

2009 Progress Report for

All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region



Homelessness to Housing Stability Strategy Monitoring Committee
January 5, 2010

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EXECUTIVE SUMMARY

All Roads Lead to Home: A Homelessness to Housing Stability Strategy for Waterloo Region (the Strategy) was released in the fall of 2007. The Strategy outlines five guiding principles, eight action areas and 92 actions designed to strengthen the housing stability system in Waterloo Region. The Strategy was approved by The Regional Municipality of Waterloo (the Region) Council – it serves as the Region’s system plan for housing stability and forms part of the Region’s Corporate Strategic Plan for 2007-2010.

In early 2008, Regional Council approved the terms of reference and membership for the Homelessness to Housing Stability Strategy Monitoring Committee (SMC) in order to:

- measure 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.

This is the second annual report on implementation progress. The first report was published in November 2008 and noted significant progress in the first year following the release of the Strategy.

Through the SMC, a second survey was conducted in the summer of 2009 to measure implementation progress in the second full year of implementation. **Overall, significant progress continues to be made:**

- A communication plan for 2009 was developed; nearly all of the activities have been completed.
- The SMC made five recommendations for moving forward in 2009: i) continue communication activities; ii) provide general planning support for all actions; iii) focus coordination and/or reporting in the area of identifying and coordinating with landlords and the area of substance use, mental health and complex issues; iv) develop further measures to capture impact; and v) set two targets in the area of persistent homelessness. In the past year, progress has been made in addressing each of these recommendations.
- 77 per cent of the actions are complete, identified as ongoing, or currently in progress.
- 23 per cent of the actions require additional resources to reach full implementation, further exploration to move forward, or leadership to begin implementation.

Based on the results of the 2009 survey, the SMC has made **four recommendations for 2010:**

1. Continue to monitor progress in achieving the two targets endorsed by Regional Council: to prevent persistent homelessness for 100 people and to end persistent homelessness for 50 people by December 2010.

2. Continue to monitor implementation progress for the actions that are incomplete.
3. Identify/evaluate:
 - a. the impact of development and implementation of the Strategy;
 - b. the impact of relevant influential factors on implementation of the Strategy; and
 - c. assets that need to be sustained/enhanced and gaps that need to be addressed in the housing stability system.
4. Prepare a consultation process for the next Homelessness to Housing Stability Strategy (2011-2014).

INTRODUCTION

What is 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 is a stand-alone report that synthesizes findings from several sources of information including an inventory that profiled programs in Waterloo Region related to housing stability plus nine background reports, each focusing on a specific area of the system, issue or population.

All of the background reports involved extensive community participation and, where possible, input from people with lived homelessness experience. The background reports incorporate literature reviews, capacity assessments, trend analyses, findings from focus groups and interviews, and community feedback from stakeholders across the region. In total, they contain over 750 pages of research data relevant to the discussion of how best to end homelessness and promote housing stability in Waterloo Region.

The local definition of **housing stability** includes three components:

- **Housing** that is accessible, safe, adequately maintained, of suitable size, affordable, provides security of tenure and is accepted by the individual.
- Enough **income** to sustain the minimum standards for: rent, utilities, food, health, clothing, education, transportation and recreation.
- The opportunity to access additional **support**, as needed, to help people live as independently as desired and connect to others in meaningful ways.

A conceptual framework of the local **housing stability system** has been developed.

The housing stability system includes programs that have a primary mandate to provide resources to help people find and/or maintain housing.

Programs that provide services to meet immediate needs and/or help with housing stability issues over a shorter period of time include *emergency shelter services, street outreach, shorter term housing stability programs* and *transitional/time-limited housing*. Programs that provide permanent housing and/or support are called *longer term housing stability programs*.

The findings were used to generate 92 actions designed to strengthen the housing stability system in Waterloo Region. The actions were grouped into the following eight action areas:

1. Engage a range of partners in the commitment to end homelessness and promote housing stability.
2. Create a stable, sustainable funding environment.
3. Prevent homelessness.
4. Provide comprehensive services across the housing stability system.
5. Promote access to and effective coordination of services.
6. Create a system that is responsive to diverse and vulnerable populations.
7. Build staff capacity in the housing stability system.
8. Engage in research and evaluate outcomes.

The Strategy and its background reports are available on The Regional Municipality of Waterloo's (Region's) website at www.region.waterloo.on.ca.

How were the findings of the Strategy communicated?

To date, two communication plans have been developed and implemented. The 2008 communication plan was used to inform and engage a broad range of community members. The plan outlined the various communication methods that were necessary to ensure that stakeholders both within and outside of the housing stability system were informed about the public launch of the Strategy, what the Strategy includes, highlights of the findings, how the community is moving forward with the actions and how future information will be shared. The 2009 communication plan was used to help guide the activities of the Homelessness to Housing Stability Strategy Monitoring Committee (SMC).

Since its release, the Strategy has been broadly circulated in the community to local, provincial, and federal government representatives and to every individual or group that participated in its development. Resolutions, a Community Plan and applications for funding were submitted to the federal government in 2008 based on the findings of the Strategy. Two Business Cases have been submitted to the Province for additional funding, one in 2008 and one in 2009. In addition, articles have been written for the Region's 2008 Report to the Community, the Homelessness and Housing Umbrella Group (HHUG) newsletter, Region News, and The Updater. Findings from the Strategy were used extensively in the HHUG Waterloo Region Housing Stability Report Cards and accompanying booklets in 2008 and 2009. Presentations have been made to a wide variety of audiences including community based agencies or groups, Regional departments/divisions, the health sector, and the general public.

Finally, the Region maintains web pages that outline: i) the development of the Strategy (activities from 2005-2007), ii) plans for implementation of the Strategy (2007-2010) and iii) Strategy action updates. On these web pages, people can access the published reports (including the Strategy, its background reports, and progress reports), terms of reference for the SMC, and more detailed information about the 92 actions. Published reports have also been posted to the HHUG and Homeless Hub websites (www.hhug.ca and www.homelesshub.ca).

STRATEGY IMPLEMENTATION

How is the Strategy being implemented?

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. The Strategy is intended to be used by housing stability service providers, people with lived homelessness experience, the HHUG with its member groups, the Region, and other orders of government in their collective efforts to increase the housing stability of all community members.

The focus on housing stability, not homelessness, helps to shift thinking toward *ending* homelessness with long term solutions rather than short term fixes.

The Strategy serves as the Region's system plan for housing stability. Through community partnerships, the Region seeks to implement the Strategy. Implementation of the Strategy forms part of the Region's Corporate Strategic Plan for 2007-2010. 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 Homelessness Partnering Strategy, comprehensive policy directives and additional funding will be required from the provincial and federal governments if the Strategy is to be fully implemented.

The Strategy's 92 actions were initially developed to answer the question of "what can be done *locally*". The purpose of this emphasis was not to negate the critical roles of the provincial and federal governments, but rather to encourage innovation while continuing to advocate for policy directives and additional funding that support and sustain leadership at the local level. It should be noted that, while comprehensive, the set of actions as a whole do not necessarily represent *all* of the housing stability initiatives currently underway in Waterloo Region.

The SMC was formed in May 2008 to monitor implementation of the Strategy through to the end of the current term of Regional Council in December 2010. Members of the SMC include representatives from organizations that have agreed to lead or co-lead the actions in the Strategy, government representatives and local researchers in the area of housing stability. The SMC is chaired by the Director from the Social Planning, Policy and Program Administration division and is accountable to the Regional Community Services Committee.

To fulfill its purpose, the committee has several key objectives:

- to measure 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;

The community vision for the future is "every community member in Waterloo Region has housing stability".

- to support actions that have yet to be addressed; and
- to produce an annual report to Regional Council.

How is progress measured?

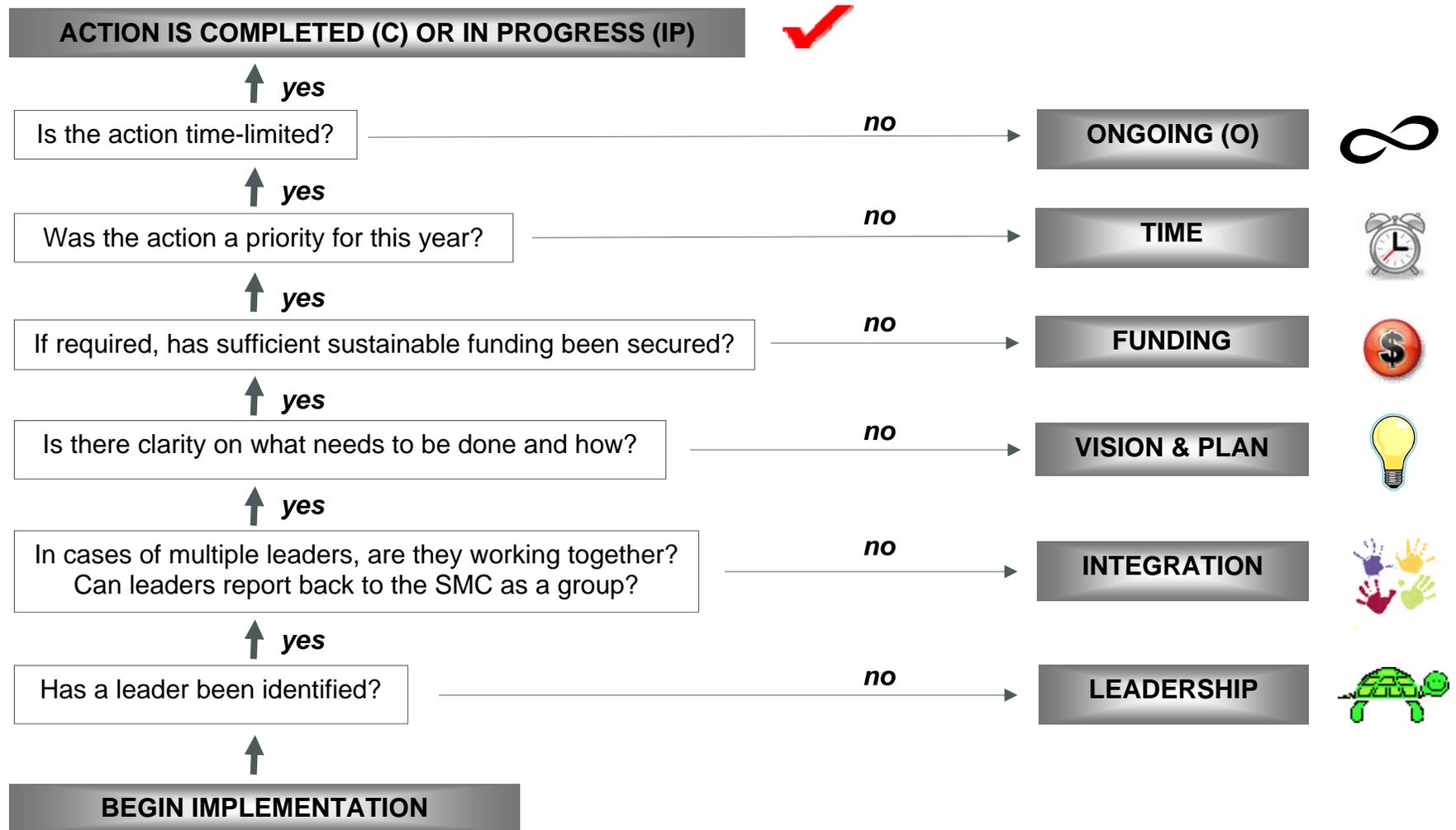
The organizations and groups that have agreed to lead or co-lead the actions in the Strategy report to the SMC through an annual survey that collects information about progress, partnerships and next steps (if applicable). Two surveys have been conducted to date. This report summarizes findings from the second annual survey from the summer of 2009.

