

STEP Home

2012-2014 Report



STEP Home 2012-2014 Report



Region of Waterloo

SOCIAL SERVICES

Social Planning, Policy & Program Administration

© Regional Municipality of Waterloo, 2014

Parts of this document may be reproduced on the condition that proper reference is made to the Regional Municipality of Waterloo.

Recommended citation:

Social Planning, Policy and Program Administration (2014). STEP Home 2012-2014 Report. Waterloo, ON: Regional Municipality of Waterloo.

ISBN

Should you have any questions about this document please contact:

Regional Municipality of Waterloo Social Services
99 Regina Street South, 5th Floor, Waterloo, ON N2J 4G6
Tel.: (519) 883-2117 Fax: (519) 883-2234

The STEP Home 2012-2014 Report along with other STEP Home resources are available on-line at:

<http://socialservices.regionofwaterloo.ca>. Search "STEP Home"

Docs #1555029

Accessible formats of this document are available upon request.

Acknowledgements

This document was inspired through ideas and discussions emerging out of the STEP Home Collaborative.

Contributors:

STEP Home Agency Advisory Group (AAG) members

STEP Home Direct Support Worker Advisory Group (DSWAG) members

STEP Home Participant Advisory Group (PAG) members

Report Authors

Beth Hayward	Social Planning Associate, Social Planning, Policy and Program Administration
--------------	---

Bradley Berg	Social Planning Associate, Social Planning, Policy and Program Administration
--------------	---

Support

Van Vilaysinh	Manager, Social Planning, Policy and Program Administration
---------------	---

TABLE OF CONTENTS

Executive Summary	i
1.0 Introduction.....	1
1.1 Report Purpose and Overview	1
1.2 What is STEP Home?	2
2.0 Activities and Achievements, 2012-2014.....	6
2.1. Additional Supportive Housing	6
2.2. Increase Resources	8
2.3. Increase Connection Opportunities for Direct Support Workers.....	11
2.4. Increase Opportunities to Be Informed By Participants.....	12
2.5. Increase STEP Home Education Opportunities	13
2.6. Landlord Recruitment/Education/Engagement.....	14
2.7. Community Inclusion.....	15
3.0 STEP Home Data and Evaluation	17
3.1 STEP Home Participant Demographics for 2012 and 2013	19
3.2 STEP Home Housing Outcomes for 2012 and 2013.....	23
3.3 Six Years of STEP Home: 2008 to 2013	26
4.0 Next Steps.....	31
4.1 Future Focus of STEP Home	32
Reference List.....	34
Appendix 1: STEP Home Timeline: 2006-2014.....	37
Appendix 2: STEP Home Activities and Priorities Envisioned	41
Appendix 3: Intensive Support Programs Data Tables.....	42

Executive Summary

STEP Home Background

STEP Home (Support To End Persistent Homelessness) is a set of interrelated person-centered programs that has been providing options and supports to end and prevent persistent homelessness in Waterloo Region since 2008. The STEP Home 2012-2014 Report focuses on STEP Home's activities, achievements and outcomes from April 2012 to March 2014. The report will serve to inform STEP Home, the housing stability system, and other interested stakeholders.

Persistent homelessness refers to the situation of people who are caught in the cycle of homelessness, often living without fixed addresses repeatedly or for long periods of time. STEP Home's intensive support, supportive housing and street outreach programs work together as elements of a single, coordinated strategy to address barriers to housing stability at both the individual and system levels. STEP Home supports are grounded in a local "Housing First" approach developed and articulated collaboratively by the housing stability system in response to Waterloo Region's unique context.

Activities & Achievements Highlights

At the April 2012 STEP Home Annual Collaborative meeting, STEP Home advisory groups collectively identified seven priority areas for the advancement of STEP Home's work. This report outlines developments and achievements in each of the seven priority areas over 2012 to 2014:

- Additional supportive housing
- Increase resources
- Increase connection opportunities for Direct Support Workers
- Increase opportunities to be informed by participants
- Increase STEP Home education opportunities
- Landlord recruitment, education and engagement
- Community inclusion

Data and Evaluation Highlights

- **People supported intensively:** STEP Home's intensive support programs served 196 participants in 2012 (86 of whom were new) and 213 participants in 2013 (77 of whom were new). Participants experienced many challenges; 89 per cent reported a mental health issue, problematic substance use or both.

- **Supportive housing residents:** Supportive housing program capacity remained steady in 2012 and 2013. Argus Five Beds to Home and SHOW combined supported 45 residents in 2012 and 46 residents in 2013, including 28 new residents over the two years.
- **Street outreach engagement:** STEP Home's general street outreach programs connected with 2408 people in 2012 and 1984 people in 2013. Additionally, Psychiatric Outreach served 754 people in 2012 (2013 data unavailable).
- **Housing retention:** Overall in 2013, 75 per cent of participants retained housing for at least three months, up from 65 per cent in 2012. In 2013, 115 intensive support and supportive housing participants had retained housing for at least a year, compared to 79 in 2012.
- **Moves to permanent housing:** Since STEP Home's inception in 2008, its intensive support and supportive housing programs have supported 521 participants to move to permanent housing, meeting Regional Council's endorsed goal for STEP Home to end persistent homelessness for 500 people by the end of 2013.
- **Continuing need:** The STEP Home Collaborative estimated in 2014 that there are currently around 300 people still experiencing persistent homelessness who could benefit from the support of STEP Home.

Next Steps & Recommendations

Over the past two years, the STEP Home Collaborative has achieved significant successes. However, STEP Home programs also encountered challenges, as direct support worker capacity was stretched to meet ongoing support needs, and rising rents and low vacancy rates made it difficult for participants to find affordable, adequate housing. Based on the STEP Home Activities and Priorities Envisioned (SHAPE) as well as the information presented in this report, five recommendations are offered to increase STEP Home's capacity to support people to end persistent homelessness and to better measure the housing outcomes created by STEP Home:

- Increase landlord recruitment and engagement;
- Increase investment in rent subsidies and resources to support participant moves;
- Increase investment in STEP Home staff resources and training through leveraging partnerships and multiple sources of funding;
- Explore options to increase investment in a diversity of affordable and supportive housing options; and,
- Improve data collection and management.

1.0 Introduction

1.1 Report Purpose and Overview

STEP Home (Support To End Persistent Homelessness) is a set of interrelated person-centered programs that has been providing options and supports to end and prevent persistent homelessness in Waterloo Region since 2008. From STEP Home's inception, there has been a strong commitment to continual documentation, evaluation and sharing of its evolution and impact. The approach to evaluation has evolved in response to the developmental nature of STEP Home, ensuring that new insights, successes and areas for further development are captured as they emerge. This STEP Home Report, covering two years from April 2012 to April 2014, is the latest in a series of evaluation reports that include:

- Year 1 Evaluation (2009);
- Snapshot Report (2010);
- Year 3 Evaluation Report (2008-2010);
- Annual Report (2011-2012); and,
- Social Return on Investment Evaluation (2013).

