

**Regional Municipality of Waterloo
Community and Health Services Committee
Agenda**



Date: Tuesday, June 6, 2023
Regular Session: 2:30 p.m.
Location: Council Chambers

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400, TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca

Pages

Start time is approximate. The Community and Health Services Committee will start immediately following the Administration and Finance Committee.

1. **Call to Order**
2. **Land Acknowledgement**
3. **Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”**
4. **Presentations**
5. **Delegations**
6. **Consent Agenda**

Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.

Recommended Motion:

That the Consent Agenda items be received for information and approved.

6.1 Strategic Focus - Thriving Economy

- 6.1.1 PDL-CUL-23-009, Major Arts and Culture Organizations 2023 Grant Recommendations

3

Recommended Motion:

That the Regional Municipality of Waterloo approve the 2023 funding allocations of \$340,000 under the Major Arts and Culture Organizations grant program as outlined in report PDL-CUL-23-009 dated June 6, 2023.

6.2 Strategic Focus – Healthy, Safe and Inclusive Communities

- 6.2.1 CSD-HOU-23-015, 10-Year Housing and Homelessness Plan 2022 Annual Report
For information.

10

6.2.2	PHP-HLV-23-004, Consumption and Treatment Services in Kitchener Evaluation For information.	18
6.2.3	PHP-HLV-23-006, Working to Improve Neighbourhood Safety (WINS) Program Evaluation and Update For information.	21
6.2.4	PHP-IDS-23-001, Infectious Disease Highlights, 2022 For information.	26
7.	Regular Agenda	
7.1	Strategic Focus – Healthy, Safe and Inclusive Communities	
7.1.1	CSD-HOU-23-019, Building Better Futures, Update and Roadmap to 2,500 Affordable Homes For information.	29
7.1.2	CSD-HOU-23-016, Fee for Services Requests in the Housing Stability System Recommended Motion: That the Regional Municipality of Waterloo direct Housing Services staff to implement a Housing Stability System Fee for Service Request and Proposal Response Protocol ('the Protocol') as outlined in Appendix A, to evaluate and respond to new housing-first fee for service requests from community partners as outlined in report CSD-HOU-23-016, dated June 6, 2023. That the Regional Municipality of Waterloo direct Housing Services staff to implement the Protocol beginning in the 2024 budget process.	37
7.2	Strategic Focus – Responsive and Engaging Public Service	
7.2.1	CAO-EDI-23-002, Anti-Racism Advisory Working Group and Equity-Based Collaboration For information.	56
8.	Information/Correspondence	
8.1	Council/Committee Tracking List	70
9.	Other Business	
10.	Next Meeting - August 15, 2023	
11.	Adjourn Recommended Motion: That the meeting adjourn at x:xx x.m.	

Region of Waterloo
Planning, Development, and Legislative Services
Cultural Services

To: Community and Health Services Committee
Meeting Date: June 6, 2023
Report Title: Major Arts and Culture Organizations 2023 Grant Recommendations

1. Recommendation

That the Regional Municipality of Waterloo approve the 2023 funding allocations of \$340,000 under the Major Arts and Culture Organizations grant program as outlined in report PDL-CUL-23-009 dated June 6, 2023.

2. Purpose / Issue:

To approve the awarding of the 2023 Major Arts and Culture Organizations grant program funds, in alignment with the Region's discretionary grant policy and processes, outlined in report COR-ADM-23-002, dated March 7, 2023.

3. Strategic Plan:

1.3 Support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region.

1.3.2 Develop a robust, transparent and equitable grant funding strategy to support the arts and culture sector.

4. Report Highlights:

- On April 19, 2023 Regional Council voted to amend the Key Cultural Institutions eligibility criteria and add \$340,000 to the funding envelope to allocate to eligible arts and culture organizations within the community. For the 2023 operating budget, this is funded from the Tax Stabilization Reserve.
- The application process opened Friday April 21, 2023, and closed Friday May 5, 2023. The grants were publicized on the Region's website, on social media channels, and potentially-eligible grant applicants were contacted directly via email.
- The Region received 14 grant applications totalling \$607,108. Of the 14

applications, seven met the criteria of the program. Total recommended funding is \$340,000, consistent with the amended budget. The recommended grant amounts are calculated as outlined in the program guidelines.

- This pilot program provides one-time operating funding to eligible organizations to enhance their ability to produce and/or present artistic works and cultural programming. Staff have been directed to review the eligibility criteria for funding for Key Cultural Institutions grant program, to be more inclusive and equitable of organizations across area municipalities. Staff will bring recommendations to council in the fall for the 2024 grant process.

5. Background:

The [Major Arts and Culture Organizations Pilot Grant Program](#) was established by Council at April 19, 2023 meeting.

The new program is based on the [Key Cultural Institutions](#) Grant Program that was established in 2015 with four major differences:

1. **Operating Budget:** To be eligible organizations must have operating expenditures greater than \$250,000 (KCIs must have operating expenditures greater than \$1 million)
2. **Relationship to Public Facilities:** To be eligible organizations must have programming intrinsically linked to a public facility (KCIs must hold joint responsibility for public buildings)
3. **Simplified process:** Application requirements and the adjudication process were simplified and streamlined.
4. **Not collaborative:** The application and adjudication process is not done in conjunction with area municipalities (KCI is a collaborative application and adjudication process with participating area municipalities).

This pilot grant program aims to support the vibrancy and resiliency of Arts and Culture Organizations that present artistic and cultural programming in public facilities. This pilot program provides one-time operating funding to eligible organizations to enhance their ability to produce and/or present artistic works and cultural programming.

Funding Recommendations

Funding for the Grand Philharmonic Choir (GPC) in the amount of \$32,130 was approved by Council on April 19, 2023 and the payment has been processed. GPC has been included in this report for information. Their application was received through this process, however, their grant is not included in the \$340,000 recommendation.

As outlined in the program guidelines, each eligible organization's annual operating revenues is divided by the sum of the operating revenues for all eligible organizations.

This number is then multiplied by this funding opportunity's budget (\$340,000) to determine each organization's funding allocation. The target grant amount is 10% of annual operating revenues.

Grant Applicant	10% of most recent revenues	2023 recommended funding amount
Drayton Entertainment	180,247	158,000
MT Space	69,514	61,000
Inter Arts Matrix	54,699	48,000
Fashion History Museum	36,665	32,000
Neruda Arts	31,135	28,000
Button Factory	15,226	13,000
TOTAL	387,486	340,000

Notes on Eligibility

Staff have reached out to ineligible organizations, directed them to other funding opportunities from the Region (Cultural Drivers of Tourism grant program and the Waterloo Region Arts Fund). These organizations will also have an opportunity to provide input into the new grant program.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities: area municipal staff were informed of the funding opportunity. Staff from all area municipalities have also shared information about grant programs and grant funding amounts. Staff in all area municipalities were notified about the grant applications.

Public: The grants were publicized on the Region's website and social media channels and previous grant applicants were contacted directly by email/phone. Staff met with representatives from art galleries to discuss the Region's practice of not providing operating funding to art galleries.

7. Financial Implications:

The approved 2023 allocation for the Major Arts and Culture Organizations Pilot Grant

Program is up to \$340,000 as approved on April 19, 2023. Funding for this program is being provided from the Tax Stabilization Reserve. Staff are recommending allocating \$340,000 to eligible applicants.

8. Conclusion / Next Steps:

Staff will use the information from the applications to inform new grant program guidelines to come to Council in September, 2023. This is a pilot program while staff take the time to more comprehensively work with the community to recommend a new funding program. Staff will be bringing recommendations to council in September which will consider information gathered through this grant application process, the Cultural Drivers of Tourism grant program, the Arts and Culture survey.

9. Attachments:

Appendix A: Major Arts and Culture Organizations 2023 Funding Recommendations

Prepared By: Helen Chimirri-Russell, Director, Cultural Services

Reviewed and Approved By: Rod Regier, Commissioner, Planning, Development and Legislative Services

Appendix A Major Arts and Culture Organizations 2023 Funding Recommendations

Grant Applicant	Location	Program Summary	Eligibility notes	10% of most recent Revenues	2023 recommended funding amount
Drayton Entertainment (Drayton Theatres Inc.)	Cambridge, Waterloo, Woolwich	Professional theatre company operating seven venues across Southern Ontario.	Recommend 50% of total eligible amount as 50% of performance venues are outside the Region	180,247	158,000
The MT Space (Multicultural Theatre Inc.)	Waterloo	Creating, producing, touring, and presenting theatre that centralizes marginalized voices to address social issues and constitute a vibrant intercultural community and artistic work that reflects Canada's cultural diversity.		69,514	61,000
Inter Arts Matrix	Kitchener	Multi-disciplinary arts development organization that supports local artists to develop their work for public exhibit and performance	Met all eligibility criteria – however over 80% of their revenue is from one project grant	54,699	48,000
Fashion History Museum	Cambridge	Museum that chronicles and explores the history of fashion through exhibits and public programs.		36,665	32,000
Neruda Arts (Neruda Productions for Arts, Culture and Community)	Woolwich	Music presenter dedicated to building bridges in the community through music, dance, theatre, and literary and visual arts. Hosts major world music festival and arts workshops.		31,135	28,000

Grant Applicant (cont.)	Location (cont.)	Program Summary (cont.)	Eligibility notes (cont.)	10% of most recent Revenues (cont.)	2023 recommended funding amount (cont.)
Grand Philharmonic Choir	Kitchener	Four choirs under one organization that that produces and presents high-standard choral repertoire, provide music education to members and enlighten audience		26,632	32,130
Button Factory Arts (Waterloo Community Arts Centre)	Waterloo	Community arts centre, providing public programs in performance, classes, workshops, special events an art exhibits.		15,226	13,000
Three Sisters Cultural Centre	Woolwich	An arts and culture complex that strives to make art and creativity accessible for residents and visitors, connecting creatives and the community.	Does not have programming intrinsically linked to public facilities	61,520	0
Pat the Dog Playwright Centre	Kitchener	A catalyst for new play creation, that cultivates and promotes of regional theatre.	Does not have operating expenditures greater than \$250,000	28,931	0
KWFamous	Kitchener	Celebrating people, places, and things in Waterloo Region through merchandise and events.	Has not been in continuous operations for at least two (2) years	25,544	0

Grant Applicant (cont.)	Location (cont.)	Program Summary (cont.)	Eligibility notes (cont.)	10% of most recent Revenues (cont.)	2023 recommended funding amount (cont.)
New Quarterly	Waterloo	Canadian literary magazine that publishes short fiction, poetry, and creative non-fiction.	Does not have programming intrinsically linked to public facilities	25,527	0
Registry Theatre (J. M. Drama Alumni)	Kitchener	Community theatre group committed to providing opportunities for actors, production designers, and crew to further their skills and indulge their love of theatre.	Does not have operating expenditures greater than \$250,000	22,527	0
Green Light Arts (GLA Theatre Company)	Kitchener	Theatre company that creates and presents bold, edgy, exciting, contemporary theatre for a better world.	Does not have operating expenditures greater than \$250,000	15,558	0
CAFKA (Contemporary Art Forum Kitchener and Area)	Kitchener	An artist-run centre, presenting cultural programs (lectures, workshops, etc.) and a biennial public art exhibition.	Does not have operating expenditures greater than \$250,000	12,934	0
TOTAL				607,108	340,000

Region of Waterloo
Community Services
Housing Services

To: Community and Health Services Committee
Meeting Date: June 6, 2023
Report Title: 10-Year Housing and Homelessness Plan 2022 Annual Report

1. Recommendation

For information.

2. Purpose / Issue:

This report provides Council with an update on the progress made towards achieving the strategic directions and actions of the 10-Year Housing and Homelessness Plan ('10-Year Plan') in 2022. The province requires the Region, as the Housing and Homelessness Service System Manager, to report annually on the status of the 10-Year Plan.

3. Strategic Plan:

This report addresses the Region's Corporate Strategic Plan 2019-2023, Focus Area 4: Healthy, Safe and Inclusive Communities, Strategic Objective 4.2 to make affordable housing more available to individuals and families, and Strategic Objective 4.3 to promote and enhance equity in policies, planning, services and decision making in order to positively impact wellbeing.

4. Report Highlights:

- There is one year left for the implementation of the current 10-Year Housing and Homelessness Plan (2019-2024). The project timeline demonstrates substantial progress on the implementation of this plan, with a majority of the implementation actions being either completed, in progress, or ongoing.
- Regional staff continue to work with area municipalities to collaborate and monitor the implementation of actions associated with the 10-Year Housing and Homelessness Plan.
- Regional staff continue to work with area municipalities towards accelerating the development of affordable homes across Waterloo Region, through Building Better Futures.

