evaluate the community impact of the existing seven housing stability brochures. Revise processes and materials as needed to increase the value of these resources.
### Action 35(a):
**Participate in national initiatives and networking opportunities.**

- Issues identified through community consultation (not necessarily exhaustive or further verified):
  - Need to increase local awareness of national networking opportunities and resources.
  - Need to increase capacity to monitor issues at the national level that impact housing stability and actively engage existing local networks to respond in a timely way to advocacy opportunities.
  - Need to raise the profile of the local housing stability system as a leader at the national level in order to build relationships, share promising practices and capitalize upon emerging opportunities.

- Activities may include:
  - Connect with federal housing stability organizations/groups (e.g., Canadian Alliance to End Homelessness, Canadian Housing and Renewal Association, Raising the ROOF, Canadian Homelessness Research Network).
  - Participate in the initiative to develop a national definition of homelessness through the Canadian Homelessness Research Network.
  - Submit local materials to the Homeless Hub. [HHSS1 (8.4)]

### Action 35(b):
**Participate in provincial initiatives and networking opportunities.**

- Issues identified through community consultation (not necessarily exhaustive or further verified):
  - Need to increase capacity to monitor issues at the provincial level that impact housing stability and actively engage existing local networks to respond in a timely way to advocacy opportunities.
  - Need to raise the profile of the local housing stability system as a leader at the provincial level in order to build relationships, share promising practices and capitalize upon emerging opportunities.

- Activities may include:
  - Connect with provincial housing stability organizations/groups (e.g., Ontario Municipal Social Services Association Homelessness Network, Ontario Non-Profit Housing Association etc.).

### Action 35(c):
**Participate in local initiatives and networking opportunities.**

- Issues identified through community consultation (not necessarily exhaustive or further verified):
  - Need to increase capacity to monitor issues at the local level that impact housing stability and actively engage existing networks to respond in a timely way to advocacy opportunities.
  - Need to raise the profile of the housing stability system as a local leader in order to build relationships, share promising practices and capitalize upon emerging opportunities.

- Activities may include:
  - Continue to support the Homelessness and Housing Umbrella Group as Waterloo Region’s primary homelessness and housing group functioning as an umbrella and connecting group for all other community groups working on issues of homelessness and housing in Waterloo Region.
### Action 36: Increase housing stability program staff (including peer capacity) capacity to end homelessness.

- Connect with other local community systems/networks (e.g., Addictions and Mental Health Network, Immigration Partnership, Waterloo Region Crime Prevention Council).

<table>
<thead>
<tr>
<th>Issues identified through community consultation (not necessarily exhaustive or further verified):</th>
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<tbody>
<tr>
<td>- Limited funding opportunities for peer support programs.</td>
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<td>- Limited awareness of existing peer programs.</td>
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Activities may include:

- Conduct a survey of housing stability stakeholders to support planning for the future of the Homelessness and Housing Umbrella Group’s Housing Stability Training Centre. Consider the following:
  - Training opportunities in a variety of methods (e.g., self-directed, on-line, video-conferencing, in-person).
  - New training topics (e.g., volunteer training; overdose prevention; harm reduction including an overview of managed alcohol (Level 5) and managed drug (Level 6) programs; basics of how to offer peer support; basics of STEP Home support; Stages of Change theory and practice; basics of supporting people who have experienced trauma; Motivational Interviewing theory and practice; basics of supporting people who have experienced bereavement and loss; basics of Housing First; basics of supporting people who identify as Lesbian, Gay, Bisexual, Transgendered, and/or Queer; basics of supporting Aboriginal people; basics of supporting people with disabilities such as acquired brain injury; basics of offering a flex fund within programs that support people who experience a number of barriers in accessing resources).
  - Opportunities to gain credits, certificates and other forms of recognition (e.g., awards to organizations where all of their staff have attended Housing Stability 101).

- Increase access to information about training opportunities available outside of the Homelessness and Housing Umbrella Group’s Housing Stability Training Centre.

- Increase access and awareness of timely information about local housing stability resources (e.g., post common “Frequently Asked Questions” and bulletins about local resources to the Homelessness and Housing Umbrella Group listserv and through the current email contact list for housing stability programs, hold a “fact finding” contest with prizes to be won).

- Develop new skills with research and evaluation (e.g., participate in training and accreditation opportunities, collaborate with post-secondary institutions and other research bodies).

- Build on research findings outlined in the background report, Hearing the Voices: Learnings from Kitchener-Waterloo Out of the Cold related to interviewing people with lived experience of homelessness.

- Develop and implement hiring tools (e.g., polices and promising practices) that can be used by the housing stability system to assist with hiring staff with the skills, knowledge, attitude and experience required to support people to maintain housing.
stability over the long term, particularly people with more complex issues.\textsuperscript{HHSS1 (7.2)}
- Update the *Homelessness to Housing Stability Strategy Summary Series* with new summary sheets for system-level tips (e.g., common acronyms, review of governance and funding sources).
- Increase understanding of peer programs and their effectiveness.
- Develop and share tools to support peer programming.
- Increase peer support opportunities.
- Increase opportunities for peers to access training for skill and leadership development.
- Design tools by people with lived experience of homelessness to help peers gain access to housing stability resources (e.g., education/(re)training opportunities, adequate rental housing, financial assistance).
- Utilize the peer research model where researchers partner with peers through the entire project period as outlined in the background report, *Hearing the Voices: Learnings from Kitchener-Waterloo Out of the Cold*.

**Context:**
In 2001, the Province designated the Region of Waterloo as the Consolidated Municipal Service Manager (SM) for Housing and transferred ownership to the of 2,557 former Ontario Housing Corporation units to the Region along with financial and administrative responsibility for approximately 5,500 additional Community Housing units (nonprofit, co-operative housing and rent supplement) in Waterloo Region. As SM for Housing, the Region has a lead role to play in determining the state of housing in the region and developing strategies to address these needs, including the delivery of affordable housing programs. The Region addresses housing issues of low to moderate income households through its Community Action Plan for Housing (CAPH). The CAPH (now called the Community Action Plan for Low to Moderate Level Housing) is in the process of being updated and is expected to be completed in 2013. Since 2001, through the Affordable Housing Strategy, the Region has assisted in creating over 1,900 new rental and supportive housing units, affordable home ownership opportunities and rent supplement units. The following issues and activities will be considered in the update of the CAPH.

**Issues identified through community consultation (not necessarily exhaustive or further verified):**
- Lack of adequate housing (e.g., subsidies and rental units with lower rent amounts) that is affordable to people living with fixed, low incomes.
- Lack of range in new supply – too much focus on building single-detached homes.
- Lack of range and supply of Supportive Housing programs.
- Lack of adequate housing options that are physically accessible (e.g., for people who use wheelchairs) and/or that accommodate physical health challenges. Ensure that new housing follows the build environment standards set by the *Accessibility of Ontarians with Disabilities Act, 2007*.
- Lack of adequate housing that is also energy efficient and opportunities to reduce the burden of energy costs for tenants and homeowners.
- Limited opportunities for people living with fixed, low income to move from private
rental market housing to home ownership.
- Lack of access to adequate housing for people with histories that illustrate the potential for a higher level of risk (e.g., rental arrears, poor credit, police record). For example, families cannot access Community Housing if they have rental arrears from a previous tenancy and there are few other options for affordable housing. In addition, requiring a “co-signer” on a tenancy agreement creates barriers for many people who may not have access to someone willing to fill this role.
- Challenges for Waterloo Region Coordinated Access System to communicate with people on the who are living without a fixed address – may consider processes to use alternate points of contact, such as local service providers.
- Lack of portable rental subsidies that are payable to the landlord and exempt income/asset requirements of social assistance.
- The need for actively promoting inclusionary zoning and encouraging it in all new housing developments (e.g., revising distancing provisions).
- The need for more incentives to build affordable housing and to increase the level of diversity in housing types (e.g., waiving developmental charges).
- Lack of flexibility with regulations related to creating affordable housing (e.g., secondary suites, zoning by-laws).
- Assess the housing conditions and levels of housing diversity in the rural areas.

Activities may include:
- Participate in the implementation of the Provincial Long Term Affordable Housing Strategy and the new Housing Services Act, 2011.
  - Submit the Homelessness to Housing Stability Strategy and Community Action Plan for Low to Moderate Level Housing to the Province as the local 10 Year Housing and Homelessness Plan.
  - Design a process to facilitate implementation of the actions, monitor progress, and support communication and evaluation of the plan(s).
- Continue to advocate for a national housing/housing stability strategy.
Context:
In 1999, the Province designated the Region of Waterloo as a Consolidated Municipal Service Manager (SM) for Homelessness and over the years has provided a variety of programs and/or funding to the Region to administer. As part of the Provincial Long Term Affordable Housing Strategy, these programs are being consolidated for the Region to administer through the new Consolidated Homelessness Prevention Initiative (CHPI) effective January 1, 2013. The Region also serves as the Community Entity for the federal Homelessness Partnering Strategy (HPS) and Community Coordinator for the Homeless Individual and Family Information System (HIFIS). As SM for Homelessness, the Region has a lead role in planning, funding allocation and quality assurance/accountability for housing stability programs and plays a planning and support role to the housing stability system as a whole. The Region facilitates community planning related to housing stability through All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region. As of 2011, the Region funds 31 community programs through 20 different organizations/operators that serve approximately 2,000 people annually. The Region supports the overall housing stability system (identified to include 107 community programs serving approximately 25,000 people in 2010).

Action 37(b):
Support the Region’s role as Service Manager for Housing and Homelessness (Homelessness).

