Regional Municipality of Waterloo

Community Services Committee

Agenda

Tuesday, November 4, 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

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.

3. Request to Remove Items From Consent Agenda

a) SS-14-051, Purchase of Service Contract, Children’s Services (Approval) 1

b) SS-14-052, Canada – Ontario Job Grant (Information) 3

c) PH-14-040 / SS-14-055, Poverty Indicators in Waterloo Region: Status Report 2014 (Information) 7

d) PH-14-039, Quarterly Charged/Closed Food Premises Report (Information) 11

e) PH-14-041, NutriSTEP Screening: Ministry of Health and Long Term Care Accountability Indicator Update (Information) 14

1737894
4. Motion to Approve Items or Receive for Information

Regular Agenda Resumes

5. Reports – Social Services
   a) SS-14-053, Kitchener-Waterloo Out of the Cold 2014/15 Response Plan (Staff Presentation)
   b) SS-14-054, Homelessness to Housing Stability Strategy Progress Report 2011-2013 (Staff Presentation)

Reports – Public Health
   c) PH-14-042, Influenza Update: Previous Season Summary & 2014-15 Plan

Reports – Planning, Housing and Community Services
   d) P-14-101, Investment in Affordable Housing for Ontario Program (2014 Extension) Delegation of Approval for Provincial Program Delivery and Fiscal Plan for Year 1

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

7. Other Business

8. Next Meeting – To Be Determined

9. Adjourn
Region of Waterloo
Social Services
Children’s Services

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

Date: November 4, 2014

Subject: Purchase of Service Contract, Children’s Services

Recommendation:

That the Regional Municipality of Waterloo enter into a Service Contract effective November 20, 2014 with Trillium Bilingual Montessori School, located at 888 Trillium Drive, Kitchener Ontario N2R 1K4 as outlined in Report SS-14-051, dated November 4, 2014.

Summary:

Nil.

Report:

The Region currently has service agreements with 134 licensed early learning and child care programs. These service agreements allow the Region of Waterloo to purchase child care space on behalf of subsidy eligible families in a licensed early learning and child care program. These agreements support choice for subsidy eligible families with a wide range of requirements including special needs placements. In addition, the service agreement is a requirement for a licensed early learning and child care program to receive additional funding such as base operating funding, transition operating, play-based materials and equipment, repairs and maintenance and minor capital retrofits.

Trillium Bilingual Montessori School is a new not-for-profit licensed child care centre that opened August 29, 2014. This new program offers licensed child care spaces for children between the ages of 18 months and 5 years.
The following table outlines the 2014 rate structure for the new centre:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Hours of Care</th>
<th>Per Diem Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toddler</td>
<td>6 or more hours</td>
<td>$40.23</td>
</tr>
<tr>
<td>Preschool</td>
<td>6 or more hours</td>
<td>$39.10</td>
</tr>
</tbody>
</table>

Corporate Strategic Plan:

This report supports the Region’s Strategic Focus Area 4: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities; and Focus Area 4.6: Collaborate with the community to support the development of services for children.

Financial Implications:

The 2014 fee subsidy budget totals approximately $17M. This funding provides fee subsidy for an average of 2900 children each month. This agreement will be accommodated within the current fee subsidy budget for purchase of service.

Other Department Consultations/Concurrence:

The implementation of service agreements requires the assistance of Finance and Legal Services staff.

Attachments

Nil.

Prepared By: Sheri Phillips, Manager, Child Care Subsidy
             Nancy Dickieson, Director, Children’s Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Social Services
Region of Waterloo
Social Services
Employment and Income Support

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

Date: November 4, 2014

Subject: Canada-Ontario Job Grant

Recommendation:

For information

Summary:

Nil

Report:

1.0 Background

Employment and Income Support, Social Services has been providing Employment Ontario services on behalf of the Ministry of Training, Colleges and Universities since August 1, 2010. In March 2014 the Province signed the Canada-Ontario Job Fund Agreement with the federal government and in its September 2014 Budget announced the Canada-Ontario Job Grant (COJG). The grant provides financial support to individual employers or consortia of employers who wish to purchase training for their workforce. Employers choose the individuals they would like to have trained and the training that meets their workforce development needs.

This initiative provides up to $10,000 per individual to employers to provide training to current and potential employees. The employer is responsible for one-third the cost of the training. Small businesses, less than 25 employees, may provide one-sixth of the cost through “in-kind” payments. All training must be provided by a third party provider (e.g., community college). It will be the responsibility of the Region of Waterloo as an Employment Ontario service provider to administer the program, including an audit of
the third party providers.

2.0 Target Population

Citizens who are residents of the Region of Waterloo and either a Canadian citizen, permanent resident or protected person and meet the program criteria are eligible to participate in training. Employed individuals must be identified by their employer. Unemployed individuals must also be sponsored by an employer, as demonstrated through a permanent or conditional offer of employment. An individual must not be participating in full time training, education, or any other government training program that offers funding support for the same tuition, books or other training related costs. Only employers can apply for the Canada-Ontario Job Grant.

3.0 Canada-Ontario Job Grant Funds

Effective November 1, 2014, all Employment Ontario employment service providers (the Region) are expected to promote and deliver this initiative. The Canada-Ontario Job Grant provides up to $10,000 per participant to support training. There are also funds, which can be used to provide individual supports in the program such as transportation, and work clothing and equipment. Employers can also use these funds for items such as additional supervisory costs, administration, and job orientation. Fifteen percent of the approved funding can be used for the service provider’s administration costs. The placement targets set for the Region from November 2014 to March 31, 2015 are four individuals.

Corporate Strategic Plan:

This initiative supports the Region of Waterloo Strategic Plan 2011-2014, Focus Area 2: Growth Management and Prosperity: (to) manage growth to foster thriving and productive urban and rural communities.

Financial Implications

The Province has approved an increase to the 2014/2015 Operating Budget for Employment and Income Support, Social Services of $44,216 (gross) and $0 net Regional levy. Fifteen percent of this funding will be used for the administration of the program.

It is anticipated that all funding approved for the 2014/15 Provincial fiscal year ($44,216) will be utilized by March 31, 2015. Any funds not spent in the Region’s 2014 fiscal year will be carried forward to 2015 and become part of the division’s 2015 Budget.

The increase to the 2014/15 Budget totals $44,216, to be funded 100% by Provincial subsidy from the Ministry of Training, Colleges and Universities.
Other Department Consultations/Concurrence:

Staff in Finance has reviewed this report.

Attachments

A - Letter from Mary Joe Freire, Director, Western Region, Ministry of Training, Colleges and Universities Re: 2014-15 Canada-Ontario Job Grant Allocation Site # (s) 4273A

Prepared By: Graeme Fisken, Manager, Employment Services
David Dirks, Director, Employment and Income Support

Approved By: Douglas Bartholomew-Saunders, Commissioner, Social Services
September 30, 2014

Douglas E. Bartholomew-Saunders, Commissioner, Social Services
REGIONAL MUNICIPALITY OF WATERLOO
99 Regina Street South
WATERLOO, ON N2J 4V6

Dear Douglas E. Bartholomew-Saunders,

RE: 2014-15 Canada-Ontario Job Grant Allocation Site # (s) 4273A

Thank you for your organization’s interest in delivering the Canada-Ontario Job Grant (COJG) program for employers seeking funding support for training involving 25 or fewer trainees. I appreciate the time you took to attend the COJG Concept Training in September.

I am pleased to provide the following information regarding your organization’s allocation of COJG funding, which is subject to your organization confirming your acceptance of this allocation by signing a COJG funding agreement with the Ministry.

The COJG targets are for the 2014-2015 fiscal year and are minimum participant targets only; it is anticipated that targets may be exceeded.

The COJG allocation for your site(s) is as follows:

<table>
<thead>
<tr>
<th>Service Delivery Site Number</th>
<th>Total Allocation</th>
<th>Operating Funds</th>
<th>Employer Incentives &amp; Individual Supports</th>
<th>Training Contribution</th>
<th>Over 25 Case Administration (if applicable)</th>
<th>2014-2015 Minimum Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>4273A</td>
<td>$44,216</td>
<td>$6,407</td>
<td>$1,495</td>
<td>$36,314</td>
<td>$0</td>
<td>4</td>
</tr>
</tbody>
</table>

Monthly payments for the program will begin in November 2014. Payments may be adjusted to respond to demand in the EO network.

Please note that any unspent 2014-15 funds cannot be carried over to future years.

If you have any further questions, please contact your Employment and Training Consultant.

Yours truly,

Mary Joe Freire
Director, Western Region
Employment and Training Division

c: Rick Petersen, Service Delivery Manager
   Alana Stone, Employment and Training Consultant
Region of Waterloo
Social Services
Social Planning, Policy & Program Administration
Public Health
Medical Office/Epidemiology & Health Analytics

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

Date: November 4, 2014  File Code: P01-80

Subject: Poverty Indicators in Waterloo Region: Status Report 2014

Recommendation:
For information.

Summary:
The production of a poverty indicators report is a recent initiative of the Region’s Comprehensive Approach to Poverty Reduction. The Poverty Indicators in Waterloo Region: Status Report 2014 (DOCS 1693465) provides information on ten indicators, each related to a unique dimension of poverty, and compares data for Waterloo Region and Ontario.

This report is intended for use by Region of Waterloo staff and community partners. Region of Waterloo is not solely responsible for taking action on these indicators or the related outcomes; there is a shared and significant role of the broader community in the work to reduce poverty. This report provides context as we work collaboratively and effectively towards reducing poverty in Waterloo Region.

Overall, the poverty indicators reported suggest that the picture of poverty in Waterloo Region does not greatly differ from the province as a whole. Of the ten indicators, four indicated a more favourable situation, two indicated a similarly favourable situation, and an additional four that indicated a less favourable situation compared to all of Ontario.
This report will be reproduced over time as new data become available, in order to provide the most current ‘picture’ of poverty in Waterloo Region. It is expected that the data will be updated again in 2016.

Report:

Poverty is an issue in Waterloo Region. We recognize that we can do more to have a greater impact on poverty reduction. The 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. An objective of the Comprehensive Approach is to maximize the Region’s collective impact on poverty, recognizing that each department of the Region has a unique role to play in reducing poverty. Many provinces across Canada have developed poverty reduction strategies. In 2008, the Government of Ontario released the province’s first poverty reduction strategy titled “Breaking the Cycle: Ontario’s Poverty Reduction Strategy”. Municipalities and local communities are also engaged in poverty reduction activities and there are many place-based strategies being developed and implemented across the country. During this period of significant change and financial restraints, there may never be a better time for the Region to address the issue of poverty comprehensively across program and department areas with a focus on using existing resources to maximize its corporate-wide impact on poverty reduction.

The production of a poverty indicators report is a recent initiative of the Region’s Comprehensive Approach to Poverty Reduction. The Poverty Indicators in Waterloo Region: Status Report 2014 provides information on ten indicators, each related to a unique dimension of poverty, and compares data for Waterloo Region and Ontario.

Although poverty always involves a lack of income, it has many dimensions such as education, employment, social and physical environments, healthy child development and social support networks. There is no universally or nationally accepted measure of poverty and there is no single measure that addresses the complexity of poverty. The indicators were selected through a collaborative process across the Region of Waterloo, led by the Leadership Team for the Comprehensive Approach to Poverty Reduction. The list of poverty-related indicators was selected to reflect ten different “dimensions” of poverty:

1. Income
2. Standard of Living
3. Food Security
4. Healthy Child Development
5. Health
6. Employment
7. Education
8. Housing
9. Social inclusion
10. Income inequality
Overall, the poverty indicators reported suggest that the picture of poverty in Waterloo Region does not greatly differ from the province as a whole. Of the ten indicators, four indicated a more favourable situation, two indicated a similarly favourable situation, and an additional four indicated a less favourable situation compared to all of Ontario.

The report will be distributed internally and to community partners and stakeholders. It will be available electronically through the Region’s website. It will be reproduced over time as new data become available, in order to provide the most current ‘picture’ of poverty in Waterloo Region.

**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. Under the Ontario Public Health Standards, boards of health are required to consider the determinants of health as they plan, deliver and evaluate public health programs and services. This includes conducting population health assessments through measuring, monitoring and reporting on the status of a population’s health.

**Corporate Strategic Plan:**

2011-2014 Corporate Strategic Plan Focus Area #4 - Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities.

Strategic objective 4.1: Work collaboratively to reduce poverty. Actions:

- 4.1.1 Develop and implement the Region of Waterloo’s comprehensive approach to poverty reduction.
- 4.1.2 Continue to collaborate with community partners in broad based efforts to reduce poverty.

**Financial Implications:**

Nil

**Other Department Consultations/Concurrence:**

The Poverty Indicators in Waterloo Region Status Report 2014 was developed by Public Health in collaboration with Social Services. The indicators were selected through a collaborative process across the Region of Waterloo, led by the Leadership Team for the Comprehensive Approach to Poverty Reduction.
Attachments

Poverty Indicators in Waterloo Region: Status Report 2014 (Distributed Separately)
Or access online through the Region’s website at

Prepared By: Jessica Deming, Epidemiologist
Celina Sousa, Manager, Strategic & Quality Initiatives

Approved By: Douglas Bartholomew Saunders, Commissioner, Social Services
Dr. Liana Nolan, Commissioner/Medical Officer of Health
Region of Waterloo
Public Health
Health Protection and Investigation

To:       Chair Sean Strickland and Members of the Community Services Committee
Date:     November 4, 2014     File Code:  P10-80
Subject:  Quarterly Charged/Closed Food Premises Report

Recommendation:
For information.

Summary:
This report is a summary of food premises enforcement activities conducted by Public Health Inspectors in the Health Protection and Investigation Division for the third quarter of 2014.

Report:
During the third quarter of 2014, one establishment was charged under the Health Protection and Promotion Act, Ontario Food Premises Regulation 562 (See Table 1: Food Safety Enforcement Activity).

Food premises charges and closures can be viewed on the Check it! We Inspect it! Public Health Inspection Reports, Enforcement Actions Page for a period up to 6 months from the date of the charge or closure. Every food premises charged has the right to a trial and every food premises ordered closed, under the Health Protection and Promotion Act, has the right to an appeal to the Health Services Appeal and Review Board.

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 compliance with the Food Safety Protocol of the Ontario Public Health Standards.

**Corporate Strategic Plan:**

Health and Safe Communities: Support safe and caring communities that enhance all aspects of health.

**Financial Implications:**

The majority of food premises enforcement activities are completed by Public Health Inspectors funded within existing resources in Region of Waterloo Public Health’s cost shared budget (75% provincial/25% regional tax levy). Since 2010, the province has provided an additional allocation of $50,067 in 100% funding for enhanced food safety initiatives locally; this enables a larger number of inspections and re-inspections of permanent, seasonal or temporary food premises than would be accomplished within the cost shared budget.

**Other Department Consultations/Concurrence:**

Nil

**Attachments:**

Table 1: Food Safety Enforcement Activity

**Prepared By:** Chris Komorowski, Manager Food Safety, Recreational Water and Cambridge and Area Team

**Approved By:** Dr. Liana Nolan, Commissioner/Medical Officer of Health
Table 1: Food Safety Enforcement Activity

<table>
<thead>
<tr>
<th>Name Of Establishment</th>
<th>Date of Charges or Closure</th>
<th>Charges or Closure</th>
<th>Total Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ming’s Restaurant of Cambridge</td>
<td>One Provincial Offences Notice issued for infractions observed on July 21, 2014</td>
<td>Fail to protect food from contamination or adulteration ($300)</td>
<td>$300</td>
</tr>
</tbody>
</table>
Region of Waterloo
Public Health
Child and Family Health

To: Chair Sean Strickland and Members of the Community Services Committee
Date: November 4, 2014          File Code: P09-80
Subject: NutriSTEP® Screening: Ministry of Health and Long Term Care Accountability Indicator Update

Recommendation:
For information.

Summary:
Region of Waterloo Public Health is planning to expand the promotion and implementation of the NutriSTEP® preschool screen with both internal and community partners in accordance with the Ministry of Health and Long Term Care Health Accountability Agreement Health Promotion Indicator #1.9.

Report:
The goal of the Child Health Ontario Public Health Standard is to enable all children to attain and sustain optimal health and developmental potential. Young children with nutritional issues are at risk for growth, behaviour and developmental problems. Nutrition issues that are not identified and addressed early enough may result in long term health consequences, potential cognitive delays and reduced school readiness. Nutrition screening is a fast and simple way of finding out if there is a nutrition concern.

The NutriSTEP® preschool screen is a community-based, parent-administered screening tool for nutritional risk factors for young children (three to five years of age). The nutrition-risk screening tool is available as a paper questionnaire and is also available online through Nutri-eSTEP (www.nutritionscreen.ca). The screening tool can be used to increase the likelihood of improved outcomes for children through:
- Identifying children at risk of poor nutrition
- Increasing parent nutrition education and awareness
- Referring children to community resources

In February, 2014, implementation status of the NutriSTEP® Preschool Screen was introduced as a Health Promotion Indicator in the Accountability Agreement between the Ministry of Health and Long-Term Care and Boards of Health. Region of Waterloo Public Health is required to report the status of the implementation of NutriSTEP® on an annual basis.

