Regional Municipality Of Waterloo

Community Services Committee

Agenda

Tuesday, April 1, 2014

12:30 p.m.

Regional Council Chamber

150 Frederick Street, Kitchener, Ontario

1. Motion To Reconvene Into Open Session

2. Declarations Of Pecuniary Interest Under The Municipal Conflict Of Interest Act

3. Delegations

   a) Jeff Chalifoux, Canadian Red Cross Disaster Management Team

      re: Red Cross Month

   Consent Agenda Items

   Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.

4. Request to Remove Items From Consent Agenda

5. Motion to Approve Items Or Receive for Information
a) **PH-14-014**, FoodNet Canada (Formerly C-EnterNet) & Region of Waterloo Public Health – Partnership Conclusion (Information) 1

b) **PH-14-015**, Vector-Borne Disease Program (Information) 5

c) **SS-14-012**, Revised Terms of Reference for the Employment and Income Support Community Advisory Committee (Approval) 9

d) **SS-14-013**, Homeless Partnering Strategy (Approval) 18

e) **SS-14-014**, Community Outreach Program Update for 2013 (Information) 29

f) **SS-14-015**, Waterloo Region Immigration Partnership (Approval) 39

g) **P-14-040**, 2013 Volunteer Programs at Region of Waterloo Museums (Information) 56

h) **Memo**: 2013 Social Services Annual Report 62

i) **Memo**: Employment & Income Support Community Advisory Committee Annual Report 63

### Regular Agenda Resumes

6. **Reports – Planning, Housing and Community Services**

   a) **P-14-041**, Updated Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes (Housing Action Plan) (Presentation) 64

   **Reports – Interdepartmental**

   b) **P-14-042/SS-14-016**, Region of Waterloo’s Proposed 10-Year Housing and Homelessness Plan Guide 99

7. **Information/Correspondence**

   a) Council Enquiries and Requests for Information **Tracking List** 132

8. **Other Business**

9. **Next Meeting – April 29, 2014**

10. **Adjourn**
Region of Waterloo

Public Health

Health Protection & Investigation

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

Date: April 1, 2014

File Code: P10-80

Subject: FoodNet Canada (Formerly C-EnterNet) & Region of Waterloo Public Health – Partnership Conclusion

Recommendation:

For information.

Summary:

The FoodNet Canada (formerly C-EnterNet) agreement between the Regional Municipality of Waterloo and the Government of Canada, as per the terms of the agreement, concluded on March 31, 2014. Region of Waterloo Public Health was the first sentinel site for this federal initiative, and has been recognized by the Public Health Agency of Canada for its leadership in the growth of this initiative which currently spans three provinces (Ontario, British Columbia, Alberta). As of April 1, 2014, and with the full support of Region of Waterloo Public Health, Region of Waterloo Public Health’s role in the partnership will be assumed by the Middlesex London Health Unit.

This report provides an update on the conclusion of the partnership, accomplishments of the collaboration, and the transition of FoodNet Canada to another Ontario site.

Report:

Background
As outlined in the Community Services Report, PH-05-008, FoodNet Canada, formerly C-EnterNet, is a federal initiative designed to support the active surveillance of enteric diseases in humans and their exposure to pathogens (disease causing organisms) through food, water, and animals. The framework is based on active or enhanced surveillance activities within a set of sentinel communities across Canada. FoodNet Canada integrates human, agri-food and water data to improve understanding of the link between food and waterborne pathogens and human health outcomes in Canada. Region of Waterloo Public Health became the first pilot sentinel site in 2005 and has been instrumental in informing the expansion of FoodNet Canada. The other FoodNet Canada sentinel sites are located in the Fraser Health Region in British Columbia and the Calgary area in Alberta.

After several years working together to build and develop FoodNet Canada, the partnership between Region of Waterloo Public Health and the Public Health Agency of Canada as per the terms of its agreement ended on March 31, 2014. The Ontario sentinel site transitions to the Middlesex-London Health Unit as of April 1, 2014. This will allow Region of Waterloo Public Health to re-focus resources for local needs.

FoodNet Canada Accomplishments

Since 2005, Region of Waterloo Public Health has received provincial and national recognition for its role as a leader in surveillance and public health as the pilot member of the FoodNet Canada surveillance system. Accomplishments resulting from collaborative activities between the Region of Waterloo Public Health and the Public Health Agency of Canada since the partnership’s inception include:

- A C-EnterNet assessment of the Mannheim Water Treatment Plant indicated that the risk for cryptosporidiosis through consumption of treated tap water in the Region is essentially non-existent and highlighted the excellent level of treatment that the Mannheim Water Treatment Plant delivers.

- A C-EnterNet study on recreational water risks informed a Ministry of Health and Long-Term Care recommendation that all spray/ splash pads in Ontario which use re-circulated water have ultraviolet light (UV) as a treatment step to protect users from cryptosporidiosis. These recommendations have been implemented in Waterloo Region.

- A C-EnterNet analysis found that more than 25 percent of reportable enteric illnesses in Waterloo Region were related to travel abroad. This helped inform the travel surveillance information that Region of Waterloo Public Health continues to provide to local health care providers.

- A Healthy Control study conducted by C-EnterNet identified raw milk as a significant risk factor for E. coli 0157, campylobacter and cryptosporidium infections in the Region. This information contributed to the body of literature on raw milk consumption and educational materials were developed in consultation...
with the University of Guelph that describe the risks associated with the consumption of raw milk and raw milk products.

- The development of stronger relationships with local and provincial agriculture and water organizations to inform shared risk management plans that will assist in the prevention of food-borne and waterborne illnesses.

- Skill development among Region of Waterloo Public Health staff through workshops and training provided since 2005.

In addition to the accomplishments listed above that had direct impact at the local level, FoodNet Canada data, mostly from Region of Waterloo, have been used to:

- Calculate the revised estimates of the burden of food-borne illness for Canada. Every year, about one in eight Canadians (four million people) get sick from the food they eat.¹

- Provide evidence that poultry was contributing to the increase in Salmonella illness nationally. This evidence continues to influence the development of national food safety policy.

- Support national collaboration on the development of a new method to subtype Campylobacter to improve our ability to detect outbreaks of disease.

- Contribute to the scientific literature on food-borne and waterborne disease in Canada, with over 35 papers published in peer-reviewed journals since 2005.

**Conclusion**

After several years working to build and develop FoodNet Canada, as of April 1, 2014, the Ontario site for the initiative will be transferred from Region of Waterloo Public Health to the Middlesex-London Health Unit. This will provide an opportunity for another Health Unit to represent Ontario in this initiative and allow Region of Waterloo Public Health to re-focus resources for local needs.

**Ontario Public Health Standards:**

Under the “Health Protection and Promotion Act,” Region of Waterloo Council serves as Waterloo Region’s Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards, which outline the expectations for providing public health programs and services. This report provides information on activities that Region of Waterloo Public Health has undertaken during the FoodNet collaboration which

relate to the Foundational Standard in the areas of research, knowledge generation and knowledge exchange.

Corporate Strategic Plan:

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

Financial Implications

Since the inception of this partnership in 2005, Region of Waterloo Public Health has received 100% federal funding through the Public Health Agency of Canada to cover costs of the equivalent of 1.0 Full Time Equivalent (FTE) Public Health Inspector plus related costs such as training and transportation. The FTE, salary, benefits and operating costs, and the related offset revenue are included in the department’s base budget. The FTE and the related costs will be removed from the 2015 regional base budget with a net impact to the regional tax levy of zero.

Other Department Consultations/Concurrence:

Nil

Attachments

Nil

Prepared By: Jennifer Toews, Public Health Planner
Nancy Sittler, Public Health Inspector, FoodNet Site Coordinator
Dave Young, Director, Health Protection and Investigation
Dr. Hsiu-Li Wang, Associate Medical Officer of Health

Approved By: Dr. Liana Nolan, Commissioner/Medical Officer of Health
To: Chair Sean Strickland and Members of the Community Services Committee

Date: April 1, 2014

File Code: P07-80

Subject: Vector-Borne Disease Program

Recommendation:

For information.

Summary:

Public Health’s Vector-Borne Disease Program is focused on minimizing risk of human exposure to West Nile virus and Lyme disease. The 2014 program plan is similar in design and intent to the 2013 program.

Although there was a provincial rise in West Nile virus cases (confirmed and probable) in 2012 (272 cases), West Nile virus cases in Waterloo Region have been low in the past couple of years (2 cases in 2011 and 3 cases in 2012). In 2013, there were no (confirmed and probable) West Nile virus cases among Waterloo Region residents and, across Ontario, there were 56 (confirmed and probable) human cases. Due to the unpredictable nature of West Nile virus activity and as per provincial recommendation, Public Health will continue with baseline surveillance, control, human case investigations, and public education programs for West Nile virus in 2014.

At the present time, Waterloo Region is not an endemic area for the black-legged tick, the known vector of Lyme disease. Although there were seven (confirmed and probable) Lyme disease cases among Waterloo Region residents in 2013, none of these cases were locally acquired. Lyme disease however is on the rise in Ontario in endemic regions. In 2013, Public Health staff conducted 49 tick-dragging surveillance investigations across 24 locations and no ticks were found during the investigations. Region of Waterloo Public Health will continue to conduct Lyme disease surveillance investigations in 2014.
Certain mosquito species and black-legged ticks (Ixodes scapularis) are capable of transmitting West Nile virus and Lyme disease, respectively, to humans. The objective of the Vector-Borne Disease Program at Region of Waterloo Public Health is to reduce residents’ risk of acquiring West Nile virus and Lyme disease. Public Health works in a number of ways to accomplish this objective, including investigation of human cases of West Nile virus and Lyme disease, and routine monitoring of factors involved in vector-borne disease transmission. When appropriate, vector control programs are employed to reduce the risk of human exposure in our region.

**West Nile Virus**

In 2013, there were no (confirmed and probable) cases of West Nile virus reported to Region of Waterloo Public Health. Provincially, there were 56 confirmed and probable cases of West Nile virus documented in 2013. Table 1 below illustrates the number of confirmed and probable cases of West Nile virus from 2009 to 2013 in Waterloo Region and Ontario. The virus is considered established among bird populations in Waterloo Region and several native mosquito species are capable of transmitting the virus to humans. In 2013, approximately 90 per cent of adult mosquitoes collected were species that could transmit West Nile virus. Of the 568 pools of mosquito specimens that were tested during the 2013 season in Waterloo Region, two pools tested positive for West Nile virus.

Public Health plans to continue a comprehensive vector surveillance and control program for West Nile virus in the 2014 season. Oversight and management of this program is the responsibility of Public Health, and some of the day-to-day activities which rely on specialized services have been contracted to an external provider, GDG Environnement. These specialized services include larval mosquito monitoring and control activities, adult mosquito identification, and viral testing.

**Lyme Disease**

In 2013, seven confirmed and probable cases of Lyme disease were reported to Region of Waterloo Public Health, none of which were acquired locally. Provincially, there were 317 confirmed and probable cases of WNV documented in 2013. Table 1 below illustrates the number of confirmed and probable human cases of Lyme disease from 2009 to 2013 in Waterloo Region and Ontario.

---

1 Ontario and Waterloo Region data for 2013 should be considered preliminary and subject to future revisions.
In 2013, Public Health staff conducted 49 tick-dragging surveillance investigations across 24 locations. No ticks were found during the investigations. Also in 2013, Public Health submitted 53 ticks for laboratory testing, and of those, eight were identified as black-legged ticks (i.e. Ixodes scapularis). To date, none of the ticks submitted tested positive for the Lyme disease-causing bacterium Borrelia burgdorferi (results from the laboratory for one tick are still pending). Region of Waterloo Public Health will continue to conduct Lyme disease surveillance investigations in 2014.

<table>
<thead>
<tr>
<th>Year</th>
<th>West Nile Virus</th>
<th>Lyme Disease</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Waterloo Region</td>
<td>Ontario</td>
</tr>
<tr>
<td>2009</td>
<td>0(^A)</td>
<td>4(^B)</td>
</tr>
<tr>
<td>2010</td>
<td>0(^A)</td>
<td>6(^B)</td>
</tr>
<tr>
<td>2011</td>
<td>2(^A)</td>
<td>78(^B)</td>
</tr>
<tr>
<td>2012</td>
<td>3(^A)</td>
<td>272(^C)</td>
</tr>
<tr>
<td>2013</td>
<td>0(^A)</td>
<td>56(^C)</td>
</tr>
</tbody>
</table>

*Ontario and Waterloo Region data for 2013 should be considered preliminary and subject to future revisions.

\(^A\) 2009-2013 Waterloo Region Lyme Disease and WNV Case Counts, iPHIS, Extracted February 19, 2014

\(^B\) 2005-2011 Ontario Lyme Disease and WNV Case Counts, iPHIS. Retrieved from PHO Public Commons (secure portal): February 19, 2013

\(^C\) 2012-2013 Ontario Lyme Disease and WNV Case Counts, Custom Data Request from Public Health Ontario, Extracted from iPHIS: February 18, 2014

Public Education

Public Health will continue the “Fight the Bite” public education campaign in 2014, which combines messages about West Nile virus, Lyme disease and rabies. The campaign uses several methods to educate and distribute information about these diseases, risk factors, personal protective measures and ways to contact Public Health to report issues (e.g. standing water, submitting a tick for testing, dog bite, etc.). The “Fight the Bite” campaign includes: distribution of educational materials in partnership with program stakeholders (e.g., Municipal offices, community centres, and Grand River Conservation Authority); articles in community and health care provider newsletters; media releases; information sessions; an annual Vector-Borne Disease Program Summary (link provided in Attachments section); and regular updates to Public Health’s
website throughout the season (www.regionofwaterloo.ca/fightthebite).

Ontario Public Health Standards:

Under the Health Protection and Promotion Act, Region of Waterloo Council serves as Waterloo Region’s Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards, which outline the expectations for providing public health programs and services. This report provides information related to the compliance with the Vector-Borne Diseases requirements of the Standards and provides information that supports ongoing education for Board of Health members to help them remain abreast of relevant trends and emerging public health issues.

Corporate Strategic Plan:

Supports: Focus Area 1 – Environmental Sustainability; Focus Area 4 – Healthy and Inclusive Communities; and Focus Area 5 – Service Excellence

Financial Implications:

The budget for the Vector-Borne Disease program is cost shared 75% by the province, 25% regional tax levy. The 2013 regionally approved base budget for the program budget was $388,307 as compared to the provincially approved budget of $384,510 (net regional levy of $96,127); the program was operated within the lesser budget. The 2013 Vector-Borne Disease Program Plan as described within this report was implemented within the approved base budget allocations of the region and the province. The 2014 regional budget was reduced to match the provincial approval from 2013. Confirmation of the 2014 provincial approval is anticipated in early summer.

Other Department Consultations/Concurrence:

Nil

Attachments:

To view the full 2013 Vector-Borne Disease Program Summary report on-line, visit:
www.regionofwaterloo.ca/ph
➢ Click on Reports & Data, within the Research, Resources & Publications tab
➢ Click on West Nile Virus/ Lyme Disease
➢ Click on 2013 Vector-Borne Disease Program Summary Report

Prepared By: Claire Paller, Graduate Student Public Health Planner
Brenda Miller, Manager, Infection Control, Vector-borne Diseases, Rabies, Tobacco Enforcement, and Kitchener & Area

Approved By: Dr. Liana Nolan, Commissioner/Medical Officer of Health
Region of Waterloo
Social Services
Employment and Income Support

To: Chair Sean Strickland and Members of the Community Services Committee
Date: April 1, 2014
File Code: C06-60
Subject: Revised Terms of Reference for the Employment and Income Support Community Advisory Committee

Recommendation:
That the Regional Municipality of Waterloo approve the revised Terms of Reference for the Employment & Income Support Community Advisory Committee (EISCAC) as described and provided in Report SS-14-012, dated April 1, 2014.

Summary:
Nil

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

In 2013, staff identified several changes that were needed within the Terms of Reference. The Employment and Income Support Community Advisory Committee reviewed its Terms of Reference at a meeting on February 7, 2014. The suggested revisions to the EISCAC Terms of Reference are highlighted in bold in the attached document. Suggested revisions include:

- Change the “Employment Placement Broker” sector representative to an “Aboriginal services agency” sector representative
- Change the term “client” to “participant” throughout the document
- Change the “services for the disabled” sector to “services for people with disabilities” sector
The revised Terms of Reference maintain the current number of members at 35 (31 voting members and four non-voting members). The Employment Placement program was previously funded by the Region and delivered by community organizations. This program is now delivered by Regional staff (See report SS-12-024). The Committee recommended changing the Employment Placement sector representative to an Aboriginal services sector representative as there is currently no formal representative from the Aboriginal services sector. Regional staff recommended changing the term “client” to “participant” throughout the Terms of Reference to reflect more inclusive and respectful language. Staff also recommended changing the “services for the disabled” sector to “services for people with disabilities” to reflect more person centered language.

**Corporate Strategic Plan:**

The work of the Advisory Committee is consistent with the Region’s Corporate Strategic Plan 2011-2014, Focus Area 5: Service Excellence: (to) deliver excellent and responsive services that inspire public trust; Strategic Objective 3: (to) ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

**Financial Implications**

Nil

**Other Department Consultations/Concurrence:**

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

**Attachments**

Attachment A: Draft EISCAC Terms of Reference (1545326)

**Prepared By:** Chris McEvoy, Social Planning Associate, Social Planning, Policy and Program Administration

David Dirks, Director, Employment and Income Support

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Social Services
Terms of Reference

Employment and Income Support Community
Advisory Committee (EISCAC)

To
Community Services Committee
of the Council of the
Regional Municipality of Waterloo

1.0 Name

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

2.0 Scope

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

3.0 Purpose

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

4.0 Objectives

The EISCAC will:

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

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

c) promote co-ordinated service delivery and participant support

d) share information about what is happening in the Region and provide timely updates on the status of initiatives and program delivery
e) provide advice and feedback to EIS
f) provide guidance and direction to the subcommittees of the EISCAC, where needed
g) recommend priorities for service development and delivery
h) evaluate and analyze the work of the EISCAC and its effectiveness
i) provide advice to provincial and federal governments and bodies, including the Workforce Planning Board of Waterloo Wellington Dufferin, regarding the development and co-ordination of a full range of employment and training services for social assistance recipients and others likely to become social assistance recipients in the Region.

5.0 Membership

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

<table>
<thead>
<tr>
<th>Voting Members</th>
<th>Number of Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>10</td>
</tr>
<tr>
<td>Sector-Based Membership</td>
<td>12</td>
</tr>
<tr>
<td>Educators</td>
<td>3</td>
</tr>
<tr>
<td>Literacy Network</td>
<td>1</td>
</tr>
<tr>
<td>Director, Employment &amp; Income Support</td>
<td>1</td>
</tr>
<tr>
<td>Program Supervisor, Ministry of Community and Social Services</td>
<td>1</td>
</tr>
<tr>
<td>Labour</td>
<td>1</td>
</tr>
<tr>
<td>Business</td>
<td>1</td>
</tr>
<tr>
<td>Regional Council Representative (Chair)</td>
<td>1</td>
</tr>
<tr>
<td>Total Voting Members</td>
<td>31</td>
</tr>
</tbody>
</table>

Non-Voting Members

Workforce Planning Board of Waterloo Wellington Dufferin 1
CUPE Local 1883 1
Recording Secretary 1
Social Planning, Policy & Program Administration (staff support) 1
Minutes will be provided to the Directors of Housing (Planning, Housing and Community Services); Social Planning, Policy and Program Administration (Social Services); and Children’s Services (Social Services) as well as Service Canada and the Ministry of Training, Colleges and Universities.

6.0 Description Of Membership Categories

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

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

i) one representing multicultural services

ii) one representing adult employment services

iii) one representing community counselling and support services

iv) one representing services for people with disabilities

v) one representing the Ontario Disability Support Program

vi) one Income Support Caseworker, EIS

vii) one from a Community Placement supporting agency

viii) one from an Aboriginal services agency

iv) one from a youth employment services agency

x) one from the Community Employment Linkages Committee

xi) one from emergency shelter services

xii) one from the Immigration Partnership.

c) Three educational representatives, one from each of Conestoga College, the Waterloo Region District School Board and the Waterloo Catholic District School Board.
d) One representative from the Project READ Literacy Network.

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

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

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

h) One business representative.

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

j) There are four non-voting members:
   i) one member appointed by the Workforce Planning Board of Waterloo Wellington Dufferin
   ii) one member appointed by The Canadian Union of Public Employees Local 1883
   iii) the Recording Secretary of the Committee who shall be the Regional Clerk or an employee of the Region designated by the Clerk
   iv) Staff Support, Social Planning, Policy & Program Administration.

7.0 Selection Of Members

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

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

a) Participants:

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

b) Sector-Based Membership:

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

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

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

e) Project READ Literacy Network will select an individual to represent the network of local literacy service agencies.

f) The Director of Employment & Income Support (Region of Waterloo Social Services) will be asked to join the committee.

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

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

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

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

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

8.0 **New Membership Categories**

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

9.0 **Terms Of Office**

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

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

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

10.0 Meetings

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

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

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

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

11.0 Committee Procedures

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

The Chair will be the Community Services Committee representative.

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

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

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

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

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

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

12.0 Conflict Of Interest Policy

All members shall adhere to the Conflict of Interest Policy for Advisory Committees, approved by Council on May 28, 2003. All members shall review and complete the agreement and signature form attached to the policy. Signature forms are to be returned to the Committee Clerk for safe keeping.
Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial interests could be in conflict with the interests of Employment and Income Support or the Region is obliged to disclose same at the meeting. Members will not participate in any decision or recommendation in which they or their immediate family has any financial interest except in common with residents of the municipality.

13.0 Minutes Of Meeting

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

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

Minutes of all meetings will be subject to approval at the following meeting.
Region of Waterloo

Social Services

Social Planning, Policy and Program Administration

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

Date: April 1, 2014

File Code: S13-80

Subject: Homelessness Partnering Strategy

Recommendation:

That the Regional Municipality of Waterloo continue to serve in the role of Community Entity and, in its capacity as such, enter into agreements with the Federal Government of Canada or a Ministry or agency thereof, under the Homelessness Partnering Strategy for the period of April 1, 2014 to March 31, 2019, upon terms and conditions acceptable to Legal Services, for the purposes of providing funding to projects based on the priorities identified in the Homelessness Partnering Strategy Community Plan 2014-2019;

And That the Regional Municipality of Waterloo approve the Homelessness Partnering Strategy Community Plan 2014-2019;

And That the Regional Municipality of Waterloo approve entering into agreements with the following agencies, subject to receipt of Federal Government funding:

- Lutherwood to a maximum of $100,771 for the period April 1, 2014 to March 31, 2015;
- K-W Working Centre for the Unemployed to a maximum of $125,000 for the period April 1, 2014 to March 31, 2015;
- Kitchener-Waterloo Young Women’s Christian Association to a maximum of $60,000 for the period April 1, 2014 to March 31, 2015;
Cambridge Shelter Corporation to a maximum of $60,000 for the period April 1, 2014 to March 31, 2015;

K-W Urban Native Wigwam Project to a maximum of $11,300 for the period April 1, 2014 to March 31, 2015;

And That the Regional Municipality of Waterloo approve entering into agreements with agencies or consultants, subject to receipt of Federal Government funding, to support implementation of the following:

Homelessness Individual and Family Information System to a maximum of $8,463 for the period April 1, 2014 to March 31, 2015;

Program data and evaluation project(s) to a maximum of $10,000 for the period April 1, 2014 to March 31, 2015;

And That the Regional Municipality approve entering into agreements with agencies or consultants, as determined by the Commissioner of Social Services from time to time, to utilize any unspent or unallocated Homelessness Partnering Strategy funds for the period April 1, 2014 to March 31, 2015;

And That the 2014 Operating Budget for the Social Planning, Policy and Program Administration be increased by $331,354 gross and $0 net regional levy, for continuation of the HPS Program, to be fully funded by the Federal Government under the Federal Homelessness Partnering Strategy;

And Further That an increase of 0.82 full-time equivalents (FTE) be approved on a temporary basis for the Social Planning, Policy and Program Administration as of April 1, 2014 to provide program support as outlined in report SS-14-013, dated April 1, 2014”.

Summary:

Current funding under the Federal Homelessness Partnering Strategy (HPS) ends March 31, 2014. The Federal Government has renewed the HPS for an additional five years, for the period April 1, 2014 to March 31, 2019.

The report seeks approval for the Regional Municipality of Waterloo to complete allocations of HPS funding for 2014-2015, approve the Waterloo Region HPS Community Plan for 2014-2019 (distributed separately), continue to serve as the Community Entity for HPS funding and, in its capacity as such, enter into agreements with the Federal Government of Canada and local community projects for the period April 1, 2014 to March 31, 2019. The report also seeks approval for a temporary increase to the operating budget and FTE for the Social Planning, Policy and Program Administration for continuation of the HPS program for the period April 1, 2014 to March 31, 2019.
Report:

Background


In December 2006, the Federal Government announced $526 million for a new Homelessness Partnering Strategy (HPS). The HPS was established for two years beginning April 1, 2007 and ending March 31, 2009. The HPS resembles the former National Homelessness Initiative and the former SCPI with the same amount of funding allocated to Waterloo Region ($441,805 in each year). Council approved the Region’s continued participation as the Community Entity for the HPS (SS-07-008), funding for community projects during the transition year (April 1 – December 31, 2007) (SS-07-008), as well as the Waterloo Region’s HPS Community Plan 2007-2009 (SS-07-034).

In January 2009, the Federal Government confirmed the extension of HPS at the same levels for two years, from April 1, 2009 to March 31, 2011 ($441,805 in each year for Waterloo Region), with the ability to carry over any unspent funds from the previous allocation (for Waterloo Region, the total amount re-profiled to March 2011 was $107,296). Council approved the Region’s continued participation as the Community Entity for HPS and funding for community projects for 2009-2011 (SS-09-013).

The Federal Government renewed HPS for an additional three years, from April 1, 2011 to March 31, 2014 ($441,805 in each year for Waterloo Region), without the ability to carry over any unspent funds from the previous allocation. A summary of National Homelessness Initiative and HPS funding to the Regional Municipality of Waterloo is included in Appendix A.

Since its initiation, it has been a requirement of Federal Government homelessness funding that a Community Advisory Board (CAB) be established to provide input and recommendations regarding local implementation. The CAB is comprised of various sector representatives from across Waterloo Region involved in the area of homelessness to housing stability. A list of current CAB members is included in Appendix B.

Homelessness Partnering Strategy for 2014-2019

Announcement and Application

In Budget 2013, the Government of Canada announced the continuation of the Homelessness Partnering Strategy (HPS) for five years from April 1, 2014 to March 31, 2019, with a focus on Housing First. In December 2013, the Government of Canada
confirmed the amount of Waterloo Region’s annual allocation at the current funding level of $441,805 each year for five years. The letter received from the Federal Government is included in Appendix C.

From October 31, 2013 to November 1, 2013, Region Staff attended a two day HPS National Workshop on Housing First to learn of the program expectations and measurements, and community planning requirements for the renewed HPS with a “Housing First” focus. In December 2013 Region Staff submitted the required application materials to the Federal Government along with a recommendation from the CAB that the Region continue as the Community Entity for HPS funding. The final application requirements include submission of a new HPS Community Plan in early 2014.

HPS Community Plan

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 previous (2007-2010) and current (2011-2014) terms of Council. The Region holds a lead role in monitoring progress for The Strategy, and consults monthly with the local Housing Stability System Advisory Committee. In addition to The Strategy, the HPS Community Plan for Waterloo Region incorporated information gathered from ongoing consultations with the housing stability system and the Housing Stability System Advisory Committee, data collected by Region of Waterloo Social Planning, Policy and Program Administration and input from the Waterloo Region CAB.

The 2014-2019 Waterloo Region CAB membership was initially drawn from the Housing Stability System Advisory Committee and previous members of the CAB for their expertise and history; with additional members added as the CAB deems appropriate. On February 4, 2014 CAB members met to provide input and recommendations for the priorities identified in the HPS Community Plan (2014-2019) for Waterloo Region and on HPS funding allocations for 2014-15.

The HPS Community Plan (2014-2019) for Waterloo Region identifies the following four priorities outlined in the HPS Guidelines:

1. To reduce homelessness through a Housing First approach;
2. To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services;
3. To ensure the coordination of resources and leveraging (e.g., identifying, integrating and improving services, community planning, partnership}
development, establishing landlord relationships, mapping of current available assets); and
4. To improve data collection and use.

HPS Allocations
As in the previous HPS allocation, there is no ability to carry-over any unspent funds from the current allocation (2011-2014). All community projects are on track to fully expend the maximum allotted HPS funds on or before March 31, 2014.

On January 28th, the Government of Canada communicated guidelines and criteria for a Transitional Period (between April 1, 2014 and March 31, 2015) to allow communities to ensure a smooth transition to the HPS 2014-2019. During the transition period, projects providing direct service may be renewed up to one year (to March 31, 2015), to allow time for communities to complete new Community Plans and approvals without disruption to service. Once the HPS Community Plan (2014-2019) for Waterloo Region is approved by the Federal Government, a call for proposals for community projects commencing on or after April 1, 2015 will be held in fall 2014.