In 2008, key success factors that support implementation of an action from start to finish were identified based on the findings from the annual survey. These factors were then used to develop a tool for assessing progress for each of the 92 actions. In 2009, the same tool was used to assess progress. See Diagram 1 on page 9 for an illustration of this tool.

Similar to findings from the previous year, significant progress has been achieved in nearly all action areas. Highlights of the progress, based on the key success factors identified in 2008, are outlined below:

- All actions require leadership. Further work is needed to confirm leads/co-leads for 1 action; as such, this action has experienced a slow start.
- Some actions need further exploration to move forward. Some actions require co-leads to work more closely together to identify next steps (5 actions). Other actions require leads/co-leads to develop a concrete vision and plan (5 actions).
- Some actions require additional resources (funding and/or staff time). To be considered “fully implemented”, the action should either have a clear end date or have sustainable resources. Several actions are in the process of being addressed, but with time-limited funding. Actions that require funding will continue to be monitored until sufficient, sustainable resources have been secured (7 actions). For the actions where estimates were available, the total amount of funding required is approximately 1 million dollars. In addition, there are actions where no additional funding was needed to move forward; however, staff time was not available in the past year to complete the activity (4 actions).
- A significant number of actions were identified as “ongoing” in 2009. These actions form a set of promising principles and practices for an effective housing stability system (33 actions).

Diagram 1. Factors used to assess Strategy action progress.



What progress has been made in 2008 and 2009?

Each action¹ has been categorized under one of the progress factors identified in Diagram 1. While actions are generally expected to follow the pattern as identified in Diagram 1 toward full implementation, analysis of progress in 2009 showed that some actions did not follow this pattern. As a result, evaluating implementation progress between one or more years involves more than a comparison of the number of actions assessed in each of the categories. To help illustrate these various patterns, a summary of where actions went if they were no longer assessed in the same category as 2008 is included in the analysis below. Of particular note is that many actions were re-assessed in 2009 by leads/co-leads as being in the “ongoing” category.

To review the progress for each action by the respective action area, see Appendix A. In addition, a chart that outlines full details regarding activities to date, partnerships and future plans (as applicable) can be found on the Region’s website at www.region.waterloo.on.ca.

COMPLETED

 (C)	<p>These actions had a clear start and end date <i>or</i> sufficient, sustainable resources have been secured to ensure stability for the system. They can be removed from future monitoring.</p> <p>In 2008, 8 actions were completed and were not included in 2009 monitoring activities.</p> <p>In 2009, a further 11 actions were completed (see list below).</p>
<p>1. Address sustainability gaps in emergency shelter (ensure current Ontario Works per diem mechanism is fully maximized and continue advocacy efforts with the Province for an increased per diem). [Action 2.3(b)]</p>	
<p>2. Address sustainability gaps in non-specific housing stability programs (equalize funding across current CHPP programs). [Action 2.3 (c)]</p>	
<p>3. Develop a strategy for increased resources for the Rent Bank and Eviction Prevention program to expand its capacity to provide loans and eviction prevention support services (e.g., financial literacy). [Action 3.1]</p>	

¹ Language in the housing stability system has evolved since 2007 and, as such, the scope of some actions has been revisited. As a result, action 6.7(b) was removed from the Strategy; the original intent of the action is more appropriately addressed through a focus on *degrees of homelessness*.

4. Rural policy should clarify intentions regarding homelessness and take into account the various indicators that signal greater risk of rural housing instability. [Action 3.6]
5. Ensure that the benefits of integrated street outreach services are realized in all urban core areas of Waterloo Region. [Action 4.2 (a)]
6. Enhance shorter term housing stability services to prevent people experiencing episodic homelessness from experiencing persistent homelessness. [Action 4.3]
7. Expand and/or develop services for people experiencing homelessness with short-term physical health issues (e.g., acute care, respite). [Action 4.5]
8. Enhance, coordinate and/or create access to tools (e.g., a booklet) for older adults and/or their informal support network about the housing stability system, support services, financial assistance and tenant rights. [Action 5.2]
9. Ensure that partnering utilities of the Waterloo Region Energy Assistance Program are including information about the program in reminder notices to customers who are consistently 30 or 60 days in arrears. Take privacy issues into consideration when implementing this action. [Action 5.3]
10. Assess the extent of gender-based barriers and heterosexist service provision in the housing stability system. [Action 6.17]
11. Submit local homelessness/housing stability research to the national web-based clearinghouse. [Action 8.4]

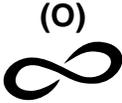
IN PROGRESS

<p>(IP)</p> 	<p>Work to address these actions is currently underway; however, more time is needed. Monitoring in 2010 should verify that these actions have been fully implemented.</p> <p>In 2008, 15 actions were in progress.</p> <p>In 2009, 17 actions were in progress; 6 actions continue to be in-progress from 2008, the remaining 11 are new to this category in 2009. Of the 9 actions that moved from this category in the last year, 1 now requires time to move forward, 4 have been identified as ongoing, and 4 were completed.</p>
<p>1. Support new and existing strategies to increase attachment to meaningful activity for youth experiencing or at-risk of homelessness, with the longer term goal of securing sustainable employment. Consider programs or opportunities</p>	

<p>within and outside of the public and separate school boards (e.g., youth suspension, alternative, trade, arts, and post-secondary opportunities). [Action 2.7 (b)]</p>
<p>2. Research best practices, local capacity for and interest in conducting housing stability assessments with older adults who are at-risk of homelessness. [Action 3.3(b)]</p>
<p>3. Continue to review local social policies to ensure that programs for people experiencing or at-risk of homelessness are meeting their objectives. Collect data on system barriers and the consequences of these barriers to demonstrate where policies are not working or are counter-productive and might contribute to increasing the risk of housing instability. Use this analysis as constructive input to reform social policies as needed. [Action 3.4]</p>
<p>4. Develop a strategy for pre and post substance use treatment shelter/housing options. [Action 4.4(a)]</p>
<p>5. Expand and/or develop services for people experiencing homelessness with long-term physical health issues (e.g., palliative services). [Action 4.6 (h)]</p>
<p>6. Develop a strategy for a sufficient number of subsidized spaces with adequate and appropriate support in domiciliary hostels for older adults experiencing or at-risk of homelessness. [Action 4.7 (c)]</p>
<p>7. Explore best practices of youth-specific housing options for youth experiencing or at-risk of homelessness, where reconciliation with parents or guardians is not immediate or possible. [Action 4.8]</p>
<p>8. Consider investing in the acquisition of existing rental properties to increase the supply of affordable rental accommodation in the region. [Action 4.9 (c)]</p>
<p>9. Produce wallet cards across Waterloo Region with information about services and rights targeted to people experiencing homelessness. [Action 5.5]</p>
<p>10. Further develop referral processes between longer term housing stability programs and Long-Term Care/Community Care Access Centres. [Action 5.10]</p>
<p>11. Create 24-hour access to information about the housing stability system through a community phone line. [Action 5.6]</p>
<p>12. Develop an extreme heat protocol. [Action 5.12]</p>
<p>13. Develop a strategy for flexible, affordable, low demand housing with supports for people experiencing persistent homelessness. [Action 6.1]</p>
<p>14. Develop a strategy for emergency shelter options that meet the needs of people experiencing persistent homelessness. [Action 6.3]</p>

15. Assess the availability of services for youth with complex issues. [Action 6.5]
16. Determine what services are lacking for youth 16 and 17 years of age who are experiencing or at-risk of homelessness and facilitate a process to close these gaps. [Action 6.16]
17. Develop a guide concerning use of language within the housing stability system that upholds the promising principles and practices identified from the literature and that defines common acronyms used in the housing stability system. [Action 7.3]