The 2012-2014 Report updates and builds on the content of the 2011-2012 Annual Report, focusing on STEP Home's activities, achievements and outcomes over the past two years. Information for this report has been gathered from a number of sources including: STEP Home advisory group and collaborative meetings, quarterly data submissions, monthly qualitative report submissions, and related reports. The report is intended to be used by members of the STEP Home Collaborative, the housing stability system and other community systems, as well as all orders of government (including Regional Council). It may also be a resource for individuals such as landlords, residents of Waterloo Region, as well as communities outside of the local area.

The report consists of four sections.

1. **Introduction:** The first section provides background and an introduction to STEP Home's governance structure and approach.
2. **Activities and Achievements:** Section 2 provides an update on activities and achievements from April 2012 to April 2014, highlighting progress in seven priority areas identified by the STEP Home Collaborative in 2012.
3. **Data and Evaluation:** Section 3 summarizes STEP Home program data for the 2012-13 and 2013-14 fiscal years, and highlights key indicators of the cumulative impact of STEP Home since 2008. This section also addresses progress towards

the goal of supporting 500 people to move to permanent housing by the end of 2013, endorsed by Regional Council.

4. **Next Steps:** The final section looks forward to the future, and outlines next steps and recommendations for STEP Home.

1.2 What is STEP Home?

STEP Home Background

STEP Home emerged out of “All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region” (the Strategy), first released in 2007, which identified ending persistent homelessness as a priority for the Region. Persistent homelessness refers to the situation of people who are caught in the cycle of homelessness, often living without fixed addresses repeatedly or for long periods of time. At some point in this cycle, people may begin to lose hope for housing and develop a stronger association with the experience of homelessness. Because of the multiple barriers and challenges faced by people experiencing persistent homelessness, STEP Home provides unique and intensive supports to people to move toward housing stability and end homelessness.

Persistent homelessness is a complex social issue which requires the collective efforts of multiple organizations, individuals and sectors. In 2008, based on the priority actions identified in the Strategy, the Region began funding a cluster of four programs designed specifically to support people experiencing persistent homelessness. When the Strategy was updated in 2012, it continued to highlight STEP Home as a signature initiative, and the community’s primary response to persistent homelessness.

Over the past six years, STEP Home has expanded to include 13 programs delivered through ten organizations across 19 sites. The 13 programs in STEP Home have been categorized into three main program areas: intensive support programs, supportive housing, and street outreach.¹ These programs work together as elements of a single, coordinated strategy to address barriers to housing stability at both the individual and system levels with an ultimate goal to end persistent homelessness in Waterloo Region.

For a historical timeline of STEP Home, please refer to *Appendix 1: STEP Home Timeline: 2006-2014*.

¹ For descriptions of each STEP Home program, see the STEP Home Brochure, available at: <http://socialservices.regionofwaterloo.ca/en/communityprogramssupports/stephome.asp>

STEP Home as a Collective Impact Initiative

Collective Impact initiatives bring together people from multiple organizations and sectors to solve complex social challenges.² The STEP Home collaborative has worked over the past six years to foster the five conditions that underlie successful collective impact initiatives:

1. The Collaborative's **common agenda** is informed by the Homelessness to Housing Stability Strategy and articulated in the STEP Home Description (2012);
2. The 13 programs carry out differentiated yet **mutually reinforcing activities**;
3. Regular advisory group and collaborative meetings facilitate **continuous communication**;
4. Standardized data collection templates form the basis for **shared measurement**; and,
5. The Region of Waterloo Social Planning, Policy and Program Administration Division (Region Social Planning) provides **backbone support**.

STEP Home's Housing First Approach

The Homelessness to Housing Stability Strategy (2012) identifies the essential elements for ending homelessness. The three key resources for establishing housing stability— **adequate housing**, **adequate income**, and **adequate support** – when reinforced by **community inclusion** and a **sense of home** ensure that people have what they need to retain housing over the long term. STEP Home programs offer specialized resources and support to assist people experiencing persistent homelessness to access services related to housing, income and support, to cultivate community connections, and to build a sense of home. STEP Home supports are grounded in a local “Housing First” approach developed and articulated collaboratively by the housing stability system in response to Waterloo Region's unique context.

Housing First is an approach to ending homelessness that involves supporting people experiencing homelessness to move into permanent housing as a first step – with no preconditions – and then providing or connecting them with additional support and services as needed and desired once they have secured housing.² Stephen Gaetz, Director of the Canadian Homelessness Research Network, distinguishes between

² The specific definition of Housing First is still under development in Waterloo Region. The working definition for this report was adapted from following sources: Canadian Alliance to End Homelessness, (2014); Employment and Social Development Canada, (2014); Gaetz (2013); Gaetz, Scott & Gulliver, (2013); Mental Health Commission of Canada, (2013); and the Region of Waterloo Homelessness to Housing Stability Strategy.

Housing First as a philosophy and Housing First as a program model.³ The STEP Home Collaborative applies a Housing First approach at both philosophical and program levels.

At the philosophical level, STEP Home's guiding principles directly align with the core values of Housing First.⁴ Housing First is rooted in the belief that all people deserve permanent housing and are "housing ready", and that any issues people may be living with are best addressed once they are housed. The core principles of Housing First include: permanent housing as a right; permanent housing as a key social determinant of health; choice; self-determination; individualized, person-directed support that adapts to meet the person "where they are at"; harm reduction; and community inclusion. The STEP Home Collaborative articulates its alignment with these beliefs through its five guiding principles:

1. We support housing towards a home.
2. We know relationships are key.
3. We walk with people to build community.
4. We do what it takes and we don't give up.
5. We think about what we do and how to do it better.

These principles encompass STEP Home's commitment to Housing First philosophy, as well as STEP Home's unique approach to walking with people.⁵

While all 13 STEP Home programs share a commitment to these guiding principles, different programs play complementary roles in supporting the operationalization of a Housing First approach at the program level. STEP Home intensive support programs provide comprehensive, frequent and ongoing one-on-one support focused on: 1) assisting people experiencing homelessness to move into permanent housing; 2) providing follow-up support for housing stability; and 3) connecting people with a variety of complementary support services (where participation in these services is voluntary). In this way, STEP Home intensive support programs share many characteristics with the Intensive Case Management Housing First model used in other communities.⁶

³ Gaetz, S. (2013). "Housing First". Homeless Hub.

⁴ Housing First's core principles are delineated slightly differently by various organizations and scholars, but share the same fundamental elements. This report refers to the principles of Housing First as articulated by Gaetz, Scott & Gullivar (2013), "Housing First in Canada".

