Present were: Chair S. Strickland, L. Armstrong, J. Brewer, T. Cowan, D. Craig*, R. Deutschmann, T. Galloway*, B. Halloran, R. Kelterborn, G. Lorentz, J. Mitchell, K. Seiling, J. Wideman* and C. Zehr

Members absent: J. Haalboom and C. Millar

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared.

REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

There were no requests to remove items from the Consent agenda.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by J. Mitchell
SECONDED by G. Lorentz

THAT the following items be received for information:

- P-13-071, Joseph Schneider Haus and McDougall Cottage – 2012 Operations and 2013 Planned Initiatives
- PH-13-024, Healthy Babies Healthy Children Program Changes
- PH-13-025, Public Health Department Reorganization – Family Health
- CPC-13-004, “Smart on Crime” Series on Rogers Television
- Memo: Canada Learning Bond Enrollment
- Memo: Ontario Works Caseload: May 2013

CARRIED

REGULAR AGENDA RESUMES

REPORTS – SOCIAL SERVICES

David Dirks, Director, Employment and Income Support, and Marie Morrison, Manager, Social Planning, introduced the report. Nicole Francoeur, Social Planning Associate, gave a presentation and distributed an executive summary of the report. A copy of the presentation and the executive summary are appended to the original minutes. She emphasized that the report found that for every dollar invested into the STEP Home program there is an average return of $9.45 in social value.

The Committee asked for clarification on the methodology used for calculating the social value. N. Francoeur explained that there are monetary and non-monetary benefits to the participants, landlords, and government services and that the Social Return on Investment (SROI) is a complicated calculation but is based on internationally recognized standards.

*J. Wideman left the meeting at 3:09 p.m.

Received for information.

b) SS-13-019, Ontario Works Discretionary Benefits Update

D. Dirks introduced the report and provided an overview of the work that has been done in response to the changes to discretionary benefits program.

The Committee inquired about the flexibility of the funds. D. Dirks explained that there is some flexibility and that staff are working to ensure fairness and that the proper amounts are budgeted in the future. Chair S. Strickland thanked staff for the work they have done limiting expenses in eviction prevention and implementing the program.

Received for information.

c) SS-13-020, Child Care Special Needs Resourcing Services

D. Dirks introduced the report and explained that the Child Care Special Needs Resourcing Partnership has undertaken strategic planning and a restructuring process whereby the Region will serve as a single intake point for the partnership.

MOVED by T. Galloway
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo approve a net increase in the staffing compliment of 0.7 full time equivalent positions in Children’s Services to support access for special needs resourcing services, effective July 1, 2013 with a $0 net Regional Levy impact as outlined in report SS-13-020, dated June 18, 2013.

CARRIED

d) SS-13-021, Expansion of Convalescent Care Program At Sunnyside Home

D. Dirks provided an overview of the report and explained that the expansion will allow Sunnyside to have a dedicated convalescent care unit. If the program is approved by the provincial government it will not decrease the number of long term beds or the Regional levy.

Helen Eby, Administrator, Resident Care Sunnyside Home, explained that this change will allow people to stay in their homes longer and take pressure of the need for long term care beds.
* D. Craig left the meeting at 3:23 p.m.
* J. Wideman returned to the meeting at 3:26 p.m.

MOVED by T. Galloway
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve in principle the expansion of Sunnyside’s Convalescent Care Program from 10 beds up to a maximum of 25 beds, through the conversion of up to 15 long-term care beds at Sunnyside Home, pending the approval of the Waterloo-Wellington Local Health Integration Network and the Ministry of Health and Long-Term Care as outlined in report SS-13-021, dated June 18, 2013.

CARRIED

REPORTS - PLANNING, HOUSING AND COMMUNITY SERVICES

e) P-13-072, Affordable Housing Strategy – Project Updates and Expression of Interest 2013-03: Recommended Priority Projects

Rob Horne, Commissioner, Planning, Housing and Community Services, introduced the report and explained that there has been plenty of interest in the Request for Proposals.

MOVED by R. Kelterborn
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo approve the following with regard to the Region of Waterloo’s Affordable Housing Strategy, as described in Report P-13-072, dated June 18, 2013:

Endorse Report No. P-13-072, Affordable Housing Strategy – Project Updates and Expression of Interest 2013-03: Recommended Priority Projects, dated June 18, 2013, including the list of recommended Priority Projects attached as Appendix A;

Authorize the Commissioner of Planning, Housing and Community Services to execute and deliver all documentation required by the Province of Ontario and the Region of Waterloo for the purpose of funding affordable housing projects as described in Report No. P-13-072;

Authorize the Regional Chair and Regional Clerk to execute such agreements and documentation in a form satisfactory to the Regional Solicitor, as may be required to process the advance of funding to approved projects as described in Report No. P-13-072;

Authorize staff to finalize individual grant requests and conditions with each of the Priority Project proponents; and

Request that the Ministry of Municipal Affairs and Housing redirect any unspent Investment in Affordable Housing for Ontario Program funding in other Service Manager areas to the Region of Waterloo.

