Regional Municipality of Waterloo

Community Services Committee

Agenda

Tuesday, September 30, 2014

9:00 a.m.

Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

1. Declarations of Pecuniary Interest Under The Municipal Conflict of Interest Act

2. Delegations
   a) Diana Hamilton re: Supportive/Affordable Housing

3. Presentations
   a) Sean Jasmins, Supervisor, Marketing and Communications, re:
   Memo: Cultural Sites Program Review – Marketing Initiatives

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) **P-14-096**, Public Art for the Former County Courthouse (Approval) 
   
b) **Memo: Updated Profile Sheets** for Early Learning and Child Care

6. **Reports – Social Services**
   
a) **SS-14-047**, Community Homelessness Prevention Initiative Update 
   
b) **SS-14-048**, Out of the Cold Update (Available at Meeting)

7. **Information/Correspondence**
   
a) Council Enquiries and Requests for Information Tracking List

8. **Other Business**

9. **Next Meeting – November 4, 2014**

10. **Adjourn**
To: Chair Sean Strickland and Members of the Community Services Committee
From: Tom Reitz, Manager/Curator, Waterloo Region Museum and Historic Sites
Subject: Cultural Sites Program Review – Marketing Initiatives

One year after the 2012/2013 Cultural Sites Program Review was endorsed by Council, Report No. P-14-075 dated June 17, 2014, provided an update on the implementation status of each of the recommendations from this Program Review of the three community museums owned and operated by the Region, namely the Waterloo Region Museum (including Doon Heritage Village), Joseph Schneider Haus and McDougall Cottage.

This memo provides further detail regarding the several recommendations in the Program Review related to marketing of the museums, including:

- Unified Annual Marketing / Promotion Plan
- Centralized Production of Marketing Materials within the Cultural Sites Program
- Promotional and Informational Materials Clearly Reflecting the Region’s Involvement Increase Joint Marketing and Promotion across the Region’s Own Cultural Sites
- Increased Joint Marketing and Promotion across the Region’s own Cultural Sites
- Exploring Opportunities for Joint Program Development and Marketing with the Network of Cultural Sites across the Region
- Greater Marketing Effort for McDougall Cottage
During the months of August and September, the museums have launched several new joint marketing initiatives and projects, each of which addresses these recommendations. They are briefly described below.

New websites have been developed for Joseph Schneider Haus and McDougall Cottage, each of which mirrors the website for the Waterloo Region Museum that was launched in 2010. All three websites are connected to a central landing page on the Region of Waterloo website at www.regionofwaterloo.ca/museums. The landing page features an events calendar which shows all activities at all three sites. These events are also posted to the Creative Enterprise Initiative (CEI) website (www.grandsocial.ca) and the Waterloo Region Tourism Marketing Corporation (WRTMC) website (www.explorewaterlooregion.ca).

New event listing brochures have been designed and printed for Joseph Schneider Haus and McDougall Cottage, replacing multiple printed pieces that were previously prepared. These two new brochures, along with the event listing brochure for the Waterloo Region Museum, share a common graphic design and layout. These brochures will be printed three times each year – for the winter/spring, summer and fall seasons. Their distribution has also been centralized and combined to avoid duplication.

Brochures listing curriculum-based education programs have been redesigned and printed for Joseph Schneider Haus and Waterloo Region Museum. These two brochures share a common graphic design and layout. The two brochures were distributed together to teachers and schools.

Since 2010 the Waterloo Region Museum has partnered with The Record to present event and exhibit notices and historical information on an artifact in the museum’s collection. This feature appears each Saturday in the newspaper. As of September 6, this weekly feature has been expanded to include Joseph Schneider Haus and McDougall Cottage, promoting their events, exhibits, and collections. With no increase in the museums’ advertising expenditure and more space contributed by The Record, the three sites will have a unified, consistent and larger presence.

Museum staff has worked closely with RTO4, the Provincial tourism organization that promotes south-central Ontario including Waterloo Region, to develop Explorer’s Pass. Explorer’s Pass can be purchased on-line at www.ontravel.ca/explorers; a pass gives admission to more than 20 museums and attractions, over a seven day period for one fixed price. The Region’s museums are all participating.

The museums worked with staff in Transportation and Environmental Services to upgrade and optimize the number of tourist directional signs leading to each of the Region’s museums. Directional signs to McDougall Cottage have been installed for the first time. All signs meet the Region’s Tourism & Essential Services Signing Policy for museums.
The focus on integrated marketing of the three museums has been facilitated by the implementation of a revised organization structure earlier this year, which was also recommended in the Program Review.

The marketing initiatives described above are funded through approved budgets administered by Planning, Housing and Community Services. New initiatives were accomplished by identifying efficiencies in the museums’ budgets and reallocating financial resources.

Additional marketing initiatives and partnerships that are being explored for implementation in 2015 include enhancing existing relationships with current partners like WRTMC and CEI, and seeking out new partnership opportunities including reciprocal arrangements with other organizations (for example, Dunfield Theatre, THEMUSEUM, local hotels and restaurants). Existing Waterloo Region Museum partnerships with will be enhanced to include benefits to Joseph Schneider Haus and McDougall Cottage.
Region of Waterloo
Planning, Housing and Community Services
Community Services

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

Date: September 30, 2014  File Code: R07-02

Subject: Public Art for the Former County Courthouse

Recommendation:
That the Regional Municipality of Waterloo approve the selection of Past|Present|Future by Ernest Daetwyler as the public artwork for the Former County Courthouse, as described in Report No.P-14-096, dated September 30, 2014.

Summary:
Through Report No. P-14-016 dated February 11, 2014, Regional Council approved the commissioning of a public artwork for the Former County Courthouse (20 Weber St.) including a budget of up to $55,000, and a theme and site specific location for the artwork. The Courthouse Renovation project contributed $30,000 towards the public artwork with the remaining $25,000 coming from the Public Art Reserve Fund.

Following that approval, the standard juried artwork selection process has taken place. A five member jury including representation from Regional Council (Councillors Halloran and Mitchell), arts professionals and a program area specialist, was established by the Public Art Advisory Committee (PAAC). The jury followed the public artwork selection process under the joint direction of Community Services and Procurement and Supply Services.

The jury is recommending the artwork Past|Present|Future by Ernest Daetwyler for Council approval. The proposed artwork is a series of seven spheres of different materials relating to evolution and the passage of time. The piece makes a strong artistic statement in line with the project theme which is evolution of the site and of Regional government; it has substantial public appeal; it complements the site including the historically significant courthouse building and adjacent Governor’s House and Gaol;
and it would encourage people to visit the site to engage with the artwork and to enjoy the public space. The artwork would be located on the Queen Street side of the property adjacent to the Ontario Heritage Trust historic plaques, and be installed in spring of 2015.