⁵ For more detailed interpretation of STEP Home's Guiding Principles, see Appendix 3 of the STEP Home Description 2012, available at:

<http://socialservices.regionofwaterloo.ca/en/communityprogramssupports/stephome.asp>.

⁶ Gaetz, Scott, & Gulliver, (2013), "Housing First in Canada: Supporting communities to end homelessness". Toronto: Canadian Homelessness Research Network Press; and, Mental Health Commission of Canada, (2013), "What is Housing First?"

STEP Home's supportive housing programs also apply Housing First philosophy within their unique program contexts, by integrating harm reduction practices, flexibility and individualized tenant support, and by making every effort to support ongoing housing stability and to avoid tenant eviction. STEP Home's third category of programs – street outreach - serve a broader population (including but not limited to people experiencing persistent homelessness) but are an essential support in meeting people where they are at, building trust, and making referrals to other STEP Home programs.

STEP Home Collaborative Structure

The STEP Home Collaborative is made up of three advisory groups that work together to advise one another and provide unique service to the community.

- **The Agency Advisory Group (AAG)** is comprised of managers, coordinators and directors from each of the STEP Home programs. The AAG meets every other month and supports service planning and program development.
- **The Direct Support Worker Advisory Group (DSWAG)** is made up of each of the direct support workers in STEP Home. The DSWAG meets on a quarterly basis and shares unique perspectives on supporting, or “walking with”, people experiencing persistent homelessness.
- **The Participant Advisory Group (PAG)** joined STEP Home in October 2011. The PAG brings the important perspective of those who have lived experience of homelessness and have made use of the supports of STEP Home programs. The PAG meets on a monthly basis and discusses and provides advice to the STEP Home Collaborative regarding ongoing or emerging issues. Two PAG members attend each DSWAG meeting to provide an update on the activities of the PAG as well as any pertinent issues discussed by the PAG.

Region Social Planning acts in the role of facilitator and “backbone” to the STEP Home Collaborative and is the lead in the development and updating of the STEP Home Annual Report, with support from members of the STEP Home Collaborative.

2.0 Activities and Achievements, 2012-2014

At the April 2012 STEP Home Collaborative Annual Meeting, advisory group members engaged in a visioning exercise to identify priority areas for the advancement of STEP Home's work. In addition to maintaining existing STEP Home activities, the group collectively identified seven priority areas to inform the future of STEP Home:

- Additional supportive housing;
- Increase resources;
- Increase connection opportunities for STEP Home Direct Support Workers;
- Increase opportunities to be informed by participants;
- Increase STEP Home education opportunities;
- Landlord Recruitment/Education/Engagement; and,
- Community inclusion.

These priorities were organized into a document named **SHAPE – STEP Home Activities and Priorities Envisioned** (See Appendix 2 for the SHAPE Diagram).

The priorities identified by STEP Home were integrated into the Homelessness to Housing Stability Strategy (2012) Action Framework, which guides the community to take coordinated action to end homelessness. This integration of STEP Home-identified priority areas in the Strategy Action Framework is important, as some of the SHAPE priorities intersect with the work of other housing stability system programs. Progress with implementation of the SHAPE priority areas depends on strategic investments and requires dedicated effort among all members of the STEP Home Collaborative as well as other housing stability system partners.

SHAPE was used throughout 2012 and 2013 to guide the focus and efforts of the STEP Home Collaborative. This report focuses on the activities and achievements that have taken place under the STEP Home umbrella, as well as providing some context regarding connections with other housing stability system initiatives.

2.1. Additional Supportive Housing

At the 2012 Collaborative Annual Meeting, STEP Home identified the need to advocate for additional specialized housing options for STEP Home participants, including: abstinence-based (Level 1) housing; and housing with a managed alcohol program

(Level 5).⁷ In the two years since, STEP Home agencies have made efforts to move forward on these priorities.

In response to the need for abstinence-based housing options, The Working Centre, in partnership with Stirling Avenue Mennonite Church, opened an abstinence-based house in 2013 that accommodates three adult men referred from the House of Friendship's residential treatment facility at 174 King. Streets to Housing Stability, Shelters to Housing Stability, The Working Centre Street Outreach and Hospitality House workers provide support to the tenants of the house. Additionally, in late 2013 Supportive Housing of Waterloo (SHOW) announced that the organization was exploring opportunities to develop abstinence-based housing adults experiencing homelessness at another location. Further details of the project have not yet been released.

On the other end of the spectrum of substance use choices in housing environments, STEP Home identified the need for supportive harm reduction housing, and specifically a managed alcohol program (Level 5). The 2011 Waterloo Region Integrated Drug Strategy (WRIDS) also includes the recommendation to establish a local managed alcohol program.⁸ Level 5 housing will be addressed in phase two of the WRIDS Harm Reduction Coordinating Committee's implementation plan in upcoming years. In late 2012, the AAG identified that many people supported through STEP Home may actually need Level 6 Housing that offers managed drug use services. It was noted that, particularly for younger participants, substance use issues are most often related to drugs. However, at the current time there are no specific plans in place to provide Level 6 housing in this community. STEP Home will continue to advocate for a range of harm reduction supportive housing options.

In addition to achievements related to creating and advocating for a range of harm reduction options, STEP Home leveraged the newly established Temporary Housing Assistance with Supports (THAWS) program to support participants. The THAWS program, funded by Region of Waterloo Housing, provides temporary rent subsidies for up to 18 households that are also connected to support to build their housing stability. The subsidies are allocated to the participants rather than particular units, so the funding follows a household if they need to move within the region. When THAWS started in 2012, a number of STEP Home organizations, including House of Friendship, Lutherwood, Reaching Our Outdoor Friends (ROOF), Supportive Housing of Waterloo (SHOW), the Working Centre, and YWCA Kitchener-Waterloo, along with Waterloo

⁷ Levels 1 and 5 refer to levels on the Substance Use Services Continuum in the Context for Housing. For further details see Social Planning, Policy and Program Administration (2011a), "We'll Leave the Lights on For You".

⁸ Waterloo Region Crime Prevention Council (2011). "Waterloo Region integrated drugs strategy." Waterloo, ON: Waterloo Region Crime Prevention Council.

Regional Homes for Mental Health and Community Justice Initiatives, collaboratively applied to administer the program.⁹ These organizations contribute in-kind staff resources to provide ongoing support to tenants receiving the THAWS rent subsidies. DSWAG and AAG members have reported that rent subsidies provided by the THAWS program mitigate affordability barriers and, in combination with intensive supports, facilitate STEP Home participants moving to and retaining permanent, adequate housing.