ONGOING

	<p>These actions are not time-limited; rather, they form a set of promising principles and practices for an effective housing stability system. There are currently no measurable targets assigned to each action, which makes it difficult to know if sufficient resources have been allocated toward addressing the need. Targets should be set and future monitoring should verify progress in meeting these objectives. This has been identified as an activity for the next Homelessness to Housing Stability Strategy (2011-2014).</p> <p>In 2008, 9 actions were identified as ongoing.</p> <p>In 2009, 33 actions were identified as ongoing; 8 of these were also identified as ongoing in 2008, the remaining 25 are new to this category in 2009. The 1 action that moved from this category in 2009 has been completed.</p>
1. Create a coordinated educational campaign highlighting issues of housing and homelessness, and the cost effectiveness of housing stability to: members of the public; elected officials; and mainstream services that serve all residents regardless of income, with the goal of enhancing accessibility of services for people with very low incomes. [Action 1.1]	
2. Provide support for advisory groups of people with lived homelessness experience. [Action 1.5]	
3. Continue advocacy efforts to the provincial and federal governments for increased stable, sustainable funding to address issues of homelessness and housing stability. In these efforts, utilize the Strategy and its key messages along with findings from the report Proactive Versus Reactive Responses: The Business Case for a Housing Based Approach to Reduce Homelessness in the Region of Waterloo. [Action 2.1]	
4. Explore opportunities to further engage local funders to invest in the housing stability system (private/non-profit	

organizations and individual community members). [Action 2.2]
5. Ensure that policies and benefits under Ontario Works are being maximized to both improve the quality of life for individuals and families experiencing or at-risk of homelessness and to end homelessness wherever possible. [Action 2.5]
6. Provide support coordination services for individuals and families (participation on a voluntary basis) at-risk of homelessness including those transitioning from Ontario Works to employment who continue to be at-risk of homelessness. [Action 3.2 (b)]
7. Support new and existing strategies to help youth experiencing or at-risk of homelessness to reconcile with their families when safe to do so. [Action 3.3 (a)]
8. Develop a strategy for a sufficient number of affordable spaces with adequate and appropriate support for older adults experiencing or at-risk of homelessness. [Action 4.6 (a)]
9. Develop a strategy for a sufficient number of subsidized spaces with adequate and appropriate support in Long-Term Care for older adults experiencing or at-risk of homelessness. [Action 4.6 (b)]
10. Develop a strategy for increased housing with support for people with developmental disabilities. [Action 4.6 (c)]
11. Develop a strategy for increased housing with support for people with mental health issues. [Action 4.6 (d)]
12. Develop a strategy for increased housing with support for people with substance use issues. [Action 4.6 (e)]
13. Develop a strategy for increased housing with support for people with physical disabilities and acquired brain injury. [Action 4.6 (f)]
14. Develop a strategy for increased housing with support for people with conditions best served through a “non-specific” model. [Action 4.6 (g)]
15. Continue to advocate for additional funding to improve housing affordability by increasing the availability of rent supplements and other forms of rental assistance for households experiencing or at-risk homelessness. Financial assistance should be assigned to the person, not the housing unit. [Action 4.9(a)]
16. Increase housing affordability in the rural areas. [Action 4.9 (b)]
17. Enhance informal support programs across shorter term and longer term housing stability services. [Action 4.10]
18. Ensure information about the housing stability system (e.g., support services, financial assistance), other related

<p>supports (e.g., food assistance) and tenant rights is available to people at-risk of homelessness at critical locations in the community (e.g., Employment Resource Areas, Ontario Works reception, food banks, through utility companies, and at the rent bank office). [Action 5.1]</p>
<p>19. Educate landlords about the resources and support systems available in the community (e.g., subsidies/supplements, direct deposits, trust accounts). [Action 5.8]</p>
<p>20. Develop a list of landlords willing to accept individuals with rental histories that illustrate a higher level of risk and/or a housing registry of affordable rental units. [Action 5.11]</p>
<p>21. Undertake multi-agency support coordination (where desired by individuals experiencing persistent homelessness) to ensure integrated service provision and/or create wrap-around support that includes informal/peer support and recreation opportunities in conjunction with a cross-section of formal support. [Action 6.4]</p>
<p>22. Assess the housing stability system's capacity to tailor responses to degrees of homelessness. [Action 6.6]</p>
<p>23. Assess and where needed enhance the housing stability system's capacity for utilizing multidisciplinary teams. [Action 6.7 (a)]</p>
<p>24. Assess and where needed enhance the housing stability system's capacity for supporting people at various stages in the recovery and relapse continuum. [Action 6.7 (c)]</p>
<p>25. Assess and where needed enhance the housing stability system's capacity for incorporating peers who have used, or are currently using, substances. [Action 6.7 (d)]</p>
<p>26. Assess and where needed enhance the housing stability system's capacity for coordinating service provision for people with concurrent disorders and dual diagnosis and adopting integrated approaches (not parallel or sequential) (e.g., providing access to dual recovery/self-help programs in addition to treatment). [Action 6.7 (e)]</p>
<p>27. Promote a harm reduction approach to service delivery within the housing stability system. [Action 6.8]</p>
<p>28. Assess the housing stability system's ability to respond to the anticipated growth in the number of New Canadians in the region through the provision of culturally and linguistically accessible services. [Action 6.13]</p>
<p>29. Assess the housing stability system's capacity to provide services that are both culturally accessible and appropriate to Aboriginal persons. [Action 6.14]</p>
<p>30. Assess the housing stability system's capacity to provide services to women (e.g., women-only accommodation, police protection and legal services, meet unique needs of New Canadian women). [Action 6.15]</p>

<p>31. Connect with universities and other research centres across the housing stability system to explore opportunities for collaboration with local stakeholders and enhanced capacity for outcome measurement, analysis of pilot projects, program evaluation, research, local system monitoring, and planning to strengthen the delivery of local services. [Action 8.1]</p>
<p>32. Continue to implement the Homeless Individuals and Families Information System with formal emergency shelters. [Action 8.2]</p>
<p>33. Where possible, enhance data collection methods within the housing stability system (e.g., expand use of Homeless Individuals and Families Information System to other interested services within the housing stability system). [Action 8.3]</p>

LEADERSHIP

	<p>Findings of the 2009 annual survey indicated that these actions are still relevant; however, community consultation in 2010 should aim to clarify scope before appropriate leads can be identified. This work will be part of the development of the next Homelessness to Housing Stability Strategy (2011-2014).</p> <p>In 2008, 5 actions were without leaders.</p> <p>In 2009, 1 action remains without leadership; the annual survey requested feedback on this action to assist with next steps. Of the 4 actions that moved from this category in the last year, 1 was removed from the Strategy, 2 have been identified as ongoing and 1 is currently in progress.</p>
<p>1. Promote hiring tools (e.g., policies and practices) that can be used by the housing stability system to assist with: a) hiring staff with the skills, knowledge, attitude and experience required to assist individuals with housing stability issues, particularly those with more complex issues, and b) appointment of staff that represent a mix of ethno-cultural backgrounds, ages, sexual orientations and genders. [Action 7.2]</p>	

INTEGRATION



There is progress being made by some of the leaders individually. Ideally, work to address these actions would be coordinated in some way. In some cases, parallel efforts in different parts of the region may be the best approach. In other cases, progress may be achieved more effectively by working in partnership with other identified co-leads.

In 2008, 22 actions were at the integration stage.

In 2009, 5 actions were assessed at the integration stage, all of which were also identified in the integration category from 2008. Of the 17 actions that moved from this category in the last year, 11 are now ongoing, 1 is at the vision and plan stage, 4 are currently in progress and 1 was completed.

1. Develop a working group to discuss issues of social development and strategies to maximize service delivery in rural areas (e.g., use of multidisciplinary teams). Membership should include social assistance delivery agents, not-for-profit groups and people at-risk of homelessness. [Action 1.7]
2. Develop a strategy for support for individuals to complete applications for the Ontario Disability Support Program. [Action 2.6]
3. Support new and existing strategies to connect adult individuals experiencing or at-risk of homelessness to labour market programs that improve employability and skills (e.g., develop formal policies that support these strategies). [Action 2.7(c)]
4. Develop an early identification system for individuals and families at-risk of homelessness (e.g., recurrent use of food banks, energy assistance, rent bank loans; use of multiple programs); identify unique indicators for the rural areas. Evaluate the relative impact of each indicator and develop appropriate intervention strategies with attention to privacy issues. [Action 3.2(a)]
5. Conduct a study of existing transitional housing models in Waterloo Region to identify populations that are being served, gaps in service and funding, and the impact of the Residential Tenancies Act on service provision. Part of this study should include an exploration of the potential unmet need for transitional housing programs in Waterloo Region, beginning with an analysis of the current and historical demand for programs. [Action 4.4(b)]

VISION & PLAN

	<p>Leaders are in the process of clarifying what needs to be done and how it will be done.</p> <p>In 2008, 14 actions were assessed at the vision and plan stage.</p> <p>In 2009, 5 actions were assessed at the vision and plan stage, 3 of which were also identified in the vision and plan category from 2008; 2 are new. Of the 11 actions that moved from this category in 2009, 6 have been identified as ongoing, 1 requires funding, 1 requires time and 3 are currently in progress.</p>
<p>1. Research what types of labour market programs work best with different groups of people experiencing or at-risk of homelessness. [Action 2.7(a)]</p>	
<p>2. Assess youth-specific services within drop-ins, and enhance these services where needed to ensure that youth experiencing or at-risk of homelessness are connected to appropriate resources. [Action 4.2 (c)]</p>	
<p>3. Collect more baseline data in rural areas to gain a greater understanding of the local demand for housing stability services by people experiencing or at-risk of homelessness. [Action 6.9]</p>	
<p>4. Research the social and psychological effects of multiple generation cohabitation in the rural areas. [Action 6.10]</p>	
<p>5. Continue to explore the need for flexibility and the development of customized services based on the unique characteristics and cultural trends within the rural areas, particularly with reference to accommodation. [Action 6.11]</p>	

FUNDING

	<p>These actions require sufficient, sustainable funding. In some cases, time-limited funding has been secured (e.g., pilot projects).</p> <p>In 2008, 15 actions required funding.</p> <p>In 2009, 7 actions require funding; 6 of the actions were also identified in the funding category from 2008 (but the funding gap estimates have been revised) and 1 action is new to this category in 2009. Of the 9 actions that moved from this category in 2009, 2 have been identified as ongoing, 2 are in progress and 5 were completed.</p>
<p>1. Create an annual housing stability report card with input from community stakeholders and Regional departments affiliated with housing and homelessness. [Action 1.4] Estimated annual amount required: See #2 below.</p>	