Report:

Through Report No. P-14-016, dated February 11, 2014, Regional Council approved the commissioning of a public artwork for the Former County Courthouse (20 Weber St.) including a budget of up to $55,000, and a theme and site specific location for the artwork. The Courthouse Renovation project contributed $30,000 towards the public artwork with the remaining $25,000 coming from the Public Art Reserve Fund.

The call for interested artists was issued nation-wide. From the artists who responded, three were chosen for the short list by a five person jury and asked to submit more detailed proposals including maquettes. The jury members, as recommended by the Public Art Advisory Committee (PAAC), were: Regional Councillors Jean Haalboom and Mayor Brenda Halloran; arts professionals Ivan Jurakic and Crystal Mowry; and program area representative Charlotte Woodley, Regional Archivist.

The maquettes were displayed for public comment at Administrative Headquarters and the Kitchener Public Library, and digitally on the Region’s website, for a total of three weeks. There was broad community interest in the project and all three proposals garnered public support. The forty-eight comments that were received were copied and made available to the jury members.

Artist presentations to the jury took place on August 22, 2014, and were open to the public. The jury met following the presentations and after lengthy discussion, determined that an additional one-page brief would be requested from two of the artists to clarify specific implementation details. On September 15, 2014, the jury reconvened and with the additional information selected Past|Present|Future by Ernest Daetwyler as the artwork recommended to Regional Council for the site.

The jury found this artwork to be very successful in expressing the requested theme of the evolution of the site and of Regional government, and that it did so in a very easily understood and engaging way, through the use of the universal symbol of the sphere and the tactile nature of the materials.

As shown in the attached rendering and site plan (please see Attachments 1 and 2), this artwork is a series of seven spheres of different materials relating to evolution and the experience of the passage of time. The artwork represents the distant past through limestone, the recent past through locally recovered brick, the present in mirror-polished stainless steel with “the reflection providing a playful representation of the here and now”, and the future in raised colourful welded metal spheres that appear as three
dimensional sketches, inviting the public “to look at the sky, and inviting us to dream and imagine the future”. The seven spheres represent the number of original municipalities of Waterloo County (five Townships and two villages) as well as the current number of Area Municipalities in the Region.

The artwork would be located on the Queen Street side of the property. The piece would provide an additional layer of interest to the surrounding context and be effective from the full range of viewing distances. From afar, the materials and location of the art would relate to, and complement, the Former County Courthouse building and the Governor’s House and Gaol. The scale of the artwork would be large enough that it would act as a new local landmark, without overwhelming the site, and may become a popular way-finder. The artwork would also be engaging at close proximity, and meant to be touched and sat upon. It is expected that the artwork would attract the many people who walk by (visitors to the library and archives, people from the neighbourhood, families with children, etc.) to linger, engaging with and appreciating the piece, as well as stopping to sit and relax.

The spheres are well anchored to underground foundations and would not be climbable, with the exception of the small limestone spheres which are meant to be at a scale that would make a comfortable short term seat. The two future spheres would be raised out of reach on 5m poles, and the mirror-finished stainless steel and brick spheres would be anchored on short (20 cm) pedestals that would give the illusion of the spheres being weightless or floating. The artwork would be installed in the spring of 2015.

Ernest Daetwyler is an internationally known, multidisciplinary artist, who resides in our region, and who has several previous artworks showcased in our community. Mr. Daetwyler’s professional experience, coupled with the public appeal of his artwork, makes his projects very desirable. His body of work contains numerous representations of the sphere, and Past|Present|Future has the potential to become a signature piece representing Daetwyler’s work, and would be another important piece in the Region’s public art collection.

**Area Municipal Consultation/Coordination**

The group of Area Municipal staff responsible for supporting public art programs work collaboratively and communicate on a regular basis. Information on the Former County Courthouse project including the Call to Artists was circulated to this group. This report has also been sent to all Area Municipalities.

**Corporate Strategic Plan:**

This artwork recommendation supports Focus Area 2 and the specific action of “promote and enhance arts, culture and heritage”.

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Financial Implications:

This artwork would cost $55,000 which is the amount previously approved to be funded from the Public Art Reserve Fund in report P-14-016, dated February 11, 2014. The Public Art Reserve Fund was established in 2002 and received an annual contribution from the property tax budget of $50,000-$65,000 from 2002-2013, and one time contributions from applicable capital projects (in this case, the County Courthouse Renovation Project of $30,000).

Other Department Consultations/Concurrence:

Facilities Management staff provided detailed comments on the feasibility of installing and maintaining the proposed artworks, and has reviewed this report and where appropriate their comments have been included.

Attachments:

Attachment 1 - Rendering of Past|Present|Future by Ernest Daetwyler shown in approximate Former County Courthouse location

Attachment 2 - Site Plan of Past|Present|Future by Ernest Daetwyler shown in approximate Former County Courthouse location

Prepared By: Kate Hagerman, Cultural Heritage Specialist

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
Attachment 1 - Rendering of Past|Present|Future by Ernest Daetwyler shown in approximate Former County Courthouse location
Attachment 2 - Site Plan of Past|Present|Future by Ernest Daetwyler shown in approximate Former County Courthouse location.
To: Chair Sean Strickland and Members of Community Services Committee
From: Nancy Dickieson, Director Children’s Services
Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services
File No: S04-20
Subject: Updated Profile Sheets for Early Learning and Child Care

Attached to this memorandum are copies of updated profile sheets which provide information about licensed Early Learning and Child Care in Waterloo Region. The profile sheets, updated annually, provide facts, figures and information with regards to licensed Early Learning and Child Care in Waterloo Region. They were developed to support planning and information sharing with community partners, agencies and families.

The profile sheets are available on the Children’s Services website at http://socialservices.regionofwaterloo.ca/en/childrensServices/Early-Learning---Child-Care-Planning-.asp. Copies will also be distributed electronically to community partners and advisory groups.

For further information please contact Nancy Dickieson, Director, Children’s Services at 519-883-2177 or ndickieson@region.waterloo.on.ca or Michelle Martin, Social Planning Associate at 519-575-4757 ext 5483.
Region of Waterloo

Social Services

Social Planning, Policy and Program Administration

To: Chair Strickland and Members of the Community Services Committee
Date: September 30, 2014

Subject: Community Homelessness Prevention Initiative Update

Recommendation:

For information only.

