



Media Release: Friday, October 23, 2015, 4:30 p.m.

Regional Municipality of Waterloo

Community Services Committee

Agenda

Tuesday, October 27, 2015

9:00 a.m.

Regional Council Chamber

150 Frederick Street, Kitchener

1. Declarations of Pecuniary Interest under The Municipal Conflict Of Interest Act

2. Delegations

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

4. Motion to Approve Items or Receive for Information

- | | | |
|------------|---|----|
| 4.1 | PHE-HPI-15-08 , Quarterly Charged/Closed Food Premises Report (Information) | 4 |
| 4.2 | PHE-IDS-15-10 , Influenza – Previous Season Summary and 2015-2016 Plan (Information) | 8 |
| 4.3 | CSD-CHS-15-16 , Children’s Planning Table Update and Grant Allocation | 16 |

Recommendation:

That the Regional Municipality of Waterloo approve the continuation of 2.0 full time equivalent staff for the Children’s Planning Table for the period ending December 31, 2017 to be funded by grant received from the Lyle S. Hallman Foundation, for the Children’s Planning Table as outlined in report CSD-CHS-15-16, dated October 27, 2015.

- 4.4** **CSD-HOU-15-21**, Community Homelessness Prevention Initiative Fall Update (Information) 19

- 4.5** **CSD-HOU-15-22**, Affordable Housing Strategy Pilot Projects – Refinancing Policy Framework Review and Transfer and Refinancing of Affordable Housing Property Located at 301 Spadina Rd. E. 31

Recommendation:

That the Regional Municipality of Waterloo approve the proposed revisions to the Refinancing Policy Framework for the Regionally-funded, Pilot and Strong Starts projects listed in Attachment 2, as part of the Region’s Affordable Housing Strategy;

That the Region’s Commissioner, Community Services and Chief Financial Officer be authorized to execute agreements and documentation in a form satisfactory to the Regional Solicitor to give effect to a refinancing approved in accordance with Report CSD-HOU-15-22, dated October 27, 2015,

And that subject to the approval of the proposed revisions to the Refinancing Policy Framework, the Regional Municipality of Waterloo consent to the assignment of legal agreements for an affordable housing property situate at 301 Spadina Road East in the City of Kitchener (“the Property”) and authorize the Commissioner, Community Services to execute such documentation as may be required to give effect to the assignment of a forgivable loan and transfer of the Property from 2019188 Ontario Inc. to 1073297 Ontario Ltd. with such documentation to be to the satisfaction of the Regional Solicitor, all as more particularly described in Report CSD-HOU-15-22 dated October 27, 2015.

- 4.6** **CSD-HOU-15-23**, 10 Year Housing and Homelessness Plan Progress 2015 41

Recommendation:

That the 2014/15 Housing Stability Data Summary Report and 2014

Update Report for Waterloo Region 10 Year Housing and Homelessness Plan be approved as the Region of Waterloo's 2015 annual progress report on the 10 Year Housing and Homelessness Plan.

Regular Agenda Resumes

5. Reports - Planning, Development and Legislative Services

- 5.1 **PDL-LEG-15-73**, Region of Waterloo Community Housing Inc.'s Appointment of New Director and Officer 45

Recommendation:

That the Regional Municipality of Waterloo, in its capacity as both Service Manager in accordance with the Housing Services Act and sole shareholder of Region of Waterloo Community Housing Inc., authorize the Region's Commissioner of Planning, Development and Legislative Services and the Commissioner of Corporate Services/ Chief Financial Officer, both in their capacity as employees of the Region of Waterloo and Directors of Region of Waterloo Community Housing Inc., to sign a Resolution of the Sole Shareholder appointing Douglas Bartholomew-Saunders, Commissioner of Community Services, as a Director of Region of Waterloo Community Housing Inc. (ROWCHI) until the first annual general meeting of the shareholders of ROWCHI or until his successor is elected or appointed, whichever occurs first;

And that the Regional Municipality of Waterloo endorses the corresponding Directors' Resolutions required to implement the responsibilities of the Commissioner of Community Services as President/Chief Executive Officer of ROWCHI as described in Report PDL-LEG-15-73 dated October 27, 2015.

6. Information/Correspondence

- Council Enquiries and Requests for Information [Tracking List](#) 48

7. Other Business

8. Next Meeting – November 17, 2015

9. Adjourn



Report: PHE-HPI-15-08

Region of Waterloo

Public Health

Health Protection and Investigation

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: October 27, 2015 **File Code:** P10-30

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 Public Health for the third quarter of 2015.

Food premises enforcement activities have been reported to Community Services Committee as per Committee request on a quarterly basis since 2007, in order to enhance transparency and access to information.

The information in this report aligns with what is posted on our online disclosure website of food premises inspection results established in 2004, which was first enhanced in 2007 and further enhanced in 2014, named **“Check It! We Inspect it”** (checkit.regionofwaterloo.ca).

Food premises inspection results are readily accessible to the public online, through a Public Health Inspector telephone intake line and either walk-in service in Waterloo (99 Regina Street) or by appointment in Cambridge (150 Main Street) as part of an ongoing commitment to transparency and timely customer service.

Report:

During the third quarter of 2015, 5 charges were issued on 2 establishments and 3 establishments ordered closed 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 website, Enforcement Actions Page, for a period of 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:

The goal of the Food Safety program as outlined in the Ontario Public Health Standards is to prevent or reduce the burden of food-borne illness. Conducting routine inspections, complaint investigations, following up on suspect food-borne illnesses, and balancing education and enforcement for operators to achieve compliance with legislative requirements in food premises are among the activities that Public Health administers to reduce the burden of food-borne illness.

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:

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

Financial Implications:

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

October 27, 2015

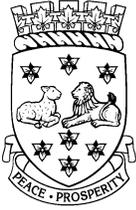
Report: PHE-HPI-15-08

Prepared By: Aldo Franco, Manager Food Safety, Recreational Water, Small Drinking Water Systems, Private Well Water and Waterloo and Area Team

Approved By: Liana Nolan, Commissioner/Medical Officer of Health

Table 1: Food Safety Enforcement Activity Q2

Name Of Establishment	Date of Charges or Closure	Charges or Closure	Total Charge
Easy Earthen Restaurant	July 7	Fail to clean utensils as often as necessary	245 + 55 surcharge = 300
Easy Earthen Restaurant	July 7	Fail to protect food from contamination or adulteration	245 + 55 surcharge = 300
Easy Earthen Restaurant	July 7	Use dirty cloth for cleaning tables	95 + 25 surcharge = 120
Easy Earthen Restaurant	July 7	Maintain ventilation system in manner permitting health hazard	245 + 55 surcharge = 300
Zbigniew Wilk Hot Dog Cart #7 (City of Waterloo ID 0015)	Sept 23	Store hazardous foods in internal temperature between 5 C and 60 C	370 + 90 surcharge = 460
King Fish and Chips	August 20	Inadequate pest control	Closed
China Bowl Restaurant	August 28	Inadequate pest control Failure to maintain the food premise in a sanitary condition	Closed
Pizza Heaven	September 17	No available hot water in the premise for cleaning and sanitizing.	Closed



Report: PHE-IDS-15-10

Region of Waterloo

Public Health and Emergency Services

Infectious Diseases, Dental and Sexual Health

To: Chair Lorentz and Members of the Community Services Committee

Date: October 27, 2015. **File Code:** P03-20

Subject: Influenza - Previous Season Summary and 2015-2016 Plan

Recommendation:

For information.

Summary:

During the September 26, 2014 to July 23, 2015 influenza season there were 408 laboratory-confirmed cases of influenza, 185 influenza related hospitalizations and eleven deaths where influenza was a direct cause or contributing factor. This level of activity is high but remains within what is expected for a typical influenza season.

Despite a poor match with the most widely circulating strain of influenza this past season, immunization remains one of the most effective ways to protect against influenza. During the 2014-2015 season, 98 pharmacies in Waterloo Region offered influenza immunizations. This group of pharmacies received 41,000 doses of vaccine. Public Health immunized 2352 clients in Public Health operated community clinics in 2014-2015. As a result of the significant immunization service provided through pharmacies, Public Health reduced the number of community immunization clinics from 8 to 5. As per policy, pharmacists can only immunize clients 5 years of age and older in the pharmacy program. In 2014-2015 Public Health added Family Flu clinics to ensure seamless access to flu vaccine for families with small children. A total of 483 clients were immunized at eight Family Clinics in Waterloo and Cambridge. Overall, 150,620 doses of flu vaccine were delivered to health care providers throughout the Region of Waterloo.

For the 2015-2016 season, the community will see an increase of 9% in the number of pharmacies providing influenza vaccine, resulting in a total of 107 pharmacies across

the region offering flu vaccine. As a result of declining attendance at Public Health operated community clinics and a steady increase of pharmacies offering flu vaccine, Public Health will discontinue community clinics for the 2015-2016 season but will continue to offer Family Flu clinics for families with children under the age of 5.

Public Health will continue to provide nursing support to both Wilfred Laurier University and The University of Waterloo, thereby increasing their capacity to immunize more students and staff in the university community. In addition, Public Health will partner with a community health clinic in Ayr and a community Veterinary clinic that serves vulnerable and marginalized clients, to increase access to flu vaccine to these groups.

As part of the routine influenza surveillance and response program, 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.

Report:

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 the 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.

2014-15 Influenza Season Summary

The first local cases of the influenza season in Waterloo Region were reported the week of September 21, 2014. Local influenza activity peaked in late December 2014 and early January 2015 and remained high until late February 2015. Following a steep

decline in the rate of cases after late February, extended sporadic activity continued between February and July. Overall, influenza activity in Waterloo Region was high and similar to that seen provincially in the 2014-2015 season.

During the period of September 26, 2014 to July 23, 2015, there were 408 laboratory confirmed cases of influenza, 185 influenza-related hospitalizations and 11 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, although high, remained within what is expected for a typical influenza season.

Table 1 presents the total number of lab confirmed influenza cases and deaths 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 2009-2010 to 2014-2015

Influenza Season	Total Number of lab confirmed cases	Number of deaths in lab confirmed cases
2009-2010*	238*	3*
2010-2011	274	8
2011-2012	159	4
2012-2013	392	12
2013-2014	315	8
2014-2015	408	11

*H1N1 influenza pandemic season.

During the 2014-2015 season, a total of 37 influenza outbreaks and 16 additional respiratory outbreaks caused by other circulating viruses (e.g. RSV, coronavirus, rhinovirus) were declared in long-term care facilities, retirement homes and hospitals.

The majority (85%) of 2014-2015 cases of influenza in the Region were subtyped as Influenza A. The remaining cases (15%) were caused by Influenza B, most of which occurred at the end of the season.

A small percentage of cases (20%) each season are strain-typed to determine compatibility with this season's vaccine. Strain typing indicated a poor match with the 2014-2015 influenza vaccine. Influenza vaccine effectiveness varies from season to season. In the six months between when the vaccine choices are made and when the vaccine is delivered, the influenza virus continues to change. These changes vary in extent from season to season and, at times, the virus mutates to such an extent that the vaccine does not match the circulating strains of influenza.