Activities may include:
- Advocate to all levels of government (in particular the federal and provincial governments) to invest in implementation of the Homelessness to Housing Stability Strategy (HSS1) (2.1).
- Participate in the implementation of the Provincial Long Term Affordable Housing Strategy and the new Housing Services Act, 2011.
  - Submit the Homelessness to Housing Stability Strategy (2012) and updated Community Action Plan for Housing to the Province as the local 10 Year Housing and Homelessness Plan.
  - Design a process to facilitate implementation of the actions, monitor progress, and support communication and evaluation of the plan(s).
  - Facilitate implementation of the new Consolidated Homelessness Prevention Initiative (CHPI) effective January 1, 2013 through the following activities:
    - Phase I – Pre-Planning and Immediate Needs (2012)
    - Phase II – Planning (2013)
    - Phase III – Implementation (2014 and beyond)
  - Consider opportunities for further housing and homelessness integration.
- Produce and disseminate a Homelessness to Housing Stability Strategy (2012) implementation progress report that covers the period January 2011 through summer 2013. Future reporting to be determined as part of 10 Year Housing and Homelessness Plan.
- Revise Agreement processes to ensure alignment with the Strategy (2012).
- Design and implement revised quality assurance processes for all residential/housing options funded by the Region ensuring alignment with the Strategy (2012).
- Develop and utilize a system component checklist to measure improvements towards creating an effective housing stability system.
- Implement Part II of the Data Integration Project (Data Collection).
  - Phase I: Complete outstanding activities from the Part I of the Data Integration Project. HHSS1 (8.3)
  - Phase II: Move from the current system of collecting aggregate data from programs using Microsoft applications to a common database system (e.g., implement the Homeless Individuals and Families Information System 4.0 with all housing stability programs funded by the Region). Develop a comprehensive Data Entry Guide and Data Integrity Guide (e.g., based on local materials developed to support earlier versions of the Homeless Individuals and Families Information System).
- Implement Part II of the Data Integration Project (Meaning Making).
  - Phase I: Develop processes to measure and enhance the value and impact of housing stability investments (e.g., determining return on investments for the community). Align evaluation with the goals outlined in the Strategy (2012).
  - Phase II: Develop a comprehensive communication plan (e.g. data summaries, annual report to the community that profiles key housing stability data).
  - Create a “story bank” of non-identifying stories and quotes that can be used to support data, education and awareness.
- Explore opportunities for further system integration (e.g., complementary intake, support and discharge policies and practices for participants accessing housing stability programs funded by the Region). Ensure practices align with the goals, values, principles to guide actions and supportive approach outlined in the Strategy (2012).
- Increase understanding of the impact of new legislation on local housing stability programs (e.g., Retirement Homes Act, 2010).

| Action 38: Support the Region’s role as Community Entity for the Homelessness Partnering Strategy (HPS). | Issues identified through community consultation (not necessarily exhaustive or further verified):
- Concern that HPS program and funding may end March 2014.
Activities may include:
- Advocate to Homelessness Partnering Strategy to continue funding past 2014 and invest in implementation of the Homelessness to Housing Stability Strategy. |
| Action 39: Support the Region’s role as Community Coordinator for the Homeless Individuals and | Issues identified through community consultation (not necessarily exhaustive or further verified):
- Concern that national support for HIFIS program and Community Coordinator funding may end March 2014. |
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<tr>
<th>Families Information System (HIFIS)</th>
<th>Activities may include:</th>
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<tr>
<td></td>
<td>- Continue to advocate to the appropriate governing bodies to continue local implementation of the <em>Homeless Individuals and Families Information System</em>.</td>
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<td>- Increase sustainability of the local Community Coordinator role.</td>
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<td>- Develop tools to enhance data integrity and data reliability.</td>
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<td></td>
<td>- Implement <em>Homeless Individuals and Families Information System</em> 3.8.</td>
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<td>- Implement <em>Homeless Individuals and Families Information System</em> 4.0.</td>
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FOCUS AREA #4: SUPPORTING PEOPLE TO FEEL “AT HOME”

**Context**
Community inclusion is considered to be one of the five “essentials” for ending homelessness in Waterloo Region.

The community as a whole has an important role to play in supporting people in their efforts to maintain housing stability over the long term and strengthen their attachment to the space they call home. An inclusive community ensures that everyone can fully participate in community life. It means that participation in community life is accessible to everyone and the community is designed to support people in their efforts to be included.

**Policy Framework References**
- See pages 26-32 for more information about community inclusion.
- See page 33 for more information about the five essentials for ending homelessness.

**STRATEGIC DIRECTION #8: Promote community inclusion to support long term housing stability.**

| Action 40: Increase community inclusion. | Issues identified through community consultation (not necessarily exhaustive or further verified):
- People want options for meaningful activity, to be included in the community and/or to connect with others.
- Limited informal support connections can lead to isolation.
- People living in low income experience community exclusion.

Activities may include:

**General:**
- Support the implementation of the Region’s *Comprehensive Approach to Poverty Reduction*.
- Support the community to engage in broad-based efforts to reduce poverty.
- Develop a community inclusion inventory (e.g., that catalogues all low cost/no cost programs available in the areas of education, transportation and recreation).
- Increase capacity to provide affordable replacement of identification across the region. Explore providing services at new sites in the community.
- Gather people’s stories that demonstrate the link between community inclusion and increased housing stability.
- Enhance understanding of the use of flex funds to support community inclusion opportunities through STEP Home.
- Design and implement a process to recognize community inclusion activities across the region (e.g., award).
Contribution:
- Expand opportunities for pre-employment activities for people experiencing homelessness or at-risk of housing loss geared toward specific support needs (e.g., life skills, social activities, volunteering).
- Design and implement a program(s) for people experiencing homelessness or at-risk of housing loss to build skills transferable to the labour market, offer education opportunities (e.g., GED) and promote community inclusion.
- Increase capacity of housing stability programs to provide low-cost or free bus tickets and bus passes to people experiencing homelessness or at-risk of housing loss (e.g., the Region’s Transit for Reduced Income Program – TRIP).

Cultural:
- Develop a social marketing campaign to promote the importance of community inclusion similar to the Waterloo Region Crime Prevention Council “Say Hi” campaign (e.g., promote the idea that “downtown spaces are for everyone”).

Financial:
- Support the Money Matters Collaborative to increase understanding and awareness of financial inclusion as well as capacity to support people with financial inclusion.
- Increase access to financial literacy training for people experiencing homelessness or at-risk of housing loss. HHSS1 (3.1)
- Create a Financial Inclusion Inventory for Waterloo Region and continue to promote awareness of the programs and initiatives identified in the document (e.g., banks, credit unions, community education and support programs, identification supports, income tax support, trusteeships).

Political:
- Increase capacity for inclusion of people with lived experience of homelessness or at-risk of housing loss in policy and program design and delivery (e.g., develop tools to support advisory groups of people with lived experience, increase the number of programs that consult with advisory groups of people with lived experience HHSS1 (1.5)).
- Provide training and educational opportunities for members of advisory groups of people with lived experience of homelessness.
- Design and implement a process to recognize the impact that advisory groups of people with lived experience of homelessness or at-risk of housing loss have in the community and their role in ending homelessness (e.g., an award).

Recreation:
- Advocate to the appropriate governing bodies to maximize current investments in community inclusion of people experiencing homelessness or at-risk of housing loss (e.g., Ministry of Tourism, Culture and Sport, area municipalities for increase accessibility of libraries, neighbourhood centres, recreation programs and facilities).
<table>
<thead>
<tr>
<th>Social:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Expand access to family relationship reconciliation/mediation services to support experiencing homelessness or at-risk of housing loss to re-engage with family members.</td>
</tr>
<tr>
<td>- Increase access to electronic communication tools for people experiencing homelessness or at-risk of housing loss (e.g., telephones, computers/tablets, Talk 2 One service).</td>
</tr>
</tbody>
</table>
CHAPTER 4: NEXT STEPS

The Action Framework makes up one of the two complementary frameworks that inform the Strategy (2012). It brings the Strategy (2012) to life through the identification of 40 actions organized within four focus areas and 8 strategic directions, along with associated issues and potential activities.

Everyone has a role to play in ending homelessness. This document has been inspired through the commitment and dedication of all community partners in Waterloo Region. The Action Framework is locally generated and has been informed through extensive community input involving people with lived experience of homelessness, the housing stability system, as well as other community systems. It also includes information emerging from a number of background reports generated within and outside of the local housing stability system.

Strategy (2012) Implementation
Following release and distribution of the Strategy (2012), work will begin to identify local leadership for activities within each of the actions. Progress with implementation of the Strategy depends on strategic investments and requires dedicated, collaborative effort among all orders of government and partners in the community.

As part of the implementation of the Provincial Long Term Affordable Housing Strategy (2010) and the new Housing Services Act, 2011, the Region will be required to submit a ten year housing and homelessness plan to the Province by January 1, 2014. It is anticipated that the Strategy (2012) (including the Policy Framework and Action Framework) as well as the updated Community Action Plan for Low to Moderate Level Housing (expected to be released in 2013) will be used to meet this deliverable.

Processes to facilitate implementation of the actions, progress monitoring, communication and evaluation activities for these plan(s) beyond 2013 are pending finalization of the local ten year housing and homelessness plan. Community consultation will inform these next steps.

Measuring Progress
Prior to the initiation of the ten year housing and homelessness plan, the Region will facilitate the development of a Strategy progress report that covers the period January 2011 through to December 2013. This report will increase understanding around both what was accomplished (progress with each of the 40 actions) as well as what difference it made (outcomes related to the goals of the Strategy). To date, initial indicators of collective impact towards the Strategy goals for 2013, 2018 and 2023 have been identified in the Action Framework (see Table 3), while baseline measures and objectives will be included in the ten year housing and homelessness plan and/or the Strategy 2013 progress report.

It is also expected that there will continue to be a significant positive impact on the community as a result of the Strategy (2012) that is more difficult to quantify. Some examples may include the development of better ways to work together in the system.
and the possibility of its influence on community awareness campaigns designed to educate people about homelessness and housing stability.

**Living Plan**

Although the Action Framework serves as a longer-term plan toward the shared goal of ending homelessness in Waterloo Region, it is anticipated that the activities within the 40 actions will continue to evolve as a result of the following factors:

- Issues and activities are not necessarily exhaustive
- The need to adapt to changing needs and circumstances in the community
- Shifting landscapes (e.g., funding, policy changes, political support)
- The implementation of the Provincial Long Term Affordable Housing Strategy (2010) and the new *Housing Services Act, 2011*

### Table 3. Initial indicators of collective impact

<table>
<thead>
<tr>
<th>Initial indicator of collective impact</th>
<th>2013 Objective</th>
<th>2018 Objective</th>
<th>2023 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRATEGY (2012) GOAL #1:</strong></td>
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<tr>
<td>Support a Shared Approach To Ending Homelessness.</td>
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<td></td>
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<tr>
<td>Action areas have activities that are completed or in progress</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>“Most Significant Change” (MSC) survey</td>
<td>Deliver MSC survey</td>
<td>Deliver MSC survey</td>
<td>Deliver MSC survey</td>
</tr>
<tr>
<td><strong>STRATEGY (2012) GOAL #2:</strong></td>
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<td></td>
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<tr>
<td>Support People Experiencing Homelessness or At-Risk of Housing Loss to Increase Housing Stability.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Increase housing retention</td>
<td>Number of people served at imminent risk of housing loss who were prevented from losing their housing or experiencing homelessness</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Percentage of households who retain their housing</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
</tr>
<tr>
<td>b) Reduce the length of time people experience transitional homelessness</td>
<td>Number of people accessing <em>Emergency Shelter</em> programs</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Length of stay by individuals who repeatedly use <em>Emergency Shelter</em> programs</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Number of families accessing <em>Emergency Shelter</em> programs</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
</tr>
</tbody>
</table>
### Initial indicator of collective impact

<table>
<thead>
<tr>
<th></th>
<th>2013 Objective</th>
<th>2018 Objective</th>
<th>2023 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Length of stay by families who repeatedly use Emergency Shelter programs</td>
<td>Establish baseline and report where possible.</td>
<td>TBD</td>
</tr>
<tr>
<td>c) End persistent homelessness</td>
<td>Number of people experiencing persistent homelessness who have obtained permanent housing through STEP Home</td>
<td>Support 500 people to move to or retain more conventional housing.⁸</td>
<td>TBD</td>
</tr>
<tr>
<td>d) Increase community inclusion</td>
<td>Indicators to be developed</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

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⁸ Between 2008 and 2011, 321 people experiencing persistent homelessness have been supported to move to or to retain more conventional housing in STEP Home. It is anticipated that a further 179 people will be supported by the end of 2013 to total 500.
APPENDIX A: COMPLEMENTARY REPORT RECOMMENDATIONS

Several reports have been released by other local community systems with specific recommendations that complement the actions of the Strategy (2012). These report recommendations have been referenced as activities of certain actions in Chapter 3, where appropriate. They will be monitored for implementation progress.