Summary:

This report provides an update related to Community Homelessness Prevention Initiative (CHPI) implementation activities over the past year. Included is information regarding the provincial announcement to annualize CHPI one-time funding, an update on Housing First activities, an update on the CHPI Supportive Housing redesign, as well as the results from several CHPI pilot projects that took place over 2013/14. This update information will be summarized and shared broadly through the System Evolution Newsletter (prepared three times annually) to be released October 2014.

Report:

1.0 CHPI Background

The Community Homelessness Prevention Initiative (CHPI) was introduced by the Province January 1, 2013 and brought together the following pre-existing homelessness prevention programs under one funding envelope:

- Consolidated Homelessness Prevention Program
- Provincial Rent Bank Program
- Emergency Energy Fund
- Emergency Hostel Services
- Domiciliary Hostel Program

CHPI is part of the new “Housing Services Act, 2011” and is a key resource for implementation of the Province’s newly required 10 Year Housing and Homelessness Plans. CHPI is funded through the Ministry of Municipal Affairs and Housing (MMAH)
and administered by the Region as the local Service Manager.

CHPI Guidelines describe the program and outline requirements for Service Managers over the three year transition period 2013-2016. A summary of programs currently funded through CHPI is included in Appendix A. Further information about CHPI is contained in previous communication to Council through memos (September 11, 2012, September 10, 2013, February 19, 2014 and June 17, 2014) and reports (SS-12-044, SS-12-050, SS-13-001, SS-13-005, SS-13-006, SS-13-030, SS-14-008, SS-14-009, SS-14-030).

2.0 CHPI Funding Allocation

When CHPI was first initiated, MMAH identified the Region’s annual CHPI allocation as $7,653,382 for the period April 1, 2013 to March 31, 2014. To support the transition to CHPI, the Ministry of Community and Social Services (the previous funder for the majority of programs now consolidated under CHPI) provided one-time funding of $42M across the Province for the period January 1, 2013 to March 31, 2014. Locally, the one-time funding of $1,517,100 was utilized to support the transitioning to CHPI, to address immediate pressures within the housing stability system, and to undertake pilots that supported the Province’s new policy direction towards Housing First (with pilot results described further in this report). Since the one-time funding was introduced, there have been a number of requests from the Region (SS-13-006, SS-13-030, and SS-14-008) and others to the Province to extend or annualize this funding.

A letter received from MMAH confirms the Region’s 2014/15 CHPI allocation and the provincial budget commitment to annualize the $42M CHPI one-time transition funding (letter attached as Appendix B). However, MMAH has provided no further information to-date regarding the newly annualized funding. A further report will be brought to Council once details and local allocations are known.

Preparations for the additional funding are underway and a revised Investment Plan is in the process of being developed. Current pressures that will be considered within the Investment Plan include:

- Support to outreach, shelter, and house people related to the transition of the Out of the Cold Program
- Per diem increase for supportive housing programs
- Increased capacity to support potential tenant transitions related to the CHPI supportive housing redesign
- Increased supports to Lutherwood’s Housing Support Services and Rent Fund
- Increased supports to the Waterloo Region Energy Assistance Program
- Extension of existing pilots or new pilots to support implementation of Housing First principles (e.g., moving support, support to find, establish and retain housing, support for tenant quality of life, system-wide training and research).
3.0 Housing First

Housing First is an important principle within CHPI. The Province’s policy for ending homelessness “puts a primary focus on helping people who are homeless, or at-risk of homelessness, to quickly access safe, affordable and stable housing. This approach, referred to as Housing First, is linked to the provision of a variety of flexible supports based on clients’ needs that can assist people in sustaining their housing, and with re-housing when necessary.”

A June 2014 memo to Regional Council shared that Waterloo Region was chosen as one of 18 communities across Canada to participate in the Mental Health Commission of Canada’s (MHCC) Housing First Technical Training and Assistance project over 2014-2016. In addition to the two-day training now confirmed for December 4 and 5, 2014 (see September 9, 2014 memo), a local research project has been identified in partnership with Dr. Geoff Nelson at Wilfrid Laurier University - Community Psychology Program, STEP Home, and the Region. The project will take place over 2015 and will explore the impact of rent support for participants within STEP Home.

4.0 Supportive Housing Redesign Update

In March 2014, Council approved in principle the CHPI supportive housing redesign approach towards implementing a new CHPI Supportive Housing Program in April 2016 (SS-14-009). In June 2014, Council approved the CHPI Supportive Housing Program Framework which provides a broad description of the new program (SS-14-030).

A Prequalification (PQ) for the redesigned CHPI Supportive Housing Program will be issued November 3, 2014. The current system consists of 12 per diem funded operators under the former Domiciliary Hostel Program and 6 grant funded operators under the previous Consolidated Homelessness Prevention Program (list in Appendix A). Both current CHPI funded supportive housing providers as well as other supportive housing providers are invited to apply. The PQ process is intended to prequalify both the Proponent and their proposed supportive housing program idea(s). PQ proposals will be reviewed by a team of Region staff across a number of divisions against predetermined criteria. Those Proponent organizations and supportive housing program idea(s) successful in the PQ will be invited to submit detailed supportive housing proposals through a Request for Proposals (RFP) issued in April 2015.

Staff has continued to meet and consult monthly since April 2014 with existing providers to prepare communication plans and to collect input into the new CHPI Supportive Housing Program Standards. These meetings have been well attended. Standards will be brought forward to Council for approval in early 2015 and will be included with the RFP.
5.0 CHPI 2013/14 Pilot Results

As part of the Community Homelessness Prevention Initiative (CHPI) implementation and one-time transition funding, a number of pilots were undertaken over 2013/14. The purpose, results and next steps for seven pilots is summarized below.

a) Lutherwood Expanded Housing Support Services to Cambridge

**Purpose:** This expansion pilot through Lutherwood sought to address a housing help gap in Cambridge, to build capacity to serve as a central point of contact and information for housing support services, and to pilot several new initiatives including the Rent Fund and Family Shelter Diversion (see b. and c. below). The intention of the evaluation was to confirm implementation activities, assess service level needs, and to measure satisfaction with services from the perspective of both participants and other community service providers to inform future funding and program design.

**Results:** A Lutherwood Housing Services office was established at 35 Dixon Street expanding from 12 hours of service per week to 87.5 hours of service per week. Connections were made with other Cambridge community service providers to raise awareness and encourage referrals to the new service. During the eight month period of the pilot (August 2013 – March 2014) a total of 614 households were referred to Lutherwood Housing Service in Cambridge. Programs were successful in supporting participants in securing housing with 73% housed with support from Housing Counselling and 100% housed with support from Last Month’s Rent Fund and Rent Bank. The evaluation confirmed high levels of satisfaction related to the additional housing help services in Cambridge for both program participants and other community stakeholders.