Although influenza vaccine effectiveness in preventing infection is variable, studies show that even in seasons with a poor match, immunization reduces the number of influenza outbreaks in long term care facilities and reduces the number of influenza

complications and deaths. Immunization remains one of the most effective ways to protect against influenza. As a result of the complex and changing nature of the influenza virus, yearly immunization is recommended to all Canadians six months of age and older.

Since 2000, the Government of Ontario has implemented the annual Universal Influenza Immunization Program which offers the vaccine free of charge to all persons in Ontario six months of age or older. Public Health immunized 2352 clients at five Public Health community clinics and 483 clients at 8 Family Flu clinics. In addition, Public Health distributed vaccine to local physicians, pharmacies, walk-in clinics, long-term care and retirement homes, hospitals and to workplaces through local nursing agencies.

During the 2014-2015 season, 98 pharmacies in Waterloo Region offered influenza immunizations. The 2014-2015 season was the third 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 8 to 5. As per provincial policy, pharmacists can only immunize clients 5 years of age and older. In the 2014-2015 flu season, Public Health added Family Flu clinics to ensure seamless access to flu vaccine for families with small children.

Analysis of the distribution of vaccine for the 2014-2015 flu season indicated that 69 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 centers, educational institutions, workplaces), 30 per cent of flu vaccine was distributed to 98 pharmacies, and just under 2 per cent (which represents 2835 persons) was administered in Public Health offices (Community and Family Flu clinics). Overall, 150,620 doses of flu vaccine were delivered to health care practitioners throughout the Region of Waterloo. The amount of vaccine distributed remained the same as last season.

Health care worker immunization rates in Waterloo Region decreased slightly in the 2014-2015 influenza season. The average immunization rate for long-term care homes and retirement homes was 72%, a decrease from 78% last season and slightly lower than the provincial average of 75.7%. The average immunization rate for acute care facilities in Waterloo Region of 44% is the same as last season and below that of the provincial average of 60.5%.

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. 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. For the 2014-2015 influenza season, Public Health worked 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 were implemented along with worksite immunization, education and incentives.

2015-16 Influenza Program Implementation

Vaccine wastage due to spoilage or expiry is a concern for all immunization programs. Public Health must ensure the proper storage and handling of flu vaccines, strengthen quality assurance strategies, and provide education in an effort to reduce wastage and promote vaccine safety and efficacy. Public Health’s role regarding the safe storage and handling of influenza vaccine has increased in both scope and complexity over the past several years. The number of pharmacies has increased by 365% over the past 3 years from 23 pharmacies in year one to 107 pharmacies this flu season.

Along with pharmacies, Public Health must inspect and provide education and vaccine to over 250 physician offices, hospitals, nursing agencies, long term care homes, retirement homes, and workplaces.

In addition Public Health implemented the Inventory Module of a new provincial immunization information system called Panorama. While the Inventory Module of Panorama will assist in streamlining the vaccine ordering and delivery process, the implementation of this new system requires additional staffing resources.

The changes and challenges for implementation of the 2015-2016 Universal Influenza Immunization Program (UIIP) were reviewed and resources were prioritized. In an effort to reduce redundancy of service, focus on vaccine safety and efficacy, and to enhance access to flu vaccine in the region, Public Health has implemented the following measures

- Partner with Lang’s Farm Community Health Centre (Ayr location) to increase the capacity of this Community Health Centre to administer additional doses of flu vaccine (Ayr is the only area in Waterloo Region without a pharmacist offering flu vaccine)
- Partner with Community Veterinary Outreach (“One Health Project”) to offer flu vaccine to homeless or marginally housed clients who own pets. This will be the first year Public Health will work with the One Health project with the goal being to engage this population with Health and Community Services.
- Provide nursing support to both Wilfred Laurier University and The University of Waterloo, thereby increasing their capacity to immunize more students and staff in the university community.

- Offer 8 Family Flu clinics for families with children under the age of 5. Families with children under 5 may still experience barriers to accessing the flu vaccine as pharmacists cannot immunize children less than 5 years of age. To address these potential barriers these clinics are being specifically provided for young families in both Waterloo and Cambridge.
- Eliminate Community clinics due to increased access to vaccine through the pharmacy program and declining attendance at community flu clinics
- Add additional staffing resources to help support the vaccine ordering and delivery to community partners

New products have been added to the list of influenza vaccine products for the 2015-2016 season. Flumist, a live intranasal vaccine is now publicly funded for children 2yrs-17yrs as an alternative to an injection in the arm.

The nasal spray flu vaccine will help offer broader protection against four flu viruses instead of three. The added protection comes against an additional B-strain of the flu virus, which affects children and youth more frequently than adults.

Parents still have the option to vaccinate their children using an injection. The new injection for children and youth aged six months to 17 years will also protect against the same four flu viruses as the new nasal spray.

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. Work is underway to compile local influenza immunization resources, including the Decision Making Tool and Declination Statement piloted in 2014-2015, in to a “tool kit” which can be used by facilities in the region.

As part of the routine influenza surveillance and response program, 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, Safe and Inclusive Communities: The Region will work with the community to provide quality services and programs that contribute to a healthy, safe and inclusive community.

Responsive and Engaging Government and Services: Organizational processes, facilities and resources will be reliable, cost efficient and effective, and will strive to provide excellent value to the community.

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 direct 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.

Public Health services that focus on the storage and handling of vaccine represents a significant resource expenditure and does not qualify for additional funding from the province.

Other Department Consultations/Concurrence:

Nil.

Attachments

Appendix A: Public Health Community Influenza Clinics 2015-2016

The list of clinics can also be found at:

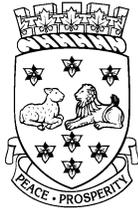
<http://chd.region.waterloo.on.ca/en/clinicsClassesFairs/fluinfluenza.asp>

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

Approved By: **Liana Nolan**, Commissioner/Medical Officer of Health

Appendix A: Public Health Community Influenza Clinics 2015-2016**2015-2016****Family Clinic Flu Shot Schedule*****Family Flu Clinics are for families with children 5 years or younger**

Date	City	Location
November 9, 2015	Waterloo	Public Health, 99 Regina Street South, 2 nd floor clinic
November 16, 2015	Waterloo	Public Health, 99 Regina Street South, 2 nd floor clinic
November 19, 2015	Cambridge	Public Health, 150 Main Street, 1 st floor clinic
November 23, 2015	Waterloo	Public Health, 99 Regina Street South, 2 nd floor clinic
November 26, 2015	Cambridge	Public Health, 150 Main Street, 1 st floor clinic
November 30, 2015	Waterloo	Public Health, 99 Regina Street South, 2 nd floor clinic
January 4, 2016	Waterloo	Public Health, 99 Regina Street South, 2 nd floor clinic
January 7, 2016	Cambridge	Public Health, 150 Main Street, 1 st floor clinic



Report: CSD-CHS-15-16

Region of Waterloo
Community Services
Children's Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: October 27, 2015

File Code: S04-20

Subject: Children's Planning Table Update & Grant Allocation

Recommendation:

That the Regional Municipality of Waterloo approve the continuation of 2.0 full time equivalent staff for the Children's Planning Table for the period ending December 31, 2017 to be funded by grant received from the Lyle S. Hallman Foundation, for the Children's Planning Table as outlined in report CSD-CHS-15-16, dated October 27, 2015.

Summary:

The Children's Planning Table was formed in 2011 and staffing costs to the end of 2015 have been funded by the Lyle S. Hallman Foundation. The Foundation has provided \$422,912 over 2016 and 2017 to continue the work of the Children's Planning Table.

Report:

1.0 Background

The Children's Planning Table was formed in 2011 with an expanded membership and scope from the original Best Start Network – Region of Waterloo Child and Parent Services committee (ROWCAPS). The Children's Planning Table has a membership of almost 400 professionals from approximately 60 organizations. Participation and membership is open to all agencies/organizations providing support services to children (pre-birth to 12 years of age) within Waterloo Region. Members commit to working collaboratively with other community partners to build greater coordination and integration of services for children and families. The vision; 'All children in Waterloo Region live in a community that supports their developmental health through a system

of coordinated and effective services', guides the work of the Children's Planning Table.

The Children's Planning Table is supported by Children's Services through in kind services and a portion of planning staff time. This past year, two staff positions were funded by a grant totalling \$269,000 from the Lyle S. Hallman Foundation, which has helped to move work forward at a faster pace.

2.0 Key Activities & Projects of 2014-2015

Over the past year, a number of activities and projects were achieved. The bullets below provide a brief summary of what was accomplished:

- Community partners volunteered their time to work intensively over a six month period to develop a multiple year plan.
- The governance model was updated and refined.
- Work began with community partners (e.g., school boards, funders, larger service providers) on shared outcomes for children.
- A communication framework was developed.
- The relationship between what the Children's Planning Table does and the benefits to children and families was clarified and documented.
- The annual forum was held, where representatives from multiple sectors spent the day learning and prioritizing work together for the coming year.
- Evaluation and monitoring activities took place to understand participant levels of engagement and trust, and to identify opportunities for improvement.

3.0 Next Steps

The work of the Children's Planning Table will continue to unfold in the coming year. An application was made to, and approved by, the Lyle S. Hallman Foundation for an extension in funding. With this continued funding support, along with continued in-kind support from the Region of Waterloo, several key actions and steps will be taken to further the work of this unique planning body. The following is a list of some of the key activities for 2015-2016:

- The development of a website to help families locate, access and utilize services.
- The implementation of a set of shared standards and best practices intended to improve service provision and expand collaboration.
- Initiation of a broad based community partners group that will focus on determining several common outcome measures to better evaluate impact on developmental health of children over time.
- Extension of the age mandate of the Children's Planning Table from pre-birth to age 12, to pre-birth to age 18.
- An annual forum focused on non-traditional, innovative ways of thinking.

Corporate Strategic Plan:

This initiative aligns with 2015-2018 Corporate Strategic Plan, Focus Area 4: Healthy Safe and Inclusive Communities under Strategic Objective 4.1 Support early learning and child development.

Financial Implications:

The total grant allocation of \$422,912 is to be expended over a two year period. It is projected that the expenditures for 2016 budget year will not exceed \$270,750 and are primarily related to two full time equivalent staff positions which will be extended on a contract basis. The remaining balance of \$152,162 will be fully expended in 2017 with the extension of 1 contract position. The funding provided is to be used solely for staff and ancillary costs related to the Children's Planning Table.

Expenditures	2016	2017	TOTAL
Staffing + Ancillary Costs	\$270,750	\$152,162	\$422,921
Foundation Funding	\$270,750	\$152,162	\$422,921
Tax Levy Impact	\$0	\$0	\$0

The 2016 and 2017 Budgets for Children's Services will include sufficient funding for the operation of the Children's Planning Table and revenue from the Foundation. There is no additional property tax budget impact resulting from this program.

In addition, a significant amount of in kind resource of time is provided by Regional programs and community organizations through their participation on various working groups of the Children's Planning Table.

Other Department Consultations/Concurrence:

The continued participation of staff from Public Health, Child & Family Health, Planning, Development and Legislative Services, Corporate Resources, Information Technology and Finance are required to support the work of the Children's Planning Table.