CARRIED

REPORTS – PUBLIC HEALTH

f) PH-13-028, Summary of the Healthy Kids Panel Report on Childhood Obesity (staff presentation)
Dr. Liana Nolan, Commissioner/Medical Officer of Health, introduced the report and explained that the Healthy Kids Panel Report on Childhood Obesity has recommendations for both the provincial government and municipal governments. Dr. Nolan introduced Heather Wdowiak, Public Health Nutritionist. H. Wdowiak provided a presentation that provided an overview of the healthy kids panel report. The presentation is appended to original minutes. The Committee thanked staff for the report.

MOVED by T. Cowan
SECONDED by C. Zehr

THAT the Regional Municipality of Waterloo, as the Board of Health, endorse the recommendations of the report “No Time To Wait: The Healthy Kids Strategy”, as outlined in Appendix 1 attached to Report PH-13-028, dated June 18, 2013;

AND THAT a copy of Report PH-13-028 and the resolution be sent to the Ontario Minister of Health and Long Term Care, the Association of Local Public Health Agencies and the Ontario Public Health Association for information.

CARRIED

g) PH-13-027, Private Well Water Program Update

Dave Young, Director of Health Protection and Investigations, introduced the report and provided an overview of the work that has been done to make well water testing easier for residents. This includes increasing the number and type of communications and the opportunities for residents to have their water tested.

Received for information.

INFORMATION/CORRESPONDENCE

a) Council Enquiries and Requests for Information Tracking List was received for information

OTHER BUSINESS

NEXT MEETING – August 13, 2013

ADJOURN

MOVED by T. Cowan
SECONDED by J. Brewer

THAT the meeting adjourn at 3:45 p.m.

CARRIED

COMMITTEE CHAIR, S. Strickland

COMMITTEE CLERK, T. Brubacher
The Story Behind the Number: Uncovering Hidden Value in STEP Home’s Intensive Support Programs (2013)
What is Social Return on Investment (SROI)?

Used to measure social value derived from a program and applies financial proxies to outcomes.

- Cost Reallocation
- Changes in Taxes Paid
- Cost Savings
- Future Cost Avoidance
- Increased Household Income
- Value of Improved Quality of Life
How Are Outcomes Translated to Financial Proxies?

- SROI follows internationally recognized principles and follows a six step process.
  - Identify changes and then assign financial proxies:
    - Local costs/research
    - Academic research
    - SROI Canada Financial Proxy Database
  - Some changes can't be measured
What is STEP Home?

- 12 interrelated person-centred programs, operating out of 10 organizations.

- **Goal**: Provide options and support to end persistent homelessness in Waterloo Region.
2 Programs – 4 Sites

Shelters to Housing Stability

Charles Street Men's Hostel

Argus

Streets to Housing Stability

YWCA-Mary's Place

Cambridge Shelter
SROI Results Across Programs

For every dollar invested there is an average return of $9.45 in social value created by these programs.
Total Investment to Social Value Created in Four STEP Home Intensive Support Programs (2011)

- **Investment**: $217,955
- **Social Value Created**: $2,076,715

- **Well-Being & Community Inclusion**: 45%
- **Safety & Personal Health**: 27%
- **Income & Education**: 8%
- **Government Services**: 18%
- **Landlord Value**: 2%
What Did STEP Home Participants Say?

"STEP Home has helped me to build trust and want to help others in the community. For the first time in a long time, I have met someone who does not give up on me."

"You know, being homeless, doctors and dentists are the furthest things from your mind because you don’t know what is happening minute to minute let alone day to day. My worker gives me the reminders I need to help organize my life and keep appointments."

"I get unconditional support through Streets to Housing Stability. It was a big process for me – first ID, then housing. I now have a birth certificate, bank card and even a library card!"
Final Thoughts

"I would be dead if it wasn't for this program."

- Participant
What is SROI?
- A holistic approach to understanding the value of a program through a variety of stakeholder perspectives including participants.
- The approach is accredited and is conducted through a framework based on a set of internationally-recognized principles.

STEP Home:
- Includes 12 programs at 10 organizations across 19 sites.
- Goal is to provide options and supports to end persistent homelessness in Waterloo Region.

This report summarizes value created through two STEP Home Intensive Support Programs (Streets to Housing Stability and Shelters to Housing Stability) at four sites (Cambridge Shelter, YWCA-Mary’s Place, Argus Residence for Young People and Charles Street Men’s Hostel).