To ensure continuity of funding and avoid gaps in service for current HPS funded community projects, on February 4, 2014, the CAB recommended HPS funding for the following projects for the period April 1, 2014 to March 31, 2015:

- **Whatever It Takes (WIT) Service Resolution - Lutherwood**
  WIT – Service Resolution is a component of STEP Home (Support to End Persistent Homelessness). WIT supports people experiencing persistent homelessness along with significant system barriers towards housing stability by providing consultation with service providers, assisting to connect participants with primary support (if needed), and supporting coordination meetings, interagency planning tables and system planning meetings as needed in order to develop and support implementation of person-centered plans.

- **Street Outreach - K-W Working Centre for the Unemployed**
  Street Outreach engages with people in the urban centres of Cambridge, Kitchener, and Waterloo (in partnership with the Cambridge Self-Help Food Bank) who are street involved and seeks to develop relationships, build trust, meet immediate needs, and ultimately connect them with the supports and services of their choosing that may assist in maintaining and/or improving their health and/or quality of life. The program also engages with the community to develop relationships, build capacity for support and services, develop mutual engagement between the person and the community, and serve as a support to other programs under the umbrella of STEP Home.

- **Streets to Housing Stability - K-W Working Centre for the Unemployed, Kitchener-Waterloo Young Women’s Christian Association, and Cambridge Shelter Corporation**
The Streets to Housing Stability Program is a component of STEP Home and provides person-centred support (practical assistance, skills coaching relationship-building and personal encouragement) to find and maintain stable housing. Supports address areas such as needs assessment, housing search, communicating/advocating with landlords, transportation, tenancy skills (e.g., cleaning, cooking, rent payment), problem-solving, goal setting & community inclusion. Supports are available for a minimum of one year once housing is secured.

- **Tenant Liaison - K-W Urban Native Wigwam Project**
  The Tenant Liaison program supports up to 30 tenants per year who are at-risk of housing loss through building relationships with tenants and supporting activities that increase community inclusion, particularly within the Aboriginal community. The Tenant Liaison will provide supports to residents, mediate conflicts, and promote family and cultural activities, emphasizing participation in the community.

- **Homelessness Individual and Family Information System (HIFIS)**
  HIFIS is a database program that supports shelter operations and collects information on homelessness. HPS funding will be used to support operations (e.g., staff training, computer equipment) and to assist with the development of accurate, meaningful reports for trend analysis across Waterloo Region (e.g., Crystal Reports).

- **Program Data and Evaluation Projects**
  Project(s) to be determined.

**Corporate Strategic Plan:**

Serving as the Community Entity to administer federal funding for programs that address homelessness is consistent with the Region’s Corporate Strategic Plan, Focus Area 4: Healthy and Inclusive Communities: to “foster healthy, safe, inclusive and caring communities”; and specifically, Strategic Objective 4.5 to “work collaboratively to increase the supply and range of affordable housing and reduce homelessness”.

**Financial Implications:**

Programs under the HPS are 100% federally funded. The annual allocation for Waterloo Region is $441,805, of which 15% is available for administration as defined by HPS Guidelines. Administrative funding will provide support for .82 FTE staffing to administer the HPS and comply with all reporting requirements.
Other Department Consultations/Concurrence:

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

Attachments

Appendix A  Summary of NHI/HPS Funding to the Regional Municipality of Waterloo
Appendix B  CAB Membership List

Prepared By: Melodie Klassen, Social Planning Associate

Van Vilaysinh, Manager, Social Planning

Lynn Randall, Director, Social Planning, Policy, and Program Administration

Approved By: Douglas Bartholomew-Saunders, Commissioner, Social Services
### Appendix A

**Summary of NHI/HPS Funding to the Regional Municipality of Waterloo**

**2002 – 2019**

<table>
<thead>
<tr>
<th>Contract Periods and Programs</th>
<th>NHI/HPS Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCPI I Program</td>
<td></td>
</tr>
<tr>
<td>February 11, 2002 to September 30, 2003</td>
<td>$921,117</td>
</tr>
<tr>
<td>SCPI II Program</td>
<td></td>
</tr>
<tr>
<td>April 5, 2004 to March 31, 2006</td>
<td>$1,355,189</td>
</tr>
<tr>
<td>SCPI Extension Year</td>
<td></td>
</tr>
<tr>
<td>April 1, 2006 to March 31, 2007</td>
<td>$441,805</td>
</tr>
<tr>
<td>RHF Program</td>
<td></td>
</tr>
<tr>
<td>June 5, 2006 to March 31, 2007</td>
<td>$201,000</td>
</tr>
<tr>
<td>HPS Program Transition Year</td>
<td></td>
</tr>
<tr>
<td>April 1, 2007 – December 31, 2007</td>
<td>$331,352</td>
</tr>
<tr>
<td>HPS Program</td>
<td></td>
</tr>
<tr>
<td>January 1, 2008 – March 31, 2009</td>
<td>$552,258</td>
</tr>
<tr>
<td>HPS Program</td>
<td></td>
</tr>
<tr>
<td>April 1, 2009 – March 31, 2011</td>
<td>$883,610</td>
</tr>
<tr>
<td>HPS Program</td>
<td></td>
</tr>
<tr>
<td>April 1, 2011 – March 31, 2014</td>
<td>$1,325,415</td>
</tr>
<tr>
<td>HPS Program</td>
<td></td>
</tr>
<tr>
<td>April 1, 2014 – March 31, 2019</td>
<td>$2,209,025</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$8,220,771</td>
</tr>
</tbody>
</table>
### Appendix B

#### CAB Membership List

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Roy (CAB co-chair)</td>
<td>Lutherwood</td>
<td>Service Provider</td>
</tr>
<tr>
<td>Melodie Klassen (CAB co-chair)</td>
<td>Region of Waterloo – Social Planning, Policy and Program Administration</td>
<td>Regional Government</td>
</tr>
<tr>
<td>Lynn Macaulay</td>
<td>Homelessness and Housing Stability Umbrella Group</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Linda Terry</td>
<td>Social Planning Council of Cambridge and North Dumfries</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Rosie Weiler</td>
<td>K-W Urban Native Wigwam Project</td>
<td>Service Provider; Non-profit; Aboriginal</td>
</tr>
<tr>
<td>Pauline Moon</td>
<td>K-W Urban Native Wigwam Project</td>
<td>Service Provider; Non-profit; Aboriginal</td>
</tr>
<tr>
<td>Joe Mancini</td>
<td>The Working Centre</td>
<td>Service Provider; Non-profit</td>
</tr>
<tr>
<td>David Dirks</td>
<td>Region of Waterloo – Employment and Income Support</td>
<td>Regional Government; Income Supports</td>
</tr>
<tr>
<td>Ron Flaming</td>
<td>House of Friendship</td>
<td>Service Provider; Non-profit</td>
</tr>
<tr>
<td>Patricia Syms Sutherland</td>
<td>Waterloo Wellington Local Health Integration Network</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Deb Schlichter</td>
<td>Region of Waterloo - Housing</td>
<td>Regional Government; Housing and Social Housing</td>
</tr>
<tr>
<td>Christiane Sadeler</td>
<td>Waterloo Region Crime Prevention Council</td>
<td>Regional Government; Police and/or corrections</td>
</tr>
<tr>
<td>Charles Nichols</td>
<td>Homelessness Awareness Week</td>
<td>Non-profit; Community member with lived experience of homelessness</td>
</tr>
<tr>
<td>Elizabeth Clarke</td>
<td>YWCA – Mary’s Place</td>
<td>Service Provider; Non-profit</td>
</tr>
<tr>
<td>Nancy Bird</td>
<td>United Way of Kitchener-Waterloo</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Ron Dowhaniuk</td>
<td>United Way of Cambridge and North Dumfries</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Judith Binder</td>
<td>Canada Mortgage and Housing Corporation</td>
<td>Housing and Social Housing</td>
</tr>
<tr>
<td>Wendy Czarny</td>
<td>Waterloo Regional Homes for Mental Health</td>
<td>Healthcare; Housing and Social Housing</td>
</tr>
<tr>
<td>Name</td>
<td>Organization</td>
<td>Sector</td>
</tr>
<tr>
<td>-----------------</td>
<td>---------------------------------------------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>Colin Plant</td>
<td>STEP Home Participant Advisory Group</td>
<td>Community member with lived experience of homelessness</td>
</tr>
<tr>
<td>Lisa Watson</td>
<td>STEP Home Participant Advisory Group</td>
<td>Community member with lived experience of homelessness</td>
</tr>
<tr>
<td>Brian Hryhorchuk</td>
<td>Service Canada</td>
<td>Federal Government</td>
</tr>
<tr>
<td>Lynn Randall</td>
<td>Region of Waterloo – Social Planning, Policy and Program Administration</td>
<td>Regional Government</td>
</tr>
</tbody>
</table>
Appendix C

Confirmation Letter Received from Government of Canada

Service Canada
Citizen Services and Program Delivery Branch
Arthur Meighen Building
Suite 301 - 25 St Clair Avenue East,
Toronto, Ontario M4T 3A4.

Direction générale des services aux citoyens et de l'exécution des programmes
Edifice Arthur Meighen
Pièce 301 - 25 St Clair Avenue East
Toronto, Ontario M4T 3A4

December 6, 2013

Dear Van Vilaysinh,

As you know, the federal government has renewed the Homelessness Partnering Strategy (HPS) over the next 5 years, from April 1, 2014 to March 31, 2019, providing long-term predictable funding.

Funding for HPS will be $119 million per year, compared to the previous $135 million per year; however, this is the result of administrative savings absorbed by Employment and Social Development Canada. Communities will continue to receive the same amount of funding for programs to prevent and reduce homelessness as they did previously. From April 1, 2011 to March 31, 2014, the Waterloo Designated community, with the Regional Municipality of Waterloo as Community Entity, received $441,805 as the annual allocation.

If you have any further questions, please do not hesitate to contact your Senior Development Officer, Brian Hryhorchuk, at (647) 252-0142.

Thank you,

Perly Constant
Service Manager
Community Based Delivery, Citizen Services and Program Delivery Branch

Canada
Region of Waterloo
Social Services
Social Planning, Policy and Program Administration

To: Chair Sean Strickland and Members of the Community Services Committee
Date: April 1, 2014
File Code: S16-03
Subject: Community Outreach Program Update for 2013

Recommendation:

For information.

Summary:

The Community Outreach Program is a child poverty reduction initiative funded by the Region of Waterloo. Through its many partnerships in neighbourhoods and communities it is designed to build relationships with families experiencing low income and link them to the supports and services available. This report provides an update on the activities of the Community Outreach Program in 2013 and the results of a strategic planning process undertaken to update the program’s vision, mission, principles, and strategic directions for the next five years including a year-one activity plan.

Report:

1.0 Background

The Community Outreach Program began in 1999. The overarching goal of the program is to strengthen the overall system of supports available to children and families experiencing low income. The Region provides funding to 14 community and social service organizations to employ Family Outreach Workers in 32 neighbourhoods and communities of interest throughout Waterloo Region (26 sites and 6 satellite sites). The role of the Family Outreach Worker is to engage families living in low income, and provide assistance in navigating local support systems. The role of the Sponsoring Agencies is to develop responsive programs and services in neighbourhoods and communities. Many of these partners participate on systems level planning tables in order to encourage policy changes that support poverty reduction. Region staff administers the program and convenes the partners to guide vision and strategy,
support the alignment of activities, establish shared measurement practices and advance operational level policies and procedures.

2.0 Update

In 2013, the Community Outreach Program served 12,732 people including 7,118 children (up to 17 years of age) who were living in low income in Waterloo Region. Family Outreach Workers have access to a flex fund to support families when they experience gaps or barriers to service. In 2013, the program experienced increased requests to assist with food, transportation and children’s needs\(^1\) (strollers, cribs and mattresses, diapers and formula). A number of activities were undertaken over the last few years to strengthen specific areas of the Community Outreach Program as follows:

**Linguistic Diversity Project** - The Linguistic Diversity project was designed to enhance outreach to linguistically and culturally diverse families and in 2013 this two-phased project was completed. A social action research phase resulted in a number of immediate outcomes (e.g., development of translated documents and related tools) and led to recommended actions. Phase two included the implementation of 11 Action Plans through partner agencies in neighbourhoods and communities of interest throughout Waterloo Region. A total of 2,780 families were involved in neighbourhood-level action plans. Outcomes reported across the 11 plans included: increased staff knowledge and understanding of diversity; increased family participation in community centres; strengthened connections to a range of programs and services; and reduced feelings of isolation.

**Motivational Learning Groups**\(^2\) - Motivational Learning Groups have been delivered by Family Outreach Workers to over 160 graduates since 2008. Motivational Interviewing is the technique used to shape the curriculum used in these eight week group sessions delivered in neighbourhoods once a year. Motivational Interviewing is a collaborative, person-centred form of conversation used to develop and strengthen motivation for change. In 2013, Family Outreach Workers participated in a two day training session on Motivational Interviewing. The training was well received and Family Outreach Workers immediately put these new skills into action resulting in new and renewed conversations with families. The new skills and common language now shared by Family Outreach Workers will be used to strengthen the Motivational Learning Group curriculum and will be used in day-to-day interactions with families to support change talk that will assist families in realizing their goals. For some participants this has resulted in a return to work, school or other personal changes.

**Service First Call Centre** - The Community Outreach Information Line was moved to the Service First Call Centre. The call centre, which is operational 24/7, supports improved connections to local Family Outreach Workers through the use of an interactive map of sites. Families are able to call the information line, provide an address and are immediately connected with the contact information for a Family Outreach Worker.

---

\(^1\) The increase in children’s needs could be due to the elimination of this support through Ontario Works Discretionary Benefits.

\(^2\) Adapted from the work of Anne Fields for the Community Outreach Program in 2008.
Outreach Worker in their neighbourhood, changing response times from two to three days to immediate.

**Support to Regional Programs and Services** – Family Outreach Workers assisted the Region by connecting and communicating with families about the Employment and Income Support’s rural employment resource centres; the discretionary benefits survey; changes to the Healthy Babies, Healthy Children program; the Children’s Services OneList Waterloo Region; and the Canada Learning Bond events.

**Systems Level Planning** – Community Outreach Program partners continued to address systems level change for poverty reduction through their participation at the following planning tables and networks: the Rural Realities Network, Children’s Planning Table; Food Assistance Network; Alliance for Children and Youth; Immigration Partnership; and Family Homelessness report consultations. This is an important function because it ensures that community and neighbourhood-level voices are present at a number of tables addressing issues related to poverty reduction.

### 3.0 Strategic Plan

In 2012, the Community Outreach Program initiated a process to develop a five year strategic plan. The process was led by a strategic planning working group with representation from direct service and senior staff from partner agencies. The process was informed through focus groups with families who are supported by the Program, and a forum with 82 community stakeholders who interact daily with Family Outreach Workers. The outcome was an updated vision, mission, principles, and strategic directions for 2013 – 2018 (see Appendix A for an abbreviated summary of the plan including year-one activities).

A goal of the strategic plan is to build on the strengths of the program’s direct supports (practical interventions), create energy and ownership for collaborative initiatives (strategic interventions) and further develop the Social Development Practice Framework that guides the program. The Social Development Practice Framework is included in Appendix B. The plan encouraged partners to establish clusters of activities or action groups across the Program. Activity plans were developed at three levels: program-wide initiatives; by geographic area; and site or neighbourhood based.

### 4.0 Next Steps

A strategic plan evaluation is underway to gather outcomes from year-one activities and a meeting of partners is scheduled for June 2014 to reflect and share findings, build on the learning and formulate year-two activities. An impact framework will be developed to generate data and insights that will be used to enhance the program’s impact on child poverty reduction.

**Corporate Strategic Plan:**

Working to strengthen the supports for children and families living in low income is consistent with Focus Area Four: Human Services: to “promote quality of life and create opportunities for residents to develop to their full potential”; and specifically, Strategic
Objective 4.1.2 to “continue to collaborate with community in broad based efforts to reduce poverty”.

**Financial Implications**

The 2014 approved budget for the Community Outreach Program is $1,697,352. This includes $1,021,016 for 26 Family Outreach Workers located in 26 sites and 6 satellite sites across the Region; $476,307 for the Basic Needs Fund; and $200,029 (1.50 FTE) to support the administration of this program.

**Other Department Consultations/Concurrence:**

Nil

**Attachments**

Appendix A  Community Outreach program Strategic Plan and Year One Activities

Appendix B  Social Development Practice Framework

**Prepared By:** Heather Froome, Administrator, Social Development Programs

Lynn Randall, Director, Social Planning, Policy Program Administration

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Social Services
APPENDIX A – Strategic Plan and Year One Activities

Community Outreach Program
Strategic Plan (2013 – 2018)

Vision Statement
We envision a community where all children and their families have hope, a sense of belonging and opportunities to grow.

Mission Statement
Through partnerships we nurture relationships and provide supports in neighbourhoods and communities for children and their families experiencing low income.

Strategic Directions

1. Nurturing Relationships
Relationships of trust between Family Outreach Workers and the families we support are the most important component of the program. We recognize that relationships of trust are strengthened when we are engaged, informed and truly understand the concerns of the people we support.

2. Responding Creatively to Emerging Need
As the community, economy, and environment change, we look for emerging patterns and opportunities to respond flexibly and creatively to help families find pathways out of poverty.

3. Reducing the Stigma of Living with Poverty
The Community Outreach Program works to reduce the stigma of living with poverty by encouraging family members experiencing low income to share their stories and contribute to planning and solution-finding in their communities. When people with lived experience are not present, we respectfully advocate for them at all levels (individual, program/service, and systems level).

4. Developing Community Partnerships to Maximize our Impact
The Community Outreach Program seeks to develop community partnerships across sectors including education, settlement services, faith communities, government, and
business. These relationships provide opportunities for us to learn from each other and share tools and expertise to better support families who are experiencing low income.

5. Implementing Equitable Approaches

The region-wide and place-based approach of the Community Outreach Program involves balancing the tension between the desire for consistency across sites and the need for unique place-based approaches. The program seeks to be equitable and transparent across the sites. We recognize that being equitable sometimes means giving extra time and resources to families who are linguistically and culturally diverse and/or who face additional systemic barriers.

Guiding Principles

1. We prioritize the well-being of children.
2. We honour the diversity of the families we serve.
3. We build strong and trusting relationships with families.
4. We meet families where they are and walk with them where they choose to go.
5. We find creative solutions and advocate for flexible and equitable supports.
6. We focus on the strengths of families and communities.
7. We address short-term needs while encouraging long term solutions.
### Appendix A: Community Outreach Program Strategic Activities - Year One (May 2013 - April 2014)

#### Program-Wide Activities

<table>
<thead>
<tr>
<th>Direction #1: Nurturing Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 CULTURAL TRENDS</strong>&lt;br&gt;Description: Team plans and presents ten minute “Cultural Trends Updates” at the beginning of Family Outreach Worker (FOW) meetings. Updates include information on immigration trends, refugee policy changes, description of the culture of a particular population settling in Waterloo Region and current national and global political happenings that affect the families we support in Waterloo Region.</td>
</tr>
<tr>
<td><strong>1.2 COMMUNICATION WITHOUT BARRIERS</strong>&lt;br&gt;Description: Team will research the many ways FOWs can communicate with families to address barriers (e.g. language, technology, and scheduling barriers) and propose a pilot project.</td>
</tr>
<tr>
<td><strong>1.3 MOTIVATIONAL INTERVIEWING TRAINING</strong>&lt;br&gt;Description: Build on the strength of Motivational Learning Groups (MLG) by providing training for Family Outreach Workers on the Motivational Interviewing (MI) approach. The approach will be infused into the program by enhancing materials in the MLG curriculum and using the approach in day-to-day conversations with families.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direction #2: Responding Creatively to Emerging Need</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 FAMILY HOMELESSNESS</strong>&lt;br&gt;Description: Representatives from Region staff, sponsoring agencies and Family Outreach Workers will participate in the Family Homelessness report consultation process. The group will participate in focused conversation(s) on the role of the Community Outreach Program for families at-risk of homelessness and will address recommendations that pertain to neighbourhoods and/or communities of interest.</td>
</tr>
</tbody>
</table>
### Direction #3: Reducing the Stigma of Living with Poverty

#### 3.1 LANGUAGE GUIDE
**Description:** Team will draft a language guide for consideration by the Community Outreach Program partners. The guide will work to increase the respect, consistency and sensitivity of communications with and about families experiencing low income.

#### 3.2 PUBLIC SPEAKING WORKSHOP
**Description:** Team will prepare and present a workshop to FOWs on public speaking tips and tools to raise awareness and reduce the stigma of living with poverty.

### Direction #4: Developing Community Partnerships to Maximize your Impact

#### 4.1 MAPPING NEIGHBOURHOOD RESOURCES
**Description:** Team works with FOWs and existing local resources to create customized maps for sites to post in FOW offices and other community locations. Maps will show facilities offering child and youth programs, bus routes and other notable resources (assets) in the neighbourhood.

#### 4.2 FAMILY INPUT
**Description:** Team solicits input from families on the maps created by Mapping Neighbourhood Resources team. Ask families to provide input on gaps and missing resources (assets).

### Direction #5: Implementing Equitable Approaches

#### 5.1 EQUITABILITY TOOL
**Description:** Team researches, creates and pilots a number of tools to assist FOWs to make equitable decisions regarding the distribution of resources to families.
## Cluster Activities by Geographic Area

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Rural Family Outreach Workers</th>
<th>KW Family Outreach Workers</th>
<th>Cambridge Family Outreach Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity #1</td>
<td>Post Cards and Stories</td>
<td>Life Skills Coach Training for FOWs</td>
<td>Educate Ourselves to Respond to Emerging Needs</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a strategic plan to distribute postcards and share stories about rural poverty to raise awareness and address stigma.</td>
<td>Explore existing life skill coaching curricula and pilot a group session (3-4 weeks)</td>
<td>Respond to emerging needs of families on a variety of topics. Deliver six sessions on six key topics (e.g., the shelter system, adult mental health and counselling programs and services).</td>
</tr>
<tr>
<td>Activity #2</td>
<td>Build Family Voices</td>
<td>Regular KW FOW Meetings</td>
<td>Connect with Local Second-Hand Furniture Stores</td>
</tr>
<tr>
<td></td>
<td>Work with engaged families to involve them in activities that will help them recognize their strengths, build confidence, understand that the stigma of poverty is not theirs to own and that they have a voice.</td>
<td>Set up regular meetings for the Family Outreach Workers in Kitchener-Waterloo to begin to assess emerging needs on a geographic level.</td>
<td>Meet with local second-hand stores to strengthen the partnerships with the Community Outreach Program.</td>
</tr>
<tr>
<td>Activity #3</td>
<td>Facebook Pilot Communication Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Explore the idea of a closed group Facebook page for FOWs to share information and updates.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix B

A Social Development Practice Framework (Place-based)

Low income families with children

Theory

Social Development

Strategy
- Outreach
- Recreation
- Parent drop-in
- Self-help groups
- Informal support networks

Bonding

Bridging
- Basic Needs Funds
- Bridge to agency services
- Bridge to neighbourhood organizations
- Bridge to education
- Bridge to employment
- Advocacy

Linking
- Community engagement
- Community priority setting
- Problem identification and solution finding
- Linking with formal services

Mobilizing
- Community mobilization
- Integration
- Coordination
- Civic Entrepreneurship

Collaborative Clusters

Function

“engager” — “connector” — “facilitator” — “transformative leader”

Intervention

Practical Interventions
Strategic Interventions

Long Term Outcome
Region of Waterloo

Social Services

Social Planning, Policy and Program Administration

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

Date: April 1, 2014

File Code: S02-40

Subject: Waterloo Region Immigration Partnership

Recommendation:

That the Regional Municipality of Waterloo approve the continuation of the Region’s role as host for the Waterloo Region Immigration Partnership Council;

That the Regional Municipality of Waterloo enter agreements into with the Federal Government of Canada or Ministry or agency there of, under the Local Immigration Partnership for the period April 1, 2014 to March 31, 2016, upon terms and conditions acceptable to the Regional Solicitor and the Commissioner of Social Services for the purpose of funding the Local Immigration Partnership;

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, to support the implementation of the Waterloo Region Immigration Partnership Community Action Plan for the period April 1 2014 to March 31, 2016, subject to receipt of Federal Government funding;

That the Regional Municipality of Waterloo approve a temporary increase of staffing within the Local Immigration Partnership of 2.8 FTE for the period April 1, 2014 to March 31, 2016;

And that the Regional Municipality of Waterloo approve an increase in the 2014 Operating Budget for Social Planning, Policy and Program Administration by $244,438 gross and $0 net as outlined in report SS-14-015, dated April 1, 2014.
Summary:
The Waterloo Region Immigration Partnership is a comprehensive collaboration with local community stakeholders and the Region of Waterloo. This Partnership is responsible for developing and implementing strategies that facilitate successful settlement, integration and community engagement of immigrants and refugees in Waterloo Region. The Region of Waterloo has been asked to continue to host this community initiative, which is to be funded through a contribution agreement with the Federal Government - Citizenship and Immigration Canada. As host, the Region is responsible for housing and supervising staff in addition to all legal and financial aspects. Funding under the current CIC Contribution Agreement ends March 31, 2014. Subject to execution of the contribution agreement, the Federal Government has committed funding for an additional two years, for the period April 1, 2014 – March 31, 2016, in the amount of $299,250 per annum.

Report:
The Waterloo Region community has always welcomed and benefited from immigration. Today, about 23% of Waterloo Region residents are immigrants or refugees from diverse regions of the world, with expected growth to 30% by 2031. Waterloo Region is one of the top seven communities in Canada for recent immigrants/refugees on a per capita basis.

The Immigration Partnership is a community-wide initiative consisting of a leadership Council as well as steering groups representing three different pillars: Settle, Work and Belong. Action groups formed by the Immigration Partnership Council and/or the steering groups facilitate specific projects and implement initiatives.

Through 2011-2012 the Immigration Partnership was developing as a community initiative, implementing the agreed structure and processes from which this community collective would operate and function. In 2013, the leadership Council instructed staff to implement a community process to review and update the Immigration Partnership Community Action Plan (CAP) to guide the partnership 2014-2016.

The CAP provides a framework for achieving the mandate of the Immigration Partnership. It focuses on actions that can be accomplished through building upon existing community strengths and the formation of strong partnerships.

While some issues in the community have remained consistent in the various pillar areas since 2010, the CAP goes beyond identifying issues to include focused purposeful and actionable activities for change. The evolution of the CAP also corresponds with the Immigration Partnership’s increased presence, strong relationships in the community and ability to mobilize system change activity.

The CAP includes 10 overarching goals and related strategic directions, 24 priority action areas and many possible activities across the 3 pillar areas. It reflects the deep appreciation that the Immigration Partnership is focused on complex community issues that defy simple and linear solutions, and that the needs and circumstances of the community may change over time. The Immigration Partnership understands the need...
for nimbleness and flexibility.

**Corporate Strategic Plan:**

The report supports the 2011-2014 Region’s Corporate Strategic Plan Focus Area 4: Healthy and Inclusive Communities and Strategic action 4.8.1 Continue to support the Immigration Partnership in its work to coordinate efforts to attract, welcome and integrate immigrants and refugees in our community.

**Financial Implications**

Funding for the Immigration Partnership initiative is provided by the federal and provincial governments and KW United Way. In addition, the Region has provided one-time funds of $50,000 for 2014 as well as in-kind costs to support the community initiative.

The CIC allocation to Waterloo Region for the period April 1, 2013 to March 31, 2016 is $598,500. It is projected that $244,438 of the funding will be required in 2014. These funds will support 2.8 FTE temporary staffing (0.8 Manager, 1.6 Community Engagement Coordinator and 0.4 Program Assistant) to implement the Waterloo Region Immigration Partnership Community Action Plan.

**Other Department Consultations/Concurrence:**

Legal Services has been consulted regarding the development of the contribution agreement. Finance provided support in reviewing project financial reporting requirements. Human Resources provided support regarding staffing requirements.

**Attachments**

Appendix A: Immigration Partnership Council Terms of Reference

Appendix B: Immigration Partnership Community Action Plan

**Prepared By:** Lynn Randall, Director, Social Planning, Policy and Program Administration

Jo-Anne Gibson, Manager Immigration Partnership

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Social Services
Immigration Partnership Council

Terms of Reference

The Immigration Partnership Council will provide strategic leadership to the Immigration Partnership in Waterloo Region. The Council are responsible for ensuring the Community Action Plan outcomes are achieved, championing the work of the Immigration Partnership, enabling system and strategic planning, advocacy, and governance of the Immigration Partnership. The overall objective of the Council is to promote shared awareness and leadership and create enabling environments for collective action.

Council Roles and Responsibilities

System Planning

- Participating in and ensuring development of the Immigration Partnership Community Action Plan, including approval of the final plan
- Monitor progress of implementation of the Community Action Plan by reviewing Pillar workplans, and addressing issues and challenges raised by the Pillar groups and/or the Immigration Partnership Manager
- Seek out resources for the Immigration Partnership and initiatives

Leadership

- Serve as ambassadors/champions for the Immigration Partnership and actively engage the leadership of the Waterloo Region communities
- Facilitate and influence development of strategic relationships among stakeholders and across the community, to strengthen community capacity to support and improve outcomes for immigrants in Waterloo region
- Provide leadership to the gradual and progressive transformation of the system of public and community service
- Maintain/uphold visionary leadership in the achievement of a caring, equitable community where everyone thrives
- Identify and conduct advocacy on selected and identified immigrant issues, related to the Community Action Plan
- Advise on needs and gaps to funders and policymakers
Composition of Council

The Council will strive for diverse representation of members on Council. This includes diverse sectors, geographic representation, diverse immigrant representation, and diverse opinions. Council will be made up of not more than 16 members representing a combination of: immigrants, community sector representatives (health, education, social services, justice, ethno-cultural groups), employers/business, local funders, municipalities and immigrant service providers.