Region of Waterloo Public Health is currently implementing the NutriSTEP® screens at Child Health Fairs in Waterloo Region. Public Health has also partnered with local Ontario Early Years Centres to promote and implement NutriSTEP® and Nutri-eSTEP screens with families of preschoolers. A partnership has been formed with EatRight Ontario to provide support for families with children identified with nutrition risk.

Staff are also in the process of consulting with internal and community partners about opportunities to further expand the promotion and implementation of NutriSTEP® and Nutri-eSTEP in future. Service providers connected with the Children’s Planning Table were recently consulted about opportunities within their organizations to promote and implement NutriSTEP® and Nutri-eSTEP, which will inform expansion plans for 2015 and beyond.

Ontario Public Health Standards and Accountability Agreement:

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 memo provides information related to compliance with Child Health Standards 4, 6, 7, and 8.

Accountability agreements between the Ontario Ministry of Health and Long Term Care and Boards of Health set specific performance expectations and establish data reporting requirements to support the monitoring of performance. Implementation Status of NutriSTEP® Preschool Screen is a new Health Promotion indicator that Public Health Units are required to report on each year.

Corporate Strategic Plan:

This memo relates to Focus Area 4 in the 2011-2014 Corporate Strategic Plan: Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities.
Financial Implications:

The NutriSTEP® preschool screen activities discussed within this report are implemented within the Public Health Department’s cost shared budget (Child Health Standard) consisting of 75% provincial funding/25% local tax levy.

Other Department Consultations/Concurrence:

Nil

Attachments

Nil

Prepared By: Andrea Reist, Director, Child and Family Health
Deborah Azim Fleming, Manager, Child and Family Health
Brad Berg, Public Health Planner

Approved By: Dr. Liana Nolan, Commissioner/Medical Officer of Health
To: Chair Sean Strickland and Members of the Community Services Committee
From: Deb Schlichter, Director, Housing Services,
       Marie Morrison, Manager, Social Planning
       Amber Robertson, Social Planning Associate
Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services
File Code: S13-40
Subject: Stirling Nursing Homes Limited

This memorandum is a follow-up to the August 14, 2014 memorandum regarding Stirling Nursing Homes Limited. As shared previously, the Operator of Stirling Nursing Homes Limited (also known as Victoria Lodge), located in Ayr, identified that he no longer wished to operate a home and provided notice to end the Domiciliary Hostel Program Agreement with the Region as of August 31, 2014. The Operator subsequently extended this notice to October 31, 2014 to accommodate tenant transitions.

The Operator had capacity to serve up to 14 subsidized tenants on a per diem basis to provide housing and support services. At the beginning of the transition in July 2014, the Operator had a total of ten tenants (seven subsidized tenants and three private market tenants). Region staff and the Operator have been working collaboratively since that time to support tenant transitions.
Eight of the ten tenants moved to other appropriate housing in September or earlier in October. Of these, three tenants moved into independent self-contained affordable housing units through Community Housing, three tenants moved into other homes funded through the Domiciliary Hostel per diem, one tenant moved into other supportive housing program, and one tenant moved in with his family. Two tenants remain in the home as of the last week of October. One is private pay that has the ability to live independently and has made his own arrangements to rent in the home. The other tenant is currently subsidized and has explored and been offered a number of other appropriate housing options, which did not work out given the tenant’s unique support needs and housing preferences. The Operator has decided to continue to house this tenant (despite Agreement and funding ending on October 31, 2014), while Region staff and community partners continue to support the tenant to other appropriate housing.

Region staff has received positive feedback from the Operator and the vast majority of tenants about how smooth and seamless the transition has been for them. The Operator indicated that this process has provided some tenants the ability to transition into more appropriate housing options and improve their quality of life. One tenant explained that he has wanted to move into independent self-contained affordable housing for many years but did not know how to go about looking for a new place to live. Region staff will be further evaluating this tenant transition process to help inform future tenant transitions should they occur in other homes.

At this time, we would like to acknowledge the Operator for his positive approach, flexibility and keen interest in partnering with tenants to find other housing arrangements. The Operator has been consistently supportive (e.g., provided transportation to tenants to view units/spaces, liaised with landlords, and assisted to move tenants with all their furniture and belongings into their new home). The Operator has demonstrated how much he cares for the tenants by visiting them in his personal time and offering support to tenants as they settle in their new homes.

For further information, please contact Deb Schlichter, Director, Housing by email dschlichter@regionofwaterloo.ca or by telephone 519-575-4521.
Social Services
Employment and Income Support
Date: November 4, 2014

Memorandum

To: Chair Sean Strickland and Members of Community Services Committee
From: Paige Schell, Social Planning Associate
       David Dirks, Director, Employment and Income Support
Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services
File No: S09-80
Subject: Ontario Works Caseload: September 2014

This memorandum is provided as information for members of Council. Employment & Income Support, Social Services with Finance monitors the Ontario Works (OW) caseload on a monthly basis. Below is a chart summarizing the caseload at the end of September 2014 with comparisons to the months of August 2014 (last report) and September 2013 as well as September 2008.

Very briefly,

- The OW caseload at September 2014 was: 8,283
- The OW caseload at August 2014 was: 8,431
- The decrease from August 2014 was: -148 (-1.8%)
- The decrease from September 2013 was: -140 (-1.7%)
- The increase from September 2008 was: 1,991 (+32%)

- Waterloo Region unemployment rate for September 2014 was: 6.7%
- Waterloo Region unemployment rate for September 2013 was: 7.3%
Ontario Works Caseload and Unemployment Rate

Ontario Works Caseload

<table>
<thead>
<tr>
<th></th>
<th>September 2014</th>
<th>August 2014</th>
<th>September 2013</th>
<th>% Change August to September</th>
<th>% Change Year to Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,283</td>
<td>8,431</td>
<td>8,423</td>
<td></td>
<td>(1.8%)</td>
<td>(1.7%)</td>
</tr>
</tbody>
</table>

Unemployment Rates – Seasonally Adjusted*

<table>
<thead>
<tr>
<th></th>
<th>September 2014</th>
<th>August 2014</th>
<th>September 2013</th>
<th>% Change August to September</th>
<th>% Change Year to Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Province</td>
<td>7.1</td>
<td>7.4</td>
<td>7.3</td>
<td>(4.1%)</td>
<td>(2.7%)</td>
</tr>
<tr>
<td>Waterloo Region</td>
<td>6.7</td>
<td>6.4</td>
<td>7.3</td>
<td>4.7%</td>
<td>(8.2%)</td>
</tr>
</tbody>
</table>

*As revised by Statistics Canada

The current caseload continues to reflect the 2013 experience with the caseload at the end of September only 140 cases fewer than the previous year. It is 32% higher than the outset of the recession.

The provision of social assistance supports the Region’s 2011-2014 Corporate Strategic Plan, Focus Area 4: Healthy and Inclusive Communities: (to) foster healthy, safe, inclusive and caring communities.

If you have any questions or comments or for further information, please contact Paige Schell, Planning Associate at 519-883-2302 or pschell@regionofwaterloo.ca or David Dirks, Director, Employment and Income Support at 519-883-2179 or ddirks@regionofwaterloo.ca
Social Services

Employment and Income Support

Date: November 4, 2014

Memorandum

To: Chair Sean Strickland and Members of Community Services Committee

From: Sherry Brooks, Project Manager
Social Services Solutions Modernization Project
David Dirks, Director, Employment and Income Support

Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services

File Code: S09-80

Subject: Implementation of New Technology for Social Assistance

Background

Several memoranda spanning September 2011 through December 2013 have been provided to Council outlining the Provincial project to replace the Service Delivery Model Technology (SDMT) which supports the delivery of social assistance (Ontario Works, Temporary Care Assistance, Ontario Disability Support Program, Assistance for Children with Severe Disabilities). The new technology is known as the Social Assistance Management System (SAMS). Implementation originally planned for the fall of 2013 and then again the spring of 2014 has been scheduled for November 11, 2014.

Implementation

Initial training for staff took place over 13 weeks beginning January 2014 through April 2014. Further refresher training was held in May/June 2014 and again
September/October 2014. While not all staff was required to attend every course during this time, the majority of staff required the full 13 weeks of initial training as well as the refresher training. At the same time staff was reviewing and revising business processes in light of the new technology. During the planning, training, implementation and recovery periods, changes have been required to manage the work of the Employment and Income Support (E&IS) division. The intent is to ensure that participants continue to receive their benefits with limited disruption and in a timely manner as staff is supported to become comfortable with and competent in the new technology and the revised business processes. Given the scope and complexity of the initiative and the impact upon the division and those we serve, E&IS has undertaken an evaluation of the planning and implementation of the new technology to inform future projects.

**Workload Strategies**

The Province has acknowledged implementation will impact daily business and municipalities will not be able to provide service at desired levels. In addition to those workload strategies approved by the Province, during this period among other strategies E&IS has:

- Assigned additional case work staff to Intake and paused the Enhanced Verification Process (review to ensure entitlement for assistance);
- Encouraged greater use of direct bank deposit by participants;
- Reduced the number of scheduled appointments and meetings;
- Altered the internal appeal process to continue reviews with less staff involvement; and
- Taken steps to ensure benefits are not interrupted during “go live”

**Service Implications**

While these strategies will assist staff to manage both their workload and attendance during training and post implementation, service will be compromised (eg., availability of staff will be reduced and response time to participants is longer). Internal programs and community agencies will experience a decrease in referrals and the ability to respond during this period. In addition, the capacity for service will be further impaired by the removal of staff from their regular workload and placing them in a peer support role during the implementation to assist individuals experiencing difficulty using the new technology. It will take time for staff to become proficient with the technology, for the division to recover from the training and implementation periods and to complete the transition to SAMS. Staff has taken steps to mitigate the impact upon our service (such as limiting vacation approvals). The division will also communicate the impact of this transition upon its service to program participants as well as internal and external delivery partners through direct mailing, cheque inserts, signage in offices, and the use of social media. Staff will monitor the progress in integrating the new technology to return to regular service as soon as possible.
The delivery of social assistance addresses the Region’s Corporate Strategic Plan 2011-2014, Focus Area 4: Healthy and Inclusive Communities; (to) foster healthy, safe, inclusive and caring communities.

For further information, contact Sherry Brooks, Project Manager, Social Services Solutions Modernization Project at 519-883-2317 or sbrooks@regionofwaterloo.ca or David Dirks, Director, Employment and Income Support at 519-883-2179 or ddirks@regionofwaterloo.ca.
To: Chair Sean Strickland and Members of the Community Services Committee

From: Van Vilaysinh, Manager, Social Planning

Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services

File Code: S13-40

Subject: Updated 2014-2015 Housing Stability Brochures and Wallet Card

The Region has committed to updating and distributing housing stability brochures as outlined in the Homelessness to Housing Stability Strategy (the Strategy) under Action Area 5 “Promote access to and effective coordination of services” (see Action 5.4 to “Continue to produce existing brochures targeted to housing stability service providers…”). You will receive updated housing stability system brochures and a wallet-sized information card at the meeting. These resources have been produced by the Housing Services Division through Corporate Publishing.

The brochures include: Emergency Shelter, Street Outreach, Housing Help, Time-Limited Residence and Affordable Housing and Supportive Housing. All of these brochures have been available on an annual basis since 2009. As in the past, brochures will be distributed to local community service providers and be made available on the Region’s website.

The wallet sized information card is a resource for people who may be affected by the Out of the Cold closures this winter. It includes a summary of temporary and formal emergency shelter options and meal programs available in Waterloo Region. Wallet cards will be distributed broadly to community service providers to be shared with people experiencing homelessness and at-risk of housing loss.
For further information, please contact Van Vilaysinh, Manager Housing and Homelessness Stability by email vilaysinh@regionofwaterloo.ca or by telephone 519-883-2234.
To: Chair Sean Strickland and member of the Community Services Committee  
From: Nancy Dickieson, Director, Children’s Services  
Copies: Douglas Bartholomew-Saunders, Commissioner, Social Services  
File Code: S04-01  
Subject: TD Friends of the Environment Foundation Grant – Naturalized Learning Environments

A grant totalling $6,850.00 has been awarded by TD-Friends of the Environment Foundation for the purchase of 2 mature shade trees and plantings for the playground areas of Kinsmen Children's Centre. The Kinsmen Children's Centre is one of five directly operated by the Region of Waterloo and is located at 651 Concession Road, Cambridge. Over the past two years a gradual transformation has taken place on the children’s playground areas to create a more naturalized play and learning environment for all age groups.

During the summer 2014, Phase 2 was completed to prepare the outdoor learning environment as the Centre transitions to younger age populations of children. An application was submitted to TD Friends of the Environment Foundation to support the additional cost of purchasing trees, grasses, and shrubs to be installed inside and around the perimeter of the playground to provide shade and support greening of the outdoor area. The addition of the trees will help to finish this second phase of playground renovations.
The pictures below show some of the work that has been completed to naturalize the outdoor play space by using plantings, wood, stone, sand and wood carvings & structures to create inviting spaces for children to explore and engage in nature. Research in the field of early childhood is demonstrating the importance of providing outdoor learning environments in a naturalized setting where children can use all of their senses to explore and discover while cultivating an appreciation and care for the environment.

The new playground area will be used by young children between the ages of 18 months and 30 months who are attending the Kinsmen Children's Centre.

For further information please contact Linda Bird, Manager, Children's Centres, 519-883-2171 and lbird@regionofwaterloo.ca
Region of Waterloo

Social Services

Housing

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

Date: November 4, 2014

File Code: S13-40

Subject: Kitchener-Waterloo Out of the Cold 2014/15 Response Plan

Recommendation:

For information only.

Summary:

This report provides a final update to Community Services Committee regarding the Kitchener-Waterloo Out of the Cold (OOTC) changes and response plan for 2014/15 and next steps. Included is a summary of the results from the consultations and details of the OOTC response plan to support people to transition to permanent housing and/or connect with formal supports. As well, this report places OOTC in the context of the broader housing stability system and the work that is underway through the Homelessness to Housing Stability Strategy to support people experiencing homelessness or at-risk of housing loss.

Report:

Members of Community Services Committee have been provided with the following updates related to the Kitchener-Waterloo Out of the Cold (K-W OOTC) changes: June 17, 2014 memo, August 12, 2014 report (SS-14-036), August 20, 2014 memo, September 9, 2014 memo, and September 30, 2014 report (SS-14-048). 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/ (under Social Services – News).
1.0 Out of the Cold Background and Update
K-W OOTC first began in 1999, when the housing stability system had not yet formalized and programs to support people experiencing homelessness or at-risk of housing loss to find and/or maintain housing were limited. Homelessness had only just been formally recognized as an issue by other orders of government, with federal and provincial homelessness funding programs first initiated in 1999.

At that time, there were only three emergency shelter options in the region: YWCA-Mary’s Place in Kitchener for women ages 16+ (with some family space), Charles Street Men’s Hostel in Kitchener for men ages 16+, and Argus Residence for Young People in Cambridge for youth ages 16-24. These shelters were often at or over capacity (though able to serve beyond capacity through internal overflow and/or motels). There were also fewer affordable housing and supportive housing options, fewer community support services to find, establish and retain housing, and no mobile street outreach programs.

In response to the growing need for emergency shelter options beyond what was available through the local emergency shelters, a group of local volunteers created the K-W OOTC program based on the program in Toronto. The local program began as a pilot of one site in February and March of 1999. In the fall of 1999, it expanded to three additional sites, and from there grew to as many as eleven different sites offering emergency shelter seven nights a week from November through March each year (with some sites operating until the end of April).

Individual sites began announcing their closures in August 2014. Since the last update to Community Services Committee on September 30, 2014 (Report SS-14-048), the Wednesday night OOTC site at St. Matthew’s announced that they will only be offering dinner and breakfast, with no overnight accommodations. The Wednesday night overflow site at St. Anne’s and the Sunday night overflow site at Holy Saviour have also announced closures. This leaves two nights, Friday and Sunday, which will be providing overnight accommodations and meals this winter.

In response to the closures, the Region has been facilitating a process to engage stakeholders to plan a system response to support people who will be impacted by the changes, both immediate needs responses as well as longer term housing responses.

2.0 OOTC in the Context of the Housing Stability System
The housing stability system is a network of over 100 programs and organizations that share a common mandate to support people experiencing homelessness or at-risk of housing loss to find, establish and/or retain housing. Programs within the housing stability system can be grouped under one of the five program areas: Emergency Shelter, Street Outreach, Housing Help, Time-Limited Residence, and Affordable Housing and Supportive Housing.
OOTC, an informal shelter program is not funded by the Region, regularly participates in at least one annual meeting with Region funded shelters, shares data, provides input into planning processes, and is included in the Emergency Shelter brochure. It was also involved as a partner in the development of a 2011 report, “Hearing the Voices: Learnings from Kitchener-Waterloo Out of the Cold” to understand who is staying at OOTC and to collect feedback on local shelter, health, community, and housing services from the perspective of people experiencing homelessness, as well as, to understand OOTC in the context of the broader housing stability system.