- Public engagement related to the 10-year Housing and Homelessness Plan is ongoing through various working groups. The creation of The Plan to End Chronic Homeless builds on this engagement, as this process includes broad public engagement, while centering the voices of those with lived and living expertise.

5. Background:

As the provincially designated Service Manager for Housing and Homelessness, the Region of Waterloo is responsible for program planning, service delivery, resource distribution, compliance, quality assurance, and needs and demand analyses including data and trending in the areas of housing and homelessness. In response to the Province's requirement of Service Managers to develop a 10-year plan for housing and homelessness, the Region submitted a 10-Year Plan for 2014-2024 (P-14-042/SS-14-016). The Region has also submitted annual reports to Regional Council and to the Province, fulfilling the provincial requirement to provide annual updates.

The Provincially required five-Year Update (2019-2024) for the 10-Year Plan was completed and approved in November 2019 through CSD-HOU-19-20. The revised 10-Year Plan includes 5 strategic directions and 34 actions for implementing the plan. As of January 2023, the project demonstrates significant progress with 11 complete actions, 10 ongoing, 12 in progress, and one yet to begin (Appendix A). There is one year remaining for the implementation of the current 10-year Plan (2019-2024).

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities:

Through a Municipal Housing and Homelessness Leads Committee and Intra-Municipal Incentives Working Group, Region staff regularly engage with area municipalities in the collective work of addressing housing and homelessness issues in the region. This includes communicating on initiatives, data sharing, and coordinating efforts and resources toward shared goals.

One of the highest priorities listed in the 2021, 10-Year Housing and Homelessness Report (CSD-HOU-22-06) was working with Area Municipalities on incentives to accelerate affordable housing development. Through Building Better Futures, an ambitious plan to create 2,500 affordable homes by 2026, Regional staff consistently work with area municipalities towards the development of affordable housing, including the implementation of innovative housing solutions that meet the needs of diverse populations across Waterloo Region.

Public:

Ongoing engagement and consultation with community partners and service providers

occur on housing and homelessness issues through various program and population-specific working groups (e.g., unsheltered, youth). Those with lived and living expertise inform programs, actions, and initiatives through the People's Action Group. The creation process for The Plan to End Chronic Homelessness (CSD-HOU-23-011) also centres those with lived and living expertise, along with service providers and community partners. This centring operates alongside broad public engagement, including engagement with area municipalities.

7. Financial Implications:

In 2022, the Region invested approximately \$146.4M (actuals) on Housing and Homelessness Services. Of this \$109.2M was invested for housing and homelessness operating programs, and \$37.2 for affordable housing related capital projects, including Waterloo Region Housing (WRH) capital renewal, new affordable housing projects initiated, and expansion projects within the WRH Master Plan.

8. Conclusion / Next Steps:

Communities thrive when everyone has a place to call home. A place that is their own, where they feel comfortable, safe and part of the community. This is what we are working towards in Waterloo Region. Developed and reviewed with community input, the 10-Year Housing and Homelessness Plan and focus of work is adapted as needs change. In 2023, the following areas of focus are of highest priority:

- Create at least 500 new affordable homes through Building Better Futures, an ambitious plan to add 2,500 affordable homes across Waterloo Region by 2026.
- Work with housing providers to retain existing community housing stock by executing the End of Mortgage Strategy (CSD-HOU-23-008).
- Work with partners to improve access to housing and homelessness supports by integrating equitable processes into our existing structures.
- Create The Plan to End Chronic Homelessness as a part of the Region's interim housing solutions (CSD-HOU-23-011).

9. Attachments:

Appendix A: 10-Year Housing and Homelessness Plan Implementation Progress

Prepared By: Skylar Niehaus, Social Planning Associate, Housing Services

Reviewed By: Kelly-Anne Salerno, Assistant Director, Housing Services

Ryan Pettipiere, Director, Housing Services

Approved By: Peter Sweeney, Commissioner, Community Services

10-Year Housing and Homelessness Plan Implementation Progress

<p>Strategic Directive 1</p> <p>Create more affordable and community housing</p>	<p>Actions Not Started: 0</p> <p>Complete Actions: 5</p> <p>Actions In Progress: 4</p> <p>Ongoing Actions: 2</p>
<p>Strategic Directive 2</p> <p>Retain and maintain the existing affordable housing stock</p>	<p>Actions Not Started: 0</p> <p>Complete Actions: 1</p> <p>Actions In Progress: 4</p> <p>Ongoing Actions: 0</p>
<p>Strategic Directive 3</p> <p>Facilitate the development of an appropriate range of housing options</p>	<p>Actions Not Started: 1</p> <p>Complete Actions: 0</p> <p>Actions In Progress: 1</p> <p>Ongoing Actions: 1</p>
<p>Strategic Directive 4</p> <p>Expand supports for people to find and secure housing</p>	<p>Actions Not Started: 0</p> <p>Complete Actions: 4</p> <p>Actions In Progress: 1</p> <p>Ongoing Actions: 3</p>
<p>Strategic Directive 5</p> <p>Improve access to housing and homelessness programs</p>	<p>Actions Not Started: 0</p> <p>Complete Actions: 1</p> <p>Actions In Progress: 2</p> <p>Ongoing Actions: 4</p>

10-Year Housing and Homelessness Plan: Progress on Actions

Directive	Status	Action
Strategic Directive 1: Create more community and affordable housing	In Progress	1.1. Develop and begin to implement a WRH Master Plan.
	Complete	1.2. Create an affordable housing task force to increase affordable housing development within Waterloo region
	Ongoing	1.3. Continue to invest in private, non-profit, and cooperative housing providers to develop new community housing units, beyond WRH
	In Progress	1.4.1. Assess the housing needs and gaps in service in the four townships 1.4.2. Develop and implement responses to address identified needs and gaps
	Ongoing	1.5. Identify targeted policies and potential incentives for private, public, and not-for-profit sector developers to create and maintain the affordable housing stock
	In Progress	1.6. Work with area municipalities to develop guidelines for implementing and monitoring affordable housing targets
	In Progress	1.7. Develop a “housing first” policy to ensure that Regional surplus land is considered for the development of affordable housing development, prior to the consideration of divestment
	Complete	1.8. Support area municipalities in conducting the housing assessment required for implementation of inclusionary zoning
	Complete	1.9. Develop and implement a new affordable housing strategy
	Complete	1.10. Conduct an assessment of the implementation of a vacant unit tax
	Complete	1.11. Develop design guidelines for the development of affordable housing

Directive	Status	Action
<p>Strategic Directive 2: Retain and maintain the existing affordable housing stock</p>	Complete	2.1. Develop a strategy to prevent the loss of community housing units and improve viability, as operating agreements with community housing providers expire
	In Progress	2.2. Develop a long-term asset management strategy for community housing providers
	In Progress	2.3. Conduct operational reviews with each community housing provider to strengthen governance and operations
	In Progress	2.4. Review and update community housing standards and protocols
	In Progress	2.5. Review the Condominium Conversion policy in the Regional Official Plan to assess whether it is effective in preventing the loss of affordable rental housing stock
<p>Strategic Direction 3: Facilitate the development of an appropriate range of housing options</p>	Ongoing	3.1. Work with housing service providers, community partners, and area municipalities to develop innovative housing solutions to meet the needs of diverse populations
	Not Started	3.2. Conduct an assessment of the lodging house model to identify regulatory frameworks in different area municipalities, prevalence conditions, challenges, and successes
	In Progress	3.3. Engage with Indigenous communities in Waterloo region to develop a shared strategy for culturally accessible and appropriate housing programming

Directive	Status	Action
<p>Strategic Direction 4: Expand supports for people to find and secure housing</p>	Ongoing	4.1. Improve discharge planning and referrals between community agencies (e.g., mental health, hospitals/medical, substance use treatment, corrections and housing programs)
	Ongoing	4.2. Continue collaborations with Provincially funded health agencies to ensure supportive housing tenants with complex needs receive appropriate health supports to maintain tenancy
	Complete	4.3. Implement the housing plan in HIFIS to support people experiencing homelessness to find and secure housing
	Complete	4.4. Provide supports to each household living in supportive housing that are aligned with their recovery journey
	Complete	4.5. Develop and implement a comprehensive landlord recruitment and retention strategy to increase the number of affordable units available in the private market
	In Progress	4.6. Formalize a street outreach strategy to support street engaged people to access housing programs and connect with other community support systems
	Complete	4.7. Create a task force to explore gaps in programming for households experiencing homelessness
	Ongoing	4.8. Develop a move-on strategy to support households to move on from supportive housing into community housing or private market rent, where appropriate

Directive	Status	Action
<p>Strategic Direction 5: Improve access to housing and homelessness programs</p>	Ongoing	5.1. Review the community housing waiting list policies to better address local needs
	In Progress	5.2. Conduct a review of community housing waiting list processes and address inefficiencies (technological, training, etc.) (Connected to 5.1 - review of waitlist structure and operation)
	Complete	5.3. Develop and implement the new Integrated Housing System (IHS) software to replace existing Rent Café and other programs
	Ongoing	5.4. Facilitate connections between community housing providers and community agencies to better support tenants to retain housing
	In Progress	5.5. Align the data strategy for housing and homelessness programs with the annual progress updates for the 10-Year Plan
	Ongoing	5.6. Develop a communication plan to increase awareness of the system of housing and homelessness programs in Waterloo region
	Ongoing	5.7. Develop a process to create employment opportunities for community housing tenants as part of the implementation of the WRH Master Plan

Region of Waterloo
Public Health and Paramedic Services
Healthy Living and Foundational Standards

To: Community and Health Services Committee
Meeting Date: June 6, 2023
Report Title: Consumption and Treatment Services in Kitchener Evaluation

1. Recommendation

For information.

2. Purpose / Issue:

The purpose of this report is to highlight the learnings and recommendations related to the evaluation of the Consumption and Treatment Services (CTS) at 150 Duke Street West, Kitchener. A comprehensive review of the CTS, as directed by Regional Council, was originally scheduled for 2020, however, the COVID-19 pandemic delayed the evaluation as staff were redeployed to the COVID response.

3. Strategic Plan:

Healthy, Safe and Inclusive Communities.

4. Report Highlights:

- Consumption and Treatment Services (CTS) is one of the key components of the Waterloo Region Integrated Drug Strategy (WRIDS) along with prevention; treatment and recovery services; and enforcement activities necessary to address the opioid crisis in our community.
- Overall, the evaluation found that the CTS is a supportive, safe, and valued resource for clients
 - 1,929 unique clients accessed the CTS between October 2019 and October 2022
 - The CTS decreases the number of drug overdoses/poisonings where first responders are needed
 - 3.6 per cent of all consumptions at the CTS resulted in a drug overdose/poisoning and zero deaths occurred between October 2019 and October 2022
 - 3,887 referrals were made to community services

- CTS staff described the relationships and trust-building process with clients as a key component to the success of the CTS
- Key suggestions to improve access to the CTS included advocating to the Province for inhalation services at the site, increased provincial funding to permit expanded operating hours, and increasing education and awareness on substance use and the benefits of CTS services.
 - The preferred ways to use drugs identified by CTS participants were smoking (54%), injecting (46%), and snorting (2%)
 - The top three reasons for not using the CTS included no place to smoke / the participant does not inject drugs (52.8%), utilizing other services / using elsewhere (25%), and transportation barriers / location / not convenient (22.2%)
 - Service gaps preventing people from accessing the CTS included no capacity to extend the site hours to 24/7 and no capacity to accommodate more clients at the same time (the current operating hours of the CTS are seven days a week, 9 am to 9 pm with five client booths), location, lack of additional supports (such as housing, food, etc.) and inhalation services
- There was no clear change in the trends related to the CTS opening in 2019 for the proportion of all of the calls to Waterloo Region Police Service within 400 metres of the CTS from 2011 to 2021
- The Region's approved 2023 Public Health operating budget includes a budget allocation of \$1,585,800 for CTS. This budget is 100% provincially funded.

5. Background:

The CTS provides services such as supervised consumption / overdose prevention, harm reduction supply distribution, naloxone kit distribution, wound care, sharps disposal, as well as access to mental health supports, addiction services, primary care and social services on site or by referral.

In April 2018, the City of Kitchener recommended completing a comprehensive review of the CTS within two years of its opening. Region Council agreed with this request.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities:

Public Health staff spoke with City of Kitchener By-Law and other City staff, and worked with the Downtown Kitchener Business Improvement Association to promote the survey to applicable businesses. City of Kitchener staff also continue to participate in the CTS Community Advisory Committee.