Attachments

Nil.

Prepared By: Alison Pearson, Manager, Community Engagement and Planning
Nancy Dickieson, Director, Children's Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services



Report: CSD-HOU-15-21

Region of Waterloo
Community Services
Housing Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: October 27, 2015

File Code: S13-30

Subject: Community Homelessness Prevention Initiative Fall Update

Recommendation:

For information.

Summary:

The Community Homelessness Prevention Initiative (CHPI) provincial funding is the largest portion of local housing stability funding focused on ending homelessness. CHPI implementation began in 2013 and has served as a catalyst for change across the local housing stability system. This report provides the second of two annual updates promised to Regional Council during the three year CHPI implementation period (2013-2016). The following updates provide information from the broader perspective of overall housing stability system evolution including: the 20,000 Homes Campaign, the CHPI Supportive Housing redesign, Families to Homes, the emergency shelter review, and winter plans for 2015/16. These updates will be summarized and shared broadly through the [Housing Stability System Evolution Newsletter](#) (prepared three times annually).

Report:

1.0 Background

CHPI was implemented January 1, 2013, as a consolidation of five previous homelessness programs. CHPI is funded 100% through the provincial Ministry of Municipal Affairs and Housing (MMAH), and administered by the Region as the local Service Manager, to prevent homelessness and to support people to find and retain housing.

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CHPI Guidelines describe the program and outline requirements for Service Managers over the three year implementation period 2013-2016. A summary of programs currently funded through CHPI is included in Appendix A. Further information about CHPI is contained in previous communication to Council through memos (September 11, 2012, September 10, 2013, February 19, 2014 and June 17, 2014) and reports (SS-12-044, SS-12-050, SS-13-001, SS-13-005, SS-13-006, SS-13-030, SS-14-008, SS-14-009, SS-14-030, SS-14-047, SS-14-050, CSD-HOU-15-03, CSD-HOU-15-04, CSD-HOU-15-08, and CSD-HOU-15-09).

The Housing Stability System Advisory Committee Leadership Table and Working Group support CHPI implementation and the broader housing stability system evolution changes currently underway (see Appendix B for a list of members). The goal of this change is to work more effectively towards ending homelessness in Waterloo Region.

2.0 20,000 Homes Campaign

The 20,000 Homes Campaign (20K Homes) is helping to drive and support local housing stability system evolution. The Region of Waterloo was the first community in Canada to pilot the 20K Homes approach in the fall 2014. The campaign officially launched across Canada in June 2015 and aims to house 20,000 of the most vulnerable people experiencing homelessness by July 2018. There are a number of 20K Homes commitments which are being implemented in Waterloo Region as follows:

a) Know every person by name and understand each person's needs and preferences.

Communities are asked to complete at least one Registry Week to identify people experiencing homelessness and to assess their health risks and housing needs. Communities then use this information to support people with the greatest depth of need to access permanent housing as quickly as possible. Waterloo Region's Registry Week took place November 30-December 1, 2014. Information and results from our Registry Week were brought forward to Council in August 2015 including a two-page data snapshot, a full report regarding the process and outcomes, and a five minute video (CSD-HOU-15-13).

Since Registry Week, the Region, through STEP Home¹, has developed a Priority Access to Housing Stability (PATHS) process which continues to identify people

¹ Supporting people experiencing persistent homelessness with the greatest depth of need is the mandate of the local STEP Home program. STEP Home is a Housing First program funded through the federal Homelessness Partnering Strategy and Region Homelessness to Housing Stability Strategy. Further information about STEP Home can be found on the Region's website at <http://communityservices.regionofwaterloo.ca/en/communityprogramssupports/stephome.asp>. STEP Home will be undertaking a program review over 2016/17.

experiencing homelessness with the greatest depth of need and prioritize their access to intensive housing supports through STEP Home and supportive housing.

b) Use a common assessment tool to help identify and prioritize support service needs.

The common assessment tool being used in Waterloo Region is the Service Prioritization Decision Assistance Tool (SPDAT). SPDAT assesses depth of need or acuity related to housing stability. STEP Home and emergency shelters piloted use of SPDAT from March to May 2014. Use of the SPDAT for Registry Week helped to accelerate its implementation in our community. We continue to soft-launch the SPDAT and associated tools with full implementation planned for April 1, 2016 through program agreements.

c) Take urgent and immediate action towards housing and supporting the people we survey including setting time-bound goals for housing people identified through the Registry Week process.

Our immediate goal arising from Registry Week was to support 40 of the most vulnerable people experiencing homelessness in our community to access permanent housing over the winter of 2014/15. Between Nov 1, 2014 and April 30, 2015 this goal was exceeded with 50 people from our Registry Week list moving to permanent housing. We are now working on our future goals which may include a monthly housing move-in goal and specific goals related to ending homelessness for different population groups.

d) Implement housing first in a way that makes sense for each community.

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

A June 2014 memo to Regional Council shared that Waterloo Region was chosen as one of 18 communities across Canada to participate in the the Mental Health Commission of Canada's (MHCC) Housing First Technical Training and Assistance project over 2014-2016. Housing First training that involved over 130 community members representing 50 agencies was held December 4 and 5, 2014. Follow-up training for direct support workers delivering Housing First programs is planned for November 2015 and a fidelity assessment is planned for January 2016.

STEP Home also received training in housing based support aligned with Housing First principles in April 2015. A local Housing Based Support Guide based on this

training is in the process of being developed for use within both STEP Home and the CHPI Supportive Housing Program.

In addition, a local research project is underway in partnership with Dr. Geoff Nelson from Wilfrid Laurier University's Community Psychology Program, STEP Home, and the Region. The research project is taking place over 2015 and 2016 and is exploring the impact of rent support for participants within STEP Home.

e) Use data to track progress and to make decisions to improve a community's homeless programs and the system as a whole.

Over the summer, Waterloo Region piloted the monthly 20K Homes reporting process and is planning to review and provide feedback on the new system assessment process later this fall. The Region is also engaging in a process to transition data collection to a web-based platform through the Homeless Individuals and Families Information System (HIFIS 4) over the next year. Waterloo Region staff presented on our local system approaches at the annual National HIFIS Meeting in Ottawa on October 21 and 22, 2015.

f) Improve housing placement and working towards building a coordinated local homelessness system of support focused on ending homelessness.

Improved housing placement is being supported through the STEP Home "housing specialist" pilot (a new position in STEP Home to create greater access to housing for program participants) along with 40 Housing Assistance with Support (HAWs) flexible rent assistance.

g) Learn from other communities across Canada.

The Region is participating in monthly 20K Homes webinars focused on sharing best practices across Canada. The Region is also participating in a panel presentation on 20K Homes at the National Conference on Ending Homelessness in Montreal over November 2-4, 2015.

Further information about 20K Homes and implementation in Waterloo Region is available at www.20KHomes.com and on the Region's website at <http://communityservices.regionofwaterloo.ca/en/>.

3.0 Supportive Housing Redesign Update

In March 2014, Council approved in principle the CHPI supportive housing redesign approach towards implementing a new CHPI Supportive Housing Program in April 2016 (SS-14-009). In June 2014, Council approved the CHPI Supportive Housing Program Framework which provides a broad description of the new program (SS-14-030). A Prequalification (PQ) for the redesigned CHPI Supportive Housing Program was issued November 3, 2014 and closed January 8, 2015. Results from the PQ were 1974790

shared in February 2015 (CSD-HOU-15-03).

Through the Prequalification (PQ) process, there were five previously funded operators with seven homes who either did not apply or who were unsuccessful. These operators have stated that they will continue to operate their housing on a private pay basis. The operators are being supported to transition from receiving Region top-up funding with transition funding for a minimum of six months and up to one year. Lutherwood Housing Services is providing one-to-one tenant transition support for tenants who choose to move to another housing option. As of October 2015, 60 percent of the 76 tenants who have signed up to receive Lutherwood support have been re-housed in housing options desirable to the tenants and aligned with any existing support needs. The remaining tenants have housing plans in place. Of the tenants who have transitioned to other housing options, almost 50 percent have moved to retirement residences or Long-Term Care, while others have moved to other supportive housing options, Community Housing or market rental.

Proponents that were successful through the PQ process were invited to apply for the CHPI Supportive Housing Program Request for Proposals (RFP), which was released on April 30 and closed July 6, 2015. RFP bid submissions were received from 14 proponents proposing 20 supportive housing programs. Proposals are being reviewed by a team of Region staff across a number of divisions against predetermined criteria. Proposals are in the final stage of review and recommendations are anticipated to be presented to Community Services Committee in November or December 2015. Further information regarding the CHPI Supportive Housing redesign is available on the Region's website: <http://socialservices.regionofwaterloo.ca/en/housing/CHPI-Supportive-Housing-Redesign.asp>.

4.0 Family Shelter Diversion Pilot Results

Family Shelter Diversion pilot is an approach that quickly assesses and supports families seeking shelter to avoid a shelter stay wherever possible by providing them with support to retain their existing housing or to find alternative housing.

Purpose: Family shelter diversion was recommended as an approach in the local Ending Family Homelessness Report released March 2014 (SS-14-018). The Family Shelter Diversion pilot (Pilot) was developed as a response to the increasing number of local families seeking emergency shelter in 2011 and 2012 and local research findings highlighting the negative impacts of homelessness and shelter stays on children and families.

Results: The pilot was a partnership between Lutherwood and the two emergency shelters that support families (Cambridge Shelter and YWCA Emergency Shelter). The Pilot was initiated in Cambridge over October 2013 to March 2014. Initial results were

shared in the fall of 2014 (SS-14-047). The Pilot was expanded to include YWCA Emergency Shelter over 2014/15.

A summary of pilot results is outlined below with further information included in the two-page highlights document attached as Appendix C:

- 524 families served since the pilot began in October 2013;
- 65% of families seeking shelter were diverted to other safe and appropriate housing;
- 48% decrease in families accessing emergency shelter (214 in 2012 to 112 in 2014/15);
- 48% decrease in families average length of stay in shelters (42 days in 2012 to 26 days in 2014/15);
- Shelter overflow into motels by families reached a four year low in 2014/15;
- Only 8 families served (less than 2%) have returned to emergency shelter since October 2013; and
- 66% reduced average cost to serve a family through the pilot in 2014/15 compared to the average cost to serve a family before the pilot began (\$1,109 in 2014/15 vs. \$3,228 in 2012).

Next Steps: The full report entitled, “Family Shelter Diversion Pilot Evaluation: Developing a New Approach to Serving Families in the Housing Stability System” is posted on the Region’s website (<http://communityservices.regionofwaterloo.ca/en/>). The report includes a number of recommended next steps to further develop family shelter diversion within the context of a new Families to Homes (F2H) service pathway. The final report will be posted on the Homeless Hub national clearing house website at www.homelesshub.ca. Results of the pilot will be presented in a session at the National Conference on Ending Homelessness in Montreal over November 2-4, 2015. The Families to Homes (F2H) initiative continues to inform other service pathways within local housing stability system evolution.