2. Support the Homelessness and Housing Umbrella Group in its role as a coordinating group for all other community groups working on issues of housing stability in Waterloo Region. [Action 1.6] Estimated annual amount required: \$33,500
3. Address sustainability gaps in street outreach. [Action 2.3(a)] Estimated annual amount required: \$66,000
4. Develop a risk management/monitoring system where programs in jeopardy are assessed for what impact their loss would have within the housing stability system as a whole. [Action 2.4] Estimated amount required: \$35,000
5. Enhance mobile street outreach services through securing resources for a van and supplies, providing services both within and outside of all core urban areas, and providing services outside of regular workday hours. [Action 4.2(b)] Estimated amount required: \$500,000 - \$750,000 per year.
6. Create new or enhance existing service resolution models to bring agencies together to find creative solutions for individuals experiencing persistent homelessness who have challenges in accessing services. As a component of this service, ensure the provision of flexible funding to address complex and specialized needs quickly and creatively. [Action 6.2] Estimated annual amount required: \$122,500
7. Provide training and other educational opportunities across the housing stability system to build capacity in serving people experiencing or at-risk of homelessness (e.g., topics may include understanding the housing stability system, working with the unique needs of youth, working with the unique needs of older adults, communication techniques for working with people with disabilities). [Action 7.1] Estimated annual amount required: See #2 above.

TIME

	<p>These actions need Regional staff time to begin implementation.</p> <p>In 2008, 4 actions needed more time.</p> <p>In 2009, 4 actions needed more time; 2 of these actions have not moved ahead from 2008 and 2 actions are new. For the 2 actions that moved ahead in the last year, 1 is now in the vision and plan category and 1 is now in progress.</p>
<p>1. Ensure that the intake policy of the Waterloo Region Energy Assistance Program includes a process of making appropriate referrals based on risk factors associated with homelessness (i.e., employment status, current challenges contributing to energy arrears, whether current circumstances are likely to persist) and that additional, proactive steps are taken to assist with housing stability issues when someone returns for assistance. [Action 3.5]</p>	

<p>2. Establish a standing account with rural hotels/motels to enable individuals and families experiencing homelessness to access emergency shelter services in their rural community. [Action 4.1(a)]</p>
<p>3. Develop referral and/or discharge protocols between both emergency shelter services and street outreach services with other parts of the system. [Action 5.9]</p>
<p>4. Develop a better understanding of housing conditions and levels of housing diversity in the rural areas with input from Regional departments affiliated with housing and homelessness. [Action 6.12]</p>

What is the overall analysis?

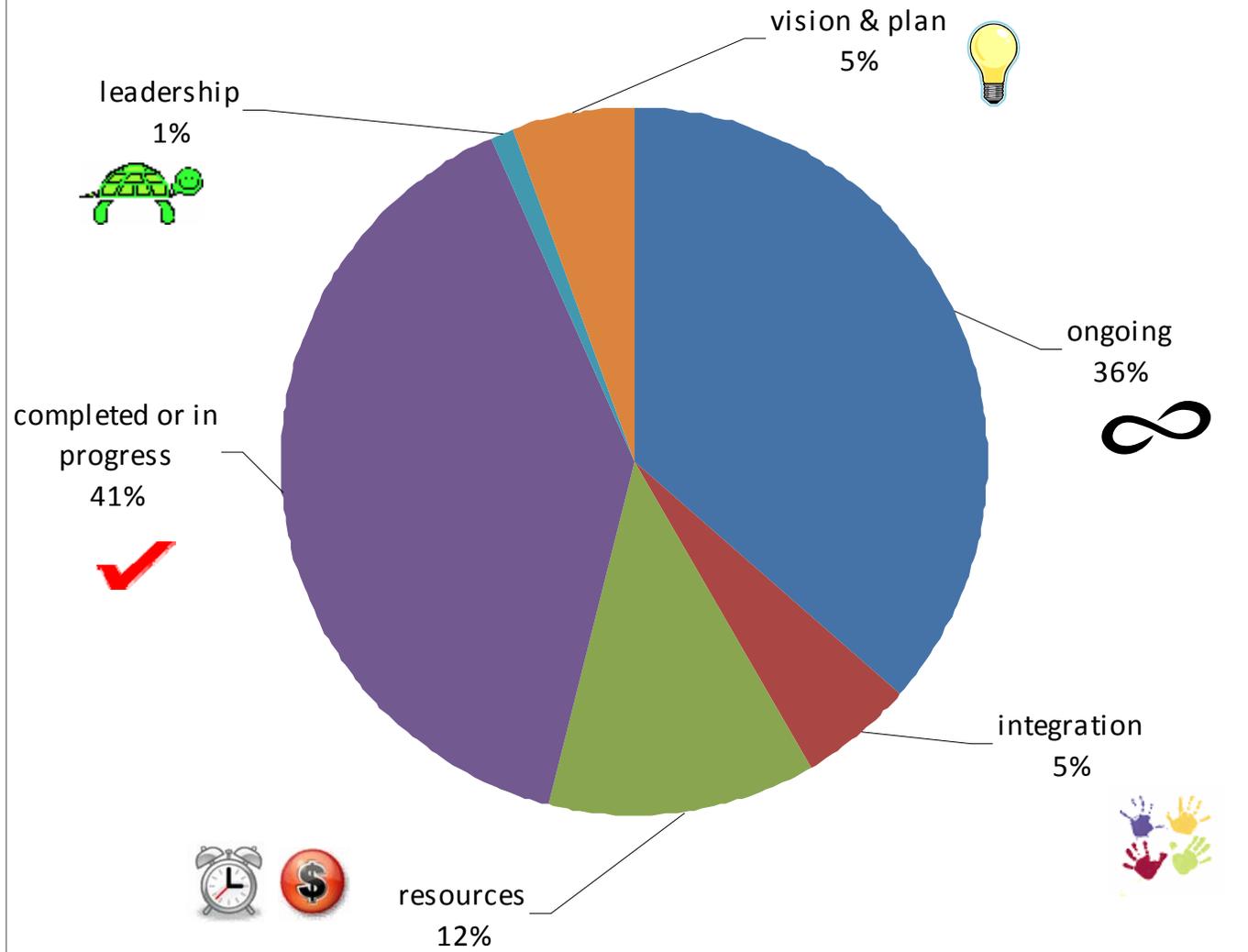
Significant progress has been made in the last year:

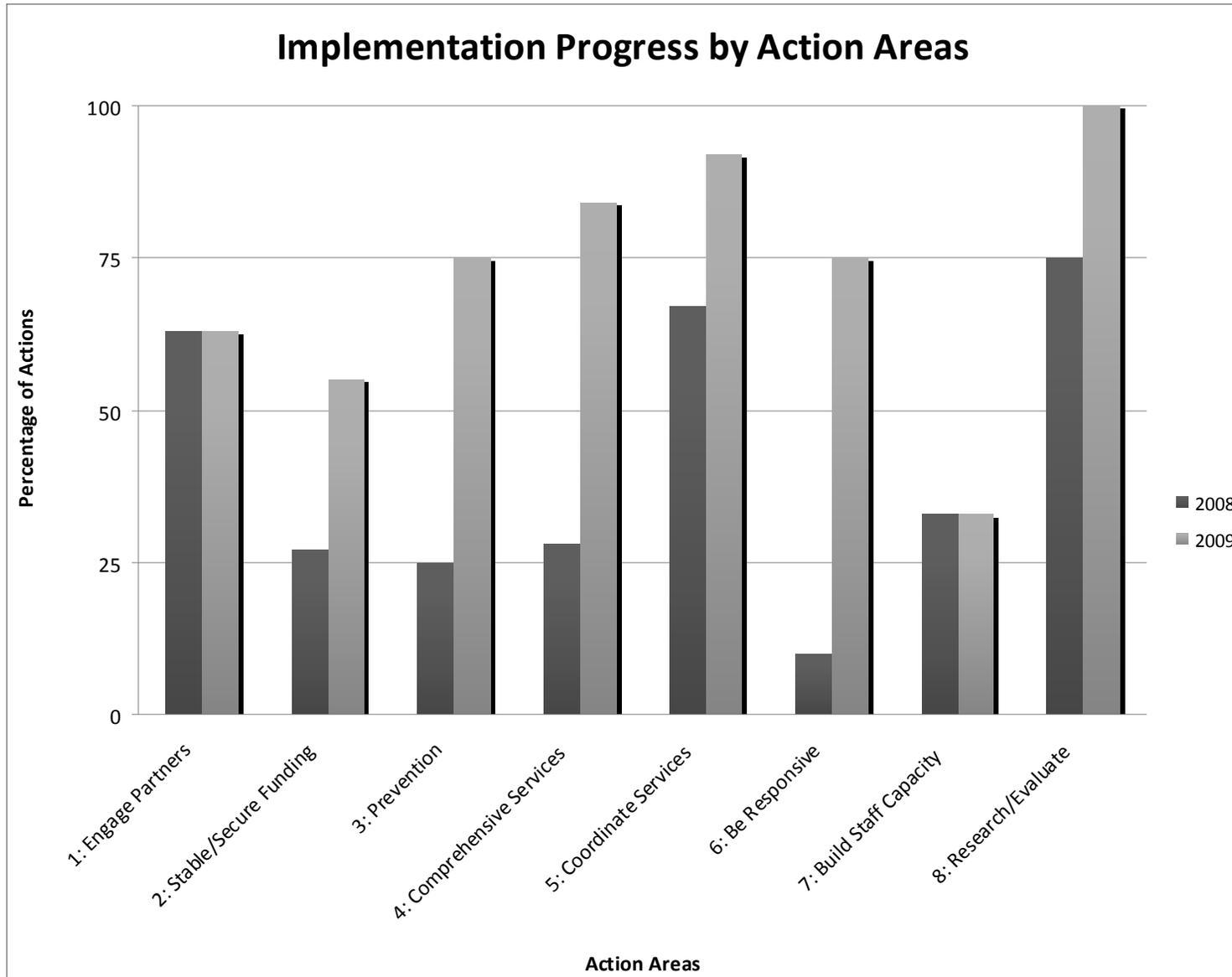
- 21 per cent of the actions have been completed in the last two years (19 actions).
- 20 per cent of the actions are currently in-progress (17 actions).
- 36 per cent of the actions are identified as ongoing (33 actions).
- 12 per cent of the actions require sufficient, sustainable funding or other resources to reach full implementation (11 actions).
- 10 per cent of the actions require further exploration to move forward (10 actions).
- 1 per cent of the actions have yet to begin implementation (1 action).