Ideally, members would have multiple connections to various groups involved in the Immigration Partnership – an individual could be connected to a community organization, work for a local funder and also be an employer of immigrants. Individuals would be asked to bring all their experience to the discussions. Members on Council would be expected to connect with all their groups and circles of influence, both locally and beyond, to ensure they bring various perspectives to Council, and take information back to the community.

Members who are immigrants will also bring their own experience and perspective as an immigrant, and will represent broader ethno-cultural or immigrant groups, and seek to bring forward those perspectives to Council.

Council candidates will be selected based on specific skills and experience required on the Council, and will fit the Council member characteristics and composition criteria:

- A commitment to the Immigration Partnership mandate, values, principles and goals
- Responsible and respected community leaders and change agents who are connected across the community, and have the ability to bring a community-wide focus to Council
- Have an understanding of and commitment to partnerships, collaboration and collective impact
- Ability to commit to relationship development and contribute to shared learning for mutual understanding
- Are passionate about the Waterloo Region community and embrace the many benefits of a vibrant diverse population, and
- Ability to commit to and contribute fully at Council meetings and other Council responsibilities
- Ability to respond promptly to Council meeting invitations, review all pre-circulated documents and information, and attend Council meetings
The Council can invite individuals or groups to regularly or occasionally attend Council meetings (e.g. Ministry representatives or other funders, researchers, etc.). These individuals would not be voting members.

Funder representatives are invited to Council meetings as ex officio members of Council. From time to time, there may be a need to have closed meetings where Funders will not be invited to attend. This will happen at the discretion of the Council Chair.

**Council Leadership Team**

The Council has a leadership team comprised of the Chair, Vice Chair, Pillar Chairs (Settle, Work and Belong) and the Immigration Partnership Manager. This team will act as the Council membership selection committee, a support team for the Immigration Partnership Manager on matters that require urgent feedback or decisions, and come together on an ad-hoc basis as required throughout the year, to address items as determined by the Council. From time to time the representative from the host agency may be a guest.

**Meeting Schedule**

Council will meet a minimum of 4 times a year, with some work between meetings as required and the option to call additional meetings as required. The Chair and Vice Chair will meet with the Immigration Partnership Manager between Council meetings to develop agendas and support the Manager as required. Committee and task groups of Council will meet as needed.

All Council minutes will be recorded and circulated to members within one week after the meeting, for Council approval. Once meeting minutes are approved, they will be uploaded to the Immigration Partnership website. Meeting agenda’s, updates, reports and other meeting documentation for Council will be sent one week prior to each Council meeting, in order to review prior to the meeting.

**Conflict of Interest**

Members are expected to declare any conflict of interest for any agenda item in which they, or an organization/group that they may represent, would have a direct financial or vested interest in a specific outcome. In the event of a declaration of a conflict of interest, the member will not actively take part in the discussion or the final decision for that agenda item and, at the Chair’s discretion, may be asked to leave the room for the discussion.
Accountability

The Immigration Partnership is accountable to the broader Waterloo Region community, partners and stakeholders for the directions and actions which seek to fulfill the purpose of the Immigration Partnership. As such, the Immigration Partnership will regularly seek input and report back to the community (including immigrant community) on priorities and actions. Council will hold a Report to the Community event once per year, as an opportunity to provide an update to the community, and receive input from the community.

The Immigration Partnership is accountable, through the Region of Waterloo, to its funders for the funds contributed to the initiative, and to the Region of Waterloo as the host and signatory to those agreements. The Immigration Partnership is responsible to the Region of Waterloo, in its role as host, for the financial, legal, and administrative requirements of the funding and the project.

Decision making

All members of Council are equal voting partners for decision-making and all members should have their perspectives heard. For an Immigration Partnership Council meeting quorum to be achieved, at least 8 voting members (including a Chair or their alternate) must be present at the meeting. If there are less than 8 members, voting will be deferred. The Chair will seek consensus decisions from those present based on the following:

- Asking members to identify a number between 1-5 regarding their thoughts on a decision

- Levels 1 – 4 = Consensus
  1. Fully Support
  2. Support with reservations
  3. Acceptable
  4. Will not block it; can live with it
  5. Need more information / discussion
  6. No, cannot accept it

- If a member indicates a 5 or a 6, individuals will be asked explain their questions, concerns or alternatives. It will be discussed further in an attempt to reach a decision. In some cases it may need to be moved to another date for further discussion.
Where a decision needs to be made to ensure work progresses, and in the event that consensus cannot be reached, a vote will take place with the final decision made by majority rule.

The Council will speak with one voice. Once a Council decision has been made, if a member has a dissenting opinion, the member should state Council’s position on the issue and re-direct inquiries to the Chair or Immigration Partnership Manager. Should a member find him/herself with a dissenting opinion that cannot be resolved, he/she has the option of resigning from the Council.

Council Chair and Vice Chair

The Council will have a Chair and Vice Chair. The Chair is responsible for the effective functioning of the Council in its role of governing the Immigration Partnership. The Chair and Vice Chair require skills in involving and engaging others in dialogue, and motivating members of Council.

Each year, Council will vote in a new Vice Chair. They will fulfill their term as Vice Chair for a period of 12 months, at which time they will then assume the role of Chair for the next 12 months. Any voting member of Council can be considered for the role of Vice Chair, and subsequently the Chair.

Responsibilities of the Chair are to:

- Lead, facilitate and Chair meetings of the Immigration Partnership Council
- Ensure Council follows agreed rules of conduct, including decision-making, conflict of interest and general Council responsibilities
- Ensure discussion content at meetings is related to issues of which the Council has the power and authority to make decisions or take action
- Serve as public spokesperson for the Immigration Partnership Council, in conjunction with the Manager
- Work closely with the Immigration Partnership Manager to prepare Agenda’s and other support as required
- Member of the Council Leadership Team
- Work with the Immigration Partnership Managers host supervisor to participate in annual performance development of the Immigration Partnership Manager. This will include an annual check-in, will follow the guidelines for staff performance development according to the Host agency, and cover additional areas of assessment as determined by the Council as a whole.

Responsibilities of the Vice Chair:

- Work closely with the Council Chair and Immigration Partnership Manager to prepare Agenda’s and other support as required
- Member of the Leadership Team of Council
- Act as back-up for the Chair as required.

**Council Vice Chair Selection Process**

To select a Chair and/or Vice Chair, the Immigration Partnership Manager will send an email to Council asking for volunteers to take on the Vice Chair role for 1 year, and assume the Chair role for the following year. Individuals will respond via email to the Immigration Partnership Manager by a nominated date. The Immigration Partnership Manager will send an email to all Council members notifying them of the name/s of volunteers for the role of Chair and/or Vice Chair. Each Council member will cast a vote (for each role if required). The Immigration Partnership Manager will count the votes and identify the individual with the highest votes, and recommend them for the role of Chair or Vice Chair respectively. Council will approve.

**Council Members Term and Selection Process**

Council members will have a term of two years, renewable for one additional term by application through expression of interest. Council membership renewal will be staggered to ensure a balance of continuity and refreshed Council membership.

Each year, when there are anticipated to be end of term vacancies, expressions of interest will be sought from the Immigration Partnership stakeholders and broader community. The Leadership / Executive team will act as the Selection Committee and will review expressions of interest and approve new members. The Immigration Partnership Manager will be part of this committee to provide recommendations, but will not be a voting member.

When there are unanticipated vacancies, a recommendation committee will be formed from existing Council members, and recommendations for new membership will be made to full Council, for approval.

**Staff Support**

The Immigration Partnership Manager and Program Assistant will provide ongoing support to the Council. The Immigration Partnership staff will be available to support Council initiatives as required.

This Terms of Reference is a living document. It will be refined as necessary by the Council and will be reviewed at least annually.

*Updates: January 2011; March 2013; November 2013*
Community Action Plan
2014 - 2016
Message from the Chair and Manager

We are delighted to present the Community Action Plan 2014-2016 (CAP). This Plan is an update to the original 2010 Plan that will guide the priorities of the Immigration Partnership over the next three years. It serves as a framework to ensuring the successful settlement, integration and community involvement of immigrants in Waterloo Region.

The development of this Plan has involved the engagement of over 150 people including immigrants, service providers, settlement agencies, community agencies, government representatives, and employers. This broad-based approach has not only served to strengthen the Plan itself, but has also led to the forging of new relationships and partnerships as we work toward the shared goal that Waterloo Region will be a community where immigrants and refugees settle, work and belong.

Specifically, we want to extend our appreciation to the members of the Immigration Partnership for their passion and commitment throughout the CAP update process. Their support through participation in consultation sessions and additional meetings, offering extensive feedback to the report and overall enthusiasm to making the CAP the best that it can be has been remarkable.

We look forward to working together with you all to address the priorities in the CAP. Although there are opportunities and challenges inherent to this important work, we are confident that as an Immigration Partnership and as a community, we have what it takes to continue to make a difference. Together, the possibilities are infinite.

We look forward to the continuing journey.

John Haddock
Chair,
Immigration Partnership Council

Jo-Anne Gibson
Manager,
Immigration Partnership
Background

The Waterloo Region community has always welcomed and benefitted from immigration. Today, about 23% of Waterloo Region residents are immigrants or refugees from diverse regions of the world, with expected growth to 30% by 2031. Waterloo Region is one of the top seven communities in Canada for recent immigrants and refugees on a per capita basis.

The Immigration Partnership is a community-wide initiative focused on facilitating the successful settlement, integration and community involvement of immigrants in Waterloo Region. Planning for the Immigration Partnership began in 2009 and was supported by funding from Citizenship and Immigration Canada (CIC). Throughout 2009 and 2010, the Waterloo Region Immigrant Employment Network (WRIEN), the Region of Waterloo and other community partners developed a local immigration partnership structure and Community Action Plan that included the following Immigration Partnership vision and mission:

Vision: Waterloo Region will be a community where immigrants and refugees settle, work and belong.

Mission: The Immigration Partnership helps facilitate successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.

The structure of the Immigration Partnership is multi-layered, consisting of a leadership Council as well as steering groups representing three different pillars: Settle, Work and Belong. Action groups formed by the Immigration Partnership Council and/or the steering groups facilitate specific projects and implement initiatives.

Community Action Plan (CAP)

The CAP provides a framework for achieving the mandate of the Immigration Partnership. It focuses on actions that can be accomplished through building upon existing community strengths and the formation of strong partnerships. The first CAP was developed in 2010 and was subsequently reviewed in 2011 and 2013. During this period, the Immigration Partnership released a number of documents to further understand some of the identified gaps, including the Settlement Systems Mapping Project, Mental Health Services Inventory, and the Employment Services Inventory. To access these and other reports, visit the Immigration Partnership website at www.immigrationwaterlooregion.ca.

For the Immigration Partnership, the definition of immigrants “includes people who immigrated a long time ago or more recently, refugees and refugee claimants, immigrants who are and are not Canadian citizens and all newcomers to Canada, who are living in Waterloo Region.”
In 2013, Council provided direction for the Immigration Partnership to refresh and update the CAP to guide the Partnership over the upcoming three years. This involved assessing past progress (refer to the Progress Update 2011-2013 on the Immigration Partnership website) as well as setting future priorities through extensive consultation with immigrants, service providers, settlement agencies, community agencies, government representatives, and employers throughout summer and fall 2013. During the CAP update process, there was emphasis on communication and collaboration across the pillars as well as creating clarity around the purpose and impact of the Immigration Partnership. This approach was informed by recommendations emerging out of the Developmental Evaluation 2011-2012 that assessed the impact of the Immigration Partnership.

While some issues in the community have remained consistent in the various pillar areas since 2010, the current CAP goes beyond identifying issues to include focused, purposeful and actionable activities for change. The evolution of the CAP also corresponds with the Immigration Partnership's increased presence, strong relationships in the community and ability to mobilize system change activity. The CAP includes 10 overarching goals and related strategic directions (not listed in order of importance), 24 priority action areas and many possible activities across the three pillar areas. For the list of possible activities, refer to the Full Report on the Immigration Partnership website. The CAP reflects the deep appreciation that the Immigration Partnership is focused on complex community issues that defy simple and linear solutions, and that the needs and circumstances of the community may change over time. As such, emphasis has been placed on the importance of nimbleness and flexibility.

**Implementation of the CAP**

The CAP will be implemented collaboratively by steering groups and community members with support from the Immigration Partnership Council and the Immigration Partnership staff team. Implementation will involve both engaging new partners and supporting related activities that are led by other local community groups and organizations. This collaborative approach is essential to developing creative and timely solutions that foster an inclusive and welcoming community for immigrants in Waterloo Region.

Steering group implementation plans detail and prioritize activities with the goal of making progress on all priority action areas by the end of 2016. There are opportunities for cross-collaboration as some priority action areas and activities extend across more than one pillar area. An annual report to the community is proposed for release in March 2015 to report on CAP progress.

The pages that follow include the core action plans for the Settle, Work and Belong Pillars.
**Settle**

**Strategic Direction 1**
Strengthen awareness of and access to community supports for immigrants and refugees

**Overarching Goal:** Improve quality of life for immigrants and refugees

1.1 Develop community supports for refugee claimants specifically geared toward their first eight weeks in Waterloo Region

1.2 Work with mental health service providers to improve service delivery through increased awareness of immigrant and refugee-specific issues

**Strategic Direction 2**
Strengthen awareness of and access to healthcare supports for immigrants and refugees

**Overarching Goal:** Improve health outcomes for immigrants and refugees

2.1 Develop an education strategy for health service providers to improve service delivery to immigrants and refugees

2.2 Work with the Waterloo Wellington Local Health Integration Network (WWLHIN) to prioritize services for immigrants and refugees

2.3 Building on past work, implement and enhance existing protocols for access to interpretation services within the healthcare system

**Strategic Direction 3**
Strengthen awareness of and access to education and language supports for immigrants and refugees

**Overarching Goal:** Reduce barriers to settlement and maximize positive outcomes for immigrants and refugees

3.1 Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged

3.2 Develop an integrated English as a Second Language learning model for adults focused on practical use of language

**Strategic Direction 4**
Reduce housing-related barriers for immigrants and refugees

**Overarching Goal:** Increase the stock, quality and accessibility of affordable housing for immigrants and refugees

4.1 Define and address issues related to accessible, affordable and quality housing for immigrants and refugees

4.2 Enhance the existing Emergency Shelter referral protocol to include settlement services
WORK

**Strategic Direction 5**
Increase awareness of and opportunities related to immigrant employment

**Overarching Goal:** Enhance immigrant access to the skills and supports needed to gain and retain meaningful employment

5.1 Develop and deliver employment preparation courses for immigrants
5.2 Enhance job retention supports for immigrants
5.3 Increase knowledge of and referral to community support services among employment service providers

**Strategic Direction 6**
Strengthen employer understanding of the value of creating a more diverse workforce

**Overarching Goal:** Enhance employment opportunities for immigrants and increase employer recognition of the high value of the skills and experience immigrant employees can bring to Waterloo Region

6.1 Develop and deliver diversity training for employers
6.2 Develop strategies and tools to encourage employers to hire immigrants
6.3 Provide support to relevant economic/workforce development initiatives to identify existing skills, address gaps, and work with community partners to attract employers and skilled immigrants to the region

**Strategic Direction 7**
Streamline/maximize employer access to immigrant talent

**Overarching Goal:** Increase immigrant connections to potential employment opportunities

7.1 Develop a common access point for employers looking to hire immigrants (i.e., virtual, physical)
BELONG

**Strategic Direction 8**
Increase public awareness of the value of a diverse and welcoming community

**Overarching Goal:** A culture of inclusivity in a diverse and welcoming community
8.1 Develop and implement a public education campaign to increase cultural sensitivity
8.2 Increase understanding and respond to issues of immigrant isolation

**Strategic Direction 9**
Promote civic education, participation and leadership for immigrants

**Overarching Goal:** A cohesive community with an inclusive civic identity and enhanced immigrant participation in civic affairs
9.1 Develop an initiative to increase immigrant awareness of services provided by Municipal/Regional government and the school systems
9.2 Strengthen immigrant participation in the Municipal process
9.3 Create/enhance immigrant leadership development programs

**Strategic Direction 10**
Promote community-wide organizational change to ensure inclusive practices

**Overarching Goal:** Organizational practices that facilitate full immigrant participation in political, economic, social and cultural life
10.1 Support organizations to enhance, develop and/or implement inclusive practices
10.2 Share strategies and develop initiatives for parenting in a new society
10.3 Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged

For more information, please contact the Immigration Partnership Manager:

Name: Jo-Anne Gibson
Phone: 519-575-4757 ext. 3171
Email: jgibson@regionofwaterloo.ca

This document is available in alternate formats upon request: Document #1558331, March 2014
Region of Waterloo

Planning, Housing and Community Services

Community Services

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

Date: April 1, 2014  

File Code: H10-06

Subject: 2013 Volunteer Programs at Region of Waterloo Museums

Recommendation:

For information

Summary:

The volunteer opportunities available at the Waterloo Region Museum, Joseph Schneider Haus and McDougall Cottage encourage community engagement in the museums and enhance the visitor experience.

In 2013, about 1700 volunteers contributed more than 24,000 hours to the Region’s three museums and related events, including Doors Open Waterloo Region, EcoFest and the Waterloo Wellington Children’s Groundwater Festival.

The Region and its museums are partners in National Volunteer Week activities planned in the community from April 6 to 12, 2014. Each year, communities across Canada set aside this week to honour and celebrate the efforts of individuals who generously donate their time and talents to make their communities a better place to live. Specifically, Community Services will host our volunteers at the 24th annual Volunteer Appreciation Breakfast on Wednesday, April 9 from 7:30 to 10 a.m., at the Waterloo Region Museum.

Report:

Waterloo Region Museum

Waterloo Region Museum has a strong and diverse volunteer base. Volunteers bring a range of experiences, knowledge and skills that complement staff resources. They also provide a valuable link to our community by actively promoting and supporting the museum activities. As a result, interest in volunteer opportunities continues to be strong and the requests for placements often exceed the number of openings.
In response, the Waterloo Region Museum is striving to create new volunteer opportunities and partnerships. The new Ambassador and Gallery Exhibit Animator positions were an enormous success and 25 new volunteers joined our program. Several new research positions were created including the Hall of Fame research project. Five new volunteers have completed 75 research reports on the more than 400 inductees.

Volunteers continue to provide highly specialized skills and support in the Conservation Labs. Two volunteers are diligently working on the museum’s horological (clock) collection. This year another volunteer began researching the museum’s taxidermy collection.

The living history site continues to be a popular opportunity for volunteers who enjoy demonstrating turn of the century activities, such as daily chores, traditional crafts and handwork, musical performances and woodworking. As well, a passionate team of heritage garden volunteers continue to contribute hundreds of hours annually maintaining the site’s beautiful historic gardens.

Special events provide leadership and formal volunteer opportunities on one of our many committees. Support for the Waterloo Wellington Children’s Groundwater Festival and EcoFest continues to grow. New committees, such as the Forest Festival, First Peoples Festival and Heritage Fair are creating new partnerships with community members. The Hall of Fame has 45 long term volunteers serving on the Board of Governors, Sports Committee and Community Pioneer/ Builders Committee. This year five new members from the community joined the Hall of Fame group.

The Friends of Waterloo Region Museum continue to raise awareness of museum programs and make significant contributions each year. The Friends are working with the museum’s staff to explore new opportunities to support the museum’s volunteers and volunteer program.

**Joseph Schneider Haus**

Volunteers continue to be an essential element in the success of the Joseph Schneider Haus. In 2013, volunteers contributed time weekly, participated in monthly committee meetings and assisted with events.

The museum’s very successful Junior Interpreter program is an important part of the living history interpretation offered at the museum. This dedicated group of young boys and girls between the ages of eight and 19 represent the children of this busy farm family on weekends and at special events, allowing visitors to see the house functioning with a number of children participating in farm and domestic activities. In addition to their monthly shifts, they assist at special events throughout the year such as March Break, the Easter Egg Hunt and Culture Days.

Volunteers continue to work at the reception desk, assisting staff with general reception duties, greeting visitors and even helping with off-site promotion at events such as the Heritage Showcase. The museum is fortunate to have dedicated volunteers who assist
with collections management projects and cataloguing the museum’s library holdings.

The Friends of Joseph Schneider Haus continue to make a significant contribution to the life of the museum. The programs they support and administer annually include the Folk Artist Residency, the Edna Staebler Research Fellowship, the Quilt Block Contest and the museum’s Gift Shop.

Of all the volunteers, the resident Folk Artist contributes the greatest number of individual hours to the museum. In 2013, for the first time, Schneider Haus had two resident artists, Woodworker/Performers Trevor Ewert and Sarah Granskou of Kitchener. Trevor and Sarah were on hand for many events and held workshops and performances throughout the year.

**McDougall Cottage**

The base of support for and awareness of, McDougall Cottage is steadily growing. Each year, volunteers participate in and assist with programming in a variety of ways. A volunteer group has been helping with the presentation and adjudication of the Annual Wee Quilt Challenge, now in its eleventh year, and a group of more than 25 musicians regularly takes part in the popular kitchen ceilidhs. Pipers from the community pipe down the sun from the banks of the Grand River on Thursdays in July, August and September, reminding Cambridge residents of the presence of McDougall Cottage in the cultural landscape.

Our Scotsman-in-the–garden, John Tennent, was assisted again this year by master gardener Irene Thurston and collectively, they contributed in excess of 230 hours of love and attention to the wee Cottage gardens. Thanks to their conscientious efforts in previous years, the gardens are in a maintenance mode requiring less ongoing attention than in years gone by. Other volunteers have performed a variety of services to advance the programs of the Cottage including photography, special event delivery and demonstrations.

The Friends of McDougall Cottage continued to guide and raise funds for the annual Musician-in-Residence (MIR) program. The 2013 MIR was fiddler, Dan MacDonald of Cape Breton, Nova Scotia. Highlights of his year included fiddle workshops at which participants learned the secrets of the Cape Breton style and a Cape Breton Square dance that got visitors’ toes tapping.

The key fundraising event sponsored by the Friends was “Paint the Grand”, where artists were invited to set up within walking distance of the Cottage and paint a piece “en plein air”. Fifteen local artists volunteered to participate in the event. The resulting donated works of art formed the basis of an exhibit and silent auction which ran from mid-September to mid-December.
Summary of Volunteer Contributions at Museums in 2013

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region Museum</td>
<td>959</td>
<td>15,031</td>
</tr>
<tr>
<td>Joseph Schneider Haus</td>
<td>197</td>
<td>4,949</td>
</tr>
<tr>
<td>McDougall Cottage</td>
<td>69</td>
<td>918</td>
</tr>
<tr>
<td>Doors Open</td>
<td>480</td>
<td>3,133</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,705</strong></td>
<td><strong>24,031</strong></td>
</tr>
</tbody>
</table>

Volunteer Recognition and Support

Celebrating volunteer achievements is essential to attracting and retaining a team of dedicated volunteers. Recognition and acknowledgment of volunteer contributions is an ongoing and integral part of the volunteer management process. Museum staff express appreciation for volunteer contributions both informally and formally.

Volunteers receive a genuine thank you for their contributions whenever they are on site. Tea, coffee and snacks are always available. Throughout the year, volunteers are invited to a variety of special events from breakfasts, lunches or simple meals. Small recognitions items are provided and flowers or books for special occasions.

Staff welcomes volunteers from the Community Services Division programs at the annual volunteer appreciation breakfast in April. In addition, all Regional volunteers are invited to the annual Volunteer Appreciation Event held at the Waterloo Region Museum each December, where more than 500 volunteers and their family members enjoy an afternoon of entertainment, treats and traditional Christmas celebrations.

Volunteers are also formally recognized for their contributions. In 2013, seven individuals from the Waterloo Region Museum received Provincial Volunteer Service Awards: Warren Stauch – 50 years, Alison Jackson – 30 years, Ursula McCloy 10 years, Kelly Smith – 10 years, Andrew Smith – 10 years, Isobel Beaudette – 5 years, and Rachel Keyes and Kevin McCloy received youth awards. Four individuals from Joseph Schneider Haus received Provincial Volunteer Service Awards: Carolyn Anderson – 10 years, Kathy Bissett – 20 years, Senta Ross – 10 years, and Raija Gaskell – 5 years.

Long term Regional volunteer Patricia Wagner was the recipient of the Ontario Heritage Trust, Lieutenant Governor’s Life Time Achievement Award for her more than 25 years of dedication to the promotion, preservation and protection of our community’s heritage.

Long term Waterloo Wellington Children’s Groundwater Festival volunteer and founding member Peter Gray was the recipient of the Ontario Heritage Trust, Lieutenant Governor’s Life Time Achievement Award for his more than 20 years of dedication to
the promotion, preservation and protection of our community’s natural heritage.

Kelly Smith was the recipient of the Ontario Heritage Trust, Cultural Heritage Certificate of Achievement for her leadership roles with the Friends of the Waterloo Region Museum. Resurrection Catholic Secondary School was the recipient of the Young Heritage Leaders Award for their ongoing support of the Waterloo Wellington Children’s Groundwater Festival.

**Volunteer Training**

One of the most effective methods for increasing volunteer success, satisfaction and retention is to offer training and development opportunities. The results of the Cultural Sites Program Review 2012-2013 confirmed the need to consistently offer training opportunities for volunteers.

All volunteers receive training on the Accessibility for Ontarians with Disabilities Act (AODA) requirements, and on customer service. At the museums, the creation of new volunteer opportunities has lead to the development of new training programs and materials on customer service, working with the public, exhibit activities and interpretation. Volunteers have the opportunity to participate in general orientation programs, position specific training programs and specialized skills training.

**Corporate Volunteer and Placement Guidelines**

The Region’s Corporate Strategic Plan for 2011-2014 includes the development of a corporate volunteer management strategy and work plan. The first step was the creation of a Corporate Volunteer and Placement Guidelines manual. The Coordinator of Volunteer Services at the Waterloo Region Museum was seconded to lead the project. More than 23 staff members representing 17 different programs and departments provided input.

The purpose of the Corporate Volunteer and Placement Guidelines is to effectively engage and support volunteers and placements in Regional programs and services. The guidelines will help guide day to day volunteer and placement management practices at the Region. They include a comprehensive set of tools and resources including Regional waivers, forms, and customizable templates.

**Area Municipal Consultation/Coordination**

The Coordinator of Volunteer Services at the Waterloo Region Museum provides advice to coordinators of volunteer programs at the area municipalities.

**Corporate Strategic Plan:**

The volunteer opportunities and recognition programs provided through the Region’s museums support the Region’s values of Service, Respect, Innovation and Collaboration. Development of the Corporate Volunteer and Placement Guidelines manual supports Strategic Focus area 5, *Service Excellence*, specifically action 5.6.2 “Develop a corporate volunteer management strategy and work plan.”
Financial Implications:

Nil.

Other Departmental Consultation/Concurrence:

The Regional Volunteer Advisory Committee, with Department representatives from across the corporation, and with the support of the Directors of Employee & Organizational Effectiveness, and Community Services, continue working toward the development and implementation of consistent volunteer management practices and standards.

Attachments:

Nil.

Prepared By: Antoinette Duplessis, Assistant Curator
              Deborah Young, Coordinator of Volunteer Services

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
Social Services Administration

Date: April 1, 2014

Memorandum

To: Chair Sean Strickland and Members of the Community Services Committee
From: Douglas Bartholomew-Saunders, Commissioner, Social Services
File Code: A26-20
Subject: 2013 Social Services Annual Report

The 2013 Annual Report of the Social Services Department is now available. A copy has been attached separately. The new format of this Annual Report speaks to why these services are provided, the total investment from all funders in each of the Divisions and offers highlights of outcomes and metrics for each. The report has been posted to our website and brought to the attention of our community partners as well.

For further information please contact Douglas at 519-883-2170 or dbartholomew-saunders@regionofwaterloo.ca or the appropriate Director for the Division of interest.
To: Sean Strickland and Members of Community Services Committee
From: David Dirks, Director, Employment and Income Support
Chris McEvoy, Social Planning Associate, Social Planning, Policy and Program Administration

File No.: S14-20
Subject: Employment & Income Support Community Advisory Committee Annual Report

The 2013 Employment and Income Support Community Advisory Committee (EISCAC) Annual Report is now available.

The EISCAC provides a forum for stakeholders to provide advice on the programs and services delivered by the Employment and Income Support (EIS) division of Region of Waterloo Social Services. The EISCAC meets six times per year and includes 35 members. Members include Ontario Works/Ontario Disability Support Program participants, community agencies and partners, funders, business representatives and Regional staff. The Committee is chaired by Councillor Jane Mitchell. The goal of the EISCAC is to improve the services provided to the residents of Waterloo Region through Employment & Income Support.