OOTC has served an important need in the community over the years for meals, hospitality and as a low barrier shelter option. However, the local housing stability system and other community systems have evolved significantly since 1999, and are positioned to evolve further to meet community need, such that it is timely for OOTC to move away from offering overnight shelter.

3.0 Consultation Process and Summary of Results
Consultations to plan a system response took place with stakeholders both within and outside the housing stability system. Between September 4th and October 22nd, the Region held 17 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. The final meeting in this phase of the consultation was an open stakeholder meeting held on October 22nd, 2014 to bring together all those involved to share response plans and learnings from this process. This meeting was attended by 57 people including OOTC coordinators and volunteers, emergency shelter and housing stability service providers, health and community service providers, police, local business community representatives, City government staff, advocacy groups, people with lived experience of homelessness, and other interested community members.

The consultation process considered both those who use OOTC as well as people who do not use OOTC or any other emergency shelter option available in the region. The consultation approach was flexible, with each meeting tailored to 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 consultation questions, and information gathered from each consultation was used to inform subsequent ones.

The consultation and planning meetings prioritized the development and rapid implementation of a coordinated system response plan to ensure all OOTC guests are supported to access safe options this coming winter. In addition, the consultations
reinforced the importance of the longer term plans outlined within the Homelessness to Housing Stability Strategy in ending homelessness and building greater housing stability in our community. Finally, the consultations explored opportunities to maximize capacity, flexibility and awareness of existing housing stability resources to support OOTC guest transitions.

4.0 Response Plan
The following coordinated system response to OOTC changes has been informed through the consultation and community planning process over the past two months, as well as the Homelessness to Housing Stability Strategy. While many of the response plans align with the broader goals and actions outlined in the Strategy, the focus is specifically on supporting people who may be affected by the OOTC closures. The response includes measures that will be put in place for the duration of the 2014/15 winter season, as well as initiatives that will be continued into 2016 to support people’s longer term housing stability.

Monitoring and evaluation are incorporated into the response plan to capture learnings and measure outcomes and impacts of the OOTC response over the 2014/15 winter season. The findings from the evaluation will inform planning for fall 2015 and beyond.

The response plan encompasses a multi-pronged approach focused on:

1. **Overnight Shelter Options**: Meeting immediate shelter and safety needs of people affected by OOTC changes over the 2014 and 2015 season
2. **Outreach, Drop-in and Meal Options**: Meeting people where they’re at and supporting access to a range of housing stability programs and services
3. **Supports for Establishing Housing Stability**: Increasing capacity to support people experiencing homelessness with complex issues to find and retain permanent housing
4. **Fostering community inclusion and engagement**: of people experiencing homelessness and the broader community
5. **Community-wide registry**: to ensure everyone experiencing homelessness is accounted for, to understand the big picture of need and level of vulnerability of people experiencing homelessness across Waterloo Region, and to plan and prioritize appropriate responses
6. **Communication**: to ensure service providers and people experiencing homelessness are aware of the available supports and to ensure all stakeholders remain informed of progress and opportunities to be involved.

The key elements of the coordinated system response plan are outlined below. In addition to these actions, agencies and OOTC sites have also developed their own detailed operational plans in preparation for November.
4.1 Overnight Shelter Options
With the initial announcement of OOTC closures, one of the first concerns raised was whether existing emergency shelters have the capacity to serve OOTC guests. The six Region funded emergency shelters operate under specific guidelines and work as a system following referral processes. Capacity of Region funded emergency shelters is flexible with 267 spaces including internal overflow and the ability to overflow into motels so that the shelter system is never full. While there is current capacity to serve additional people, in response to suggestions raised through the consultation process, the response plan will maximize and expand emergency shelter supports and flexibility to ensure people affected by OOTC closures have a number of shelter options, while also ensuring guest and staff safety.

- **Temporary Transitional Shelter** at the YWCA Kitchener-Waterloo will offer drop-in overnight accommodation with a harm-reduction approach, for up to 45 men and women and trans individuals.

- **Expanded Shelter Support** through additional staff at Charles Street Men’s Hostel, Cambridge Shelter, and ROOF as well as funding for motel overflow and to facilitate transportation to or between shelters.

- **Additional funding for Service Resolution Program through Lutherwood** to support OOTC guests with complex needs to access less conventional housing options such as motels and other supports as necessary.

4.2 Outreach, Drop-In and Meal Options
In addition to overnight shelter, OOTC sites provided guests with meals and a warm space. Although four OOTC sites will continue to offer meals, it was identified through consultations that meal programs as well as street outreach (both fixed drop-in sites and mobile workers who meet people where they are at in the community) need to be expanded. Drop-in centers provide a warm space and meals and both drop-in centers and mobile street outreach programs facilitate connections between people who are street-involved and the wide variety of community resources. Increased mobile street outreach was identified as a need, particularly expanded hours to include evenings and weekends to support people to access available resources.

The following responses will meet people affected by OOTC closures where they are at and support them to access meals, warm space and other community services.

- **Expanded Drop-In Hours and Meals** at St. John’s Kitchen and Ray of Hope will provide 8am to 10pm coverage and three meals daily during the week, as well as some availability on weekends (Saturday from noon to 2:30pm, and Sunday from 4:30pm to 6:30pm). ROOF will also expand their drop-in hours for youth ages 16-24 to 9am to 10pm seven days a week.
• **Expanded Day and Evening/Weekend Mobile Street Outreach** will be provided by 4.8 additional street outreach staff through the Working Centre.

• **OOTC On-site Support in November** will re-direct any guests from sites that were formerly open to other available food and overnight accommodation options.

4.3 Supports for Establishing Housing Stability

The Strategy outlines the community’s commitment to ending homelessness through ensuring that everyone has adequate housing, income, support and belonging to make a home. A wide range of local Housing Help programs help people to either retain adequate housing and/or to find and establish more adequate housing by providing support and/or financial assistance. STEP Home programs focus on supporting individuals experiencing persistent homelessness with complex issues who may need intensive support and connections to other systems. Consultations identified the need to consider resources for affordable housing, supportive housing (including options for people active in substance use) and less conventional housing options. In line with the Strategy’s Housing First philosophy, the OOTC response plan includes resources focused on supporting people affected by OOTC closures to find and retain permanent housing of their choice and establish long term housing stability.

• **Expanded STEP Home Intensive Support Program Capacity** through five additional Streets to Housing Stability workers and a Housing Specialist.

• **New Rent Assistance Support** will be made available to up to 40 STEP Home participants through the Affordable Housing Strategy’s flexible housing assistance program to facilitate access to market rental housing.

• **Rent Fund through Lutherwood** will have additional resources to support people as needed with first and last month’s rent required to access permanent housing.

• **Moving Support and Access to Furniture/Household Goods** will be available to those supported to housing through the Working Centre.

• **Supportive Housing Options** ranging from dry (no substance use) to wet (managed substance use) will be considered as part of the Community Homelessness Prevention Initiative (CHPI) Supportive Housing Prequalification and Request for Proposals process over 2014 and 2015 (SS-14-009, SS-14-030, SS-14-047).

• **Exploring Less Conventional Housing Options** is taking place through the Working Centre as they consider models used in other communities.

4.4 Community Inclusion and Engagement

The OOTC consultations consistently reinforced the Strategy’s emphasis on the importance of community inclusion and belonging to people’s long term housing stability. Belonging, or lack thereof, has the power to amplify a person’s personal circumstances, for better or for worse. While the housing stability system includes
programs that aim to support inclusion and quality of life of people experiencing homelessness or at risk of housing loss, everyone in the community has an important role to play. The response plan includes measures to harness the commitment of former OOTC volunteers, and continue to foster inclusion and belonging of all community members.

- **Expansion of the Circle of Friends** program through Mennonite Central Committee which supports circles of volunteers who befriend and support people on their journey to housing stability.
- **Ongoing volunteer opportunities** are being identified through existing agencies and some churches for OOTC volunteers who wish to stay engaged in ending homelessness.

4.5 **Community Wide Registry**
Through the consultations it was identified that there is a need to understand the full scope of winter homelessness in our community, including those staying at shelters or OOTC and those who choose not to access shelters and stay outside.

The Region has been offered the opportunity to participate as an early pilot community for the Canadian 20,000 Homes Campaign to be launched next year, modeled after the UN Habitat award winning 100,000 Homes Campaign in the US. Through the campaign, volunteers and housing stability services staff are trained to conduct a registry week to identify all the people experiencing homelessness in a community, assess their level of vulnerability, and then to rally to offer housing options as quickly as possible to those most vulnerable and at-risk. (Further information about the 100,000 Homes campaign is available at [http://100khomes.org/](http://100khomes.org/).)

Support is offered through the Canadian Alliance to End Homelessness and Community Solutions (who ran the 100,000 Homes Campaign in the US) for two days of training for teams who then conduct the registry over two days followed by a community debrief and support to move forward. Training has been scheduled for November 24 and 30 with the registry surveying across Waterloo Region planned to take place December 1 and 2 of 2014. This registry will identify those most in need of the additional housing supports identified above in 4.3, and will provide a “point in time” understanding of the number of people experiencing homelessness in the Region. The community information session will take place on the morning of Wednesday, December 3rd in Council Chambers. The initial goal following the registry, will be to support 40 of the most vulnerable people experiencing homelessness to permanent housing over the 2014/15 winter season.

4.6 **Communication**
Timely access to relevant, up-to-date information about available services and support options is important to people experiencing homelessness or at risk of housing loss, as well as to service providers and community members. In addition to updated housing stability program area brochures, inventories, and other existing information sources, new resources have been created to highlight the specific overnight shelter, meal and housing stability supports available to people this winter.

- **Resources for service providers and the public:** A series of information resources were developed and disseminated to address frequently asked questions and misconceptions about the services and supports available to people seeking shelter, housing and support this winter.
- **Resources for OOTC guests and people experiencing homelessness:** A pocket-sized guide to winter overnight shelter, day time drop-in and community meal options was developed as a quick reference guide. Other tools may be created as needed.
- **Information for interested stakeholders:** continue to provide a one-stop place for people to get information and updates on the Region’s website. In addition, provide information about opportunities for people to get involved.

### 5.0 Next Steps

The results of the 2014/15 winter season response plan will be monitored and evaluated. Part of the evaluation process will include additional stakeholder meetings in January 2014 and May 2015 as an end-of-season review. These sessions will also be used as working sessions to maintain community momentum and collaboration to ensure broad community involvement in response to homelessness.

As identified in the Strategy Update Report for 2011-2013 (SS-14-054), a number of system evolution activities are currently underway which will be informed by the results of the response plans, pilots and feedback from the 2014/15 winter season.

### Area Municipal Consultation/Coordination

Regional staff met and shared this report with area municipal Community Services Departments at the cities of Kitchener, Waterloo, and Cambridge.

### 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”.

35
Financial Implications:

The following table summarizes the current planned expenditures as they relate to the OOTC response plan activities.

<table>
<thead>
<tr>
<th>Service</th>
<th>2014 Budget</th>
<th>2014/15 New Annualized CHPI</th>
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</thead>
<tbody>
<tr>
<td>Overnight Shelter Options</td>
<td>$255,842</td>
<td>$454,993</td>
</tr>
<tr>
<td>Outreach, Drop-in and Meal Options</td>
<td></td>
<td>$265,420</td>
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<tr>
<td>Supports for establishing housing stability</td>
<td></td>
<td>$229,707</td>
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<tr>
<td>Community inclusion and engagement</td>
<td></td>
<td>$85,000</td>
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<tr>
<td>Community wide registry</td>
<td>$6,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$261,842</strong></td>
<td><strong>$1,035,120</strong></td>
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</table>

The OOTC response plan activities will be funded in part through the existing 2014 homelessness to housing stability budget with the majority of the response funded through new 2014/15 annualized 100% provincial funding for the Community Homelessness Prevention Initiative (CHPI) provided through the Ministry of Municipal Affairs and Housing. Not included in the table above is the new rent assistance support, to be funded through the Investment in Affordable Housing (IAH) funds.

Other Department Consultations/Concurrence:

Region staff from Crime Prevention Council, Planning, Housing and Community Services, and Public Health participated in the consultation process. Legal Services will be consulted regarding the execution of agreements.

Attachments

Appendix A  Summary of Consultation Meetings

Prepared By:  Van Vilaysinh, Manager, Social Planning

Marie Morrison, Manager, Social Planning

Beth Hayward, Social Planning Associate

Approved By:  Douglas Bartholomew-Saunders, Commissioner, Social Services
Appendix A
List of Consultation Meetings, September-October 2014

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Number of Attendees</th>
<th>Groups/Organizations Represented</th>
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</thead>
<tbody>
<tr>
<td>Emergency Shelter &amp; Social Services</td>
<td>15</td>
<td>• Argus</td>
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<td></td>
<td></td>
<td>• House of Friendship</td>
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<td></td>
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<td>• Lutherwood – Safe Haven</td>
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<td>• Marillac Place</td>
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<td>• ROOF</td>
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<td>• YWCA</td>
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<td>Safe and Healthy Community Advisory Committee - Kitchener</td>
<td>Approximately 20</td>
<td>• Member of Kitchener City Council</td>
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<td></td>
<td>• Residents of downtown Kitchener</td>
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<td>• Residents of suburban Kitchener</td>
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<td>• Waterloo Regional Police</td>
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<td></td>
<td>• Waterloo Region Crime Prevention Council</td>
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<td></td>
<td></td>
<td>• Members of community-at-large representing social services, sports/recreation, law enforcement, education, social planning, land use planning and/or business</td>
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<tr>
<td>Kitchener Downtown Stakeholders Group</td>
<td>Approximately 20</td>
<td>• City of Kitchener (staff and Mayor)</td>
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<td>• Downtown Kitchener BIA</td>
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<td>• House of Friendship</td>
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<td>• Local MPs and MPPs</td>
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<td>• Region of Waterloo (staff and Regional Chair)</td>
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<td>• ROOF</td>
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<td>• The Working Centre</td>
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<td>• Waterloo Catholic District School Board</td>
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<td>• Waterloo Region Crime Prevention Council</td>
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<td>• Waterloo Regional Homes for Mental Health</td>
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<td>• Waterloo Regional Police</td>
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<td>• Waterloo Wellington Local Health Integration Network</td>
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<td>STEP Home Agency Advisory Group</td>
<td>13</td>
<td>• House of Friendship</td>
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<td></td>
<td>• Kitchener Downtown Community Health Centre</td>
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<td>• Lutherwood</td>
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<td>• Mennonite Central Committee</td>
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<tr>
<td>Emergency Shelter &amp; Transitioning</td>
<td>18</td>
<td>• OOTC – Bethany, Trinity, St. Andrews’s, St. Louis, Holy Saviour</td>
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<tr>
<td></td>
<td></td>
<td>• House of Friendship</td>
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<tr>
<td>Meeting</td>
<td>Number of Attendees</td>
<td>Groups/Organizations Represented</td>
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| OOTC Sites                                           |                     | • ROOF  
• YWCA                                                                                                                                                                                                                                                                                                                                                                                                                      |
| STEP Home Participant Advisory Group                | 12                  | • STEP Home Participant Advisory Group (members have lived experience of homelessness and have accessed STEP Home supports; many have accessed OOTC)  
• Direct Support Workers from The Working Centre and House of Friendship                                                                                                                                                                                                                                                                                                |
| ROW Public Health                                    | 6                   | • Region of Waterloo Public Health – Infectious Disease, Dental and Sexual Health                                                                                                                                                                                                                                                                                                                                                 |
| K-W OOTC Steering Committee                          | 10                  | • OOTC Site Coordinators (continuing and closing sites)                                                                                                                                                                                                                                                                                                                                                                           |
| Health, Social & Community Service Providers         | 40                  | • City of Kitchener  
• City of Waterloo  
• CMHA – Waterloo, Wellington, Dufferin  
• Kitchener Downtown Community Health Centre  
• KW4 Health Links  
• House of Friendship  
• Lutherwood  
• Kitchener Downtown Business Improvement Area  
• Ray of Hope  
• Region of Waterloo – Housing  
• Region of Waterloo – Public Health: Health Protection  
• Region of Waterloo – Public Health: Harm Reduction  
• ROOF  
• The Working Centre  
• Waterloo Region Crime Prevention Council  
• Waterloo Regional Homes for Mental Health  
• Waterloo Regional Police  
• Waterloo Regional Police  
• YWCA  
• House of Friendship  
• The Working Centre – Street Outreach  
• Lutherwood – Whatever It Takes  
• OOTC – Bethany, St. Anne’s, St. Louis, Trinity, First United, St. Andrew’s  
• Independent volunteer |
| OOTC Site Coordinators and Volunteers, and Emergency Shelter and Street Outreach Providers | 28                  | • YWCA  
• House of Friendship  
• The Working Centre – Street Outreach  
• Lutherwood – Whatever It Takes  
• OOTC – Bethany, St. Anne’s, St. Louis, Trinity, First United, St. Andrew’s  
• Independent volunteer |
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<thead>
<tr>
<th>Meeting</th>
<th>Number of Attendees</th>
<th>Groups/Organizations Represented</th>
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</thead>
</table>
| Emergency Shelter, Street Outreach and Drop-In Agencies | 10                  | • Ray of Hope  
• ROOF  
• The Working Centre  
• YWCA |
| K-W Health Links Steering Committee         | 15                  | • Andrew Street Family Health Centre  
• Centre for Family Medicine  
• Community Care Concepts  
• Community Support Connections  
• Grand River Hospital  
• Health Link’s Community Ward Program  
• Kitchener Downtown Community Health Centre  
• New Vision Family Health Team  
• Waterloo Region Family Health Centre  
• WW-CCAC  
• WW-LHIN |
| Region of Waterloo Employment and Income Support Community Advisory Committee | Approximately 20 | • Employment and Income Support participants  
• Employment & Income Support staff  
• Representatives from Labour, Business, Education and Community Services sectors |
| Harm Reduction Coordinating Committee       | Approximately 10   | • ACCKWA  
• Community members  
• Prevention of Overdose Waterloo-Wellington (POWW)  
• People with lived experience  
• Region of Waterloo – Public Health  
• Sanguen Health Centre |
| Housing Stability System Partners           | 25                  | • ACCKWA  
• Emergency shelters  
• OOTC coordinators (both closing and continuing sites)  
• STEP Home  
• WRPS |
| Open Stakeholder Meeting                    | 57                  | • Interested members of the public (including people who presented in delegations to Kitchener City Council, Waterloo City Council and Regional Council)  
• People with lived experience |
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<tr>
<th>Meeting</th>
<th>Number of Attendees</th>
<th>Groups/Organizations Represented</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>• OOTC coordinators and volunteers (both closing and continuing sites)</td>
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<tr>
<td></td>
<td></td>
<td>• Health, social and community service providers</td>
</tr>
<tr>
<td>STEP Home Direct Support Worker Advisory Group</td>
<td>25</td>
<td>• STEP Home Direct Support Workers</td>
</tr>
</tbody>
</table>
Region of Waterloo
Social Services
Housing

To: Chair Strickland and Members of the Community Services Committee
Date: November 4, 2014
File Code: S13-40

Recommendation:

For information only.