1. Recommendations from *The Missing Pieces: An Assessment of Service Assets and Gaps for Offenders and Victims of Interpersonal Violence in Waterloo Region* within the scope of the Strategy (2012) include:
   - Create emergency housing for elder abuse victims.
   - Create more affordable and safe housing for domestic violence victims.
   - Open a dry house in Waterloo Region.
   - Open a half way house for women in Waterloo Region.

2. Recommendations from the *From Prison to a Place Called Home: Recommendations from a Forum for Federally Sentenced Women*:
   - Open a halfway house for federally sentenced women in Kitchener/Waterloo.
   - Correctional Service of Canada increase the per diem that is allotted for women's halfway houses in Ontario.
   - More promotion of Private Home Placements be conducted in the community so people become aware of this option.
   - Correctional Service of Canada reconsider the current Private Home Placement model to make it more feasible and less complicated for homeowners to apply to and access.
   - More Private Home Placements for women offered in Ontario.
   - Form a working group comprised of representatives from the prison as well as community organizations relevant to federally sentenced women that focuses on providing individualized, wraparound support for women leaving the Grand Valley Institute.
   - Federally sentenced women be identified on community agencies’ priority population lists so they have access to resources to help secure housing.
   - Grand Valley Institute continue to work with local organizations to provide women with identification and necessary documentation prior to being released.
   - Deliver information sessions about the resources available in the community that the women are returning to prior to release.
   - Create and distribute specific reintegration packages to the women, detailing services available to them in the community they are being released to.
   - Approve more 60 day Unescorted Temporary Absences for women close to their release date so they can slowly transition into the community they are moving to.
   - Correctional Service of Canada provide permanent, stable funding to social support programs such as Stride and other volunteer-based social support programs.
   - Provide supervised internet access to women in Grand Valley Institute for housing searches prior to release.
● Provide supervised internet access to the women in Grand Valley Institute for education and employment purposes.

3. Recommendations from the *Waterloo Region Integrated Drugs Strategy*:

   ● Increase availability and variety of longer-term housing stability program options that offer Level 1–4 support on the *Substance Use Services Continuum in the Context of Housing* (Appendix D) and also consider options along the *Medical Services Continuum in the Context of Housing* (Appendix D).

   ● Establish a local managed alcohol program (Level 5 on the *Substance Use Services Continuum in the Context of Housing*) (Appendix E) and also consider options along the *Medical Services Continuum in the Context of Housing* (Appendix E).

   ● Explore options for improved and coordinated community response for residences where people are engaged in problematic substance use.

   ● Explore the capacity within the existing service system (e.g., police services, withdrawal management, fixed street outreach/drop-ins, emergency shelter) to offer a safe temporary space where people under the influence of alcohol and/or drugs who have encountered service restrictions from all other agencies can stay and/or become sober.

   ● Refer the following housing stability recommendations to be considered within the update of the Strategy (2012):

     o Increase availability and variety of longer-term housing stability program options for people experiencing persistent homelessness with complex issues (e.g., mental health, substance use, physical health.).

     o Increase availability and variety of longer-term housing stability program options for youth.

     o Further explore and expand harm reduction services within the existing emergency shelter programs.

     o Ensure consistent approach and messaging related to length of stay based on individualized plans within *Emergency Shelter* programs.

     o Further explore the need for *Time-Limited Residence* programs that incorporate a harm reduction approach.
This document is the Homelessness to Housing Stability Strategy (Strategy 2012). It summarizes information included in both the Policy and Action Frameworks. For further detail, please refer to the full-length documents on the Region of Waterloo’s website at www.regionofwaterloo.ca/socialservices (Search “Homelessness to Housing Stability Strategy”).

Should you have any questions about this report please contact:
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99 Regina Street South, 5th Floor, Waterloo ON N2J 4G6
Tel.: 519-883-2117  TTY: 519-575-4608  Fax: 519-883-2234

This document is available in alternative formats upon request.
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 per cent 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 and actions of the first Strategy have been updated.


- **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 essential elements for ending homelessness and other key concepts, who is working to end homelessness, what resources are available and key policy directions for the future.

- **The Action Framework** of the Strategy supports the whole community to *take action* to end homelessness. It identifies 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 in ending homelessness** – all orders of government, businesses, not-for-profits, groups, landlords and residents of Waterloo Region. The local housing stability system, a network of organizations, groups and individuals with a mandate to support people who are experiencing homelessness or at-risk of housing loss (which includes the Region of Waterloo) has adopted a leadership role in this area. As part of its role as Service Manager for Homelessness, the Regional Municipality of Waterloo (the Region) plays a facilitating role in both the development and implementation of the Strategy. The Region is joined by 28 other local organizations and groups that have endorsed the Strategy Policy Framework as *their* guide for ending homelessness. Information on the essential elements for ending homelessness is included on page four and five.
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 (adequate housing, income and support), community inclusion and 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.

The following diagram illustrates how these essential elements fit together:

> Homelessness has many personal and societal costs.

> “supporting people to feel at home”
Definitions

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.

Additionally, community inclusion and sense of home are powerful influencing factors that serve to amplify people’s personal circumstances. Increasing these factors directly support greater long term housing stability.

**Community inclusion** means that participation in community life is accessible to everyone and that 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**.

_We are all human beings regardless of what has happened in our past. Even though people have had a hard life, hope can be restored. You can make it out and find housing with good supports in place. I did._

*Housing Stability program participant*
The policy directions of the Strategy include:

- An overarching **vision** for housing stability in Waterloo Region;
- Core **values** for the housing stability system;
- Five **principles** to guide actions within the Strategy; and
- Three secondary **goals** for the housing stability system which support the community towards the primary goal of ending homelessness and realizing its vision of housing stability.

Each of these is briefly summarized below. For more detail, please see the Policy Framework.

**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.
- **Accessbility:** We meet people “where they are at.”
- **Respect:** We value all people.
- **Excellence:** We are committed to doing our best.
Principles to Guide Action:

The following five principles 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 serve to manage the immediate impact of homelessness). In contrast, focusing on housing stability encourages investment in a wide range of complementary programs 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. 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.

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., the needs of people experiencing transitional versus persistent homelessness can be very distinct).

5. **Promote strategic investments to end homelessness in Waterloo Region**.
   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:

The primary goal of the Strategy is to end homelessness in Waterloo Region. Stakeholders in the housing stability system play a key role in supporting the community to reach this goal. As such, 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.
Promote a shared approach to ending homelessness with the support of individuals, groups, and other sectors.

Support the following individuals, groups, and other sectors to end homelessness:

- Businesses
- Funders/investors
- General public
- Media
- Private market landlords;
- Support a coordinated approach to engagement with community partners.
Under these four focus areas are eight strategic directions and 40 actions. The focus areas, strategic directions and actions are outlined below. For more detail, such as the issues and activities associated with each action, please refer to the Action Framework on the Region of Waterloo’s website at www.regionofwaterloo.ca/socialservices.

<table>
<thead>
<tr>
<th>FOCUS AREA #3: SUPPORTING THE HOUSING STABILITY SYSTEM TO END HOMELESSNESS</th>
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<tbody>
<tr>
<td><strong>Strategic Direction #5</strong></td>
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<tr>
<td>Provide housing stability services to end homelessness.</td>
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| **Strategic Direction #6**                                      | **Actions**                            |
| Tailor approaches according to people’s strength of “association with homelessness”. | 32. Explore strategies to reduce the length of time people experience transitional homelessness. |
|                                                              | 33. Explore strategies to end persistent homelessness. |

| **Strategic Direction #7**                                      | **Actions**                            |
| Support housing stability system-level initiatives designed to end homelessness. | 34. Increase access to information about resources to support system navigation. |
|                                                              | 35. Participate in national, provincial and local initiatives and networking opportunities. |
|                                                              | 36. Increase housing stability program staff capacity (including peer capacity) to end homelessness. |
|                                                              | 37. Support the Region’s role as Service Manager for Housing and Homelessness. |
|                                                              | 38. Support the Region’s role as Community Entity for the Homelessness Partnering Strategy (HPS). |
|                                                              | 39. Support the Region’s role as Community Coordinator for the Homeless Individuals and Families Information System (HIFIS). |

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<thead>
<tr>
<th>FOCUS AREA #4: SUPPORTING PEOPLE TO FEEL “AT HOME”</th>
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</thead>
<tbody>
<tr>
<td><strong>Strategic Direction #8</strong></td>
</tr>
<tr>
<td>Promote community inclusion to support long term housing stability.</td>
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</tbody>
</table>
Over the last number of years, a great deal of information has been gathered locally to better understand the issues of homelessness and housing stability. Local statistics have been captured and analyzed, available programs and services have been inventoried, impacting policy has been identified, and promising practices have been compiled. If you are interested in further information, please visit the Region’s website (www.regionofwaterloo.ca/socialservices) for:

- The Strategy Policy Framework and Action Framework
- The 18 background reports that have informed the Strategy

Next Steps

Following release and distribution of the Strategy (2012), work will begin to identify local leadership for each action. In addition, progress in implementing the Strategy will be documented.

It will be important to understand both what we did (progress with each of the 40 actions) as well as what difference it made (outcomes related to the goals of the Strategy). For more detail regarding plans and potential indicators for measuring progress, please see the Action Framework on the Region of Waterloo’s website at www.regionofwaterloo.ca/socialservices.

Finally, part of the implementation of the Provincial Long Term Affordable Housing Strategy (2010) and the new Housing Services Act, 2011 includes the requirement for submission of ten year housing and homelessness plans by January 1, 2014. The Region will submit the Strategy (2012) (including both frameworks) and the updated Community Action Plan for Low to Moderate Level Housing (expected to be released in 2013) to the Province to meet this deliverable.
How to get involved

Everyone has a role to play in ending homelessness. Consider the following important activities that you can do to help:

- Educate yourself about homelessness and housing stability.
- Examine your attitudes and language towards people experiencing homelessness or at-risk of housing loss. Social stigma and stereotypes are serious barriers for people in terms of finding and retaining adequate housing as well as fully participating in community life.
- Talk to people who are experiencing homelessness or at-risk of housing loss about their experience.
- Talk with your friends and family about homelessness and housing stability and encourage a respectful attitude.
- Advocate for more resources in the areas of housing, income and support for people experiencing homelessness or at-risk of housing loss. Encourage long-term solutions.
- Volunteer your time to directly support people who are experiencing homelessness or at-risk of housing loss.
- Donate money or other resources to organizations that work to end homelessness and promote housing stability.
- Join a local committee or coalition that works to promote housing stability in Waterloo Region.
- Be inclusive and promote inclusive communities throughout Waterloo Region.

- Brochures and booklets about programs in the housing stability system
- Summary sheets for different populations/issues (e.g., older adults, rural populations, mental health)
- Detailed list of services (i.e., housing stability programs in Waterloo Region, Regional initiatives to support people living with low income)

A helpful local resource for both information and training in the area of housing stability is the Homelessness and Housing Umbrella Group (www.hhug.ca).