**Next Steps:** Based on the results of the pilot, the service continues to be funded in Cambridge. Recommendations regarding the program included consideration for evening hours, reviewing the staffing model, refining data collection and continuing to develop relationships with community partners. This investment ensures consistent levels of service between Kitchener/Waterloo and Cambridge and supports Lutherwood Housing Services to function as a central point of contact for housing support services across Waterloo Region.

b) Rent Deposit Pilots

**Purpose:** Assistance for rent deposits was identified as the primary gap when the
provincial Community Start Up and Maintenance Benefit (CSUMB) ended. Two pilots were implemented to meet this need. The intent of the evaluation was to assess service level needs, evaluate pilot criteria, and determine funding and service delivery approaches moving forward.

**Results:**
During the 15 month period (January 1, 2013 to March 31, 2014) of the two pilots outlined below, a total of 954 households were re-housed through rent deposit grants provided across Waterloo Region, with total rent deposit expenditures of $536,862.

- **The Discharge Fund** was funded delivered by Region Social Services – Employment and Income Support, over a 15 month period (January 1, 2013 to March 31, 2014). The Discharge Fund provided grants for rent deposits to support people without a fixed address to secure housing as they were transitioning from a residential program or institution.

- **The Last Month’s Rent Fund** was implemented through Lutherwood over an eight month period (August 1, 2013 through March 31, 2014). The Last Month’s Rent Fund provided grants for rent deposits to support people who were experiencing homelessness or at risk of housing loss that were not eligible for the Discharge Fund because they were not transitioning from an eligible residential program or institution.

**Next Steps:** A number of recommendations emerged from the pilot, one of which was to consolidate the two funds into the Rent Fund to be delivered by Lutherwood as a pilot over 2014/15. Lutherwood is currently piloting the new Rent Fund which has also consolidated the former Rent Bank program and provides support for both rental arrears and deposits as either a grant or a loan based on eligibility.

c) **Family Emergency Shelter Diversion**

**Purpose:** Family Shelter Diversion was recommended in the Ending Family Homelessness Report (SS-14-018). Family Shelter Diversion seeks to quickly assess and support families seeking shelter to avoid a shelter stay by providing them with intensive support to maintain their existing housing or to find alternative housing. The Pilot was developed as a response to the increasing number of local families seeking emergency shelter and local research findings highlighting the negative impacts of homelessness and shelter stays on children and families.

**Results:** Lutherwood piloted Family Shelter Diversion in partnership with the Cambridge Shelter over six months (October 2013 to March 2014). During this time, a total of 44 families were referred to the program. Of the 44 family referrals, 31 (70 per cent) were completely diverted from shelter and avoided a shelter stay. Eight families...
accessed shelter as part of their “rapid re-housing plan” and transitioned to new housing within two weeks. Pilot results showed a reduction in both the number of families accessing shelter (by about half) and average length of stay (by about two thirds) compared to previous years. On average, housing was retained or secured for approximately $1,200 per family in comparison to an average operating cost of $4,150 to shelter a household (where average stays were 42 days for families\(^1\)).

**Next Steps:** Based on the success of Family Shelter Diversion, the pilot has been extended over 2014/15 and expanded to include YWCA-Mary’s Place. For further information, refer to the two-page program summary attached as Appendix C.

d) **Moving Support**

**Purpose:** The Job Café Moving pilot through the Working Centre explored approaches to support people living with low income experiencing barriers with moving their belongings. The pilot evaluated the delivery model and the volume and type of demand for the service.

**Results:** The Working Centre was supported to purchase a cube truck. The Job Café Moving pilot took place over a six month period (October 2013 to March 2014). A total of 37 households were assisted to move of which 75% were singles and couples and 25% were families with children. The majority of moves (80%) were within Kitchener/Waterloo with the remaining 20% to other areas of the Region, Guelph, and Toronto.

The pilot assisted those unable to rent traditional moving trucks, due to not having driving licenses or credit cards. There were many occasions where the pilot assisted in the removal of unwanted furniture or garbage on behalf of customers. The Working Centre’s flexible time schedules, reservation policies, and extra support were identified as a successful approach.

**Next Steps:** The Working Centre continues to promote and offer this service. While the moving service is not free, it is offered at a reduced cost. Information about Job Café Moving is included in a new resource, the [Make It A Home Access Guide (June 2014)](#), prepared by Region Social Services - Social Planning to support increased capacity for people to access free and low cost furniture, appliances, household goods, and services for the home.

e) **Service Prioritization Decision Assistance Tool (SPDAT)**

**Purpose:** The Service Prioritization Decision Assistance Tool (SPDAT) is a common

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\(^1\) YWCA-Mary’s Place, 2012
assessment, intake and support coordination tool currently used in more than 70 communities across the US, Canada and Australia. Common assessment tools support coordinated access and ensure that people are being referred to services that best meet their needs. Prior to the SPDAT pilot, there was no common assessment tool being used locally within the housing stability system. Through consultation and in partnership with service providers, Region staff supported a pilot of the SPDAT to assess local interest, uptake, and the usefulness of this particular tool.

**Results:** The pilot included full-day training in January 2014, a three month trial of the tool between March and May 2014, and feedback on the tool gathered through a short survey and a meeting with all pilot participants in June 2014. Pilot results included:

- A total of 25 staff from eight agencies attended the training.
- A total of five agencies (six programs) and 20 staff participated in the three month trial between March and May 2014. Over this time, staff utilized SPDAT with a total of 221 households.
- Feedback from services providers regarding what they liked about the tool and how they used the tool included:
  - An evidence-based screen that provides a quick, easy and objective overview of a person’s support needs and barriers to housing stability.
  - Helps inform referrals to programs for which people are best suited (both housing stability services as well as other health and social services programs in the community).
  - Provides a unified approach and common language between service providers.
  - Opportunity in future to use over time with people to identify change.

**Next Steps:** As a result of the pilot, it was determined that service providers would either continue to use and/or explore further application of the tool. At this point, emergency shelters and Lutherwood Families in Transition program continue to use SPDAT. The tool has also been confirmed for use within the redesigned CHPI Supportive Housing Program beginning in April 2016. STEP Home programs are also currently exploring how they may use the SPDAT going forward. A working group will be struck and a Train the Trainer session will be offered in October 2014 so that ongoing training can be offered locally.