Throughout 2013, STEP Home agency staff and program participants have also been actively engaged in the Region of Waterloo's Community Homelessness Prevention Initiative (CHPI) Supportive Housing Redesign process.¹⁰ The redesign process brings all CHPI funded supportive housing programs together under a new supportive housing program framework that aims to meet new Provincial expectations, enhance tenant quality of life, and improve service. The redesigned supportive housing program will be implemented beginning April 1, 2016.

2.2. Increase Resources

Federal, Provincial and Regional STEP Home Funding

While 2011-2012 was marked by growth and expansion for STEP Home,¹¹ 2012-2013 saw limited growth in ongoing funding for STEP Home programs. The updates, changes and impacts to STEP Home are summarized in Table 7.

Table 1: Federal, Provincial and Regional Funding Changes

Funding Source	Updates & Changes	Impacts & Implications for STEP Home
Federal: Service Canada – Homelessness Partnering Strategy (HPS)	- HPS funding renewed for five years (2014-2019) - Waterloo Region's annual allocation remained the same as for 2011-2013 at \$441,805 per year - HPS announced a "Housing First" focus for	- From 2011 to 2013, STEP Home programs received approximately 95% of Waterloo Region's entire HPS allocation. 2014-2015 is designated as an HPS transition year, and funding allocations for programs previously funded will remain the same as in 2013-2014. The ongoing allocations of HPS funding for 2015 to 2019 are subject to recommendations from the Community Advisory Board and approval by Regional Council. - Streets to Housing Stability programs are being

⁹ Please refer to August 14, 2012 report to Regional Council Community Services Committee P-12-093, available at <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2012-0814.pdf>

¹⁰ For more information about the Supportive Housing Redesign process, see the CHPI Supportive Housing Redesign Website, available at: <http://socialservices.regionofwaterloo.ca/en/housing/CHPI-Supportive-Housing-Redesign.asp>

¹¹ Social Planning, Policy and Program Administration, (2012d), "STEP Home annual report 2011- 2012", Waterloo, ON: Regional Municipality of Waterloo.

Funding Source	Updates & Changes	Impacts & Implications for STEP Home
	the new funding term with outcome targets	funded under the “Housing First” stream in 2014-2015.
Provincial: Ministry of Municipal Affairs and Housing (MMAH); and Ministry of Community and Social Services (MCSS)	As of January 2013, the Ontario Government brought together five existing homelessness programs into the Community Homelessness Prevention Initiative (CHPI) under the Ministry of Municipal Affairs and Housing (MMAH).¹²	Two STEP Home programs are now funded under CHPI: Argus Residence for Young People and Supportive Housing of Waterloo.
	Provincial funding for discretionary benefits for people receiving social assistance was capped, (effective July 1, 2012), resulting in \$1.7million shortfall for the Region.	Many STEP Home participants receive social assistance, and changes to discretionary benefits funding resulted in diminished access to key health services as well as other supports that contribute to housing stability and participant wellbeing.
	Community Start Up and Maintenance Benefit (CSUMB) was eliminated (effective January 1, 2013). Fifty per cent of total provincial CSUMB expenditures re-allocated to CHPI, resulting in a reduction of over \$2 million for the Region.	- Prior to 2013, participants regularly accessed CSUMB to secure, establish and retain housing. DSWAG, AAG and PAG members have all reported that the loss of CSUMB has made it more challenging for participants to find resources to support housing stability. - The Region of Waterloo developed two last month’s rent pilots over 2013-2014, in response to the priority raised through community consultation for access to last month’s rent support.
	One-time CHPI Transition Funding of \$1.5 million from MCSS	The Region allocated a portion of the CHPI Transition funding to provide one-time increases to STEP Home programs’ Flex Funding.¹³

¹² For more information on CHPI refer to November 27, 2012 report to Regional Council Community Services Committee SS-12-050, available at:

<http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2012-1127.pdf>.

¹³ For more information regarding the use of flex funds, please refer to the *STEP Home Flex Fund Report* (2011), available at:

Funding Source	Updates & Changes	Impacts & Implications for STEP Home
	allocated to the Region in 2013.	- WIT flex funding increased by \$25,000 in 2013 to match annual funding levels of 2008-2011. WIT's flex fund is provided to address complex and specialized needs of individuals experiencing challenges in accessing services and permanent housing. - All other STEP Home programs each received \$5,500 flex funding to support person-centered participant plans towards ending persistent homelessness. • One-time CHPI Transition Funding was used to fund the Connect Project pilot for one year to support community inclusion opportunities for STEP Home participants. See section 2.7 for further information. • One-time CHPI Transition Funding was also allocated to support the sustainability of Psychiatric Outreach in 2013.
Regional: Region of Waterloo Homelessness to Housing Stability Strategy Funding	• STEP Home allocations from Region Homelessness to Housing Stability Strategy Funding remained largely consistent for 2012 and 2013.	• In April 2014, a new Shelters to Housing Stability Program began at ROOF with funding provided by Regional Homelessness to Housing Stability Strategy funding.

STEP Home's Social Return on Investment

To support the Collaborative's priority area around increasing program resources, a Social Return on Investment (SROI) study was undertaken to assess the value created for every dollar invested in selected STEP Home programs. SROI is a holistic approach to understanding the value of social, economic and environmental outcomes of a program. Social value includes the value experienced by all stakeholders, including the people participating in the program.¹⁴ The STEP Home SROI study focused on two intensive support programs (Streets to Housing Stability and Shelters to Housing Stability) at four sites (Cambridge Shelter, YWCA – Mary's Place, Argus Residence for

<http://socialservices.regionofwaterloo.ca/en/communityProgramsSupports/resources/flexfundreport.pdf>

¹⁴ Robertson & Miller, (2013), "Region of Waterloo STEP Home SROI roll-up report: The story behind the number: Uncovering hidden value in STEP Home's intensive support programs", Waterloo, ON: Regional Municipality of Waterloo.

Young People and Charles Street Men's Hostel). Teams of program staff and managers from each site received SROI training and participated in the completion of the study.

The SROI methodology captured the value of investments in the STEP Home intensive support programs by considering the impact derived from improved housing stability. The review revealed the value created for stakeholders across the region as participants' risk of victimization, food insecurity and lack of income were addressed, and as system access barriers and social isolation were diminished. For every dollar invested in the STEP Home intensive support programs there is an average social return of \$9.45 in the areas of improved quality of life, increased income and education, and decreased justice system involvement and emergency services use.¹⁵ The final SROI report contributes to a holistic understanding of the impact and value of STEP Home intensive support programs. The report can also be used to support efforts to mobilize further resources and strategic investments in STEP Home.