See the pie chart on page 21 for a visual representation of the progress achieved in the first two years of implementation.

See the graph on page 22 for a visual representation of the percentage of the actions in each action area that have been completed, are currently in progress, or that have been designated as ongoing. In 2009, significant progress was made in six of the action areas.

Implementation Progress





STORIES TO HIGHLIGHT SUCCESS

The SMC gathered stories to complement the findings from the survey to show the positive impact that some of the actions have had on the lives of community members over the past year. Three stories were selected to include in the progress report for 2009 (names have been changed to protect the privacy of the individuals):

Impact of Outreach Services and Assertive Community Treatment (submitted by Waterloo Regional Homes for Mental Health):

Al, a 51 year old man, became homeless after a fire destroyed the rooming house where he resided. He was also experiencing serious mental health issues and soon after referred to the Outreach Services of Waterloo Regional Homes for Mental Health Inc. (WRHMH). The Outreach workers assisted Al to find housing and worked with him over a period of months to overcome his severe anxiety, fear and anger, which prevented him from sleeping and leaving his apartment. Al, also in very poor physical health, was supported by the Outreach workers to purchase groceries.

Al was linked to WRHMH Assertive Community Treatment (ACT) Team who continued to support him to address his health and housing needs as his illness and resulting actions put both in jeopardy. The ACT Team member's caring and assertive approach facilitated a therapeutic connection between them which led to a willingness on Al's part to better manage his emotions. He eventually grew to trust his ACT Team worker and agreed to take medication for his mental health issues. Al's mental health improved and with encouragement he began visits into the community. Within the year he was open to support from other members of the ACT Team. His housing issues were resolved and he moved into subsidized housing provided by WRHMH.

In the following year, Al took better care of his new home and his physical health. He has a phone and completes errands in the community on his own. Al regularly attends walking groups, socials and swims at the local pool. Most recently he has signed up to be a volunteer at the Humane Society. Now, if you see Al and you greet him, he will return your greeting with a smile on his face.

Impact of Circle of Friends program (submitted by YWCA Kitchener-Waterloo):

Sarah was sixteen years old when she was "processed" by Canadian Immigration officials in an African refugee camp. When she arrived in Kitchener with her two children, she moved into YWCA-Mary's Place because she had nowhere else to go. Through the support from staff, Sarah was able to apply for social assistance and find housing, but making the move from YWCA-Mary's Place to a place of her own frightened her. Sarah faced a daily battle to sustain her housing without additional support. Like many new Canadians, Sarah found it difficult to manage all the details, timelines and paperwork associated with running a household in a country that has very different cultural expectations. The language barrier made things even more challenging. Being a young mother without family or friends made her very vulnerable.

Before she moved, Sarah was connected to the Circle of Friends program. Sarah's Circle includes other women who share similar beliefs, values and experiences. Many Circle meetings are devoted to learning about parenting and the resources that are available to Sarah and her children in Waterloo Region. This Circle also supports Sarah to improve her English skills, helps her to understand the documents that she receives in the mail, and teaches her the importance of budgeting and paying bills on time. Sarah really appreciates the advice and experience that these women give to her. Through this informal support, Sarah knows that she is not alone raising her children and that she has friends that love and care for her. The little things that likely would have jeopardised Sarah's housing in the past are now able to remain just that – little things – because of the weekly support, care and friendship she receives from her Circle of Friends.

Impact of Shelters to Housing Stability program (submitted by the House of Friendship):

Brandon is currently working with former residents of Charles Street Men's Hostel to help them maintain their housing. While at Charles Street Men's Hostel, men meet with Brandon to develop life and support plans and review them on a weekly basis. Life plans focus on what the men want to do with their lives; support plans focus on developing the necessary community-based and personal support systems required to reach these goals. Developing greater life skills, peer support, positive coping skills and community networks through Brandon's ongoing coaching, advocacy and support enables the men to overcome the barriers that previously prevented them from maintaining their housing.

In one instance, a man who had successfully found housing and employment while "getting back on track" after a devastating experience with addiction had to address an unresolved issue that threatened to undo all of his recent good work. Brandon walked with this man through his time of crisis, advocated with his landlord and different community members, encouraged support from his peers, and connected him with different community resources. As a result, the man was able to stay in his home and is once again focused on taking care of himself.

AREAS OF FOCUS

What are the guiding principles of the Strategy?

The Strategy identified five principles that were developed to provide guidance and context for the actions. These five principles, as outlined below, have been embraced by the community:

1. Plan to end homelessness through a focus on building and maintaining housing stability.
2. While there is a need for emergency shelter services, use resources to strengthen existing services, rather than investing resources to create new emergency shelters.
3. Adopt a "Housing First" approach for adults experiencing homelessness: consider housing as the top priority rather than services to address any pre-existing issues.

4. Build greater capacity in longer term housing stability programs to meet current and projected future demand.
5. Tailor approaches to degrees of homelessness; focus initial efforts on ending persistent homelessness.

What progress was made with implementing the recommendations for 2009?

In the 2008 Progress Report, the SMC made five recommendations for moving forward in 2009. As outlined below, progress was made in addressing each of these recommendations.

1. Continue to inform the community, key stakeholders, and other orders of government about the Strategy and build support for implementation.

- revised Region's Strategy web pages
- posted 2008 Progress Report to Region, HHUG and Homeless Hub websites; provided access to all leads/co-leads
- wrote articles for Spring HHUG newsletter and The Updater
- highlighted Strategy implementation progress as part of Housing Stability 101 training offered through the Housing Stability Training Centre

2. Provide general planning support to move all actions forward.

- solicited feedback on the relevance of the actions assessed in the "leadership" category from 2008 and identified potential leads for these actions where relevance was confirmed
- proposals submitted or in process for several actions assessed in the "funding" category from 2008
- asked co-leads of actions assessed in the "integration" category in 2009 to identify where opportunities to network were desired
- identified targets as the focus of future monitoring efforts for actions assessed in the "ongoing" category in 2009; specific activities noted for work in 2010
- Region facilitated the exploration of two new networks – street outreach and longer term housing with support
- provided ad hoc support by request to leads/co-leads

3. Provide specific support in coordinating and/or reporting in two key areas:

- *Actions related to identifying and coordinating with landlords.*

Cambridge Shelter Corporation: compiled a list of landlords that are interested in working with clients

HHUG: some landlords are on the HHUG list serve and get newsletters and updates; some landlords have attended workshops provided by the Housing Stability Training Centre (e.g., Supports for Tenants)

John Howard Society: continued development of appropriate resources and gathering of information for outreach to landlords

Lutherwood: conducted literature reviews and interviews related to coordinated landlord registry – produced report “Coordination of Landlord and Vacancy Information”; continue to educate landlords who become connected to programs through Housing Action Centre

Region: developed resource guide for Domiciliary Hostel operators; *Housing Incentives & Funding Resource Guide* was updated in September 2009 – provides information about a broad range of range of housing incentives and resources available to housing stakeholders and individuals

STEP Home: presented programs to Waterloo Region Apartment Managers Association in October; has explored development of methods to connect with landlords who are willing to serve people identified as “higher risk” – Region has drafted a report to be reviewed in the fall that identifies possible next steps

The Working Centre: Housing Desk continues to build upon new promising principles and practices in this area, particularly those learned from the work of STEP Home

Waterloo Regional Homes for Mental Health: ongoing contracts and relationships with landlords who are willing to work with people with more complex needs in return for committed support as needed over the course of the residency

- *Actions related to substance use, mental health and complex issues.*

Addiction and Mental Health Network: agreed to act as champions for Strategy actions that connect with mental health and addictions; residential youth treatment addiction program implemented with community support post discharge; expansion of funding to addiction sector; hired Mental Health and Addiction Network coordinator; program developed for Supportive Housing for Individuals with Substance Use Issues that uses a harm reduction, Housing First approach

Cambridge Shelter Corporation: conducted research on promising practices in peer support, which is currently done informally through its addiction groups; exploring potential for alternative shelter location for pre/post treatment

Canadian Mental Health Association: work in close partnership with Waterloo Regional Homes for Mental Health to provide support in new housing developments; support coordination provided on-site at the Laurel Street Project as of Spring 2008; new part time concurrent disorders specialist pilot position (4-6 months) – will provide outreach and referrals with a focus on harm reduction for the K-W area (outreach services already exist in Cambridge)

HHUG: Housing Stability Training Centre offered full day workshop on housing and harm reduction

Lutherwood: secured additional one time funding from Federal Homelessness Partnering Strategy (to March 2011) for Whatever It Takes – Service Resolution program; program has supported planning circles where broad range of providers work together to create housing stability plans for people experiencing persistent homelessness; STEP Home is developing a protocol for overflowing participants of the program into motels (covered by per diem)

Region: new Affordable Housing Strategy identifies target of 100 new housing with support units; continued to research and evaluate housing options through funding from the WW-LHIN for half-time planner – focus is on

addressing housing needs of people experiencing persistent homelessness who are prematurely aged (report in progress “Housing People Experiencing Persistent Homelessness: Features for Consideration”)

Regional Concurrent Disorders Committee: transferred funding to the Working Center for clinic space in a building with 66 Single Room Occupancy units (SROs) where many tenants have concurrent disorders – nurse and physician are available on-site; continue to offer Psychiatric Outreach to several sites across the region (currently 85 patients); offered Concurrent Disorders 101 training; added one additional Consultation Table (assists front line providers with applying promising practices); hosted two workshops (increasing systems capacity and concurrent disorders treatment); funded overdose prevention training; drafted a community-wide plan for building capacity at the systems level with respect to supporting people at various stages in the recovery and relapse continuum and coordination of services as promising practices

Social Planning Council of Cambridge and North Dumfries: co-lead report with respect to an Integrated Drug Strategy

Supportive Housing of Waterloo: secured sufficient funding to begin building; looking to open 30 units Spring 2010

The Working Centre: meeting some need for pre and post substance use treatment shelter/transitional housing options through Integrated Supported Housing programs; meeting some need for short term housing through new Hospitality Houses where length of stay guidelines are up to 18 months (on-going funding secured through WW-LHIN) – 6 spaces have primary mandate to serve 3 areas: i) pre/post operative care, ii) post acute/pre-palliative care and iii) medical stabilization.

