



SOCIAL SERVICES
Social Planning, Policy and Program Administration

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

DATE: February 19, 2008 **FILE CODE:** S13-40

SUBJECT: HOMELESSNESS TO HOUSING STABILITY STRATEGY MONITORING COMMITTEE

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the terms of reference for a Homelessness to Housing Stability Strategy Monitoring Committee, as outlined in Report SS-08-004, dated February 19, 2008;

AND THAT the Regional Municipality of Waterloo appoint one Regional Council representative as a member of the Homelessness to Housing Stability Strategy Monitoring Committee.

SUMMARY:

All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region (the Strategy) was approved by Regional Council in October 2007 (Report SS-07-027.1/P-07-105.1). In that report, staff were directed to develop terms of reference and membership for a group to assist in the implementation of the Strategy. This report provides the background to, and a summary of, the terms of reference for the Homelessness to Housing Stability Strategy Monitoring Committee attached as Appendix A.

REPORT:

1.0 Background to the Homelessness to Housing Stability Strategy

In November 2007, All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region (the Strategy) was released. The Strategy serves as the Region's system plan for housing stability; its implementation forms part of the Region's Corporate Strategic Plan for 2007-2010 and has been endorsed as a Multi-Department Initiative.

The Strategy outlines five Principles to Guide Actions and eight Action Areas designed to strengthen the housing stability system in Waterloo Region. The housing stability system serves people who are experiencing or at-risk of homelessness and/or who require access to longer term housing stability services. There are more than 70 programs represented by the local housing stability system; some programs meet immediate needs (e.g., emergency shelter), while others serve individuals and families for shorter (e.g., Rent Bank, transitional housing) or longer periods of time (e.g., housing with on-site support).

A responsive housing stability system requires strategic investment and sustainable funding from all orders of government. Although the Region is committed to its provincially mandated role as Consolidated Municipal Service Manager for homelessness and federally mandated role as Community Entity for the National Homelessness Initiative, comprehensive policy directives and additional funding will be required from the provincial and federal governments if the Strategy is to

be fully implemented.

In October 2007 Council approved the Strategy (SS-07-027.1/P-07-105.1). Staff were directed to develop and bring back to Community Service Committee a terms of reference and membership for a group to assist in the implementation of the Strategy. The terms of reference for the Homelessness to Housing Stability Strategy Monitoring Committee have been developed and are attached as Appendix A.

2.0 Description of the Homelessness to Housing Stability Strategy Monitoring Committee

The Homelessness to Housing Stability Strategy Monitoring Committee exists to monitor implementation of the Strategy. To fulfill this purpose, it has several key objectives:

- monitor and summarize implementation progress;
- assess the Strategy's general impact on the community;
- support coordinated implementation of the actions and sustained focus among the organizations or groups that have agreed to lead or co-lead the actions;
- support actions that have yet to be addressed; and
- produce an annual report to Regional Council.

The organizations and groups that have agreed to lead or co-lead the actions in the Strategy will report to the Homelessness to Housing Stability Strategy Monitoring Committee through a mid-year report and an annual survey. The Homelessness to Housing Stability Strategy Monitoring Committee will be chaired by the Director of Social Planning, Policy and Program Administration division and is accountable to the Regional Community Services Committee.

The Homelessness to Housing Stability Strategy Monitoring Committee includes representatives from all orders of government, from organizations that have agreed to lead or co-lead the actions in the Strategy and from local researchers in the area of housing stability. Membership selection will ensure that all geographical areas of the region and groups known to be at-risk of homelessness are adequately represented.

Between 2008 and 2010, the Homelessness to Housing Stability Strategy Monitoring Committee will monitor progress in implementing the Strategy, and will report back to Regional Council in November of each year.

3.0 Next steps

Following Regional Council approval, a series of four meetings will be held in 2008. A progress report will be submitted to Community Services Committee in the late fall of 2008.

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 Corporate Strategic Plan, Focus Area 4: Human Services: to "promote quality of life and create opportunities for residents to develop to their full potential"; and specifically, Strategic Objective 4.2 to "enhance services to people experiencing or at-risk of homelessness" through "implementation of the Homelessness to Housing Stability Strategy" (Homelessness to Housing Stability Strategy action 1.8).

FINANCIAL IMPLICATIONS:

Expenditures related to staff time for facilitating and participating in the Homelessness to Housing Stability Strategy Monitoring Committee can be accommodated within the existing approved budget.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff members from the following areas will be asked to participate in the Homelessness to Housing Stability Strategy Monitoring Committee: Community Safety and Crime Prevention Council, Housing, Planning and Community Services, and Public Health.