This annual report shares some of the activities and accomplishments completed by the EISCAC throughout the 2013 year.

For further information, please contact Chris McEvoy, Social Planning Associate, (519-883-2302, cmcevoy@regionofwaterloo.ca) or David Dirks, Director, Employment & Income Support (519-883-2179, ddirks@regionofwaterloo.ca).

Attached separately: 2013 Employment & Income Support Community Advisory Committee Annual Report
Region of Waterloo
Planning, Housing and Community Services

Housing

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

Date: April 1, 2014   File Code: D27-80

Subject: Updated Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes (Housing Action Plan)

Recommendation:

That the Regional Municipality of Waterloo endorse the updated Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes (Housing Action Plan), as outlined in Report P-14-041, dated April 1, 2104, and submit it to the Ministry of Municipal Affairs and Housing (MMAH) in fulfillment of the housing component of the Region’s 10 Year Housing and Homelessness Plan (as described in Report P-14-042/SS-14-011).

And that the Regional Municipality of Waterloo forward a copy of Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes (Housing Action Plan) to local MPs, MPPs, Association of Municipalities Ontario (AMO), Canada Mortgage and Housing Corporation (CMHC) and Area Municipalities.

Summary:

Waterloo Region’s Housing Action Plan is an updated Regional long-term plan for housing that fulfills a number of objectives:

- Provides Waterloo Region with a long-term plan for housing with appropriate actions to address local housing needs and issues for low to moderate income households.
- Along with the Region’s Homelessness to Housing Stability Plan (approved in March 2012), meets Ontario’s new Long Term Affordable Housing Strategy (LTAHS) requirement for municipalities to develop 10-year Housing and Homelessness Plan to address local housing and homelessness needs.
- Satisfies other legislative requirements, as described in the Ontario Housing Policy Statement (OHPS), Provincial Policy Statement (PPS), the Provincial Growth Strategy as outlined in Places to Grow: Growth Plan for the Greater...
Toronto Horseshoe, 2006 (P2G), and the Region’s Official Plan (ROP).

- Informs the Affordable Housing Strategy (AHS), a shorter-term plan to address the need for more affordable housing, which assists in the strategic investment of potential funding from senior levels of government.

The Housing Action Plan updates the earlier plan, Waterloo Region in the 21st Century: A Community Action Plan for Housing (the Housing Action Plan), which was endorsed by Regional Council in June 2005 (Report P-05-073). Together, the Housing Action Plan and the Homelessness to Housing Stability Strategy, All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region, will address requirements set out in the LTAHS to develop 10-year plans to address local housing and homelessness needs. The Homelessness to Housing Stability Strategy also sets out both a Policy Framework and an Action Framework, and was previously approved by Regional Council in March 2012 (SS-12-052).

The Region, in its role as Service Manager for Housing and Homelessness, is required to submit the updated Housing Action Plan to the Minister of Municipal Affairs and Housing, along with Council’s previously approved Homelessness to Housing Stability Strategy, to allow for comments. Any comments made by the Minister will be brought back for Council’s consideration in the final (amended) Housing Action Plan.

The Region undertook a comprehensive planning exercise to update the Housing Action Plan, including community consultations in April 2013, October 2013, and March 2014. The feedback from these consultations informed the Key Strategic Directions and Actions included in the Plan, along with a work plan to accomplish the actions.

The Housing Action Plan outlines five Strategic Directions, highlighted below, and 28 Actions (see Appendix A):

1. Improve housing affordability in Waterloo Region;
2. Expand supports in Community Housing needed to obtain and retain housing;
3. Encourage a range of housing options across Waterloo Region
4. Improve the effectiveness of the housing system; and
5. Retain and maintain existing affordable housing stock in Waterloo Region.

The final phase is developing the implementation plan that will document the timing and identify responsible parties for the action items in the Housing Action Plan, scheduled to occur April to June 2014.

**Report:**

In June 2005, Waterloo Region in the 21st Century: A Community Action Plan for Housing (the Housing Action Plan), was endorsed by Regional Council (Report P-05-073). The Housing Action Plan was designed to address a broad range of housing issues not yet dealt with in other Regional housing strategies, such as the Affordable Housing Strategy. The Housing Action Plan was developed to determine the state of housing – both rental and homeownership – in Waterloo Region, and to provide a
community-based strategy to address needs and gaps. The intention was to update this plan every five years; however the update was postponed due to impending changes in legislation.

On November 29, 2010, the Province of Ontario launched its Long Term Affordable Housing Strategy (LTAHS) and introduced Bill 140, Strong Communities through Affordable Housing Act, 2010. This strategy offers a high-level vision for housing, with an emphasis on local flexibility and service system management, people-centred services and human services integration. Many of the Regulations to Bill 140 were filed by the Province on August 11, 2011, to further support implementation of the new legislation, which took effect on January 1, 2012. Significant changes included: The Housing Services Act (HSA), which replaced the Social Housing Reform Act, 2000 (SHRA) and detailed the new operating framework for the delivery of housing programs in the Province of Ontario; the consolidation of homelessness and housing programs to replace the current program-focused framework and provide municipal Service Managers with increased flexibility to meet local needs; and the requirement for a local ten-year joint local Housing and Homelessness plan that will create opportunities for consultation and collaboration to address both local needs and Provincial interests.

Staff has now completed the update of the Housing Action Plan so that our community can be better prepared to address current and changing community identified housing needs, with a focus on those households with low to moderate incomes. It identifies actions that will improve affordability, expand supports, encourage a range of housing options, increase system effectiveness and maintain existing stock.

The updated Housing Action Plan, along with the Homelessness to Housing Stability Strategy, will fulfill new provincial requirements for a 10-year Housing and Homelessness Plan that must be submitted to the Province in 2014. The Homelessness to Housing Stability Strategy, which has already been approved by Regional Council (SS-12-052), also includes a Policy Framework and an Action Framework with actions ranging from the prevention of housing loss to systemic approaches to ending homelessness in Waterloo Region.

The Housing Action Plan works to realize the larger vision of the community, as stated in the Region’s Official Plan: “Waterloo Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.” It includes actions that consider, and incorporate wherever possible, Waterloo Region’s vision for a sustainable and liveable region, including those that encourage compact growth, the integration of a broader transit focus (including Rapid Transit) and initiatives that work to preserve and protect the Region’s environmental and agricultural systems. It will also coordinate with housing requirements as set out in the Ontario Housing Policy Statement (OHPS), the Provincial Policy Statement (PPS) and Places to Grow: Growth Plan for the Greater Toronto Horseshoe, 2006 (P2G), by setting out affordable housing targets for the Region and Area Municipalities.

Finally, the broader and longer term Housing Action Plan helps to inform the more specific and shorter term Affordable Housing Strategy (AHS). The Region of Waterloo
initiated its first Affordable Housing Strategy in 2001, and enhanced it in 2005, with a total target of creating at least 1,500 new affordable housing units by the end of 2008. The most recent AHS 2008-2013 had a new goal to create at least 500 new affordable housing units. By the end of 2013, the Region helped to create a total of 2,062 units. Staff are developing a new draft AHS to bring forward for Regional Council’s consideration in 2014.

Community Consultation

The Region was required under the LTAHS to undertake a comprehensive planning exercise to update the Housing Action Plan, including community consultations.

The first round of community consultations, “Thinking About….Housing Issues in Waterloo Region”, were conducted in April 2013 both on-line and in-person to understand how people in our community define the needs and barriers to housing in Waterloo Region. The document “Waterloo Region: A Housing Overview” was provided to serve as a reference on the current housing environment in Waterloo Region. It included information on population and household characteristics, housing affordability and an overview of housing issues. The information from these consultation sessions was summarized in the document “What We Heard….Housing Issues in Waterloo Region”, which was distributed to the Community Services Committee on October 1, 2013.

The second round of community consultations, “Thinking About…Housing Solutions for Waterloo Region”, were conducted in October 2012 both on-line and in-person, and focused on creating solutions for the housing issues identified by the community. Feedback from this consultation was used to develop Strategic Directions and Actions to address the housing issues identified in the April consultation sessions.

Lastly, the draft Housing Action Plan was circulated to housing stakeholders for their feedback in March 2014.

Next Steps

The final phase is developing the implementation plan that will document the timing and identify responsible parties for the action items in the Housing Action Plan, scheduled to occur April to June 2014.

Area Municipal Coordination/Consultation

Area Municipal planning staff was invited to participate in the Housing Action Plan consultation process. They were also asked to give preliminary comment on the proposed Housing Targets included in the draft report, and will be given further opportunity for more in-depth feedback and refinement of these targets. Area Municipalities will receive the Housing Action Plan report after Council’s consideration of the final plan, and will be involved in the implementation of relevant Strategic Directions and Actions. The Regional Official Plan (ROP) includes requirements for the Region to collaborate with Area Municipalities and other agencies in the preparation and regular updates of the Community Action Plan for Housing (now named the Housing Action
Plan) and Homelessness to Housing Stability Strategy.

**Corporate Strategic Plan:**

This report 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”. The long-term planning for housing (Housing Action Plan) also addresses Focus Area 5: Deliver excellent and responsive services that inspire public trust.

**Financial Implications**

The costs of developing the Housing Action Plan have already been provided for in the approved 2013 annual budgets Housing. Any new initiatives or programs as a result of the Housing Action Plan will emerge during the implementation of the Strategic Directions and Actions, and will be the subject of future reports for Council’s consideration.

**Other Department Consultations/Concurrence:**

Social Services – Social Planning, Policy & Program Administration, and Corporate Resources – Legal and Finance have provided input on this report. Community Planning staff were also consulted as to how the Housing Action Plan relates to the final approval of the (new) ROP.

**Attachments:**

Appendix A - Waterloo Region’s Housing Action Plan 2014-2024
(Note: the full report with appendices are available in the Council library and in Planning, Housing and Community Services.)

**Prepared By:** Carolyn Crozier, Principal Planner
Deb Schlichter, Director, Housing

**Approved By:** Rob Horne, Commissioner, Planning, Housing and Community Services
Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes

Housing Action Plan

2014 – 2024

DRAFT
This document can be cited using the following citation:

# Table of Content

Table of Content

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Phase 1: What We Know</td>
<td>2</td>
</tr>
<tr>
<td>Phase 2: Thinking About... Housing Issues in Waterloo Region</td>
<td>2</td>
</tr>
<tr>
<td>Phase 3: What We Heard</td>
<td>3</td>
</tr>
<tr>
<td>Phase 4: Thinking About... Housing Solutions for Waterloo Region</td>
<td>3</td>
</tr>
<tr>
<td>Phase 5: Draft Housing Action Plan and Consolidation</td>
<td>3</td>
</tr>
<tr>
<td>Phase 6: Implementation Plan</td>
<td>4</td>
</tr>
<tr>
<td>2. Local Context – The Housing Environment in Waterloo Region</td>
<td>5</td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Fast Facts and Figures</td>
<td>5</td>
</tr>
<tr>
<td>Priority Groups</td>
<td>9</td>
</tr>
<tr>
<td>Persons with Disabilities</td>
<td>9</td>
</tr>
<tr>
<td>Victims of Domestic Violence</td>
<td>10</td>
</tr>
<tr>
<td>Aboriginal Persons</td>
<td>10</td>
</tr>
<tr>
<td>Seniors (65+)</td>
<td>11</td>
</tr>
<tr>
<td>Immigrants</td>
<td>11</td>
</tr>
<tr>
<td>Local Learnings: Community Identified Housing Issues</td>
<td>12</td>
</tr>
<tr>
<td>1: Housing affordability</td>
<td>13</td>
</tr>
<tr>
<td>2: Supports to obtain and retain housing</td>
<td>13</td>
</tr>
<tr>
<td>3: Range of housing</td>
<td>13</td>
</tr>
<tr>
<td>4: Effectiveness of housing system</td>
<td>13</td>
</tr>
<tr>
<td>5: Retaining and maintaining housing stock</td>
<td>13</td>
</tr>
<tr>
<td>3. Housing Action Plan</td>
<td>14</td>
</tr>
<tr>
<td>Vision</td>
<td>14</td>
</tr>
<tr>
<td>Principles</td>
<td>14</td>
</tr>
<tr>
<td>Roles</td>
<td>15</td>
</tr>
<tr>
<td>Federal and Provincial Governments</td>
<td>15</td>
</tr>
</tbody>
</table>
Region of Waterloo ............................................................................................................................................... 15
Area Municipalities ............................................................................................................................................. 15
Non-Profit and Cooperative Housing Providers ................................................................................................. 16
Local Service Agencies ....................................................................................................................................... 16
Private Sector (Homebuilding, real estate and private rental industry) ............................................................ 16
Community ....................................................................................................................................................... 16
Keys to Success – A Policy Framework .................................................................................................................... 17
Housing Action Plan – An Action Framework ....................................................................................................... 17
Strategic Direction 1: Improve housing affordability in Waterloo Region ....................................................... 18
Strategic Direction 2: Expand supports needed to obtain and retain Community Housing* .............................. 19
Strategic Direction 3: Encourage a range of housing options across Waterloo Region ................................... 20
Strategic Direction 4: Improve the effectiveness of the housing system ............................................................... 21
Strategic Direction 5: Retain and maintain existing affordable housing stock in Waterloo Region .................. 22
Actions Already Underway .................................................................................................................................... 23
4. An Affordable Housing Target for Waterloo Region ......................................................................................... 24
Next Steps ............................................................................................................................................................ 25

Appendix A – Waterloo Region: A Housing Overview, 2013
Appendix B – What We Heard: Talking About Housing Issues in Waterloo Region, 2013
Appendix C – Affordable Housing Targets Methodology
1. Introduction

Waterloo Region is a vibrant global community that is experiencing unprecedented growth and change. Already the fourth largest community in Ontario and the tenth largest in Canada, Waterloo Region will continue to grow. This continued growth will add new demands to the local housing market, which is already experiencing existing pressures. In response to changing needs in the community, the Region of Waterloo (the Region) has developed, with the input and support of the community, an update on the 2005 housing plan, "Waterloo Region in the 21st Century: A Community Action Plan for Housing".

This updated housing plan has been renamed as "Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes" (Housing Action Plan) to reflect requirements set out in the Province’s “Long Term Affordable Housing Strategy” (LTAHS), and coordinate with housing requirements set out in the “Ontario Housing Policy Statement” (OHPS), the “Provincial Policy Statement” (PPS) and “Places to Grow: Growth Plan for the Greater Toronto Horseshoe, 2006” (P2G).

The updated Housing Action Plan, in conjunction with other Regional initiatives, works to realize the larger vision of the community, as stated in the Region’s Official Plan: “Waterloo Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.”

Waterloo Region also needs to be a livable region. It should be well designed, accommodate people at all stages of life, offer a variety of employment opportunities and provide easy access to shopping, health care, a range of housing options including affordable housing, education, recreation and other services to meet daily needs. A livable region is one that contains integrated, compact, mixed use communities with distinct senses of place and character that provide people with choices about where they live, work and play.

The Housing Action Plan includes actions that consider, and incorporate wherever possible, Waterloo Region’s vision for a sustainable and liveable region, including those that encourage compact growth, the integration of a broader transit focus (including Rapid Transit) and initiatives that work to preserve and protect the Region’s environmental and agricultural systems.

The Housing Action Plan also addresses community identified housing needs, covering both the rental and ownership market with a focus on those households with low to
moderate incomes. Additionally, the Housing Action Plan sets out affordable housing targets for the Region and the Area Municipalities, and identifies actions that will improve affordability, expand supports, encourage a range of housing options, increase system effectiveness and maintain existing stock.

The Housing Action Plan comprises one half of the Region’s 10 Year Plan for Housing and Homelessness, as required by the Province under the LTAHS and the HSA. Issues around homelessness are being addressed through “All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region” (The Strategy). Completed in 2012 through extensive research and community consultation, the Strategy identifies 40 actions ranging from housing loss prevention and supports to housing, to systemic approaches towards ending homelessness in Waterloo Region. Further information on the Strategy can be accessed at http://socialservices.regionofwaterloo.ca/en/.

Acknowledgement
The Region of Waterloo thanks members of the community who provided their valuable input through the online surveys, community forums, and in-person meetings. The Region is grateful for your time, feedback and support.

Plan Development
The Region was required under the Province’s LTAHS to undertake a comprehensive planning exercise to update the Housing Action Plan. The Region’s process consists of six phases with an emphasis on community consultation and engagement.

Phase 1: What We Know
January – March 2013

Creation of community resource data document covering the current housing environment in Waterloo Region. The document provides information on population and household characteristics, housing affordability and initial identification of housing issues, and serves as a common reference point for the community.

Phase 2: Thinking About… Housing Issues in Waterloo Region
April – May 2013
Community Consultations
The first round of public consultation sessions were held to understand what people in our community consider to be the key housing issues in Waterloo Region. The consultations allowed us to build on the data document and to add a qualitative element to the data.

**Phase 3: What We Heard**
June – September 2013

Creation of summary document of what the Region heard through the community consultation process, including the opinions and perceptions of the individuals who participated. Community feedback was aggregated and sorted into theme areas for the purpose of action identification in the next round of consultations.

**Phase 4: Thinking About… Housing Solutions for Waterloo Region**
October – November 2013
Community Consultations

The second round of community consultations were held to both validate the findings and theming presented in the “What We Heard” document and to develop solutions to address the community identified housing issues. Feedback collected from this round of consultations will be captured and presented in the Housing Action Plan.

**Phase 5: Draft Housing Action Plan and Consolidation**
December 2013 – March 2014

Creation of draft version of the Housing Action Plan, including housing environment overview, action items and outcome measures, for community and Council review, with Council approval being sought in April of 2014. Upon Council approval, the draft Housing Action Plan will be submitted, along with the Region’s Homelessness to Housing Stability Strategy, to the Province to satisfy requirements for a 10 year Housing and Homelessness Plan (H&H Plan).
Phase 6: Implementation Plan

April – June 2014
Report: “Implementing the Region’s Housing Action Plan”

An implementation report documenting the timing and responsible parties for the action items identified in the Housing Action Plan will be drafted. This draft report will again be made available to the community for feedback and presented to Council.
2. Local Context – The Housing Environment in Waterloo Region

The Region was required under the LTAHS to undertake a comprehensive planning exercise to help shape and inform the updated Housing Action Plan. This planning exercise involved developing a demographic overview of the Region’s population and housing characteristics, as well as conducting community consultation sessions about housing issues in an effort to produce a thorough composite of the Region’s housing environment and the issues within it.

Introduction

Waterloo Region is the fourth largest community in Ontario and tenth largest Canada. As a growing community, the Region is experiencing changes in its population and housing characteristics, changes that will add new demands, pressures and needs to a housing environment already experiencing existing pressures. The population is growing and will continue to grow. The number of people aged 65 and older will more than double in the next 20 years. Housing size continues to decrease. These shifts will have an impact on our community’s housing form and supply. Housing affordability is becoming an issue for more households across the region, and continues to be a major issue for households with low incomes. Some segments of the population, including seniors, Aboriginal persons, persons with disabilities, victims of domestic violence and New Canadians, face multiple challenges in finding and securing appropriate, affordable housing in Waterloo Region. Some of these findings are highlighted below. For the complete overview, refer to “Waterloo Region: A Housing Overview” in Appendix A.

Fast Facts and Figures

- Our population is growing - Waterloo Region’s was home to 507,096 people in 2011. The population is forecasted to increase to 729,000 by 2031.

- Our population is aging - the number of seniors in Waterloo Region is expected to more than double, from 62,590 in 2011 to 129,725 by 2031.

- Household formation outpaces population growth, a result of a trend towards smaller households. Household size continues to decrease in Waterloo Region, down to 2.61 in 2011 from 2.69 in 2001.
- House prices (new and resale) have increased 67 per cent over the past 10 years:


<table>
<thead>
<tr>
<th></th>
<th>1992</th>
<th>2001</th>
<th>Increase (%)</th>
<th>2002</th>
<th>2011</th>
<th>Increase (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Home Prices KW</td>
<td>$204,866</td>
<td>$228,469</td>
<td>12%</td>
<td>$229,102</td>
<td>$394,169</td>
<td>72%</td>
</tr>
<tr>
<td>Resale KW</td>
<td>$152,965</td>
<td>$185,352</td>
<td>22%</td>
<td>$196,268</td>
<td>$353,888</td>
<td>78%</td>
</tr>
<tr>
<td>Resale Cambridge</td>
<td>$136,545</td>
<td>$167,188</td>
<td>21%</td>
<td>$178,714</td>
<td>$271,014</td>
<td>52%</td>
</tr>
</tbody>
</table>


- Average market rents across all unit sizes have seen consistent increases over the past 10 years, averaging 18.5 per cent:

### Average Market Rents, 2003 - 2012

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2012</th>
<th>Increase (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor</td>
<td>$517</td>
<td>$644</td>
<td>25%</td>
</tr>
<tr>
<td>1 Bedroom</td>
<td>$646</td>
<td>$753</td>
<td>17%</td>
</tr>
<tr>
<td>2 Bedroom</td>
<td>$754</td>
<td>$908</td>
<td>20%</td>
</tr>
<tr>
<td>3 Bedroom</td>
<td>$943</td>
<td>$1,053</td>
<td>12%</td>
</tr>
</tbody>
</table>


- Waterloo Region has experienced relatively low vacancy rates over the past 20 years. A three per cent vacancy rate is generally considered the target for a healthy rental market. Lower vacancy rates indicate higher demand for apartment units, which adds pressure to rent increase.
Known in the past as social housing, subsidized housing, public housing or Ontario Housing, is called Community Housing in Waterloo Region. Community Housing is an integral part of our local infrastructure.
Community Housing provides a range of housing options for people who have low to moderate income. It is delivered by various Housing Providers, including the Region of Waterloo, under a number of programs:

**Available Units under Various Community Housing Programs**

<table>
<thead>
<tr>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region Housing Units</td>
</tr>
<tr>
<td>Cooperative and Non-Profits Units</td>
</tr>
<tr>
<td>Rent Supplement Units</td>
</tr>
<tr>
<td>New Rental Units Under the Affordable Housing Strategy</td>
</tr>
<tr>
<td>Affordable Home Ownership Units</td>
</tr>
</tbody>
</table>

Source: Planning, Housing and Community Services, Region of Waterloo

**Community Housing Wait List Data**

<table>
<thead>
<tr>
<th>Year</th>
<th># of households on the waiting list (year end)</th>
<th># of new applications</th>
<th># of SPP* housed</th>
<th>Total Housed (including SPP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>3100</td>
<td>2681</td>
<td>157</td>
<td>1037</td>
</tr>
<tr>
<td>2009</td>
<td>3015</td>
<td>2640</td>
<td>151</td>
<td>1034</td>
</tr>
<tr>
<td>2010</td>
<td>2737</td>
<td>2149</td>
<td>114</td>
<td>884</td>
</tr>
<tr>
<td>2011</td>
<td>3280</td>
<td>2282</td>
<td>163</td>
<td>884</td>
</tr>
<tr>
<td>2012</td>
<td>3162</td>
<td>2039</td>
<td>151</td>
<td>726</td>
</tr>
</tbody>
</table>

*SPP refers to Special Priority Status, meaning the applicant is a victim of domestic violence. Applicants with SPP status are automatically placed at the top of the waiting list.

There are five kinds of Community Housing in Waterloo Region:

- **Waterloo Region Housing** - looks after 2,722 Community Housing units that are owned by the Region of Waterloo. The units are primarily rent-g geared-to-income with some market rent units.

- **Non-profit Housing** - Different groups own and look after non-profit housing which provide a mix of market and rent-g geared-to-income units. These can be service clubs, faith groups, ethnic organizations, community agencies, or municipal governments. Funding comes from various government programs, community groups, or charitable organizations.
Co-operative Housing (co-op) - As a tenant in co-operative housing, you become a ‘member’ of the co-op. You help to run and take care of the co-op housing complex. Co-op's offer a mix of market and rent-geared-to-income units.

Rent Supplement - In rent supplement units, the Region gives the landlord the difference between the rent-geared-to-income amount the tenant is able to pay, and the market rent for the unit.

Below Average Market Rent – The Region has agreements with some housing providers to provide apartments that they rent at a rate below the Average Market Rent for Waterloo Region in return for capital funding provided during construction.

- The Region of Waterloo offers some programs for lower to moderate income households to enter into homeownership and also to make repairs on their homes:
  - Affordable Home Ownership Program – provides individuals and families with a down payment loan for the purchase of a home.
  - Ontario Renovates - offers financial assistance to low to moderate income households to repair homes while improving the energy-efficiency of the unit and/or to increase accessibility of homes through modifications and adaptation.

Priority Groups
The regulations of the Provincial Housing Services Act (HSA) require that the Region of Waterloo reflect community integration and diversity by meeting the needs of people with disabilities, victims of domestic violence, Aboriginal people’s living off-reserve, and other locally defined groups. Within Waterloo Region, seniors 65 and older and immigrants have been identified as other priority groups.

The province has committed to helping these identified groups through the HSA as well as through the Ontario Housing Policy Statement. The following spotlights provide information on these segments of our population.

Persons with Disabilities
Persons with disabilities are those who reported difficulties with daily living activities, or who indicated that a physical, mental or health problem reduced the kind or amount of activities they could do.

In 2006, seven per cent of the population reported having a disability, down from 10 per cent in 1996. Of those living with a disability, 10 per cent have been identified as having
low income status. Low income status is defined using Statistics Canada’s before tax Low Income Cut-offs (LICOs), a relative measure of income status. LICOs convey the income level at which individuals and families may be in ‘straitened’ circumstances and are expected to spend at least 20 per cent more of their before tax income on basics such as food, clothing and shelter, compared with the average.

Victims of Domestic Violence

The Housing Services Act requires the Region of Waterloo to set out how the housing needs of victims of domestic violence will be addressed and managed locally. This section reviews the rate of occurrence of police reported domestic violence and the number of victims of domestic violence on the Community Housing waiting list.

According to Family Violence in Canada – A Statistical Profile 1, Waterloo Region has a relatively low rate of occurrence of domestic violence, with less than 1 per cent of the population reporting domestic violence to the police in 2010, comparable to the provincial average. Of the 1,265 reported occurrences, 78 per cent were reported by women and 22 per cent were reported by men.

Over the past five years, victims of domestic violence have represented, on average, six per cent of all new applications received by the Community Housing Access Centre. Victims of domestic violence get special priority status (SPP) and move to the top of the waiting list.

Aboriginal Persons

In 2006, there were nearly 5000 Aboriginal persons residing in Waterloo Region, an increase of 44 per cent from the 3340 in 2001. While Aboriginal households constitute only 1.5 per cent of all households in the Region, the rate of growth in the number of Aboriginal households has risen 124 per cent over the past decade, from 1,120 in 1996, to 2,510 in 2006.

The number of Aboriginal households paying 30 per cent or more of their income towards shelter costs has increased to 600 households, or 24 per cent of all Aboriginal households (as compared to 20 per cent of all households in Waterloo Region). This is a 103 per cent increase from the 295 households in 1996.

---

Seniors (65+)

Seniors represented 18 per cent of all households in 2006 (30,655), a rate that has remained steady since 1996. The monthly shelter costs for seniors have increased 42 per cent over the 10 year period, from $467 in 1996 to $663 in 2006. This increase is higher than the increase for all households during the same time period (34 per cent).

There has been an increase in the number of seniors households paying 30 per cent or more of their income towards housing, rising to 25 per cent of all senior households in 2006 from 22 per cent in 1996. Compared to all households, seniors have a greater rate of households paying 30 per cent or more (20 per cent for all households, 25 per cent for senior households).

Seniors represent 10 per cent of all households waiting for housing on the Community Housing Access Centre Waitlist. Seniors wait on average one to two years for placement in Community Housing, one of the lowest wait times. Just over 1,600 Community Housing units (17 per cent) are dedicated to seniors.

It is important to note that housing needs for seniors varies depending on their age and level of independence. Additionally, seniors are not currently a group in great housing need now. However, with the projected growth within this segment of the population over the next ten years, it is anticipated that senior’s housing needs will also grow.

Immigrants

Immigrants are people who were born outside of Canada and have been accepted as permanent residents in Canada. Immigrants represented 24 per cent of all residents in the Kitchener-Cambridge-Waterloo (KCW) CMA in 2011, up from 22.3 per cent in 2006. Immigrants, especially newcomers to Canada, can face multiple barriers in their search for housing because of their race, ethnicity, culture and religion.\(^2\) Additional barriers can exist because of immigrants’ income level, source of income, and their lack of knowledge of the housing system in Canada. The effect of these barriers is the disadvantaging of certain groups to adequate housing, which can lead to many deleterious impacts in their lives.

Local Learnings: Community Identified Housing Issues

To gain further insight and to complete the picture of Waterloo Region’s housing needs and issues, the Region developed three different methods to obtain community input, including an online survey, four community forums and in-person meetings. The Region heard from nearly 200 stakeholders across Waterloo Region:

The picture that emerged from the consultations was similar to that coming from the demographic overview: Waterloo Region’s housing system is a system under pressure and that pressure will continue to grow. "What we Heard: Housing Issues in Waterloo Region, 2013”, the summary document developed through the community consultation confirmed many of the findings of the demographic assessment including growing affordability problems, barriers faced by certain segments of the population and gaps within the range of housing across Waterloo Region. The community consultation sessions revealed additional housing issues, including housing system effectiveness, lack of supports to obtain and retain housing and challenges around preserving the existing affordable housing supply in the community.