Public:

This evaluation solicited feedback from people who use drugs, people who use the

CTS, CTS staff, key informants including business, safety/security, and emergency response stakeholders, and community businesses and those living in the community surrounding the CTS.

The responses and feedback from all participants informed the recommendations in the report. All participants are aware the feedback they provided would be analyzed and included in a report for Regional Council.

7. Financial Implications:

The Region's approved 2023 Public Health operating budget includes a budget allocation of \$1,585,800 for CTS. This budget is 100% provincially funded. Funding for the CTS site was originally approved in 2019 at \$1,585,800 (annualized), and despite a period of record inflation that followed, the Ministry has not adjusted funding and has not given any indication that it intends to account for inflation in the future. Planned expenditures have been adjusted through successive budget processes to work within available funding.

8. Conclusion / Next Steps:

The evaluation consistently highlighted the positive impacts the CTS had on client health and wellbeing. The findings from this report will help to inform future decision making for the CTS (including suggestions for improvement) and for the service to continue to provide supportive environments for people who use drugs.

9. Attachments:

None.

Prepared By: Cheryl Bloemendal, Health Promotion and Research Analyst
Jonathan Mall, Manager, Prevention and Harm Reduction

Reviewed By: Sharlene Sedgwick Walsh, Director, Healthy Living and Foundational Standards

Approved By: Dr. Hsiu-Li Wang, Commissioner and Medical Officer of Health

Region of Waterloo
Public Health and Paramedic Services
Healthy Living and Foundational Standards

To: Community and Health Services Committee
Meeting Date: June 6, 2023
Report Title: Working to Improve Neighbourhood Safety (WINS) Program Evaluation and Update

1. Recommendation

For information

2. Purpose / Issue:

This report will provide information on the evaluation of the peer-based sharps retrieval program called Working to Improve Neighbourhood Safety (WINS) and the expansion of this program following its successful pilot in the City of Cambridge to the Cities of Waterloo and Kitchener that occurred in January 2021.

3. Strategic Plan:

This report addresses the Region's Corporate Strategic Plan 2019-2023, Focus Area 4: Healthy, Safe and Inclusive Communities and Strategic Objective 4.4: Prevent and reduce problematic substance use and its consequences.

4. Report Highlights:

The Working to Improve Neighbourhood Safety (WINS) program is one of the key components of the Waterloo Region Integrated Drug Strategy (WRIDS), a multi-faceted approach including prevention; treatment and recovery services; and enforcement activities to address the opioid crisis in our community.

In 2022, a mixed methods evaluation was conducted to review the work of the WINS program between January 2021 and December 2022. Key findings from the evaluation include:

- The program continues to meet the need for proactive clean up of used harm reduction supplies in the community.
- On average each month, Peers Workers collected 2,028 needles and 431 litres of used supplies across Waterloo Region.

- The Peers are aware of changing substance use trends in the community and can identify areas in the community to prioritize for clean up.
- The WINS Peer Workers are a trusted source of information and support to individuals in the community that use substances.
- The Peers distributed an average of 690 harm reduction supplies and 28 disposal containers each month in the community. They also recorded an average of over 340 outreach interactions and 45 referrals to community services each month.
- The community engagement Peer Workers do, as part of their role, and their lived/living experience helps to shift the community's perceptions around harm reduction and substance use. The Peer Workers reported an average of 314 interactions with community members and local businesses on their routes each month.
- The program continues to provide meaningful, low barrier, paid employment for individuals in our community who have lived or living experience with substance use. The program employed over 60 Peer Workers from January 2021 – December 2022.
- The operator of the program, Sanguen Health Centre, is a trusted organization for those with lived and living experience and has the expertise to support individuals with lived or living experience in their role as Peer Workers.
- Despite finding that the public is supportive of this work in the community, there is low awareness of the program and the work WINS does in Waterloo Region.
- In 2023, the \$237,000 cost for this program is funded from property taxes.

5. Background:

Unsafe disposal of used harm reduction supplies in the community poses a risk for public safety and contributes to public concern around substance use. Strategies to encourage proper disposal of harm reduction supplies are an important component of a comprehensive community response to substance use.

The Working to Improve Neighbourhood Safety (WINS) program is a peer-based needle recovery and harm reduction outreach program. The WINS program is a partnership between Sanguen Health Centre, Region of Waterloo Public Health, and local Municipalities. The WINS program was initially piloted in the City of Cambridge from 2018 to 2019 ([see evaluation here](#)). Following the successful pilot, Regional Council made the decision to expand the program to the City of Waterloo and City of Kitchener in 2020. Public Health contracts Sanguen Health Centre to operate this program.

The WINS program aims to:

1. Reduce the number of discarded needles in the community.

2. Provide education on proper disposal options to people who use substances.
3. Increase meaningful employment opportunities for people with barriers to traditional employment.
4. Create a positive community response related to harm reduction and substance use.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities: Staff from City of Cambridge, City of Kitchener and City of Waterloo participate on the WINS Working Group. Other working group members include Sanguen Health Centre Staff, Public Health staff, and members of the local Business Improvement Associations. The working group met often during the initial phase of the expansion of the program. Currently the working group is meeting quarterly to review program data, share updates, and discuss challenges. All of the WINS working group members were invited to participate in this evaluation and provide feedback on the program.

Public: A variety of public and stakeholder perspectives were incorporated in this evaluation through the mixed methods design. Key informant interviews and a survey was completed with the Peer Workers involved in the program. As mentioned above the members of the WINS working group were also consulted through a survey as part of this evaluation. Finally, local businesses and organizations were engaged and given the opportunity to provide feedback on the program through a survey; 216 responses were gathered from businesses and organizations across the Region.

7. Financial Implications:

The following is the 2023 Public Health budget for this program.

Working to Improve Neighbourhood Safety (WINS) 2023 Budget	
Expenditure:	\$237,000
Funding Source	
Ministry-100%	\$0
Ministry-cost shared	\$0
Property Tax Levy	\$237,000

8. Conclusion / Next Steps:

The findings support the continuation of the WIN program across Waterloo Region. There were several recommendations made based on the evaluation findings, staff's

recommendations for next steps based on these recommendations include:

- Continue to offer the WINS program across Waterloo Region.
- Existing routes and emerging community needs should be monitored closely to be able to adjust routes to prioritize areas of greatest need for coverage by the WINS program.
- Work with Sanguen and the WINS Working Group to increase awareness of the WINS program within the community. Several suggestions on how to increase awareness were included in the evaluation report. Further consultations with the WINS working group should also occur to determine the best ways to raise community awareness about the program.

9. Attachments:

Appendix A: What is the WINS Program?

Prepared By: Carly Tithecott, Health Promotion and Research Analyst, Prevention and Harm Reduction

Jonathan Mall, Manager, Prevention and Harm Reduction

Reviewed By: Sharlene Sedgwick Walsh, Director, Healthy Living and Foundational Standards

Approved By: Dr. Hsiu-Li Wang, Commissioner/Medical Officer of Health

What is the WINS program?

Statistics are based on monthly averages from January 2021 – December 2022

Working to Improve Neighbourhood Safety (WINS)

a needle recovery and harm reduction outreach program operated by Sanguen Health Centre.

How does WINS work?

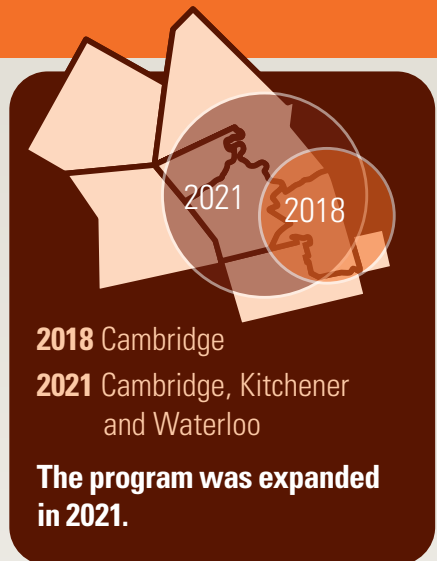
Community Clean-up

Specially trained peer workers routinely cover routes across the community to find and safely dispose of sharps and other used harm reduction supplies. They focus on areas with the highest need.



2028 needles collected per month

384 glass pipes collected per month



Outreach

WINS peer workers are trusted sources of information and support to many individuals in the community, including local business and individuals who use substances. They contribute to positive community outcomes by providing resources and harm reduction supplies, education on safe disposal and facilitating connections and referrals.

690 harm reduction supplies distributed each month

28 sharps disposal containers distributed each month



45 referrals to community organizations each month.



Employment Opportunities

Peer workers have lived or living experience with substance use. These individuals often face barriers to traditional employment.

60+ peers workers hired



371 average hours per month worked by peers



What should you do if you find a needle or harm reduction supplies?



Call 519-575-4400

For information on the safe disposal of needles and sharps, please visit regionofwaterloo.ca/SafeSharpsDisposal

The WINS Program is a partnership between the Region of Waterloo Public Health, Sanguen Health Centre and the cities of Cambridge, Kitchener and Waterloo.

Do you have questions about the about the WINS program? Email wins@sanguen.com



Region of Waterloo

Public Health and Paramedic Services

Infectious Disease

To: Community and Health Services Committee

Meeting Date: June 6, 2023

Report Title: Infectious Disease Highlights, 2022

1. Recommendation

For Information.

2. Purpose / Issue:

This report provides highlights of reportable infectious disease trends in Waterloo Region in 2022.

3. Strategic Plan:

This report aligns with Focus Area 4: Healthy, Safe and Inclusive Communities.

4. Report Highlights:

- In line with the Ontario Public Health Standards, Region of Waterloo Public Health gathers and analyzes information on the infectious diseases that are required to be reported to Public Health by persons or entities such as physicians, laboratories and hospitals (known as reportable infectious diseases). Highlights of the 2022 reportable infectious disease trends are as follows:
- *Campylobacter* enteritis and salmonellosis were the most common enteric (i.e. gastro-intestinal) diseases in Waterloo Region in 2022. The local rates for enteric diseases were similar to or lower than those of the province. Risk factors for enteric illnesses such as *Campylobacter* enteritis and salmonellosis include consuming undercooked meats and unpasteurized dairy products, ingesting contaminated food or water, and contact with infected persons.
- Mpox (previously known as monkeypox) was declared a disease of global public health concern and became a newly reportable disease in Ontario in 2022. There were only four local cases of mpox in Waterloo Region in 2022. Public Health has been monitoring the situation, working with health care providers to provide up-to-date treatment guidance, and providing mpox vaccines to high-risk individuals. The mpox virus is most commonly spread to people through close, physical contact

with an infected person.

- The most common sexually transmitted infections in Waterloo Region are chlamydia and gonorrhea. Rates of syphilis, while lower than the province, have increased substantially in recent years, especially among females. This trend has also been observed in the province, which suggests a shift in epidemiology and sexual health practices. The most common risk factors for infectious syphilis cases in Waterloo Region include unprotected sexual activity, and having more than one sexual contact in the last six months. In addition to clinical care that can be provided by primary care providers and post-secondary institutions (for their populations), Public Health also offers sexual health clinics at public health offices and at community sites for priority populations.
- Rates of vaccine preventable diseases in Waterloo Region were similar to those of the province. The most common vaccine preventable diseases in Waterloo Region were pneumococcal disease and pertussis (whooping cough). In 2022, as we returned to normal activities, we saw a return of circulating respiratory viruses including pertussis with rates higher than we had seen during the first two years (2020 and 2021) of the pandemic. Immunization is the best way to prevent whooping cough. Pneumococcal vaccine is also recommended for infants, older adults 65 years and older, and those at high risk from the infection.
- For trends on vector-borne diseases, please see the PHP-HPI-23-001, 2023 Vector-Borne Disease Program Update; highlights of respiratory disease trends (including influenza) will be featured in a council report in the fall of 2023.

5. Background:

Infectious diseases are illnesses caused by microorganisms such as bacteria, viruses, and parasites. These diseases have the potential to cause serious illness and outbreaks. As such, Region of Waterloo Public Health undertakes a number of activities to prevent or reduce the burden of infectious diseases in the community. These programs and services include:

- Management of cases, contacts and exposures for diseases of public health significance;
- Inspections, investigations and outbreak management, including community outbreaks and those in institutions;
- Health promotion activities and services for primary care providers, emergency service workers, childcare providers, and other community groups; and,
- Clinic-based services for sexual health, immunization, and tuberculosis screening and management.