Waterloo Region Crime Prevention Council: hosted In the Mind’s Eye (which included peer components throughout the series); conducted 3 sessions for peer overdose prevention; produced 2 overdose prevention reports; co-facilitated the local establishment of an overdose prevention and recovery group (targeted to both service providers and peers, co-led by peers) – led to the development of a manual targeted to peers and service providers; continue to work on the development of an Integrated Drugs Strategy – established a Ontario Network of Drug Strategy Specialists; presentations about harm reduction to service providers locally and beyond

Waterloo Region Harm Reduction Network: continue efforts that highlight the need for appropriate housing and support for people with substance use issues who are either experiencing homelessness or remain at a high risk of losing their housing because of a lack of support options available in the community; facilitating a new Drug Users Group – focus on overdose prevention, social networking, understanding what resources are available in the community; accessing harm reduction supplies (through ACCKWA)

Waterloo Regional Homes for Mental Health: 13 of the new Sunnyside units are allocated for older adults with mental health issues; 6 more units planned from current funding portfolio (headlease model) – in discussions with Supportive Housing of Waterloo; Strategic Plan 2008-2011 calls for one more ACT team; submitted funding proposal to WW-LHIN (note that Grand River also has additional ACT teams in their plan); number of staff participating in

various concurrent disorders training offered by Regional Concurrent Disorders Committee – should help to build capacity in this area

4. Develop further measures to capture the impact of the actions toward achieving the vision of, “Every community member in Waterloo Region has housing stability”.

- drafted comprehensive plan to integrate data collection for programs funded through Homelessness to Housing Stability Unit (50 in 2009); data collection includes key outcome measures and connects progress at the programmatic level back to implementation of the Strategy

5. Set targets to prevent persistent homelessness for 100 people and to end persistent homelessness for 50 people by December 2010.

- Regional Council endorsed both targets December 2, 2008
- monitoring progress is part of the STEP Home evaluation

What are the next steps for 2010?

Through the 2009 survey, the community identified the lack of housing with support as a barrier to progress in achieving the goals of the Strategy. As one agency noted, “lack of housing with support is an impediment to much of the work we are undertaking in the housing stability sector”. In addition, lack of funding from the Provincial and Federal governments was highlighted as a key challenge. One agency shared that “there are lots of good ideas and models used in Waterloo Region; however, we need additional funding in order to fill gaps”.

Based on the results of the 2009 survey, the SMC has made **four recommendations for 2010:**

1. Continue to monitor progress in achieving the two targets endorsed by Regional Council: to prevent persistent homelessness for 100 people and to end persistent homelessness for 50 people by December 2010.
2. Continue to monitor implementation progress for the actions that are incomplete.
3. Identify/evaluate:
 - a. the impact of development and implementation of the Strategy (e.g., influence on program development, policy, research, housing stability funding, knowledge mobilization, community awareness of homelessness/housing stability)
 - b. the impact of relevant influential factors on implementation of the Strategy, including but not limited to:
 - i. the economy (e.g., recent downturn)
 - ii. funding changes (e.g., Provincial Rent Bank allocation, Federal/Provincial allocations in affordable housing)

- iii. provincial and federal consultations (e.g., regarding the 2011-2014 Federal Homelessness Partnering Strategy, Provincial mental health and addiction system reform)
 - iv. new policy development and/or implementation (e.g., SCAN, Bill C304, Federal and Provincial Poverty Reduction Strategies)
 - v. proposed and/or implementation of changes to existing policy (e.g., local OMB hearings, changes to Long Term Care legislation, loss of capacity to house frail elderly, transitions in the Domiciliary Hostel program)
 - vi. changes in the housing stability system (e.g., provincial/municipal fiscal program review: transition of OW/ODSP back to the Province, potential consolidation of Service System Manager roles in Housing and Homelessness, possible changes in Service Delivery Agents in the local employment sector)
 - c. current assets that need to be sustained/enhanced (e.g., programs, policies, other resources) and gaps that need to be addressed (e.g., unmet need, emerging issues) in the housing stability system
4. Prepare a consultation process for the next Homelessness to Housing Stability Strategy (2011-2014).

APPENDIX A: HOMELESSNESS TO HOUSING STABILITY STRATEGY ACTIONS (2009)

Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
Action Area 1 Engage a range of partners in the commitment to end homelessness and promote housing stability.				
<i>Create engagement tools.</i>				
		1.1	Create a coordinated educational campaign highlighting issues of housing and homelessness, and the cost effectiveness of housing stability to: <ul style="list-style-type: none"> - members of the public - elected officials - mainstream services that serve all residents regardless of income, with the goal of enhancing accessibility of services for people with very low incomes 	Cambridge Action on Homelessness Group: Linda Terry Homelessness and Housing Umbrella Group: Lynn Macaulay Homelessness Awareness Week Committee: Mike Savage/ Charles Nicols
		1.2	Support the continued development and maintenance of a community website or portal for the housing stability system.	Homelessness and Housing Umbrella Group: Lynn Macaulay
		1.3	Produce a monthly or bi-monthly bulletin/newsletter for the housing stability system.	Homelessness and Housing Umbrella Group: Lynn Macaulay
		1.4	Create an annual housing stability report card with input from community stakeholders and Regional departments affiliated with housing and homelessness.	Homelessness and Housing Umbrella Group: Lynn Macaulay
<i>Work together to end homelessness and promote housing stability.</i>				
		1.5	Provide support for advisory groups of people with lived homelessness experience.	Homelessness and Housing Umbrella Group: Lynn Macaulay Cambridge Shelter Corp: Anne Tinker Kitchener Downtown Community Health Centre: Doug Rankin
		1.6	Support the Homelessness and Housing Umbrella Group in its role as a coordinating group for all other community groups working on issues of housing stability in Waterloo Region.	Region (Social Services): Marie Morrison
		1.7	Develop a working group to discuss issues of social development and strategies to maximize service delivery in rural areas (e.g., use of	Social Planning Council of Cambridge and North Dumfries: Linda Terry

 = completed (C) or in progress (IP)

 = ongoing

 = leadership

 = integration

 = vision & plan

 = funding

 = time

Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
		1.7	multidisciplinary teams). Membership should include social assistance delivery agents, not-for-profit groups and people at-risk of homelessness.	Social Planning Council of Cambridge and North Dumfries: Linda Terry Opportunities Waterloo Region: Mary MacKeigan CMHA: Carmen Abel Region (Social Services): Marie Morrison
		1.8	Create a Strategy implementation group to: develop a monitoring program; facilitate implementation and coordination of the actions; and participate in Strategy updates and reviews.	Region (Social Services): Angela Pye
Action Area 2				
Create a stable, sustainable funding environment.				
<i>Engage a range of funders.</i>				
		2.1	Continue advocacy efforts to the provincial and federal governments for increased stable, sustainable funding to address issues of homelessness and housing stability. In these efforts, utilize the Strategy and its key messages along with findings from the report Proactive Versus Reactive Responses: The Business Case for a Housing Based Approach to Reduce Homelessness in the Region of Waterloo.	Region (Social Services): Marie Morrison Homelessness and Housing Umbrella Group: Lynn Macaulay Region (Planning, Housing and Community Services): Jeff Schumacher
		2.2	Explore opportunities to further engage local funders to invest in the housing stability system (private/non-profit organizations and individual community members).	Region (Social Services): Marie Morrison
<i>Ensure financial sustainability for the system.</i>				
		2.3 (a)	Address sustainability gaps in street outreach.	Region (Social Services): Marie Morrison
		2.3 (b)	Address sustainability gaps in emergency shelter (ensure current Ontario Works per diem mechanism is fully maximized and continue advocacy efforts with the Province for an increased per diem).	Region (Social Services): Marie Morrison
		2.3 (c)	Address sustainability gaps in non-specific housing stability programs (equalize funding across current CHPP programs).	Region (Social Services): Marie Morrison