**f) Community Inclusion Pilots**

**Overall Purpose:** Community inclusion is considered one of the five essential elements for ending homelessness (i.e., adequate housing, adequate income, adequate support, community inclusion and sense of home). Two community inclusion projects were piloted between September 2013 and March 2014. The Connect pilot and the Supportive Housing Quality of Life pilot are described below.
i) The Connect Project

Purpose: The Connect Project operated through the House of Friendship as a support to STEP Home. The Connect Project tested new approaches to support STEP Home participants to increase community connections in order to enhance their sense of inclusion and support their housing stability. The pilot explored the strengths, challenges, impacts and opportunities of these various approaches.

Results: A variety of activities were supported through the pilot including hikes, fishing, volunteering, painting, and coffee houses. STEP Home direct support workers indicated that the project brought greater attention to the need for supporting participants beyond the basic need of food and shelter, to supporting their need for community inclusion - particularly those who have obtained housing and may be experiencing isolation.

Next Steps: While funding was not available to continue this pilot over 2014/15, a number of recommendations to further incorporate inclusion supports within STEP Home were identified and are in the process of being further explored.

ii) Supportive Housing Quality of Life

Purpose: CHPI funded supportive housing providers were funded to facilitate activities that would enrich tenant quality of life and support greater inclusion. The pilot evaluated the uptake, delivery model, as well as the outcomes of the quality of life activities.

Results: Providers submitted proposals for activities that could be individualized or group-oriented, on-site or off-site and that reflected tenants' goals and interests. A total of 16 of the 18 CHPI funded supportive housing operators applied for funding; and 12 participated in the pilot (four operators who submitted a proposal for the pilot did not use their funding). A variety of activities were supported through the pilot, such as: arts and culture experiences, destination events, movie nights, social events, special classes, sporting events, and sports and recreation activities.

The pilot evaluation identified the following positive impact for tenants:

- Excitement and enjoyment – “Many of the tenants were excited for the trip and were in an even better mood by the end of the day. One tenant said he had ‘a blast’ and he was still ‘pumped up’ from the experience the next day. I observed that all of the tenants had a big smile and were quite sociable. There were only positive things being said about the activity and to each other.” (Staff)
- Better mental health and feelings of self-worth - “I enjoyed myself. Haven’t been out to dinner and a movie in at least 15 years. I feel it lifted my depression.”
- Greater confidence and self-efficacy – “This opportunity has improved my self-
esteem and given me courage to attempt other goals that I was too scared to try for fear of failing. I have found renewed interest in attending school and social functions."

- More social and connected; stronger relationships - “I've lived here a couple months, but not made any real friends. Now I feel like I have friends.”

Supportive housing staff also identified benefitting from the opportunity to participate in fun activities with tenants which helped staff get to know tenants better as well as build and reinforce trusting, supportive relationships. It was further identified by some, that the quality of life activities created a more energized, social, relaxed, and positive atmosphere within the homes/buildings.

**Next Steps:** Based on the results of this pilot, expectations related to incorporating community inclusion activities were included in the CHPI Supportive Housing Program Framework (SS-14-030) with further implementation to take place within the new CHPI Supportive Housing Program beginning April 2016.

**Corporate Strategic Plan:**

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

**Financial Implications**

The Region’s 2014 Operating Budget includes a provision of $8,950,702 for the Community Homelessness Prevention Initiative. The 2014/15 CHPI Investment Plan identifies planned expenditures for $7,792,902 provincial funding provided through the Ministry of Municipal Affairs and Housing. The following table summarizes the 2014/15 Operating budget for CHPI.

<table>
<thead>
<tr>
<th>Service Category</th>
<th>MMAH CHPI Funding</th>
<th>Region CHPI Funding</th>
<th>Total</th>
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<td>250,000</td>
<td>0</td>
<td>250,000</td>
</tr>
<tr>
<td>Administration</td>
<td>625,442</td>
<td>0</td>
<td>625,442</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,792,902</strong></td>
<td><strong>$1,157,800</strong></td>
<td><strong>$8,950,702</strong></td>
</tr>
</tbody>
</table>

* Updated allocation
The Provincial contribution has been increased by $139,520 based on the funding formula and the Core Housing Need calculation for the Region of Waterloo. The Regional contribution previously approved February 11, 2014 has been reduced by $139,520 or the amount of the scheduled upload of Ontario Works for 2014.

Other Department Consultations/Concurrence:

Corporate Resources – Legal, Planning, Housing and Community Services – Housing, as well as Finance provided input on this report.

Attachments

Appendix A  CHPI Funded Programs 2014/15
Appendix B  CHPI 2014/15 Funding Letter
Appendix C  Shelter Diversion for Families with Children Fact Sheet

Housing Stability Evolution Newsletter – to be distributed separately

Prepared By:  Marie Morrison, Manager, Social Planning

Approved By: Douglas Bartholomew-Saunders, Commissioner, Social Services
Appendix A
CHPI Funded Programs 2014/15

Service Category #1: Emergency Shelter Solutions
The Region funds six emergency shelters (Argus Young Men’s and Young Women’s Residence, Cambridge Shelter, Charles Street Men’s Hostel, Reaching Our Outdoor Friends (ROOF), Safe Haven Shelter and YWCA-Mary’s Place). Regular shelter bed capacity is 187 plus 80 cots (total 267) plus shelter overflow into motels as needed.

Service Category #2: Housing with Related Supports
The Region funds the following 18 supportive housing programs previously funded through either the Consolidated Homelessness Prevention Program (CHPP) or the Domiciliary Hostel per diem. In addition, this service category also includes Marillac Place time-limited housing for pregnant or parenting youth. Total beds/units is 497.

<table>
<thead>
<tr>
<th>Provider/Program</th>
<th>Beds/Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Per diem Funded Supervised Boarding Homes (Total beds = 172)</strong></td>
<td></td>
</tr>
<tr>
<td>Doon Valley</td>
<td>16</td>
</tr>
<tr>
<td>Grand River</td>
<td>19</td>
</tr>
<tr>
<td>HUGO (shared apartments)</td>
<td>21</td>
</tr>
<tr>
<td>Kaljas</td>
<td>17</td>
</tr>
<tr>
<td>Kingsview</td>
<td>20</td>
</tr>
<tr>
<td>Optimum</td>
<td>19</td>
</tr>
<tr>
<td>Riverside</td>
<td>16</td>
</tr>
<tr>
<td>Stirling</td>
<td>14</td>
</tr>
<tr>
<td>Underhill</td>
<td>30</td>
</tr>
<tr>
<td><strong>Per diem Funded Retirement Homes (Total beds = 122)</strong></td>
<td></td>
</tr>
<tr>
<td>Marsdale</td>
<td>52</td>
</tr>
<tr>
<td>Millwood</td>
<td>60</td>
</tr>
<tr>
<td>Trinity</td>
<td>10</td>
</tr>
<tr>
<td><strong>Grant Funded Supportive Housing Programs (Total units/beds = 203)</strong></td>
<td></td>
</tr>
<tr>
<td>Argus Five Beds to Home</td>
<td>5</td>
</tr>
<tr>
<td>Cambridge Shelter Saginaw House</td>
<td>8</td>
</tr>
<tr>
<td>Cambridge Shelter Bridges Supportive Housing</td>
<td>20</td>
</tr>
<tr>
<td>House of Friendship Supportive Housing</td>
<td>95</td>
</tr>
<tr>
<td>SHOW</td>
<td>30</td>
</tr>
<tr>
<td>YWCA Lincoln Road</td>
<td>45</td>
</tr>
</tbody>
</table>