The feedback from the community has been summarized and grouped into five key issue areas:
1: Housing affordability.
We heard from the community that there are not enough affordable housing options across the region, especially for those households on fixed incomes or earning minimum wage, and for certain segments of the population including seniors, Aboriginal persons, persons with disabilities, immigrants and victims of domestic violence. Connected to the lack of affordable housing are barriers to its creation including a lack of incentives, development application barriers, lack of flexible funding support from senior levels of government, increasing shelter costs and low vacancy rates.

2: Supports to obtain and retain housing.
We heard from the community that there is a need for more flexible supports to both obtain and retain housing, especially for those living with lower incomes, homelessness, mental health and addiction challenges and other forms of marginalization. Connected to this issue are concerns around the lack of funding for supports, the inflexible nature of many support programs and support dollars, and a lack of capacity in support organizations to expand services without additional funding.

3: Range of housing.
We heard from the community that there is a need for a broader range of housing options that can accommodate the continued growth, changing demographics and diverse housing needs of our community. This goes beyond housing form (i.e. single detached, townhomes, etc.) and extends to housing models as well. Connected to this is the need for culturally sensitive housing (housing appropriate for Aboriginal households and for multi-cultural, multi-generational families), congregate living options, and other innovative models of housing.

4: Effectiveness of housing system.
We heard from the community that the housing system can be difficult to access and navigate and that a lack of integration between different parts of the system creates additional complexities when looking for housing or for supports to retain housing. Connected to this are issues with the Community Housing Access Centre Wait List, a lack of awareness of locally available supports and services, and lack of awareness regarding renters’ and landlords’ rights and responsibilities.

5: Retaining and maintaining housing stock.
We heard from the community that existing affordable housing stock is an asset and that there is a need to protect and preserve it from falling into disrepair and from being converted into higher cost housing. Connected with this is the lack of funding available for maintenance and energy efficient retrofits, the need for guidelines on condominium conversions and more assistance needed for Community Housing providers regarding asset management practices.
3. Housing Action Plan

Vision
The Housing Action Plan is a community response to housing issues facing Waterloo Region. This Housing Vision, developed by the community for the initial housing plan in 2005, describes the desired housing environment for Waterloo Region. It is this desired housing environment that the actions in the Housing Action Plan aim to achieve.

Our Housing Vision

We envision well-designed, safe, healthy, diversified housing and communities that enhance the quality of life for everyone in the Region of Waterloo.

Principles
Our vision of housing is based on:

- A full range of housing choices for everyone;
- Innovative approaches and partnerships;
- Conservation of our natural environment;
- Availability of a wide range of services and amenities;
- Proximity to natural areas and green spaces;
- Conservation of our heritage; and,
- Fostering pride, dignity and a sense of responsibility.
Roles
There are many stakeholders across the community who have a role to play in addressing the changing housing needs and housing gaps in Waterloo Region.

Federal and Provincial Governments
- Create policies, programs and regulations that support housing needs
- Make financial contributions to housing
- Set out national and provincial housing strategies

Region of Waterloo
- Owns and operates affordable housing (Waterloo Region Housing)
- Provides oversight and administration for local non-profit and cooperative Community Housing providers
- Creates policies, programs and regulations that address housing needs

Area Municipalities
- Support the provision of a full range of housing
- Works to protect affordable housing through Official Plan policies
- Pass zoning by-laws that permit secondary suites
- Enforce codes and standards
Non-Profit and Cooperative Housing Providers
  o Own, operate and develop affordable housing
  o Foster relationships and create community with Community Housing tenants

Local Service Agencies
  o Deliver a broad range of programs and services to low and moderate income households
  o Advocate and educate on housing needs in the community
  o Support individuals and families to find and retain housing

Private Sector (Homebuilding, real estate and private rental industry)
  o Respond to housing market trends
  o Creates new housing units
  o Facilitates the resale market
  o Renovation, repair and maintenance of housing stock
  o Partners with Region and affordable housing providers to delivery affordable housing programs

Community
  o Provides feedback on housing needs
  o Source of volunteers and advocates
  o Donates to housing support agencies
Keys to Success – A Policy Framework
The second round of community consultation sessions, “Thinking About... Housing Solutions for Waterloo Region” brought the community back together to work through the identified housing issues and create actions to address them. In addition to actions, the community identified three guiding principles, or ‘keys to success’ that will be critical to the successful implementation and completion of the actions, and for developing the housing environment, as described in the Housing Vision, for Waterloo Region.

- Collaboration – All housing stakeholders work together to achieve our shared goals and objectives.
- Engagement and Inclusivity – Every person and stakeholder group has a role to play in achieving our housing vision. Opportunities to participate in actions will be open to all.
- Education and Communication - Information is widely shared in a range of mediums and is delivered in a timely and open manner that is accessible to all.

Housing Action Plan – An Action Framework
Based on community feedback, actions have been grouped into five Strategic Directions:

1. Increase housing affordability in Waterloo Region.
2. Expand supports needed to obtain and retain Community Housing.
3. Encourage a range of housing options across Waterloo Region.
4. Improve the effectiveness of the housing system.
5. Retain and maintain existing affordable housing stock in Waterloo Region.

28 actions have been developed to support each of these Strategic Directions. Each action contains a description as to how the completion of each action will be measured as well as the timeframe in which they will be achieved. The timeframes are broken into five phases, recognizing that certain actions take priority, that implementation will be carried out over the next 10 year period and that some actions need to be carried out on an on-going basis.

The five timeframe phases are:
- Initial – within the first year of the Housing Action Plan being adopted
- Short term – within 2-3 years
- Mid-term – within 4-6 years
- Long-term – 7 years and beyond
- Ongoing – continuous action over 10 years
| Action 1.1 | Create a new Affordable Housing Strategy (AHS) that targets local priority needs. |
| Measure    | A new AHS is completed and approved by Regional Council. |
| Timing     | Initial |

| Action 1.2 | Identify new policies and potential incentives for private, public and not-for-profit sector developers to create new affordable housing stock. |
| Measure    | Policy and incentive opportunities are identified and to be actioned, provided funding is available. |
| Timing     | Mid-term |

| Action 1.3 | Work with Area Municipalities (AM) to develop guidelines for implementing and monitoring Affordable Housing Targets and implement Region-wide. |
| Measure    | An Affordable Housing Targets implementation and monitoring guide has been fully researched and implemented, pending Regional Council and AM approval. |
| Timing     | Mid-term |

| Action 1.4 | Explore opportunities for land banking/surplus lands and opportunities to use Regional sites and other surplus sites (Area Municipal lands, school board land, etc.) for affordable housing development. |
| Measure    | Report is delivered to Regional Council for consideration. |
| Timing     | Mid-term |

| Action 1.5 | Work with the Heritage Planning Advisory Committee (HPAC) to explore opportunities to use incentives to retain heritage sites while creating affordable housing. |
| Measure    | HPAC Affordable Housing Guideline created |
| Timing     | Short term |

| Action 1.6 | Advocate to senior levels of government for adequate funding and legislation changes to better respond to local housing needs. |
| Measure    | Number of advocacy efforts made to senior levels of government, support of community advocacy organizations. |
| Timing     | On-going |
**Strategic Direction 2: Expand supports needed to obtain and retain Community Housing**

<table>
<thead>
<tr>
<th>Action 2.1</th>
<th>Support the “Housing First” model where appropriate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure</td>
<td>A “Housing First” policy is adopted in Community Housing by the Region and utilized when appropriate.</td>
</tr>
<tr>
<td>Timing</td>
<td>On-going</td>
</tr>
<tr>
<td>Action 2.2</td>
<td>Evaluate eviction prevention best practices and develop a strategy to reduce evictions in Community Housing.</td>
</tr>
<tr>
<td>Measure</td>
<td>Eviction Prevention guide created in collaboration with Community Housing providers and implemented.</td>
</tr>
<tr>
<td>Timing</td>
<td>Mid-term</td>
</tr>
<tr>
<td>Action 2.3</td>
<td>Explore opportunities with Waterloo Wellington Local Health Integration Network (WWLHIN) and other organizations to further integrate supports into existing Community Housing.</td>
</tr>
<tr>
<td>Measure</td>
<td>Create a community health framework to better connect Community Housing Residents with services.</td>
</tr>
<tr>
<td>Timing</td>
<td>On-going</td>
</tr>
<tr>
<td>Action 2.4</td>
<td>Develop and pilot a portable rent assistance program (extension of the Transitional Housing Assistance With Supports program (THAWS).</td>
</tr>
<tr>
<td>Measure</td>
<td>Program created and implemented.</td>
</tr>
<tr>
<td>Timing</td>
<td>Initial</td>
</tr>
</tbody>
</table>

*Please refer to the “Homelessness to Housing Stability Strategy” for a broader community strategy to find, establish and retain housing.*
### Strategic Direction 3: Encourage a range of housing options across Waterloo Region

| Action 3.1 | Explore housing needs and gaps in both the rural and urban areas and develop ways to respond where economies of scale do not exist. |
| Measure | Research on the different needs of rural and urban areas is completed and creative solutions identified. |
| Timing | Long term |

| Action 3.2 | Research the extent of rooming house operations across Waterloo Region and identify issues and potential solutions for both landlord and tenants in this housing model. |
| Measure | Scale of rooming house operations identified, issues and solutions identified. |
| Timing | Mid-term |

| Action 3.3 | Work with community partners to create housing solutions that meet the diverse needs of our community, especially for seniors, victims of domestic violence, persons with disabilities, the Aboriginal community and immigrants. |
| Measure | Continue supporting community partners in addressing diverse housing needs wherever possible. |
| Timing | On-going |
### Strategic Direction 4: Improve the effectiveness of the housing system

| Action 4.1 | Review the current Community Housing access system (the ‘waiting list’), including a community consultation, to explore opportunities to improve the system to better address local needs. |
| Measure | Community Housing access system review completed, bring forward report to Regional Council on improvements to the system. |
| Timing | Initial |
| Action 4.2 | Conduct an administrative audit for Community Housing providers to find efficiencies. |
| Measure | Complete audit and work with Community Housing providers to implement findings. |
| Timing | Short term |
| Action 4.3 | Increase access to information about resources to support housing system navigation. |
| Measure | Better awareness and utilization of local resources (e.g. 211, 311, Service First Call Centre) |
| Timing | Mid-term |
| Action 4.4 | Develop tools and programs to assist appropriate households to move from Community Housing system into private market housing. |
| Measure | New policies and programs in place to assist households move from Community Housing into private market rental or ownership opportunities. |
| Timing | Long term |
| Action 4.5 | Support a coordinated approach to engagement between Community Housing providers and private market landlords with respect to community support services. |
| Measure | Organize forums where providers and landlords can share information, network and create partnerships. Act as liaison for providers. |
| Timing | On-going |
| Action 4.6 | Collaborate with local organizations to provide education on housing issues and resources as well as outreach to private sector tenants. |
| Measure | Host forum in conjunction with affordable housing stakeholders and private sector. |
| Timing | On-going |
| Action 4.7 | Engage a broad range of partners to develop resources for tenants and landlords that provide information about supports available to retain housing. |
| Measure | Resource developed with support of Community Housing, private market housing providers and tenants. |
| Timing | Short term. |
| Action 4.8 | Establish a housing system map that identifies local housing options and stakeholders. |
| Measure | Work with housing stakeholders to complete an affordable housing systems map. Share results with community. |
| Timing | Mid-term |
### Strategic Direction 5: Retain and maintain existing affordable housing stock in Waterloo Region

<table>
<thead>
<tr>
<th>Action</th>
<th>Measure</th>
<th>Timing</th>
<th>Action</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Develop condominium conversion implementation guidelines. Guidelines created in collaboration with Area Municipalities, are incorporated into Regional and Area Municipal condominium conversion review processes.</td>
<td>Initial</td>
<td>5.2a)</td>
<td>Develop a strategy for End of Operating Agreements for Community Housing providers for consideration by Regional Council. Strategy created in collaboration with Community Housing providers and brought forward to Regional Council for approval and implementation.</td>
<td>Mid-term</td>
</tr>
<tr>
<td>5.3</td>
<td>Enhance the Region's role as a resource for alternative funding, support and tools. Continual updates of Region's Housing Incentives and Funding Resource Guide, broader distribution of Guide.</td>
<td>Long term</td>
<td>5.2b)</td>
<td>Work with providers with expiring Operating Agreements to ensure they remain as Community Housing providers over the long term. Retention of Community Housing units with expired Operating Agreements.</td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Develop a long term asset management strategy for Community Housing providers. Strategy developed in collaboration with Community Housing providers, brought forward to Regional Council for approval.</td>
<td>Short term</td>
<td>5.5</td>
<td>Explore opportunities to expand Ontario Renovates. Options for expansion of Ontario Renovates researched, subject to senior levels of government funding, report brought forward to Council.</td>
<td>Initial</td>
</tr>
<tr>
<td>5.6</td>
<td>Strengthen the Community Housing sector through full implementation of the Housing Provider Performance Standards (HPPS) matrix. HPPS implementation guidelines created and utilized.</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Actions Already Underway
The Housing Action Plan builds on work that the community and the Region have already undertaken to address housing needs and gaps. Some examples of the work completed and underway across Waterloo Region include:

1. Increase housing affordability in Waterloo Region
   - Over 2,060 new affordable housing units created since 2001 under the Region’s Affordable Housing Strategy
   - Over 200 households have entered into homeownership through the Region’s Affordable Home Ownership Program

2. Expand supports needed to obtain and retain housing
   - 107 new affordable rental units with supports created since 2008 under the current Affordable Housing Strategy
   - 18 households currently assisted through the Temporary Housing Assistance with Supports Program

3. Encourage a range of housing options across Waterloo Region
   - New Regional Official Plan contains policies to encourage a range of housing types in new large developments
   - New Regional Official Plan contains policies to encourage Area Municipalities to allow for secondary suites and garden suites

4. Improve the effectiveness of the housing system
   - The Region has developed a Housing Provider Performance Standards (HPPS) Matrix, a tool to measure and monitor housing provider performance
   - The Region has implemented revised wait list related policies resulting from Housing Services Act, 2011

5. Retain and maintain existing affordable housing stock in Waterloo Region
   - New Regional Official Plan contains policies to protect the conversion of affordable rental housing to condominiums
   - Region has implemented the Ontario Renovates program to help lower income homeowners with repairs and accessibility modifications to their homes.
4. An Affordable Housing Target for Waterloo Region

The Region’s Housing Action Plan is a response to both locally identified needs as well as provincially legislated requirements. A specific requirement of both Places to Grow and the Provincial Policy Statement, 2005 is for the Region, in collaboration with the Area Municipalities, to establish and implement minimum targets for housing that is affordable for low to moderate income households. These households are defined by the province as those being at or under the 60th income percentile within a community.

This housing target covers a much broader segment of the population than the target set in the Region’s Affordable Housing Strategy, which is specifically targeted to those in the community with the lowest incomes (i.e. seniors on fixed incomes, persons earning minimum wage, ODSP, or OW) who are typically housed through the Community Housing sector.

The target reflects provincial recognition that housing affordability is becoming increasingly difficult for income groups extending into moderate incomes.

The methodology used to create the affordable housing target was developed using the Region’s forecasting models for housing growth (split by tenure) along with income data from Statistics Canada. The full methodology can be found in Appendix C - “Methodology for Calculating Affordable Housing to 2024.”

Affordable Housing Target as a Percentage of Projected Growth.

<table>
<thead>
<tr>
<th></th>
<th>Owners</th>
<th>Renters</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Units</td>
<td>3,042</td>
<td>5,011</td>
<td>8,053</td>
</tr>
<tr>
<td>Total Growth Units</td>
<td>30,418</td>
<td>20,043</td>
<td>50,461</td>
</tr>
<tr>
<td>Percent of new growth that should be affordable</td>
<td>10%</td>
<td>25%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Annual Average Target by Tenure and Housing Type Required

<table>
<thead>
<tr>
<th>Number of new units each year below the housing affordability cut-off</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>Ownership</td>
</tr>
<tr>
<td>Rental</td>
</tr>
<tr>
<td>Annual Average Total</td>
</tr>
</tbody>
</table>
This model shows that between 2011 and 2024, 16% of new household growth should be affordable. This consists of 25% of new rental growth, and 10% of new owner growth. This corresponds to a total of 619 affordable units a year.

The Region of Waterloo will work with Area Municipalities to develop strategies and tools in an effort to achieve the affordable housing targets, recognizing that additional tools and funding support from senior levels of government will be essential to the successful attainment of these targets.

**Next Steps**

Following approval from Regional Council and review by the Ministry of Municipal Affairs and Housing, work will begin on the “Housing Action Plan Implementation Guide.”

This Implementation Guide will identify local leadership for each action, and will include detailed descriptions for each action, timeframes for implementation and details for progress measures.

A detailed outline of the reporting framework will also be included that recognizes the provincial requirement of publicly reporting by June 30 of every year of progress made through the Housing Action Plan, starting in 2015.
Look for us Online at:

www.regionofwaterloo.ca/housingplan

Or use the following QR Code for more information:
To: Chair Sean Strickland and Members of the Community Services Committee  
Date: April 1, 2014  
File Code: D27-80  
Subject: Region of Waterloo’s Proposed 10-Year Housing and Homelessness Plan Guide

Recommendation:

That the Regional Municipality of Waterloo endorse and approve the submission of the Region of Waterloo’s Proposed 10-Year Housing and Homelessness Plan Guide, as described in Report P-14-042/SS-14-016, dated April 1, 2014, to the Minister of Municipal Affairs and Housing to meet the Provincial requirement for a local housing and homelessness 10-year plan.

Summary:

Under the Provincial Housing Services Act, 2011, the Region must submit a 10-year housing and homelessness plan to the Minister of Municipal Affairs and Housing for 2014. The purpose of this report is to seek Council endorsement and approval to submit the Region of Waterloo’s Proposed 10-Year Housing and Homelessness Plan Guide (see Appendix A) to meet these provincial requirements. This guide is for the provincial reviewers of Housing and Homelessness Plans, and pulls together Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes (Housing Action Plan) and All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region (Homelessness to Housing Stability Strategy).

The Housing and Homelessness Plan needs to include an assessment of the local current and future housing needs for households with low to moderate incomes (in order to address matters of provincial interest), with objectives and targets relating to these needs. It also needs to include a description of the proposed measures to meet the objectives and targets, and a description of how progress will be measured.
Report:

Housing is a basic necessity of life and a social determent of health. A person’s home is an essential part of the quality of life experienced individually, as families and as a community. Long-term planning for housing and homelessness is critical to ensure that an adequate supply and range of housing choices exists to meet the needs of all members of the community both today and into the future. The Region was designated by the Province of Ontario as Consolidated Municipal Service Manager for Homelessness in 1999 and Housing in 2001. As part of the Service Manager role, the Region has developed and implemented plans for housing and homelessness on its own initiative. Waterloo Region in the 21st Century: A Community Action Plan for Housing (2005–2010) and Homelessness to Housing Stability Strategy for Waterloo Region (2007–2010) were both endorsed by Regional Council (P-05-073, SS-07-027). The Region was in the process of updating these plans when the Province of Ontario released their Long Term Affordable Housing Strategy (LTAHS) in November 2010 and subsequently introduced new legislation, Bill 140, Strong Communities through Affordable Housing Act, 2010.

The LTAHS offers a high-level vision for housing, with an emphasis on local flexibility and service system management, people-centred services and human services integration. Regulations to Bill 140 and Program Guidelines further support implementation of the new legislation, which took effect on January 1, 2012. Significant changes included: The Housing Services Act, 2011 (HSA) which replaced the Social Housing Reform Act, 2000 (SHRA) details the new operating framework for the delivery of housing programs in the Province of Ontario; the consolidation of homelessness and housing programs and provide Service Managers with increased flexibility to meet local needs; and the requirement for 10-year housing and homelessness plans. Previous reports to Community Services Committee (SS-13-005, SS-13-030, SS-14-008, and SS-24-009) have detailed the consolidation of 5 homelessness programs under the new provincial program Community Homelessness Prevention Initiative (CHPI).

The timing of these changes and the new requirements provide an opportunity to align the Region’s updates to the Community Action Plan for Housing and the Homelessness to Housing Stability Strategy with the new Provincial legislative requirements for a local 10-year housing and homelessness plan.

Provincial Requirements

The Housing Services Act serves as the enabling legislation for the LTAHS, and clarifies the requirements for the 10-year joint housing and homelessness plans. The plan must include the following:

- An assessment of current and future housing needs for households with low to moderate incomes within the Service Manager’s service area;
- Objectives and targets relating to housing needs;
- A description of the measures proposed to meet the objectives and targets; and
- A description of how progress towards meeting the objectives and targets will be measured.

The Province also requires that the Service Manager must:
- Address matters of provincial interest and be consistent with the Ontario Housing
Policy Statement;
- Consult with the public in the course of preparing the housing and homelessness plan; and
- submit the proposed plan to the Minister of Municipal Affairs and Housing to allow for comments that the Service Manager should consider before the (amended) plan is finalized, which should be on or before January 1, 2014;

The Plan must cover a period of 10 years and be reviewed at least once every five years and amended, as needed, and a report on the results of the review must be submitted to the Minister.

Plan Approach

In the Regional Municipality of Waterloo, the Service Manager role for homelessness falls under Social Planning, Policy and Program Administration within Social Services. The Service Manager role for housing falls under the Housing in Planning, Housing and Community Services.

Comprehensive consultation and engagement of those with lived experience, providers, funders and community members has been undertaken in the planning and policy development processes.

In March 2012 Council approved All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region (SS-12-052). Considerable research has been undertaken and has resulted in 20 background documents, all of which inform the development of the Strategy. The Strategy fulfills the requirements for the homelessness components of the 10-year Housing and Homelessness Plan.

The housing components of the 10-year Plan are contained in Waterloo Region’s Housing Action Plan for Households with Low to Moderate Incomes (Housing Action Plan) and is pending Council approval (P-14-041). Finalizing the Housing Action Plan was delayed due to legal proceedings regarding land use issues in Waterloo Region.

The Region of Waterloo’s Proposed 10-Year Housing and Homelessness Plan Guide, attached as Appendix A, outlines the local system plans, provides access to documents (through links and/or hard copy submissions) and indicates how provincial requirements have been met.

Area Municipal Coordination/Consultation

Area Municipal planning staff was invited to participate in the consultation process for both the Housing Stability Strategy and the Housing Action Plan. They have received all related reports and will be involved in the implementation of relevant directions and actions.

Corporate Strategic Plan:

This report 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”. The long term planning for housing and homelessness also addresses Focus Area 5: Deliver excellent and responsive services that inspire public trust.

**Financial Implications**

The costs of developing the Joint 10-year Plan have already been provided for in the approved 2012 and 2013 annual budgets for Social Planning and Housing. Any new initiatives or programs as a result of the Joint 10-Year Plan will emerge during the implementation of the Strategic Directions and Actions, and will be the subject of future reports for Council’s consideration.

**Other Department Consultations/Concurrence:**

Nil.

**Attachments:**

Appendix A - Region of Waterloo's Proposed 10-Year Housing and Homelessness Plan Guide

**Prepared By:** Deb Schlichter, Director of Housing

Lynn Randall, Director, Social Planning, Policy & Program Administration

**Approved By:** Rob Horne, Commissioner, Planning, Housing and Community Services

Douglas Bartholomew-Saunders, Commissioner, Social Services
DRAFT

Region of Waterloo’s Proposed 10 Year Housing and Homelessness Plan Guide
# Table of Contents

1.0 Introduction ................................................................................................................................. 7
2.0 Local Context .................................................................................................................................. 9
3.0 Provincial Planning Context .......................................................................................................... 10
4.0 Local Homelessness and Housing Planning .................................................................................. 11
  4.1 Homelessness to Housing Stability Planning .............................................................................. 11  
    Homelessness to Housing Stability Strategy (2007) ................................................................. 11  
    Homelessness to Housing Stability Strategy (2012) ................................................................... 12
  4.2 Housing Planning ....................................................................................................................... 14  
    Housing Action Plan for Households with Low to Moderate Income (2014-2024) .................... 14  
    Affordable Housing Strategy ...................................................................................................... 15
  4.3 Primary Focus Areas and Connections Between Plans .............................................................. 16
5.0 Meeting Primary Requirements of the 10 Year Housing and Homelessness Plan ...................... 17
6.0 Meeting Other Components of the 10 Year Housing and Homelessness Plan ............................. 23
APPENDIX 1: Other Region of Waterloo Reports ............................................................................ 29
1.0 Introduction

The Housing Services Act (HSA), 2011 requires that each Service Manager in Ontario complete 10 Year Housing and Homelessness Plans by January 1, 2014. As the Service Manager for Housing and Homelessness, the Regional Municipality of Waterloo (Region of Waterloo) has developed this guide for the provincial reviewers of Housing and Homelessness Plans, to provide an overview of the two locally developed system plans (including All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (Strategy) and the Housing Action Plan for Households with Low to Moderate Incomes (HAP) along with accompanying background reports). The Region of Waterloo’s 10 Year Housing and Homelessness Plan includes five main sections plus an appendix:

1.0 Introduction
   Introduction to the 10 Year Housing and Homelessness Plan

2.0 Local Context
   Overview of Waterloo Region

3.0 Provincial Context
   Pathway from the release of the 2008 Provincial-Municipal Fiscal and Service Delivery Review to the requirement for local 10 Year Housing and Homelessness plans.

4.0 Homelessness to Housing Stability and Housing Planning
   Overview of the two local system plans:
   - Summary of the Affordable Housing Strategy and the Community Action Plan for Low to Moderate Level Housing.

5.0 Meeting Primary Requirements of the 10 Housing and Homelessness Plan
   A table that demonstrates how the Region of Waterloo’s 10 Year Housing and Homelessness Plan meets the four primary requirements. Primary requirement categories include:
   - Assessment of current and future housing needs
   - Objectives and targets relating to housing needs
   - Description of activities proposed to meet the objectives and targets
   - Progress measures


6.0 Meeting Other Components of the 10 Year Housing and Homelessness Plan
   Table that demonstrates how the Region of Waterloo’s 10 Year Housing and Homelessness Plan includes other components related to provincial interest (HSA Section 4) and the Ontario Housing Policy Statement (HSA Section 5).

Appendix 1
   Table that lists the reports used to inform the two local system plans described in Section 4.0.
2.0 Local Context

With a population of just over half a million, Waterloo Region is currently the fourth largest urban area in the Province of Ontario and tenth largest in Canada. It is also one of the fastest growing urban areas in the Province and is projected to grow to 712,000 people by 2031. Officially established on January 1, 1973, Waterloo Region includes the Cities of Cambridge, Kitchener, and Waterloo and the Townships of North Dumfries, Wellesley, Wilmot, and Woolwich (Area Municipalities), blending a unique balance of urban and rural centres. Internationally known for its leading-edge technology and advanced manufacturing industries, innovative educational institutions, vibrant agricultural communities and the historically significant Grand River, Waterloo Region continues to earn its reputation as a forward-thinking community and as an attractive place to live, work and raise a family.

- In 2011, Waterloo Region was home to 507,096 people and is projected to grow to 712,000 by 2031.
- The fastest growing segment of the population is people aged 65+, comprising 62,590 people (2011). This figure is forecasted to double by 2031.


3.0 Provincial Planning Context

In 2008, the consensus report of the Provincial-Municipal Fiscal and Service Delivery Review observed that the province and municipalities would achieve better results for people by working together to build locally-managed housing services, simplify the delivery of income assistance supports, and better focus on positive results for people.

In 2010, Ontario’s Long-Term Affordable Housing Strategy (LTAHS) was set out to transform the provincially controlled social housing system to a flexible, community-centred system, addressing the entire housing continuum, in partnership with Service Managers and municipalities. The new Housing Services Act, 2011 (HSA) completed the transfer of social and affordable housing to Ontario’s 47 municipal Service Managers. With the passing of the HSA, the Province requires that municipalities develop comprehensive 10 year Housing and Homelessness plans that will address local needs, while taking into account the provincial interests and policy directions outlined in the HAS and the Ontario Housing Policy Statement (OHPS). Given its central role of coordinating housing services at the local level and ability to identify priorities, Service Managers are to work in consultation with community partners to develop the multi-year plans to address local housing and homelessness needs.

These plans are to be in place by January 1, 2014 and will provide the foundation for the consolidation of housing and homelessness programs. Before being finalized, the Minister of Municipal Affairs and Housing (MMAH) must have the opportunity to comment on the plan (at least 90 days in advance) and it must receive Regional Council approval. Plans are to guide local housing services for at least 10 years and need to be reviewed at least every five years. Service Managers will be required to report annually to the public on the progress of these plans.

Long-term, community-based housing plans will support more locally responsive, integrated and accountable services, and are also required to reflect key provincial interests. High level provincial interests are also set out in the new legislation, and the OHPS provides additional policy context and direction to Service Managers to support the development of locally relevant plans.
4.0 Local Homelessness and Housing Planning

4.1 Homelessness to Housing Stability Planning

Ending homelessness is a shared responsibility – all orders of government, businesses, not-for-profits, landlords and residents of Waterloo Region have a role to play. *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. The primary goal of the Strategy is to end homelessness in Waterloo Region.