You may also be interested in visiting the Homeless Hub (www.homelesshub.ca), Canada’s national clearinghouse for research, events, resources, information, groups and stories.
Should you have any questions about this report please contact:

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99 Regina Street South, 5th Floor, Waterloo ON N2J 4G6
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# Homelessness to Housing Stability Strategy Summary Series

## The Strategy (2012)

**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 updated Strategy (2012) summarizes two complementary frameworks:

- **The Policy Framework** (released January 2012) 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** (the current document) supports 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.

**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.

**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.

**Primary Goal of the Strategy:**

- To end homelessness in Waterloo Region.

**Secondary 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.
Primary Goal of the Strategy:
A L L  R O A D S  L E A D  T O  H O M E

How Are We Going To Get There?
The Action Framework identifies 40 actions, organized by four focus areas and eight strategic directions. Within each action, both issues and potential activities are included. The actions are designed to reach the goals identified in the Policy Framework.

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

How Will We Monitor Our Progress?
An implementation progress report will be released that covers the period January 2011 through to 2013.

Processes to facilitate implementation of the actions, progress monitoring, communication and evaluation activities for these plan(s) beyond 2013 are pending finalization of local implementation plans for the Provincial Long Term Affordable Housing Strategy and the new Housing Services Act, 2011.

How Will We Know We Made a Difference?
Interim indicators of collective impact are identified in the Action Framework. Progress with meeting these interim indicators will be part of the 2013 implementation progress report.

How Will We Share What We Learned?
Progress with communicating the release of the updated Strategy will be part of the 2013 implementation progress report.

How to get involved
Everyone has a role to play in ending homelessness. Below are a few important activities that you can do to help:

• Examine your attitudes and language towards people experiencing homelessness or at-risk of housing loss.
• Talk to people who are experiencing homelessness or at-risk of housing loss about their experience.
• Talk with your friends and family about homelessness and housing stability and encourage a respectful attitude.
• Advocate for more resources in the areas of housing, income and support for people experiencing homelessness or at-risk of housing loss. Encourage long-term solutions.
• Volunteer your time to directly support people who are experiencing homelessness or at-risk of housing loss.
To:        Chair Sean Strickland and Members of the Community Services Committee  
From:      Susan Burke, Manager/Curator, Joseph Schneider Haus  
Subject:   SEASONAL EVENTS AT JOSEPH SCHNEIDER HAUS AND MCDOUGALL COTTAGE  
File No:   R12-90

The magic of a Christkindlsmarkt returns to the Joseph Schneider Haus this year. Members and Friends are invited to drop by the Museum on the evening of Friday, November 30, 2012 when the Christkindlsmarkt will be officially opened by the Schneider Haus Golden Angel. That evening, the Folk Artist-in-Residence and the Edna Staebler Research Fellow for 2013 will be announced by the Friends of Joseph Schneider Haus. Visitors can stroll through the Market, enjoy music by the Playford Players, sample pretzels and mulled cider, and get an early start on their Christmas shopping.

Introduced in 1989, the now legendary Christkindlsmarkt at Joseph Schneider Haus has been staged every three years since its inauguration. This year the Market will again boast the best of local handcrafted wares and many old world Christmas crafts and treats.

Christmas markets have a long history in Germany, dating back to the Middle Ages. At the beginning of Advent crèches are set up in the market squares of many towns and booths and stalls are erected around them. Townsfolk can buy Christmas decorations, candles, toys, crib figures, greenery – in short, everything needed for their Christmas celebrations. Of particular interest are the numerous booths filled with savory smelling sausages, spicy peppernuts and traditional sweetmeats of many kinds. Regional treats are always featured such as Lubecker marzipan in Northern Germany and the celebrated gingerbread (Lebkuchen) for which the town of Nuremberg is famous.

Like its German prototypes, the Schneider Haus Christkindlsmarkt will feature the traditional sights, sounds and smells of these age-old fairs. Its booths will also be fairly bursting with those wonderful, handmade items that today are so hard to find. Blown glass ornaments imported from Germany, locally-made tin, straw, and wooden ornaments, folk paintings, rag dolls, Father Christmas figures, beeswax candles, tiny gingerbread houses, Christmas cookies, Stollen and much more will be available for sale from December 1 through the 24, as supplies last.
Weekend visitors will be offered a special treat - Punch and Judy! These timeless puppet partners will perform their hilarious hijinks in the Schneider theatre each afternoon at 1:30 and 3:00 p.m.

For school classes, a short-term education program has been developed in conjunction with the Christmas market. Junior grades will be visiting the Market in December for an hour and a half program, in which the students undertake a mathematical problem-solving shopping trip, enjoy a participatory puppet show with Punch and Judy and make straw tree ornaments and jumping jacks.

Although the Schneider family itself did not observe Christmas, costumed staff in the historic haus will re-enact the celebratory mood with five special winter theme weekends, kicked off by a traditional Butchering Bee. On November 17 and the weekends that follow, demonstrations will feature the processing of the products and by-products of the ever-important pig. Using “everything but the oink” means stuffing yards of sausage, making pots full of scrapple, transforming fat into soap and candles and rendering lard for cooking and baking. Traditional shaped Lebkuchen and Pfeffernusse will be among the fruits of the butchering-related activities so visitors will be offered cookies to sample and a taste of mulled cider. Toys and games will entertain the children December 15 and 16 but families can visit with the Schneiders right until Christmas Eve, pulling up a chair to the stove or warming their hands on a mug of mulled cider. For a full listing of winter activities, dates and times please call 519-742-7752 or visit our website at www.regionofwaterloo.ca/jsh

McDougall Cottage will close out its year on Thursday December 20, 2012, with an Open House that celebrates the Scots’ observance of Hogmanay and Robbie Burns’ birthday, all rolled into one. “Plaid Tidings” features traditional ceilidh music, seasonal treats and warm hospitality in the Scottish tradition. Everyone is welcome, but particularly those who wear a piece o’ the plaid.

Though staff and Friends of McDougall will not be offering their usual warm hospitality to visitors at the Cottage during the most blustery winter weeks of the year, their hands and hearts will not be idle; they will be planning another celebration scheduled to take place March 16, 2013. On this special Saturday, the outgoing Musician-In-Residence (MIR) will host a fabulous evening of musical entertainment which will feature his magical celtic guitar and the fascinating research he has been conducting during his tenure at the Cottage. At this concert we will bidding a fond farewell to MIR 2012 Bob MacLean, but happily also consoling ourselves with the news of the worthy musical master who will step into his shoes for 2013. This concert is not to be missed. Tickets will be available at the Cottage beginning December 1 and as always, seating is limited. Proceeds go to support the Musician-in-Residence program sponsored by the Friends of the Cottage.

For more information please call 519-624-8250 or visit us at www.regionofwaterloo.ca/mcd
To: Chair Sean Strickland and Members of the Community Services Committee

From: Sean Jasmins, Supervisor of Marketing and Communication, Waterloo Region Museum

Subject: SEASONAL ACTIVITIES AT WATERLOO REGION MUSEUM

File No: R12-90

The upcoming holiday season is a special time of year at the Waterloo Region Museum, with many activities planned for a variety of audiences.

The education program A Village Christmas 1914 designed for the Grades 2 and 3 Ontario curriculum began in mid-November and continues weekdays through the end of the school year. The museum anticipates accommodating approximately 4,000 school children in this program. This education program was offered to home schooled children on Nov. 16.

The Friends of Waterloo Region Museum hosted a series of Christmas-themed craft workshops for adults throughout November.

On Saturday, December 1, 2012, the museum hosts an evening of Christmas Readings, with participation from Lynn Haddrall – Waterloo Region Record, David Imrie – CTV Southwestern Ontario, Nadia Matos – CTV Southwestern Ontario, and Jeff Allan – 570 News. Proceeds benefit The Food Bank of Waterloo Region. Tickets are $10 per person.

The popular Doon by Lantern Light Tours take place twice per evening on December 7, 8, 14, 15 and 21, 2012. Each tour includes a visit to three buildings in the living history village, a horse drawn wagon ride and a carol concert in the village’s Church. Tickets are $12 per person. All 7 pm tours are SOLD OUT, but tickets are still available for the 8:30 pm tours.

Country Christmas, geared to families, takes place on December 2, 9 and 16, 2012. Visitors can take a horse-drawn wagon ride, tour the museum galleries and meet Father Christmas. On Sunday, December 2, 2012, complimentary admission will be extended to volunteers in all Regional programs as a thank you for their contributions to the community.

The Friends of Waterloo Region Museum's annual Christmas evening extravaganza Starry Night is on Saturday, December 22, 2012. Visitors will enjoy the sights, sounds and flavours of a Christmas past as they see the village lit by more than 100 kerosene lamps. This event for 500 people is SOLD OUT.
During the holiday school break, the museum hosts *Holiday Family Fun Days* from December 27, 2012 through January 6, 2013 with family friendly activities everyday.

In the galleries, several exhibits will be changing over the next month. Don't miss the last opportunity to see the temporary exhibit *Unconventional Thinking: Innovation in Waterloo Region*, which will end its run at the museum on January 6. Exhibits about CKCO-TV and Sangerfests, located in the Christie® Theatre, will be replaced in December with exhibits on local drive-in movie theatres and opera houses, continuing the entertainment theme of these case exhibits.

Also opening before the end of the year will be *In Memoriam*, a memorial to the more than 1000 citizens of Waterloo Region that have made the ultimate sacrifice in military service since the Boer War. This installation will be made up of a cenotaph like structure incorporating a large video screen displaying the names of the fallen, and will be found in the long term gallery's mezzanine level in conjunction with the Waterloo Region Hall of Fame.

The Waterloo Region Museum gift shop hosts a pre-Christmas sale during the museum’s regular business hours in December, with additional savings during Boxing Week. The museum’s gift shop includes one of the region’s largest collections of reproduction glass Christmas ornaments, vintage inspired seasonal decorations, plus unique toys and games.

Tickets to evening events can be purchased by calling or visiting the museum during regular business hours. Daytime events are included with regular admission and do not require advance tickets.

The museum anticipates that up to ten private corporate Christmas parties will be held in the museum and/or village during the month of December.

The museum is open daily throughout the holidays, but will close at 3 p.m. on December 24 and December 31, 2012 and is closed December 25 and 26, 2012 and January 1, 2013.
MEMORANDUM

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

From: Graeme Fisken, Manager, Employment Services
       David Dirks, Director, Employment and Income Support

Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services

File No.: S09-80

Subject: EMPLOYMENT RESOURCE CENTRE – RURAL OUTREACH

Background

This memorandum is provided as information for members of Council. Employment & Income Support has three Employment Resource Centers (ERCs) which are utilized by the citizens of the Region to assist them in seeking and obtaining employment. The Centers are located at 235 King Street, Kitchener; 99 Regina Street South, Waterloo and 150 Main Street, Cambridge. In 2011 there were 55,780 visits to our three Centers. The services provided include public access computers, phones and facsimile, photocopy and printing for resume and cover letters, employment and educational materials and publications, a job bank service, voice mail system and employment coaching.