5.0 Emergency Shelter Review

Emergency Shelters have been implementing and piloting new practices since CHPI implementation began in 2013. Activities have included:

2013/14

- Transitioned from per diem to grant funding and from Personal Needs Allowance to Basic Needs Allowance (as separated from OW legislation);
- Piloted trusteeships for youth under the age of 18 within emergency shelters
- Explored shelter role, purpose, and practices
- Implemented shared consent form

2014/15

- Piloted use of the Service Prioritization Decision Assistance Tool (SPDAT)
- Implemented the Out of the Cold Transition Response Plan (including expanded capacity at existing shelters and opening the YWCA Transitional Shelter)

2015/16

- Continued implementation of SPDAT
- Sharing practices and developing pilots for November to March related to consistent diversion approaches, consistent intake messaging, enhanced harm reduction practices, consistent housing support tool, enhanced referral practices, and common service restriction policies
- Exploring a new shelter funding model for implementation April 1, 2016

All of these activities are informing the development of a new Emergency Shelter Program Framework which will clarify shelter purpose, practices and funding model. It is anticipated that a draft will be brought forward to Council in early 2016 for further consultation, with the final document presented for approval in spring/summer of 2016.

6.0 Winter Plans 2015/16

After supporting people to access permanent housing over this past year, it is anticipated that there will be adequate shelter spaces available this winter in year round emergency shelters with 250 beds plus overflow into motels as needed (i.e., the average shelter occupancy rate for 2014/15 was 76%). For people who had long stays at the YWCA Transition Shelter where housing is not yet secured and they are generally unable or unwilling to access shelter – we will be developing individualized safety plans. Two Bunkies, small buildings of less than 100 square feet that provide basic accommodation facilities for one person in each on a nightly basis, will be piloted through the Working Centre as an alternative shelter option as part of individualized safety plans for a small number of people.

The additional intensive supports added to STEP Home last winter to assist people with the most complex needs to access permanent housing will continue over the next year – along with the use of the 40 Housing Assistance With Support (HAWS) rent assistance described earlier.

This approach was shared at the most recent community Housing Stability System Forum which was held on September 25 and was attended by 100 community members from 37 different organizations. The group provided input on the approach and reviewed draft materials. Updated wallet cards with shelter, drop-in and meal information and updated emergency shelter brochures will be distributed over October and November. Forum attendees also reviewed the “Community Engagement Guide to

Help End Homelessness in Waterloo Region” which is planned for release in November 2015.

Corporate Strategic Plan:

Implementing CHPI in Waterloo Region is consistent with the 2015-2018 Corporate Strategic Plan Focus Area 4: Healthy, Safe and Inclusive Communities and specifically Action 4.3.1 to implement the Homelessness to Housing Stability Strategy.

Financial Implications:

CHPI is 100% provincial fiscal year funding (April – March) through MMAH and can only be used for operating expenses. The Region’s 2015 budget includes \$10,185,861 in provincial subsidy for CHPI.

Other Department Consultations/Concurrence:

Many departments across the Region supported the 20K Homes Registry Week. CHPI Supportive Housing Program Prequalification and Request for Proposal review team includes members from Community Services (Housing Services and Senior’s Services) and Corporate Services (Treasury Services – Purchasing and Finance).

Attachments

Appendix A: Community Homelessness Prevention Initiative Programs
Appendix B: Housing Stability System Advisory Committee Membership
Appendix C: Family Shelter Diversion Report Highlights

Prepared By: Marie Morrison, Manager Community Homelessness Prevention
Deb Schlichter, Director, Housing Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services

Appendix A

CHPI Funded Programs 2015/16

Service Category #1: Emergency Shelter Solutions

The Region funds six emergency shelters (Argus Young Men's and Young Women's Residence, Cambridge Shelter, Charles Street Men's Hostel, OneROOF, Safe Haven Shelter and the YWCA Emergency Shelter). Shelter capacity is 250 beds plus overflow into motels as needed.

Service Category #2: Housing with Related Supports

The Region funds the following supportive housing programs which are currently participating in the Request for Proposals (RPF) process for the new CHPI Supportive Housing Program beginning April 1, 2016: Cambridge Shelter - Bridges Supportive Housing, Grand River Retirement Home, House of Friendship - Supportive Housing, Housing Under Group Organization (HUGO), Kaljas Homes, K.W. Underhill Residential Home, Millwood Manor Retirement Home, Supportive Housing of Waterloo (SHOW), Trinity Village Studios, and YWCA -Supportive Housing.

The following programs are funded through shorter-term agreements as they are in the process of transitioning from the current supportive housing program over 2015/16: Argus Residence for Young People - Five Beds to Home, Doon Valley Manor, Kingsview Residence, Marsdale Manor, Optimum Healthcare, Riverside Manor, and Cambridge Shelter - Saginaw House.

Service Category #3: Other Services and Supports

Two programs are funded under this category, Lutherwood's Families in Transition Program (coordinated access for families and emergency shelter diversion in partnership with Cambridge Shelter and YWCA Emergency Shelter), and Lutherwood's Housing Support Program which includes two housing resources centres (Kitchener and Cambridge), Housing Advisors and a Rent Fund to assist with rental arrears or deposits.

Service Category #4: Homelessness Prevention

Prevention services are offered by Lutherwood within the programs identified in Service Category #3 as well as with \$500,000 provided to Discretionary Benefits to support housing arrears for people on social assistance and for the Waterloo Region Energy Assistance Program (WREAP).

Appendix B

Homelessness to Housing Stability Advisory Committee Membership

Leadership Table

Eva Vlasov, Executive Director - Argus Residence for Young People
 Christine Kecser, Executive Director – Cambridge Shelter Corporation
 Judith Binder, District Manager - Canada Mortgage and Housing Corporation
 John Neufeld, Executive Director – House of Friendship
 Brian Hryhorchuk, Senior Development Officer – Service Canada
 Sherri McDermid, Assistant Director, Employment & Housing Stability Services - Lutherwood
 Tony Brutto, Team Lead, Regional Housing Services - Ministry of Municipal Affairs & Housing
 Sandy Dietrich-Bell, Executive Director – OneROOF
 Douglas Bartholomew-Saunders, Commissioner, Region Community Services
 Carolyn Schoenfeldt, Director, Region Employment and Income Support
 Deb Schlichter, Director, Region Housing Services
 Joe Mancini, Executive Director – The Working Centre
 Ron Dowhaniuk, Executive Director – United Way of Cambridge and North Dumfries
 Nancy Bird, VP Resource Mobilization - United Way of Kitchener-Waterloo,
 Christiane Sadeler, Executive Director - Waterloo Region Crime Prevention Council
 Alison DeMuy, Senior Manager, Health System Integration - Local Health Integration Network
 Geoff Nelson, Professor – Wilfrid Laurier University Community Psychology
 Elizabeth Clarke, Executive Director – YWCA-Kitchener-Waterloo

Working Group

The Working Group is comprised of manager/supervisor level staff in agencies that have more than one housing stability system funded program through Housing Services – Homelessness to Housing Stability including:

Argus Residence for Young People – Eva Vlasov
 Cambridge Shelter Corporation - Christine Kecser
 House of Friendship – Ron Flaming, Annisa Rampersad and Ashley Grinham
 Lutherwood – Lisa Gill-Tamsco, Rob MacDonald, Rob Smith, Edwina Toope and Lindsay White
 The Working Centre – Jennifer Mains and Sara Escobar
 YWCA K-W – Cathy Middleton and Maria Wallenius

Appendix C Family Shelter Diversion Pilot Report Highlights

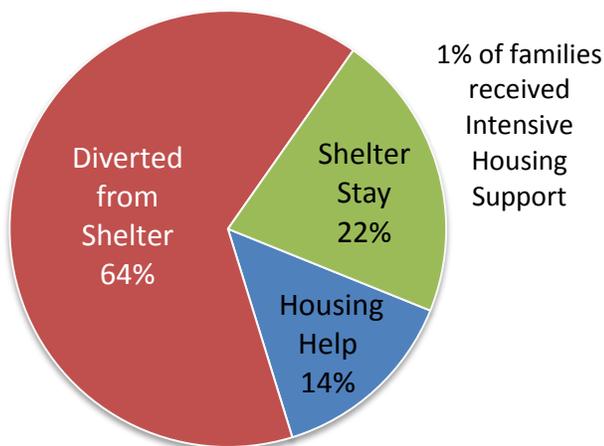
The following is a summary of results from the Family Shelter Diversion pilot (Pilot) that took place in Waterloo Region between October 15, 2013 and March 31, 2015.

Emergency Shelter Diversion is the practice of providing dedicated support to people seeking emergency shelter to help them stay in their current housing or find alternative housing in order to avoid a shelter stay. This pilot was developed as a response to the increasing number of local families accessing emergency shelter in 2012 (as a result of the lingering impacts of the recession) and promising practices identified in the report, [Ending Family Homelessness In Waterloo Region](#) (2014).

Highlights

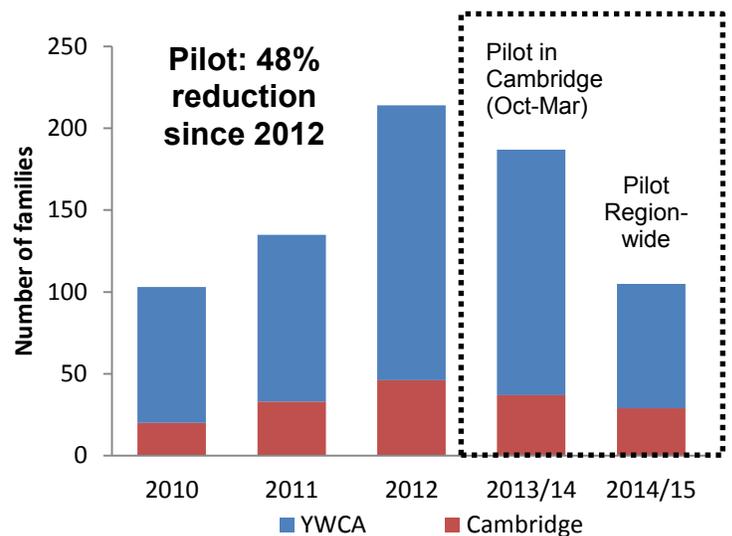
- 524 families were served through the Pilot:
 - 44 in 2013/14 (between Oct 15, 2013 – Mar 31, 2014 in Cambridge)
 - 480 in 2014/15 (when pilot expanded region-wide)
- 64% of families were diverted from emergency shelter since October 2013
- 48% decrease in families accessing emergency shelter (214 in 2012 to 112 in 2014/15)
- 48% decrease in families average length of stay in shelters (42 days in 2012 to 22 days in 2014/15)
- Motel use by families reached a four year low in 2014/15
- 23 families returned for service within 2014/15 (less than 5%)
 - 8 families (less than 2%) returned to emergency shelter between October 2013 and March 2015
- 66% reduction in average cost to serve a family in 2014/15 compared to 2012 (\$1,109 in 2014/15 vs. \$3,228 in 2012)

Pilot Results by Service Pathway



1974790

Families Accessing Shelter



Number of Families Served by Service Pathway

Service Pathway ²	Oct 2013-Mar 2014 (Cambridge)	2014/15 (Waterloo Region)	Pilot Results By Service Pathway	
Housing Help	N/A	74 (15%)	74 (14%)	
Family Diversion	N/A	148 (31%)	148 (28%)	Diverted: 338 (64%)
Family Diversion Plus	31 (70%)	159 (33%)	190 (36%)	
Rapid Re-Housing Shelter Stay	11 (25%)	91 (19%)	102 (20%)	Shelter Stay: 112 (22%)
Regular Shelter Stay	2 (5%)	8 (2%)	10 (2%)	
Total Served	44	480	524	524
Intensive Housing Support	N/A	6 (included in above)	6 (1% of total served)	

Findings from the Pilot clearly showed there is no “one size fits all” approach to resolving families’ housing crises. While some families needed a relatively small amount of support to avoid a shelter stay – perhaps just a phone call – others needed more intensive support over a longer period to stay housed. Over time, the Pilot evolved to accommodate these varying levels of support needs by adopting a new “progressive engagement approach” to service delivery. What was learned through the Pilot will inform not only next steps with serving families, but will also be used to spark innovation in housing-based interventions for other household types in Waterloo Region as part of ongoing system evolution.