2.3. Increase Connection Opportunities for Direct Support Workers

One of STEP Home's Guiding Principles is "we know relationships are key". In April 2012 the STEP Home Collaborative identified the need to increase opportunities for Direct Support Workers to connect with each other to share mutual support and best practices. Informal support meetings ran from July to October 2012 on a monthly basis. The meetings were developed by Direct Support Workers as a forum to share ideas, problem solve together and create better connections within STEP Home. In November 2012 the DSWAG had a breakaway day intended to give Direct Support Workers an opportunity to informally connect with one another and to develop the relationships that are vitally important to the work of STEP Home. Opportunities for small group discussions, knowledge sharing and mutual support continue to be prioritized at quarterly DSWAG meetings.

In formulating the SHAPE model, the STEP Home Collaborative also suggested brokering opportunities for STEP Home direct support workers to connect with specialized mental health professionals to discuss complex situations. At the end of 2013, The Working Centre was in the early stages of developing a partnership with a local psychiatrist who will provide support and education to Psychiatric Outreach workers, including psychiatric case consultations, medical shadowing opportunities and team training. While this partnership is not specifically a STEP Home initiative, the connection will be a resource for direct support workers and benefit participants who access Psychiatric Outreach supports.

¹⁵ An Executive Summary and full report on the SROI study are available at:
<http://socialservices.regionofwaterloo.ca/en/communityprogramssupports/stephome.asp>

2.4. Increase Opportunities to Be Informed By Participants

STEP Home's primary formal mechanism for engaging participants in program planning is the Participant Advisory Group. Since its inception in October 2011, the PAG has become an integral part of the STEP Home Collaborative. Both the AAG and the DSWAG have sought the input of the PAG in decision making and in developing best practices. The Whatever It Takes (WIT) Coordinator acts as a link between the AAG, DSWAG and PAG, attending meetings of all three groups to support continuity of communication.

The PAG also acts as a resource to the broader community, and has provided meaningful, experience-informed input at consultations by the Waterloo Region Food System Roundtable, Waterloo Region Community Legal Services, the Homelessness and Housing Umbrella Group (HHUG), Waterloo Region Shares, and the Region of Waterloo Comprehensive Approach to Poverty Reduction.

PAG members also participated in nine presentations and media features locally and provincially:

- Province Wide story about STEP Home, April 2012;
- Canadian Urban Institute award video, June 2012;
- Brantford National Housing Day presentation, October 2012;
- Keynote presentation at a community consultation in London, November 2012;
- Kitchener Public Library presentation about food insecurity, November 2012;
- Presentation to the Harm Reduction Coordinating Committee, February 2013;
- TEDx presentation for Region staff, July 2013;
- National Conference on Ending Homelessness presentation, October 2013; and
- Sarnia Lambton National Housing Day presentation, November 2013.

The PAG is also involved in program development. The PAG identified the need for a service to support participants of STEP Home to provide preventative veterinary services to their pets at a reduced cost. The PAG noted that pets can be an important source of unconditional love and companionship for people who have experienced homelessness as they move into and retain housing. However, for participants of STEP Home, the cost of caring for a pet can be prohibitive, especially when accounting for vet costs. A proposal was sent to a local veterinary clinic that agreed to offer reduced cost preventative services to the pets of STEP Home participants.

Feedback on the PAG

The following feedback was provided by Direct Support Workers at the February 2013 DSWAG meeting:

- “STEP Home considers how to do things differently simply from the involvement and participation of the PAG.”
- “The PAG is not just lip service or a ‘token’ committee – people are really comfortable because of the people hosting. One of the people that I support is also a PAG member and she feels respected, valued and that her opinion is taken seriously.”
- “I am in awe of what the PAG has done since it came together. It is an action committee and participants are truly included in decision-making.”
- “People are finding their collective voice.”
- “The PAG is an example for other groups on how to include people with lived experience respectfully in decision-making processes.”

2.5. Increase STEP Home Education Opportunities

STEP Home believes in *thinking about what we do and how to do it better*. In line with this guiding principle, the Collaborative placed a priority on increasing STEP Home education opportunities. To ensure inclusivity and accessibility, the Region allocated resources to assist PAG members with any costs associated with attending training. Members of all three advisory groups attended a variety of education opportunities.

- PAG and DSWAG members attended training workshops offered through the local Housing Stability Training Centre.
- A two day public speaking training was offered to the PAG, led by a community member specializing in public speaking.
- DSWAG and AAG members attended a crystal meth workshop by the Ontario HIV and Substance Use Training Program in Waterloo in November 2013.
- Community legal services presented at PAG and DSWAG meetings to increase understanding of the RTA and available local resources.
- DSWAG and AAG members participated in training on the Service Prioritization Decision Assistance Tool (SPDAT) in December and January 2014. SPDAT is being piloted by a number of STEP Home agencies throughout 2014 to assess its application in STEP Home and other housing stability programs.
- At the April 7, 2014 STEP Home Collaborative Annual meeting, DSWAG, AAG and PAG members received training from White Owl Native Ancestry Association about local Aboriginal diversity, history, sensitivity and resources.

Further education and training opportunities are on the horizon. In April 2014, Waterloo Region was selected as one of 18 communities across Canada to receive Housing First Training and Technical Assistance from the Mental Health Commission of Canada (MHCC). The Region of Waterloo and housing stability system partners will be engaging with MHCC trainers to discuss next steps and tailor the available support and resources to Waterloo's local context.

2.6. Landlord Recruitment/Education/Engagement

STEP Home direct support workers continually work to recruit and engage landlords. The STEP Home guiding principle, "we know relationships are key", underscores the importance of engaging landlords to support participants in accessing and retaining housing. Over the past six years, agencies and direct support workers have endeavoured to build relationships with those property managers and landlords who are most amenable to renting to STEP Home participants, resulting in many STEP Home tenancies. However, many available units with these landlords and property managers have already been filled by STEP Home participants. AAG and DSWAG members report that the local pool of affordable, accessible and available units has been largely saturated in the last few years, resulting in additional challenges for workers trying to find suitable housing for participants still experiencing homelessness.

Landlord Engagement Ideas

DSWAG members have provided the following recommendations for improving landlord engagement:

- Develop a specific STEP Home staff role to manage landlord relations and recruitment;
- Provide conflict mediation support to landlords and tenants;
- Continue to use systems that support consistent rent payment (e.g. Rent Direct through Ontario Works and trusteeship options);
- Develop a fund to pay for repairs to units damaged by STEP Home participants.

2.7. Community Inclusion

“I just needed that extra support to move me towards focusing on my art and knowing that I can create my art with the proper materials. As well, in a way I can give back to the greater community with the blessing of my artwork.”

~STEP Home participant, who was supported to purchase art supplies using flex funds

Community inclusion is one of the essential elements of housing stability.¹⁶ Inclusive communities intentionally support people to feel “at home” by providing opportunities for creating a sense of belonging to a shared space. The Strategy (2012) highlights the importance of community inclusion in building resiliency, mitigating the negative impacts of poverty, and contributing to long term housing stability. Developing a sense of belonging and feeling “at home” can take a long time for anyone settling into a new housing situation, but can be particularly challenging for people who have experienced persistent homelessness and community marginalization. Promoting community inclusion to support long term housing stability is one of the strategic directions of the Strategy (2012) and was also identified as a priority by the STEP Home Collaborative.