Summary:

This report provides Regional Council an update on the implementation of the Homelessness to Housing Stability Strategy (the Strategy) – action #4.5.1 of the Region’s 2011-2014 Corporate Strategic Plan. The progress report, attached as Appendix B, highlights that over 2011-2013, 90 per cent of the 40 action areas in the Strategy had significant or moderate progress and that the Council endorsed target to support 500 people experiencing persistent homelessness to permanent housing by the end of 2013 was exceeded.

The Strategy is intended to provide a longer-term framework for ending homelessness. This progress report captures activities for the period 2011-2013, prior to 2014, when the Strategy joined with the Region’s Housing Action Plan to form the Region’s 10 Year Housing and Homelessness Plan. The first annual progress report for the 10 Year Plan is due to the Province in June 2015 and will include updates on both housing and homelessness activities, as well as further indicators and targets for measuring progress going forward.

Report:

1.0 Strategy Background
Before “All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region” (Strategy) was first released in 2007, the local community did not have a comprehensive, shared approach to ending homelessness.
In October 2007, Regional Council approved the first Strategy (SS-07-027.1/P-07-105.1). Significant progress was made with implementing the first Strategy: **90 per cent of the actions were either completed or in-progress by the end of the first implementation period** (2008-2010) (SS-08-054, SS-10-004, SS-10-053). As part of the first Strategy, Council established a target to support 150 people experiencing persistent to permanent housing. This target was exceeded: **By December 2010, STEP Home had supported 177 people experiencing homelessness to obtain permanent housing** (SS-11-039), often after many years or decades of homelessness.

Despite the successes of the first Strategy, there was more work to do. To support continued efforts and to capture new learning since 2007, the Strategy was updated and released in 2012. The updated Strategy includes two complementary frameworks, the **Policy Framework** (released January 2012; SS-12-013) and the **Action Framework** (released November 2012; SS-12-052) (both summarized in a 14-page booklet):

1) **The Policy Framework** provides a common point of reference and guidelines for **thinking about how to end homelessness**, including: i) definitions of homelessness and the essential elements for ending homelessness, ii) who is working to end homelessness locally, iii) what resources are available, and iv) key policy directions for the future.

2) **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 includes 40 action areas and over 200 activities.

To accompany the release of the updated Strategy, Regional Council endorsed an updated target for STEP Home to end persistent homelessness for 500 people by the end of 2013 (SS-12-052) (results included in the next section).

**2.0 Progress Report Highlights**
The Strategy Progress Report (2011-2013) is attached as Appendix B. This is the first progress report of the updated Strategy and covers the period between the end of the first Strategy monitoring process (December 31, 2010) and the start of the new local 10 Year Housing and Homelessness Plan (January 1, 2014) (P-14-084/SS-14-038).

A Housing Stability System Advisory Committee (see Appendix A for membership) has provided advice to Regional Social Services regarding Strategy implementation and monitoring, within the context of its overall mandate to support housing stability system redesign (influenced in large part by the Province’s new Community Homelessness Prevention Initiative).

The following key insights about the community, the Strategy, and the housing stability
The community continues to be actively engaged in the process of ending homelessness. Updates on over 350 activities related to the Strategy action areas were provided by a wide range of organizations and groups. The extensive number of progress updates submitted indicates a high level of engagement in the process of ending homelessness.

Between 2011 and 2013, 90 per cent of the 40 action areas in the Action Framework had significant or moderate progress. Housing stability stakeholders moved a number of new, highly innovative initiatives forward despite having to keep pace with increased service demand as a result of lingering impacts of the recession (e.g., in Waterloo Region, emergency shelter bed nights increased 35% between 2010 and 2012 with family shelter use increasing 107% during that same time).

From 2008-2013, STEP Home supported 521 people experiencing persistent homelessness to move to permanent housing (Memo dated June 17, 2014) – exceeding the updated target of 500 endorsed by Regional Council in 2012. A Social Return on Investment (SROI) analysis conducted in 2013 found that, for every dollar invested in STEP Home, there is an average return of more than $9 in social value created (SS-13-017).

The Strategy has played a significant role in supporting the community to end homelessness. Results of a “most significant change” exercise showed that stakeholders believed the Strategy had a very positive impact, strengthening the common agenda to end homelessness, promoting community inclusion, and supporting greater collaboration and flexibility in the system.

The report attached as Appendix B includes a high level progress review of the 40 action areas (on page 7 as well as in Appendix I on page 29). For further detail about implementation progress in each of the 40 action areas, please see the, “Homelessness to Housing Stability Strategy Action Framework: Progress Highlights (2011-2013)” document available on the Region’s website.

3.0 Next Steps
The Strategy Progress Report (2011-2013) will be posted on the Region’s website as well as submitted to the Homeless Hub (Canadian clearinghouse at www.homelesshub.ca). A link to the report will be shared with all those who provided progress updates, the Homeless and Housing Umbrella Group (HHUG) email distribution list, and other community stakeholders.

The Strategy, along with the Region’s Housing Action Plan for Households with Low to Moderate Incomes, now forms part of the Region’s 10 Year Plan (2014-2024).
annual progress report for the 10 Year Plan is due to the Province in June 2015 and will include both housing and homelessness activities, as well as further indicators and targets for measuring progress going forward.

**Corporate Strategic Plan:**

“Update and implement the Homelessness to Housing Stability Strategy” is identified as Action 4.5.1 within the Region’s Corporate Strategic Plan (2011-2014). This Action is part of Objective 4.5 to “work collaboratively to increase the supply and range of affordable housing and reduce homelessness” within Focus Area 4: Healthy and Inclusive Communities.

**Financial Implications**

Nil.

**Other Department Consultations/Concurrence:**

Region Staff from Planning, Housing and Community Services and Social Services are represented on the Housing Stability System Advisory Committee.

**Attachments**

Appendix A  Housing Stability System Advisory Committee Membership (2013-2016)

Appendix B  2011-2013 Strategy Progress Report

**Prepared By:**  
*Angela Pye*, Social Planning Associate
*Marie Morrison*, Manager, Social Planning

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

**Housing Stability System Advisory Committee Membership (2013-2016)**

<table>
<thead>
<tr>
<th>Members</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Douglas Bartholomew-Saunders (Committee Chair)</td>
<td>Region of Waterloo, Community Services</td>
</tr>
<tr>
<td>Deb Schlichter, Marie Morrison, Jeff Schumacher, Angela Pye</td>
<td>Region of Waterloo, Housing Services</td>
</tr>
<tr>
<td>David Dirks, Don Beitz</td>
<td>Region of Waterloo, Employment and Income Support</td>
</tr>
<tr>
<td>Eva Vlasov</td>
<td>Argus Residence for Young People</td>
</tr>
<tr>
<td>Christine Kecser</td>
<td>Cambridge Shelter Corporation</td>
</tr>
<tr>
<td>Judith Binder</td>
<td>Canada Mortgage and Housing Corporation</td>
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<tr>
<td>Brian Hryhorchuk</td>
<td>Employment and Social Development Canada</td>
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<td>John Neufeld, Ron Flaming</td>
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<td>Rebecca Roy, Lisa Gill-Tamcsu</td>
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<td>Sandy Dietrich-Bell, Kendra Foord</td>
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<td>Joe Mancini, Stephanie Mancini, Jennifer Mains</td>
<td>The Working Centre</td>
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<td>Ron Dowhaniuk, Kris Cummings</td>
<td>United Way of Cambridge and North Dumfries</td>
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<td>Jan Varner, Nancy Bird</td>
<td>United Way of Kitchener-Waterloo</td>
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<tr>
<td>Wendy Czarny, Holt Sivak</td>
<td>Waterloo Regional Homes for Mental Health</td>
</tr>
<tr>
<td>Geoff Nelson</td>
<td>Community Psychology, Wilfrid Laurier University</td>
</tr>
<tr>
<td>Patricia Syms Sutherland, Alison De Muy, France Tolhurst</td>
<td>Waterloo Wellington-Local Health Integration Network</td>
</tr>
<tr>
<td>Elizabeth Clarke, Cathy Middleton</td>
<td>K-W YWCA</td>
</tr>
</tbody>
</table>
2011-2013 Progress Report

All Roads Lead to Home: the homelessness to HOUSING STABILITY strategy of Waterloo Region

November 2014
# TABLE OF CONTENTS

Progress Report Highlights ......................................................................................................................................................................... 1
What is the Strategy? .................................................................................................................................................................................. 2
What is the Housing Stability System? ....................................................................................................................................................... 2
How was the Strategy Developed and Updated? ....................................................................................................................................... 4
How was the Strategy Shared? ................................................................................................................................................................... 5
Strategy Implementation and Results ........................................................................................................................................................ 6
Implementation and Results: 2008 to 2010 ............................................................................................................................................... 7
Implementation and Results: 2011 to 2013 ............................................................................................................................................... 7
Key Insights ............................................................................................................................................................................................... 11
Supporting Housing Stability System Evolution ........................................................................................................................................ 13
Appendix A: Essential Elements for Ending Homelessness ...................................................................................................................... 16
Appendix B: Policy Framework – Goals, Core Values, and Guiding Principles ......................................................................................... 18
Appendix C: Community Systems in Waterloo Region ............................................................................................................................. 20
Appendix D: Local Housing Stability Groups ............................................................................................................................................. 21
Appendix E: Housing Stability Resources in Waterloo Region ................................................................................................................. 22
Appendix F: Range of Residential and Housing Options in Waterloo Region .......................................................................................... 23
Appendix G: Strategy Timeline 2004-2014 ............................................................................................................................................... 24
Appendix H: Factors that Contribute to Homelessness and Process of Housing Loss ............................................................................. 28
Appendix I: Action Framework Progress Summary (2011-2013) ............................................................................................................. 29
Appendix J: Most Significant Change ........................................................................................................................................................ 33
Progress Report Highlights

This is the first progress report of the updated Strategy and covers the period January 2011 to December 2013. The process of implementing and monitoring the updated Strategy over this period has provided the following key insights:

- **The community continues to be actively engaged in the process of ending homelessness.** The extensive number of progress updates that were submitted – more than 350 – by a wide range of organizations and groups, indicates a high level of engagement in the process of ending homelessness across the community.

- **Between 2011 and 2013, 90 per cent of the 40 action areas in the Action Framework had significant or moderate progress.** Housing stability stakeholders moved a number of new, highly innovative initiatives forward despite having to keep pace with increased service demand as a result of lingering impacts of the recession.

- **Between 2008 and 2013, STEP Home supported 521 people experiencing persistent homelessness to move to permanent housing – exceeding the updated target of 500 endorsed by Regional Council in 2012.** A Social Return on Investment (SROI) analysis conducted in 2013 found that, for every dollar invested in STEP Home, there is an average return of more than $9 in social value created.

- **The Strategy has played a significant role in supporting the community to end homelessness.** Results of a “most significant change” exercise showed that stakeholders believed the Strategy had a very positive impact by strengthening the common agenda to end homelessness, promoting community inclusion, and supporting greater collaboration and flexibility in the system.

- **Despite recent progress, there is more work to do.** The time frame of the new 10 Year Housing and Homelessness Plan extends from 2014 to 2024. To support full implementation during that time, additional investments are needed and current investments need to shift toward longer term housing stability solutions.

- **The housing stability system is undergoing a process of intentional redesign.** The following evidence-informed practices will support the housing stability system to build on the successes identified in this 2011-2013 progress report:
  - Continue to frame the local approach to ending homelessness within the context of “collective impact” – where everyone has a role to play.
  - Strengthen the local Housing First approach.
  - Increase accessibility.
  - Demonstrate the value of current investments by further quantifying implementation progress and impact, including establishing meaningful indicators and targets.
What is the Strategy?

Ending homelessness is a shared responsibility – all orders of government, businesses, not-for-profits, groups, landlords, and residents of Waterloo Region have a role to play. Over the last decade, stakeholders in the local housing stability system have adopted and strengthened their leadership role in ending homelessness in the community. “All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region” (the Strategy) was developed by these stakeholders in response to the need for a collective voice, calling for a shift in thinking and doing to end homelessness.

The Strategy was first released in 2007 and then updated in 2012. The Regional Municipality of Waterloo (the Region) plays a facilitating role in both the development and implementation of the Strategy. The Region is well positioned to play this role within the system. From the Province, the Region has been designated the Service Manager for both Housing and Homelessness. This role includes responsibilities for system planning, service delivery, resource allocation, quality assurance, and accountability. From the Federal Government, the Region has been designated the Community Entity for the Homelessness Partnering Strategy and Community Coordinator for the national homelessness database.

As the community’s response to homelessness has evolved over the years, so has the Region’s role. The Region’s current approach is to prioritize strategic investments to end homelessness in Waterloo Region. Dedicated, collaborative effort among all community partners, including other orders of government, is required to realize this vision.

The Strategy describes five essential elements for ending homelessness. With the first three essential elements, people have “housing stability” at any one point in time: adequate housing (1), income (2), and support (3). With the other two essential elements, people feel that they “belong”: a sense of “home” (4) or belonging to a personal space and a sense of “community inclusion” (5) or belonging to a shared space. Belonging is what helps people to maintain housing stability over the long term. Appendix A “Essential Elements for Ending Homelessness” shows how the elements fit together and provides additional detail, including the overall vision for the community. To support the process of realizing this vision, the housing stability system also has goals, core values, and principles to guide actions (see Appendix B “Policy Framework — Goals, Core Values, and Guiding Principles”).

What is the Housing Stability System?

The housing stability system is one of many community systems that support people in Waterloo Region (see Appendix C “Examples of Community Systems in Waterloo Region”). More specifically, the housing stability system is a network of organizations, groups, and individuals that support people who are experiencing homelessness or at-risk of housing loss with their housing stability.

---

1 The Homeless Individuals and Families Information System or HIFIS.
issues. In addition, the system provides support to the broader community to end homelessness. As “housing stability” is a very inclusive term that covers a wide range of activities, the system includes stakeholders representing different community systems that intersect in the area of housing stability. These connections are part of the reason why adopting a collaborative, “collective impact” approach\(^2\) is so important.

To fulfill its role in the community, the housing stability system includes a set of inter-related groups and programs. Each is described further below.

**Housing Stability Groups:** A set of inter-related housing stability groups support networking and coordination among stakeholders. Membership types vary, from community-based to lived experience, direct support, organization, or funding allocation. When housing stability system stakeholders participate in other, complimentary groups in the community (which focus on other issues related to housing stability), they ensure that the local approach to ending homelessness remains on the agenda. Appendix D “Local Housing Stability Groups” shows how these groups fit with each other and with other groups in the community.

**Housing Stability Programs:** Housing stability programs support people to find, establish, and/or retain housing. As part of this work, programs also support people to increase their sense of belonging (both to the community and to a place they can call home). An inventory catalogues all of the housing stability programs into one of five program areas: Emergency Shelter, Street Outreach, Housing Help, Time-Limited Residence, and Affordable Housing and Supportive Housing. The most current inventory was published in December 2011 and included over 100 different programs. Brochures for each program area are updated regularly.