Recommendations from the Pilot will be implemented in the context of a system-wide focus on ending family homelessness through a complete service pathway for families called “Families to Homes” (F2H). For further information, see the full report entitled, “Family Shelter Diversion Pilot Evaluation: Developing a New Approach to Serving Families in the Housing Stability System” available on the Region’s website at <http://communityservices.regionofwaterloo.ca/en/>.

² **Housing Help** provided support to families who were not seeking immediate access to shelter. **Family Diversion** was primarily phone-based or office-based support, while **Family Diversion Plus** provided additional community-based support for a short period of time. **Rapid Re-Housing** stays focused on discharge within 30 days. **Regular Shelter** stays were appropriate for families with greater depth of need requiring stays beyond 30 days. A small number of families, after receiving support through the other options as identified, needed more **Intensive Housing Support** to stay housed. Note that data does not include all diversion outcomes through emergency shelter after-hours and weekends.



Report: CSD-HOU-15-22

Region of Waterloo
Community Services
Housing Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: October 27, 2015

File Code: D26-20

Subject: Affordable Housing Strategy Pilot Projects – Refinancing Policy
 Framework Review and Transfer and Refinancing of Affordable Housing
 Property Located at 301 Spadina Road East

Recommendation:

That the Regional Municipality of Waterloo approve the proposed revisions to the Refinancing Policy Framework for the Regionally-funded, Pilot and Strong Starts projects listed in Attachment 2, as part of the Region’s Affordable Housing Strategy;

That the Region’s Commissioner, Community Services and Chief Financial Officer be authorized to execute agreements and documentation in a form satisfactory to the Regional Solicitor to give effect to a refinancing approved in accordance with Report CSD-HOU-15-22, dated October 27, 2015,

And that subject to the approval of the proposed revisions to the Refinancing Policy Framework, the Regional Municipality of Waterloo consent to the assignment of legal agreements for an affordable housing property situate at 301 Spadina Road East in the City of Kitchener (“the Property”) and authorize the Commissioner, Community Services to execute such documentation as may be required to give effect to the assignment of a forgivable loan and transfer of the Property from 2019188 Ontario Inc. to 1073297 Ontario Ltd. with such documentation to be to the satisfaction of the Regional Solicitor, all as more particularly described in Report CSD-HOU-15-22 dated October 27, 2015.

Summary:

The Region developed a Refinancing Policy Framework in 2005 for proponents that benefitted from Regional and/or Federal-Provincial funding under the Affordable

Housing Strategy for the creation of new affordable rental housing as detailed in Report CR-RS-05-018.1/P-05-04.1 dated April 19, 2005 (the "Refinancing Policy Framework"). The Refinancing Policy Framework set a consistent set of conditions to be considered for refinancing requests.

Staff are recommending revisions to the Refinancing Policy Framework based on experiences with refinancing requests since the Refinancing Policy Framework was implemented, current funding levels compared to earlier program funding, and the refinancing policy of other governments. Based on the staff review, it is recommended that the total encumbrances as set out in the Refinancing Policy Framework be increased to ninety per cent (90%) for those projects that were Regionally-funded, Pilot and Strong Starts projects, as identified in Attachment 2.

This report also provides information on the proposed sale of an affordable housing project. The Region of Waterloo advanced \$338,000 in Regional-funding and provided \$452,400 in Federal-Provincial funding under the Pilot program for the construction of a 52 unit apartment in 2003 which funding is secured by a second mortgage on title to the Property. The consent of the Region of Waterloo is required for the transfer and proposed refinancing. The new property owner will continue to manage the property as an affordable housing project in accordance with existing agreements with the Region of Waterloo.

Report:

The Region of Waterloo Affordable Housing Strategy (AHS) was initiated in May 2001, to help create new affordable housing units within the Region by providing a forgivable loan of up to \$15,000 per unit. The AHS was supplemented in 2003 by the Community Rental Housing Program (CRHP) delivered by the Province of Ontario. The initial Pilot Program under CRHP provided up to \$25,000 per unit in Federal funding and \$2,000 per unit in Provincial funding. Under the Pilot Program phase of the AHS, funding allocations ranged from \$10,000 to \$44,000 per unit in combined Federal, Provincial and Regional funding. Twenty projects received forgivable loans under this phase with most projects receiving ongoing rent supplements to provide affordable rents to low income households for a minimum of 20 years.

The next phase of CRHP funding was the Strong Starts Program that provided a maximum of \$70,000 in combined Federal-Provincial funding per unit funding for most projects ranged from \$22,000 to \$46,333, with two of the 10 Strong Start Projects receiving the maximum funding. All 10 projects under this phase were required to provide some units below the average market rent, while only two projects received ongoing rent supplements.

Subsequent phases of CRHP and more recent Investment In Affordable Housing for Ontario (IAH) programs have allowed for higher levels of forgivable loans (currently up

to \$150,000 per unit) to be provided in return for more affordable rent levels and 25 year contribution agreements.

Housing providers are required to sign a contribution agreement for the government funded forgivable loans they receive which are secured by a mortgage on title for the term of the agreements (the "Contribution Agreement"). As identified in the original Refinancing Policy Framework as outlined in Report CR-RS-05-018.1./P-05-041.1 dated April 19, 2005, given the long term of the Contribution Agreements (minimum of 20 years) proponents may make requests for refinancing due to changing interest rates, increased property values, capital repairs and reinvestment or the transfer of properties. The Contribution Agreement contains a series of "negative covenants" which preclude a housing provider from refinancing the property unless the refinancing is in accordance with the monetary limits agreed upon at the time of signing the Agreement and the proponent has obtained the consent of the Regional Municipality of Waterloo.

Since the introduction of the Refinancing Policy Framework in 2005, the Region has received requests for approval of refinancing proposals related to the potential sale of properties or to access equity within the project. Staff have been consistently applying the existing Refinancing Policy Framework, but there have been instances where the condition of the Refinancing Policy Framework that limiting all encumbrances to seventy-five per cent (75%) of the current value of the property has caused difficulty in proceeding, in particular in regard to the sale of properties to a new owner interested in assuming the Contribution Agreement and who would like to continue to participate in the applicable program.

Staff from Housing, Legal and Treasury Services have reviewed how the current refinancing policy is being implemented and its impact on refinancing projects, the changes in funding levels as the AHS has evolved and researched the refinancing policies for affordable housing projects of other governments. Based on the review, staff are proposing that the total encumbrances as stated in the Refinancing Policy Framework be increased from seventy-five (75%) to ninety per cent (90%) for Regionally-funded, Pilot and Strong Starts projects. Other changes would incorporate recent Federal-Provincial funding programs and to make it clear that the framework also applies to the transfer of properties.

The risk of increasing the total encumbrances to ninety per cent (90%) of the value of the property is very low. In the event of a contract breach, the total value of the property would continue to exceed the total encumbrances, including the Region's interest.

Proposed Revisions to the Refinancing Policy Framework

Staff proposes that the original conditions of the Refinancing Policy Framework listed below be approved as amended (as identified in bold) for consideration of requests for refinancing on a case-by-case basis and approved provided the proposed refinancing

meets all of the following conditions:

1. All agreements signed by the housing provider must be in good standing;
2. The proponent's obligations to third parties must also be in good standing. The Regional Municipality of Waterloo will require a clear tax certificate and search of title to determine that there are no outstanding encumbrances prior to consenting to any refinancing;
3. At least one (1) year has passed since the completion of the project and the implementation of long term financing for the project;
4. In those instances where a project has also received Community Rental Housing **Program or Investment in Affordable Housing for Ontario** funding, the consent of the Province of Ontario must be obtained prior to the release of consent from the Regional Municipality of Waterloo;
5. The total of all encumbrances against the property must not exceed seventy five **per cent (75%)** of the total value of the property once the refinancing is implemented **except for the total of all encumbrances against a property that received only Regionally-funded, Pilot and Strong Start projects which must not exceed ninety per cent (90%) of the total value of the property once the refinancing is implemented.** This is a conservative approach and one which will ensure that any government investment in a particular project is adequately secured. For the purposes of determining the fair market value of the subject property, the Regional Municipality of Waterloo may request an appraisal of the property in a form satisfactory to the Region or, in the alternative, rely upon a valuation prepared by the housing proponent's financial institution;
6. The proponent may be required to certify that is has maintained an adequate reserve for the purpose of meeting the ongoing capital needs of the property and that such reserve shall not be compromised by the proposed refinancing;
7. The proponent shall provide an updated project operating budget to ensure that sufficient funds are available to cover annual debt servicing costs and provide for the long term viability of the project;
8. All direct costs incurred by the Regional Municipality of Waterloo in implementing the proposed refinancing must be paid by the housing provider;
9. The Region will consider such further and other circumstances which may affect the project including whether the purpose of the refinancing is to enable the project proponent to provide additional units of affordable housing within the

Regional Municipality of Waterloo and other special circumstances (e.g. lower premiums, lower interest rates, need for additional capital funding for the existing project, **transfer of property to a new proponent**).

Where the purpose of refinancing is to enable the project proponent to provide additional units of affordable housing within the Region of Waterloo, where capital grants from the Region of Waterloo or other level of government are not being applied for, the total of all encumbrances against the total value of the property may be considered up to a maximum of 80% once the refinancing is implemented. Such requests will be forwarded to Regional Council for consideration.

If refinancing is approved, the Regional Municipality of Waterloo will be asked to enter into the form of postponement agreement required by the financial institution providing the project refinancing. Provided the form and content of such agreement is satisfactory to the Regional Solicitor, this is a generally accepted business practice and is contemplated within the framework of the Affordable Housing Strategy. The agreement may be signed by the Region's Chief Financial Officer and Commissioner, **of Planning, Housing and Community Services**.

Transfer and Refinancing of 301 Spadina Road East

In 2003, the Region allocated \$790,400 (\$338,000 in Regional-funding and \$452,400 Pilot funding) to 2019188 Ontario Ltd. to assist in the creation of 52 units of affordable housing. This funding commitment was advanced by way of forgivable loan with a twenty year term and secured by a second mortgage on title to the Property.