ATTACHMENTS:

Appendix A: Homelessness to Housing Stability Strategy Monitoring Committee: Terms of Reference

PREPARED BY: *Angela Pye, Social Planning Associate*
Marie Morrison, Manager, Social Planning
Lynn Randall, Director, Social Planning, Policy and Program Administration

APPROVED BY: *Michael Schuster, Commissioner, Social Services*

Appendix A: Terms of Reference

“Planning Housing Stability Services for Our Growing Community”



Homelessness to Housing Stability Strategy Monitoring Committee: Terms of Reference

Background to the Homelessness to Housing Stability Strategy

Everyone has a role to play in ending homelessness and promoting housing stability in Waterloo Region – all orders of government, non-profit groups, the private sector and community members. In November 2007, *All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region* (the Strategy) was released. Development of the Strategy spanned two years. The project was led by the Region and guided by several committees consisting of service providers from across the region, community members and Regional staff working in the area of housing stability.

The Strategy identifies 67 evidence-based strategies designed to strengthen the housing stability system in Waterloo Region. The housing stability system serves people who are experiencing or at-risk of homelessness and/or who require access to longer term housing stability services. There are more than 70 programs represented by the local housing stability system; some programs meet immediate needs (e.g., emergency shelter, street outreach), while others serve individuals and families for shorter or longer periods of time (e.g., Rent Bank and housing with on-site support, respectively).

Background to Implementation of the Strategy

A responsive housing stability system requires strategic investment and sustainable funding from all orders of government. The Strategy serves as the Region's system plan for housing stability; its implementation forms part of the Region's Corporate Strategic Plan for 2007-2010 and has been endorsed as a Multi-Department Initiative. Although the Region is committed to its provincially mandated role as Consolidated Municipal Service Manager for homelessness and federally mandated role as Community Entity for the National Homelessness Initiative, comprehensive policy directives and additional funding will be required from the provincial and federal governments if the Strategy is to be fully implemented.

Between 2008 and 2010, the Homelessness to Housing Stability Strategy Monitoring Committee (SMC) will monitor progress in implementing the Strategy, and will report back to Regional Council in November of each year.

Need more information?

Lynn Randall
Director
Social Planning, Policy and
Program Administration
(519) 883-2190
TTY: 883-2428
lrandall@region.waterloo.on.ca

Marie Morrison
Manager
Social Planning
(519) 883-2238
TTY: 883-2428
mmarie@region.waterloo.on.ca

Angela Pye
Social Planning Associate
Housing Stability Services
(519) 575-4757 x 5510
TTY: 883-2428
pangela@region.waterloo.on.ca



Region of Waterloo
SOCIAL SERVICES

Purpose of the Committee

The Homelessness to Housing Stability Strategy Monitoring Committee (SMC) exists to monitor implementation of the Strategy. To fulfill this purpose, it has several key objectives:

- to monitor and summarize implementation progress;
- to assess the Strategy's general impact on the community;
- to support coordinated implementation of the actions and sustained focus among the organizations or groups that have agreed to lead or co-lead the actions;
- to support actions that have yet to be addressed; and
- to produce an annual report to Regional Council.

The organizations and groups that have agreed to lead or co-lead the actions in the Strategy will report to the SMC through a mid-year report and an annual survey. The SMC will be chaired by the Director of Social Planning, Policy and Program Administration division and is accountable to the Regional Community Services Committee.

Scope of the Work

The scope of the SMC includes activities associated with monitoring the implementation of the Strategy; specifically, addressing the issues identified by the 67 action items. The SMC is time-limited – beginning in March 2008 and concluding at the end of the current term of Council in December 2010. If an action becomes irrelevant during the SMC's membership term, it may be removed from the Strategy and further monitoring activities.

The SMC is not a working group. It is not meant to replicate the work of any existing organization or group. The SMC does not advise on programs, does not allocate funding and will not undertake proposal development or advocacy. Following approval of the annual report to Regional Council, the SMC will connect with existing organizations or groups to transfer recommendations for action, as appropriate.

From time to time, the SMC may review new initiatives that relate specifically to implementation of the Strategy. Where these new initiatives align with existing actions from the Strategy, they will be incorporated into the monitoring process. In cases where new initiatives or developments do not align with existing actions, they will be considered out of scope.