Although direct support workers endeavor to walk with people to build community, the STEP Home Collaborative identified the need for dedicated support to enhance and promote community inclusion. As such, Region Social Planning allocated a portion of the one-time CHPI transition funding to House of Friendship to implement a pilot program called the Connect Project. The Connect Project worker used a strengths-based approach to work with participants and their existing STEP Home worker to facilitate connections with the broader community based on the participant’s unique interests and passions. The pilot ran from September 2013 to March 2014, and was evaluated to capture the project’s evolution and emerging lessons and insights. The evaluation is expected to be completed in spring 2014.

Additionally, in 2013-2014 supportive housing providers funded through the Region of Waterloo were able to access one-time Quality of Life grant funding for activities and programs that enrich the quality of life and wellbeing of tenants by promoting community inclusion. SHOW and Argus both received funding through this program. Some STEP Home participants living in other Region-funded supportive housing also benefited from this initiative. All STEP Home programs could also use flex funds to support community inclusion of participants. Preliminary evaluation findings suggest that these various

¹⁶ Social Planning, Policy and Program Administration, (2012a), “All roads lead to home: The homelessness to housing stability strategy for Waterloo Region”, Waterloo: Regional Municipality of Waterloo.

investments in community inclusion activities were mutually reinforcing in supporting STEP Home participants to feel they belong, to break isolation and to reinforce housing stability.

The Connect Project

The Connect Project supported STEP Home participants to engage in a variety of activities and events, explore their strengths and interests, and connect with each other and with the broader community. Activities included:

- An Open Mic Night;
- A trout fishing excursion;
- Hiking at Columbia Lake;
- The “Starbucks Run” to collect donations; and,
- The first Landlord Partnership Group meeting.

“We have connected with the Connect Project and a few of the participants that I am working with are now participating in projects that are providing some community inclusion to their journeys. This has been a very positive addition in their lives. [One participant] has taken up sewing and is contributing to pillow cases and delivering them to the terminally ill in our community as a way of giving back.”

~STEP Home Direct Support Worker



*STEP Home Annual Collaborative Meeting 2013

3.0 STEP Home Data and Evaluation

One of the core goals of the Strategy (2012) is to support people experiencing homelessness or at-risk of housing loss to increase housing stability. Specifically, this goal covers four dimensions:

- a) Increase housing retention;
- b) Reduce the length of time people experience transitional homelessness;
- c) End persistent homelessness; and,
- d) Increase community inclusion.

While realization of these objectives requires the coordinated efforts of the whole housing stability system, ending persistent homelessness is the specific focus of STEP Home programs. As discussed previously, STEP Home functions as a collective impact initiative, bringing together organizations in coordinated efforts to generate progress towards shared objectives. A shared measurement system is essential to collective impact. Consistent data collection and measurement of results ensures that efforts remain aligned and supports mutual accountability and learning.¹⁷ STEP Home's methods of shared measurement have evolved over the past six years, but continue to focus on capturing key information about the people supported by STEP Home and the housing outcomes they experience.

This section provides a summary and analysis of the 2012 and 2013 quantitative data gathered from the programs funded through the Region, as well as the overall cumulative data since STEP Home's inception in 2008.

As part of the funding agreement with the Region, the following programs are required to submit quarterly data via a standard data collection template:

- The intensive support programs include Shelters to Housing Stability, Streets to Housing Stability, Circle of Friends, Cambridge Peer Worker program, and Whatever it Takes (WIT).
- Supportive housing programs include Supportive Housing of Waterloo (SHOW), and Five Beds to Home.
- Street outreach programs include Street Outreach at ROOF and The Working Centre, and Peer Health Worker through Kitchener Downtown Community Health Centre.

In addition to the programs above, Hospitality House and At Home Outreach through the Working Centre are included under the umbrella of STEP Home; however, they do

¹⁷ Kania & Kramer, (Winter, 2011). "Collective impact". Stanford Social Innovation Review.

not receive funding through the Region and are not required to submit quarterly data. As such, data are not included for these programs. The Region has limited access to data for the Psychiatric Outreach program.

Over the 2012 and 2013 period, there continued to be improvements made to the data collection template through wording changes, and removing and adding questions. Notably, in 2012 the data collection template was amended to capture the number of participants who were supported in the previous reporting year and continue to be supported in the current reporting year.

As with many other data collection systems and processes, there are certain caveats to take into account. For this report, they include:

- Duplication – Participants may be served by more than one STEP Home program and may move through a variety of housing situations. To better understand the extent of duplicate data, it would be necessary for programs to report at the individual level, which was not feasible with the current data collection tool.
- Aggregate data – From 2008 to 2010, the intensive support programs and SHOW tracked individual data to provide richer information during the initial phase of implementing STEP Home. However, it was not feasible for other programs to report on individual data as they serve a higher number of people. After completing the Year 3 Evaluation Report (2008-2010), all programs began to use a standardized data reporting template which captures aggregate data only.
- Reporting period – Reporting period has been primarily driven by Federal, Provincial and Regional budget and reporting cycles. To better align with the new Provincial fiscal reporting period, some programs were transitioned from calendar to fiscal year reporting in 2012. Due to this transition, data for Shelters to Housing Stability, Cambridge Peer Worker, Circle of Friends, ROOF Street Outreach, SHOW, and the Kitchener Downtown Community Health Centre (KDCHC) Peer Health Worker programs all include a fifth quarter (January 1, 2012 to March 31, 2012).

With these considerations in mind, the cumulative total number of participants supported to move to permanent housing for 2008 to 2013 meets Regional Council's endorsed goal to end persistent homelessness for 500 people by the end of 2013. The cumulative numbers for 2008 to 2013 will be discussed following the 2012 and 2013 summary of demographic and housing outcomes of participants supported by STEP Home programs.

Considerations for improvements to data collection

- Explore tools and processes that would enable programs to capture and report on individual participant data.
- Assess the potential suitability of Homeless Individuals and Families Information System (HIFIS) software for use by STEP Home programs.
- Following the completion of the Service Prioritization Decision Assistance Tool (SPDAT) pilot, assess the tool's appropriateness and feasibility for wider use in STEP Home.
- Consider how the STEP Home Collaborative can support the broader housing stability system in moving towards a shared measurement approach to monitoring progress towards goals outlined in the Strategy (2012).