6. Communication and Engagement with Area Municipalities and the Public

N/A.

7. Financial Implications:

There are no financial considerations associated with this report.

8. Attachments:

Appendix A: [Annual Infectious Disease Surveillance Report Dashboard](#)

Prepared By: Arianne Folkema, Epidemiologist

Monica Vythilingam, Health Data Analyst

Reviewed By: David Aoki, Director of Infectious Diseases

Sandy Stevens, Director of Health Protection and Investigation

Approved By: Dr. Hsiu-Li Wang, Medical Officer of Health

Region of Waterloo
Community Services
Housing Services

To: Community and Health Services Committee
Meeting Date: June 6, 2023
Report Title: Building Better Futures, Update and Roadmap to 2,500 Affordable Homes

1. Recommendation

For Information.

2. Purpose / Issue:

This report provides a progress update on the implementation of the Building Better Futures Initiative, and outlines the path toward reaching the goal of 2,500 affordable homes by the end of 2025.

3. Strategic Plan:

The development of affordable housing through the Building Better Futures (“BBF”) Initiative addresses a number of objectives in the Region’s Corporate Strategic Plan 2019-2023:

- Focus Area 3 Environment and Climate Change. The report addresses Strategic Objectives 3.1 to reduce greenhouse gas emissions, and Objective 3.5 to promote the efficient use of urban land.
- Focus Area 4: Healthy, Safe, and Inclusive Communities. The report addresses Strategic Objectives 4.2, to make affordable housing more available to individuals and families, and Objective 4.3 to promote and enhance equity in policies, planning, services and decision making in order to positively impact wellbeing.
- Focus Area 5: Responsive and Engaging Public Service. The report addresses Strategic Objectives 5.1 to enhance opportunities for public engagement, input and involvement in Region of Waterloo Initiatives, and Objective 5.4 to ensure the Region provides value for money and long term financial sustainability.

4. Report Highlights:

- **Dashboard Update:** As of May 12, 2023, a total of 1,825 new affordable homes (In Development and Occupied) are being created through the first 29 months of Building Better Futures (BBF). 73% of the 2,500-unit target has been met.
- **Waterloo Region Housing Masterplan:** The revitalization of Waterloo Region Housing sites as identified in the masterplan remains a top priority under this initiative, providing 648 new affordable housing units to the community. Work on Lang's Drive, 82 Wilson and Kingscourt sites are currently underway, and advancing the work at Mooregate (323 net new units), and Courtland/Shelley (122 net new units) will be important to achieving the targeted 2,500 new units under this initiative.
- **Strength of non-profit organizations in the Region:** The Region's community partners and non-profits have played a significant role in delivery of affordable units to date through revitalization, management and new construction efforts with 506 of the total 1,825 units (28%) to date being created by this sector.
- **Determining what counts:** Staff have established clear definitions for both "In development" and "Occupied" units under each component of the Building Better Futures Initiative. Going forward, units that meet these definitions are counted toward the overall goal of 2,500 and reflected on the public dashboard.
- **Program Implementation Risks:** Recent changes to the CMHC grant funding programs and continued strain on market fundamentals for affordable housing caused by high construction costs, interest rates rises, and the introduction of new provincial policy and Bill 23, all pose risk to delivery of new units under the BBF initiative. In particular, these changes have a direct impact on our WRH revitalization projects and regional candidate lands program. The 2023-2032 Capital Plan for the WRH Masterplan anticipated \$75,000 per unit in funding from CMHC, which is no longer available. The removal of this funding will require the Region to issue an additional \$51M in property supported debt, for a total of approximately \$486M for five of six WRH master plan sites. The projected budget impact, including debt servicing costs, of adding 648 WRH units is an incremental \$31.2M increase over the next eight years. Advocacy for reinstated levels of consistent CMHC funding must be a priority for the Region to address.

5. Background:

On May 11, 2021, the Affordable Housing Framework outlined the development of an innovative strategy to accelerate the creation of affordable homes over the next five years across the Region. The strategy, Building Better Futures, (“BBF”) has been an ambitious plan to accelerate the development of affordable housing in the region and deliver 2,500 new affordable housing units. At that time, Regional Council approved an investment of \$20M over 2021/2022, including the immediate use of \$3M of these funds to support a Request for Proposals (RFP) for the development of affordable housing as soon as possible. Council also directed staff to include a 0.5% tax levy increase for affordable housing in the 2022 preliminary operating budget. This Strategic Investment in Affordable Housing (SIAH) funding provides dedicated funding for the delivery of affordable housing units under the BBF banner.

Halfway through the initiative, we are 73% of the way toward reaching the 2,500-unit target, with 769 units completed or occupied, and 1,056 currently in development. Refer **Appendix ‘A’** for definitions of ‘In Development’ and ‘Occupied’. These are units created through revitalization of existing identified WRH communities, administration of funding grants to support third party development, administration of home based funding supports in the private market, and strategic development of publicly owned surplus lands.

Delivery of units to date has in large part been driven by the strength of non-profits in Waterloo region, and the steady access to funding dollars provided through various regional, provincial, and federal programs and administered by the Region. 78 % (1,431 units) of the 1,825 units cited are being created through access to capital grant funding dollars and portable assistance programs. This includes both new builds by the non-profit sector and utilized portable rent assistance and funding in the private market. Of that 1,431 units, 506 (28%) are being built or delivered by the non-profit sector. The portable rent assistance program has made significant impacts to date collaborating with 13 community partners working with racialized communities, and connecting 96 families to portable rent assistance funding. These results provide a clear line of sight to the importance of Provincial and Federal funding programs in the affordable housing landscape. For each \$1 the Region has invested, \$16.49 was leveraged from other sources.

Implementation of the Waterloo Region Housing Masterplan continues, with work on the 581-595 Lang’s Drive, 82 Wilson Avenue, and 416 Kingscourt sites currently underway, and the six (6) new units created at 127-161 Bechtel now occupied. Advancing the work at Mooregate (323 net new units), and Courtland/Shelley (122 net new units) is critical to achieving the targeted 2,500 new units. On completion, the WRH revitalization projects will contribute 26% (648) of the total units under the initiative.

Since the launch of the program in 2021, the housing landscape has changed considerably. The past 12 months have brought challenging market conditions, new provincial policy direction, Bill 23 Legislation, decreasing levels of shovel-ready funding, emerging industry ideas, and changing political environments. These shifting levers all play a role in the ability to deliver new affordable housing opportunities effectively, and are expected to persist for the foreseeable future. This calls on staff, senior leadership and Council, alongside area municipal colleagues, industry and community partners to be nimble, open, solutions oriented, and innovative wherever possible.

Decreased CMHC funding and the continued strain on market fundamentals for affordable housing creation caused by high construction costs, increasing interest rates, and slower residential sales also pose real risk to the delivery of new units under the BBF initiative. The decline in CMHC funding will add significant financial cost to the Region in order to deliver the WRH Masterplan program.

Advocacy for re-instated and consistent CMHC funding must be a priority for the Region.

Financial modelling through 2022 highlighted the risk these realities could present to the success of the surplus lands RFP process, without additional financial incentives. Current market fundamentals have impacted the industry's ability to deliver affordable units to the minimum 30% threshold established by staff and Council, as a baseline requirement on public lands. As a result, the release of RFPs on Highland Road and Westhill Drive were paused to assess the implications of Bill 23 Development Charge and cash-in-lieu exemptions, and consider the needed incentives for a desirable outcome. These properties will be advanced through the RFP process, starting with Highland Road this year, to test response from the market. Continuing to advance these sites toward an RFP award will be a priority for staff. The anticipated affordable units on these properties have been included in the BBF Dashboard. The pilot surplus site at 555 Beechwood continues to move forward, and collaboration with the City is ongoing to finalize the site plan approval and allow construction to proceed.

Staff will look to approach new opportunities to collaborate with the school boards as landowners, community partners, and community builders, and implement the tools needed to support stronger partnership with private industry. There is unrealized opportunity and significant potential to work with industry in the development of a model that may allow for construction of new affordable and attainable units at scale. The roll out of an incentive toolkit in collaboration with area municipalities, exploration of new land tenure and governance models, research on innovative building technologies, and establishment of tools to protect affordability long term will all support a more direct, streamlined way to collaborate with industry on new housing solutions.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities:

Through a Municipal Housing and Homelessness Leads Committee and Intra-Municipal Incentives Working Group, Region staff regularly engage with area municipalities in the collective work of addressing housing and homelessness issues in the region. This includes communicating on initiatives, data sharing, and coordinating efforts and resources toward shared goals.

Ongoing engagement and consultation with community partners and service providers occur on housing and homelessness issues through various program and population-specific working groups (e.g., unsheltered, youth).

Community information sessions were held for the Highland Road and Westhill Drive properties in the fall of 2022 to inform immediate neighbours of the Region's intent to go through an RFP process to develop the sites for affordable housing. Additional community information sessions are planned for Highland, and Lauris in advance of these sites coming forward to the market this year, with Westhill to follow pending market response.

Public:

Staff continue to engage various groups throughout the completion of the WRH Master Plan and Surplus Lands for affordable housing, including tenants and neighbours of the sites that make up the revitalization strategy, the broader community, and area municipalities. Community forums are a key engagement tool for providing updates on construction activities and timelines, and the opportunity to receive meaningful feedback and to answer questions. Details of these forums and other informational resources (e.g., Frequently Asked Questions) will be available on both the Engage WR platform and the Region's website. Additionally, and subject to Regional Council approval, as the proposed redevelopment WRH revitalization and Surplus Lands sites moves forward, Region staff will prioritize engagement with residents, neighbours, the broader community, along with Area Municipal staff.

7. Financial Implications:

The Building Better Futures program aims to provide 2,500 affordable housing units by end of 2025. Currently, the program is on target to deliver the units as approved by Council. Below is a table summarizing the life-to-date units and the unit projections:

Building Better Futures Program Units	Actual Life todate Apr-2023	Projected			Total Projection
		2023	2024	2025	
		<u>Waterloo Region Housing</u>			
<u>(WRH) Master Plan</u>					
Kingscourt, Wat.	73				73
Wilson, Kit.	32				32
Lang's Drive, Cam.	98				98
Mooregate, Kit.		323			323
Courtland/Shelley, Kit.	-	-	122	-	122
Subtotal	203	323	122	-	648
<u>Community Partnerships</u>					
Capital *	1,272				1,272
Operating	350				350
Future needs	-	88	71	71	230
Subtotal	1,622	88	71	71	1,852
Total	<u>1,825</u>	<u>411</u>	<u>193</u>	<u>71</u>	<u>2,500</u>

*refer to unit count definitions in appendix

WRH Master Plan

The WRH Master Plan is anticipated to cost \$496M to add 648 units to the Region's Affordable Housing portfolio excluding a site on Weber Street which is currently being re-evaluated to determine the best course of action for revitalization. Approximately \$3.2M had been spent to the end of 2022, funded by the Housing General Reserve. The approved 2023-2032 Waterloo Region Housing capital program assumes grant funding of \$75,000 per unit through the Canada Mortgage and Housing Corporation (CMHC) Co-Investment funding stream for all projects with the exception of Kingscourt for which the Region had already received a \$5.5M grant allocation.

CMHC has advised that the funding stream is at capacity and has closed the program to any further applications. In the absence of any other funding from senior levels of government, the Region will need to issue an additional \$51M in property tax supported debt, resulting total debt issuances of approximately \$486M for the projects listed in the table above.

As newly redeveloped and expanded WRH sites come into service, additional operating funding will be required from the property tax levy, as set out in the following table:

Incremental Operating Impacts In \$000s	Total	Kingscourt	Wilson	Langs	Mooregate	Courtland Shelley
Est. Yr. of Occupancy		2025	2025	2026	2030	2031
Operating costs	\$ 2,633	\$ 453	\$ 138	322	\$ 1,471	\$ 249
Debt servicing costs*	37,045	1,731	1,949	5,644	17,744	9,977
Revenue offset	<u>(8,519)</u>	<u>(940)</u>	<u>(420)</u>	<u>(1,284)</u>	<u>(4,036)</u>	<u>(1,839)</u>
Net Levy Increase	\$ 31,159	\$ 1,244	\$ 1,667	\$4,682	\$ 15,179	\$ 8,387

* assuming interest at 5% over a 20 year term.

The incremental tax levy increases totalling \$31.2M will be required over the next 8 years for these five sites.