Membership

The SMC includes representatives from the following sources:

- government representatives (10):
 - Federal government – Homelessness Partnering Strategy (1)
 - Provincial government – Local Health Integration Network (1), Ministry of Community and Social Services (1)
 - Regional government – Regional Council (1), Community Safety and Crime Prevention Council (1), Housing (1), Social Services (3), Public Health (1)
- organizations that have agreed to lead or co-lead the actions in the Strategy (7):
 - emergency shelter services (1)
 - street outreach services (1)

- housing with support services (1)
- Homelessness and Housing Umbrella Group (HHUG) (1)
- Kitchener Downtown Community Health Centre (1)
- Lutherwood (1)
- Social Planning Council of Cambridge and North Dumfries (1)
- local universities – researchers in the area of housing stability (1)

Membership selection will ensure that all geographical areas of the region are represented (Cambridge, Kitchener, Waterloo, townships) and that groups known to be at-risk of homelessness are also adequately represented (Aboriginal persons; gay, lesbian, bi-sexual and transgendered individuals; New Canadians; older adults; people experiencing poverty; people with disabilities; women and families; youth).

Responsibilities and Structure

The SMC will be chaired by the Director of Social Planning, Policy and Program Administration division and is accountable to the Regional Community Services Committee.

SMC members are expected to:

- develop indicators to assess Strategy implementation progress
- monitor Strategy implementation progress using such tools as:
 - background reports (e.g., HHUG Report Card, Inventory of Services summary)
 - Strategy implementation progress survey
 - Strategy community impact survey
- assist with drafting a report to Regional Council that:
 - summarizes Strategy implementation progress
 - assesses the Strategy's general impact on the community
 - celebrates the actions that have been addressed, and
 - makes recommendations to:
 - i. support coordinated implementation of the actions (as applicable)
 - ii. support sustained focus among the organizations or groups that have agreed to lead or co-lead the actions in the Strategy
 - iii. support actions that have yet to be addressed, including advocating for necessary policy changes and investments in the area of housing stability, utilizing the key messages

The organizations or groups that have agreed to lead or co-lead the actions in the Strategy will report to the SMC through a mid-year report and an annual survey.

Reports will be submitted in the fall of 2008, 2009 and 2010 to the Community Services Committee of Regional Council.

Membership Term

March 2008 through December 2010.

Decision-making

The committee will use a consensus decision-making approach when making recommendations. Where consensus cannot be achieved, majority approval by vote will

be used to arrive at a decision. Majority approval is 50% + 1 of SMC members present at the meeting.

Accountability

The SMC is accountable to the Regional Community Services Committee.

Schedule of Activities

Four meetings will be held in 2008:

April	June	September	October
<ul style="list-style-type: none"> - Approve terms of reference. - Provide an overview of the status of the Strategy's communication plan. - Provide background materials (e.g., HHUG Report Card, Inventory of Services summary, two draft surveys) to prepare for indicator development at June meeting. 	<ul style="list-style-type: none"> - Review background materials. - Select indicators. - Finalize implementation survey and community impact survey. - Draft template for annual report to Regional Council. 	<ul style="list-style-type: none"> - Review results of implementation progress survey and the community impact survey. - Measure progress via indicators. 	<ul style="list-style-type: none"> - Make recommendations. - Finalize report in anticipation of November submission to Community Services Committee.

Four meetings will be held in 2009 and in 2010:

February	June	September	October
<ul style="list-style-type: none"> - To be determined. 	<ul style="list-style-type: none"> - To be determined. 	<ul style="list-style-type: none"> - Review background materials. - Review results of implementation progress survey and the community impact survey. - Measure progress via indicators. 	<ul style="list-style-type: none"> - Make recommendations. - Finalize report in anticipation of November submission to Community Services Committee.

Linkages and Communications

The SMC will link with other organizations and groups in the human services sector (e.g., the Housing Implementation Team, the Alliance for Children and Youth, Opportunities Waterloo Region, etc.). The SMC will look to existing organizations and groups to follow up on the recommendations for action following approval of the annual report to Regional Council.

Resource Needs

Administrative support and meeting expenses will be provided by the Region.

Planning support will be provided by the Social Planning, Policy and Program Administration (e.g., agendas and minutes; creating, distributing and compiling results of the surveys; distributing the background materials; connecting the activities of the SMC with the Strategy's communication plan).

References

The SMC will refer to the vision, values, promising principles and practices, key messages and five Principles to Guide Actions in their work, as outlined in *All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region*.