Social Value Created:
The social value created through a one-year investment of $217,955 in the four STEP Home program sites returned an average value of $2,076,715 which equates to $9.45 for every dollar spent.

For information related to STEP Home, contact: (519) 883-2117
stephome@regionofwaterloo.ca

SOCIAL VALUE OF STEP HOME
STEP Home was shown to create value for the following three key stakeholder groups:

Participants – improves quality of life, increases access to volunteer and employment opportunities, increases ability to address addictions, reduces personal cost of pain and suffering.

Government – avoids more expensive alternative interventions such as hospital, Emergency Medical Services, contact with police, jail, and emergency shelter.

Landlords – decreases unit maintenance and tenant turnover costs.

THEORY OF CHANGE
If people approaching or experiencing persistent homelessness are provided intensive, person-centred and unconditional support, then they will take action to find and retain housing of their choice and enhance their health and quality of life, which helps create a stronger community.

STEP HOME PROGRAM BACKGROUND
STEP Home is a set of interrelated person-centered programs providing options and supports to people approaching or experiencing persistent homelessness in Waterloo Region. Through STEP Home, participants are supported by direct support workers as they move towards housing stability. The STEP Home philosophy acknowledges that it is important to meet each participant ‘where they are currently at’ on their personal journey towards housing stability. This highly person-centred approach is a key ingredient to the value created through STEP Home and to the transitions that participants experience.

STEP Home participants engage in the two identified programs: Streets to Housing Stability (Streets) or Shelters to Housing Stability (Shelters), from one of two starting points. Streets participants are experiencing unsheltered homelessness (where people experiencing homelessness may rest, sleep or stay in a variety of temporary spaces such as parks, sidewalks, stairwells, under bridges, abandoned buildings, cars, or doorways sometimes for only a few hours or one night before moving on). Shelters participants are typically cycling through the emergency shelter system. Both programs feature a low direct support worker to participant ratio, i.e. 1:10, in order to ensure the person centred and intensive support of participants.

"Getting housing through STEP Home gave me a sense of belonging and the feeling that I was worthy of having a normal life and a home."
-Participant
PARTICIPANT PROFILE

People participating in the Intensive Support Programs under the umbrella of STEP Home are youth and adults approaching or experiencing persistent homelessness. They are familiar with extreme poverty and have usually been experiencing homelessness for several years. Many have been exposed to violence, discrimination, social isolation, and have experienced serious trauma due to emotional, physical and sexual abuse. Participants often face a host of circumstances which include problematic substance use, physical, mental health and cognitive issues and experience challenges navigating community systems (e.g., health care, mental health, income support and transportation). These challenges can increase barriers and prevent people from achieving housing stability on their own.

SROI ANALYSIS AND RESULTS

The Social Return on Investment (SROI) analyses highlighted in this STEP Home SROI Roll-Up Report brings forward the value created for stakeholders across the region as participants’ housing instability, safety and personal health issues and lack of income and education are addressed. The reduction of system access barriers also increases participants’ sense of well-being and community inclusion. The results illustrate the value of the Region’s investment to achieve STEP Home outcomes.

The results indicate that the value provided to program participants (80%), government (18%) and landlords (2%) as a result of a one-year investment of $217,955 in STEP Home ranges from $8.25 to $10.64 in social value created for every dollar invested. This means that that program sites returned an average value of $2,076,715 which equates to $9.45 for every dollar spent. This represents not only the value of outcomes related to supporting people approaching or experiencing persistent homelessness but also the value of the avoidance of the alternative outcomes people would experience if they continued to experience or move towards a persistently homeless situation.

The SROI ratios represent *minimum* value as the most conservative estimations were made throughout the analysis of STEP Home’s Intensive Support Programs. Further, the essence of hope and other intangible outcomes created for STEP Home participants could not be completely captured in financial terms. This means that the overall social value of STEP Home is more than likely to be higher than the value presented in the SROI ratio.

*NOTE*

Full analysis details, including references, financial proxies, and all calculations are available upon request. The complete STEP Home SROI Roll-Up Report is available at www.regionofwaterloo.ca
Healthy Kids Panel Report
Why it is Important to Change the Food Environment
Limitations of the Human Condition
Healthy Kids Panel Report

CHANGING THE FOOD ENVIRONMENT
“… if they don’t see it, they don’t ask for it”.

-Parent
Nutrition Information
Increased Access to Healthy Food
Support for Priority Populations
Comprehensive Nutrition Standards
"No amount of swimming lessons are sufficient to fight the relentless current that’s sweeping us to ill health."

-Dr. Yoni Freedhoff