Community Partnerships

The total capital cost to deliver 1,272 units through Community Partnerships is approximately \$90M which excludes an additional \$17.5M in land contributions for a total value of \$104.8M. Funding for capital cost outlays is comprised of \$23.2M in Regional property taxes and \$66.8M in federal and provincial grants. An additional 350 units are being delivered through Housing operating programs such as rent supplement at an annual operating cost of approximately \$5.1M and these funded through a combination of property taxes (\$3.2M) and Reaching Home operating funding (\$1.9M).

8. Conclusion / Next Steps:

Staff will continue to advance all components of the BBF Initiative in the interest of achieving and exceeding the 2,500-unit target by the end of 2025, and report back to Council at key milestones in the project plan.

9. Attachments:

Appendix A: Building Better Futures – Unit Count Definitions

Prepared By: Jeffrey Schumacher, Manager, Affordable Housing Development

Sarah Millar, Manager, Land Portfolio (Economic Development & Housing)

Reviewed By: Ryan Pettipiere, Director, Housing Services

Matthew Chandy, Director, Innovation & Economic Development

Approved By: Peter Sweeney, Commissioner, Community Services

Rod Regier, Commissioner, Planning, Development & Legislative Services

Appendix A - Building Better Futures Unit Count Definitions

Occupied/Completed:

- 1) Projects that have completed construction and received an occupancy permit from the area municipality and;
- 2) Portable housing benefits administered to households and tenants.

In Development:

- 1) Private and non-profit rental projects that have entered into a capital funding contribution agreement with the Region and are undertaking pre-development work (planning approvals, building permit drawings, tendering), or are currently under construction;
- 2) Regionally owned land that is deemed surplus, has council approval for a developer, and there is a signed agreement between the developer and the Region;
- 3) Waterloo Region Housing (WRH) redevelopment projects are approved under the WRH Master Plan, a architect team is hired, and design work is underway;
- 4) Portable housing benefits are allocated by a level of government, but not yet administered to a household or tenants.

Total New Homes: Includes both units In Development and Occupied/Completed.

Supportive Housing: Housing included in Total New Homes receiving operating dollars or dedicated as housing with supports for specific target group(s).

Region of Waterloo
Community Services
Housing Services

To: Community and Health Services Committee
Meeting Date: June 6, 2023
Report Title: Fee for Services Requests in the Housing Stability System

1. Recommendation

That the Regional Municipality of Waterloo direct Housing Services staff to implement a Housing Stability System Fee for Service Request and Proposal Response Protocol ('the Protocol') as outlined in Appendix A, to evaluate and respond to new housing-first fee for service requests from community partners as outlined in report CSD-HOU-23-016, dated June 6, 2023.

That the Regional Municipality of Waterloo direct Housing Services staff to implement the Protocol beginning in the 2024 budget process.

2. Purpose / Issue:

This report provides Regional Council with a recommended process and protocol for Housing Services to respond to housing-first fee for service requests received from Community Agencies serving the Housing Stability System.

3. Strategic Plan:

Integral to fostering healthy, safe, and inclusive communities is ending homelessness in all of its forms. Efforts to ensure a safe place to call home for everyone in Waterloo Region align with the Region of Waterloo 2019-2023 Corporate Strategic Plan, Focus Area 4: Healthy, Safe, and Inclusive Communities. The report specifically addresses Strategic Objective 4.3, 'promote and enhance equity in policies, planning, services, and decision-making in order to positively impact community wellbeing.'

4. Report Highlights:

- Housing Services regularly receive fee for services requests from community partners that serve or want to serve the Housing Stability System. These requests are for programs and services that currently cannot be funded within the

Housing Services Operating budget. These requests may be from community partners who have an existing funding agreement with The Region of Waterloo or from those who do not.

- Beginning in March 2020, Housing Services began receiving additional temporary Federal and Provincial COVID-response funding through a number of different phases and initiatives. Through this temporary funding, several new programs were implemented and existing programs enhanced to protect the health and safety of staff and those experiencing homelessness, and to respond to increasing capacity pressures across the system. Although all temporary COVID-response funding has now ended, the Region continues to fund many of these new and enhanced programs, creating budget pressures.
- With the growing gap between the funding provided by Federal and Provincial Governments and the needs of the local population, the Region of Waterloo increasingly funds this gap using the municipal tax levy.
- All tax levy, Provincial, and Federal funding envelopes are fully allocated to annual operating agreements with community partners in the Housing Stability System. Funding new programs or services without additional funding from the tax levy, Provincial or Federal funding envelopes would mean reallocating funding from existing programs and partners. Housing Services staff do not recommend reallocating funding from existing programs and partners as this would have a significant destabilizing effect on an already under-resourced system.
- In response to the direction given to Housing Services at the February 7, 2023 Community and Health Services Committee, staff recommend the development and implementation of the Protocol for the 2024 budget year. The Protocol will guide Housing Services leadership to evaluate and respond to new fee for service requests from community partners.

5. Background:

The Region of Waterloo is the Provincially-designated Service Manager for Housing and Homelessness. In this role, the Region is responsible for program planning, service delivery, distribution of resources, and quality assurance of housing-first services that help people find and maintain permanent housing; this network of services is known as the Housing Stability System. Housing First services prioritize supports that assist people to access permanent housing, without preconditions that require people to address health challenges or substance abuse as a requirement to access housing. The goals of the Housing Stability System are to support people to maintain housing, prevent and/or divert experiences of homelessness wherever possible, and support people to exit their experience as quickly as possible.

The Region provides funding for various housing-first programs and services aimed at preventing and ending homelessness, including Regionally-funded emergency shelters and housing support programs. Funding for these programs and services is allocated and administered to community partners through service agreements and contracts between the Region and the community partners that receive funding.

Housing Services staff have reviewed the report - Region of Waterloo Grant Administration Policy Review-PDL-CUL-22-04 (Appendix B) as well as several historical CSD Council reports and Budget Process documents from 2013, 2016, and 2017. Housing Services staff have determined that funding agreements and fee for service proposals related to Housing Stability System partners for services/programs that help people find and maintain housing within the housing stability system are outside of the current Region of Waterloo Grant Administration Policy. The Grant Administration Policy states that fee for service funding agreements and allocations are contributions that are not covered by the policy.

Housing Services staff recommend that the Protocol be implemented to guide staff decision-making regarding fee for service requests. This Protocol is outlined in Appendix A. Some highlights of the Protocol include:

- An annual call for proposals that is open to all community agencies and partners throughout the community;
- Housing Services staff and Reconciliation, Equity, Diversity, and Inclusion (REDI) staff will form a committee to review and evaluate proposals;
- Evaluation of proposals will take place according to a scoring matrix;
- The scoring matrix is grounded within housing first principles and the funding guidelines of Federal and Provincial funding programs (i.e., Reaching Home and the Homelessness Prevention Program);
- Proposals that pass the scoring criteria will be recommended for consideration by Housing Services staff as part of the discussion and finalization of the next year's operating or capital budget.

6. Communication and Engagement with Area Municipalities and the Public:

Area Municipalities:

Through the Region's role as Service Manager and Community Entity, Region staff regularly engage with area municipalities, service providers, and community partners on work to achieve affordability for all and end chronic homelessness. Through a Municipal Housing and Homelessness Leads Committee, Region staff remain closely connected with area municipalities in the collective work of addressing housing and homelessness

related issues in the region. This includes meeting and communicating regularly on housing and homelessness issues, the sharing of data, and identifying opportunities to leverage resources for maximum impact in ensuring a place to call home for everyone in Waterloo Region. Several working groups also convene regularly and collaboratively focus on plans and actions related to distinct groups of community members experiencing homelessness.

Public:

7. Financial Implications:

The proposed program is intended to commence in 2024 and funding would be provided beginning with the Region's 2024 budget year (January to December). Staff will bring this forward as part of the budget process and evaluate the relative need.

8. Conclusion / Next Steps:

The development and implementation of the Protocol, ensures fair and equitable decision making in response to new fee for service requests received from community partners. Additional fee for service requests approved through this Protocol will inform the requested increases to the Housing Services budget submission on an annual basis.

Once council endorsement is received, Housing Services staff will work in collaboration with Regional partners including members of the REDI team, Finance, and Purchasing to implement the Protocol.

9. Attachments:

Appendix A: Housing Stability System Fee for Service Request & Proposal Response Protocol

Appendix B: PDL-CUL-22-04 Grant Administration Policy Review

Prepared By: Chris McEvoy, Manager, Homelessness & Supportive Housing
Katie Lout, Social Planning Associate, Housing Services
Alba Michelucci, Financial Analyst, Finance Services
Susan Selfe, Manager, Finance Services

Reviewed By: Kelly-Anne Salerno, Assistant Director, Housing Services
Ryan Pettipiere, Director, Housing Services

Approved By: Peter Sweeney, Commissioner, Community Services
Craig Dyer, Commissioner Corporate Services/Chief Financial Officer

APPENDIX A

HOUSING STABILITY SYSTEM FEE FOR SERVICE REQUEST & PROPOSAL RESPONSE PROTOCOL

Policy Statement: The Region of Waterloo provides operating and capital funding to assist community partners to operate programs and/or services within the housing stability system. These programs and/or services work to assist people in maintaining their housing and preventing an experience of homelessness, or work to support people to transition out of their experience of homelessness as quickly as possible.

Purpose: This protocol establishes practice in evaluating and responding to fee for service proposals to ensure accountability, transparency, and effective oversight and reporting on housing stability system fee for service proposals received from community partners. This protocol establishes practice for proposals for programs and services that are beyond the existing and allocated Housing Services operating or capital budget.

This protocol also ensures that community partners are aware of how they can apply for operating or capital funding for new or existing housing stability system programs/services.

Operating Details

Through its role as the service system manager, the Region funds a variety of programs and services throughout the housing stability system. These programs and services operate within a housing-first framework and work collaboratively to help people find and maintain housing. The ongoing Housing Services budget uses Federal, Provincial, and Regional Tax Levy allocations to fund services/programs within the Housing Stability System.

An annual call for fee for service proposals will be initiated in the fall of each year. Any community partner may respond to the call and submit a fee for service proposal. Should a community partner not wish to submit a written proposal, Housing Services staff can arrange a meeting whereby the community partner can present a verbal proposal.

Housing Services staff will be responsible for receiving and completing an initial review of proposals received. Only those that appear to meet the Housing First philosophy and support the operating goals of the Housing Stability System will be scored.

Housing Services staff along with staff from the Reconciliation, Equity, Diversity, and Inclusion (REDI) team will be responsible for an evaluation including scoring those proposals approved in the first round of reviews.

Housing Services staff will be responsible for developing recommendations to Regional Council for an increase to the Housing Services operating and/or capital budget annually to fund those proposals that receive a passing score.

Regional Council will be responsible for reviewing Housing Services staff recommendations and making the final decision on whether to increase the Housing Services operating and/or capital budget to include funding some or all of the recommended proposals.

Timelines

- 1) In the fall of each calendar year, a call for fee for service proposals will go out to community partners. This call for proposals will outline the guidelines and method for submission.
- 2) Housing Services and REDI staff will review and rate the proposals according to the scoring criteria (see Table 1 below).
- 3) Proposals that pass the scoring criteria that cannot be funded within the existing Housing Services Operating budget will be brought forward to Regional Council as part of the annual budget process for Council to endorse an increase to fund some or all of the recommended proposals.
- 4) All community partners who submit fee for service proposals will receive written responses on the decision for their request and its ability to be funded within the following year's operating or capital budget.

Table 1 - Scoring Criteria

The following outlines the criteria to evaluate and score fee for service proposals:

Category Criteria to Include

<p>One-time or ongoing funding request</p>	<p>Identification of whether the proposal is for ongoing operating or capital funding or a one-time request</p>
<p>Summary of how program/service helps people find/maintain housing</p>	<ul style="list-style-type: none"> ▪ Clarity and feasibility of the program model ▪ Ability to identify and engage participants ▪ Coordinated services and resources to address participant needs ▪ Clear alignment with housing first principles
<p>Alignment with funding categories and eligible expenses within Reaching Home and Homelessness Prevention Program programs</p>	<ul style="list-style-type: none"> ▪ Clearly articulated alignment within Reaching Home and/or Homelessness Prevention Program funding guidelines and eligible expenses
<p>Summary of how program/service will serve equity deserving groups/ensure equitable outcomes</p>	<ul style="list-style-type: none"> ▪ Clearly articulated vision of how program/service will achieve equitable outcomes ▪ Inclusion of equity indicators and data ▪ Partnerships with equity deserving leaders/groups/organizations
<p>Summary of how program/service will work within existing system or promote new community partner and system relationships/ collaboration</p>	<ul style="list-style-type: none"> ▪ Partnerships with housing providers ▪ Partnerships with other systems ▪ Involvement of local government and other partners
<p>Inclusion of theory of change/logic model and key performance indicators</p>	<ul style="list-style-type: none"> ▪ Measurable outcomes for participants (e.g. housing retention, improved health outcomes) ▪ Data collection and evaluation plan ▪ Use of evidence-based practices ▪ Reporting and accountability

Region of Waterloo**Planning, Development and Legislative Services****Culture Services**

To: Chair Helen Jowett and Members of the Administration & Finance Committee

Meeting Date: August 9, 2022

Report Title: PDL-CUL-22-04 Grant Administration Policy Review.docx

1. Recommendation:

That the Regional Municipality of Waterloo approve the Grant Administration Policy as set out in report PDL-CUL-22-04 dated August 9, 2022.