Service Category #3: Other Services and Supports
Two programs are funded under this category, Lutherwood’s Families in Transition Support Program (including Family Emergency Shelter Diversion in partnership with
Cambridge Shelter and YWCA-Mary’s Place), and Lutherwood’s Housing Support Program which includes a Rent Fund to assist with rental arrears or deposits.

**Service Category #4: Homelessness Prevention**

Prevention services are offered by Lutherwood within the programs identified in Service Category #3: Other Services and Supports.

APPENDIX B

CHPI 2014/15 Funding Letter from MMAH
July 28, 2014

Ms. Lynn Randall
Director, Social Planning, Policy & Program Administration
Regional Municipality of Waterloo
99 Regina Street South - 5th floor
Waterloo, Ontario
N2J 4G6

Dear Ms. Randall:

As a follow up to my letter of September 30, 2013, I would like to confirm that the 2014-15 funding allocation under the Community Homelessness Prevention Initiative (CHPI) for the Regional Municipality of Waterloo is $7,792,902.

In addition, I am pleased to inform you that the 2014 budget increases the province-wide contribution to the CHPI with an additional $42 million annually starting in 2014-15. This additional funding will bring the total annual provincial CHPI funding to $294 million, which benefits communities across Ontario.

Further details regarding the allocation of this additional funding will be provided to Service Managers in the near future.

The Community Homelessness Prevention Initiative supports a transition towards a homelessness system that will shift the focus of services from reactive responses to homelessness to services that focus on more proactive and permanent solutions. These additional funds will provide further support to Service Managers to address and prevent homelessness in their local communities.

Thank you for your ongoing participation as we continue to move forward with the implementation of this program.

Sincerely,

[Signature]

Janet Hope
Assistant Deputy Minister
Housing Division

cc. Tony Brutto, Team Lead, Regional Housing Services, Municipal Services Office - Western
Ravi Bhusia, Manager, Program Delivery – Toronto & West Unit, Housing Programs Branch
Brent Whitty, Manager, Housing Programs Branch
Mitra Maharaj, Manager, Housing Funding & Risk Management Branch
There is a new approach to supporting families experiencing homelessness or at-risk of housing loss in Waterloo Region. Shelter Diversion, offered through Lutherwood’s Families in Transition (FIT) program, is now the first point of access to shelter for families with children.

FIT supports families to stay in their housing or find new housing, with the goal of reducing or avoiding emergency shelter stays.

What is Shelter Diversion?

- Shelter Diversion is operating as an extended pilot in 2014/15. The program is delivered by Lutherwood (through FIT) in partnership with the Cambridge Shelter and YWCA-Mary’s Place.
- Shelter Diversion supports families to explore all possible housing options before accessing emergency shelter (e.g., to retain current housing or find new housing). If families have no other safe place to go, they will be admitted to shelter with an exit plan designed to make the shelter stay as brief as possible.
- The focus is on helping families to find sustainable housing in the community. In order to stay in shelter, families are expected to be actively engaged in their exit plan. Support is provided by FIT throughout the rapid re-housing process.

Why is Shelter Diversion important?

- Homelessness and emergency shelter stays have immediate and long-term negative impacts on both children and parents – emotionally, psychologically, socially and physically. With Shelter Diversion, fewer families will experience these negative impacts.
- Shelter Diversion is cost-effective. The Family Shelter Diversion Pilot in 2013/14 found that the average cost to support families to stay housed was $1,200 compared to the average cost per shelter stay of $4,150 (where average family shelter stays were 42 days).

Who can access Shelter Diversion?

- Families with children under 18 who may need to access emergency shelter in Waterloo Region within 7 days.

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2 See: What is Diversion? An Overview of Emergency Shelter Diversion as a Practice and the Local Context
3 See: Ending Family Homelessness in Waterloo Region – Full Report
4 See: Ending Family Homelessness in Waterloo Region Report Two-Page Summary
5 Exceptions can be made to include families with children over 18 who have disabilities/special needs or who are newcomer families.
How do families connect to Shelter Diversion?

- **During business hours**, families should connect with Lutherwood directly, either by phone or walk-in.
- Business hours at both locations: Monday-Friday from 8:30am-4:30pm.

  **Kitchener**: 41 Weber Street West  **Phone**: 519-749-2450  
  **Cambridge**: 35 Dickson Street  **Phone**: 519-623-9380

- **After business hours**, if a family is in immediate need of emergency shelter, they should contact either the Cambridge Shelter or YWCA-Mary’s Place directly.
- Families will be connected with a FIT staff member at Lutherwood on the next business day.

  **Cambridge Shelter**: 26 Simcoe Street, Cambridge  **Phone**: 519-624-9305  
  **YWCA-Mary’s Place**: 84 Frederick Street, Kitchener  **Phone**: 519-744-0120

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**Community Partners:**

Lutherwood  
Cambridge Shelter  
YWCA Kitchener  
Region of Waterloo
<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>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>
<tr>
<td>27-May-14</td>
<td>CS Committee</td>
<td>That the issue of funding for the domiciliary hostel program be referred to staff to prepare a report to the Community Services Committee that provides an overview of the existing domiciliary hostels, the history of funding for the domiciliary hostel program, and the options available to the Region in regard to funding for the domiciliary hostel program.</td>
<td>Social Services</td>
<td>September 2014</td>
</tr>
<tr>
<td>12-Aug-14</td>
<td>CS Committee</td>
<td>That staff provide a report on the outlining possible options for influencing the availability of unhealthy food and what other municipalities are doing in relation to this issue</td>
<td>Public Health / Planning, Housing and Community Services</td>
<td>Spring 2015</td>
</tr>
<tr>
<td>12-Aug-14</td>
<td>CS Committee</td>
<td>That staff provide an update on the outcome of the September 27th meeting with Out of the Cold</td>
<td>Social Services</td>
<td>Nov-2014</td>
</tr>
<tr>
<td>Date</td>
<td>Group Name</td>
<td>Action</td>
<td>Responsible Group</td>
<td>Timeframe</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------</td>
<td>------------------------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>12-Aug-14</td>
<td>CS Committee</td>
<td>That staff work with the community Harm Reduction Committee to explore concerns raised about the needle syringe programs including needle inventory, retractable needles, training of staff/volunteers at community sites and increasing disposal units</td>
<td>Public Health/Harm Reduction Coordinating Committee</td>
<td>Spring 2015</td>
</tr>
</tbody>
</table>
Region of Waterloo

Social Services

Social Planning, Policy and Program Administration

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

Date: September 30, 2014

Subject: Kitchener-Waterloo Out of the Cold Update

Recommendation:

For information only.