**Homelessness to Housing Stability Strategy (2007)**

The Strategy was first released in the fall of 2007 following two years of research and consultation. Developed and implemented through the initiative of the Region, rather through a legislative requirement, the first Strategy served as the Region’s system plan for housing stability between 2007 and 2010.

The first Strategy synthesized findings from ten background reports. These reports provided the first comprehensive review of housing stability in Waterloo Region. They summarized promising practices for each population group considered at the time to be at a higher risk of housing instability and also for each program area of the housing stability system. Where possible, each background report incorporated literature reviews, capacity assessments, trend analyses, findings from focus groups and interviews, and community feedback. In addition, each background report identified key insights for action, which were used to inform the Strategy action plan. Community consultation was extensive. Between 2005 and 2007, nearly 150 different people were consulted for their input on the findings of the background reports and the development of the 92 actions.

Following the release of the first Strategy, the Strategy Monitoring Committee (SMC) supported implementation, measured progress and produced annual reports in 2008, 2009 and 2010. By the end of the three-year implementation period (2007-2010), 90% of the 92 actions were either completed or in-progress.
Homelessness to Housing Stability Strategy (2012)
To support continued efforts and to capture new learning since 2007, the policy elements and actions of the first Strategy were updated. A second set of ten background reports, released between 2008 and 2011, complements the body of knowledge generated through the development of the first Strategy by providing more detail about emerging areas of interest and new learning. Once again, these background reports included community consultation as part of the research and/or writing process, including input from people with lived experience of homelessness. For a summary of the background reports used to inform both the first Strategy (2007) and the updated Strategy (2012), please refer to Figure 1 below.

Figure 1. Background reports used to inform the Strategy (“the background reports”).

The Strategy is not intended to be used strictly as a planning tool for Regional government. In fact, twenty-nine organizations and groups in the community have endorsed the Strategy as their guide for supporting a shared approach to social change.
The community consultation process for the Policy Framework included two open community forums (with more than forty attendees at each forum), more than thirty meetings with organizations and groups in the housing stability system, several opportunities to provide feedback on-line and additional meetings with people to discuss their feedback.

The updated Strategy summarizes two complementary frameworks – the Policy Framework (released January 2012) and the Action Framework (released November 2012). Each is described further below:

**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 as well as what resources are available. It also outlines key policy directions that will support a shift in what is done to reach the primary goal of the Strategy: to end homelessness in Waterloo Region.

**The Action Framework** 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 describes key housing stability trends and provides an overview of the action framework, which includes four focus areas, eight strategic directions and forty actions. Within each of the forty actions, associated issues and potential activities have also been identified. While the issues and activities are not necessarily exhaustive, and may change over time, the forty actions serve as a longer-term framework that will support the community as it works to end homelessness. The document concludes with next steps.

Refer to Table 1 on page 10 for a summary of information included in the Policy Framework and Action Framework.

Together, the Policy Framework and Action Framework total over 170 pages of the most recent, comprehensive, local thinking related to ending homelessness in Waterloo Region. To complement the release of these reports, a shorter booklet was created to summarize both the Policy Framework and the Action Framework. This booklet is circulated broadly as it appeals to a wider audience. In addition, a Strategy 2012 summary sheet serves as a quick reference two-page overview.
Table 1. Summary of information included in Policy Framework and Action Framework.

<table>
<thead>
<tr>
<th>Policy Framework</th>
<th>Action Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Background to the Strategy</td>
<td>• Key housing stability trends</td>
</tr>
<tr>
<td>• Essential elements for ending homelessness</td>
<td>• Forty actions organized within four focus areas and eight strategic directions,</td>
</tr>
<tr>
<td>• Housing stability governance</td>
<td>along with associated issues and potential activities</td>
</tr>
<tr>
<td>• Housing stability groups</td>
<td>• Processes for measuring change and monitoring implementation</td>
</tr>
<tr>
<td>• Housing stability resources</td>
<td></td>
</tr>
<tr>
<td>• Housing stability program data highlights</td>
<td></td>
</tr>
<tr>
<td>• Policy directions for the future</td>
<td></td>
</tr>
<tr>
<td>• Factors that influence housing stability</td>
<td></td>
</tr>
</tbody>
</table>

Twenty-nine local organizations and groups (including the Region of Waterloo) have endorsed the Strategy. A full list of these organizations and groups is included in the Acknowledgements and Endorsements section of the Policy Framework. These 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.

4.2 Housing Planning

Housing Action Plan for Households with Low to Moderate Income (2014-2024)

The Housing Action Plan (HAP) includes actions that consider, and incorporate wherever possible, Waterloo Region’s vision for a sustainable and liveable region, including those that encourage compact growth, the integration of a broader transit focus (including Rapid Transit) and initiatives that work to preserve and protect the Region’s environmental and agricultural systems.

The HAP also addresses community identified housing needs, covering both the rental and ownership market with a focus on those households with low to moderate incomes. Additionally, the HAP proposes to set out affordable housing targets for the
Region and the Area Municipalities, and identifies actions that will improve affordability, expand supports, encourage a range of housing options, increase system effectiveness and maintain existing stock.

**Affordable Housing Strategy**

While the HAP addresses longer term housing needs, the shorter term Affordable Housing Strategy (AHS) is focused on addressing the immediate need for permanent affordable housing in Waterloo Region.

Initiated in May 2001, with a goal of helping to create 1,000 new affordable housing units, and enhanced in 2005 to include an additional goal of 500 units (1,500 in total), the goal of the first AHS was achieved in 2008. In 2009, a new five year AHS goal of creating 500 units of sustainable affordable housing was set, with priorities focused on creating units affordable to the lowest income households and increasing the supply of supportive housing. This new goal was achieved in 2013. An updated AHS is currently being developed and will be released in 2014.
4.3 Primary Focus Areas and Connections Between Plans

Figure 2 illustrates the four main residential/housing options in the community, outlining the primary focus areas for the Strategy and the HAP, including where these plans intersect.

In addition to planning for the core housing stability services of street outreach and housing retention and re-housing, the Strategy focuses on both “residential” options in the housing stability system (emergency shelter and time-limited residences). It also shares planning with the HAP in the area of supportive housing (housing with designated support in the housing stability system).

HAP focuses on housing options in the community. More specifically, in addition to planning for supportive housing, the HAP focuses on affordable housing (the other housing option within the housing stability system), as well as both housing options in the private market (market rental and home ownership).

Neither plan has a primary focus on “other residential” options in the community, including residential businesses (e.g., motels or campgrounds) or informal connections (e.g., temporary accommodation through friends or family).

Figure 2. Residential/housing options in the community.
5.0 Meeting Primary Requirements of the 10 Year Housing and Homelessness Plan

The table to follow provides hyperlinks to where information related to the primary requirements of the 10 Year Housing and Homelessness Plan can be found.

**PRIMARY REQUIREMENT #1**
Assessment of Current and Future Housing Needs

<table>
<thead>
<tr>
<th>Detail</th>
<th><strong>Homelessness to Housing Stability Strategy</strong> (Lynn Randall)</th>
<th><strong>Housing Action Plan</strong> (Deb Schlichter)</th>
</tr>
</thead>
</table>
| Description of existing housing and homelessness programs | - **Policy Framework** : Chapter 3: Overview of the Housing Stability System pp. 50-75.  
  **Specifically:**  
  - Emergency Shelter pp. 59-64.  
  - Street Outreach pp. 64-67.  
  - Housing Retention and Re-housing pp. 68-70  
  - Time-Limited Residence pp. 70-71.  
  - Affordable Housing and Supportive Housing pp. 71-75.  
  - For further detail refer to: **Inventory of Housing Stability Programs in Waterloo Region (2011)**.  
  For supportive housing also see:  
  - **We'll Leave the Lights on For You: Housing Options for People Experiencing Persistent Homelessness Who Use Substances (Alcohol and/or Drugs)**  
  For financial inclusion also see:  
  - **Financial Inclusion Inventory: Waterloo Region June 2012**  
  Family specific housing stability programs:  
  - **Ending Family Homelessness In Waterloo Region** (anticipated release April 2014) | Housing Action Plan pp. 7-8 |
| Detail | Homelessness to Housing Stability Strategy  
- (Lynn Randall) | Housing Action Plan  
(Deb Schlichter) |
|---|---|---|
| Demographic and economic trends impacting local housing needs | - Policy Framework: Appendix C PART A: Community Trends and Housing Stability pp.102-106.  
- Homelessness and Housing Umbrella Group Report Card 2012  
- Homelessness to Housing Stability 2012 Data Summary Report  
- Ending Family Homelessness In Waterloo Region (anticipated release April 2014) | “Waterloo Region: A Housing Overview 2013”  
Housing Action Plan pp. 4-11 |
| Description of the process used to determine housing need e.g. census data, consultations, etc. | Policy Framework:  
- Chapter 1: Introduction pp. 7-8  
- Appendix B Key Reports and Acts: pp. 95-101  
- Appendix D Housing Stability Groups: pp.111-114 (list of housing stability groups that are regularly consulted around housing need)  
Action Framework:  
pp. 3-4  
Housing Action Plan pp. 2-4 |
| Identification of housing needs including needs for specific populations per policy statement (VAW, accessibility and other community groups) | Background reports to the Strategy used to inform housing needs for specific populations:  
- Understanding Homelessness and Housing Stability Experienced by Adults in Waterloo Region’s Urban Areas see: www.socialservices.regionofwaterloo.ca search: Understanding Homelessness Urban Areas  
- Understanding Homelessness and Housing Stability Experienced by Older Adults in Waterloo Region | “Waterloo Region: A Housing Overview 2013” pp. 4-9  
Housing Action Plan pp. 12-13 |
| Understanding Homelessness and Housing Stability in Waterloo Region’s Rural Areas |
| Report of the Ad Hoc Working Group on Persistent Homelessness in Waterloo Region |
| LGBTQ Populations and the Shelter System |
| Understanding Homelessness Experienced by Youth in Waterloo Region: A Discussion Document |
| Promising Principles and Practices in Housing Options for Youth Experiencing Homelessness in Waterloo Region |
| STEP Home Housing Report |
| Report of the Ad Hoc Working Group on Persistent Homelessness in Waterloo Region |
| We'll Leave the Lights On For You: Housing Options For People Experiencing Persistent Homelessness Who Use Substances (Alcohol and/or Drugs) |
| Understanding Homelessness and Housing Stability in Waterloo Region's Rural Areas |
| Ending Family Homelessness In Waterloo Region (anticipated release April 2014) |

Policy Framework:
- Appendix C PART B: Individual Differences and Housing Stability (Aboriginal Status, Disability, Health, Immigrant Status) pp.107-109
- Appendix C PART C: Life Stage and Housing Stability (Youth, Older Adults, Families) pp.109-110.

Action Framework: Chapter 3: pp. 11-20
- People with mental health issues pp. 12-13
<table>
<thead>
<tr>
<th>Detail</th>
<th>Homelessness to Housing Stability Strategy (Lynn Randall)</th>
<th>Housing Action Plan (Deb Schlichter)</th>
</tr>
</thead>
</table>
| Summary of goals and description of process used to establish them e.g. new consultations or existing strategic commitments | Process for the development of goals:  
- Report to Community Services Committee: All Roads Lead To Home: The Homelessness To Housing Stability Strategy For Waterloo Region - Action Framework And Strategy (2012)  
- Policy Framework: Chapter 4: Policy Directions for the Future pp.88-89 (one primary goal and three secondary goals for the housing stability system)  
### PRIMARY REQUIREMENT #3
Description of activities proposed to meet the objectives and targets (ACTION PLAN)

<table>
<thead>
<tr>
<th>Detail</th>
<th>Homelessness to Housing Stability Strategy (Lynn Randall)</th>
<th>Housing Action Plan (Deb Schlichter)</th>
</tr>
</thead>
</table>
| Gap analysis (housing market and housing/homelessness programs in comparison to identified housing needs) | - Homelessness and Housing Umbrella Group Report Card 2012  
- Action Framework: Chapter 2: Key Housing Stability Trends pp. 4-9  
Background reports to the Strategy (2012) used to inform gap analysis:  
- Understanding Homelessness and Housing Stability Experienced by Adults in Waterloo Region's Urban Areas see: www.socialservices.regionofwaterloo.ca search: Understanding Homelessness Urban Areas  
- Understanding Homelessness and Housing Stability Experienced by Older Adults in Waterloo Region  
- Understanding Homelessness and Housing Stability in Waterloo Region's Rural Areas  
- Report of the Ad Hoc Working Group on Persistent Homelessness in Waterloo Region  
- LGBTQ Populations and the Shelter System  
- Understanding Homelessness Experienced by Youth in Waterloo Region: A Discussion Document  
- Promising Principles and Practices in Housing Options for Youth Experiencing Homelessness in Waterloo Region  
- STEP Home Housing Report  
- Report of the Ad Hoc Working Group on Persistent Homelessness in Waterloo Region  
- We'll Leave the Lights On For You: Housing Options For People | Housing Action Plan pp. 15-20                                                                                      |
<table>
<thead>
<tr>
<th>Inventory of specific programs and initiatives</th>
<th>Action Framework:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiencing Persistent Homelessness Who Use <strong>Substances</strong> (Alcohol and/or Drugs)</td>
<td></td>
</tr>
<tr>
<td>- Understanding Homelessness and Housing Stability in Waterloo Region's <strong>Rural Areas</strong></td>
<td></td>
</tr>
<tr>
<td>- STEP Home Annual Report 2011-2012</td>
<td></td>
</tr>
<tr>
<td>- STEP Home Year 3 Evaluation Report</td>
<td></td>
</tr>
<tr>
<td>- STEP Home Flex Fund Report: June 2008 - June 2010</td>
<td></td>
</tr>
<tr>
<td>- Assessing Economic-based Homelessness: A Report for the Housing Stability System</td>
<td></td>
</tr>
<tr>
<td>- Qualitative Data Report for Waterloo Region Sheltering Needs Assessment</td>
<td></td>
</tr>
<tr>
<td>Plan details – actions that will be taken by the SM and other partners to make progress to achieving the goals</td>
<td></td>
</tr>
<tr>
<td>Action Framework:</td>
<td></td>
</tr>
<tr>
<td>- Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 10-45.</td>
<td></td>
</tr>
<tr>
<td>Plan details – actions that will be taken by the SM and other partners to make progress to achieving the goals</td>
<td></td>
</tr>
<tr>
<td>Action Framework:</td>
<td></td>
</tr>
<tr>
<td>- Chapter 4: pp.46-48</td>
<td></td>
</tr>
<tr>
<td>- To be further identified in the Strategy 2011-2013 Progress Report (fall 2014).</td>
<td></td>
</tr>
<tr>
<td>Housing Action Plan pp. 15-20</td>
<td></td>
</tr>
</tbody>
</table>
### PRIMARY REQUIREMENT #4
Progress Measures

<table>
<thead>
<tr>
<th>Detail</th>
<th>Homelessness to Housing Stability Strategy (Lynn Randall)</th>
<th>Housing Action Plan (Deb Schlichter)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anticipated plan review date</td>
<td>To be further identified in the Strategy 2011-2013 Progress Report (fall 2014)</td>
<td>Beginning in 2015, no later than June 30(^{th}), annually, as required by the HSA. Housing Action Plan pp. 23</td>
</tr>
</tbody>
</table>

### 6.0 Meeting Other Components of the 10 Year Housing and Homelessness Plan
The table below provides hyperlinks to other components related to provincial interest (HSA Section 4) and the Ontario Housing Policy Statement (HSA Section 5).

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Homelessness to Housing Stability Strategy (Lynn Randall)</th>
<th>Housing Action Plan (Deb Schlichter)</th>
</tr>
</thead>
<tbody>
<tr>
<td>System that achieves positive outcomes for individuals and families</td>
<td>Action Framework: Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 11-45.</td>
<td>All actions within the HAP work to achieve positive outcomes for individuals and families.</td>
</tr>
<tr>
<td>System that addresses the housing needs of individuals and families to</td>
<td>Action Framework:</td>
<td>Housing Action Plan Strategic Direction 2, 4, Action 2.3, Action</td>
</tr>
<tr>
<td>Requirement</td>
<td>Homelessness to Housing Stability Strategy (Lynn Randall)</td>
<td>Housing Action Plan (Deb Schlichter)</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>help address other challenges they face</td>
<td>- Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 11-45.</td>
<td>4.3</td>
</tr>
</tbody>
</table>
| System that addresses the needs of families and individuals to move toward a level of self-sufficiency | Action Framework:  
- Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 11-45.  
| System that has a role for non-profit corporations and non-profit housing cooperatives | Policy Framework:  
| System that is coordinated and integrated with all municipalities in the service area | Policy Framework:  
- Figure 8 - Local Housing Stability Groups p. 46. | Housing Action Plan pp. 14 -15 |
| System that has a role in private market for meeting housing needs | Policy Framework:  
| System that provides for partnerships among governments and others in the community | Policy Framework:  
| System that treats individuals and families with respect and dignity | Policy Framework:  
- Chapter 4: Policy Directions for the Future - Values of the Housing Stability System pp.78-80. | All elements of the Housing system work to treat individuals with respect and dignity. |
| System that is coordinated with other community services | Policy Framework:  
| System that is relevant to local circumstances | Policy Framework and Action Framework:  
- “Waterloo Region: A Housing Overview 2013”  
- “What We Heard: Housing Issues in Waterloo Region 2013” | }
<table>
<thead>
<tr>
<th>Requirement</th>
<th>Homelessness to Housing Stability Strategy (Lynn Randall)</th>
<th>Housing Action Plan (Deb Schlichter)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The need to integrate with human services planning</td>
<td>Corporate Strategic Plan p. 4.</td>
<td>Corporate Strategic Plan p. 4.</td>
</tr>
<tr>
<td>System that allows for a range of housing options</td>
<td>Policy Framework:</td>
<td>Housing Action Plan Strategic Direction 3</td>
</tr>
<tr>
<td></td>
<td>- Chapter 4: Policy Directions for the Future p.80-88.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strategy Progress Report 2011-2013 anticipated fall 2014 will also include processes for future reporting.</td>
<td>Housing Action Plan Action 5.2a, 5.2b</td>
</tr>
<tr>
<td></td>
<td>- STEP Home Annual Report 2011-2012</td>
<td></td>
</tr>
<tr>
<td>System that supports economic prosperity</td>
<td>Cost/Benefit Analyses:</td>
<td>Housing Action Plan Economic prosperity for individuals and families:</td>
</tr>
<tr>
<td></td>
<td>- Proactive vs. Reactive Responses: The Business Case for a Housing Based Approach to Reduce Homelessness in the Region of Waterloo (2007)</td>
<td>- Affordable Housing Targets pp. 21</td>
</tr>
<tr>
<td></td>
<td>- Region of Waterloo STEP Home Social Return on Investment (SROI) Roll-Up Report - 2013 (full report)</td>
<td>- Strategic Direction 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Actions 1.1, 1.3, 1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Housing Action Plan Economic prosperity for community/organizations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Strategic Direction 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Actions 2.2, 2.4, 5.2 – 5.4</td>
</tr>
<tr>
<td>System that is delivered in a way that promotes environmental sustainability and energy conservation</td>
<td>Council Report Waterloo Region Energy Assistance Program Update (2013)</td>
<td>Housing Action Plan Strategic Direction 5, Action 5.5</td>
</tr>
<tr>
<td>Requirement</td>
<td>Homelessness to Housing Stability Strategy (Lynn Randall)</td>
<td>Housing Action Plan (Deb Schlichter)</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Contains strategies to increase awareness, and improve access to,</td>
<td>Action Framework:</td>
<td>Housing Action Plan Strategic Direction 4, Action 4.3, 4.6 – 4.8</td>
</tr>
<tr>
<td>affordable and safe housing that is linked to supports, homelessness</td>
<td>- Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 26-29 &amp; 35-42.</td>
<td></td>
</tr>
<tr>
<td>prevention and social programs and services</td>
<td>Housing Stability System Brochures and Booklets:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Emergency Shelter Programs in Waterloo Region (updated April 2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Street Outreach Programs in Waterloo Region (updated December 2011)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Housing Retention and Re-Housing Programs in Waterloo Region (updated April 2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Time-Limited Residence Programs in Waterloo Region (updated December 2011)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Affordable Housing and Supportive Housing Programs in Waterloo Region (updated April 2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- STEP Home (updated September 2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Housing Options for Older Adults Living in Waterloo Region (updated December 2011)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Waterloo Region Energy Assistance Program (updated Summer 2012)</td>
<td></td>
</tr>
<tr>
<td>Contains strategies to reduce gaps in programs, services and supports for</td>
<td>Action Framework:</td>
<td>Housing Action Plan Strategic Direction 2</td>
</tr>
<tr>
<td>individuals and families</td>
<td>- Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 10-45.</td>
<td></td>
</tr>
<tr>
<td>Addresses the need for housing for victims of domestic abuse</td>
<td>Policy Framework:</td>
<td>Housing Action Plan Strategic Direction 3, Action 3.3, pp.10</td>
</tr>
<tr>
<td></td>
<td>Action Framework:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 10-45.</td>
<td></td>
</tr>
<tr>
<td>Requirement</td>
<td>Homelessness to Housing Stability Strategy (Lynn Randall)</td>
<td>Housing Action Plan (Deb Schlichter)</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Addresses the need for accessible housing for people with disabilities</td>
<td>Policy Framework: Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 11-15 &amp; 73-75.</td>
<td>Housing Action Plan pp. 10, Strategic Direction 3, Action 3.3</td>
</tr>
<tr>
<td></td>
<td>Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities pp. 10-45.</td>
<td></td>
</tr>
<tr>
<td>Contain local housing policies and short and long-term targets/objectives relating to housing needs</td>
<td>Strategy Progress Report 2011-2013 anticipated fall 2014 will also include processes for future reporting.</td>
<td>Housing Action Plan Strategic Directions and Actions, pp. 16-20</td>
</tr>
<tr>
<td>Measures to meet targets/objectives</td>
<td>Action Framework: Chapter 4: Next Steps p.47-48</td>
<td>Housing Action Plan Strategic Directions and Actions, pp. 16-20</td>
</tr>
<tr>
<td></td>
<td>Strategy Progress Report 2011-2013 anticipated</td>
<td></td>
</tr>
<tr>
<td>Requirement</td>
<td>Homelessness to Housing Stability Strategy (Lynn Randall)</td>
<td>Housing Action Plan (Deb Schlichter)</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>How progress toward meeting the objectives/targets will be measured</td>
<td>Action Framework:</td>
<td>Housing Action Plan Strategic Directions and Actions, pp. 16-20</td>
</tr>
<tr>
<td>(progress measurement)</td>
<td>- Chapter 4: Next Steps p.46.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strategy Progress Report 2011-2013 anticipated fall 2014 will also include processes for future reporting.</td>
<td></td>
</tr>
<tr>
<td>Reporting</td>
<td>Strategy Progress Report 2011-2013 anticipated fall 2014 will also include processes for future reporting.</td>
<td>- To be outlined in the forthcoming HAP Implementation Guide (2014)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Beginning in 2015, no later than June 30\textsuperscript{th}, annually, as required by the HSA.</td>
</tr>
</tbody>
</table>
APPENDIX A: Other Region of Waterloo Reports

<table>
<thead>
<tr>
<th>Year</th>
<th>Report Title</th>
<th>Author/Publisher</th>
<th>Website Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>The Inventory of Housing Stability Programs in Waterloo Region</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a> search: Inventory</td>
</tr>
<tr>
<td>Year</td>
<td>Report Title</td>
<td>Author/Publisher</td>
<td>Website Link</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Understanding Homelessness and Housing Stability Experienced by Adults in Waterloo Region's Urban Areas</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="#">www.socialservices.regionofwaterloo.ca</a> search: Understanding Homelessness Urban</td>
</tr>
<tr>
<td></td>
<td>Understanding Homelessness and Housing Stability Experienced by Older Adults in Waterloo Region</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="#">www.socialservices.regionofwaterloo.ca</a> search: Understanding Homelessness Older Adults</td>
</tr>
<tr>
<td></td>
<td>Understanding Homelessness and Housing Stability in Waterloo Region's Rural Areas</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="#">www.socialservices.regionofwaterloo.ca</a> search: Understanding Homelessness Rural Areas</td>
</tr>
<tr>
<td>2008</td>
<td>Region of Waterloo's Affordable Housing Strategy</td>
<td>Region of Waterloo Social Services: Planning, Housing, and Community Services</td>
<td><a href="#">www.socialservices.regionofwaterloo.ca</a> search: Affordable Housing Strategy</td>
</tr>
<tr>
<td>Year</td>
<td>Report Title</td>
<td>Author/Publisher</td>
<td>Website Link</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2009</td>
<td>2009 Report Card and Booklet (Rental Housing Affordability)</td>
<td>Homelessness and Housing Umbrella Group</td>
<td><a href="http://www.hhug.ca">www.hhug.ca</a></td>
</tr>
<tr>
<td>2010</td>
<td>Promising Principles and Practices in Housing Options for Youth Experiencing Homelessness in Waterloo Region</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a> search: Housing Options for Youth</td>
</tr>
<tr>
<td>2010</td>
<td>Regional Municipality of Waterloo. Building Resilient Communities: A Literature Review and Demographic Overview</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a> search: Resilient Communities</td>
</tr>
<tr>
<td>Year</td>
<td>Report Title</td>
<td>Author/Publisher</td>
<td>Website Link</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>STEP Home Flex Fund Report</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a>, search: Flex Fund</td>
</tr>
<tr>
<td></td>
<td>The Inventory of Housing Stability Programs in Waterloo Region</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a>, search: Inventory</td>
</tr>
<tr>
<td></td>
<td>The Story of SHOW: Development and Early Impact of Supportive Housing of Waterloo</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a>, search: SHOW</td>
</tr>
<tr>
<td>2011</td>
<td>We'll Leave the Lights On For You: Housing Options For People Experiencing Persistent Homelessness Who Use Substances (Alcohol and/or Drugs)</td>
<td>Region of Waterloo Social Services: Social Planning, Policy, and Program Administration</td>
<td><a href="http://www.socialservices.regionofwaterloo.ca">www.socialservices.regionofwaterloo.ca</a>, search: Housing Options Persistent Homelessness</td>
</tr>
</tbody>
</table>
Several reports have been released by other local community systems with specific recommendations that complement the actions of the updated Strategy. These report recommendations have been referenced as activities of certain actions in Chapter 3: Focus Areas, Strategic Directions, Actions, Issues and Activities, where appropriate. These reports include:

- The Missing Pieces: An Assessment of Service Assets and Gaps for Offenders and Victims of Interpersonal Violence in Waterloo Region (2012)
- Waterloo Region Integrated Drugs Strategy (2011)
- From Prison to a Place Called Home: Recommendations from a Forum for Federally Sentenced Women (No accompanying report)
## Council Enquires and Requests for Information
### Community Services Committee

<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-Dec-13</td>
<td>D. Craig</td>
<td>That staff report on acceptable rural EMS response times; reasons for higher call volume and response times in Cambridge; and resources required to address these issues</td>
<td>Public Health/Emergency Response Time Working Group</td>
<td>June 2014</td>
</tr>
<tr>
<td>03-Dec-13</td>
<td>S. Strickland</td>
<td>That staff report updating the Committee on the progress made by the Ontario government on the proposed changes to the Smoke Free Ontario Act</td>
<td>Public Health</td>
<td>March/April 2014</td>
</tr>
<tr>
<td>07-Jan-14</td>
<td>B. Halloran</td>
<td>That staff provide a report outlining the Region's advocacy efforts in relation to discretionary benefits and provide a recommendation in relation to requesting that the province increase the per case cap from $10 to $15</td>
<td>Social Services - Employment and Income Support</td>
<td>February/March 2014</td>
</tr>
</tbody>
</table>
Message from the Commissioner

This Social Services Annual Report shares a message of service-centered solutions that make a real difference in the lives of people we serve every day.

Fourteen months ago, I started my journey as the new Commissioner of Social Services. This provided the Social Services Leadership Team with an opportunity to review and recommit to “why we do what we do”. We reviewed the current environment and emerging issues and looked at our department’s direction, functions and structure.

The 2013 Annual Report was completely redesigned to give you a better understanding of Social Services and the valuable programs and services we provide to the community. The pie charts on each page demonstrate how we spend our $189 million budget and the value we provide for that funding. Each division has explained “why they do what they do”, the services they offer and some highlights from 2013.

The programs and services delivered and the outcomes achieved would not be possible without the dedication and commitment of some 850 staff across the Social Services Department. They create safe and healthy environments that provide enriching developmental opportunities for our youngest citizens and future leaders. They provide supports and services to stabilize families and offer connection or reconnection to the labour market. They work to provide temporary, transitional and supportive housing environments to those who have no home. They support our seniors, both at Sunnyside and in the community, to age with dignity. They conduct the research and draft the policies and direction documents we use to set a course for the Department.

In partnership with our Council, corporate and community colleagues, we ensure that this system of social services meets the needs of our communities and makes a difference every day.

342,200  Commissioner
15,021,591  Social Planning
29,913,810  Seniors’ Services
40,747,352  Children’s Services
103,563,966  Employment and Income Support
189,588,919  Total
Looking forward to 2014

In 2014, we will see corporate and departmental restructuring, continued fiscal challenges and increased demand for our services. Our goal is to move forward together with a clear sense of purpose and work with our community partners to deliver essential services to our community.