2. Purpose / Issue:

To establish a corporate Grant Administration Policy for the Region of Waterloo to guide discretionary grant funding across the organization.

3. Strategic Plan:

Responsive and Engaging Public Service

4. Report Highlights:

- The Region of Waterloo Grant Administration Policy establishes a clear definition of a grant that will help guide when this policy will be applied (as opposed to other financial contribution models). It also sets out procedures that guide the administration of grants through all stages of the grant life cycle, including the creation of a new grant program and communicating their outcomes.
- Staff, Council and the community will have a common understanding of what a grant is, when and how they can be used, updated and adjusted to meet Council priorities and community needs.
- The policy creates a framework that will support transparency and accountability, while allowing the necessary flexibility for innovative and responsive approaches to grant funding, targeted at addressing strategic priorities.
- Through conversations with the community, staff know that grant funding programs can often be opaque, cumbersome and difficult to access. This policy creates space for grant program design to be customized to meet the needs of

the community, while ensuring accountability for public funds.

- This policy was created as part of the corporate review of grant funding processes. The policy will guide the review and evaluation of existing grant programs, and the development of new programs. Grant programs will incorporate an open call for eligible applications, clear decision making criteria and processes and revised accountability measures that align with the grant policy. Programs will be designed to ensure that current grant recipients are not precluded from the 2023 grant application processes.
- Key features of the policy include:
 - Grants should be allocated through defined programs.
 - New programs can be created to address emerging strategic priorities.
 - Programs should be customized to meet targeted needs within a basic administrative structure.
 - Programs are approved by Council.
 - Programs are administered by program areas.
 - Programs should be evaluated on a regular basis.

5. Background:

Municipalities have the power to provide grants under the Municipal Act. The Region of Waterloo has been providing grant funding since its inception in 1972. Grants are an important tool for municipalities to foster partnerships in the community. The Region's population is growing and its needs are changing, and the Region's granting processes need to be suitably responsive.

In 2019, KPMG recommended that Discretionary Grants to Other Organizations be reviewed. In 2020, staff reviewed individual discretionary grant allocations in terms of their alignment with the Region's mandate and strategic priorities. Though individual grant allocations supported work that aligned with strategic priorities, where funding was allocated outside of formally defined grant programs, there continued to be confusion in the community on how to access grant funding and an increasing number of community groups delegated directly to Council for support.

On December 8, 2021, Council passed a motion that directed staff to create a committee comprised of members of Council and staff to develop a grant policy that will:

- establish a clear definition of a grant and will guide the administration of grants through all stages of the grant administration life cycle; and

August 9, 2022

Report: PDL-CUL-22-04

- develop grant programs that will incorporate an open call for eligible applications, updated decision making criteria and processes and revised accountability measures that align with the grant policy and not preclude current grant recipients from the 2023 grant application process.

The Committee met several times between April and July and identified a number of questions that needed to be answered within two key areas:

1. **Current Grant Programs:**

- Are the grant programs currently administered by the Region relevant and do they follow grant administration best practices?
- The Region currently allocates annual funding to several historically funded organizations after programs have been repealed. How can a new grant program be developed to fund these and other equally deserving recipients through open, transparent processes?

2. **New Grant Programs:**

- **Un-funded Community needs:** The Region receives requests for support outside of grant funding programs, should programs be created to support these community needs?
- **Council-identified Funds:** Council has set funding aside for specific purposes. How can we create clear processes around them to ensure transparent stewardship and governance of funds?

The grant review process aims to reset grant funding to establish robust systems to ensure community partners know what support is available, how to access that support and how decisions are made. Council will also be better supported in their stewardship of funds to address strategic objectives.

Grant review is one piece of the puzzle as staff explore how governments and the not-for-profit sector can improve their working relationship to better meet the community's needs. The Region uses many tools (e.g. rebates, sponsorship, fee-for-service) to support the work of not-for-profit organizations for the benefit of the community. However, the grant review process only addressed establishing processes for grant funding.

6. **Area Municipality Communication and Public/Stakeholder Engagement:**

Area Municipality Communication: Regional staff consulted with staff from the City of Cambridge, the City of Kitchener and the City of Waterloo about their grant programs and current granting processes.

August 9, 2022

Report: PDL-CUL-22-04

Staff also undertook a broad scan of other grant policies and administrative practices of municipalities across the country.

Public/Stakeholder Engagement: Regional staff met with staff from the Kitchener Waterloo Community Foundation, the Lyle S. Hallman Foundation and the United Way to understand their current processes as well as innovative and emerging granting practices.

7. Financial Implications:

Nil

8. Conclusion / Next Steps:

Once Council approves the Grant Administration Policy, staff will review current grant programs against the approved policy and bring recommended changes to Council for approval through separate reports, as well as guidelines for any proposed new grant programs.

9. Attachments:

[Appendix A: Region of Waterloo Grant Administration Policy](#)

Prepared By: Helen Chimirri-Russell, Director, Cultural Services

Reviewed By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer

Approved By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer

Appendix A

August 2022

REGION OF WATERLOO GRANT ADMINISTRATION POLICY

Policy Statement: The Region of Waterloo provides grants that assist organizations or individuals in their effort to support the Region's mandate and strategic vision to create an inclusive, thriving and sustainable region of connected rural and urban communities with global reach, fostering opportunities for current and future generations.

Purpose: This policy establishes practise in the administration of grant programs to ensure accountability, transparency, effective oversight and reporting of outcomes achieved.

This policy ensures that Regional staff who administer grants are performing necessary steps during the life cycle of the grant, including the creation of new grant programs and the evaluation of existing programs.

Definition of a Grant

- A grant is a legal instrument that results in the transfer of money from the Region to the public in order to support a public purpose. Grants have:
 - Defined criteria for who can apply, and for what purposes the funds can be used.
 - A defined intake process.
 - Defined decision-making criteria and approval process.
 - A requirement that recipients sign an agreement and account for funds.
 - No expectation of return or repayment (as long as the terms and conditions of the grant are met).

For clarity, definitions of various types of financial transactions are provided in Attachment I.

Operating Details

The Region of Waterloo provides a broad range of grants to the public each year through a variety of grant programs. These grant programs are designed to serve a variety of purposes that further the Region's strategic priorities. It is acknowledged that grants are only one of the tools the Region can use to help it achieve its strategic objectives.

All grants at the Region of Waterloo must be administered in accordance with this policy.

August 9, 2022

Report: PDL-CUL-22-04

1. Grants should, wherever possible, be allocated through a defined Grant Program. Regional Council may occasionally award a grant outside of a formal program. The **Responding to Community Funding Requests Procedure (Attachment IV)** should be followed.
2. Grant programs will be reviewed and endorsed by each term of Council during the Strategic Planning process.
3. New grant programs can be created to meet emerging strategic priorities by following the **Creating a New Grant Program Procedure (Attachment III)**. Ideally, new programs will come forward as part of the Plan and Budget process.
4. Each grant program has a program guideline document that outlines the purpose, objective, eligibility criteria, decision-making processes, and reporting requirements of each grant award.
5. All Grant Programs and associated Program Guidelines, as well as any changes thereto, must be approved by Council.
6. All Grant Program Guidelines must adhere to the criteria and administration process outlined in **Attachment II Grant Administration Cycle**
7. Grant Programs are administered by program areas, in accordance with approved guidelines.
8. All grant programs will be evaluated on a regular basis.
9. Grant program budgets will be determined as part of the annual Plan and Budget Process.

Responsibilities

Responsibilities under this policy are as follows:

- Council is responsible for approving program guidelines and the amount provided for each Grant Program.
- Program area staff are responsible for designing and administering grant programs that are within their program budgets.
- Corporate Finance will provide guidance on the applicability of this policy to a given situation or proposed payment to a recipient.
- Internal Audit may conduct reviews, assessments or audits to ensure compliance with this policy.

Legislative and Administrative Authorities

Section 107(1) of the Municipal Act:

Despite any provision of this or any other Act relating to the giving of grants or

August 9, 2022

Report: PDL-CUL-22-04

aid by a municipality, subject to section 106, a municipality may make grants, on such terms as to security and otherwise as the Council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that Council considers to be in the interest of the municipality. (2001, c. 25, s. 107 (1))

Associated Procedures

- 1. ATTACHMENT I DEFINITIONS OF OTHER CONTRIBUTIONS NOT COVERED BY THIS POLICY**
- 2. ATTACHMENT II GRANT ADMINISTRATION CYCLE**
- 3. ATTACHMENT III Procedure – Creating a New Grant Program**
- 4. ATTACHMENT IV Procedure – Dealing with a Grant Request outside of formal grant program**
- 5. ATTACHMENT V Procedure – Discontinuing a Grant Program**

ATTACHMENT I**DEFINITIONS OF OTHER CONTRIBUTIONS NOT COVERED BY THIS POLICY**

- **Flow-Through:** The Region administers process, but does not set the eligibility criteria.
- **Arm's Length Grants:** Payments to third party agencies that are responsible for administering the grant awards to residents on behalf of the Region. In these arrangements, the grantor/grantee relationship exists between the agency and the resident, and not between the Region and the resident.
- **Sponsorship:** A contribution of funds to an eligible organization in return for an identified promotional return to the Region.
- **Donation:** A contribution with no terms or conditions imposed on the recipient or external party and no expectation of reporting or return.
- **Fee-for-Service:** A contribution where the Region receives a good or service directly in return. There is a clear expectation that the recipient will ensure a specific service is delivered in the community.
- **Rebate:** A reimbursement to a recipient for an expense as per a Region incentive program (a program established to encourage certain behaviours to achieve a specific objective). Funding is given to the recipient after an initial outlay.
- **Incentives:** The Region puts a program in place to motivate a certain action.
- **Investment:** A contribution with the expectation of a financial return.
- **Loan:** A contribution with the expectation to be repaid in the future.

August 9, 2022

Report: PDL-CUL-22-04

ATTACHMENT II**GRANT ADMINISTRATION CYCLE**

Grant Administration Stage	Grant Administration Step
Pre-Award	Public Notice of Grant: The public is made aware of the Grant in advance of the established deadline.
	Application Submission: Grant applicants submit applications and supporting material by defined deadline.
Selection and Approval	Assessment of Applications and recommendations: Grant applications are assessed for eligibility and recipients are selected in accordance with documented criteria.
	Approval of Grant Recommendations: Approvals are documented and made within established guidelines.
Grant Agreement and Payment	Grant Agreements Signed: Grant agreements are signed by the appropriate parties before the Grant period begins.
	Payment Authorization and release of funds: Authorization for the payment and release of grant funds will be in accordance with program guidelines and will be documented.
Performance Monitoring	Compliance Monitoring: Grant recipient's compliance to the terms and conditions of the Grant Agreement is monitored.
	Final Report review: Comparison of Grant Results against Grant objectives and/or corporate goals are documented.
	Close-out: Completed grants are finalized and closed out, including year-end financial reporting.
Communication and Records Management	Retention of Key Documents: Key documents related to the grant is retained by the program area.
	Communication of Program Outcomes: Program area reports on the outcomes of the Grant Program to Council and stakeholders annually.