The owner of the project, 2019188 Ontario Ltd. (Cook Homes) has successfully operated the project in accordance with the affordable housing agreements entered into with the Region of Waterloo. Cook Homes has approached the Region proposing to sell the Property.

Cook Homes proposes to transfer the Property to 1073297 Ontario Ltd. The purchaser would retain Dubrick Property Management Ltd. to continue to manage the affordable housing project in accordance with affordable operating agreements currently in force for the project. The purchase price for the Property is \$4,500,000 and the appraised value is \$4,350,000.

If the encumbrance level is increased to 90%, the total encumbrances allowed for the property would be \$3,915,000 (90% of \$4.35 million). Of this amount, \$790,400 would be allocated to the existing second mortgage and the balance (\$3,124,600) would be available for a first mortgage.

To complete the refinancing of the Property, Cook Homes has requested that the Region of Waterloo consent to an assignment of the forgivable loan and second mortgage to 1073297 Ontario Ltd. and a postponement of the second mortgage to a new first mortgage to be registered on title by the proposed new owner. Subject to the approval of the proposed revisions to the Refinancing Policy Framework, Staff recommends a postponement of the second mortgage for the property to a new first mortgage that is consistent with the conditions of the Refinancing Policy Framework.

Corporate Strategic Plan:

This report supports the 2015-2018 Corporate Strategic Plan Focus Area 4: Healthy, Safe and Inclusive Communities and Strategic Objective 4.3: to increase the supply and range of affordable and supportive housing units.

Financial Implications:

The recommended changes to the refinancing policy from seventy-five percent (75%) to ninety per cent (90%) will only be applicable to the Regionally-funded, Pilot and Strong Starts projects listed in Attachment 2. These changes will still be applied on a case-by-case basis and must meet the other refinancing conditions as detailed in this report. It will also facilitate the sale of these properties to new owner's interested in assuming the Contribution Agreement for these programs. This change will not impact the program tax levy.

Other Department Consultations/Concurrence:

The staff from Legal Services and Treasury Services were involved in the review of the Refinancing Policy Framework.

Attachments

Attachment 1 – Proposed Policy on Refinancing of Affordable Housing Strategy Pilot Projects

Attachment 2 - Regionally-funded, Pilot and Strong Starts Projects

Prepared By: Jeffrey Schumacher, Supervisor, Housing Supply Initiatives

Deb Schlichter, Director, Housing Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services

The Regional Municipality of Waterloo
Policy on Refinancing of Affordable Housing Strategy Pilot Projects

Attachment 1

All requests for refinancing will be considered on a case-by-case basis and approved provided the proposed refinancing meets all of the following conditions:

1. All agreements signed by the housing provider must be in good standing;
2. The proponent's obligations to third parties must also be in good standing. The Regional Municipality of Waterloo will require a clear tax certificate and search of title to determine that there are no outstanding encumbrances prior to consenting to any refinancing;
3. At least one (1) year has passed since the completion of the project and the implementation of long term financing for the project;
4. In those instances where a project has also received Community Rental Housing Program or Investment in Affordable Housing for Ontario funding, the consent of the Province of Ontario must be obtained prior to the release of consent from the Regional Municipality of Waterloo;
5. The total of all encumbrances against the property must not exceed seventy five per cent (75%) of the total value of the property once the refinancing is implemented except for the total of all encumbrances against a property that received only Regionally-funded, Pilot and Strong Start projects which must not exceed ninety per cent (90%) of the total value of the property once the refinancing is implemented. This is a conservative approach and one which will ensure that any government investment in a particular project is adequately secured. For the purposes of determining the fair market value of the subject property, the Regional Municipality of Waterloo may request an appraisal of the property in a form satisfactory to the Region or, in the alternative, rely upon a valuation prepared by the housing proponent's financial institution;
6. The proponent may be required to certify that is has maintained an adequate reserve for the purpose of meeting the ongoing capital needs of the property and that such reserve shall not be compromised by the proposed refinancing;
7. The proponent shall provide an updated project operating budget to ensure that sufficient funds are available to cover annual debt servicing costs and provide for the long term viability of the project;

8. All direct costs incurred by the Regional Municipality of Waterloo in implementing the proposed refinancing must be paid by the housing provider;
9. The Region will consider such further and other circumstances which may affect the project including whether the purpose of the refinancing is to enable the project proponent to provide additional units of affordable housing within the Regional Municipality of Waterloo and other special circumstances (e.g. lower premiums, lower interest rates, need for additional capital funding for the existing project, transfer of property to a new proponent).

Where the purpose of refinancing is to enable the project proponent to provide additional units of affordable housing within the Region of Waterloo, where capital grants from the Region of Waterloo or other level of government are not being applied for, the total of all encumbrances against the total value of the property may be considered up to a maximum of 80% once the refinancing is implemented. Such requests will be forwarded to Regional Council for consideration.

If refinancing is approved, the Regional Municipality of Waterloo will be asked to enter into the form of postponement agreement required by the financial institution providing the project refinancing. Provided the form and content of such agreement is satisfactory to the Regional Solicitor, this is a generally accepted business practice and is contemplated within the framework of the Affordable Housing Strategy. The agreement would be signed by the Region's Chief Financial Officer and Commissioner, Community Services.

**The Regional Municipality of Waterloo
Regionally-funded, Pilot and Strong Starts Projects**

Attachment 2

Proponent Address	Units	Funding Program
Ayr and District Citizens Association 191 Stanley St., Ayr	2	Regionally- funded
Working Centre for the Unemployed 43 Queen St. S., Kitchener	2	Regionally- funded
Spavest Inc. 19-55 Spadina Rd. E., Kitchener	27	Regionally- funded
King Street Properties Ltd. 15 Memorial Drive, Elmira	4	Pilot
Kitchener Housing Inc. 35 Cedar St. S., Kitchener	42	Pilot
Heartwood Place- Heartwood Place 19-21 Gaukel Street, Kitchener	33	Pilot
Walnut Apts Inc. 44 Walnut St., Kitchener	66	Pilot
2019188 Ont Ltd./Cook Homes 301 Spadina Rd E. Kitchener	52	Pilot
Region of Waterloo 239 Franklin Blvd N. Kitchener	32	Pilot
Cypriot Homes Association-Kourio 695 Strasburg Rd., Kitchener	81	Pilot
MennoHomes Inc. 1420 King Street E., Kitchener	16	Pilot
Blaze Properties Inc. 26 Fischer-Hallman Rd., Waterloo	25	Pilot
House of Friendship of Kitchener- Charles Village- 75 Charles St. E., Kitchener	22	Pilot
Old Fire Hall Apartment Ltd. 144 Highland Rd. W., Kitchener	35	Pilot
La Capanna Homes II 86 Elgin St. S., Cambridge	42	Pilot
Making Room Community Support for the Homeless 26 Simcle St., Cambridge	20	Pilot
Bloomingdale Mews Lt. 593 Strasburg Rd., Kitchener	79	Pilot

Lancer Wellington Corporation 151 Main Street, Cambridge	77	Pilot
Lena Apartments Inc. 224-230 Lena Crescent, Cambridge	52	Pilot
Victoria Park Community Homes Inc. 1021 Queenston Rd., Cambridge	42	Pilot
MennoHomes Inc. 1420 King Street E., Kitchener	50	Strong Starts
KW Working Centre for the Unemployed, 66 Queen Street, Kitchener	5	Strong Starts
Hunke Homes Ltd. 1215 Queen's Bush Rd., Wellesley	7	Strong Starts
Region of Waterloo Franklin Rd, Kitchener	30	Strong Starts
Lancer Tiger Lofts Corporation 35 Water St. S., Cambridge	54	Strong Starts
K-W YWCA 84 Frederick Street, Kitchener	6	Strong Starts
Maple Hill Creek Apts Inc. 274 Erb St. W., Waterloo	70	Strong Starts
Lena Melnychuck (Queens Apartments) 99 Stanley Street, Ayr	8	Strong Starts
L.M. Kovacevic Inc. 31 Avon Rd, Kitchener	3	Strong Starts
M.D Kovacervic Inc. 35 Avon Rd., Kitchener	3	Strong Starts



Report: CSD-HOU-15-23

Region of Waterloo
Community Services
Housing Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: October 27, 2015

File Code: D27-80

Subject: 10 Year Housing and Homelessness Plan Progress 2015

Recommendation:

That the [2014/15 Housing Stability Data Summary](#) Report and 2014 Update Report for Waterloo Region 10 Year Housing and Homelessness Plan be approved as the Region of Waterloo's 2015 annual progress report on the 10 Year Housing and Homelessness Plan.

Summary:

Under the Provincial Housing Services Act, 2011, the Region was required to submit a 10 year housing and homelessness plan to the Minister of Municipal Affairs and Housing in 2014. The Region of Waterloo submission was approved by Regional Council April 9, 2014 and subsequently submitted.

The 10 Year Housing and Homelessness Plan (the Plan) must include an assessment of the local current and future housing (for households with low to moderate incomes) and homelessness needs, with objectives and targets relating to these needs. It also needs to include a description of the proposed measures to meet the objectives and targets, and a description of how progress will be measured. Starting on June 30, 2015, Service Managers for Housing and Homelessness are required to provide annual progress reports on their Plan to the public and to the Minister of Municipal Affairs and Housing (MMAH).

On June 24, 2015, Regional Council received a report for information regarding a summary of the 2014/15 Housing Stability Data (CSD-HOU-15-012). The report indicated that this data will be distributed through the Homelessness and Housing

Umbrella Group's (HHUG) list serve and hard copies will be distributed to community agencies for their use and further distribution. The report also indicated that the data sheet will serve as the interim report to the community regarding progress on the 10 year Housing and Homelessness Plan with a further report planned for the fall of 2015.

The Ministry of Municipal Affairs and Housing has since clarified that the annual progress reports on the Plans must be approved by municipalities (not just received for information), in order to meet their requirements. This report is to request Council approval for the 2014 Update Report for Waterloo Region 10 Year Housing and Homelessness Plan, which includes the 2014/15 Housing Stability Data Summary (see attached), as the Region of Waterloo's 2015 annual report to the community and MMAH. Instead of a further report planned for the fall of 2015, staff will prepare a more fulsome report in 2016 on a series of measures to track progress in meeting local needs. This will help align with other activity currently underway, since MMAH is still working with Service Managers to develop key housing metrics that municipalities will be required to report on to ensure consistent tracking of how outcomes are being met.

Corporate Strategic Plan:

Working to strengthen the housing stability system and build the community's capacity to address issues of homelessness is consistent with the Region's 2015-2018 Corporate Strategic Plan, Focus Area 4: Healthy, Safe and Inclusive Communities and Strategic Objective 4.5 to increase the supply and range of affordable housing and supportive housing options. In addition, these activities address Focus Area 5: Responsive and Engaging Government Services.