Outreach Project

In 2010 staff from Employment & Income Support through the Rural Realities Network (a collaboration of rural serving agencies and supports) discussed the potential to extend the ERC services to rural communities and so enhance the supports available in community partners. Work on the initiative continued through 2010 and 2011. In collaboration with the group it was decided that the Township of Woolwich through the Woolwich Community Centre would pilot the first rural access site.

The Woolwich Community Centre was provided with three desktop personal computers, Bell phone lines and a printer. Effective July 2012 citizens from this community can access the ERC “desktop” to assist in their job search, as if they were physically present and using one of the computers in the three Centers. The computers are paired with a phone to allow citizens to call the Region’s Employment Resource Center for additional support and advice. Many of the Employment & Income Support publications and job search materials will also be made available in PDF format. This pilot has an evaluation component. Plans are now underway to expand the service to Wilmot (Wilmot Family Resource Centre), North Dumfries (Community Support Services of Ayr and North Dumfries) and Wellesley (Wellesley Community Health Centre) over the next months with full implementation by winter 2013.
Financial Cost

The cost of this project will remain within the current operating budget of the Employment and Income Support division. Future upgrades to hardware and software may require discussion during future budget processes as assets need to be replaced.

The provision to extend access to services to rural communities supports the Region’s Corporate Strategic Plan Focus Area 5: Service Excellence: (to) deliver excellent and responsive services that inspire public trust; and Strategic Objective 5.1 (to) improve the accessibility of Regional programs and services to support our diverse community.

For further information please contact Graeme Fisken, Manager, Employment Services at 519-883-2010 ext 5665 or gfisken@regionofwaterloo.ca or David Dirks, Director, Employment and Income Support at 519-883-2179 or ddirks@regionofwaterloo.ca.
MEMORANDUM

To: Chair Sean Strickland and Members of the Community Services Committee
From: Chris McEvoy, Social Planning Associate
       David Dirks, Director, Employment and Income Support
Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services
File No: S09-80
Subject: SURVEY FINDINGS: ONTARIO WORKS DISCRETIONARY BENEFITS

In the November 6, 2012 Community Services Report entitled UPDATE ON ONTARIO WORKS DISCRETIONARY BENEFITS (SS-12-049), staff advised that a survey was undertaken with community agencies, front-line staff (both Ontario Works and Ontario Disability Support Program) and social assistance participants. The report contains a summary of key findings. As follow up attached to this memorandum is the Discretionary Benefits Review Report which describes the survey process and details the survey’s findings. A copy of the full report with appendices will be placed in the Council Library.

The provision of Ontario Works Discretionary Benefits supports the Region’s Corporate 2011-2014 Strategic Plan, Focus Area 4: Healthy and Inclusive Communities; Strategic Objective 4.1 (to) work collaboratively to reduce poverty. The survey process is consistent with Focus Area 5: Service Excellence: Strategic Objective 5.5 (to) improve awareness of Regional services and facilitate processes for public input and involvement.

For more information, please contact either David Dirks at 519-883-2179 or ddirks@regionofwaterloo.ca or Chris McEvoy at 519-883-2302 or cmcevoy@regionofwaterloo.ca
DISCRETIONARY BENEFITS REVIEW
SURVEY FINDINGS
Acknowledgements

The Ontario Works Discretionary Benefits Review was made possible through the contributions of 651 Ontario Works (OW) and Ontario Disability Support Program (ODSP) participants, Community Partners, and Regional Staff. The frontline staff of many Community Partners also contributed greatly to the review by helping to make sure that the voices of OW and ODSP participants were heard.

Gratitude is also extended to Beth Blowes, our Consultant for her contributions to the review. Finally, a special thank you to the members of the Discretionary Benefits Review Advisory Group for their guidance in shaping the consultation and for their commitment to the review.

Discretionary Benefits Review Steering Group:

Don Beitz  Employment & Income Support (E&IS)
Beth Blowes  Consultant
David Dirks  Employment & Income Support
Chris McEvoy  Social Planning, Policy and Program Administration
Leslie Perry  Employment & Income Support
Curt Shoemaker  Employment & Income Support

Discretionary Benefits Review Advisory Group:

Carmen Abrego  Social Assistance Participant
Beth Blowes  Beth Blowes & Associates (Consultant)
David Dirks  E&IS Director (Advisory Group Chair)
Don Eagles  Social Assistance Participant
Don Harloff  Woolwich Community Services
Lucia Harrison  Kitchener-Waterloo Multicultural Centre
Pat Humphreys  E&IS Senior Caseworker, Hostels
Kim Lichti  E&IS Caseworker
Stephanie Mancini  The Working Centre
Joanne McDonald  E&IS Intake Coordinator
Dianne McLeod  Cambridge Self Help Food Bank
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<td>Karen</td>
<td>MacLeod</td>
<td>E&amp;IS Caseworker</td>
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<td>McDougall</td>
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<td>Chris</td>
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1. Introduction

The 2012-2013 Provincial Budget contained a number of items which impact the delivery of social assistance. Of particular relevance in the current context was the removal of the Community Start-Up and Maintenance Benefit as a mandatory item of social assistance effective January 2013 and the change in cost sharing for discretionary benefits effective July 2012.

Under the Ontario Works Act, municipalities can provide certain discretionary benefits, as approved by the provincial Ontario Works Director, to Ontario Works (OW) and Ontario Disability Support Program (ODSP) participants. In 2011, the Region provided $6.0 million in discretionary benefits. Costs related to discretionary benefits are currently shared with the Province on an 82.8%:17.2% basis. There are two types of benefits: health related and non health related. Non health related benefits include some broad categories such as non health related travel and transportation, interpreter fees, food hampers and moving costs. Prior to July 1, 2012, the Province cost shared up to a maximum of $8.75 per case (based on the average monthly OW and ODSP caseload) for non health related benefits. In 2011, the maximum amount the Region could claim for non health related benefits was $1.89 million.

Health related benefits include such broad categories as dental and vision care for adults, prosthesis/orthotics/mobility aids, funerals, heat and hydro assistance, and prescription drugs. Prior to July 1, 2012 there was no cap on health related discretionary benefits costs that the Province was willing to share.

The Provincial budget announced that effective July 1, 2012 all discretionary benefits (non health related and health related) would be cost shared to a maximum of $10 per case for the combined monthly average OW, ODSP, Temporary Care Assistance, and Assistance for Children with Severe Disabilities caseloads. Any expenditure above the capped amount would be the responsibility of the Region.

Based on the 2011 OW and ODSP caseload, the maximum amount the Province would cost share with the Region was $2,160,200. On an annualized basis, this is over $3.8 million less than what the Region spent in 2011.
2. The Discretionary Benefits Review Process

Regional Council approved funds to continue the issuance of discretionary benefits at the present level through 2012. Council asked that Regional staff return in the fall of 2012 as part of the 2013 budget process to present a report detailing the implications of the Province’s decision and recommending funding priorities going forward.

A Steering Group was established in June 2012 to direct the process used in conducting the discretionary benefits review. In particular, the Steering Group was tasked with the following activities:

- Developing an understanding of the purpose and expenditures of the discretionary benefits program;
- Providing leadership in the development of principles for making decisions on the priorities;
- Working ‘behind the scenes’ to provide the Advisory Group with the direction, materials and information they require to provide informed advice;
- Ensuring that the consultation process is open, transparent and inclusive;
- Developing an implementation strategy that takes into consideration business processes, training, communication, etc.; and
- Developing draft recommendations for consideration by the Employment and Income Support (E&IS) Management Team.

Chaired by the Director, Employment & Income Support, the Steering Group consisted of:

- Don Beitz, Employment & Income Support
- Beth Blowes, Consultant
- David Dirks, Employment & Income Support
- Chris McEvoy, Social Planning, Policy and Program Administration
- Leslie Perry, Employment & Income Support
- Curt Shoemaker, Employment & Income Support

An Advisory Group comprised of an equal number of social assistance participants, Community Partners and Regional staff was also established to provide advice on the process including:

- Create a shared understanding of the purpose and expenditures of the discretionary benefits program;
- Assisting in the development of principles for making decisions on the priorities;
- Identifying the stakeholders who should be consulted with;
- Suggesting the tools to be used to gain stakeholder input;
Providing advice on the content of the tools;
Providing input into any other logistical matters that may arise; and
Providing input on an implementation strategy.

Advisory Group members were as follows:

Carmen Abrego Participant
Beth Blowes Consultant
David Dirks E&IS Director (Advisory Group Chair)
Don Eagles Participant
Don Harloff Woolwich Community Services
Lucia Harrison K-W Multicultural Centre
Pat Humphreys E&IS Senior Caseworker, Hostels
Kim Lichti E&IS Caseworker
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Hazel McDougall E&IS Caseworker
Chris McEvoy Social Planning Associate
Ferdouse Miah Participant
John Neufeld House of Friendship
Don Pinnell Participant
Alex Troeger Participant

Alternates
Karen Ferris E&IS Supervisor
Rob Holmes E&IS Supervisor
Jennifer Mains The Working Centre
Sharon Schnarr E&IS Supervisor
Pat Singleton Cambridge Self-Help Food Bank

Two sets of principles were created by the Advisory Group – principles to guide senior E&IS staff in developing recommendations for Regional Council and principles that will be used to guide E&IS staff in administering discretionary benefits.
The decision making principles are as follows:

- Basic needs (food and shelter) should be given priority;
- An individual’s safety and health should be maintained;
- The stabilization of an individual’s circumstances is essential;
- Discretionary benefits should enable individuals to move forward with their lives;
- Discretionary benefits should promote inclusion; and
- Flexibility in the process of administering discretionary benefits must be maintained and accompanied by ease of access for participants.

The following principles will be used to guide the administration of benefits:

- All other sources of funding (e.g., other possible Ontario Works mandatory benefits, funds through other Government ministries or programs, other organizations or agencies, financial contributions from the participant, etc.), where applicable, must be used before discretionary benefits will be accessed or provided;
- Discretionary benefits are additional, non-mandatory supports and individuals must meet specific criteria (except for exceptional circumstances);
- There must be flexibility in the process/categories of discretionary benefits that allow for exceptional circumstances; and
- Staff who are making the decision(s) to provide the benefit will be held accountable (to ensure the approval is appropriate and spending is within budget).

It should be noted that the benefits provided to non-social assistance participants, while similar to those provided to OW and ODSP participants, were not included in the review as they are currently funded through the issuance of emergency assistance or 100% by the Region.
### 3. Methodology

In order to make informed recommendations to Council, feedback was sought from OW and ODSP participants, Community Partners, and OW and ODSP staff. Online and hard copy surveys were available to these individuals from August 28th to September 14th 2012. The majority of the questions on each of the three surveys were the same to permit comparisons.

A consultation session was also held with the Employment & Income Support Community Advisory Committee in September 2012.

**Feedback from OW and ODSP Participants**

Participants were able to complete the survey online or on paper. The survey was advertised through E&IS media screens, through the Region’s three Employment Resource Areas, and through community agencies that informed participants about the survey and encouraged them to fill it out. In addition to the on-line and paper surveys, drop-in sessions were held for OW participants at E&IS offices on September 17th in Waterloo and on September 18th in Cambridge. As an incentive to complete the survey, participants were eligible to enter a draw for one of four $20 gift cards.