3.1 STEP Home Participant Demographics for 2012 and 2013

This section provides an overview of the participants supported by STEP Home programs in 2012 and 2013. The three main program types in STEP Home – intensive support programs, supportive housing, and street outreach – offer varying forms of support to participants. Intensive support programs provide active participants with ongoing, frequent support from a direct support worker who walks with them for at least a year. Tenants in STEP Home's supportive housing programs receive on-site supports in a congregate setting of either self-contained or shared housing units. Street outreach workers connect with a high volume of people and provide varying degrees of support depending on the needs and interest of the individual, and the capacity of the worker. Due to the unique approach by each of the STEP Home program areas, the data in this subsection are reported by program area.

Table 2 and Table 3 below provide the breakdown of participant demographics in the three main program areas by year (2012 and 2013, respectively). For further detail of demographics for intensive support programs, see Appendix 3.

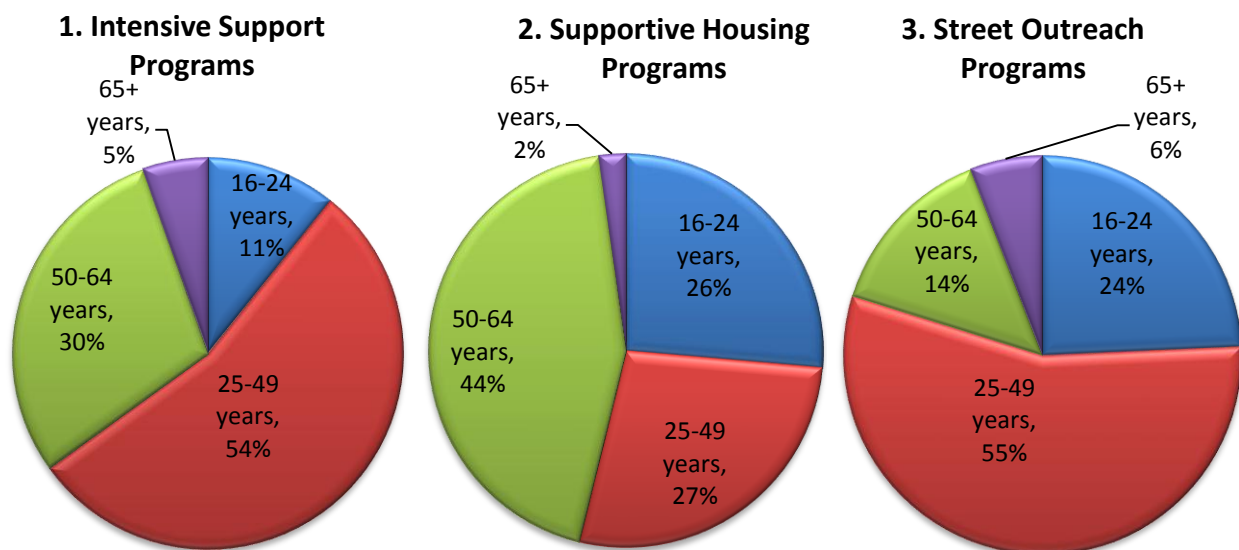
Table 2: 2012 STEP Home Demographic Information

Program	Participants		Gender		
	Total	New	Male	Female	Other
Intensive Support Programs	196	86	116 (59%)	78 (40%)	2 (1%)
Supportive Housing Programs	45	11	40 (89%)	5 (11%)	0 (0%)
Street Outreach Programs	2408	1681	1458 (61%)	938 (39%)	12 (0.5%)

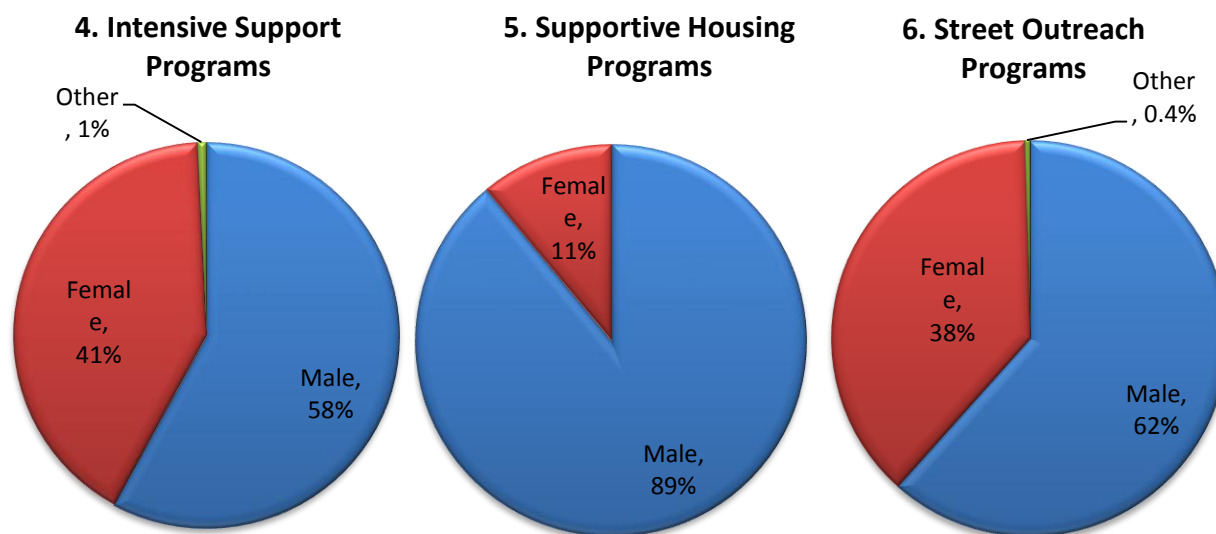
Table 3: 2013 STEP Home Demographic Information

Program	Participants		Gender		
	Total	New	Male	Female	Other
Intensive Support Programs	213	77	121 (57%)	91 (43%)	1 (<1%)
Supportive Housing Programs	46	17	41 (89%)	5 (11%)	0 (0%)
Street Outreach Programs	1894	1104	1192 (63%)	698 (37%)	4 (<1%)

Charts 1, 2 & 3: Age Distribution of STEP Home Participants (2012 and 2013)



Charts 4, 5 & 6: Gender of STEP Home Participants (2012 and 2013)



Intensive Support Programs

Intensive support programs provide frequent, comprehensive and longer term person-directed support to participants. Direct support workers in the intensive support programs walk with a lower number of people (approximately seven to ten) who are experiencing persistent homelessness. Participants are supported to find housing and are supported for at least one year to retain housing. Of the seven agencies delivering intensive support programs, two serve women and transgender people, two serve men, one focuses on youth, and the remainder serve participants across age groups and genders.

STEP Home intensive support programs walked with 196 participants in 2012 and 213 participants in 2013. The gender breakdown of participants remained steady over 2012-2013; approximately six out of ten participants were men, four out of ten were women, and less than 1 per cent of participants indicated another gender identity. Over half of participants (54 per cent) were between the ages of 25 and 49 and another 30 per cent were aged 50 to 64. Youth under age 25 comprised 11 per cent of participants, while seniors made up just 5 per cent of participants.