In addition to these programs in the formal system, a significant number of people access housing stability resources from informal or natural supports (like friends and family), and also from the private market (such as private rentals, motels, or campgrounds) and businesses. Appendix E “Housing Stability Resources in Waterloo Region” shows how all of the resources available to people experiencing homelessness or at-risk of housing loss fit together, including housing stability programs, programs indirectly related to housing stability from other community systems, and other informal/private resources. Similarly, Appendix F “Range of Residential and Housing Options in Waterloo Region” shows all of the residential and housing options available in the community, including housing stability programs and other informal/private options.

\(^2\) With a “collective impact” approach, organizations from different sectors agree to solve a specific social problem by using a common agenda, aligning their efforts, and using common measures of success. For more information, see [http://www.fsg.org/OurApproach/CollectiveImpact.aspx](http://www.fsg.org/OurApproach/CollectiveImpact.aspx)
How was the Strategy Developed and Updated?

Stakeholders from the local housing stability system have collectively defined and refined their conceptual framework for thinking about homelessness and taking action to end it through many collaborative processes over the years. Before the release of the first Strategy in 2007, the local community did not have a comprehensive, shared approach to ending homelessness. As outlined in the timeline in Appendix G ("Strategy Timeline 2004-2014), the community first identified the need for a “system plan” in the area of homelessness in 2004 through the “Roles” background report. Since then, the Region has facilitated nine community forums, multiple opportunities for people to complete various workbooks/sheets and surveys, and a significant number of local research initiatives (resulting in over 20 background reports and four Inventories, for example). A number of committees have helped to guide these processes over the years, including the current the Housing Stability System Advisory Committee with a term that extends to 2016.

To support continued efforts and to capture new learning since 2007, the policy elements and actions of the first Strategy were updated between 2011 and 2012. The updated Strategy (2012) includes two complementary frameworks – the Policy Framework (released January 2012) and the Action Framework (released November 2012):

1) The **Policy Framework** provides a common point of reference and guidelines for thinking about how to end homelessness, including a comprehensive review of: i) the essential elements for ending homelessness and other key concepts, ii) who is working to end homelessness locally, iii) what resources are available, and iv) key policy directions for the future.

2) 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 includes four focus areas, eight strategic directions, 40 action areas, and over 200 activities.

These two documents have been summarized for the public in a 14-page booklet and a two-page handout.

**Since 2004, hundreds of people have been engaged in the processes of initial design and ongoing evolution of the housing stability system.** Stakeholders have supported these processes because they know how important it is to move forward with a unified voice, one that inspires people to act in mutually-reinforcing ways to create the social change that needs to happen in Waterloo Region to end homelessness.

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3 Appendix F provides a timeline of the development (2005-2007) and implementation (2008-2010) of the first Strategy (released in September 2007), as well as the processes used to update the Strategy (2011-2012) and support ongoing implementation (2011 and beyond).
How was the Strategy Shared?

To date, three communication plans have been developed and implemented. The 2008 communication plan was used to inform and engage a broad range of community members. It outlined the various communication methods that were necessary to ensure that stakeholders both within and outside of the housing stability system were informed about the public launch of the first Strategy, what it included, highlights of the findings, how the community was moving forward with the actions, and how new information would be shared. The 2009 communication plan was used to help guide the activities of the Homelessness to Housing Stability Strategy Monitoring Committee (SMC). Most recently, the 2012 communication plan was used to promote the updated Strategy in the community.

Since the Strategy was first released, articles have been written for the public and other audiences (e.g., Region News and the Homelessness and Housing Umbrella Group -HHUG newsletters). Findings from the Strategy were also used extensively in the HHUG Housing Stability Report Cards and accompanying booklets in 2008, 2009, 2010, and 2011. Presentations have been made to a wide variety of audiences including community based agencies/groups, Regional departments/divisions, the health sector, and the general public. Most recently, in 2013, a new Housing Stability System Evolution newsletter was created for the housing stability system. The purpose of this newsletter is to assist with communications regarding system changes underway as a result of further implementation of the Strategy, largely influenced by the recent policy shifts under the Province’s new Community Homelessness Prevention Initiative (CHPI).

Both the first and updated Strategy reports have been shared with local, provincial, and federal government representatives, calling for additional resources to support its full implementation in the community. Resolutions, Community Plans and applications for funding have been submitted to the Federal Government based on Strategy findings. Business Cases have been submitted to the Province for additional funding and all of the CHPI Investment Plans are designed to further Strategy implementation. Locally, implementation is supported through Region’s Homelessness to Housing Stability Strategy (HHSS) funding, which started in 2008.

Finally, the Region maintains several web pages\(^4\) where people can access information related to the Strategy (including the Strategy in its various forms, 20+ background reports, progress reports, as well as various inventories, brochures, guides, and newsletters). These web pages also include information about implementation activities currently underway, many of which have been featured in recent Housing Stability System Evolution newsletters. Local reports are also posted to the HHUG\(^5\) and Homeless Hub\(^6\) websites.

\(^4\) See [www.regionofwaterloo.ca](http://www.regionofwaterloo.ca)
\(^5\) See [www.hhug.ca](http://www.hhug.ca)
\(^6\) See [www.homelesshub.ca](http://www.homelesshub.ca)
Strategy Implementation and Results

Homelessness is a complex social issue – it has many possible causes and the impact of housing loss is different for each person. Given these complexities, it can be challenging for people to agree on the nature of homelessness and the most effective way to end it. In reality, the most effective strategy for ending homelessness consists of many complementary approaches; not “one size fits all” solutions. Local experience with implementing the Strategy has shown that there are several factors that need to be considered when working to end homelessness\(^7\). Individuals and families always remain at the centre of their personal journeys toward greater housing stability. However, in addition to personal and circumstantial factors, structural and systemic factors have a significant influence on the overall progress that can be achieved in any community, including Waterloo Region.

As in many communities, local efforts to shift investments toward longer term solutions have been negatively impacted by the recent recession and pressures to provide emergency services to people who, for a variety of reasons, are not being adequately supported by other community systems. Some of these reasons are policy-driven. For example, when community systems enforce narrowly defined eligibility criteria, barriers are created that prevent people from moving forward with their lives in the context of a supportive relationship (e.g., criteria such as requiring someone to abstain from drugs or alcohol before accessing services or requiring that someone is “housing ready” before accessing permanent housing). Furthermore, when policies are not in place for supporting people without a fixed address to transition to permanent housing when they leave residential programs (like treatment facilities, hospitals and jails), some people exit with no plan or place to go. What’s more, local experience has shown that the already traumatic experience of homelessness is often intensified by feeling excluded and unable to fully participate in community life. All of these issues serve as barriers to ending homelessness. And they are challenges that must be addressed as part of any comprehensive approach to ending homelessness.

As outlined in the next two sections, although different approaches have been used to monitor implementation over the years, all have relied on the collective awareness of the current issues, initiatives, and opportunities within the “network” of local housing stability stakeholders. With the current, updated Strategy, the boundaries of this network were intentionally expanded to include stakeholders from all systems serving people experiencing housing instability. This shift reflected the new learning about the causes of homelessness and most effective ways to end it, as described above. More specifically, in recognition of the important role that structural and systemic factors play in ending homelessness, half of the strategic directions in the updated Action Framework describe activities outside the scope of the housing stability system that need to happen within the mandates or interests of other community systems, other sectors, and the broader community.

\(^7\) Appendix H “Factors that Contribute to Homelessness and Process of Housing Loss” includes a diagram of the main contributing factors to homelessness and describes the process of housing loss in more detail.
Moreover, in 2012, twenty-nine organizations and groups in the community agreed to endorse the updated Policy Framework as their guide for supporting a shared approach to social change. By endorsing the Strategy in this way, these organizations and groups reinforced the collective belief that adopting mutually-reinforcing ways of thinking and doing has more power than individual efforts alone. Quite simply, people now choose to collaborate rather than act independently because they know that a collective voice is stronger and has more influence in the broader community than the voice of only one person, group, or organization. As such, they now think and act in ways that support each other to reach common goals.

Implementation and Results: 2008 to 2010

In early 2008, Regional Council approved the terms of reference and membership for the Homelessness to Housing Stability Strategy Monitoring Committee (SMC). Members of the SMC included representatives from organizations that agreed to lead or co-lead the actions in the first Strategy, government representatives and local researchers in the area of housing stability. The SMC was chaired by Region staff and was accountable to the Regional Community Services Committee. During its term from 2008 through 2010, the SMC supported implementation, measured progress, and produced three annual reports with information gathered largely through an annual survey to the 92 action leads/co-leads. Significant progress was made with implementing the first Strategy: 90 per cent of the actions were either completed or in-progress by the end of the three-year implementation period (2008-2010).

The SMC also supported the process of setting a target to end persistent homelessness for 150 people. This target was exceeded: By December 2010, STEP Home had supported 177 people experiencing homelessness to obtain permanent housing. A third of participants had fully transitioned from the intensive support of the program, often after many years or decades of homelessness.

Finally, near the end of its term, the SMC conducted a survey of stakeholders to gain a deeper appreciation for how the Strategy had influenced the community since it was launched. Results identified many positive ways that the Strategy had influenced the community (e.g., stimulated development of a housing stability system identity; leveraged new funding; supported development of new programs and key policy changes; strengthened capacity of the housing stability system to have influence; created opportunities for people to work better together; and helped people to access support from organizations outside of the housing stability system).

Implementation and Results: 2011 to 2013

To accompany the release of the updated Strategy in November 2012, Regional Council endorsed an updated target for STEP Home to end persistent homelessness for 500 people by the end of 2013. This goal was met with STEP Home supporting 521 people to move to permanent housing from 2008-2013.
In mid-2013, a Housing Stability System Advisory Committee was formed which has provided advice to Regional Social Services regarding Strategy implementation and monitoring, within the context of its overall mandate to support housing stability system redesign (influenced in large part by the Province’s new Community Homelessness Prevention Initiative). In late 2013 and early 2014, Region staff collected progress updates for each of the 40 action areas. Housing stability stakeholders were asked to provide updates relevant to the time period between the end of the first Strategy monitoring processes (December 31, 2010) and the start of the new local 10 Year Housing and Homelessness Plan (10 Year Plan) that came into effect January 1, 2014.

More specifically, progress updates on activities that were happening in Waterloo Region between 2011 and 2013 were collected from stakeholders in a variety of ways. The process began at the housing stability system community forum in November 2013, when people were asked to bring updates to share with other participants. This process continued for the next six months where updates were gathered by email, phone, or through in-person meetings. A detailed chart tracked updates for each activity, which yielded over 350 entries (while most activities had one primary lead organization, some activities had several co-leads). All of the contributors and representatives of the 29 organizations and groups that endorsed the Policy Framework in 2012 received a copy of the final draft summary document, a process that helped to confirm that no key updates were missing. A presentation of the preliminary findings was made to the Housing Stability System Advisory Committee in the spring of 2014.

The full progress report, “Homelessness to Housing Stability Strategy Action Framework: Progress Highlights (2011-2013)” is available on the Region’s website and includes highlights of specific activities for each action area and a brief rationale for the assessments, given separate activities within action areas had different levels of progress. Appendix I includes a high level summary of this information. Table 1 outlines how the 2011-2013 implementation status categories (minimal, moderate, or significant) align with the categories used to monitor processes for the first Strategy (a set of eight criteria). The eight criteria used to assess progress in the first Strategy monitoring processes were used to help discern the overall level of progress achieved within each action area for the current assessment process.

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8 The updated Strategy now forms part of the 10 Year Plan, along with the Region’s Housing Action Plan for Households with Low to Moderate Incomes. Processes for supporting an integrated approach to implementation of the 10 Year Plan, and measuring its impact over the next decade, are currently being developed through the local Housing Stability System Advisory Committee and other key stakeholders. For more information, see the “Supporting Housing Stability System Evolution” section of this report (pg. 13).

9 The link is here: http://chd.region.waterloo.on.ca/en/partnersProfessionals/resources/AFUpdate.pdf
Table 1. Categories used for monitoring the first Strategy (2008-2010) and the updated Strategy (2011-2013).

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<th>2011-2013 Implementation Progress Categories</th>
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<td>• No progress to report</td>
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<td>• Level 1: Leadership – Leader not identified</td>
<td>• Level 1: Leadership – Leader not identified</td>
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<tr>
<td>• Level 2: Integration – In case of multiple leaders, they are not coordinated &amp; working together</td>
<td>• Level 2: Integration – In case of multiple leaders, they are not coordinated &amp; working together</td>
</tr>
<tr>
<td>• Level 3: Vision &amp; Plan – Need clarity on what needs to be done and how</td>
<td>• Level 3: Vision &amp; Plan – Need clarity on what needs to be done and how</td>
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<tr>
<td>• Level 4: Resources – Need to secure sufficient, sustainable funding</td>
<td>• Level 4: Resources – Need to secure sufficient, sustainable funding</td>
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<td>• Level 5: Time – Activity not a priority during reporting period</td>
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<td>• In progress – Activity meets level 1-5 criteria and is time-limited</td>
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<td>• Complete – Activity is time-limited and completed</td>
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Results for each action area are further described below. Figure 1 shows overall implementation progress for the 40 action areas. Overall, 90 per cent of the 40 action areas had significant (20 action areas) or moderate (16 action areas) progress over the last three years, while only 10 per cent (4 action areas) had minimal progress.

Figure 1. Implementation progress for the 40 action areas (2011-2013).
Figure 2 shows the levels of progress achieved for each action area, grouped by focus area. As illustrated, each focus area has a varying number of action areas (ranging from 1 to 20). Figure 2 shows this variability and also where different levels of progress have been achieved. It is not surprising to see consistent, significant progress in Focus Area 3, as these action areas are specific to the housing stability system. In contrast, the focus areas related to supporting community systems (Focus Area 1) and community members (Focus Area 2) to end homelessness have seen more moderate (or, in some action areas, minimal) progress – community systems and members must balance efforts to end homelessness with other priorities. Focus Area 4 shows significant progress largely because of the recent local shift in appreciating the role that belonging (community inclusion and a sense of home) plays in ending homelessness, and the intentional investments of new resources to support people to belong that have followed.

**Figure 2.** Implementation progress for the 40 action areas, grouped by focus areas (2011-2013).

**Focus Area 1:** Support community systems to end homelessness.

**Focus Area 2:** Support community members to end homelessness.

**Focus Area 3:** Support the housing stability system to end homelessness.

**Focus Area 4:** Support people to feel they belong.
Key Insights

The process of implementing the updated Strategy, and monitoring progress achieved since 2011, has provided key insights about the community, the Strategy, the housing stability system, and priorities for the future, as outlined below.

1) The community continues to be actively engaged in the process of ending homelessness. A shared approach to ending homelessness in Waterloo Region means that the community is working toward: i) a shared understanding of the nature of homelessness and the most effective way to end it and ii) active engagement by each order of government, business, not-for-profit, group, landlord and resident in the roles they need to play to end homelessness. The housing stability system has been identified as a key facilitator of this process. In fact, “supporting a shared approach” is Goal #1 for the housing stability system in the updated Strategy (as identified in Appendix B). This report serves as one way to “measure” progress with reaching this goal.

The extensive number of progress updates that were submitted – more than 350 – indicates a high level of engagement in the process of ending homelessness across the community. Naturally, stakeholders in the housing stability system provided very detailed accounts of the progress made in their respective action areas (Focus Areas 3 and 4) and there was significant progress made in nearly all of them. Notably, however, several other community systems (Focus Areas 1 and 2) also had a significant amount of information to share, particularly those serving people with disabilities like the mental health and addiction system, but also the health care and justice systems. In addition, systems focused on serving certain populations like youth, seniors/older adults, and families moved forward with a number of new housing stability initiatives between 2011 and 2013.

Minimal progress was assessed within and across a few action areas in Focus Areas 1 and 2. Reasons for this were mostly related to funding challenges, high service demand, and/or not having prioritized a housing stability focus in their work to date. While the housing stability system may not be able to further influence progress with implementation in these areas, opportunities to offer further support should be explored where possible.

Overall, 90 per cent of the 40 action areas in the Action Framework had moderate or significant progress, while only 10 per cent had minimal progress.

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Note that the housing stability system serves everyone who is experiencing homelessness or at-risk of housing loss. Some programs are designed for certain populations, while others serve a variety of population groups. By supporting a shared approach to ending homelessness, the hope is to increase access to resources for people experiencing homelessness or at-risk of housing loss in all community systems.
2) In Focus Areas 3 and 4, progress was achieved with new initiatives while managing high demand for housing stability services. Housing stability stakeholders were quick to identify through the update process that they struggled to keep up with the demand for their services over the last few years. Many shared that they were still feeling the negative effects of the recession. In fact, there has been an unprecedented demand for emergency shelter since 2011. Under these circumstances, just engaging in regular service delivery activities might be considered “significant”. And yet, while managing the high demand for their services, housing stability stakeholders also moved a number of new, highly innovative initiatives forward with very positive results.