388 individuals completed the participant survey – 233 OW participants, 90 ODSP participants and 42 individuals who indicated they were not presently in receipt of either OW or ODSP. The responses received from the latter group were included in the survey results as the majority of these individuals indicated that they had received emergency assistance or that they had received social assistance in the past.

The responses received from participants are considered statistically representative. In other words, if the participant survey was repeated again, the same results would be found 95 percent of the time.
Approximately 55 percent of the respondents were female and 45 percent were male. Figure 1 presents the age distribution of those participants who completed a survey. The percentage of respondents who were in the 44 to 54 year old age category is larger than what would normally be present in the overall OW caseload profile. The rest of the age categories tend to mirror those found in the overall caseload.

Figure 2 shows the family composition of the participants who responded to the survey. The distribution is quite similar to the overall OW caseload profile – the majority of cases consist of single individuals, followed by families led by sole support parents, couples with children, and then couples without children.
Figure 3 illustrates that slightly over 50 percent of the participant responses were from Cambridge residents. As a result, Cambridge was over-represented in the responses received as typically 30 percent of the Ontario Works caseload resides in Cambridge.

Feedback from Community Partners

Two information sessions for Community Partners were held in Cambridge on August 27th and in Waterloo on August 29th to inform them of the potential impact of the Province’s budget on the discretionary benefits program and to familiarize them with the surveys. Twenty (20) individuals attended the Cambridge session and 37 attended the Waterloo session. By sharing the OW/ODSP participant survey with Community Partners it was hoped that they would actively encourage the participants that they interact with to complete the survey. Community Partners were also provided with a flyer advertising the participant survey.
The survey link was sent to approximately 80 Community Partner agencies and 151 responses were received.

Figure 4 displays the various service sectors the Community Partners are part of. As can be seen, there was a broad representation across sectors.
4. Limitations and Exclusions

Those OW and ODSP participants who have limited literacy skills may not be well represented in the responses. This limitation applies both to English speaking participants and to limited or non-English speaking participants.

ODSP participants may also be under-represented as it was difficult to advise them of the survey given the time limitations that were present. As a means of overcoming both of these challenges, Community Partners were asked to inform their clients of the availability of the survey and to assist them in completing it, if need be.

Finally, despite being invited to complete the staff survey, no responses were received from any of the local ODSP staff.
5. Findings

Survey respondents were asked the following questions:

- Which discretionary benefits are the most important?
- Why are they important?
- What would participants do if the benefits were no longer available through Ontario Works?
- If reductions or eliminations are needed, which benefits should they be?
- Do you agree with the decision making principles?
- What will the impact be on your organization and on the health & social service system?

OW and ODSP participants were not asked which benefits could be reduced or eliminated as the Steering Group and Advisory Group did not want social assistance participants to feel as if they were making decisions which would have such an effect on the lives of others. In addition, Community Partners were the only stakeholder group to be asked to comment on the potential impact to their organization and to the health & social service system as a whole.

**Most Important Discretionary Benefits**

Stakeholders were provided with a list of seventeen discretionary benefits and asked to identify the four benefits they felt were most important. The responses of OW and ODSP participants are shown in Figure 6. Some of the suggestions made under 'other' included counselling, assistive devices, drug cards and education. Seven participants made a point of mentioning that all of the benefits were important.
When analyzed separately, some differences were found between OW and ODSP participants. OW participants were more likely to identify last month’s rent, hydro/water/gas late payments or connection fees, and bus tickets as more important than ODSP participants. In contrast, ODSP participants rated vision care, hearing aids, orthotics and mobility aids as more important than did OW participants. Funerals were also identified as being of greater importance to ODSP participants than to OW participants.
Figure 7 illustrates the Community Partner responses. ‘Other’ responses included training, employment related expenses, and over the counter medication costs. Nine Community Partners indicated that all of the discretionary benefits are important.
Figure 8 contains a depiction of the discretionary benefits that E&IS staff felt were the most important to OW and ODSP participants. The most frequently cited responses under ‘other’ were transportation, mobility items, diabetic supplies and medical costs.

Figure 8 – Most Important Benefits as Identified by E&IS Staff

Which four benefits are the most important to Ontario Works and Ontario Disability Support Program recipients?

- Vision care
- Last month's rent
- Food hampers
- Hydro/Water/Gas late payments or connection fees
- Dental costs for adults
- Interpreter services
- Bus tickets
- Funeral costs
- Mobility aids
- Baby supplies
- Furniture or appliances
- Hearing Aids
- Household appliance repair
- Other
- Prosthesis
- Replacement of identification
- Orthotics
- Support for the costs of getting bank documents
As can be seen from Figure 9, the five discretionary benefits identified as most important by OW and ODSP participants, Community Partners, and E&IS staff are the same – it is only the order of importance that is different.

**Figure 9 – Five Most Important Benefits**

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<th>Discretionary Benefit</th>
<th>OW &amp; ODSP Participants</th>
<th>Community Partners</th>
<th>E&amp;IS Staff</th>
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</thead>
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<td>Dental costs</td>
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<td>5</td>
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<td>Last month’s rent</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Vision care</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Food hampers</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Late payments/connection fees</td>
<td>5</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

If one were to examine the responses of ODSP participants, funeral costs would replace late payments/connection fees in the top five. The responses of those participants who indicated that they were not presently in receipt of OW or ODSP included baby supplies in the top five and did not include last month’s rent.

**The Importance of Discretionary Benefits**

Several themes emerged when respondents were asked why the benefits they selected were the most important. The most frequently cited were:

- Supports the health, well-being and stabilization of individuals on assistance;
- Maintains or improves quality of life; and
- Other options or resources are limited.

“The amount I receive on OW leaves absolutely no extra money for these services AT ALL.” (Participant)

“I personally would starve so my children could eat. It could lower my children’s self-esteem which in turn will affect their education and their future.” (Participant)

“Not being able to see would affect my daily life, I wouldn’t be able to do banking, reading or even walk down the street.” (Participant)

“You can’t work if you can’t see.” (Participant)
Without discretionary benefits being available through Ontario Works, survey respondents were of the belief that OW and ODSP participants would experience negative health, social, educational and emotional impacts. In addition, it was felt that without discretionary benefits, increased need would become evident in the Region resulting in increased pressure being placed on community agencies.

"More crisis situations, possibly increase in suicide, mental health issues definitely increase, cost on society would increase with loss of production at work, increase in health care costs – the list is endless of how this will actually cost government more in the long run.” (Community Partner)

“These extra costs would have to come from groceries and other bills and [I] would never be able to catch up.” (Participant)

Reduction or Elimination of Some Benefits

If E&IS had to reduce or eliminate some of the discretionary benefits, Community Partners and E&IS staff were asked which four they would choose. The six benefits these stakeholders felt could possibly be reduced or eliminated are identified in Figure 10.

<table>
<thead>
<tr>
<th>Discretionary Benefit</th>
<th>Community Partners</th>
<th>E&amp;IS Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank documents</td>
<td>44%</td>
<td>71%</td>
</tr>
<tr>
<td>Furniture and appliances</td>
<td>32%</td>
<td>28%</td>
</tr>
<tr>
<td>Orthotics</td>
<td>32%</td>
<td>50%</td>
</tr>
<tr>
<td>Replacement of identification</td>
<td>28%</td>
<td>45%</td>
</tr>
<tr>
<td>Bus tickets</td>
<td>26%</td>
<td>16%</td>
</tr>
<tr>
<td>Baby supplies</td>
<td>19%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Figure 11 – Benefits That Should Not Be Reduced or Eliminated

<table>
<thead>
<tr>
<th>Discretionary Benefit</th>
<th>Community Partners</th>
<th>E&amp;IS Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hearing aids</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Vision care</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Food hampers</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Last month’s rent</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Dental costs</td>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>Late payments/connection fees</td>
<td>3%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Figure 11 displays the benefits that were selected the least number of times when Community Partners and E&IS staff were asked to indicate benefits that could be reduced or eliminated. Not surprisingly, these are the same benefits (with the exception of hearing aids) that were identified by respondents as the most important benefits (Page 17).

In response to the question about the possible reduction or elimination of some discretionary benefits, 10 Community Partners responded by saying “don’t eliminate any”. Members of the Advisory Group were unanimous in their belief that ideally, an aspect or piece of all of the currently available benefits should be retained. In other words, none of the current benefits should be eliminated in its entirety. The Advisory Group highlighted through discussion that if some of the discretionary benefits were to be eliminated or reduced the future costs could be greater; for example, an individual may be faced with a more expensive emergency situation that could have been prevented through the use of discretionary benefits.

When asked why certain benefits may be able to be reduced or eliminated, comments by survey respondents can be grouped under the following themes:

- The fewest number of participants will be impacted (i.e., item is requested less often than other items);
- Item is among the least expensive to purchase;
- The item is not considered to be a ‘basic need’; and
- All benefits are important (i.e., eliminate none).

“*They are less essential than the others in terms of allowing participants to survive.*” (Community Partner)

“*These seem the items that affect the fewest people and/or that have the least deleterious impact however I’m not in favour of eliminating any of them.*” (Community Partner)
The list of benefits that ‘fell in the middle’ (i.e., between 10% and 20% of Community Partners and E&IS staff felt they could be reduced or eliminated) included funeral costs, interpreter services, prosthesis, and mobility aids. On several occasions, the Advisory Group made known that it strongly believed that interpreter and translator services (both language and sign) should not be considered a discretionary benefit in light of the Accessibility for Ontarians with Disabilities Act.

Principles to Guide Decision Making and to Guide the Administration of Benefits

OW and ODSP participants, Community Partners and E&IS staff were all asked whether they agreed with the ‘principles to guide decision making and to guide the administration of benefits’ created by the Advisory Group. As can be seen from Figure 12, 70 percent of respondents from each stakeholder group indicated that they agreed ‘for the most part’ or ‘very much so’ with the decision making and administration principles.
Comments made with respect to the principles included the belief that flexibility in the administration of discretionary benefits is important, and that all benefits are important.

“I strongly believe that all principles listed above are extremely important.” (Participant)

“The entire list should be mandatory – choosing what is not mandatory is next to impossible. How does one deny someone the opportunity to hear, see, walk, etc?” (E&IS staff)

Impact on Community Partners

Community Partners were asked what the impact would be on their organization or agency if there was a reduction or elimination of some discretionary benefits. Ninety percent of Community Partner respondents indicated that they would be impacted. In particular their comments can be grouped according to the following themes:

- Strain on organization and increase in services and/or clients;
- OW and ODSP participants will face increased crisis and ill health; and
- Fewer tools and resources will be available.

“There will be an increase in services and families needing supports. With a budget that is already extremely minimal and not enough hours, it’s really going to have a huge impact on the families that we serve at our organization.” (Community Partner)

Impact on the Local Health & Social Service System

Community Partners were also asked to comment on the impact that potential reductions or eliminations may have on the local health and social service system. In this instance, 96 percent of respondents felt that ‘the system’ would be impacted. In particular the following thoughts were put forward:

- Agencies will be less able to support individuals as fewer resources will be available;
- An increased need for support will materialize;
- A ‘domino effect’ may occur as there will be less of a focus on prevention; and
- Participant health and well-being will suffer.