ATTACHMENT III Procedure – Creating a new Grant Program

1. Members of Council or staff identify a gap where a grant program could help to meet a strategic goal leading into the annual plan and budget process.
 - a. Staff undertake a scoping exercise to assess the need for and feasibility of the proposed program. This could include an environmental scan of supports in place from other levels of government and funding organizations, a review of programs in other jurisdictions that could be adapted and engage the target audience.
2. Staff Develop grant program guidelines that outline:
 - a. The purpose of the program. This can include objectives, goals, expected results and relationship to the Region's Strategic Plan.
 - b. Who can apply and what they can apply for (for example eligibility criteria for applicants and, projects or an outline of eligible grant cap amounts).
 - c. When and how people can express interest in the program (for example application deadlines, and submission criteria).
 - d. How applications will be considered (for example assessment criteria, grant calculation parameters, who is responsible for assessing the application and how they will make recommendations for approval).
 - e. How grant recommendations are approved (for example, who has final approval of grant awards and whether there is an appeals process).
 - f. Expectations of the grant recipients, for example terms and conditions. What applicants need to communicate when their grant is complete (for example reporting requirements).
3. Staff identify a budget and a funding source for the grant program.
4. Staff bring the guidelines to Council for approval.
5. Staff launch the new grant stream and administer the process as outlined in the guidelines.
6. Staff evaluate the program and bring recommendations for revision to Council, as necessary, for approval.

ATTACHMENT IV Procedure – Dealing with a Grant Request Outside of Formal Grant Program

1. A member of the community approaches staff or Council to request grant funding for a specific purpose.
2. The request is forwarded to the relevant program area to assess whether the request fits the criteria for an existing grant program.
 - a. If it meets criteria, staff directs the community member towards the grant program guidelines.
 - b. If it does not meet criteria, staff gather additional information.
3. Staff prepare a report for Council approval outlining:
 - a. The scope of the request.
 - b. Whether the request is within the purview of the Region.
 - c. Alignment with the Region’s strategic plan.
 - d. Previous funding history.
 - e. A recommendation: to take no action; to consider creating a new funding program; or for a funding amount with a funding source.
4. Council considers the request and background information and passes a motion.

ATTACHMENT V Procedure – Discontinuing a Grant Program

From time to time, it may be necessary to discontinue a grant program. Through the regular evaluation of grant programs, it may become evident that a grant program has served its intended purpose, or the grant program no longer aligns with the strategic priorities.

1. Staff bring a report to Council outlining the rationale for discontinuing the grant program, including a timeline for its discontinuation.
2. If Council approve the recommendation, staff will develop a communication strategy to inform stakeholders, including previous grant recipients.

Region of Waterloo
Chief Administrative Officer
Equity, Diversity, and Inclusion

To: Community and Health Services Committee

Meeting Date: June 6, 2023

Report Title: Anti-Racism Advisory Working Group and Equity-Based Collaboration

1. Recommendation

For Information.

2. Purpose / Issue:

This report responds to Council's request on April 4th to provide an update on the Anti-Racism Advisory Working Group (ARAWG) recommendations (see Appendix A and B) and to provide a broader update on how the Region is engaging those with lived and living experience in its reconciliation, equity, diversity, and inclusion initiatives.

3. Strategic Plan:

This work supports all focus areas of the strategic plan.

In particular, it supports the Responsive and Engaging Public Service (5.1) and Healthy, Safe and Inclusive Communities focus areas (4.3 and 4.5) of the strategic plan.

4. Report Highlights:

- The Anti-Racism Advisory Working Group (ARAWG) was created in 2020 to advise Regional Council on how to address systemic racism present in Regional policies, procedures, and practices.
- The ARAWG provided initial recommendations in 2021 (Appendix A), and final recommendations at the completion of their mandate in 2022 (Appendix B). Council endorsed an action plan responding to the initial recommendations, and deferred the final recommendations to the new term of Regional Council.
- Since the creation of the ARAWG, significant progress has been made including, but not limited to:
 - the equity-based approach to vaccine roll-out (2020)
 - the Council approved \$10 million per year equity investment fund (2021)
 - the development and launch of the Community Safety and Wellbeing Plan

- (2021)
 - the creation of the Reconciliation, Equity, Diversity, and Inclusion (REDI) Team (2022)
 - the creation of the Reconciliation Action Partnership with all area municipalities (2022)
 - preliminary engagement on an alternate mental health crisis response model (2022)
 - the creation and launch of the of the Council approved Upstream Fund (2022)
 - the first Regional staff census (2022)
 - the initiation and completion of the Indigenous Space Needs assessment (2022)
- All the activities listed above were only possible because of the new way of working alongside community that was informed and supported by members of the ARAWG. Having members of the ARAWG work directly with staff and community members supported a community-led, system-supported approach and enabled change.
- Additional information and updates on initiatives related to the ARAWG recommendations are included in the background section.
- In May 2023, REDI team staff presented an update to Council (CAO-EDI-23-001) on lessons learned through implementing projects and initiatives focused on reconciliation, equity, diversity, and inclusion and community engagement.
- Staff are building on the lessons learned from previous activities, which include the need for long-term sustainability, accountability, and community-based coordinated action. Staff are also working to reinforce a growing ecosystem of coordinated and connected committees and working groups to advance truth and reconciliation, equity, diversity, and inclusion priorities.
- This includes the creation of a new ROW REDI Action Partnership with connections to currently existing committees and working groups (for example, the Community Engagement Community of Practice, Youth Steering committee, Reconciliation Action Partnership, etc.) and community representation. The partnership will bring staff and community together, aligning initiatives focused on transformational system change and creating a process for transparency and accountability in decision-making.
- The background section of this report provides more context and information on the journey leading up to the creation of the ROW REDI Action Partnership. The partnership builds on lessons learned by staff implementing Reconciliation, Equity, Diversity, and Inclusion (REDI) work across the Region and alongside community, and supports the Oct 2022 related recommendations of the ARAWG.

5. Background:

Anti Racism Advisory Working Group 2020 – 2022

The Anti-Racism Advisory Working Group was a council-directed working group put in place after a series of calls to actions from Black Lives Matter, the Land Back initiatives, Anti Racism town halls, and engagements with community advocating for the elimination of bias and racism towards First Nations, Inuit and Métis, Black, and racialized community members. The group consisted of representative community members and was in term from Dec 2020 to the end of the term of the previous council in Sept 2022.

The Anti Racism Advisory Working Group's (ARAWG) mandate was to advise Regional Council on how to address systemic racism present in regional policies, procedures, and practices. Over the two years of its term, ARAWG has made substantial contributions to the Region's Reconciliation, Equity, Diversity, and Inclusion (REDI) journey including providing feedback and advice to inform several projects, providing updates to the public on the Anti Racism Engage WR page, and serving as members of working groups and committees, for example the:

- Community Engagement Working Group as part of the Vaccine Distribution Task Force
- Community Safety Wellbeing Plan Framework Steering committee

In addition, ARAWG made recommendations to Regional Council on October 2021 (see Appendix A). The recommendations reinforced organizational priorities and precipitated organizational change, including:

- Hiring of Director of Truth and Reconciliation
- Equitable Hiring and Recruitment
- Staff Census
- Indigenous Space Needs consultations and report
- Alternate Mental Health Crisis Response

Staff acted on the recommendations following council approval that fell within Regional purview through its REDI program of work, the Community Safety Wellbeing Plan, and its work as a partner in the Reconciliation Action Partnership (CAO-EDI-23-001)

In October 2022, ARAWG presented its final recommendations (see Appendix B) to Council. At that time, Council passed the following motion:
"That the Regional Municipality of Waterloo receive the Anti-Racism Advisory Working Group Recommendations to Regional Council and that the report be referred to the next Regional Council."

On 4 April 2023, new Council directed staff to bring back a status update on the ARAWG recommendations, including those from October 2022, and to provide more information about how staff are engaging those with lived and living experience in equity, diversity, and inclusion initiatives.

The Oct 2022 ARAWG Recommendation A: “Continuation of the Anti-Racism Advisory Working Group (ARAWG)”. See Appendix B for additional information on this recommendation.

This recommendation speaks to an expanded and evolved mandate for the ARAWG and the need for resourcing from Regional staff to support this work.

The following sections of the report discusses the Region’s evolving ecosystem of reconciliation, equity, diversity and Inclusion and the path that staff are already on to create an evolved model of a community advisory working group. This model builds upon the original mandate of the ARAWG, supports the related recommendations from Oct 2022, and reflects lessons learned by staff implementing reconciliation, equity, diversity, and inclusion (REDI) work across the Region, alongside community.

Region’s Evolving Ecosystem of Reconciliation, Equity, Diversity and Inclusion opportunity

In 2021, the REDI team was formed with a mandate of advancing Truth and Reconciliation (TRC), Equity, Diversity, and Inclusion EDI through systemic change and community engagement. The work of this team has focused on relationship-building, listening, and working with communities to respond to: community calls to action and engagement and feedback on what the Region needs to do to better address systemic racism, discrimination, and colonialism (CAO-EDI-22-009). This had lead to an emerging REDI ecosystem of activities, projects, priorities, plans, and initiatives across departments with various levels of connections and partnerships with community.

In May 2023 (CAO-EDI-23-001), REDI team staff presented an update on the lessons learned through implementing projects and initiatives focused on reconciliation, equity, diversity, and inclusion and community engagement key findings included:

- Transformational change takes time and resources which requires longer-term planning and commitment
- Although many strategies, projects, and initiatives are happening, silos continue which reinforce the need for better coordinated action-planning between departments and teams leading the work
- Community engagement and community voice is central to the success of this work and requires coordination, ongoing relationships, and communication with community leaders, organizations, and partners.
- Meaningful community engagement needs to be a shared principle in all aspects of service design and delivery, with a broader and deeper scope.

Staff have consistently heard the most important ingredients of change are building long-term sustainability, accountability, and community-based coordinated action. Staff are working to reinforce the growing ecosystem of coordinated and connected committees and working groups to advance TRC and EDI in support of this. An important element of this work will be the creation of a new ROW REDI Action Partnership, connecting current committees, working groups and community representatives. This structure will support the whole ecosystem and increase representation, accountability, and action.

The ROW REDI Action Partnership will work in an integrated way bringing staff, senior leadership and community together to provide an opportunity for sharing, learning, collaboration, ultimately resulting in better planning and decision-making in the areas of TRC and EDI.

We have heard from community feedback, the need for systems that are responsive and accountable to community. Embedding community voice into the planning and decision-making allows for processes that are accountable to the needs and voices of community.

The ROW REDI Action Partnership also builds on the following lessons learned through community engagement from previous experiences and feedback from the Community Engagement Working Group (CEWG); consultations and conversations with community leaders, and planning partners from the vaccine rollout; Community Safety and Wellbeing Plan committees and consultations; and most recently the Upstream Fund community co-design. From these activities, community provided the following feedback. To facilitate effective and ongoing engagement, the Region needs to:

- Develop and implement a community engagement framework to inform activities on an ongoing basis.
- Develop clear and consistent communication between all parties (i.e. decision makers, working groups, committees, etc.).
- Utilize appropriate and meaningful data to inform decision-making and planning
- Ensure organizational readiness to embrace new ways of working through cultural readiness.

The Oct 2022 ARAWG Recommendation B: “Achieving a Municipality steeped in Reconciliation and Anti-Racist Practice”. See Appendix B for more information on this recommendation.

This recommendation speaks broadly to ways municipalities, including the Region, can further Reconciliation and Anti-Racist practices.

While some of the recommendations fall outside the mandate of the Region, a number of initiatives are underway that relate to the recommendations. They include:

- The work of the Placemaking committee of the Reconciliation Action Partnership, committed to facilitating and taking action alongside community to support increased culturally safe spaces for First Nations, Inuit and Métis communities.
- The Region is also currently implementing interim housing solutions to support those experiencing homelessness, until more permanent affordable and supportive housing is built, while also launching a Plan to End Chronic Homelessness. Both of these initiatives are centred in the community and the voices of those with lived and living experience, with the latter in development in partnership with the Social Development Centre.
- The creation and launch of the Region’s Upstream fund has provided additional funding to grassroots organizations, including ones supporting those experiencing homelessness. This includes funding for KW Native Wigwam Project for a new housing development

- The Region's Reconciliation, Equity, Diversity, and Inclusion funding investments includes a Portable Rent Assistance program directly geared towards supporting equity-seeking families, the Waterloo Region Housing Language Identification project, as well as the Emergency Shelter & Harm Reduction Integration Initiative are aimed at supporting racialized individuals in our shelter system.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities: As plans for the Regional REDI Action Partnership committee progress, staff will continue to engage and work with area municipalities to identify areas for collaboration. Collaboration on Truth and Reconciliation will continue through the Reconciliation Action Partnership.

Public: Community members will be engaged through an application or nomination process to identify community members to participate on the REDI Action Partnership committee.

7. Financial Implications:

Nil.

8. Conclusion / Next Steps:

The ARAWG has made significant contributions towards addressing systemic racism and paved the way for community-led, system-supported approach to advancing systemic change.