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 = ongoing

 = leadership

 = integration

 = vision & plan

 = funding

 = time

Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
		2.4	Develop a risk management/monitoring system where programs in jeopardy are assessed for what impact their loss would have within the housing stability system as a whole.	Region (Social Services): Marie Morrison
Ensure financial stability for individuals and families.				
IP 		2.5	Ensure that policies and benefits under Ontario Works are being maximized to both improve the quality of life for individuals and families experiencing or at-risk of homelessness and to end homelessness wherever possible.	Region (Social Services): David Dirks
		2.6	Develop a strategy for support for individuals to complete applications for the Ontario Disability Support Program.	The Working Centre: Jennifer Mains Region (Social Services): David Dirks
		2.7 (a)	Research what types of labour market programs work best with different groups of people experiencing or at-risk of homelessness.	The Working Centre: Jennifer Mains
IP 	IP 	2.7 (b)	Support new and existing strategies to increase attachment to meaningful activity for youth experiencing or at-risk of homelessness, with the longer term goal of securing sustainable employment. Consider programs or opportunities within and outside of the public and separate school boards (e.g., youth suspension, alternative, trade, arts, and post-secondary opportunities).	Youth Housing Stability Coordinating Group: Van Vilaysinh
		2.7 (c)	Support new and existing strategies to connect adult individuals experiencing or at-risk of homelessness to labour market programs that improve employability and skills (e.g., develop formal policies that support these strategies).	The Working Centre: Jennifer Mains Region (Social Services): David Dirks
Action Area 3			Prevent homelessness.	
Identify individuals and families at-risk of homelessness and provide resources to help them stabilize their housing.				
	C 	3.1	Develop a strategy for increased resources for the Rent Bank and Eviction Prevention program to expand its capacity to provide loans and eviction prevention support services (e.g., financial literacy).	Lutherwood: Lynn Macaulay
		3.2 (a)	Develop an early identification system for individuals and families at-risk of homelessness (e.g., recurrent use of food banks, energy assistance, rent bank loans; use of multiple programs); identify unique indicators for the rural areas. Evaluate the relative impact of each indicator and develop appropriate intervention strategies with attention to privacy issues.	Lutherwood: Lynn Macaulay Region (Social Services): Marie Morrison
		3.2 (b)		Lutherwood: Lynn Macaulay

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Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
		3.2 (b)	Provide support coordination services for individuals and families (participation on a voluntary basis) at-risk of homelessness including those transitioning from Ontario Works to employment who continue to be at-risk of homelessness.	Lutherwood: Lynn Macaulay Region (Social Services): David Dirks Cambridge Shelter Corp: Anne Tinker
IP 		3.3 (a)	Support new and existing strategies to help youth experiencing or at-risk of homelessness to reconcile with their families when safe to do so.	Youth Housing Stability Coordinating Group: Van Vilaysinh
	IP 	3.3 (b)	Research best practices, local capacity for and interest in conducting housing stability assessments with older adults who are at-risk of homelessness.	Waterloo-Wellington Local Health Integration Network: Patricia Syms-Sutherland
<i>Ensure that existing policies assist with preventing homelessness.</i>				
	IP 	3.4	Continue to review local social policies to ensure that programs for people experiencing or at-risk of homelessness are meeting their objectives. Collect data on system barriers and the consequences of these barriers to demonstrate where policies are not working or are counter-productive and might contribute to increasing the risk of housing instability. Use this analysis as constructive input to reform social policies as needed.	Region (Social Services): Marie Morrison
		3.5	Ensure that the intake policy of the Waterloo Region Energy Assistance Program includes a process of making appropriate referrals based on risk factors associated with homelessness (i.e., employment status, current challenges contributing to energy arrears, whether current circumstances are likely to persist) and that additional, proactive steps are taken to assist with housing stability issues when someone returns for assistance.	Region (Social Services): Van Vilaysinh
IP 	C 	3.6	Rural policy should clarify intentions regarding homelessness and take into account the various indicators that signal greater risk of rural housing instability.	Region (Planning, Housing and Community Services): Jeff Schumacher
Action Area 4 Provide comprehensive services across the housing stability system.				
<i>Meet immediate needs and/or help with housing stability issues over a shorter period of time.</i>				
		4.1 (a)	Establish a standing account with rural hotels/motels to enable individuals and families experiencing homelessness to access emergency shelter services in their rural community.	Region (Social Services): Van Vilaysinh
C	C	4.1 (b)	Review and update the Region's <i>Emergency Shelter Guidelines</i> .	Region (Social Services): Van Vilaysinh

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Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
	C 	4.2 (a)	Ensure that the benefits of integrated street outreach services are realized in all urban core areas of Waterloo Region.	Region (Social Services): Marie Morrison
		4.2 (b)	Enhance mobile street outreach services through securing resources for a van and supplies, providing services both within and outside of all core urban areas, and providing services outside of regular workday hours.	Waterloo Region Harm Reduction Network: Cathy Middleton Sandy Dietrich-Bell
		4.2 (c)	Assess youth-specific services within drop-ins, and enhance these services where needed to ensure that youth experiencing or at-risk of homelessness are connected to appropriate resources.	Youth Housing Stability Coordinating Group: Van Vilaysinh
	C 	4.3	Enhance shorter term housing stability services to prevent people experiencing episodic homelessness from experiencing persistent homelessness.	Region (Social Services): Marie Morrison
	IP 	4.4 (a)	Develop a strategy for pre and post substance use treatment shelter/transitional housing options.	The Working Centre: Jennifer Mains Cambridge Shelter Corp: Anne Tinker ROOF: Sandy Dietrich-Bell Waterloo-Wellington Local Health Integration Network: Arran Rowles
		4.4 (b)	Conduct a study of existing transitional housing models in Waterloo Region to identify populations that are being served, gaps in service and funding, and the impact of the <i>Residential Tenancies Act</i> on service provision. Part of this study should include an exploration of the potential unmet need for transitional housing programs in Waterloo Region, beginning with an analysis of the current and historical demand for programs.	The Working Centre: Jennifer Mains Lutherwood: Lynn Macaulay
	C 	4.5	Expand and/or develop services for people experiencing homelessness with short-term physical health issues (e.g., acute care, respite).	The Working Centre: Jennifer Mains Waterloo-Wellington Local Health Integration Network: Patricia Syms-Sutherland
<i>Meet longer term housing stability needs.</i>				
IP 		4.6 (a)	Develop a strategy for a sufficient number of affordable spaces with adequate and appropriate support for older adults experiencing or at-risk of homelessness.	Region (Social Services): Gail Carlin Region (Planning, Housing and Community Services): Jeff Schumacher Waterloo-Wellington Local Health

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= time

Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
				Integration Network: Patricia Syms-Sutherland
		4.6 (b)	Develop a strategy for a sufficient number of subsidized spaces with adequate and appropriate support in Long-Term Care for older adults experiencing or at-risk of homelessness.	Waterloo-Wellington Local Health Integration Network: Patricia Syms-Sutherland
		4.6 (c)	Develop a strategy for increased housing with support for people with developmental disabilities.	Developmental Services Access Centre/Developmental Services Planning Advisory Committee: Gary Whetung
		4.6 (d)	Develop a strategy for increased housing with support for people with mental health issues.	Waterloo Regional Homes for Mental Health: Wendy Czarny CMHA: Carmen Abel Waterloo-Wellington Local Health Integration Network: Arran Rowles
		4.6 (e)	Develop a strategy for increased housing with support for people with substance use issues.	Waterloo Region Harm Reduction Network: Cathy Middleton Sandy Dietrich-Bell Waterloo-Wellington Local Health Integration Network: Arran Rowles
		4.6 (f)	Develop a strategy for increased housing with support for people with physical disabilities and acquired brain injury.	Acquired Brain Injury Network/ Attendant Services Network: Toby Harris Independent Living Centre Waterloo Region: Bil Smith
		4.6 (g)	Develop a strategy for increased housing with support for people with conditions best served through a "non-specific" model. Conditions include dual diagnoses, concurrent disorders and other complex issues requiring low demand affordable housing and highly specialized support. Note that co-leads may also be involved in developing strategies for increasing housing with support for people with one, primary form of disability (see 4.6c for developmental disabilities, 4.6d for mental health issues, 4.6e for substance use issues and 4.6f for physical disabilities and acquired brain injury).	for concurrent disorders: Waterloo Regional Homes for Mental Health (Wendy Czarny) for concurrent disorders: CMHA (Carmen Abel) for concurrent disorders: St. Mary's Counseling Concurrent Disorders Program (Barb Chrysler) Region (Social Services): Marie Morrison Waterloo-Wellington Local Health

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Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
				Integration Network: Arran Rowles
	IP 	4.6 (h)	Expand and/or develop services for people experiencing homelessness with long-term physical health issues (e.g., palliative services).	Region (Social Services): Marie Morrison The Working Centre: Jennifer Mains Waterloo-Wellington Local Health Integration Network: Patricia Syms-Sutherland
C 	C 	4.7 (a)	Undertake a needs assessment of the Domiciliary Hostel Program to determine the population characteristics of who is currently being served and level of support needs.	Region (Social Services): Marie Morrison
C 	C 	4.7 (b)	Create a working group to review and update the Region's <i>Domiciliary Hostel Standards</i> .	Region (Social Services): Marie Morrison
IP 	IP 	4.7 (c)	Develop a strategy for a sufficient number of subsidized spaces with adequate and appropriate support in domiciliary hostels for older adults experiencing or at-risk of homelessness.	Region (Social Services): Marie Morrison
IP 	IP 	4.8	Explore best practices of youth-specific housing options for youth experiencing or at-risk of homelessness, where reconciliation with parents or guardians is not immediate or possible.	Youth Housing Stability Coordinating Group: Van Vilaysinh
		4.9 (a)	Continue to advocate for additional funding to improve housing affordability by increasing the availability of rent supplements and other forms of rental assistance for households experiencing or at-risk homelessness. Financial assistance should be assigned to the person, not the housing unit.	Region (Planning, Housing and Community Services): Jeff Schumacher
		4.9 (b)	Increase housing affordability in the rural areas.	Region (Planning, Housing and Community Services): Jeff Schumacher
	IP 	4.9 (c)	Consider investing in the acquisition of existing rental properties to increase the supply of affordable rental accommodation in the region.	Region (Planning, Housing and Community Services): Jeff Schumacher
		4.10	Enhance informal support programs across shorter term and longer term housing stability services.	CMHA/Self Help Alliance: Carmen Abel The Working Centre: Jennifer Mains Circle of Friends: Jennifer White Kitchener Downtown Community Health Centre Homelessness Advisory