Financial Implications:

NIL

Other Department Consultations/Concurrence:

NIL

Attachments

Appendix 1: 2014 Update Report for Waterloo Region 10 Year Housing and Homelessness Plan

Prepared By: Deb Schlichter, Director, Housing Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services

**Appendix 1
2014 UPDATE REPORT
FOR WATERLOO REGION'S 10 YEAR HOUSING AND HOMELESSNESS PLAN**

WHAT HAPPENED?

January to December 2014

[Housing Stability 2014/15 Data Summary](#) (released June 2015) with [Regional Council Report](#) (CSD-HOU-15-012 pg. 39)

Community Housing:

- Updated the [Community Action Plan for Housing](#)
- [New Affordable Housing Strategy 2014-2019](#) approved by Regional Council
- Completed Building Condition Audits of all Community Housing provider buildings
- Conducted Community Housing provider training sessions on tenant placement and rent geared-to-income calculations
- 35 affordable rental units completed
- 34 loans provided under the Affordable Home Ownership program
- 47 households assisted through the Ontario Renovates program
- 728 households housed from the Community Housing Wait List
- 1,919 new applicants added to the Community Housing Wait List

Housing Help:

- Rent Fund consolidated with Lutherwood as one fund (formerly Discharge Fund and Last Month's Rent pilots), with region-wide and streamlined rent arrears and deposit policies (between Lutherwood and Region Community Services – Employment and Income Support); Lutherwood transitioned staff into more generalist Housing Advisor roles across both offices
- New "[Make It A Home](#)" guide released in June 2014

Emergency Shelter:

- Emergency shelters shifting service delivery to align with Housing First philosophy/approach (e.g., piloting diversion and follow-out support practices)
- Out of The Cold Transition Response Plan: increased emergency shelter spaces (including YWCA Transitional Shelter November to May), flexible intake, referral, and discharge policies

Families:

- Released: "[Ending Family Homelessness in Waterloo Region](#)" Report April 2014
- Family Shelter Diversion pilot expanded region-wide with centralized access to shelter and new Community Housing Urgent Status pilot beginning April 2014

Supportive Housing:

- Additional CHPI Supportive Housing redesign consultations including Community Forum on draft CHPI Supportive Housing Program Framework in March 2014
- CHPI Supportive Housing Framework released in June 2014
- CHPI Supportive Housing Program Pre-Qualification released November 2014
- CHPI Supportive Housing Program Standards drafted fall 2014

STEP Home:

- Out of the Cold Transition Response Plan: additional intensive housing based support workers, housing specialist, Circle of Friends coordinator, and extended street outreach hours
- Housing First Training and Technical Assistance - Housing First Fidelity Self-Assessment
- New Rent Assistance research project with Wilfrid Laurier University
- "Home Set-Up" pilot to assist STEP Home participants with moving costs, furniture, and households supplies to make a home

System:

- Implemented common assessment tool:
 - Service Prioritization and Decision Assistance Tool (SPDAT) training and pilot over winter/spring
 - New SPDAT Network of local agencies to support further implementation
 - Full SPDAT "Train the Trainer" training October 2014
- Housing Stability Community Forum June 2014
- Developed new "Housing Stability System Assessment" tool to measure strength in "Top 10 System Essentials for Ending Homelessness" – established baseline strength at June 2014 forum
- Allocated new annualized CHPI funding
- 20,000 Homes Campaign Registry Week piloted in Waterloo Region in Nov/Dec 2014
- Housing First Training and Technical Assistance two day community training December 2014



Report: PDL-LEG-15-73

Region of Waterloo
Planning Development and Legislative Services
Legal Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: October 27, 2015 **File Code:** L04-20

Subject: **Region of Waterloo Community Housing Inc.'s Appointment of New Director and Officer**

Recommendation:

That the Regional Municipality of Waterloo, in its capacity as both Service Manager in accordance with the Housing Services Act and sole shareholder of Region of Waterloo Community Housing Inc., authorize the Region's Commissioner of Planning, Development and Legislative Services and the Commissioner of Corporate Services/ Chief Financial Officer, both in their capacity as employees of the Region of Waterloo and Directors of Region of Waterloo Community Housing Inc., to sign a Resolution of the Sole Shareholder appointing Douglas Bartholomew-Saunders, Commissioner of Community Services, as a Director of Region of Waterloo Community Housing Inc. (ROWCHI) until the first annual general meeting of the shareholders of ROWCHI or until his successor is elected or appointed, whichever occurs first;

And that the Regional Municipality of Waterloo endorses the corresponding Directors' Resolutions required to implement the responsibilities of the Commissioner of Community Services as President/Chief Executive Officer of ROWCHI as described in Report PDL-LEG-15-73 dated October 27, 2015.

Summary:

Nil.

Report:

As outlined in Report CR-RS-14-066/P-14-085/F-14-093 dated August 12, 2014 and Confirmatory By-Law 14-052, Region of Waterloo Community Housing Inc. (ROWCHI)

amalgamated as of January 1st, 2015 with La Capanna Homes (Non-Profit) Inc. (La Capanna 1) and La Capanna II Homes (Non-Profit) Inc. (La Capanna 2) pursuant to Articles of Arrangement (as required by section 182 of the *Business Corporations Act* (Ontario)) dated January 1st, 2015 (the “Amalgamation”) and the name of this amalgamated corporation is ROWCHI.

The corporate Region is the sole shareholder of ROWCHI.

As a result of the Amalgamation, ROWCHI, as of January 1st, 2015 now owns the 40 unit townhouse and 10 unit apartment rental property located at 199 Elm Ridge Drive in the City of Kitchener previously owned by La Capanna 1 and a 42 unit four storey rental building located at 86 Elgin Street South in the City of Cambridge previously owned by La Capanna 2. The 199 Elm Ridge Drive and the 86 Elgin Street South properties are both community housing properties. ROWCHI now oversees the management of these two community housing properties through Ontario Property Management Group Inc., a third party property management company hired by ROWCHI.

The current Board of Directors of ROWCHI is composed of Rob Horne, the Region’s Commissioner of Planning, Development and Legislative Services and Craig Dyer, the Region’s Commissioner of Corporate Services/Chief Financial Officer. The current Officers of ROWCHI are Rob Horne as President/Chief Executive Officer and Craig Dyer as Treasurer.

As a result of the Region’s Organizational Structure Review approved by Council in November 2014, responsibility for Housing Services shifted from the Region’s Commissioner of Planning, Development and Legislative Services to the Commissioner of Community Services, Douglas Bartholomew-Saunders. As such, it is recommended that Douglas Bartholomew-Saunders be appointed as a Director of ROWCHI so that he is involved with any decisions made by the Board of Directors regarding ROWCHI and the community housing services that it provides. It is further recommended that Douglas Bartholomew-Saunders be appointed for a term expiring upon the first annual general meeting of the shareholder of ROWCHI or until his successor is elected or appointed, whichever occurs first, in order to correspond to the current terms of Rob Horne and Craig Dyer as Directors of ROWCHI. At such first annual general meeting of the shareholder, the current Directors would be re-appointed for a set term.

If the recommendation of this Report is approved by Council, then prior to Douglas Bartholomew-Saunders being appointed as a Director of ROWCHI, the current Board of Directors will execute a Directors’ Resolution changing the number of allowable Directors elected at any annual general meeting of the shareholders of ROWCHI from two (2) to three (3).

It is further recommended that once Douglas Bartholomew-Saunders becomes a Director of ROWCHI, Rob Horne will resign as President/ Chief Executive Officer of

ROWCHI and subsequently the Board of Directors, by way of a Directors' Resolution appoint Douglas Bartholomew-Saunders as President/ Chief Executive Officer in place of Rob Horne. As such Rob Horne will no longer be an Officer of ROWCHI but he will remain as a Director of ROWCHI. The Board of Directors would also appoint Douglas Bartholomew-Saunders as Chair of the Board of Directors in place of Rob Horne.

With the new governance structure of Directors and Officers to include Douglas Bartholomew-Saunders, the ROWCHI Board of Directors will be well constituted with insights and skills of the three Commissioners involved directly in housing matters (Community Services, Corporate Services and Planning, Development and Legislated Services) in order to guide decisions going forward regarding ROWCHI's long-term governance as well as the management of its community housing properties.

It is the intention of the Board of Directors to bring forward for Council's consideration recommendations pertaining to the long term ownership, operations and management of the two former La Capana properties as well as a long term structure for the Board.

Corporate Strategic Plan:

One of the objectives in the Corporate Strategic Plan is to work collaboratively to increase the supply and range of affordable housing and reduce homelessness. A second objective is to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications:

NIL

Other Department Consultations/Concurrence:

Planning, Development and Legislative Services, Corporate Services and Community Services staff was consulted in the preparation of this Report.

Attachments

None

Prepared By: Liam Legate, Solicitor, Corporate

Approved By: Debra Arnold, Regional Solicitor, Director, legal Services

Rob Horne, Commissioner, Planning, Development and Legislative Services

Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer

Douglas Bartholomew-Saunders, Commissioner, Community Services

Council Enquires and Requests for Information				
Community Services Committee				
Meeting date	Requestor	Request	Assigned Department	Anticipated Response Date
05-May-15	G. Lorentz	That staff provide a report on harm reduction activities, specifically a review of the most used disposal sites, how often they are emptied, and cost of tamper proof disposal units	Public Health and Emergency Services	Fall 2015
15-Sep-15	CS Committee	That staff present a report explaining how the various energy assistance programs work and are funded; how the programs have been used over the past several years; and how individuals who have required assistance from the programs on multiple occasions will be, or are being, assisted given the eligibility changes.	Community Services	Nov-2015



newsletter

HOUSING STABILITY SYSTEM EVOLUTION

Fall 2015

SHIFTING OUR *THINKING* AND *DOING* TO END HOMELESSNESS IN WATERLOO REGION

This is the seventh *Housing Stability System Evolution* newsletter, a series designed to provide updates on key system change processes between 2013 and 2016.



What's the Plan for Winter 2015/16?

After supporting people to access permanent housing over this past year, it is anticipated that there will be adequate shelter spaces available this winter in year-round emergency shelters (with 250 beds plus overflow into motels as needed). For people who had long stays at the YWCA Transitional Shelter where housing is not yet secured and they are generally unable or unwilling to access shelter, we will be developing individualized safety plans. Two "Bunkies" (small buildings of less than 100 square feet) will provide basic accommodation for one person in each on a nightly basis. These Bunkies are being piloted through the Working Centre as an alternative shelter option, as part of individualized safety plans for a small number of people.

The additional intensive supports through STEP Home to assist people with the most complex needs to access permanent housing will continue over the next year, along with the use of 40 Housing Assistance With Support (HAWS) rent assistance.

This Winter 2015/16 approach was shared at the most recent housing stability system community forum held on September 25. This forum was attended by 100 community members from 37 different organizations. The group provided input on the approach and reviewed draft materials that will support it, including updated shelter brochures and wallet cards (with shelter, drop-in, meal, and street outreach information). These brochures and wallet cards are being distributed over October and November.

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Coming Soon

The Community Guide to Help End Homelessness in Waterloo Region

LEARN-LEND-LEAD

What are the Local Commitments to 20K Homes?