Two specific results highlight these successes and the positive impact they have had on participants:

- By 2014 STEP Home had supported 521 people experiencing persistent homelessness to move to permanent housing — exceeding the target endorsed by Regional Council in 2012.
- Social Return on Investment analysis conducted in 2013 found that, for every dollar invested in STEP Home, more than $9 in social value is gained in return. Social value was found to be created in several ways, including reduced use of Emergency Medical Services, hospitals and the justice system, as well as increased quality of life and feelings of personal safety for people experiencing persistent homelessness.

3) The Strategy has played a significant role in supporting the community to end homelessness. At the June 2014 community forum, participants wrote stories that captured what they believed was the most significant change in the housing stability system because of the Strategy’s influence. In groups with people who had been involved with the system for similar lengths of time, participants selected the story that resonated most with them and gave it a headline. The headlines of these stories were:

- Joined System Before First Strategy (Fall 2007): From “Me to We” – More Energy, More Honesty, More Trust
- Joined System After First Strategy – Between 2008 and 2010: The Seismic Shift!
- Joined System After Updated Strategy – Between 2011 and 2014: Making a Difference through Creative Collaboration

The stories and headlines they shared, as well as the themes generated from them, help to illustrate how the Strategy has created positive change in the community. For example, when reflecting on the most significant change that the Strategy has had, the themes of increased collaboration, flexibility, community inclusion, and commitment to a common agenda fully resonated with most participants. See Appendix J to read the stories and see full results for each theme.

4) Despite recent progress, there is more work to do. The time frame of the 10 Year Plan extends from 2014 to 2024. To support full implementation during that time, additional investments are needed and current investments need to shift toward longer term housing stability solutions.
Supporting Housing Stability System Evolution

The housing stability system is undergoing a process of intentional redesign. The following evidence-informed practices will support the housing stability system to evolve by building on the successes identified in this 2011-2013 progress report.

1) Continue to frame the local approach to ending homelessness within the context of “collective impact” – where everyone has a role to play. It is recognized that ending homelessness is a shared responsibility – all orders of government, businesses, not-for-profits, groups, landlords, and residents of Waterloo Region have a role to play. Research has shown that, to achieve the desired social change with complex social issues like homelessness, a coordinated approach across all sectors is required (not isolated interventions of individual organizations). This type of approach is referred to as collective impact. Since the updated Strategy was released in 2012, local efforts to end homelessness have been increasingly aligned with a collective impact framework. Collective impact positions the housing stability system to achieve the greatest possible outcomes.

Activities currently underway to further promote the use of a collective impact approach to ending homelessness:
- Finalizing conceptual definitions of the "Top 10" system-level conditions for ending homelessness. These conditions were created through extensive community consultation. The first five are related to collective impact: commitment to a common agenda (1), cross-sector collaboration (2), learning culture (3), continuous communication (4), and backbone support to facilitate the social change process (5). The second five are related to ending homelessness: housing stability and belonging (6), accessibility (7), Housing First (8), housing retention (9), and rapid re-housing (10).
- Confirming "baseline" levels of strength in each system-level condition for 2014 and establishing meaningful targets for strengthening the system (Goal #3 for the housing stability system in the updated Strategy, as identified in Appendix B).

2) Strengthen the local Housing First approach. As identified above, Housing First was selected as one of the Top 10 system-level conditions for ending homelessness through local community consultations. It is also one of the five guiding principles of the updated Strategy. In general, it is an approach to ending homelessness that involves supporting people experiencing homelessness to move into permanent housing as a first step – with no preconditions – and then providing or connecting them with additional support and services as needed and desired once they have secured housing.

Activities currently underway to strengthen the local Housing First approach:
- The Mental Health Commission of Canada, in partnership with Pathways to Housing, is offering Housing First Technical and Training Assistance (T&TA) to 18 communities across Canada to support knowledge transfer of At Home/Chez Soi. Waterloo Region was selected to participate in this initiative between 2014 and 2016.
• The Canadian Institute of Health Research, under its Partnerships for Health Improvement Initiative, is funding a research project entitled, "Transforming Treatment Services and Housing for People with Mental Illness in Canada" from 2013-2016. This research complements the T&TA initiative. It seeks to establish Housing First Regional networks, launch a national Housing First Network, and provide additional support to six communities involved in the T&TA, including Waterloo Region.

• Dr. Geoff Nelson (Wilfrid Laurier University), one of the key researchers associated with both At Home/Chez Soi and the knowledge transfer projects identified above, is partnering with the Region to undertake local research with STEP Home to assess the impact of rent supplements on housing stability for people experiencing persistent homelessness.

3) Increase accessibility. Similar to Housing First, accessibility was also selected as one of the Top 10 system-level conditions for ending homelessness and is a guiding principle of the updated Strategy. At the community forum in June 2014, participants shared their opinion about how strong the current housing stability system is. Through this exercise, people identified issues with accessibility as the greatest system challenge. Primarily a lack of housing stability resources, but also related to how people access current resources. People said that improvements were needed in several areas, including the need for better system coordination, greater flexibility in the way that resources are offered, and better ways to ensure people can access the right programs at the right time (particularly related to supporting people to find and establish adequate housing quickly).

Activities currently underway to improve accessibility:
• Coordinating with housing stability service providers (e.g., Emergency Shelters, Street Outreach, STEP Home), other service providers (e.g., mental health, addiction, hospital, police), and OOTC volunteers to look at short term and longer term options to meet the needs of KW-OOTC guests.
• Moving forward with the CHPI Supportive Housing redesign.
• Continuing to pilot the Family Shelter Diversion program across the region.
• Continuing to pilot consolidated Rent Funds (last month’s deposit and rental arrears) across the region with Lutherwood.
• Supporting further implementation of a common assessment tool (the Service Prioritization and Decision Assistance Tool or SPDAT) with housing stability programs.

4) Demonstrate the value of current investments by further quantifying implementation progress and impact. The current report has focussed on providing a summary of recent implementation activity progress and impact with respect to the goals of “supporting a shared approach” and “ending persistent homelessness”. Further efforts are needed to more fully quantify the value of current investments and report on the difference that is being made in people’s lives because of these efforts within the other Strategy goal areas (refer to Appendix B for list of Strategy Goals).
Activities currently underway to meet the need for meaningful data:

- Establish and/or update indicators and targets related to the four parts of Strategy Goal #2 including: increasing housing retention, reducing length of time in transitional homelessness, ending persistent homelessness, and increasing sense of belonging.
- Establishing a baseline measure and future targets related to Strategy Goal #3 “Strengthen the Housing Stability System”.
- Continue refining a shared measurement framework for housing stability programs funded by the Region.

5) **Report on the 10 Year Plan.** The Province requires annual 10 Year Plan progress reports. The first annual report is due in June 2015 and will include both housing and homelessness activities, as well as indicators and targets for measuring progress going forward.
Appendix A: Essential Elements for Ending Homelessness

Stakeholders in the housing stability system have a vision for the community. The current vision was developed collaboratively through the process of updating the Strategy in 2011 and 2012:

Waterloo Region is an inclusive community where everyone has adequate housing, income and support to make a home.

The housing stability system exists to support the community to reach this vision and has identified two main barriers:

- Not everyone has adequate housing, income and support.
- Not everyone feels they belong. They may be excluded from full participation in community life and/or they may not have a place they can call “home”.

These barriers are why homelessness exists. They exist for a variety of reasons – some are within the control of the housing stability system, while many are not.

The vision includes the five essential elements to end homelessness (also defined locally through community consultation). These essential elements are illustrated by the picture to the right and defined on the next page.
• **Adequate housing:** Housing with security of tenure that is desirable, affordable, safe, adequately maintained, accessible, and a suitable size.

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

• **Adequate support:** Enough personal support (informal and/or formal) to meet desires for living independently and connecting with others.

• **Inclusive community:** A sense of belonging to a shared space. Participation in community life is accessible to everyone and the community is designed to support people in their efforts to be included.

• **Home:** A sense of belonging to a personal space. Home is personal and self-defined.

Housing stability and belonging form the foundation of the local plan to end homelessness. As further outlined in the Strategy, housing stability\(^{11}\) refers to **having a fixed address that can be retained over the long term.** Specifically, it means that people have adequate housing, income, and support (the first three “essentials” described above). People tend to access these three resources through a mix of informal connections (e.g., family, friends, neighbours), private markets/businesses (e.g., rental market, employment market, support accessed through private funds), and formal community systems (e.g., housing stability, education, income assistance). There is a high level of interdependence between the three resources: what happens in one resource area often impacts the others. These three resources are like the legs of a three-legged stool: if you are missing one, the whole thing falls apart. What this means is that, while homelessness is always a housing problem, it may not be the only barrier preventing long term housing stability — income and support needs must also be considered.

While these three essential resources — adequate housing, income, and support — represent the core of what people need for housing stability at any point in time, belonging is what people need to maintain housing stability over the long term. Belonging includes both community inclusion (to a shared space) and a sense of home (to a personal space). Belonging, or lack thereof, has the power to amplify a person’s personal circumstances, for better or for worse. For example, when people are excluded from participating in community life, the negative impacts of living in poverty tend to intensify. In contrast, when people are supported to increase their participation in community life, the negative impacts of poverty can be minimized in the process.

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\(^{11}\) See the Strategy Policy Framework for complete definitions of the three degrees of stability in housing: 1) housing stability, 2) at-risk of housing loss, and 3) homelessness.
Appendix B: Policy Framework – Goals, Core Values, and Guiding Principles

**GOALS:** The “primary” goal of the Strategy is to end homelessness. To help support the community to realize this vision, the following three “secondary” goals have been identified specifically for the housing stability system:

- **Goal #1:** Support a shared approach to ending homelessness.
- **Goal #2:** Support people experiencing homelessness or at-risk of housing loss to increase housing stability by: i) increasing housing retention, ii) reducing length of time in transitional homelessness, iii) ending persistent homelessness, and iv) increasing sense of belonging.
- **Goal #3:** Strengthen the housing stability system.

**CORE VALUES:** The housing stability system has four core values:

- **COLLABORATION** – We work together.
- **ACCESSIBILITY** – We meet people “where they are at”.
- **RESPECT** – We value all people.
- **EXCELLENCE** – We are committed to doing our best.

**PRINCIPLES TO GUIDE ACTIONS**\(^{12}\): Five principles to guide actions help to guide the housing stability system in its work:

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

   2) **ACCESSIBILITY:** Promote accessibility to meet people "where they are at". Accessibility in the context of housing stability means that people are able to get the housing, income, and support they need, in the way that works best for them. It also means that people are never judged for their decisions and lifestyles, since treating people with care and respect (and not giving up on them) is the only way to create housing stability over the long term. Working with a street-involved population, in particular, requires greater flexibility within the supportive relationship.

Lack of accessibility means people face barriers to getting what they need. For example, they may have to wait for long periods of time, they may be ineligible for resources

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\(^{12}\) These principles have been updated to reflect new learning since 2012.
unless they fit within very narrow criteria, or they may not be supported to transition well between programs or systems because of an overall lack of coordination. All of these barriers both create and intensify housing instability.

3) **HOUSING FIRST**: Believe that everyone deserves permanent housing and is “housing ready”. Housing First can be applied at three levels: a core philosophy, a systems approach, and a program model. In general, Housing First is an approach to ending homelessness that involves supporting people experiencing homelessness to move into permanent housing as a first step—with no preconditions—and then providing or connecting them with additional support and services as needed and desired once they have secured housing. This approach is supported by a large body of evidence illustrating that community programs in general are more effective when provided to people who have adequate housing, as it provides the stability necessary for people to move forward with their lives. Having adequate housing also creates greater opportunity for people to establish a deeper sense of belonging to the community and sense of home, both of which serve to promote housing stability over the long term.

4) **TAILORED APPROACHES**: Tailor approaches to people’s lived experience of homelessness (transitional vs. persistent). Organizations that consider lived experience of homelessness in their program planning are likely to be more effective in their service delivery because the programs and approaches will be tailored to meet the needs of people who are experiencing similar circumstances (i.e., transitional versus persistent homelessness).

5) **HOUSING RETENTION AND RAPID RE-HOUSING**: Promote strategic investments in a wide range of housing options to end homelessness in Waterloo Region. Waterloo Region does not currently have enough adequate housing and support for housing stability to meet the wide range of needs in the community. Advocacy efforts continue to support the process of closing these gaps. In order to prevent public resources from being diverted to expensive emergency responses unnecessarily and to support people with greater respect, it is important that people have access to appropriate levels of support to meet their needs. Stakeholders in the housing stability system have a vital role to play in reducing the personal and community impacts of housing instability. Housing retention and rapid re-housing are two approaches used by housing stability programs to fulfill this role. Housing retention means that people are supported to stay in their current housing, while rapid re-housing means that people living without a fixed address are supported to find and/or establish adequate housing as quickly as possible.
Appendix C: Community Systems in Waterloo Region

Community System:
A network of organizations (including various orders of government, businesses and not-for-profits), groups and individuals that share a common mandate related to supporting community members.

Housing Stability System:
A network of organizations, groups and individuals that supports people who are experiencing homelessness or at-risk of housing loss.

The housing stability system has a set of inter-related programs, where at least 50 per cent of the activities supported by the program are dedicated to housing stability (finding, establishing and/or retaining housing) and maintaining it over the long term (increasing a sense of belonging to personal and/or shared spaces).

Community Systems Intersect in the Area of Housing Stability
Depending on the goal of the housing stability program, it may also be part of one or more other community systems. For example, programs that are designed to provide housing retention support to people with mental health issues would be part of the housing stability system and the addiction and mental health system.

In addition, some community systems may be jointly involved with supporting the same person or family experiencing housing instability through a program that is indirectly related to housing stability.
Appendix D: Local Housing Stability Groups

This diagram is subject to change over time. For example, some of these groups are not currently meeting regularly (e.g., Youth Service Providers and Supportive Housing).
Appendix E: Housing Stability Resources in Waterloo Region

- When people are at-risk of housing loss, they have a fixed address and may access more than one program/resource.
- While experiencing homelessness, people may be either:
  i) **Unsheltered.** During this period of time, people may access one or more programs/resources. OR
  ii) **Sheltered.** People will generally be sheltered by only one program/resource at a time and may also access additional programs/resources.
- Housing stability programs are designed to support housing retention for people at-risk of housing loss and to support the process of finding and establishing adequate housing for people experiencing homelessness.
Appendix F: Range of Residential and Housing Options in Waterloo Region
Appendix G: Strategy Timeline 2004-2014

Development Highlights (2005-2007)

- First identified the need for a “system plan” in the area of homelessness in the “Roles” background report, released in 2004.
- Several opportunities for people to shape the direction of the Strategy. 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.
- Two committees guided the work. Committee members included representatives of housing stability organizations and groups as well as individuals who expressed an interest in participating in the initiative.
- An intensive amount of local research. Background 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 report incorporated literature reviews, capacity assessments, trend analyses, findings from focus groups and interviews, and community feedback. In addition, each report identified key insights for action, which were used to inform the Strategy action plan.
- Near the end of the developmental process, began to prioritize ending persistent homelessness. STEP Home Collaborative was initiated.

First Strategy Implementation Highlights (2007-2010)

- A committee was created to monitor the process (the Homelessness to Housing Stability Strategy Monitoring Committee or SMC). This committee submitted three reports to Regional Council over its term (2008-2010). Members of the SMC included representatives from action leads/co-leads as well as representatives from the Federal and Provincial government, the Waterloo-Wellington Local Health Integration Network, Regional Council, researchers in the area of housing stability, and Region staff. The SMC was chaired by Region staff and was accountable to the Regional Community Services Committee. In general, the SMC supported implementation, measured progress and produced annual reports in 2008, 2009 and 2010.
- Added a target for December 2010: End persistent homelessness for 150 people.
- Very successful period of implementation. By the final progress report in Fall 2010, 90 per cent of the actions were identified as completed or in-progress. Furthermore, by that time, STEP Home had supported 177 people to obtain more conventional housing – exceeding initial targets. A third of participants had fully transitioned from the intensive support of the program, often after many years or decades of experiencing homelessness.
- The Strategy was referenced extensively in community awareness campaigns between 2007 and 2010. In addition, a survey identified that the Strategy influenced the community in other positive ways:
• it stimulated the development of a housing stability system identity;
• it was used to leverage new funding;
• it supported the development of new programs and key policy changes;
• it strengthened the capacity of the housing stability system to have influence;
• it created opportunities for people to work better together; and
• it helped people to access more support from organizations outside of the housing stability system.

- Federal and Provincial funding was used to support implementation. To complement these investments, local Regional Council approved new funding through the budget process.
- As part of the implementation plans, released two more background reports and updated the Inventory twice.

Update Highlights (2011-2012)
• Updated the Strategy between 2011 and 2012.
• The updated Strategy was informed by the first strategy and its nine background reports, an additional nine background reports (most of which summarized STEP Home learning), and another update of the Inventory.
• Community consultation included two open community forums (with more than forty attendees at each), more than thirty meetings with organizations and groups from the housing stability system, opportunities to provide feedback on-line and additional meetings with people to discuss their feedback.