Our themes will continue to be, “why do we do the things we do” and “can we do them better and differently?” Our challenge will be to examine our methods to determine if there are new ways to get the results with greater efficiency and effectiveness while ensuring those in need of our services remain at the centre of our planning and delivery. We will engage in consultation about our internal service delivery as well as our methods of partnership to ensure that we are delivering the very best services possible given the rising demand and limitations on resources.

As always, we will require the assistance of our staff, our community partners and input and direction from Council to meet these challenges and make the best use of opportunities presented. We look forward to our ongoing collaborative efforts to meet the needs of Waterloo Region’s citizens.

Douglas Bartholomew-Saunders
Commissioner, Social Services
Children’s Services

We believe in providing a vibrant, comprehensive system of early learning and child care that supports the healthy development of all children in our community.

Children’s Services plans for, develops and delivers a wide range licensed early learning and child care services for families in Waterloo Region.

The early learning and child care (ELCC) sector has experienced a period of significant change over the past three years with the start of full day kindergarten, resulting in a shift in focus to children under the age of four years. We continue to work in partnership with our community to plan for and support this transition.

In 2013, we were proud to fund child care operators to retrofit centre space and coordinate professional development through the Early Childhood Educator Professional Resource Centre in partnership with Conestoga College. We also launched OneList Waterloo Region, a centralized application and waitlist for licensed child care and supported a restructuring process of special needs resourcing agencies. All of these initiatives contributed to the healthy growth and development of children.

Looking to 2014 and beyond, we will continue work in partnership with our community to develop a system-wide approach to early learning and care that is high quality, equitable and inclusive of all children.

2013 highlights

2,900 children per month received child care subsidy (on average).

More than 1,750 children with special needs received support to attend licensed child care settings.

2,235 children were registered for child care through OneList Waterloo Region as of November 2013.

132 licensed early learning and child care programs participated in Raising the Bar on Quality.

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Administration</td>
<td>5,280,563</td>
</tr>
<tr>
<td>Centre Based Care</td>
<td>22,936,041</td>
</tr>
<tr>
<td>Home Child Care</td>
<td>7,555,111</td>
</tr>
<tr>
<td>Special Needs Resourcing</td>
<td>3,956,926</td>
</tr>
<tr>
<td>Infant Development</td>
<td>1,018,711</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40,747,352</strong></td>
</tr>
</tbody>
</table>
Employment and Income Support

Employment and Income Support (E&IS) believes in removing obstacles and creating opportunities.

Through the provision of financial assistance, employment services and other supports, E&IS staff help individuals become included in our community, find employment and establish financial independence.

In 2013, E&IS worked to redesign the discretionary benefits program responding to reduced Provincial funding and the needs identified by the community. Staff also worked to extend access to the employment services available at our Employment Resource Centres to four rural community agencies.

E&IS continues its restructuring at Intake, Case Management and Special Services to improve service and be responsive to future changes in service delivery.

In 2014, staff will build upon the work of the past year as they undergo training and implement a new Provincial technology to support the delivery of social assistance in Ontario.

2013 highlights

The average number of participants/cases including dependents was 19,379 through 2013

Over 34,000 people will have visited and used the computers in our Employment Resource Centres

56 per cent of participants leave Ontario Works within one year; the average length of time on Ontario Works is 13.4 months.

<table>
<thead>
<tr>
<th>Employment Programs</th>
<th>Ontario Works Administration</th>
<th>Ontario Works Allowances</th>
<th>Social Assistance Benefits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,032,963</td>
<td>21,081,091</td>
<td>66,668,088</td>
<td>7,781,824</td>
<td>103,563,966</td>
</tr>
</tbody>
</table>

Social Services Annual Report 2013
Seniors’ Services

We believe in enabling adults to age with dignity. Seniors’ Services works collaboratively with the community to plan, support and operate long-term care services and residential and community programs.

More than 500 older adults are served on the Sunnyside campus each day. The campus is an active hub for older adults, providing a welcoming environment to live, visit, access services, volunteer and meet friends.

In 2013, Seniors’ Services was proud to open a second Community Alzheimer Day Program in Cambridge. The division also added 15 additional convalescent care beds, provided leadership in the development of the Region’s Seniors’ Strategy, and installed touch-screens for Personal Support Workers to improve the planning and delivery of care.

The Sunnyside Wellness Centre continues to attract members and supports more than 500 community members each year through its fitness programs and professional services.

In 2014, Seniors’ Services looks forward to presenting the Seniors’ Strategy to Council and expanding the Wellness Centre services to include a nurse practitioner clinic and additional physiotherapy services for the community.

2013 highlights

Overnight Respite Programs provided support for 143 families.

60 people were admitted to the Convalescent Care program following discharge from hospital to help regain their strength and independence before returning home.

More than 250 volunteers supported Sunnyside operations, resulting in an annual service value of over $350,000.

The Sunnyside Foundation donated $115,000 to Seniors’ Services for specialized equipment including ceiling lifts, enhanced programming, and supplies for recreation and music therapy.
Social Planning

We believe in creating an inclusive, thriving, sustainable community where no one is left behind.

Social Planning provides planning, research and evaluation leadership for the Social Services department. The division works to support people and strengthen community by: identifying and responding to community needs; providing direct support to the community; analyzing social trends; developing social policy responses; undertaking social planning and system modeling; administering purchase of service agreements and grants; and hosting the Immigration Partnership.

Social Planning has been responding to significant change over the past year. Changes in funding and legislation; the continued lag in recovery from the 2008 recession and increased demand for services; and calls for program and system improvements have required us to adapt to change at a number of levels.

In 2013, the Community Outreach Program developed a five year strategic plan. Various activities have been implemented at neighbourhood sites and community centres to support the program’s goal of preventing and reducing child poverty in Waterloo Region.

A Leadership Team for the Region’s Comprehensive Approach to Poverty Reduction was created and has been hard at work looking for innovative ways to work across departments to reduce poverty.

As we move into 2014, we will focus on completing the Family Homelessness Study, planning for the evolution of the Housing Stability System, and implementing the Comprehensive Approach to Poverty Reduction actions.

2013 data highlights

Number of children served through the Community Outreach Program: 7,118

Number of families involved in the Linguistic Diversity program: 2,780

Number of people served in the Counselling Collaborative: 2,565

Number of people who used emergency shelters: 3,447

Number of housing stability programs funded: 54
For further information, contact:

Douglas Bartholomew-Saunders, Commissioner, Social Services, 519-883-2170
Nancy Dickieson, Director, Children’s Services, 519-883-2177
David Dirks, Director, Employment and Income Support, 519-883-2179
Helen Eby, Director, Seniors’ Services, 519-893-8494 x6310
Lynn Randall, Director, Social Planning, 519-883-2190
Kathy Thomas, Administrative Assistant, 519-883-2174

Region of Waterloo Social Services
99 Regina Street South, Waterloo, N2J 4V3
519-575-4400
TTY: 519-575-4608

Accessible formats of this document are available upon request.
The Employment & Income Support Community Advisory Committee (EISCAC) provides a forum for stakeholders to offer advice on the programs and services delivered by the Employment and Income Support (EIS) division of Region of Waterloo Social Services. Stakeholders such as Ontario Works/Ontario Disability Support Program participants, community agencies and partners, funders, business representatives, and Regional staff are members of the EISCAC.

The goal of the EISCAC is to improve the services provided to the residents of Waterloo Region. The EISCAC meets six times per year. Meetings are a combination of consultation, information and updates, discussion, and advocacy.

### EISCAC Mandate

The EISCAC currently has 34 members, representing a wide range of sectors and stakeholders in the community. The members of the EISCAC are listed below.

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Position</th>
<th>EIS Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Mitchell</td>
<td>Chair (Regional Councillor)</td>
<td></td>
</tr>
<tr>
<td>Don Eagles</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Don Pinnell</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Carmen Abrego</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Nicole Sweica</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Rodica Chiriac</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Fred Bond</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Joanne Bond</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Alex Troeger</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Melissa Webster</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Ferdouse Miah</td>
<td>Participant Member</td>
<td></td>
</tr>
<tr>
<td>Thanh-Thanh Tieu</td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Lou Bellini</td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Karen Lipski</td>
<td>Funder Representative</td>
<td></td>
</tr>
<tr>
<td>David Dirks</td>
<td>Funder Representative</td>
<td></td>
</tr>
<tr>
<td>Jennifer Fenton</td>
<td>CUPE 1883</td>
<td></td>
</tr>
<tr>
<td>Anne Ramsay</td>
<td>Literacy Network</td>
<td></td>
</tr>
<tr>
<td>Jason Spencer / Ray Schork</td>
<td>Adult Employment Services</td>
<td></td>
</tr>
<tr>
<td>Lil-Marie Myers</td>
<td>Multicultural</td>
<td></td>
</tr>
<tr>
<td>Janice Penner</td>
<td>Community Counselling &amp; Support</td>
<td></td>
</tr>
<tr>
<td>Sally Michener-Potts</td>
<td>Mental Health</td>
<td></td>
</tr>
<tr>
<td>Bonnie MacPherson</td>
<td>Income Support Caseworker</td>
<td></td>
</tr>
<tr>
<td>Sarah Hostettler</td>
<td>ODSP representative</td>
<td></td>
</tr>
<tr>
<td>Janet Howitt</td>
<td>Immigration Partnership</td>
<td></td>
</tr>
<tr>
<td>Dianne McLeod</td>
<td>Community Placement Supporting Agency</td>
<td></td>
</tr>
<tr>
<td>Eltag Elkhalifa</td>
<td>Employment Placement</td>
<td></td>
</tr>
<tr>
<td>Rebecca Roy</td>
<td>Youth Services</td>
<td></td>
</tr>
<tr>
<td>Lee Ann Hundt</td>
<td>Community Employment Linkages Committee</td>
<td></td>
</tr>
<tr>
<td>Carol Simpson</td>
<td>Labour Market</td>
<td></td>
</tr>
<tr>
<td>Shannon Thiessen</td>
<td>Emergency Shelter Services</td>
<td></td>
</tr>
<tr>
<td>Denise Carter</td>
<td>Labour</td>
<td></td>
</tr>
<tr>
<td>Art Sinclair</td>
<td>Business</td>
<td></td>
</tr>
<tr>
<td>Stevie Natolochny</td>
<td>Committee Clerk</td>
<td></td>
</tr>
<tr>
<td>Tim Brubacher</td>
<td>Committee Clerk</td>
<td></td>
</tr>
<tr>
<td>Chris McEvoy</td>
<td>Support Staff</td>
<td></td>
</tr>
</tbody>
</table>

#1508854
Consultations in 2013

Consultations are held with the EISCAC in order to provide the EIS division and other service providers (including other Regional departments and divisions within Social Services) with feedback from Committee members that helps inform program and service delivery. Several consultations were held with the EISCAC during 2013; they are summarized in this section.

The Region of Waterloo’s Comprehensive Approach to Poverty Reduction

At the EISCAC meeting on February 1, Heather Froome (Administrator, Social Development Programs) and Cheryl Grove (Social Planning Associate) came to present on the Region’s Comprehensive Approach to Poverty Reduction and to consult with the EISCAC regarding myths surrounding poverty and people who live with low income. The EISCAC provided thoughtful and insightful responses to poverty myths such as “being employed is the key to not living in poverty” and “there is no motivation to get off Social Assistance because payments on Social Assistance are too high”. The feedback that the EISCAC provided helped create a report entitled Poverty Myth Busters for Waterloo Region that has been shared widely with Regional employees as well as others in the community. You can view the myth busters report by visiting this website: www.bit.ly/1hSFRau

The Central Transit Corridor Community Building Strategy

Kevin Curtis (Manager, Reurbanization) came to the EISCAC to present and seek feedback regarding the Region of Waterloo’s Central Transit Corridor Community Building Strategy. The Community Building Strategy is a project the goals of which are to guide the investment and development along the central transit corridor to support Light Rail Transit (LRT) and optimize the community benefits that come with rapid transit. The EISCAC provided the following feedback with regard to rapid transit, community development, and transportation in general:

- EISCAC members expressed concerns about the lack of late night service in some areas, and the perceived lack of service in some areas of Cambridge.
- The Committee discussed the impact of LRT and the development of the central corridor on real estate values and property taxes, and the adverse effects this could have on people living with low income.
- EISCAC members also discussed access to affordable transportation options and the continuation of affordable transportation programs within the LRT initiative.

You can view the Central Transit Corridor Community Building Strategy by visiting this website: www.centraltransitcorridor.ca/
Consultations in 2013

Discretionary Benefits Program Consultation
Significant changes were made in 2013 to the discretionary benefits program as a result of Provincial funding changes. The EISCAC was consulted several times in 2012 in order to gather feedback on what benefits were most important. In structuring the program for 2014, at the September 2013 meeting the Committee was asked to respond to two questions:
1) Were the benefits identified in 2012 as the most important still the most important?
2) Given the possibility of further changes in 2014, which discretionary items should be given greater emphasis?

The Committee provided insightful feedback that included:
- Tracking the number of requests that are not granted, to get a sense of the needs that are not being met.
- The need to account for individual circumstances; flexibility to ensure that people can get support when they need it most.
- Dental, food hampers, drugs and medical supplies are all important benefits as they contribute to quality of life.

The Community Action Plan for Housing Consultation
Jeffery Schumacher (Supervisor, Housing Supply Initiatives) presented on the approach the Region of Waterloo Housing was taking with regard to a new local plan for housing. The goal of the plan is to identify the needs of low to moderate income households and develop strategies to address their housing needs. The Committee broke into small groups to provide feedback on the following questions:
1. How do we address affordability?
2. How do we improve support to obtain and maintain housing?
3. How do we provide an appropriate range of housing and address barriers to development?
4. How do we improve system access to housing?
5. How do we keep and maintain what we have?
6. How do we increase awareness and understanding for landlords, tenants, and staff working in the housing and housing support sector to improve communication, partnerships, and service?

Each group was asked to share one key action. The responses included a focus on the housing first approach, looking at different methods of housing, encouraging builders through taxes or development charges to create more affordable housing, creating more plain language information, and having a physical location where individuals could go to access help with forms and knowing what services are available.

You can view the Community Action Plan for Housing by visiting this website: www.bit.ly/17pmlGv
Questions?

Please contact Chris McEvoy at (519)883-2302 or cmcevoy@regionofwaterloo.ca for further information regarding the Employment & Income Support Community Advisory Committee.
For your HPS Community Plan 2014-2019:

1) Only on-line submissions will be accepted
2) You will receive an e-mail with a link to the main page. From there, you may complete the five sections in any order, but must complete each section before moving to another. The sections are:
   a. Current Situation
   b. CAB Membership
   c. Planning and Reporting
   d. Your Priorities
   e. Submitting the Plan
3) Comments in green are included to help you understand how to complete the sections and to navigate the document.
4) With the move to a web format, the tables will disappear (as tables do not meet accessibility standards), but they have been included here for ease of reading.
Current Situation: Establishing your Baseline Data

Data ..................................................................................................................................................... 3
Readiness for Implementing Housing First............................................................................................... 3

Community Advisory Board Membership .............................................................................................. 7

Planning and Reporting.................................................................................................................. 10

Your Planning Process .......................................................................................................................... 10
1. Stakeholder Engagement .................................................................................................................. 10
2. Other Related Strategies and Programs ....................................................................................... 11
3. Community Contribution ............................................................................................................... 13
Reporting ............................................................................................................................................ 14

Your Priorities .................................................................................................................................. 15

Describing your Priorities ................................................................................................................... 19
Rationale ........................................................................................................................................ 19
What other resources can you leverage to contribute to your HF efforts? ......................................... 21
Housing First (HF) Approach ............................................................................................................. 22
Target Group(s) ................................................................................................................................ 23
Housing First Priority .......................................................................................................................... 23
Individualized Services and Facilities priorities ................................................................................... 23

Demonstrating Success ...................................................................................................................... 23
Housing First Priority .......................................................................................................................... 24
Improving the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services ................................................................. 24
Preserving or increasing the capacity of facilities used to address the needs of people who are homeless or at imminent risk of homelessness ........................................................................... 25
To ensure coordination of resources and leveraging and to improve data collection and use priorities 26

Submitting the Plan ............................................................................................................................ 27
**Current Situation: Establishing your Baseline Data**

Please report on your current situation based on the following indicators. All CABs should review their progress annually against these indicators. This review will form part of the annual update.

**Data**

1. Number of unique individuals who used an emergency homeless shelter in the twelve month period between January 1, 2012 and December 31, 2012 **Not Mandatory**
   
   **3,447 individuals (as per Data Summary Sheet, 2012)**

2. Number of shelter users who were chronically homeless in 2012 **Not Mandatory**

3. Number of shelter users who were episodically homeless in 2012 **Not Mandatory**

4. Number of homeless individuals identified during the latest point in time count (if available) **Not Mandatory**

5. Date count was undertaken **Not Mandatory**

6. Number of homeless veterans who used an emergency homeless shelter in 2012. **(Optional)**

7. Estimated number of homeless veterans who were chronically or episodically homeless in 2012. **(Optional)**

**Readiness for Implementing Housing First**

Please rate your community’s readiness to implement Housing First based on the following questions. Each component of the scale has a rating of one to four with four demonstrating full implementation of the HPS HF model. Use this information to decide where to focus your efforts in implementing your HF program. Because implementing Housing First may take some adjustments, you will have the opportunity to rate your community’s progress annually and use the information to update your priorities and refine your approach.

Note: Your responses will only be used by ESDC to understand your selection of the HF priorities and activities.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CORE PRINCIPLES</strong></td>
<td><strong>Program expects participants to find their own housing and does not offer participants who have lost their housing a new housing unit.</strong></td>
<td><strong>Program supports participants in locating housing within 4-6 months and does not offer participants who have lost housing a new housing unit.</strong></td>
<td><strong>Program supports participants in locating housing within 1-3 months and offers participants who have lost their housing a new unit if they meet readiness requirements.</strong></td>
<td><strong>Program supports participants in locating housing within one month of acceptance into the HF program and offers participants who have lost their housing a new unit without requiring them to demonstrate readiness.</strong></td>
</tr>
</tbody>
</table>

---

1 The program may limit the number of relocations.
<table>
<thead>
<tr>
<th>Criterion</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Choice.</td>
<td>Participants have no choice in the location or other features of their housing and are assigned a unit without having a say in decorating and furnishing.</td>
<td>Participants have little choice in location and other features of their housing, including the decorating and furnishing of their unit.</td>
<td>Participants have some choice in location and other features of their housing, including decorating and furnishing their unit.</td>
<td>Participants choose the location and other features of their housing, including decorating and furnishing their unit.</td>
</tr>
<tr>
<td>Separating housing provision from other services.</td>
<td>Participants have access to housing only if they have successfully completed a period of time in transitional housing and meet all the readiness requirements.</td>
<td>Participants have access to housing only if they meet many readiness requirements.</td>
<td>Participants have access to housing with minimal readiness requirements.</td>
<td>Participants have access to housing with no requirements to demonstrate readiness.</td>
</tr>
<tr>
<td>Integrated Housing.</td>
<td>There are rigid time limits on the length of stay in housing or the housing is considered emergency.</td>
<td>There are some time limits on housing tenure or the housing is considered transitional.</td>
<td>There no time limits on housing tenure but housing is not considered permanent.</td>
<td>Participants live in housing with landlord-tenant agreements and there are no time limits on housing tenure other than those defined under a standard lease or occupancy agreement.</td>
</tr>
<tr>
<td>Tenancy Rights and Responsibilities.</td>
<td>Participants have no written agreement specifying the rights and responsibilities of tenancy, have no legal recourse if asked to leave their housing and can keep housing only by meeting requirements for continued tenancy.</td>
<td>Participants have a written agreement (such as a lease or occupancy agreement), which specifies the rights and responsibilities of tenancy, but contains special provisions regarding adherence to treatment or other clinical provisions.</td>
<td>Participants have a written agreement but it contains special provisions regarding adherence to program rules (e.g., requirements for being in housing at certain times).</td>
<td>Participants have a written agreement and it contains no special provisions other than agreeing to meet with staff face-to-face regularly (weekly or biweekly).</td>
</tr>
<tr>
<td>Reasonable Cost for Housing.</td>
<td>Participants pay 61% or more of their income for housing costs and program does not have access to rent supplements.</td>
<td>Participants pay 46-60% or less of their income for housing costs and/or program helps participants obtain rent supplements or subsidized housing units.</td>
<td>Participants pay 31-45% or less of their income for housing costs and/or program has access to rent supplements or subsidized housing units but there is a waiting period.</td>
<td>Participants pay 30% or less of their income for housing costs and/or program has ready access to rent supplements or provides subsidized housing units for all participants.</td>
</tr>
<tr>
<td>Criterion</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Housing Support.</strong></td>
<td>Program does not offer any housing support services.</td>
<td>Program offers some housing support services initially but no follow-up or ongoing services are available.</td>
<td><strong>Program offers ongoing housing support services but does not offer any property management services, assistance with rent payment, and co-signing of leases.</strong></td>
<td>Program offers ongoing housing support services.</td>
</tr>
<tr>
<td><strong>SERVICE PHILOSOPHY</strong></td>
<td><strong>Service choice.</strong></td>
<td><strong>Participants have little say in choosing, modifying, or refusing services.</strong></td>
<td><strong>Participants may have some say in choosing, modifying, or refusing services and supports, but program staff determinations usually prevail.</strong></td>
<td><strong>Participants have the right to choose, modify, or refuse services and supports at any time, except regular face-to-face visit with staff.</strong></td>
</tr>
<tr>
<td><strong>Participant-Driven Program &amp; Services.</strong></td>
<td>Program does not offer any opportunities for participant input into services at any level.</td>
<td>Program offers few opportunities for input on their individual services or more generally on program services.</td>
<td><strong>Program offers some opportunities for input on their individual services, but no opportunities to input more generally on program services.</strong></td>
<td>Program offers opportunities for input at all levels of the program: from individual services to tenant committees, and governing bodies.</td>
</tr>
<tr>
<td><strong>Contact with Participants.</strong></td>
<td>Program has no contact with participants.</td>
<td>Program meets with participants once every 4 to 8 weeks to ensure participants’ safety and well-being.</td>
<td>Program meets with participants at least once a month to ensure participants’ safety and well-being.</td>
<td>Program meets with participants at least 2 times a month to ensure participants’ safety and well-being.</td>
</tr>
<tr>
<td><strong>Continuous Services.</strong></td>
<td>Participants are discharged from program services if they lose housing for any reason.</td>
<td>Participants are discharged from services if they lose housing, but there are explicit criteria outlining options for re-enrollment.</td>
<td>Participants continue to receive program services if they lose housing provided that they are still eligible to be rehoused.</td>
<td><strong>Participants continue to receive program services even if they lose housing.</strong>[2]</td>
</tr>
</tbody>
</table>

---

[2] There may be a service hiatus during institutional stays.
<table>
<thead>
<tr>
<th>Criterion</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directly Offers or Brokers Services.</strong> Program directly offers or brokers support services to participants, such as recovery, medical and other services.</td>
<td>Program does not offer services to participants, either directly or through brokering.</td>
<td>Program directly offers or brokers some services.</td>
<td><strong>Program directly offers or brokers most, but not all, of these services directly and brokers remaining services.</strong></td>
<td>Program directly offers or brokers psychiatric treatment, vocational assistance, and other services.³</td>
</tr>
<tr>
<td><strong>Selection of Vulnerable Populations.</strong> Extent to which program focuses on chronic and/or episodically homeless individuals.</td>
<td>Program has no method to identify and select participants who are chronic and/or episodically homeless.</td>
<td>Program has some method to identify chronic and/or episodically homeless.</td>
<td><strong>Program selects participants who are chronic and/or episodically homeless.</strong></td>
<td>Program prioritizes interventions for participants who are chronic and/or episodically homeless.</td>
</tr>
<tr>
<td><strong>TEAM STRUCTURE/HUMAN RESOURCES</strong></td>
<td>50 or more participants per 1 FTE staff.</td>
<td>36-50 participants per 1 FTE staff.</td>
<td>21-35 participants per 1 FTE staff.</td>
<td><strong>20 or fewer participants per 1 FTE staff.</strong></td>
</tr>
</tbody>
</table>

Submit

Thank you for completing the Current Situation component. To complete another component of the Community Plan, return to the main page.

³ Note that HPS funding cannot be used to provide clinical services such as psychiatric treatment or substance use treatment. These services must be leveraged from other partners.
Community Advisory Board Membership

Please provide the name of your Community Advisory Board (CAB), along with a members contact list. If required, you may choose more than one option in the “Sector” Column. For each individual, please identify the role they play on the CAB (Chair, Co-chair or Member).

1. What is the name of your Community Advisory Board?
   Waterloo Region Community Advisory Board

2. How many members do you have on your CAB?
   22 members. Distribution List (last column question) will include Rebecca Roy (CAB Co-Chair), Melodie Klassen (CAB Co-Chair) and Van Vilaysinh (CE).

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>TITLE / ORGANIZATION</th>
<th>E-MAIL ADDRESS</th>
<th>TELEPHONE NUMBER</th>
<th>SECTOR (Choose one or more of the following)</th>
<th>Role on CAB</th>
<th>Include on Distribution List?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Drop-down list to include: Housing and social housing; Landlord associations; Healthcare, including mental health and addictions treatment; People with lived experience; Police and/or corrections; Income supports; Aboriginal; Youth; Private Sector; Non-profit; Other</td>
<td>Drop-down list of include: Chair; Co-chair; Member; Ex-officio Member</td>
<td>Drop-down list of include: yes/no</td>
</tr>
<tr>
<td>Rebecca Roy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Melodie Klassen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lynn Macaulay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linda Terry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAME</th>
<th>ORGANIZATION</th>
<th>SECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Roy (CAB co-chair)</td>
<td>Lutherwood</td>
<td>Service Provider</td>
</tr>
<tr>
<td>Melodie Klassen (CAB co-chair)</td>
<td>Region of Waterloo – Social Planning, Policy and Program Administration</td>
<td>Regional Government</td>
</tr>
<tr>
<td>Lynn Macaulay</td>
<td>Homelessness and Housing Stability Umbrella Group</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Linda Terry</td>
<td>Social Planning Council of Cambridge and North Dumfries</td>
<td>Non-profit</td>
</tr>
<tr>
<td>NAME</td>
<td>ORGANIZATION</td>
<td>SECTOR</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Rosie Weiler</td>
<td>K-W Urban Native Wigwam Project</td>
<td>Service Provider; Non-profit; Aboriginal</td>
</tr>
<tr>
<td>Pauline Moon</td>
<td>K-W Urban Native Wigwam Project</td>
<td>Service Provider; Non-profit; Aboriginal</td>
</tr>
<tr>
<td>Joe Mancini</td>
<td>The Working Centre</td>
<td>Service Provider; Non-profit</td>
</tr>
<tr>
<td>David Dirks</td>
<td>Region of Waterloo – Employment and Income Support</td>
<td>Regional Government; Income Supports</td>
</tr>
<tr>
<td>Ron Flaming</td>
<td>House of Friendship</td>
<td>Service Provider; Non-profit</td>
</tr>
<tr>
<td>Patricia Sutherland</td>
<td>Waterloo Wellington Local Health Integration Network</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Deb Schlichter</td>
<td>Region of Waterloo - Housing</td>
<td>Regional Government; Housing and Social Housing</td>
</tr>
<tr>
<td>Christiane Sadeler</td>
<td>Waterloo Region Crime Prevention Council</td>
<td>Regional Government; Police and/or corrections</td>
</tr>
<tr>
<td>Charles Nichols</td>
<td>Homelessness Awareness Week</td>
<td>Non-profit; Lived experience of homelessness</td>
</tr>
<tr>
<td>Elizabeth Clarke</td>
<td>YWCA – Mary’s Place</td>
<td>Service Provider; Non-profit</td>
</tr>
<tr>
<td>Nancy Bird</td>
<td>United Way of Kitchener-Waterloo</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Ron Dowhaniuk</td>
<td>United Way of Cambridge and North Dumfries</td>
<td>Non-profit</td>
</tr>
<tr>
<td>Judith Binder</td>
<td>Canada Mortgage and Housing Corporation</td>
<td>Housing and Social Housing</td>
</tr>
<tr>
<td>Wendy Czarny</td>
<td>Waterloo Regional Homes for Mental Health</td>
<td>Healthcare; Housing and Social Housing</td>
</tr>
<tr>
<td>Colin Plant</td>
<td>STEP Home Participant Advisory Group</td>
<td>Lived experience of homelessness</td>
</tr>
<tr>
<td>Lisa Watson</td>
<td>STEP Home Participant Advisory Group</td>
<td>Lived experience of homelessness</td>
</tr>
<tr>
<td>Brian Hryhorchuk</td>
<td>Service Canada</td>
<td>Federal Government</td>
</tr>
<tr>
<td>Lynn Randall</td>
<td>Region of Waterloo – Social Planning, Policy and Program  Administration</td>
<td>Regional Government</td>
</tr>
</tbody>
</table>

3. Given the requirement to allocate funding to the Housing First approach, which involves both housing and individual supports, are there any sectors or organizations the CAB needs to include and/or engage in the future to more fully represent your community? (for example, Provincial or Territorial
representatives responsible for housing and/or mental health, landlord organizations, people with lived experience, police, corrections, health and health promotions (including the Health Authority), income supports, other funders, addictions treatment)

**NO**
a. If yes, please identify the sectors or organizations and describe how they will be engaged. (Please describe in 1,500 characters or less)

Submit
Thank you for completing the CAB membership component. To complete another component of the Community Plan, please return to the main page.
Planning and Reporting

Your Planning Process

1. Stakeholder Engagement
   a. Who and how did the CAB consult in your community as you prepared this Community Plan? Please include information about the approach you took and the extent of your consultations. (please describe in 1500 characters or less)

Waterloo Regional Council approved the All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (2012) (Strategy) Policy Framework in March 2012 and corresponding Action Framework in November 2012. The Policy Framework was built upon the housing stability framework introduced by the first Strategy (2007-2010); findings from a set of ten background reports released between 2008 and 2011; and thirty-two strategic plans or key initiatives from local organizations, groups and all orders of government. In addition, the community consultation process for the Policy Framework also included two open community forums (with more than forty attendees at each forum), more than thirty meetings with organizations and groups in the housing stability system, several opportunities to provide feedback on-line and additional meetings with people to discuss their feedback.