Summary:

This report provides an update on the changes within Kitchener-Waterloo Out of the Cold (OOTC) since Community Services Committee met on September 9, 2014. This report details the process the Region is undertaking to plan a system response to support people who will be affected by the OOTC closures. It also highlights key responses that will be implemented by November 1, 2014.

Report:

Members of Community Services Committee have been provided with the following updates related to the Kitchener-Waterloo Out of the Cold (OOTC) program: an information memo on June 17, 2014, an update report on August 12, 2014 (SS-14-036), an update memo on August 20, 2014 and an update memo on September 9, 2014. A further update report is planned for November 4, 2014. An Out of the Cold Transitions and Responses document has been placed on the Region’s website as a one-stop location to get information and updates: http://socialservices.regionofwaterloo.ca/en/ (look under Social Services – News).
1.0 OOTC Changes and Response Update

Since the last update of September 9th, Bethany Evangelical Missionary Church has announced its closure of Saturday night OOTC services. This leaves four nights without an OOTC option this winter: Monday, Tuesday, Thursday and Saturday.

This closure is a conscious and carefully considered decision on the part of Bethany Evangelical Missionary Church, taking into account both volunteer safety, and a desire to make room for better options for their guests and to be a part of new solutions. The Saturday night OOTC Site Coordinator at Bethany Evangelical Missionary Church has been, and continues to be, an active participant in the work being done to support the transition of guests to other housing stability resources in the community.

In response to the closures, the region is facilitating a process to engage stakeholders to plan a system response to support people who will be impacted by the OOTC closures, both in the short term and in the long term. City of Kitchener and City of Waterloo staff are supporting the Region in this process through participation in a number of consultations.

In addition, training was held for OOTC sites who will be continuing to operate this season on September 27, 2014. The Homelessness and Housing Umbrella Group coordinated the training with support from Region staff and OOTC volunteers. The training was attended by 53 volunteers across eight sites. The feedback from attendees was very positive.

2.0 Consultation Process

The system response plan is being developed through engagement of and consultation with stakeholders both within and outside the housing stability system. The consultation process was designed to be inclusive of everyone who uses OOTC and people who do not use OOTC or any other emergency shelter option available in the region.

Flexibility was built into each consultation, taking into consideration the expertise of people in attendance. Information from delegations at City of Kitchener Council, City of Waterloo Council, and Region of Waterloo Council helped to inform the discussions. Information gathered from each consultation was also used to inform subsequent ones.

Consultations were focused on maximizing capacity, flexibility and awareness of the following key housing stability resources:

- Emergency shelters
- Street outreach
- STEP Home
- Housing help
- Affordable and supportive housing

Between September 4\textsuperscript{th} and September 30\textsuperscript{th}, the Region held ten multi-stakeholder consultations and coordinated response planning meetings involving 45 different community groups and organizations, government partners, service providers, and people with lived homelessness experience (see Appendix A for further details). Furthermore, over 15 additional meetings were held to discuss individual agency response plans.

Initial discussions regarding responses to the OOTC changes have focused on:

- Emergency shelters – what each shelter could do in order to support more people, with a focus on connecting OOTC guests to shelter and housing options
- OOTC sites – what each OOTC site could do in order support guest transitions
- STEP Home – what street outreach, intensive support programs, and service resolution could do to support transitions to shelter and housing options
- Other community service providers – what other community service providers could do to support the OOTC changes
- OOTC guests – what OOTC volunteers and agencies could do to identify people who use OOTC and connect with them prior to November 1\textsuperscript{st}
- Harm reduction responses – what can be done to reduce the potentially negative health, social and economic consequences of high risk behaviour

These consultations and meetings prioritized implementing a short term response plan to ensure all OOTC guests are supported to access safe options this coming winter. In addition, longer term plans are being considered towards ending homelessness and building greater housing stability in our community. As such, the response to OOTC changes will be multi-layered, to meet people where they’re at.

Additional consultations are being planned including three open stakeholder meetings in October 2014, January 2015, and May 2015. These open meeting are positioned to provide information on plans before the start of the OOTC season, as a mid-point check-in, and as an end of season review.

### 3.0 Short Term Response Plan

While a number of short-term response ideas continue to be identified and explored, below are some proposed key components of the short term response plan:

- **Additional overnight shelter**: YWCA Kitchener-Waterloo has offered to open a 50 bed drop-in overnight shelter, for men and women and trans individuals. The
proposed transitional shelter, which would operate based on harm reduction principles, would be open from 8:00 pm until 8:00 am, seven nights a week, between November 1, 2014 and May 31, 2015. The Region of Waterloo has the funding to support such a shelter which would operate out of the YWCA’s community room, located at 84 Frederick Street.

- **Outreach before November:** OOTC site coordinators and volunteers have been working closely with Emergency Shelter, Street Outreach and STEP Home staff to locate and reach out to individuals who have previously accessed OOTC sites. Outreach plans are being developed around existing staff and volunteer relationships with individuals who are experiencing homelessness or at risk of housing loss to inform potential guests about the OOTC closures and support them to access other housing or shelter options before November, or to retain their existing housing.

- **OOTC On-site Support in November:** Each closed OOTC site will have both signage and people on-site for the first few weeks in November to re-direct any guests to other available food and overnight accommodation options. Transportation to other shelters will be provided from the closed sites.

- **Expanded Drop-In Hours:** St. John’s Kitchen, operated by The Working Centre, and Ray of Hope Community Centre are expanding and coordinating their drop-in hours to ensure 8:00 am to 10:00 pm coverage in downtown Kitchener on weekdays, with shorter hours on weekends. Additional drop-in options are offered at House of Friendship, ROOF and The Bridgeport Café.

- **Expanded STEP Home Supports:** STEP Home is planning to add additional staffing for street outreach and intensive support programs with additional flex funds and rent funds to support people to housing who are experiencing persistent homelessness and who are accessing or have accessed OOTC.