The Region of Waterloo was the first community in Canada to pilot the 20,000 Homes Campaign approach in 2014. The national campaign was launched in 2015 and will continue until 2018. The following 20,000 Homes Campaign commitments are being implemented in Waterloo Region:

- Know every person experiencing homelessness by name and understand their needs and preferences.
- Use a common assessment tool to help identify and prioritize support service needs.
- Take urgent and immediate action towards housing and supporting the people surveyed, including setting time-bound goals for housing people identified through the Registry Week process.
- Implement Housing First in a way that makes sense for each community.
- Use data to track progress and to make decisions to improve a community's homeless programs and the system as a whole.
- Improve housing placement and working towards building a coordinated local homelessness system of support focused on ending homelessness.
- Learn from other communities across Canada.

Want more information? Please refer to the [Region Community Services Committee Report](#) (4.4 pg. 19) from October 27, 2015 and the 20,000 Homes Campaign website at: www.20Khomes.ca



Introducing “Families to Homes” (F2H)

Families to Homes (F2H) is the new name for the family service pathway that is being developed within the housing stability system to support ending family homelessness. Families to Homes incorporates elements of the Family Shelter Diversion pilot that took place from October 2013 to March 2015. The pilot was developed as a response to the increasing number of local families seeking emergency shelter and local research findings highlighting the negative impact of homelessness and shelter stays on children and families.

Family shelter diversion provides timely and responsive service to families seeking access to shelter. As a first priority, families are supported to retain their existing housing or to find other safe and appropriate housing options.

Lutherwood piloted Family Shelter Diversion in partnership with the Cambridge Shelter between October 2013 and March 2014. The pilot was expanded to include YWCA Emergency Shelter in April 2014. Family shelter diversion has continued over 2015/16, and will further evolve through F2H with support through the pilot's partnering agencies. The full pilot report is available on the Region's website:

<http://communityservices.regionofwaterloo.ca/en/index.asp> – search “Emergency Shelter Diversion Pilot”.

Family Shelter Diversion Pilot (October 2013 – March 2015)

- 524 families served
- 64% of families diverted from emergency shelter
- 48% decrease in families accessing emergency shelter (214 in 2012 to 112 in 2014/15)
- 48% decrease in families average length of stay in shelters (42 days in 2012 to 22 days in 2014/15)
- Shelter overflow into motels for families reached a four year low of 10 families in 2014/15
- Only 8 families returned to emergency shelter since October 2013 (less than 2%)
- Average cost to serve a family in 2014/15 was 66% less than in 2012



The Emergency Shelter Review.

Where are we Going? How are we Getting There?

Since 2013, Region-funded Emergency Shelters have been implementing and piloting new practices. The following activities are informing the development of a new Emergency Shelter Program Framework (Framework) which will clarify shelter purpose, practices and funding model. A draft of the Framework will be presented to Regional Council in early 2016 for further community consultation. A final Framework is expected in the spring of 2016.



2013/14

- ✓ Transitioned from per diem to grant funding and from a shelter specific Personal Needs Allowance to regular OW/ODSP Basic Needs Allowance
- ✓ Piloted under 18 trusteeships within youth specific emergency shelters
- ✓ Explored shelter role, purpose, and practices
- ✓ Implemented shared consent form
- ✓ Piloted family shelter

2014/15

- ✓ Piloted family shelter diversion across Waterloo Region
- ✓ Piloted use of the Service Prioritization Decision Assistance Tool (SPDAT)
- ✓ Implemented the Out of the Cold Transition Response Plan (including expanded capacity at existing shelters and opening the YWCA Transitional Shelter)

2015/16

- ✓ Implementation of recommendations from the Family Shelter Diversion Pilot Report
- ✓ Beginning to implement SPDAT based on pilot results – additional training offered
- ✓ Sharing practices and developing pilots for November to March related to consistent diversion approaches, consistent intake messaging, enhanced harm reduction practices, consistent housing support tool, enhanced referral practices, and common service restriction policies
- ✓ Exploring a new shelter funding model for implementation April 1, 2016

Want more information?

Contact Marie Morrison
 Manager Housing Stability at
mmorrison@regionofwaterloo.ca



CHPI Supportive Housing Redesign. What's Next?

In March 2014, Council approved in principle the Community Homelessness Prevention Initiative (CHPI) supportive housing redesign approach towards implementing a new CHPI Supportive Housing Program for April 1, 2016. In June 2014, Council approved the CHPI Supportive Housing Program Framework.

A Prequalification for the redesigned CHPI Supportive Housing Program was issued by the Region November 3, 2014 and closed January 8, 2015. The results of this process were shared in February 2015. Successful proponents were invited to apply for the CHPI Supportive Housing Program Request for Proposals (RFP), which was released on April 30 and closed July 6, 2015.

RFP bid submissions were received from 14 proponents proposing 20 supportive housing programs. Proposals are being reviewed by a team of Region staff across a number of divisions against predetermined criteria. Proposals are in the final stage of review and recommendations are anticipated to be presented to Community Services Committee over the fall or early in the New Year. Information regarding the results will be shared through letters, meetings with key stakeholders, and information on the Region's website.

An Update on Tenant Transitions

The Region is working collaboratively with previously-funded supportive housing operators who either did not apply or who were unsuccessful in the first part of the application process to support them in transitioning from receiving Region top-up funding. These supports include providing funding for a minimum of six months and one-to-one support through Lutherwood Housing Services for tenants who choose to move to another housing option.

Tenant Transitions as of October 2015

- 76 people have signed up to receive support from Lutherwood to transition
- 45 tenants (60%) have been re-housed in housing options that are desirable to the tenants and support their existing needs
- All remaining tenants have housing plans in place
- 50% of tenants who have transitioned to other housing options have moved to retirement residences or Long-Term Care
- The other tenants who have transitioned have moved to other supportive housing options, Community Housing or market rental

Want more information?

Further information is available on the CHPI Supportive Housing Redesign webpage:

<http://communityservices.regionofwaterloo.ca/en/housing/CHPI-Supportive-Housing-Redesign.asp>.



If you have any questions about the information provided in this newsletter or require an alternate format, please contact:

Marie Morrison

519-575-4757 x 5042

mmorrison@regionofwaterloo.ca

Future Communication

Watch for our next newsletter in early 2016!



Region of Waterloo

Housing Stability 2014/15 Data Summary

This Data Summary is provided by Region of Waterloo Housing Services to help inform the community of current trends in housing and homelessness in Waterloo Region. It covers topics such as emergency shelter use, income, rental housing affordability and availability, and supportive housing. The full report can be found in the Council report CSD-HOU-15-012 on the Region of Waterloo's website.

For more information on housing stability:

All Roads Lead to Home: Homelessness to Housing Stability Strategy for Waterloo Region and other background reports are available on the Region of Waterloo Community Services website:

communityservices.regionofwaterloo.ca

Homelessness & Housing Umbrella Group:
www.hhug.ca

Homeless Hub:
www.homelesshub.ca

Housing stability indicators: 2012 - 2014/15

The Housing Stability Data Summary captures key indicators related to homelessness and housing in Waterloo Region over the last three years. It highlights possible economic and structural barriers – like income and vacancy rates – that may negatively impact people's ability to find and retain housing in the community. The report includes data related to the three key resources for housing stability:

- **Housing:** Housing must provide security of tenure and be desirable, affordable, safe, adequately maintained, accessible, and a suitable size. The more “at home” someone feels both in their community and in their housing, the more likely it is the person will stay housed and avoid re-entering the cycle of homelessness.
- **Income:** People must have enough income to sustain minimum standards for rent, utilities, food, health, clothing, education, transportation, and recreation.
- **Support:** People must have the opportunity to access additional support, as needed, to help them live as independently as desired and to connect to others in meaningful ways.

Housing stability is further amplified by having a sense of belonging – both to a shared space (called community inclusion) and to a personal space (“home”). Locally, these are considered the five essential elements for ending homelessness because they support people to retain their housing over the long term.

Should you have any questions about this report or to request the document in alternative formats (e.g., large text), please contact: Regional Municipality of Waterloo Community Services
99 Regina Street South, 5th Floor, Waterloo, ON N2J 4G6
Tel.: (519) 575-4400 Fax: (519) 883-2331 TTY: (519) 575-4608

Housing Stability Data Summary: 2012-2014/15 & Percentage Change 2013/14 to 2014/15

	2012	2013-2014	2014-2015	% Change 2013/14 - 2014/15
Emergency Shelter Use				
Number of bed nights	91,697	91,421	74,447	-19%
Number of people served by emergency shelters	3,447	3,522	3,219	-9%
Number of people utilizing shelter by group:				
• Youth (ages 16-24)	801	848	868	+2%
• Adults (ages 25-64)	1,621	1,618	1,694	+5%
• Older Adults (ages 65+)	46	53	53	0%
• Families	214	187	112	-40%
• Children in Families	420	331	201	-39%
• Men	1,861	1,936	1,938	+0.1%
• Women	1,074	977	947	-3%
• Other gender identity	8	9	13	+44%
Residents returning within the same year	21%	23%	25%	+2%
Average length of stay for singles	25 days	28 days	25 days	-3 days
Income (Affordability)				
Minimum wage	\$10.25	\$10.25	\$11.00	+7%
Monthly shelter allowance, single person: Ontario Works (OW)	\$376	\$376	\$376	0%
Monthly shelter allowance, single person: Ontario Disability Support Program (ODSP)	\$479	\$479	\$479	0%
Rental Housing Cost				
Average Market Rent				
• Bachelor	\$644	\$660	\$667	+1%
• One bedroom	\$773	\$810	\$815	+1%
• Two bedrooms	\$908	\$952	\$975	+2%
• Three or more bedrooms	\$1,053	\$1,127	\$1,106	-2%
Average Wage Needed to Afford Rental Housing				
• Bachelor	\$12.38	\$12.69	\$12.83	+1%
• One bedroom	\$14.87	\$15.58	\$15.67	+1%
• Two bedrooms	\$17.46	\$18.31	\$18.75	+2%
• Three or more bedrooms	\$20.25	\$21.67	\$21.27	-2%
Rental Housing Availability				
Households on Community Housing Waiting List	3,162	3,287	2,962	-10%
Number of Community Housing rental units (completed)	10,320	10,346	10,381	+0.3%
Vacancy rate (private market rent units)	2.6%	2.9%	2.3%	-0.6%
Number of private market rent units	31,226	31,547	31,680	+0.4%
Average Wait Times for Community Housing				
• Seniors	1-2 yrs	2+ yrs	2+ yrs	-
• Non-seniors (bachelor or 1 bedroom)	4-6 yrs	6+ yrs	6+ yrs	-
• Small family (2 bedrooms)	2+ yrs	3+ yrs	3+ yrs	-
• Small family (3 bedrooms)	2+ yrs	3+ yrs	3+ yrs	-
• Large family (4-5 bedrooms)	3-4 yrs	3+ yrs	3+ yrs	-
Supportive Housing				
	2012	2013	2014/15	% change
Number of housing spaces with support	1,552	1,539	1,675	+9%
Households waiting for long-term support- non-specific	758	690	643	-7%
Households waiting for long-term support - specific	603	647	760	+17%