“Eliminating services will increase this impact and the community will end up paying in different ways.” (Community Partner)
Other Comments

All of the stakeholders were encouraged to provide any other comments or feedback they would like to share with respect to the discretionary benefits program. Once again, while numerous responses were received they can be grouped under the following headings:

- Benefits are important to OW and ODSP participants;
- The unique circumstances of each participant needs to be recognized;
- Housing should be the first priority; and
- None of the discretionary benefits should be reduced or eliminated.

“They have been the integral part of the sense of belonging to this community and without this piece the clients are left to wonder what are they going to do to survive in a difficult environment.” (Community Partner)

“They should not take away, people really need help, they can’t get it [anywhere else]” (Participant)

6. Next Steps

Regional Council approved funds to continue the issuance of discretionary benefits as is through 2012. Council has asked that Regional staff return in the fall of 2012 as part of the 2013 budget process to present a report detailing the implications of the Province’s decision and recommending funding priorities going forward. The results of the consultation and the feedback of the respondents will greatly inform the process.
The report A Snapshot in Time: The Root Causes of Crime in Waterloo Region examines social, economic and community conditions that are known through research to have an impact on crime. Through the monitoring of these root causes the Waterloo Region Crime Prevention Council and community partners are better able to design and implement targeted pro-active measures to reduce crime, victimization and fear of crime.

The report tracks selected risk and resiliency factors in a simple format that includes a short rationale for the selection of a criteria, a graphical representation for data in Waterloo Region as well as an explanation of the “story behind the numbers”.

Also included in the report is an info-graphic which provides a visual summary of the key findings of the report in a format that is accessible to the general public.

This report and info-graphic were presented to the Waterloo Region Crime Prevention Council on November 9th, 2012. Please click on the link below to view the full report.
http://www.preventingcrime.ca/documents/2012-SnapshotInTime.pdf
A Snapshot in Time:
The Root Causes of Crime in Waterloo Region

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Accessible formats available upon request.

Region of Waterloo Document Number 988298
Region of Waterloo Graphs Document Number 989347

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Introduction

Report Purpose
This report aims to track the root causes of crime in the community of Waterloo Region. By monitoring the root causes of crime the community will collectively be better positioned to implement proactive solutions to reduce crime, victimization, and fear of crime.

The report follows a simple format. Each variable being monitored begins with a brief explanation of why it was chosen. It is then followed by a graphical representation of the statistics being tracked and an explanation of the story behind the numbers. These stories are the most significant part of the report because they present a deeper understanding of what is taking place in our community and where opportunities for change exist.

Theory of Crime
There are a number of theories which try to explain what causes crime. Any attempts to identify and measure the root causes of crime require an explicit theoretical framework. This will either be made clear by definition or will be implicit in the choices of variables which are measured.

The theory of crime that most accurately reflects the approach taking by the Waterloo Region Crime Prevention Council are those theories that fall under the category of Modern Developmental Theories. Theories falling under this approach argue positive and negative life events are expected to have an impact, over time, on the likelihood that an individual will commit a crime. For example, one version of this theory, Life Course-Persistent Offending Theory, explains higher rates of youth offending as being a result of the desire to be seen as an adult. In other words, younger adolescents learn deviant behaviour from older youth and commit crimes in an effort to demonstrate their maturity. Once they are accepted as adults most youth grow out of this type of behaviour. The most commonly accepted Modern Development Theory, Life Course Theory notes that participation in deviant behaviour as a youth is a predictor of committing crimes as an adult. Other developmental factors such as work, education and family are also important contributors. Therefore, an individual who commits crimes as a youth is much less likely to commit crimes later in life if they are able to find stable employment.

Modern Development Theory is not able to explain all crimes and like any theory it has critics. Recognizing these limitations this theoretical framework was chosen as it fits within the belief that crime can be prevented by addressing risk and resiliency factors. The Waterloo Region Crime Prevention Council advocates for approaches that seek to understand the root causes of crime, which are open to social and community interventions.
Social Capital Measure

The Relationship to Crime

Social capital refers to the human connections and capacities that contribute to the wealth and well being of a community. Social capital is developed in many ways such as participating in community groups, helping someone solve a problem or by saying hello to a neighbour. High levels of social capital have been linked to reduced violence in neighbourhoods. A community characterized by strong interpersonal connections helps to reduce crime by making it more likely that people in the community will watch over the neighbourhood. A simple and widely accepted measure of social capital asks the question, ‘Generally speaking, would you say that most people can be trusted or that you cannot be too careful in dealing with people?’

The Statistics

Social trust is slightly higher in Ontario than it is in Canada and it is significantly higher in the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA). Similar results were found on a second question in the 2008 General Social Survey, asking how much respondents trust people in their neighbourhood. The results bode well for Waterloo Region and present an important protective factor for the community. The increase in social capital between 2008 and 2012 is within the margin of error, indicating that social capital in the region is stable. Social capital does not form by itself. It tends to be the outcome of strategic and focused efforts on behalf of local institutions including the grass roots and local government to ensure an informed and engaged citizenry.

Source(s) of Data: Statistics Canada, General Social Survey Time Use Cycle (Released Every Five Years). University of Waterloo Survey Research Centre, Local Area Survey (Released Annually)

Story Behind the Numbers
Women’s Crisis Services

The Relationship to Crime

Less than one quarter of victims of domestic violence report the incident to police\(^a\). Collecting information from the Women’s Crisis Services of Waterloo Region provides an additional method of tracking domestic violence rates independent of police data. The chart measures the number of women and children who received support in a Women’s Crisis Services of Waterloo Region shelter, the number of crisis calls received, and the number of women served through outreach by Women’s Crisis Services of Waterloo Region.

The Statistics

![Graph showing statistics]

**Story Behind the Numbers**

The crisis calls for support recently dropped. The number of women served through outreach appears to be relatively stable over the past three years. In the past year the number of women and children living in shelters increased dramatically. This increase is believed to be associated with the opening of the new site for the shelter. The opening generated publicity and improved living conditions for women in the shelter which is believed to have made women more comfortable seeking service.

**Source(s) of Data:** Women’s Crisis Services of Waterloo Region, Annual Report
Residents without a High School Education

The Relationship to Crime

The length of involvement in schooling significantly impacts participation in criminal activity and the probability of incarceration\textsuperscript{vii}. The table below tracks the percentage of residents in the Kitchener-Cambridge-Waterloo Census Metropolitan Area that do not have a high school diploma.

The Statistics

<table>
<thead>
<tr>
<th>Year</th>
<th>Kitchener</th>
<th>Ontario</th>
<th>Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>23.8%</td>
<td>23.8%</td>
<td>23.4%</td>
</tr>
</tbody>
</table>

Story Behind the Numbers

In 2006, 23.8\% of residents in the Kitchener-Cambridge-Waterloo CMA did not have a high school diploma. This is the exact same as the Ontario provincial average and slightly above the Canada average of 23.4\%. However, when the results are examined for individuals under the age of 35, the Waterloo Region has more residents without a high school diploma than the Provincial average. This is significant because individuals under the age of 35 are at the highest risk of participating in criminal activity.

Source(s) of Data: Statistics Canada, Census (Released Every Five Years)
Sexual Assault Crisis Line Calls

The Relationship to Crime

Only one in eight sexual assaults in Canada is reported to police\textsuperscript{vii}. The Sexual Assault Support Centre of Waterloo Region calls for service provides an additional data point to examine sexual assault rates in Waterloo Region. However, this number should be viewed with caution as it fluctuates based on promotion of the crisis line and provides only total number of calls.

The Statistics

![Graph showing the number of Crisis & Support Calls from 2007-08 to 2011-12](chart)

<table>
<thead>
<tr>
<th>Year</th>
<th>Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>1247</td>
</tr>
<tr>
<td>2008-09</td>
<td>918</td>
</tr>
<tr>
<td>2009-10</td>
<td>763</td>
</tr>
<tr>
<td>2010-11</td>
<td>908</td>
</tr>
<tr>
<td>2011-12</td>
<td>1,198</td>
</tr>
</tbody>
</table>

Story Behind the Numbers

The Sexual Assault Support Centre of Waterloo Region calls for service have varied considerably since 2007. In the past year there has not been a noticeable increase in the number of calls to the crisis line. In 2012 there was no wait list for men but the wait list for counselling services for women reached an all time high of 40 despite an additional part time counsellor and reducing the number of sessions for some clients. This decrease in counselling availability is creating hardships for victims and may be one reason behind the increase in calls to the crisis line rather than indicative of an increase in sexual assaults.

Source(s) of Data: Sexual Assault Support Centre of Waterloo Region, Annual Report
Males 15-24

Report Purpose

Young males commit most violent crimes in Canada and they are at a higher risk of being a victim of crime. Young males are more likely than other age and gender cohorts to be involved in petty crime such as vandalism and graffiti. As such, the number of males aged 15 to 24 in a community is likely to have an impact on the crime rate. The chart below measures the absolute number of males 15 to 24 living in the Waterloo Region and the percentage of the overall population made up of males 15 to 24.

The Statistics

![Chart showing the number of males 15 to 24 and the percentage of the overall population in Waterloo Region from 2001 to 2011.]

Story Behind the Numbers

The number of males in Waterloo Region, aged 15 to 24, is slowly increasing. However, this increase is currently similar to the increase in the overall population in Waterloo Region. Therefore the percentage of the male population 15 to 24 is remaining steady at between 7.2% and 7.4%.

Source of Data: Statistics Canada, Census (Released Every Five Years)
Unemployment Rate

The Relationship to Crime

The relationship between unemployment and property crime is well established in academic literature. Generally a 1% drop in unemployment rates leads to approximately a 1% drop in property crime\textsuperscript{xi}. The impact on property crime rates is believed to be more pronounced when unemployment is high for male youth\textsuperscript{xii}. Violent crime and unemployment on their own tend to be unrelated. However, when high levels of unemployment are combined with high levels of alcohol consumption it is believed to cause an increase in the homicide rate\textsuperscript{xiii}.

The Statistics

![Graph showing unemployment rates]

![Graph showing youth unemployment rates]

Story Behind the Numbers

The 2011 decrease in unemployment in the Kitchener-Cambridge-Waterloo CMA echoes a trend that was seen in the rest of Canada. The decrease in unemployment is directly related to a slowly rebounding economy. Youth unemployment improved in 2011 but not to the same degree as unemployment generally. High youth unemployment combined with a growing male population raises some concerns for the local crime rate.

Source(s) of Data: Statistics Canada, Labour Force Survey: CANSIM Table 1095304 (Released Annually)
CRIME IN WATERLOO REGION: CAUSES & CONSEQUENCES

COMMUNITY TRUST
A neighbourhood filled with people who trust one another is a resilient, connected community.

66% of residents trust their neighbours.

FEAR OF CRIME
negatively impacts quality of life.

12% of residents would say they feel unsafe walking alone in their area after dark.