### 4.0 Longer Term Response Plan

Longer term response planning goes beyond the OOTC closures this season and will need to be informed by the Homelessness to Housing Stability Strategy, the Housing Action Plan, the questions and ideas raised in the community consultations, Housing First Training and Technical assistance, and the results of pilots and activities undertaken over the 2014/15 winter season.

Considerations in the longer term response plan will include:

- Activities that work towards ending rather than managing homelessness
- The need for sustained resources utilized in the short-term
- Housing opportunities:
  - Both conventional and less conventional housing options
Results of the Consolidated Homelessness Prevention Initiative (CHPI) Supportive Housing Program redesign process
- Implementation of the Affordable Housing Strategy flexible housing assistance program and other Investment in Affordable Housing programs
- Managed drug and alcohol programs
  - Review and redesign of STEP Home Programs
  - Emergency Shelter Program Review
  - Street Outreach options including investigating mobile outreach vans with consideration for impact of recently added outreach services for mental health and addictions through the Waterloo-Wellington Local Health Integration Network
  - Access to basic needs such as community meal and hamper programs and affordable transportation to access housing stability services
  - Community Inclusion - the importance of having a diversity of inclusive community spaces and opportunities for social interaction for people experiencing homelessness or at risk of housing loss and exploring opportunities to engage OOTC volunteers and other interested community members
  - Connection with services such as hospitals and corrections including new services such as Health Links and the Connectivity Tables.

A further update report is planned for the November 4, 2014 Community Services Committee meeting.

Corporate Strategic Plan:

This report addresses homelessness issues and is consistent with the Region’s 2011-2014 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:

Funding for the YWCA Transitional Shelter is proposed to utilize existing homelessness to housing stability 2014/15 contingency funding and motel overflow savings. All other short term response plan activities requiring funding are dependent on the new annualized 2014/15 CHPI funding, of which the local allocation has not yet been confirmed (SS-14-047).
Other Department Consultations/Concurrence:
Nil.

Attachments

Appendix A Summary of Consultation Meetings

Prepared By: Van Vilaysinh, Manager, Social Planning
Beth Hayward, Social Planning Associate

Approved By: Douglas Bartholomew-Saunders, Commissioner, Social Services
## Appendix A
### Summary of Consultation Meetings

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Number Of Attendees</th>
<th>Groups/Organizations Represented</th>
</tr>
</thead>
</table>
| Emergency Shelter & Social Services         | 15                  | • Argus  
• House of Friendship  
• Lutherwood – Safe Haven and Families in Transition  
• Marilac Place  
• ROOF  
• YWCA |
| Safe and Healthy Community Advisory Committee - Kitchener | Approximately 20     | • Member of Kitchener City Council  
• Residents of downtown Kitchener  
• Residents of suburban Kitchener  
• Waterloo Regional Police  
• Waterloo Region Crime Prevention Council  
• Members of community-at-large representing social services, sports/recreation, law enforcement, education, social planning, land use planning and/or business |
| Kitchener Downtown Stakeholders Group       | Approximately 20     | • City of Kitchener (staff and Mayor)  
• Downtown Kitchener BIA  
• House of Friendship  
• Local MPs and MPPs  
• Region of Waterloo (staff and Regional Chair)  
• ROOF  
• The Working Centre  
• Waterloo Catholic District School Board  
• Waterloo Region Crime Prevention Council  
• Waterloo Regional Homes for Mental Health  
• Waterloo Regional Police  
• Waterloo Wellington Local Health Integration Network |
| STEP Home Agency Advisory Group             | 13                  | • House of Friendship  
• Kitchener Downtown Community Health Centre  
• Lutherwood  
• Mennonite Central Committee  
• Region of Waterloo – Housing  
• ROOF  
• The Working Centre  
• YWCA |
| Emergency Shelter & Transitioning          | 18                  | • House of Friendship  
• OOTC – Bethany, Trinity, St. Andrews’s, St. Louis, |
<table>
<thead>
<tr>
<th><strong>Meeting</strong></th>
<th><strong>Number Of Attendees</strong></th>
<th><strong>Groups/Organizations Represented</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>OOTC Sites</td>
<td></td>
<td>Holy Saviour</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ROOF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• YWCA</td>
</tr>
<tr>
<td>STEP Home Participant Advisory Group</td>
<td>12</td>
<td>• STEP Home Participant Advisory Group (members have lived experience of homelessness and have accessed STEP Home supports; many have accessed OOTC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Direct Support Workers from The Working Centre and House of Friendship</td>
</tr>
<tr>
<td>K-W OOTC Steering Committee</td>
<td>10</td>
<td>• Site Coordinators of K-W OOTC sites</td>
</tr>
<tr>
<td>Health, Social &amp; Community Service Providers</td>
<td>40</td>
<td>• City of Kitchener</td>
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<td>• City of Waterloo</td>
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<td></td>
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<td>• CMHA – Waterloo, Wellington, Dufferin</td>
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<td></td>
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<td>• House of Friendship</td>
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<td></td>
<td></td>
<td>• Kitchener Downtown BIA</td>
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<td>• Kitchener Downtown Community Health Centre</td>
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<tr>
<td></td>
<td></td>
<td>• KW4 Health Links</td>
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<td></td>
<td>• Lutherwood</td>
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<td></td>
<td></td>
<td>• Ray of Hope</td>
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<tr>
<td></td>
<td></td>
<td>• Region of Waterloo – Housing</td>
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<td></td>
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<td>• Region of Waterloo – Public Health: Health Protection &amp; Harm Reduction</td>
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<td>• ROOF</td>
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<td>• The Working Centre</td>
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<td></td>
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<td>• Waterloo Region Crime Prevention Council</td>
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<td></td>
<td></td>
<td>• Waterloo Regional Homes for Mental Health</td>
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<tr>
<td></td>
<td></td>
<td>• Waterloo Regional Police</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• YWCA</td>
</tr>
<tr>
<td>OOTC Site Coordinators and Volunteers, and Emergency Shelter and Street Outreach Providers</td>
<td>28</td>
<td>• House of Friendship</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Lutherwood – Whatever It Takes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• OOTC – Bethany, St. Anne’s, St. Louis, Trinity, First United, and St. Andrew’s</td>
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<tr>
<td></td>
<td></td>
<td>• The Working Centre – Street Outreach</td>
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<td></td>
<td></td>
<td>• YWCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Independent volunteer</td>
</tr>
<tr>
<td>Emergency Shelter, Street Outreach and Drop-In Agencies</td>
<td>10</td>
<td>• Ray of Hope</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ROOF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The Working Centre</td>
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