• More than 150 people provided feedback, including people with lived experience of homelessness.

Updated Strategy Implementation Highlights (2011-2013)
• Social Return on Investment analysis conducted in 2013 found that, for every dollar invested in STEP Home, more than $9 in social value is gained in return. Social value was found to be created in a several ways, including reduced use of Emergency Medical Services, hospitals and the justice system, as well as increased quality of life and feelings of personal safety for people experiencing persistent homelessness.
• Between 2011 and 2013, 90 per cent of the 40 action areas in the Action Framework had moderate or significant progress.
• By 2014 STEP Home had supported 521 people experiencing persistent homelessness to move to permanent housing - exceeding the target of 500 people endorsed by Regional Council in 2012.
• Results of a "most significant change" exercise at the June 2014 community forum showed that stakeholders believed the Strategy had a very positive impact on the housing stability system. People shared that the Strategy has supported greater collaboration and flexibility in the system. They also identified that it has promoted community inclusion and strengthened the common agenda to end homelessness in Waterloo Region.
**STRATEGY TIMELINE (2004-2011)**

2004
- Meetings/presentations
- Community meeting in June
- Community meeting in October

(1) Roles

2005
- Meetings/presentations
- Community meeting in June
- Community meeting in October

(2) Qualitative Research

Community Action Plan for Housing (2005)

PHASE I COMMITTEE (2006)

(3) Inventory #1
(4) Urban Adults

AD HOC GROUP (2007)

(5) Youth (12-24)
(6) Older Adults (50+)
(7) Rural Issues
(8) Economic-Based Homelessness
(9) Persistent Homelessness
(10) Social-Economic Analysis

FIRST STRATEGY

2006
- Meetings/presentations
- Community forum in May
- Community forum in November

PHASE II COMMITTEE (2007)

2007
- Meetings/presentations
- Community forum in June
- Action planning workbook

2008
- Meetings/presentations
- New annual Regional funding
- Progress report #1

2009
- Meetings/presentations
- Additional Regional funding
- Progress report #2

2010
- Meetings/presentations
- Additional Regional funding
- Progress report #3

2011
- Meetings/presentations

**STRATEGY MONITORING COMMITTEE (2008-2010)**

(11) LGBTQ and Emergency Shelter
(12) Inventory #2
(13) Inventory #3
(14) Housing Options for Youth

**Notes:**
- Does not include program evaluations or annual reports.
- Between 2004 and 2011, Federal and Provincial funding was also used to support implementation.
Notes:
- Does not include program evaluations or annual reports.
- Between 2004 and 2011, Federal and Provincial funding was also used to support implementation.
Appendix H: Factors that Contribute to Homelessness and Process of Housing Loss

People who are at-risk of housing loss often face a series of issues, each building on the next and intensifying the risk. These issues may include:

- **Personal**: Specific to individuals’ or family members’ personal assets (e.g., skills, knowledge, health, financial, and level of social support).

- **Circumstantial**: Unstable living circumstances, including environment (e.g., unsafe housing/neighbourhood), resources (e.g., precarious employment), and/or relationships (e.g., domestic violence).

- **Systemic**: Barriers preventing people from accessing community resources that meet them "where they are at" (e.g., enforcing pre-conditions that must be met before an individual or family is considered to be "housing ready", lack of discharge protocols for people leaving residential programs).

- **Structural**: Widest scope and likely impact everyone in some way. Includes areas such as poverty, unemployment levels, cost of living, housing prices and lack of affordable housing, a deteriorating social safety net (e.g., social assistance, disability insurance, employment insurance, child benefits), lack of comprehensive universal programs (e.g., healthcare, childcare, education or training opportunities), and discrimination (e.g., which may be based on a number of factors including age, gender, race, ability, sexuality, and immigration status).

Having an inadequate income is almost always a factor. People who have family, friends, savings, or other resources are often able to prevent housing loss by drawing from these personal assets. People may also be eligible for community resources designed to prevent housing loss. When personal and community resources become exhausted, people may lose their housing. A crisis that leads to housing loss often occurs through:

- **Tipping Points**: When the slow build-up of increasing debt, arrears and/or personal issues reaches a breaking point.

- **Trigger Events**: A sudden, catastrophic event like a house fire, car accident, relationship breakdown, illness or job loss.
Appendix I: Action Framework Progress Summary (2011-2013)

The following chart provides a high level summary of the progress levels achieved in each action area, based on activities that took place between January 2011 and December 2013 and that were reported as part of the Strategy update process. More detailed information is available in the full report, “Homelessness to Housing Stability Strategy Action Framework: Progress Highlights (2011-2013)”, which includes highlights of specific activities for each action area and a brief rationale for the assessments. The full report is available on the Region’s website.14

PROGRESS LEVELS LEGEND:  Minimal  Moderate  Significant

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<tr>
<th>FOCUS AREA #1: SUPPORT COMMUNITY SYSTEMS TO END HOMELESSNESS</th>
<th>STRATEGIC DIRECTION 1 – ACTION AREAS 1-4: Promote a shared approach to ending homelessness with community systems serving people with disabilities.</th>
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<td>7) Immigration</td>
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14 The link is here: http://chd.region.waterloo.on.ca/en/partnersProfessionals/resources/AFUpdate.pdf
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<td>13) Violence Against Women</td>
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<td>14) Youth</td>
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| Strategic Direction 3 – Action Areas 15-20:                       |
| Promote a shared approach to ending homelessness with community systems that provide key resources related to housing stability. |

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<thead>
<tr>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>15) Education</td>
</tr>
<tr>
<td>16) Income Assistance</td>
</tr>
<tr>
<td>17) Employment Support</td>
</tr>
<tr>
<td>18) Emergency Social Services</td>
</tr>
<tr>
<td>19) Health Care</td>
</tr>
<tr>
<td>20) Justice</td>
</tr>
<tr>
<td>FOCUS AREA #2: SUPPORT COMMUNITY MEMBERS TO END HOMELESSNESS</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>21) Businesses</td>
</tr>
<tr>
<td>22) Funders/Investors</td>
</tr>
<tr>
<td>23) General Public</td>
</tr>
<tr>
<td>24) Media</td>
</tr>
<tr>
<td>25) Private Market Landlords</td>
</tr>
<tr>
<td>26) Support a coordinated approach to engagement with community partners.</td>
</tr>
<tr>
<td>FOCUS AREA #3: SUPPORT THE HOUSING STABILITY SYSTEM TO END HOMELESSNESS</td>
</tr>
<tr>
<td>27) Emergency Shelters</td>
</tr>
<tr>
<td>28) Street Outreach</td>
</tr>
<tr>
<td>29) Housing Help</td>
</tr>
<tr>
<td>30) Time Limited Residence</td>
</tr>
<tr>
<td>31) Supportive Housing</td>
</tr>
</tbody>
</table>
### FOCUS AREA #3: SUPPORT THE HOUSING STABILITY SYSTEM TO END HOMELESSNESS (continued)

**STRATEGIC DIRECTION 6 – ACTION AREAS 32-33:**
Tailor approaches to people's lived experience of homelessness.

<table>
<thead>
<tr>
<th>Action Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>Explore strategies to reduce the length of time that people experience transitional homelessness.</td>
</tr>
<tr>
<td>33</td>
<td>Explore strategies to end persistent homelessness.</td>
</tr>
</tbody>
</table>

**Status**
- 32: Complete
- 33: Complete

**Strategic Direction 7 – Action Areas 34-39:**
Support housing stability system-level initiatives designed to end homelessness.

<table>
<thead>
<tr>
<th>Action Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>Increase access to information about resources to support system navigation.</td>
</tr>
<tr>
<td>35</td>
<td>Participate in national, provincial, and local initiatives and networking opportunities.</td>
</tr>
<tr>
<td>36</td>
<td>Increase housing stability program staff capacity (including peer capacity) to end homelessness.</td>
</tr>
<tr>
<td>37</td>
<td>Support the Region's role as Service Manager for Housing and Homelessness.</td>
</tr>
<tr>
<td>38</td>
<td>Support the Region's role as Community Entity for the Homelessness Partnering Strategy.</td>
</tr>
<tr>
<td>39</td>
<td>Support the Region's role as Community Coordinator for the Homeless Individuals and Families Information System (HIFIS).</td>
</tr>
</tbody>
</table>

**Status**
- 34: Complete
- 35: Complete
- 36: In Progress
- 37: Complete
- 38: Complete
- 39: Complete

### FOCUS AREA #4: SUPPORT PEOPLE TO FEEL THEY BELONG

**Strategic Direction 8 – Action Area 40:**
Promote belonging to support long term housing stability.

<table>
<thead>
<tr>
<th>Action Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>Increase community inclusion and participants’ sense of home.</td>
</tr>
</tbody>
</table>

**Status**
- 40: Complete
Appendix J: Most Significant Change

At the June 2014 community forum “Supporting our Learning Culture”, participants wrote stories that captured what they believed was the most significant change in the housing stability system because of the Strategy’s influence. In groups with people who had been involved with the system for similar lengths of time, participants selected the story that resonated most with them and gave it a headline. This is what they shared:

**Joined System Before First Strategy (Fall 2007): From “Me to We” – More Energy, More Honesty, More Trust**

- Before the Strategy, we planned and allocated funding “in a vacuum” with no community plan or common vision to guide us.
- The Strategy moved the housing stability system forward because we stopped working in silos and began to really collaborate. We reduced hierarchies by changing our language and including direct support workers, peers, and people with lived experience of homelessness in the conversations.
- There was tension around the amount of processing we did (people wanted to take action), but we were persistent with changing how we thought about homelessness. Over time, we moved from talking about managing homelessness to ending it through housing stability and belonging. We then innovated and tried new things! For example, we stopped thinking about emergency shelters as just “3 hots and a cot” and put our attention to longer term options.

**Joined System After First Strategy – Between 2008 and 2010: The Seismic Shift!**

- To recognizing that something needed to be done about homelessness...
- To working more collaboratively through groups like STEP Home...
- To a strengths-based/solution-focused language...
- To greater inclusion of direct support workers and people with lived experience of homelessness...
- To better ways of understanding what we are doing, why, and the impact we are having...
- And, because we shifted, the people we serve are also shifting: from experiencing homelessness for years and years to housing stability and greater belonging.

**Joined System After Updated Strategy – Between 2011 and 2014: Making a Difference through Creative Collaboration**

- We can support people to make significant changes in their lives because we build partnerships with many different community systems and find creative ways to remove barriers (like using small amounts of flexible funding).
- We know what works: rent supplements designated to residents like THAWS, funds for rental arrears and deposits like the Rent Fund, community inclusion initiatives like Quality of Life projects, support for families to retain their housing or find and
establish new housing quickly like the Family Shelter Diversion pilot, and supportive housing. Because we know what works, we focus our efforts on doing more of it.

Four general themes were generated from the stories. Participants rated how much each theme resonated with them, using the following scale: 1 = fully resonates with me; 2 = somewhat resonates with me; 3 = does not resonate with me.

Results showed that all four themes fully resonated with most participants:

<table>
<thead>
<tr>
<th>Thematic Area</th>
<th>Fully Resonates</th>
<th>Somewhat Resonates</th>
<th>Does Not Resonate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>83%</td>
<td>17%</td>
<td>0%</td>
</tr>
<tr>
<td>Flexibility</td>
<td>67%</td>
<td>28%</td>
<td>5%</td>
</tr>
<tr>
<td>Community Inclusion</td>
<td>57%</td>
<td>33%</td>
<td>10%</td>
</tr>
<tr>
<td>Common Agenda</td>
<td>56%</td>
<td>37%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Region of Waterloo
Public Health
Infectious Disease, Dental and Sexual Health

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

Date: November 4, 2014

File Code: P03-20

Subject: Influenza Update: Previous Season Summary & 2014-15 Plan

Recommendation:
For information.

Summary:

During the October 14, 2013 to July 18, 2014 influenza season there were 315 laboratory-confirmed cases of influenza, 120 influenza related hospitalizations and eight deaths where influenza was a direct cause or contributing factor. This level of activity is within what is expected for a typical influenza season.

Immunization is one of the most effective ways to protect against influenza. During the 2013-2014 season, 84 pharmacies in Waterloo Region offered influenza immunizations. The 2013-2014 season was the second season that pharmacies could participate in the Universal Influenza Immunization Program. Public Health assists pharmacies in qualifying to be an influenza vaccine provider. As a result of the significant immunization service provided through pharmacies, Public Health reduced the number of community immunization clinics from 12 to 8, and the 2013-2014 influenza season saw an increase of 14% in the amount of vaccine distributed in the community.

For 2014-2015, the community will see an increase of 19% in the number of pharmacies providing influenza vaccine, resulting in approximately 100 pharmacies across the region which will provide this service. Public Health will offer 7 community clinics across the region and, in addition, will offer clinics for families with children under the age of 5 (the age group pharmacies do not offer immunizations for).

Public Health will continue to receive reports of confirmed cases of influenza and work
with facilities (e.g. long-term care homes, retirement homes) to monitor and manage respiratory and influenza outbreaks.

**Background**

Influenza (commonly known as the flu) is a contagious virus that circulates on a seasonal basis, usually from October to April, causing outbreaks of respiratory illness. People who get the flu may experience symptoms including fever, headache, chills, muscle aches, physical exhaustion, cough, sore throat and runny or stuffy nose. Most healthy individuals are able to recover from the flu, but certain segments of the population, such as the elderly and those with underlying medical conditions, may experience further complications. In some cases, the flu can be fatal.

Yearly circulation of influenza virus can account for significant illness within the community. Public Health programs aim to reduce the incidence, spread and complications from influenza illness through:

- the promotion of annual influenza immunization for all persons six months of age or older;
- targeted promotion of influenza immunization for health care workers; and
- the implementation of outbreak control measures and recommendations when influenza illness is detected in a long term care facility, retirement home or hospital.

**2013-14 Influenza Season Summary**

The first local cases of the influenza season in Waterloo Region were reported the week of October 14, 2013. Local influenza activity peaked in early January 2014 and remained high for that month. Following a steep decline in the rate of cases in early February, extended sporadic activity continued between February and July. Overall, influenza activity in Waterloo Region was slightly lower than that seen provincially in the 2013-2014 season.

During the period of Oct 14, 2013 to July 18, 2014, there were 315 laboratory confirmed cases of influenza, 120 influenza-related hospitalizations and 8 deaths for which flu was the direct cause or a contributing factor. Influenza activity can vary significantly in intensity from season to season. This past season’s activity remained within what is expected for a typical influenza season.
Table 1 presents the total number of lab confirmed influenza cases, deaths and persons immunized in Public Health clinics in Waterloo Region by influenza season in the past six seasons.

Table 1: Total number of lab confirmed influenza cases and deaths, by influenza season, Waterloo Region 2008-2009 to 2013-2014

<table>
<thead>
<tr>
<th>Influenza Season</th>
<th>Total Number of lab confirmed cases</th>
<th>Number of deaths in lab confirmed cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>240</td>
<td>2</td>
</tr>
<tr>
<td>2009-2010*</td>
<td>238*</td>
<td>3*</td>
</tr>
<tr>
<td>2010-2011</td>
<td>274</td>
<td>8</td>
</tr>
<tr>
<td>2011-2012</td>
<td>159</td>
<td>4</td>
</tr>
<tr>
<td>2012-2013</td>
<td>392</td>
<td>12</td>
</tr>
<tr>
<td>2013-2014</td>
<td>315</td>
<td>8</td>
</tr>
</tbody>
</table>

*H1N1 influenza pandemic season.

Two-thirds (74%) of 2013-2014 cases of influenza in the Region were subtyped as Influenza A. The remaining one-third of cases (26%) were caused by Influenza B, most occurring at the end of the season. A small percentage of cases (20%) are further strain-typed to determine compatibility with this season’s vaccine. Strain typing indicated a good match with the 2013-14 influenza vaccine.

During the 2013-2014 season, a total of six influenza outbreaks and 18 additional respiratory outbreaks caused by other circulating viruses (e.g. RSV, coronavirus, rhinovirus) were declared in long-term care facilities, retirement homes and hospitals.

Immunization is one of the most effective ways to protect against influenza. The flu viruses are capable of changing every year, so the composition of the vaccine is updated annually. This is why it is necessary to be immunized every year. Significant illness and societal costs also occur with seasonal influenza in people who may not be considered at high risk of complications (i.e. healthy people aged 5 to 64 years). Therefore, it is recommended that all Canadians six months of age or older be immunized.

Since 2000, the Government of Ontario implements the annual Universal Influenza Immunization Program which offers the vaccine free of charge to all persons in Ontario six months of age or older. Vaccine, through the influenza program, was offered at eight community influenza clinics that any member of the public could attend. In addition, Public Health regularly distributed vaccine to local physicians, pharmacies, walk-in clinics, long-term care and retirement homes, hospitals and to workplaces through local nursing agencies.

The 2013-2014 season offered a different mix of options for immunization for the
community. A significant number of pharmacies offered flu vaccine and, as a result, the number of public health clinics was reduced in order to provide the required support to pharmacies and community partners who provide influenza vaccine.