The 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 Strategy is endorsed by twenty-nine organizations and groups within the region’s local housing stability system. These organizations and groups include funding agencies, service providers of homelessness and housing stability programs, health, mental health, community and advocacy groups, housing, family and children’s services, crime prevention, social enterprise, charities, and local government. These stakeholders within the housing stability system provide broad expertise for strategy and system planning, implementation, monitoring and evaluation. They may be called upon for these purposes, as needed throughout the project.

The project was led by the Region and guided by several committees consisting of service providers from across the region, community members and Regional staff working within the housing stability system in Waterloo region. The Action Framework presents four focus areas, eight strategic directions and 40 actions towards the goal of reducing homelessness in Waterloo region. The Strategy recognized that everyone has a role to play in ending homelessness and promoting housing stability in Waterloo region – all orders of government, non-profit groups, the private sector and community members.

The Region holds a leading role in monitoring progress for the Strategy, and consults monthly with the local Housing Stability System Advisory Group. HPS CAB members were drawn from this group, as well as previous HPS CAB members, persons with lived experience of homelessness and other identified target sectors. A system wide consultation was held in November 2013 and another is planned for June 2014 to gather further feedback on progress being made in Strategy implementation. Further consultations will be planned as required throughout the five year period. The Community Plan and its annual updates are based on the work already undertaken as part of the Strategy and ongoing consultations with the local housing stability system.
b. How is the CAB working with the Aboriginal sector and/or local Aboriginal CAB to identify and implement Aboriginal homelessness priorities? (please describe in 1500 characters or less)

The Aboriginal sector participates in Strategy consultations, membership on the CAB, and a proportion of HPS funds are allocated to local Aboriginal homelessness priorities and activities.

2. Other Related Strategies and Programs
   a. In this section, you will identify and describe the federal, provincial, territorial, or local strategies, programs (other than HPS) which fund activities in your community that you will access to support your Housing First and other homelessness effort (please see the Reference Guide for examples). How many have you identified (you may include up to 30)? 8 strategies/programs

<table>
<thead>
<tr>
<th>Name of federal, provincial or territorial or local strategies and programs</th>
<th>Focus of strategy or program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Select from social housing, rent supplements, mental health, addictions, healthcare, Assertive Community Treatment (ACT) team, employment, income supports, education, social integration</td>
</tr>
</tbody>
</table>

Name of Program and Focus (from list of options above):

1. Region of Waterloo Strategic Focus 2011-2014 (regional) – social housing, healthcare, employment, income supports, social integration
2. All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region (regional)
3. Housing & Homelessness 10 Year Plan (regional) – social housing, rent supplements
4. The Housing Action Plan (regional) – social housing
5. Affordable Housing Strategy (regional) – social housing
6. Waterloo Region Integrated Drugs Strategy (regional) – addictions
7. Waterloo Regional Homes for Mental Health (regional) – mental health, ACT team
8. Region of Waterloo’s Comprehensive Approach to Poverty Reduction (regional)

b. Does your Province or Territory have a plan or strategic direction to address homelessness, poverty, housing, or another related issue?

YES

If yes, how does your HPS Community Plan complement Provincial or Territorial direction in this area?
Select from completely aligns, partially aligns and fills in gaps

Completely Aligns

Please explain. (please describe in 1500 characters or less)
The Housing Services Act (HSA), 2011 requires that each Service Manager in Ontario will complete 10 Year Housing and Homelessness Plans by January 1, 2014. As the Service Manager for Housing and Homelessness, the Regional Municipality of Waterloo (Region of Waterloo) has facilitated the assembly of this plan, which is brings together two locally developed system plans: All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (Strategy 2012) and the Housing Action Plan for Households with Low to Moderate Incomes (HAP) along with accompanying background reports.

The All Roads Lead to Home: the Homelessness to Housing Stability Strategy of Waterloo Region (the Strategy) is the region’s system plan for addressing homelessness and housing stability. The primary goal of the Strategy is to end homelessness in Waterloo Region. The HPS Community Plan is essentially a sub-set of the Strategy, and completely aligns both at a philosophical and programmatic level.

The Housing Action Plan for Households with Low to Moderate Incomes (HAP) addresses community identified housing needs, covering both the rental and ownership market with a focus on those households with low to moderate incomes. It proposes to set out affordable housing targets for the Region and the Area Municipalities, and identifies actions that will improve affordability, expand supports, encourage a range of housing options, increase system effectiveness and maintain existing stock. In 2009, a new five year Affordable Housing Strategy (AHS) goal of creating 500 units of sustainable affordable housing was set, with priorities focused on creating units affordable to the lowest income households and increasing the supply of supportive housing. This new goal was achieved in 2013. An updated AHS is currently being developed and will be released in 2014.

The Region of Waterloo’s Comprehensive Approach to Poverty Reduction has been developed to address poverty comprehensively across regional departments and program areas to find sensible, innovative and lasting solutions for poverty reduction.

If in an HF community

   c. The Housing First approach requires access to a range of client supports (see Reference Guide for examples). How will you engage (or how are you engaging) provincial or territorial programs to facilitate access to provincial/territorial services for Housing First clients? (1500 characters or less)

The Community Homelessness Prevention Initiative (CHPI) combines funding from former separate housing and homelessness programs into a single flexible program. Funding can now be used by local Service Managers to address local priorities and better meet the needs of individuals and families who are homeless or at risk of becoming homeless in their local communities. As the System Manager for Housing and Homelessness, the Region of Waterloo works in collaboration with a number of partner agencies to deliver a range of housing and housing stability programs and supports that assist individuals and families. Many of the housing stability programs are part of STEP Home – which includes numerous Housing First aligned programs.
3. Community Contribution

As part of the eligibility for HPS Designated Community funding, each community must be able to demonstrate that it has mobilized funding partners to contribute to its homelessness efforts.

- Your community must show that it can identify $1 contributing to your homelessness efforts from other sources for every dollar in your Designated Community allocation.
  - The “community contribution” can include funding from any partner other than HPS such as: governments (Federal, Provincial/Territorial or Municipal/Regional); public institutions, such as hospitals, schools or universities; aboriginal organizations; private sector organizations; and not-for-profit/charitable sector organizations, such as foundations or the United Way.
  - If an organization is contributing (financial or in-kind) to more than one activity, you may combine all the amounts received and enter the information once.
- The Community Entity (CE) will be required to report annually on the actual amount received.

You will be asked to provide this information during the annual update. At this time, we need information about your community contribution for 2014-2015.

a. How many funders have you identified? **3 funders**

<table>
<thead>
<tr>
<th>Name of Funder</th>
<th>Type of Funder</th>
<th>Contact Information</th>
<th>Financial contribution (dollars)</th>
<th>Non-financial contribution (estimate in dollars)</th>
<th>Total Contribution (dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHPI</td>
<td>Provincial Government</td>
<td>Van Vilaysinh</td>
<td>7,650,000</td>
<td></td>
<td>7,650,000</td>
</tr>
<tr>
<td>HHSS</td>
<td>Regional Government</td>
<td>Van Vilaysinh</td>
<td>1,950,000</td>
<td></td>
<td>1,950,000</td>
</tr>
<tr>
<td>Utility Partners (LEAP, Winter Warmth)</td>
<td>For-profit</td>
<td>Van Vilaysinh</td>
<td>250,000</td>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td><strong>Total Community Contribution</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>9,850,000</strong></td>
</tr>
<tr>
<td><strong>HPS Designated Communities Funding Stream allocation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>441,805</strong></td>
</tr>
</tbody>
</table>

b. If you are unable to complete this chart, please describe your strategy for ensuring that for every dollar invested by the HPS, the community can identify at least one dollar from other sources. (1500 characters or less)

N/A
**Reporting**

The Community Advisory Board is expected to report to its funder (Employment and Social Development Canada), its stakeholders and the broader community on what it is doing and the progress the community is making in reducing homelessness.

The HPS was renewed with a commitment to using a Housing First approach and demonstrate reductions in homelessness. The collection of data and results will be critical to this change. As part of your community planning process, you will set priorities and select activities. Projects should lead to results that contribute to reductions in homelessness. The HPS has identified specific results that it will be collecting through Results Reporting, but the CAB and CE should also be working together to identify other results they would like to gather.

How will you make sure that projects are tracking the results you need?

As part of the funding agreement and a requirement for funding, all community projects are required to submit quarterly and year-end program and statistical data to the Region of Waterloo. These reports are used to monitor, track and report on program results and measure the community’s progress in reducing homelessness. The Region of Waterloo will continue to evaluate and improve our data collection tools and methods, particularly as they relate to tracking results of our Housing First programs.

**Submit**

Thank you for completing the Planning and Reporting component. To complete another component of the Community Plan, please return to the main menu.
## Your Priorities

<table>
<thead>
<tr>
<th>Priorities</th>
<th>What percentage of your allocation will you be investing in this priority in 2014-2019?</th>
<th>Please select the activities that you will fund with your HPS allocation.</th>
<th>% of HF funds in 2014-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>x <strong>To reduce homelessness through a Housing First (HF) approach</strong>&lt;br&gt;The Housing First model includes both housing and access to supports primarily for chronically and episodically homeless individuals. The services provided are offered through an integrated approach and are interdependent. Generally, the approach will be to ensure that Housing First clients have access to all the existing services required.</td>
<td>48%&lt;br&gt;90&lt;br&gt;90&lt;br&gt;90&lt;br&gt;90</td>
<td><strong>HF Readiness</strong>, for example:&lt;br&gt;• Determining the Housing First model (e.g. consultation, coordination, planning, and assessment)&lt;br&gt;• Identifying, integrating and improving services (including staff training on Housing First activities and functions)&lt;br&gt;• Partnership development in support of a Housing First approach&lt;br&gt;• Working with the housing sector to identify opportunities for and barriers to permanent housing (e.g. establishing landlord relationships, mapping of current available assets)</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Client Intake &amp; Assessment</strong>, for example:&lt;br&gt;• Coordinated intake management (where feasible)&lt;br&gt;• Client identification, intake and assessment, focussing on the chronically and episodically homeless populations.</td>
<td>0%</td>
</tr>
</tbody>
</table>

Big 10 - “65% of your allocation, must go to the first priority “To reduce homelessness through a Housing First approach” beginning in 2015-2016.”

Mid-sized and Aboriginal - “At least 40% of your allocation, must go to the first priority “To reduce homelessness through a Housing First approach”
<table>
<thead>
<tr>
<th>Priorities</th>
<th>What percentage of your allocation will you be investing in this priority in 2014-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecting to and Maintaining Permanent Housing, This requires communities to establish housing teams that implement the following activities:</td>
<td></td>
</tr>
<tr>
<td>• Facilitate access to housing, which could include providing emergency housing funding to bridge clients to provincial/territorial system</td>
<td></td>
</tr>
<tr>
<td>• Set-up apartments (insurance, damage deposit, first and last months’ rent, basic groceries and supplies at move-in, etc.)</td>
<td></td>
</tr>
<tr>
<td>• Furnish apartments for HF clients (furniture, dishes, etc.)</td>
<td></td>
</tr>
<tr>
<td>• Repair damages caused by HF clients</td>
<td></td>
</tr>
<tr>
<td>• Provide Landlord-tenant services</td>
<td></td>
</tr>
<tr>
<td>• Re-housing (if required)</td>
<td></td>
</tr>
<tr>
<td>Accessing Services through case management. Activities include:</td>
<td></td>
</tr>
<tr>
<td>• Coordination of a case management team</td>
<td></td>
</tr>
<tr>
<td>• Peer Support</td>
<td></td>
</tr>
<tr>
<td>• Working with clients to set goals</td>
<td></td>
</tr>
<tr>
<td>• Identifying a strategy for reaching the goals</td>
<td></td>
</tr>
<tr>
<td>• Connecting clients to services needed to reach the client’s goal</td>
<td></td>
</tr>
<tr>
<td>• Monitoring progress</td>
<td></td>
</tr>
<tr>
<td>• Support services to improve the self-sufficiency of chronically and episodically homeless individuals and families in the Housing First program through individualized services, including:</td>
<td></td>
</tr>
<tr>
<td>i. Connecting clients to income supports</td>
<td></td>
</tr>
<tr>
<td>ii. Pre-employment support, and bridging to the labour market</td>
<td></td>
</tr>
</tbody>
</table>

Please select the activities that you will fund with your HPS allocation.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecting to and Maintaining Permanent Housing</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Accessing Services through case management</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Priorities</td>
<td>What percentage of your allocation will you be investing in this priority in 2014-2015</td>
<td>Please select the activities that you will fund with your HPS allocation.</td>
<td>% of HF funds in 2014-2015</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Life skills development (e.g. budgeting, cooking)</td>
<td>iv. Supports to improve clients’ social integration;</td>
<td>v. Culturally relevant responses to help Aboriginal clients</td>
<td>vi. Connecting clients to education and supporting success</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data, Tracking &amp; Monitoring. Activities include:</td>
<td>▪ Identifying the size and make-up of the chronically and episodically homeless population by accessing shelter data</td>
<td>▪ Tracking HF Clients</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services</td>
<td>These services are offered primarily to individuals who are homeless or imminently at risk that are not part of the Housing First program.</td>
<td>20%</td>
<td>5 5 5 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ Housing placement (outside of Housing First)</td>
<td>□ Connecting clients to income supports</td>
<td>□ Pre-employment support, and bridging to the labour market</td>
<td>□ Life skills development (e.g. budgeting, cooking)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ Supports to improve clients’ social integration</td>
<td>□ Culturally relevant responses to help Aboriginal clients</td>
<td>□ Connecting clients to education and supporting success</td>
<td>□ Liaise and refer to appropriate resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ Housing loss prevention (only for individuals and families at imminent risk of homelessness)</td>
<td>□ Basic or urgent needs services</td>
<td>□ Transitional housing facilities</td>
<td>□ Permanent Supportive housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ To preserve or increase the capacity of facilities used to address the needs of people who are homeless or at imminent risk of homelessness.</td>
<td>0 0 0 0 0</td>
<td>□ Emergency shelter facilities</td>
<td>□ Non-residential facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| □ To ensure coordination of resources and leveraging | 27 0 0 0 0 | □ Determining a model in support of a broader systematic approach to addressing homelessness | □ Identifying, integrating and
<table>
<thead>
<tr>
<th>Priorities</th>
<th>What percentage of your allocation will you be investing in this priority in 2014-2015</th>
<th>Please select the activities that you will fund with your HPS allocation.</th>
<th>% of HF funds in 2014-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014 2015 2016 2017 2018 2019</td>
<td>improving services (including staff training on activities and functions in support of a broader systematic approach to addressing homelessness)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partnership development in support of a broader systematic approach to addressing homelessness</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Working with the housing sector to identify opportunities for and barriers to permanent housing (e.g., establishing landlord relationships, mapping of current available assets) in support of a broader systematic approach to addressing homelessness</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consultation, coordination, planning, and assessment (e.g., community planning)</td>
<td></td>
</tr>
<tr>
<td>X To improve data collection and use</td>
<td>5% 5 5 5 5</td>
<td>Identifying the size and make-up of the entire homeless population</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tracking non-Housing First clients</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Point-in-time counts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community indicators (beyond the requirements for HPS)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local research, information collection and sharing (including implementing and using HIFIS)</td>
<td></td>
</tr>
</tbody>
</table>
Describing your Priorities
For each priority, CABs will answer the following.

Rationale
Why is this a priority for your community? If the priority was identified in another related plan or planning process, please identify it (please describe in 1500 characters or less).

Priority: To reduce homelessness through a Housing First (HF Approach)

The primary goal of the “All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region” is to end homelessness in Waterloo Region, including a sub-goal of “Ending Persistent Homelessness: People approaching or experiencing persistent homelessness are supported to increase housing stability”.

The 5 Guiding Principles of the Strategy align with Housing First as a philosophy, particularly the following: (1) Focus on Housing Stability to shift emphasis away from managing homelessness through emergency response to ending homelessness through permanent housing; (2) Promote accessibility to meet people “where they are at” with emphasis on choice, harm reduction and supporting people unconditionally to support them in the way that works best for them; (3) See adequate housing as a right, with adequate housing generally being the first step toward supporting greater housing stability and community inclusion without need to prove housing readiness; and (4) Tailor approaches according to people’s strength of association with homelessness to better meet the needs of people.

In our community, STEP Home, a suite of programs designed for persistently homeless individuals, align with the HPS definition of a Housing First approach, including components of: Housing with Support (no housing readiness), Choice in housing, Separating housing from other services (no treatment/sobriety/compliance requirements), Tenant rights & responsibilities (RTA tenancies, contribute income to rent), Integrate housing into community, Strength-based & promoting self-sufficiency (brokering access to community supports). STEP Home is identified in the Strategy within Action #33 to “Increase capacity of STEP Home programs to end persistent homelessness” and Action #29 to “Provide Housing Retention and Re-Housing programs.”

Priority: To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services.

The primary goal of the “All Roads Lead to Home: the Homelessness to Housing Stability Strategy for Waterloo Region” is to end homelessness in Waterloo Region, including a secondary goal to “Support People Experiencing Homelessness or At-Risk of Housing Loss to increase Housing Stability” (which includes sub-goals to “Increase Housing Retention”, “Reduce the Length of Time People Experience Transitional Homelessness”, “End Persistent Homelessness” and to “Increase Community Inclusion”).
The Strategy identifies particular overarching actions aligning with this Community Plan priority: Action #5 to “Support the Aboriginal system to invest in housing stability for Aboriginal peoples experiencing homelessness or at-risk of housing loss,” Action #28 to “Provide Street Outreach programs,” and Action #29 to “Provide Housing Retention and Re-Housing programs.”

**Priority: To ensure coordination of resources and leveraging.**

The Strategy identifies the following related strategic directions: Strategic Direction #6 to “Tailor approaches according to people’s strength of ‘association with homelessness,’” and Strategic Direction #7 to “Support housing stability system-level initiatives designed to end homelessness.” 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. Action #29 to “Provide Housing Retention and Re-Housing programs” includes activities that include working with the housing sector, increasing access to voluntary financial trusteeships, increasing opportunities for tenants to be informed of and advocate for their rights.

**Priority: To improve data collection and use.**

The Strategy identifies particular overarching actions aligning with this Community Plan priority including Strategic Direction #7 to “Support housing stability system-level initiatives designed to end homelessness,” including Action #39 to “Support the Region’s role as Community Coordinator for the Homelessness Individuals and Families Information System (HIFIS). Specific actions to improved data collection and use in the Strategy include developing processes to measure and enhance the value and impact of housing stability investments, developing tools to enhance data integrity and data reliability, and measuring improvements towards creating an effective housing stability system.
What other resources can you leverage to contribute to your HF efforts?

- HF Readiness

HF readiness of the housing stability system has been ongoing and developing over the last 10 years, and philosophically the region is well established in this area. We have done extensive research, worked on the system’s use of language, and worked collaboratively to build a strong and cohesive housing stability system well aligned within the HF philosophies. Staff training is offered within the STEP Home program.

- Client Intake & Assessment

The STEP Home suite of programs serve the persistently homeless population in the region, and in this way this suite of programs are already focussed on the HF target population, as defined by HPS.

Several agencies are just beginning to pilot the use of the Service Prioritization Decision Assistance Tool (SPDAT), and as such, the region will be reviewing the possibilities of utilizing such a service prioritization tool more broadly. The Region has also been slowly expanding the utilization of HIFIS beyond Emergency Shelters, and this tool may as well be used in the future to leverage our efforts in HF activities.

- Connecting to and Maintaining Permanent Housing

There are other programs that exist within the local Housing Stability system that provide these services, including energy arrears programs, Rent Funds, Discharge Funds, Emergency Shelter Options programs, moving assistance, etc.

- Accessing Services

Left blank.

- Data, Tracking & Monitoring

HIFIS data collected and reported by Emergency Shelters will be used to identify the size and make up of the chronically and episodically homeless population. The community will be continue to review and improve its program and activity data collection and reporting, particularly with respect to the new HF indicators and improving data quality for other reporting and evaluation purposes.
**Housing First (HF) Approach**

Please describe your Housing First approach, identify what percentage of your allocation will be used towards furnishing and repairing housing for HF purposes and provide a timeline for HF implementation.

**Approach:**
The Housing Stability system in Waterloo Region is well positioned for Housing First. STEP Home is an interrelated set of 12 person-centred programs at 10 organizations across 19 sites designed to provide options and supports to end persistent homelessness. The programs foster respect, hope, home, and community and are guided by the following principles: (1) We support housing towards a home; (2) We know relationships are key; (3) We walk with people to build community; (4) We do what takes and we don’t give up; and (5) We think about what we do and how to do it better.

Persistent Homelessness, has been locally defined through an extensive series of community consultations held in 2011, a variety of scenarios indicate that a person may be approaching or experiencing persistent homelessness:

- When homelessness is considered to be part of “normal” life and skills are oriented to surviving on the streets rather than living in more conventional housing; and/or
- When there is a longer term pattern of cycling between experiencing homelessness and being at-risk of housing loss, relative to the person’s age (e.g., for youth - longer term may be measured in weeks, not years); and/or
- When a person may not be strongly connected to the idea of more conventional housing (e.g., family home, housing covered under the RTA (2006) or Long Term Care); and/or
- When it would be challenging to find another suitable alternative if the current housing was lost; and/or
- When a longer period of time may be needed to build a trusting relationship with another person; and/or
- When the extent and/or complexity of a person’s health issues has exhausted all existing resources; and/or
- When a person has either a large number of disconnections with community programs and/or extensive use of emergency services.

The Intensive Support programs of STEP Home, including Streets to Housing Stability and Shelters to Housing Stability programs, are programmatically aligned with the defined HPS eligible activities for Housing First. The Programs provide person-centred support (practical assistance, skills coaching relationship-building and personal encouragement) to find and maintain stable housing. Supports address areas such as needs assessment, housing search, communicating/advocating with landlords, transportation, tenancy skills (e.g., cleaning, cooking, rent payment), problem-solving, goal setting & community inclusion. Supports are available for a minimum of one year once housing is secured.

Percentage of Allocation towards furnishing and repairing housing for HF purposes:
No funds are allocated for use towards furnishing and repairing housing for HF purposes.

**Timelines:**
Year 1: Housing First fully implemented (with existing HF aligned activities continuing within the intensive support STEP Home programs). Potential improvements to Data, Tracking & Monitoring are researched, evaluated and developed through the use of pilot projects,
Target Group(s)

**Housing First Priority**
Please describe in more detail the group(s) this priority will address.

- x Chronically homeless individuals
- x Episodically homeless individuals

Do you expect to address your entire chronic and episodic population in 2014-2015?

NO

If yes, who will you target next?

N/A

**Individualized Services and Facilities priorities**
Please describe in more detail the group(s) this priority will address. Note: we want to know your primary target group(s), not a comprehensive list of everyone you might serve with this priority.

- General Population (no specific target)
- x Chronically and episodically homeless individuals
- Families & Children
- Youth
- Seniors
- x Aboriginal
- Immigrants & Refugees
- Veterans
- Official Languages Minority communities

**Priority: To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services.**

Waterloo will provide funding for a local program to provide culturally relevant responses and supports to Aboriginal clients at-risk of housing loss; and will also provide funding for a STEP Home Street Outreach program that provides supports and services to persons approaching or experiencing persistent homelessness that may assist in maintaining and/or improving their health and/or quality of life.
Demonstrating Success

Housing First Priority

With renewal, the HPS is increasing the focus on achieving results. All projects are expected to contribute to reducing or preventing homelessness and CABs and CEs should be working together to determine how they will measure project success. The HPS has identified a number of indicators it will be using to measure the success of the HPS at reducing and preventing homelessness.

All Housing First interventions will be tracked based on individual progress. For each indicator below, please identify a target for 2014-2015. Where a target has already been set by the HPS, it is included for information, but will not apply until 2015-2016 (for the largest communities) or 2016-2017 (for the communities investing 40% in Housing First). The CE is also expected to report on the social integration of Housing First clients (employment, income stabilization, education, training and volunteerism), but these indicators have not been included as there is no need to set targets for Housing First clients.

a. Number of individuals placed in housing through an HF intervention 24
b. Percentage of HF clients who remained housed at six months (you must have a minimum target of 80%) 80%

c. Percentage of HF clients who remained housed at twelve months (you must have a minimum target of 80%) 80%
d. Number of days for HF clients to move into permanent housing after intake (not currently tracked – leave blank)
e. Percentage of HF clients who require re-housing (you must have a minimum target of less than 30%) (not currently tracked – leave blank)
f. Percentage of HF clients who return to homelessness (you must have a minimum target of less than 15%) (not currently tracked – leave blank)
g. Percentage of HF clients who have successfully exited the program to a positive housing situation (not currently tracked – leave blank)

Improving the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services

With renewal, the HPS is increasing the focus on achieving results. All projects are expected to contribute to reducing or preventing homelessness and CABs and CEs should be working together to determine how they will measure project success.

If at least one indicator can be identified: The HPS has identified a number of indicators it will be using to measure the success of the HPS at reducing and preventing homelessness. Some of these indicators relate to specific projects you will be funding as you implement the priorities and activities you have selected. Projects supported by this priority are expected to report on the indicator(s) below. Please identify a target for each indicator for 2014-2015.

Based on the activity selected, Please set a target for:
Based on the activity selected, please set a target for:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Placement (outside of HF)</strong></td>
<td>• Improvement to housing situation (no target needed)</td>
</tr>
<tr>
<td><strong>Connecting clients to income supports</strong></td>
<td>• Number of people who increased their income or income stability 5</td>
</tr>
<tr>
<td><strong>Pre-employment supports and bridging to the labour market</strong></td>
<td>• Number of people who increased their employment stability or started part-time or full-time employment 5</td>
</tr>
<tr>
<td><strong>Life skills development</strong></td>
<td>No HPS indicator</td>
</tr>
<tr>
<td><strong>Services to improve social integration</strong></td>
<td>No HPS indicator</td>
</tr>
<tr>
<td><strong>Culturally relevant responses to help Aboriginal clients</strong></td>
<td>No HPS indicator</td>
</tr>
<tr>
<td><strong>Connecting clients to education and supporting success</strong></td>
<td>• Number of people who started part-time or full-time education 5</td>
</tr>
<tr>
<td><strong>Liaise and refer to appropriate resources</strong></td>
<td>No HPS indicator</td>
</tr>
<tr>
<td><strong>Housing loss prevention services</strong></td>
<td>• Number of people that remained housed at three months after receiving a Housing Loss Prevention intervention 25</td>
</tr>
<tr>
<td><strong>Basic or urgent needs services</strong></td>
<td>No HPS indicator</td>
</tr>
</tbody>
</table>

Preserving or increasing the capacity of facilities used to address the needs of people who are homeless or at imminent risk of homelessness

With renewal, the HPS is increasing the focus on achieving results. All projects are expected to contribute to reducing or preventing homelessness and CABs and CEs should be working together to determine how they will measure project success.

The HPS has identified a number of indicators it will be using to measure the success of the HPS at reducing and preventing homelessness. Projects supported by this priority are expected to report on the indicator(s) below. Please identify a target for each indicator for 2014-2015.

N/A

<table>
<thead>
<tr>
<th>Facility – based on the facility selected, please include the indicators listed below along with space to set targets for each indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transitional housing facilities</strong></td>
</tr>
<tr>
<td><strong>Supportive housing</strong></td>
</tr>
<tr>
<td><strong>Emergency shelter facilities</strong></td>
</tr>
<tr>
<td><strong>Non-residential facilities</strong></td>
</tr>
</tbody>
</table>

Facility – based on the facility selected, please include the indicators listed below along with space to set targets for each indicator.
To ensure coordination of resources and leveraging and to improve data collection and use priorities
With renewal, the HPS is increasing the focus on achieving results. All projects are expected to contribute to reducing or preventing homelessness and CABs and CEs should be working together to determine how they will measure project success.
Submitting the Plan

Before completing this component, please make sure that you have completed and submitted all other components.

When did your CAB approve this plan?  **February 4, 2014**

Thank you for completing your 2014-2019 HPS community plan. Service Canada will inform you when your plan has been approved for implementation.