Individuals who are HOMELESS are more likely to become victims of crime and/or engage in property crime.

CHILDREN IN CARE
of the Child Welfare System have experienced trauma

<table>
<thead>
<tr>
<th>Year</th>
<th>Days of paid care</th>
<th>Kids in residential care</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>10,000 days</td>
<td>5% increase</td>
</tr>
<tr>
<td>2011/12</td>
<td>40,000 days</td>
<td>19% increase</td>
</tr>
</tbody>
</table>

Children with LOW SOCIAL COMPETENCY skills are at heightened risk for criminal involvement later in life

9.3% of Ontario children have low social competency... VS. 10.5% of Waterloo Region children

While Waterloo Region is improving year to year, it is still consistently behind Ontario.

DECREASING CRIME SEVERITY levels are a positive trend...

...how we address the root causes of crime will determine if it continues.
Homelessness

Report Purpose

Individuals facing homelessness are more likely to become victims of crime and/or engage in criminal activity than individuals with stable housing. If charged with a criminal offence homeless individuals are typically charged with minor property crimes and drug offences. It is fair to say that their vulnerability for victimization is of most concern in this context.

The Statistics

The number of individuals accessing emergency shelters rose 10% and the number of emergency shelter nights rose by 17% in 2011. These are significant increases after two years of relative stability. These dramatic increases are cause for concern and warrant on-going attention. Homelessness can also be seen as an extreme manifestation of poverty and form of community exclusion. These factors impact quality of life and are affecting greater numbers of people in Waterloo Region.

Source of Data: Homelessness & Housing Umbrella Group, HHUG Report Card (Released Annually)
Fear of Crime

The Relationship to Crime

Fear of crime may cause an increase in crime within a community\(^{15}\). Although there is not a consensus in the literature around this point, it is clear that fear of crime is unwelcome and tends to negatively impact quality of life\(^{16}\). Fear of crime is measured in this survey as the percentage of respondents indicating they feel very unsafe, or somewhat unsafe, walking alone in their area after dark.

The Statistics

![Graph showing fear of crime levels over years for different regions]

<table>
<thead>
<tr>
<th>Year</th>
<th>Waterloo Region</th>
<th>Ontario</th>
<th>Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>14.5%</td>
<td>13.3%</td>
<td>15.5%</td>
</tr>
<tr>
<td>2011</td>
<td>14.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>11.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Story Behind the Numbers

Levels of fear of crime in a community are expected to be relatively stable in the short term. Locally, levels of fear of crime are stable with changes within the margin of error. Comparing Waterloo Region to Ontario and Canada, the numbers are relatively similar with Waterloo Region appearing to have a slightly lower fear of crime than Canada.

Source of Data: Statistics Canada General Social Survey Victimization Cycle (Released Every Five Years)
University of Waterloo Survey Research Centre Local Area Survey (Released Annually)
Owner Occupied Homes

The Relationship to Crime

Individuals living in owner occupied homes are less transitory than renters. Homeowners’ financial interests also encourage them to support positive neighbourhood interactions. Homeownership also represents a Canadian value because it is seen to alleviate real and/or perceived disadvantages for individuals. For these reasons higher levels of homeownership is a protective factor against crime in a community.

The Statistics

![Bar chart showing homeownership rates]

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region</td>
<td>66.7%</td>
<td>69.8%</td>
</tr>
<tr>
<td>Ontario</td>
<td>67.9%</td>
<td>71.1%</td>
</tr>
<tr>
<td>Canada</td>
<td>66.1%</td>
<td>68.7%</td>
</tr>
</tbody>
</table>

Story Behind the Numbers

Homeownership in the Kitchener-Cambridge-Waterloo CMA increased from 2001 to 2006. This increase in homeownership echoes the national trend which saw a similar increase over this time period. This is a positive trend for Waterloo Region as it indicates increased stability within the population.

Source of Data: Statistics Canada, Census (Released Every Five Years)
Children in Care

The Relationship to Crime

Children in the child welfare system tend to share histories of significant trauma. Children in the child welfare system are also at higher risk of involvement with the criminal justice system\textsuperscript{ix}. The number of children in care within Waterloo Region therefore is a measure of the number of children with significant risk factors as well as a measure of risk for future criminal justice system involvement.

The Statistics

![Graph showing days of paid care and children in residential care from 2001-2012](image)

**Story Behind the Numbers**

The number of children in Waterloo Region in the residential care of Family and Children’s Service’s of the Waterloo Region increased by 19% from 2011 to 2012, while days of paid care increased by only 5%. This demonstrates a significant increase in children placed in care but only a small increase in days in care. This means most of the increase in children in care were short term stays in care. This one year increase warrants an on-going examination to see if a trend emerges or if it is a temporary impact of economic or other challenges facing the region.

**Source of Data:** Family and Children’s Services of the Waterloo Region Annual Report
Early Childhood Development Indicators

Report Purpose
Every three years Senior Kindergarten teachers evaluate their students using the Early Development Instrument. This tool provides scores on a number of factors, two of which directly relate to crime prevention. Social competence measures a child’s interactions with others, ability to control their own behaviour, and cooperation with others. Emotional maturity measures a child’s ability for impulsivity control, ability to deal with feelings, and empathy for others. The percentage of children scoring low on these indices is noteworthy because antisocial behaviour among children is associated with an increased risk of persistent delinquency and criminal involvement later in life.

The Statistics

![Graph showing the percentage of children scoring low on social competence and emotional maturity from 2004 to 2010.]

<table>
<thead>
<tr>
<th>Year</th>
<th>Social Competence</th>
<th>Emotional Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>10.8%</td>
<td>12.1%</td>
</tr>
<tr>
<td>2007</td>
<td>12.2%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2010</td>
<td>10.5%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

Story Behind the Numbers
The percentage of children scoring low on the social competence and emotional maturity index declined from 2007 to 2010. However, despite the improvement Waterloo Region did not score as well as Ontario in 2011 which had 9.3% of children score low in social competence. Waterloo Region was also lower than Ontario, at 10.3%, on emotional maturity but this difference was not statistically significant. These numbers suggest that prevention opportunities exist through a focus on improving children’s emotional and social readiness for school.

Source of Data: Ontario Early Years Centre, A Community Fit for Children Report (Released Every Three Years)
**Police Reported Crime**

**The Relationship to Crime**

The crime rate records the amount of police reported crime per 100,000 people. In this number, all crimes are counted equally. This represents approximately one third of the crime that occurs in Canada; this varies by jurisdiction and type of crime\(^{xxi}\). The Crime Severity Index and the Violent Crime Severity Index weight crimes according to their severity based upon average sentencing outcomes. Crime and violence severity indices address the crime rate being driven by high-volume offences that are of a less serious nature\(^{xxii}\).

**The Statistics**

![Graph of Crime Rate](image)

![Graph of Crime Severity Index](image)

![Graph of Violent Crime Severity Index](image)

**Story Behind the Numbers**

Crime rates and the crime severity index in the Kitchener-Cambridge-Waterloo CMA have been trending downward for the past twelve years. However, the violence severity index appears to be trending upward. The increase in violence in the past two years is being caused mainly by increases in the number of youth and adult robberies\(^{xxiii}\).

**Source(s) of Data:**
- Statistics Canada, Uniform Crime Reporting Survey: CANSIM Table 2520051
- Statistics Canada, Uniform Crime Reporting Survey: CANSIM Table 2520052 (Released Annually)
**Income of Low Income Families**

**Report Purpose**

Neighbourhoods that are at an economic disadvantage when compared to other areas report higher crime rates. In addition, societies where wealth is concentrated amongst a small group of individuals report higher crime rates. The graph below shows the average income of individuals in the Kitchener-Cambridge-Waterloo CMA and compares it to the average income of low income individuals in this area. This chart tracks the gap between low income individuals and those with significantly better economic means.

**The Statistics**

The gap between low income families and the middle income families is growing in the Kitchener-Cambridge-Waterloo CMA. This gap is largely the by-product of stagnant incomes for low income individuals. This growth disparity in the distribution of income suggests low income families in Waterloo Region are not benefiting equally from economic growth.

*Source of Data:* Statistics Canada, CANSIM Table 111-0015 (Released Annually)
Single Parent Headed Households

The Relationship to Crime

Communities with a higher proportion of lone-parent headed households are associated with higher crime rates. Children from lone parent headed households face low incomes and other significant risk factors for becoming a victim or perpetrator of crime. The chart below tracks percentage of lone parent families in Waterloo Region and Ontario. The second chart tracks two parent family median incomes and single family median incomes. The gap between the two assesses whether single-parent headed households are falling behind when compared to two parent households.

The Statistics

Waterloo Region has less single parent headed households than Ontario. However, single parent families have increased in Ontario and Waterloo Region over the past ten years. Interestingly in Waterloo Region the income of single parent headed households is growing slightly faster than two parent families in the Kitchener-Cambridge-Waterloo CMA. So while single parent headed households are growing in the region their income is keeping pace with average incomes, unfortunately they are not making any significant gains to close the gap.

Source(s) of Data: Statistics Canada, Census (Released Every Five Years)
Statistics Canada, CANSIM Table 111-0015 (Released Annually)
Conclusion

The Overall Picture

Individual categories, taken in isolation, show in some cases bleak or in other cases an upbeat outlook for crime and victimization in Waterloo Region. When multiple pieces of data are combined the outlook for crime and crime prevention in Waterloo Region becomes more difficult to interpret.

A number of statistics look positive for Waterloo Region. Crime and crime severity is down and has been trending down for the past twelve years. Social capital is higher in Waterloo Region than Ontario or Canada. Unemployment is declining and the number of owner occupied homes is increasing.

Some variables are best described at this stage as neutral. Fear of crime is relatively stable and slightly lower than the overall Canada rate. The percentage of people in the region without a high school education is comparable to the provincial and federal averages. The percentage of single parent families is up but this number remains below the provincial average. Fortunately, single parent family income is catching up with family income.

Some pieces of data are missing. Alcohol consumption and recreational substance use are two notable examples that in an ideal report would be included. However, no consistent year over year sources of data exist tracking these variables so they were left out of the report. This report therefore represents a starting point at tracking the root causes of crime in Waterloo Region. Future efforts may add more information as data becomes available.

Other variables do not look as positive. The violence severity index is increasing. Early childhood development indicators are falling behind those of the Province. Youth employment is not rebounding as quickly as employment overall, and the income of low income individuals is stagnant. Crisis calls to the sexual assault crisis line are up as is the agency waiting list, and use of domestic violence shelters by women has increased. The number of individuals experiencing homelessness increased as did the number of children in the care of Family and Children Services of the Waterloo Region.

With so many variables pulling in so many different directions it is impossible to predict where crime rates will go in the future. However, the results do indicate areas where some impact can be made. Low early childhood development indicators should be a major focus because they have long term sustainable potential. Addressing youth robberies should go hand in hand with efforts to improve youth employment outcomes. Crime rates in Waterloo Region have been steadily falling. A continued diligent effort to monitor and intervene in the root causes of crime is a powerful tool for ensuring that this trend can continue into the future. This attention should be provided through a combination of a comprehensive analysis of social, economic and community risks and an integrated multi system effort to address them.
References


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