Analysis of the distribution of vaccine for the 2013-2014 flu season indicated that 71 per cent of flu vaccine received by Public Health was distributed to physicians and other health care providers in a variety of settings (e.g. hospitals, community health centres, educational institutions, workplaces), 27 per cent of flu vaccine was distributed to 84 pharmacies, and just under 2 per cent (which represents 2,585 persons) was administered in Public Health (in community clinics and by appointment). Pharmacies provided 41,180 doses of influenza vaccine. Overall, the 2013-2014 influenza seasons saw an increase of 14% in the amount of vaccine distributed and available for administration in the community.

Health care worker immunization rates in Waterloo Region increased slightly in the 2013-2014 influenza season. The average immunization rate for long-term care homes was 78.1%, which is identical to the provincial average of 78%. The average immunization rate for acute care facilities in Waterloo Region of 45% is below that of the provincial average of 55.4%. During the 2014-2015 influenza season, Public Health will work with its health care partners with a focus on enhancing health care provider immunization rates.

2014-15 Influenza Program Implementation

The 2014-2015 influenza season will see the number of local pharmacies offering influenza vaccine increase by 19 per cent, resulting in approximately 100 pharmacies across the region which will provide this service. Families with children under 5 may still experience barriers to accessing the flu vaccine as pharmacists cannot immunize children under 5 years of age. To address these potential barriers, Public Health will be offering six family clinics at both the Waterloo and Cambridge offices. These clinics are being specifically provided for families with children under 5 as children in this age group are not eligible to be vaccinated by pharmacists.

In addition, Public Health will offer seven community clinics located throughout the Region. Community clinic locations were selected with consideration of the geographical locations of pharmacies to maximize the public’s access to the influenza vaccine either at a pharmacy or community clinic.

Due to the success of the on-line appointment booking system used in the 2013-2014 season, Public Health will continue to use this system to help reduce wait times for clients and improve efficiencies in the community clinics.

Region of Waterloo Public Health will continue to provide enhanced health promotion and community awareness regarding the benefits of the influenza vaccine. Recognizing
that the immunization of health care workers is a key strategy for protecting the most vulnerable in our community, Region of Waterloo Public Health will continue to focus on the promotion of health care worker influenza immunization. Research indicates that influenza immunization programs which are multifaceted achieve the highest immunization rates. Recommended components include flexible worksite delivery of vaccine; education; incentives; reminders and the use of a declination statement for staff choosing not to be immunized.

Each influenza season, Public Health leads the Big Shot Challenge, a local program designed to increase uptake of flu vaccine among staff that work in long-term care and retirement homes through the use of education, worksite immunization and incentives. For the 2014-2015 influenza season, Public Health is working with local community partners to implement a pilot “enhanced” Big Shot Challenge in five local long-term care and retirement homes. An educational Decision Making Tool and Declination Statement will be implemented along with worksite immunization, education and incentives. Results of the evaluation of this pilot program will contribute to a better understanding of why some health care workers choose not to be immunized and will inform future changes to the Big Shot Challenge program as a whole.

Public Health will continue to receive reports of confirmed cases of influenza and work with facilities (e.g. long-term care homes, retirement homes) to monitor and manage respiratory and influenza outbreaks.

Corporate Strategic Plan:

Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities.

Service Excellence: Deliver excellent and responsive services that inspire public trust.

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 compliance with the Vaccine Preventable Disease Program and Infectious Diseases Prevention and Control Program requirements of the Standards, and provides information for Board of Health members to help them remain abreast of relevant trends and public health issues.

Financial Implications:

Public Health continues to receive $5.00 per dose in cost recovery from the province for the delivery of influenza vaccine. This fee has remained unchanged since the beginning
of the Universal Influenza Immunization Program in 2000. The program strives to provide the required services within the limits of the cost recovery fee of $5.00 per dose. When expenditures related to the delivery of influenza clinics exceed the revenues generated, they are covered within the remaining cost shared Vaccine Preventable Disease Program or overall cost shared Public Health Budget.

The province provides reimbursement of nursing staff time and related costs required to inspect local pharmacies to ensure they meet provincial vaccine storage and handling requirements.

Budgeted revenues will be adjusted in the 2015 base budget to reflect the reduction in dosages given directly by Public Health and new ministry funding related to the reimbursement for costs associated with inspecting and supporting local pharmacies.

Other Department Consultations/Concurrence:
Nil

Attachments

Appendix A: Influenza Immunization Sites, Waterloo Region, 2014 – 2015
A colour and enlarged version of this map can be found at:

The list of clinics can also be found at:

Prepared By: Kristy Wright, Manager of Infectious Disease and Tuberculosis Control
Linda Black, Manager of Vaccine Preventable Diseases

Approved By: Dr. Liana Nolan, Commissioner/Medical Officer of Health
Appendix A: Influenza Immunization Sites, Waterloo Region, 2014 – 2015

Flu Immunization Sites, Waterloo Region, 2014-2015

A colour and enlarged version of this map can be found at:
**Appendix B: Public Health Community Influenza Clinics 2014 – 2015**

### Influenza Clinics 2014-2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Community</th>
<th>Public Time</th>
<th>Location</th>
<th>Phone</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 4/14</td>
<td>Kitchener</td>
<td>2-8 pm</td>
<td>Forest Heights Collegiate Institute (Cafeteria)</td>
<td>519-744-6567</td>
<td>255 Fischer-Hallman Road, Kitchener, N2M 4X8</td>
</tr>
<tr>
<td>Nov. 6/14</td>
<td>Cambridge</td>
<td>2-8 pm</td>
<td>St. Benedict Secondary School (Cafeteria)</td>
<td>519-621-4050</td>
<td>50 Saginaw Parkway, Cambridge, N1R 5W1</td>
</tr>
<tr>
<td>Nov. 13/14</td>
<td>Waterloo</td>
<td>2-8 pm</td>
<td>Waterloo Recreation Centre (Hauser Haus)</td>
<td>519-886-1177</td>
<td>101 Father David Bauer, Waterloo, N3A 1K2</td>
</tr>
<tr>
<td>Nov. 18/14</td>
<td>Baden</td>
<td>2-8 pm</td>
<td>Wilmot Recreation Complex (Community Hall)</td>
<td>519-634-9225</td>
<td>1291 Nafziger Road, Baden, N3A 3H3</td>
</tr>
<tr>
<td>Nov. 20/14</td>
<td>Elmira</td>
<td>2-8 pm</td>
<td>Elmira District Secondary School (Cafeteria)</td>
<td>519-669-5414</td>
<td>4 University Ave., Elmira N3B 1K2</td>
</tr>
<tr>
<td>Jan. 7/15</td>
<td>Waterloo</td>
<td>2-8 pm</td>
<td>Waterloo Public Health Room 508</td>
<td>519-575-4400</td>
<td>99 Regina St. S. Waterloo 2nd Floor clinic</td>
</tr>
<tr>
<td>Jan. 12/15</td>
<td>Cambridge</td>
<td>2-8 pm</td>
<td>Cambridge Public Health Boardroom 170</td>
<td>519-575-4400</td>
<td>150 Main St., Cambridge, N1R 6P9</td>
</tr>
<tr>
<td>Date</td>
<td>Community</td>
<td>Public Time</td>
<td>Location</td>
<td>Phone</td>
<td>Address</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
<td>-------------</td>
<td>---------------------------</td>
<td>----------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Nov. 5/14</td>
<td>Waterloo</td>
<td>12:30-7:30 pm</td>
<td>Waterloo Public Health</td>
<td>519-575-4400</td>
<td>99 Regina St. S. Waterloo 2nd Floor clinic</td>
</tr>
<tr>
<td>Nov. 12/14</td>
<td>Waterloo</td>
<td>12:30-7:30 pm</td>
<td>Waterloo Public Health</td>
<td>519-575-4400</td>
<td>99 Regina St. S. Waterloo 2nd Floor clinic</td>
</tr>
<tr>
<td>Nov. 17/14</td>
<td>Cambridge</td>
<td>12:30-7:30 pm</td>
<td>Cambridge Public Health - Clinic Rm. 2,3</td>
<td>519-575-4400</td>
<td>150 Main St., Cambridge, N1R 6P9</td>
</tr>
<tr>
<td>Nov. 19/14</td>
<td>Waterloo</td>
<td>12:30-7:30 pm</td>
<td>Waterloo Public Health</td>
<td>519-575-4400</td>
<td>99 Regina St. S. Waterloo 2nd Floor clinic</td>
</tr>
<tr>
<td>Nov. 24/14</td>
<td>Cambridge</td>
<td>12:30-7:30 pm</td>
<td>Cambridge Public Health - Clinic Rm. 2, 3</td>
<td>519-575-4400</td>
<td>150 Main St., Cambridge, N1R 6P9</td>
</tr>
<tr>
<td>Nov. 26/14</td>
<td>Waterloo</td>
<td>12:30-7:30 pm</td>
<td>Waterloo Public Health</td>
<td>519-575-4400</td>
<td>99 Regina St. S. Waterloo 2nd Floor clinic</td>
</tr>
</tbody>
</table>

The list of clinics can also be found at: [http://chd.region.waterloo.on.ca/en/clinicsClassesFairs/fluinfluenza.asp](http://chd.region.waterloo.on.ca/en/clinicsClassesFairs/fluinfluenza.asp)
Region of Waterloo
Planning, Housing and Community Services
Housing

To: Chair Strickland and Members of the Community Services Committee

Date: November 4, 2014

File Code: D26-20

Subject: Investment in Affordable Housing for Ontario Program (2014 Extension)
Delegation of Approval for Provincial Program Delivery and Fiscal Plan for Year 1

Recommendation:

That the Regional Municipality of Waterloo approve the following with regard to the Investment in Affordable Housing for Ontario (IAH) Program (2014 Extension), as described in Report No. P-14-101, dated November 4, 2014:

a) Authorize the Commissioner of Planning, Housing and Community Services to approve and submit the Program Delivery and Fiscal Plan for Year 1 of the IAH (2014 Extension) to the Ministry of Municipal Affairs and Housing no later than November 30, 2014;

b) Authorize the Director of Housing to execute and deliver all other documentation required by the Province of Ontario and the Region of Waterloo for the purpose of accessing funding from the IAH (2014 Extension); and

c) Authorize the Director of Housing to reallocate funding between program components to ensure full use of the IAH (2014 Extension) Year 1 notional allocation.

Summary:

On August 11, 2014, the extension of the Investment in Affordable Housing for Ontario (IAH) Program (2014 Extension) was announced, which is a joint initiative between the provincial and federal governments that will provide another $800 million across the province for more affordable housing over six years (2014–2020). The Region of Waterloo’s Year 1 (2014-2015) allocation is $2,547,400. The annual allocations for each
of the final five years of the program (2015-2020) will be based on the new census data and will be provided once this data becomes available. The Region has entered into an Administration Agreement with the Province to access the new funding, as described in Report P-14-093. Regional staff are now in receipt of the IAH (2014 Extension) Program Guidelines that provide additional details and timelines. Year 1 of the IAH (2014 Extension) is currently underway and ends March 31, 2015. All Year 1 funds must be committed by January 30, 2015; otherwise, the outstanding funding allocation may be reallocated to other Service Managers.

The Province is requiring Service Managers to submit an approved Program Delivery and Fiscal Plan (PDFP) for Year 1 to the Ministry of Municipal Affairs and Housing on or before November 30, 2014. The PDFP outlines how much of the notional allocation will be committed to each of the eligible components (Rental Housing, Homeownership, Ontario Renovates, Operating) and administration. Given the short timelines, the Province is accepting Year 1 PDFPs from a delegated authority. The PDFP for Year 2 to Year 6 will require the approval of Regional Council. Subject to approval by Regional Council, staff will use the new Affordable Housing Strategy (AHS) 2014-2019, as described in Report P-14-063 and endorsed by Regional Council on June 4, 2014, as the basis for the allocation of IAH (2014 Extension) funding.

Report:

In August, 2014, the extension of the Investment in Affordable Housing for Ontario (IAH) program was announced. This is a joint initiative between the provincial and federal governments that will provide another $800 million across the province to build more affordable housing and repair existing units over six years (2014 – 2020). An August 11, 2014 letter from the Minister of Municipal Affairs and Housing, identified the Region of Waterloo’s Year 1 (2014-2015) notional allocation of $2,547,400. The annual allocations for each of the final five years of the program (2015-2020) will be provided at a later date and will be based on the new census data.

The Region has entered into the required Administration Agreement with the Province in order to access the IAH (2014 Extension) funding, as described in Report P-14-093. The Region is now required to submit a Program Delivery and Fiscal Plan (PDFP) for Year 1 funding to the Ministry of Municipal Affairs and Housing on or before November 30, 2014. Service Managers are responsible for determining which IAH (2014 Extension) components (Rental Housing, Homeownership, Ontario Renovates, Operating) and administration they want to deliver, and how much of the notional allocation will be dedicated to each of the components and administration. The deadline for committing Year 1 funding under IAH (2014 Extension) is January 30, 2015. Funding not committed by that date may be re-allocated by the Province to other Service Managers. Given the short timelines, the Province is accepting Year 1 PDFPs from a
The PDFP for Year 2 to Year 6 will require the approval of Regional Council.

The new AHS 2014-2019 was endorsed by Regional Council on June 4, 2014 as a key approach to address affordable housing needs in the short term. It is proposed to be used as the basis for the allocation of IAH (2014 Extension) funding. The goal of this new AHS is to address the housing needs of at least 700 low to moderate income households, and is comprised of the following component targets:

- new affordable rental (250 units)
- affordable homeownership (100 units)
- repair and revitalization (250 units)
- flexible housing assistance program (100 units)

A call for Expressions of Interest (EOI 2014-07) for new affordable rental housing was issued on October 28, 2014 and closes on November 21, 2014. Regional staff will consult with Area Municipal staff to review any proposals for new affordable rental housing submitted within their Municipality. Staff propose to use the results of the call for Expressions of Interest to help determine the allocation for the Rental Housing Component and allocation to the other components based on the new AHS 2014-2019 and component readiness. The results of the call for Expressions of Interest (2014-07) and any recommended funding commitments for specific proposals would be provided in a future report for consideration by Regional Council. Funding allocations within the capitals components (Rental Housing, Homeownership, Ontario Renovates) can be moved between components to ensure funding take-up is maximized.

**Next Steps:**

The results of the call for Expressions of Interest (2014-07) for new affordable housing (Rental Component) and any recommended funding commitments for specific proposals would be provided in a report for consideration by Regional Council in January 2015. The recommended allocation of IAH (2014 Extension) funding to specific rental housing proposals or new/enhanced programs and the financial implications relating to implementation would be subject to a future report for consideration by Regional Council.

Staff are developing/updating programs based on the IAH (2014 Extension) Program Guidelines for the other components (Homeownership, Ontario Renovates, Operating – flexible housing assistance) and propose to bring a report forward for consideration by Regional Council on new or enhanced programs.
Area Municipal Coordination/Consultation

A copy of this report has been distributed to all Area Municipalities. Regional staff will continue to meet with Area Municipal staff to review proposed affordable housing projects submitted within their Municipality.

Corporate Strategic Plan:

Funding received under the IAH (2014 Extension) will help to implement the new AHS 2014-2019 which will address Regional Council's Strategic Objective 4.5 “work collaboratively to increase the supply and range of affordable housing and reduce homelessness.”

Financial Implications:

The new IAH (2014 Extension) will provide $2,547,400 in program funding over the remainder of Year 1 (April 1, 2014 to March 31, 2015) to help implement the Region’s new AHS 2014-2019 and address local affordable housing needs. The notional allocation for the final five years of the new IAH (2014 Extension) program are to be based on the new census data and will be provided at a later date. The PDFP for the allocation for Year 2 to Year 6 would be subject to a future report for consideration by Regional Council. Service Managers may use up to five per cent of their IAH (2014 Extension) allocation to assist with administration costs.

This program will not impact the current tax levy for housing programs as funds from senior levels of governments are being utilized. The Region of Waterloo’s main financial contribution is for the Rental Component through the provision of limited grants to offset Regional Development Charges, the RDC reserve fund currently has an uncommitted balance of approximately $1.2 million. The Region has also adopted the Optional Property Class for New Multi-Residential Development that provides preferential tax treatment (a ratio of 1.000) for new multi-residential developments for 35 years (F-02-031). The Optional Property Class for New Multi-Residential Development will continue to apply to projects developed under the new AHS.

The allocation of the new IAH (2014 Extension) funding to specific rental housing proposals or new/enhanced programs and the financial implications relating to implementation would be subject to a future report for consideration by Regional Council.

Other Department Consultations/Concurrence:

Staff from Legal Services and Finance have been consulted in the preparation of this report.
Attachments:

Nil.

Prepared By: Jeffrey Schumacher, Supervisor, Housing Supply Initiatives

Deb Schlichter, Director of Housing

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
### 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>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>Committee</td>
<td>Action</td>
<td>Coordinator</td>
<td>Timeframe</td>
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<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>