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Level 2008	Level 2009	Action	Description	Lead(s) for Reporting Back on Implementation
				Group/Peer Health Workers: Doug Rankin
Action Area 5 Promote access to and effective coordination of services.				
<i>Increase access to information about services for people experiencing or at-risk of homelessness.</i>				
		5.1	Ensure information about the housing stability system (e.g., support services, financial assistance), other related supports (e.g., food assistance) and tenant rights is available to people at-risk of homelessness at critical locations in the community (e.g., Employment Resource Areas, Ontario Works reception, food banks, through utility companies, and at the rent bank office).	Cambridge Action on Homelessness Group: Linda Terry
		5.2	Enhance, coordinate and/or create access to tools (e.g., a booklet) for older adults and/or their informal support network about the housing stability system, support services, financial assistance and tenant rights.	Region (Social Services): Marie Morrison
		5.3	Ensure that partnering utilities of the Waterloo Region Energy Assistance Program are including information about the program in reminder notices to customers who are consistently 30 or 60 days in arrears. Take privacy issues into consideration when implementing this action.	Region (Social Services): Van Vilaysinh
		5.4	Continue to produce existing brochures targeted to housing stability service providers (i.e., Emergency Accommodation, Supportive Housing, Waterloo Region Energy Assistance Program) and create a new brochure for shorter term housing stability programs targeted to housing stability service providers.	Region (Social Services): Angela Pye
		5.5	Produce wallet cards across Waterloo Region with information about services and rights targeted to people experiencing homelessness.	Cambridge Action on Homelessness Group: Linda Terry
		5.6	Create 24-hour access to information about the housing stability system through a community phone line.	Waterloo Regional Homes for Mental Health: Wendy Czarny CMHA: Carmen Abel
		5.7	Update the <i>Inventory of Services for the Housing Stability System in Waterloo Region</i> on an annual basis and post the document for public access on the Region's website.	Region (Social Services): Angela Pye
		5.8	Educate landlords about the resources and support systems available in the community (e.g., subsidies/supplements, direct deposits, trust accounts).	Region (Planning, Housing and Community Services): Jeff Schumacher

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		5.8	Educate landlords about the resources and support systems available in the community (e.g., subsidies/supplements, direct deposits, trust accounts).	Region (Planning, Housing and Community Services): Jeff Schumacher
				Region (Social Services): Marie Morrison
				The Working Centre: Jennifer Mains
				John Howard Society: Suzanne Illes
				Lutherwood: Lynn Macaulay
<i>Create tools to support better coordination efforts.</i>				
		5.9	Develop referral and/or discharge protocols between both emergency shelter services and street outreach services with other parts of the system.	Region (Social Services): Van Vilaysinh
		5.10	Further develop referral processes between longer term housing stability programs and Long-Term Care/Community Care Access Centres.	Region (Social Services): Marie Morrison
		5.11	Develop a list of landlords willing to accept individuals with rental histories that illustrate a higher level of risk and/or a housing registry of affordable rental units.	John Howard Society: Suzanne Illes
				Region (Social Services): Marie Morrison
				Lutherwood: Lynn Macaulay
				Cambridge Shelter Corp: Anne Tinker
		5.12	Develop an extreme heat protocol.	Region (Public Health): Rob Bromley
				Region (Social Services): Marie Morrison
Action Area 6				
Create a system that is responsive to diverse and vulnerable populations.				
<i>Meet the needs of people experiencing persistent homelessness.</i>				
		6.1	Develop a strategy for flexible, affordable, low demand housing with supports for people experiencing persistent homelessness.	Waterloo-Wellington Local Health Integration Network: Arran Rowles Region (Social Services): Marie Morrison

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		6.2	Create new or enhance existing service resolution models to bring agencies together to find creative solutions for individuals experiencing persistent homelessness who have challenges in accessing services. As a component of this service, ensure the provision of flexible funding to address complex and specialized needs quickly and creatively.	Lutherwood: Lynn Macaulay
	IP 	6.3	Develop a strategy for emergency shelter options that meet the needs of people experiencing persistent homelessness.	Region (Social Services): Marie Morrison
		6.4	Undertake multi-agency support coordination (where desired by individuals experiencing persistent homelessness) to ensure integrated service provision and/or create wrap-around support that includes informal/peer support and recreation opportunities in conjunction with a cross-section of formal support.	Region (Social Services): Marie Morrison
	IP 	6.5	Assess the availability of services for youth with complex issues.	Youth Housing Stability Coordinating Group: Van Vilaysinh
		6.6	Assess the housing stability system's capacity to tailor responses to degrees of homelessness.	Region (Social Services): Marie Morrison
<i>Meet the needs of people with disabilities.</i>				
		6.7 (a)	Assess and where needed enhance the housing stability system's capacity for utilizing multidisciplinary teams.	for adult mental health: Waterloo Regional Homes for Mental Health (Wendy Czarny)
	N/A	6.7 (b)	Assess and where needed enhance the housing stability system's capacity for tailoring services to level of disability.	this action has been removed from monitoring activities; a more appropriate focus for the Strategy is on degrees of homelessness, not levels of disability
		6.7 (c)	Assess and where needed enhance the housing stability system's capacity for supporting people at various stages in the recovery and relapse continuum.	for concurrent disorders: Waterloo Regional Homes for Mental Health (Wendy Czarny)
				for concurrent disorders: St. Mary's Counseling Concurrent Disorders Program (Barb Chrysler)
				Waterloo-Wellington Local Health Integration Network: Arran Rowles

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		6.7 (d)	Assess and where needed enhance the housing stability system's capacity for incorporating peers who have used, or are currently using, substances.	WRPCPC: Michael Parkinson
				CMHA/Self Help Alliance: Carmen Abel
				for concurrent disorders: St. Mary's Counseling Concurrent Disorders Program (Barb Chrysler)
				Waterloo Region Harm Reduction Network: Cathy Middleton Sandy Dietrich-Bell
				Cambridge Shelter Corp: Anne Tinker
		6.7 (e)	Assess and where needed enhance the housing stability system's capacity for coordinating service provision for people with concurrent disorders and dual diagnosis and adopting integrated approaches (not parallel or sequential) (e.g., providing access to dual recovery/self-help programs in addition to treatment).	Waterloo-Wellington Local Health Integration Network: Arran Rowles
				for concurrent disorders: CMHA (Carmen Abel)
				for concurrent disorders: St. Mary's Counseling (Barb Chrysler)
				for concurrent disorders: Waterloo Regional Homes for Mental Health (Wendy Czarny)
		6.8	Promote a harm reduction approach to service delivery within the housing stability system.	Waterloo-Wellington Local Health Integration Network: Arran Rowles
				WRPCPC: Michael Parkinson
				Waterloo Region Harm Reduction Network: Cathy Middleton Sandy Dietrich-Bell
<i>Meet the needs of rural residents.</i>				
		6.9	Collect more baseline data in rural areas to gain a greater understanding of the local demand for housing stability services by people experiencing or at-risk of homelessness.	Social Planning Council of Cambridge and North Dumfries: Linda Terry
		6.10	Research the social and psychological effects of multiple generation cohabitation in the rural areas.	Social Planning Council of Cambridge and North Dumfries: Linda Terry

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		6.11	Continue to explore the need for flexibility and the development of customized services based on the unique characteristics and cultural trends within the rural areas, particularly with reference to accommodation.	Social Planning Council of Cambridge and North Dumfries: Linda Terry
		6.12	Develop a better understanding of housing conditions and levels of housing diversity in the rural areas with input from Regional departments affiliated with housing and homelessness.	Region (Planning, Housing and Community Services): Jeff Schumacher
<i>Meet the needs of other diverse and vulnerable groups.</i>				
		6.13	Assess the housing stability system's ability to respond to the anticipated growth in the number of New Canadians in the region through the provision of culturally and linguistically accessible services.	Cambridge Shelter Corp: Anne Tinker
		6.14	Assess the housing stability system's capacity to provide services that are both culturally accessible and appropriate to Aboriginal persons.	to be determined
		6.15	Assess the housing stability system's capacity to provide services to women (e.g., women-only accommodation, police protection and legal services, meet unique needs of New Canadian women).	YWCA: Elizabeth Clarke
	IP 	6.16	Determine what services are lacking for youth 16 and 17 years of age who are experiencing or at-risk of homelessness and facilitate a process to close these gaps.	Youth Housing Stability Coordinating Group: Van Vilaysinh
IP 	C 	6.17	Assess the extent of gender-based barriers and heterosexist service provision in the housing stability system.	Region (Social Services): Angela Pye
Action Area 7			Build staff capacity in the housing stability system.	
		7.1	Provide training and other educational opportunities across the housing stability system to build capacity in serving people experiencing or at-risk of homelessness (e.g., topics may include understanding the housing stability system, working with the unique needs of youth, working with the unique needs of older adults, communication techniques for working with people with disabilities).	Homelessness and Housing Umbrella Group: Lynn Macaulay
		7.2	Promote hiring tools (e.g., policies and practices) that can be used by the housing stability system to assist with: a) hiring staff with the skills, knowledge, attitude and experience required to assist individuals with housing stability	to be determined

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			issues, particularly those with more complex issues, and b) appointment of staff that represent a mix of ethno-cultural backgrounds, ages, sexual orientations and genders.	
IP 	IP 	7.3	Develop a guide concerning use of language within the housing stability system that upholds the promising principles and practices identified from the literature and that defines common acronyms used in the housing stability system.	Region (Social Services): Angela Pye
Action Area 8 Engage in research and evaluate outcomes.				
		8.1	Connect with universities and other research centres across the housing stability system to explore opportunities for collaboration with local stakeholders and enhanced capacity for outcome measurement, analysis of pilot projects, program evaluation, research, local system monitoring, and planning to strengthen the delivery of local services.	Region (Social Services): Marie Morrison
		8.2	Continue to implement the Homeless Individuals and Families Information System with formal emergency shelters.	Region (Social Services): Angela Pye
IP 		8.3	Where possible, enhance data collection methods within the housing stability system (e.g., expand use of Homeless Individuals and Families Information System to other interested services within the housing stability system).	Region (Social Services): Angela Pye
	C 	8.4	Submit local homelessness/housing stability research to the national web-based clearinghouse.	Region (Social Services): Angela Pye

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