The ROW REDI Action Partnership is a way to incorporate the growing ecosystem of REDI work (committees, priorities, strategies, plans, etc.) more effectively and increase representation, accountability and action – all things that community and partners have consistently voiced as some of the most important ingredients of change.

In the coming months, staff will engage regional staff, leadership, and community to guide the creation of the ROW REDI Action Partnership mandate, terms of reference, and recruitment. The ROW REDI Action Partnership launch is planned for the fall of 2023. More information will be provided as the Partnership is developed.

9. Attachments:

Appendix A: Anti-Racism Advisory Working Group Recommendations 2021

Appendix B: Anti-Racism Advisory Working Group Recommendations 2022

Prepared By: Neb Zachariah, Reconciliation, Equity, Diversity and Inclusion Advisor

Reviewed By: Fauzia Baig Director of Equity Diversity and Inclusion

Paula Whitlow, Director, Truth and Reconciliation

Approved By: Bruce Lauckner, Chief Administrative Officer

Appendix A: Anti-Racism Advisory Working Group: Recommendations to Regional Council

October 20, 2021

Background

In the summer of 2020, advocacy by Black Lives Matter and the LandBack initiative compelled a regional response. A series of Anti-Racism Town Halls indicated the need for the Region to form an Anti Racism Advisory Working Group. The group's mandate would be to advise the Region of Waterloo on how to address the systemic racism present in regional policies, procedures and practices.

The Anti-Racism Advisory Working Group, (ARAWG), is unanimous in its support of this report. It consists of the following members.

Co-Convenors: Donna Dubie and Maedith Radlein

Members: Krishna Badrinarayan, Fauzia Mazhar, Amy Smoke, Geraldine Stafford, Cheyanne Thorpe, Tammy Webster and Ciann L. Wilson

The ARAWG has been meeting regularly since January 2021, to discuss issues pertaining to the Black Indigenous People of Colour (BIPOC) community in the Region of Waterloo. The ARAWG intends to be proactive and transformational. It has collaboratively created the following recommendations to Council based on the collective knowledge, experience, and research of its members.

Recommendations

Hiring Practices

Background:

Best practices and data support the fact that a diverse workforce is necessary to create an anti-racist working environment. Historically, the Region of Waterloo has lacked racialized leadership and staffing at all levels of employment. Staffing surveys will reveal evidence that the staffing complement requires more diversity.

Recommendation:

1. By the end of 2022, the Region of Waterloo's Human Resources Department must implement policies to hold equivalent other methods of experience/education beyond the current practice of only accepting formalized education degrees and certificates. This includes:
 - a. Acknowledging that within Indigenous communities life experience, community connections and other ways of knowing are integral to the culture, and must be highly valued by the Region;

- b. Addressing the issue of equivalence for non-Canadian qualifications, and working to understand and value international accreditation;
 - c. Creating a hiring policy that actively seeks out the lived experiences and community-based work of BIPOC communities as accepted qualifications.
- 2. Create targeted hiring practices to increase the amount of BIPOC staff at the Region of Waterloo.
 - a. The current system is not accessible to certain populations, and must be amended to improve accessibility to the process from start to finish.
 - b. Set hiring targets so that (a) the demographic makeup of Regional staff is directly and proportionally reflective of the ethnic population of the Region of Waterloo, updating this target on an ongoing basis as census information is gathered; (b) under-represented and intersectionality marginalized groups such as Indigenous and Black communities are given priority for specific roles. This is an immediate need as the status quo breeds violence against Indigenous and Black identities and thus excludes them from the workplace.
 - c. The Region of Waterloo must commit to completing a staff census every 2 years to determine growth, patterns and gaps/achievements.

Mental Health and Emergency Response

Background:

In recent years, the racializing of individuals and especially those in mental health distress have disproportionately resulted in death or injury by a police officer. There are few opportunities to access appropriate services and police are often called to these situations. Waterloo Regional Police Services have publicly stated on occasion that they do not have capacity for mental health calls and are often ill equipped.

Recommendation:

1. The Region of Waterloo must create and implement non-police based responses to mental health crises. Should a police presence be required, officers on site should be unarmed and serve as support, not as the primary intervenor for de-escalation
2. This would involve the formation of Crisis Intervention Teams with specially trained health and crisis response professionals including Mental Health Nurses.

Such teams must be a collaboration between the Waterloo Regional Police Service, Public Health and local health-focused non-profits that have a proven track record of working positively in BIPOC communities. Response should include wraparound care such as:

- i. Training for emergency dispatch responders

- ii. Training for all staff involved in Emergency Response.
 - iii. Follow up care and mental health supports
3. Immediate training needs to be provided for relevant non-profit staff and all current first responders, including police, so that teams can be formed in a timely manner to prevent response with force, weapons or intimidation. Data must be reviewed on an ongoing basis to ensure that there are enough teams available for response. Lives should not be risked by having untrained people responding at any time.

Regional Funding

1. Regional funding for Indigenous initiatives must be offered only to Indigenous organizations. Funding should not be allocated to mainstream organizations which do not represent the Indigenous community at large. To bypass Indigenous organizations when seeking solutions to social issues is systemic racism
2. The Region, in consultation with Indigenous organizations, must actively advocate for all federal funding available for Indigenous initiatives and ensure that it is provided to Indigenous service providers. There are existing organizations such as K-W Urban Native Wigwam, the Healing of the Seven Generations, Anishnabeg Outreach, LandBack and White Owl Native Ancestry Association which should be consulted at all stages of the process.

Space for Indigenous Groups

1. By the end of 2021, the Region of Waterloo must be in consistent and ongoing consultation with Indigenous organizations about the availability of community space. There needs to be respectful dialogue in a process that is Indigenous led.

Director Reconciliation, Equity, Diversity, and Inclusion

1. The role of the Director of Reconciliation and Equity, Diversity and Inclusion should be two separate roles. Reconciliation is not the same as Equity, Diversity and Inclusion and must be given the attention and expertise it deserves. We recommend two equal positions;
 - a) Director of Equity, Diversity and Inclusion
 - b) Director of Reconciliation
2. Both the Director of Equity, Diversity and Inclusion and Director of Reconciliation should report only to the Chief Administrator of the Region of Waterloo.
 - a) It is important that both directors work with both the CAO and the Chief Communications and Strategy Officer. However, they must be answerable only to the CAO. Communications is tasked with ensuring that the Region has a positive public image. The Director of Reconciliation and the

Director of Equity, Diversity and Inclusion will be tasked with systemic change and may need to communicate difficult non-complimentary messages.

- b) This separation is necessary and vital to maintaining the integrity of these positions.

Prepared by the Anti Racism Advisory Working Group

Appendix B: Anti-Racism Advisory Working Group Recommendations to Region Council

September 2022

Background

Following a series of Anti-Racism Town Halls hosted by the Region of Waterloo in the summer of 2020, Anti Racism Advisory Working Group was formed in order to propel action to address systemic racism and other forms of oppression.

In October of 2021, Regional Council unanimously accepted our first set of recommendations. The working group has seen in the past year that processes have started to take action on these recommendations, including hiring staff whose mandate is to bring equity to policy making and services.

The following recommendations, given at the end of its first term, reflect both what we have learned and what has been expressed by community residents. There is a moral imperative to move more urgently and responsively to the people who live in this community. They are being harmed. Current policy and actions are increasing demands on health systems— in particular, mental health. These recommendations are given in the knowledge that this is difficult work which requires that every member of Council address historical wrongdoing.

Current membership of the group who co-present and endorse this report and it's recommendations are:

Co-Convenors: Donna Dubie and Maedith Radlein

Current Members: Tammy Webster, Ciann Wilson, Krishna Badrinarayan, Gebrehiwot Berihun, Amy Smoke, Fauzia Mazhar, Cheyanne Thorpe, Aalaa Rehman

Members who Endorse Report: Donna Dubie, Maedith Radlein, Ciann Wilson, Krishna Badrinarayan, Gebrehiwot Berihun, Amy Smoke, Fauzia Mazhar, Cheyanne Thorpe, Aalaa Rehman

Members Abstaining: Tammy Webster

Recommendations

A. Continuation of the Anti-Racism Advisory Working Group (ARAWG)

In its first term, the ARAWG has been able to help both the Region and the community to work together to affect positive change in the work of correcting systemic harms.

One of the most significant impacts of the ARAWG has been to serve as a conduit between community and the Region. While there is a formal Terms of Reference and a mandate, in practice after this first term, it is clear that the ARAWG has filled a necessary and important role for Council and the Region as a whole. The ARAWG has created a voice for those living in the region that must remain and grow.

It is important to note that many living in the Region of Waterloo do not see the ARAWG solely as advisors to Council as is dictated by its mandate. For instance, at the July 19, ARAWG Town Hall, there were repeated inquiries as to why the ARAWG was not responding to grassroots issues such as the encampment and the needs of neighbourhood/community associations.

It is therefore recommended that;

1. The ARAWG continue but with an expanded and evolved mandate
2. Resourcing from the Region of Waterloo be used to support operations of the ARAWG

1. The ARAWG continue but with an expanded and evolved mandate

a. Continuation

- i. The current ARAWG be allowed to continue and have a transitional time with incoming new members at the beginning of the new term
- ii. Current ARAWG members be invited to be part of the selection process for new members
- iii. The ARAWG formed by the new Council to be elected in October 2022 be given the opportunity to amend the current Terms of Reference
- iv. Selection process for new ARAWG should reflect the revised mandate of ARAWG

b. Mandate

- i. The mandate of the ARAWG be revised to actively engage and communicate with those living in the region from equity deserving groups

1. This accountability includes responding to the voices of community collectives/groups and their Calls to Action.
- ii. Include as part of the orientation of new Regional Councillors a conversation with the ARAWG which shares their commitment to Reconciliation, Equity , Diversity and Inclusion as well as to the work of the ARAWG

2. Resourcing from the Region of Waterloo to be used to support operations of ARAWG

- I. Staff be provided to support the ARAWG in the use of the digital communication platforms used by the Region of Waterloo for communicating information to the larger population of Waterloo Region, e.g., through a website, emails
- II. The Region provide staff resources so that the ARAWG can create written and published communications with the larger community, e.g., Assisting in the creation and post of updates, sharing Reconciliation and EDI related information, through a website or other means deemed appropriate by the ARAWG
- III. Resources be provided for regular Town Halls which ensure that the community continuously feels involved in the work of the ARAWG.

B. Achieving a Municipality Steeped in Reconciliation and Anti-Racist Practice

(i) The ARAWG recognizes that the governing structure which allocates different responsibilities to Cities, Regions and the Province makes change difficult. However, if the Region of Waterloo is committed to Reconciliation, Equity, Diversity & Inclusion it must abandon past practice and craft new ways to ensure it responds to diverse community needs. It must openly and clearly challenge and encourage its governing partners when human rights are being abused and outdated systems continue to oppress and rob its residents of their human dignity. A revised mandate would reflect the intersectionalities of equity deserving groups and enable the Region of Waterloo to move forward in all elements of Reconciliation, Equity, Diversity and Inclusion.

The Regional Municipality of Waterloo must;

- Openly support the renaming or new naming of landmarks, roads and other public entities to reflect a more inclusive and less colonized perspective, e.g., Victoria Park and Indian Road as well as the removal of the statue of Queen Victoria from the aforementioned park,
- Stop evicting people from encampments before allocating Regional land or permanent accommodation,
- Ensure that any response to encampment issues, including security be a civilian led response which includes trained mental health and addiction workers,
- Provide additional funding to grassroots organizations and outreach groups working with encampments to ensure basic human needs are met,
- Inform the new ARAWG of the work of the above mentioned civilian team as promised in a conversation with the current Chair and CAO,
- The Region MUST assign specific outcomes for both long and short term goals.

Summary

The ending of this first term of ARAWG provides an opportunity for the Region to reaffirm its commitment to Reconciliation, anti-racism and other forms of anti-oppression. There has been a momentum built that, if continued, will build bridges between the community and council, and create a more equitable and inclusive community.

It is imperative that change happen, harm be minimized and ended, and that Council and the community work together. This is difficult but necessary work, and more time cannot lapse before actions are taken.

Council Enquiries and Requests for Information				
Community and Meeting date	Requestor	Request	Assigned Department	Anticipated Completion Date
March 7, 2023	C. James	The Committee directed Staff to advocate to the Ministry regarding the inclusion of inhalation supplies at Consumption and Treatment (CTS) Sites.	Public Health and Paramedic Services	Fall 2023 (Awaiting Provincial Information)