As discussed earlier, people experiencing persistent homelessness face multiple barriers and challenges, such as mental health issues, problematic substance use or physical or cognitive disabilities. Data were gathered to better understand the type and prevalence of some of these challenges. Information on participant challenges is most robust for intensive support programs, where the low number of participants and close relationships between participants and workers support collection of more accurate and detailed data on participants' life circumstances. Identification of a challenge is

subjective and often relies on self-disclosure. As such, the number of people reported as having an identified challenge is under-represented.

Despite this under-representation, over 2012 and 2013, 89 per cent of intensive support program participants reported experiencing a mental health issue and/or problematic substance use: 39 per cent reported a concurrent disorder (both a mental health and a substance use issue), 33 per cent a mental health issue, and 17 per cent problematic substance use. Additionally, as participants may experience more than one challenge, 13 per cent reported a physical disability, 17 per cent a cognitive disability, and 11 per cent a dual diagnosis (a developmental disability and co-occurring mental health issue).

Supportive Housing Programs

The number of participants supported through STEP Home's supportive housing programs remained steady over 2012 and 2013, as capacity in the programs did not change. Argus Five Beds to Home and Supportive Housing of Waterloo (SHOW) supported a total of 45 residents in 2012 and 46 in 2013. Overall, 89 per cent of residents were men over this period. A quarter of residents were youth (primarily at Five Beds to Home which serves youth exclusively), and almost half (46 per cent) were over age 50, indicating a relatively high median age at SHOW.

Street Outreach Programs

Outreach programs connect with a higher number of people than the intensive support programs, and focus on developing relationships, building trust, meeting immediate needs, and making connections to additional supports when appropriate. STEP Home's general street outreach programs supported 2408 people in 2012 and 1894 people in 2013. Additionally, in 2012 Psychiatric Outreach reported supporting 756 individuals; however, data were not available for 2013.

Two thirds of general street outreach participants were men, and one third were women. Over three quarters of participants (79 per cent) were under age 50, and almost one quarter (24 per cent) were under age 25, indicating that the street outreach programs reach a participant group that is, on average, slightly younger than the participant groups in intensive support and supportive housing programs. Many of the youth reached by street outreach are connected to ROOF Street Outreach, which specifically focuses on reaching young people aged 12 to 24.

Two of the general street outreach programs experienced changes in capacity in 2013, leading to changes in the number of people supported. In 2013, ROOF increased from one part-time position to two full-time positions in its street outreach program, leading to an increase in the number of youth reached by the program. The Kitchener Downtown Community Health Centre Peer Health Worker Program experienced a high rate of staff

turnover in 2013, resulting in a decrease in the number of people supported by the program compared to 2012.

3.2 STEP Home Housing Outcomes for 2012 and 2013

People who experience persistent homelessness are often living without fixed addresses repeatedly or for long periods of time. Caught in the cycle of homelessness and repeated housing loss, people may begin to accept the state of living without a fixed address as part of normal, everyday life. STEP Home programs walk with people to support them to find and retain adequate housing. However, STEP Home acknowledges that for people experiencing persistent homelessness, progress towards housing stability is often gradual and non-linear. If a person's housing is destabilized or lost, STEP Home workers remain committed to assisting them to find other housing.

STEP Home's contribution to the achievement of the Strategy (2012) goals of increasing housing retention and ending persistent homelessness are explored further below. Housing retention data are gathered from the STEP Home intensive support programs and supportive housing programs that walk with participants over a longer period of time.

Summary of Moves to Permanent Housing

Ending persistent homelessness means that people experiencing persistent homelessness have stable housing. While stable housing is more than just housing,¹⁸ the data point that is used as an indicator to show STEP Home's progress in meeting this goal is the number of participants supported to move to permanent housing. Permanent housing does not have a time limit and refers to housing typically protected under the Residential Tenancies Act, 2006. For the purpose of this report, permanent housing includes supportive housing, community housing, market rent housing, and other forms of housing that would be considered permanent (e.g., long term care or return to parents' home). Previous STEP Home reports (Year 3 Evaluation Report, 2008-2010 and 2011 Annual Report) used the term "conventional housing" rather than permanent housing. This report refers to permanent housing, in alignment with housing outcomes language used by the Federal and Provincial governments. While it is acknowledged that permanent housing is often not literally "permanent" as tenants are free to move, it is distinct from time-limited and emergency residential options in that tenants can make a permanent home if desired.

Table 4 and Table 5 below provide a summary of the number of participants who moved to permanent housing in 2012 and 2013. This number is used in the cumulative total

¹⁸ As discussed earlier in the report, long term housing stability requires adequate housing, adequate income and adequate support, along with community inclusion and a "sense of home".

(detailed in Table 8) and is an indicator for ending persistent homelessness in the region. In 2012, a total of 76 STEP Home participants moved to permanent housing through the support from STEP Home intensive support programs. In 2013, this number was 96.

In addition, six participants in supportive housing were supported to move to community housing and market rent housing. STEP Home strives not only to support participants to move to permanent housing, but to find the combination of housing and support best suited to their preferences and needs. Some tenants of supportive housing may find more appropriate housing options in community housing or market rent housing if they no longer need the level of on-site support provided in supportive housing. Such transitions open up capacity within the supportive housing programs, which are already stretched for resources. Participants in community housing and market rent housing are still able to access supports through STEP Home programs.

Table 4: 2012 STEP Home Participants who Moved to Permanent Housing

Program	Participants supported to move to:				TOTAL Moved to Permanent Housing
	Supportive Housing	Community Housing	Market Rent Housing	Other Permanent Housing	
Intensive Support Programs	23	9	42	2	76
Supportive Housing Programs	11	n/a	n/a	n/a	11
Street Outreach Programs	9	3	20	n/a	32

Table 5: 2013 STEP Home Participants who Moved to Permanent Housing

Program	Participants supported to move to:				TOTAL Moved to Permanent Housing
	Supportive Housing	Community Housing	Market Rent Housing	Other Permanent Housing	
Intensive Support Programs	22	7	64	3	96
Supportive Housing Programs	17	n/a	n/a	n/a	17
Street Outreach Programs	11	13	80	16	120

Summary of Housing Retention

Table 6 and Table 7 below summarize the number of participants who retained housing for at least three months, six months, and one year. In 2012 a total of 44 people retained housing for three to five months, 34 for six to 11 months, and 79 for at least one year. In 2013, a total of 18 participants retained housing for three to five months, 61 for six to 11 months, and 115 for at least one year. Overall in 2012, 57 per cent of intensive support program participants retained housing for at least three months, and in 2013 that number rose to 71 per cent of intensive support program participants retaining housing for at least three months.

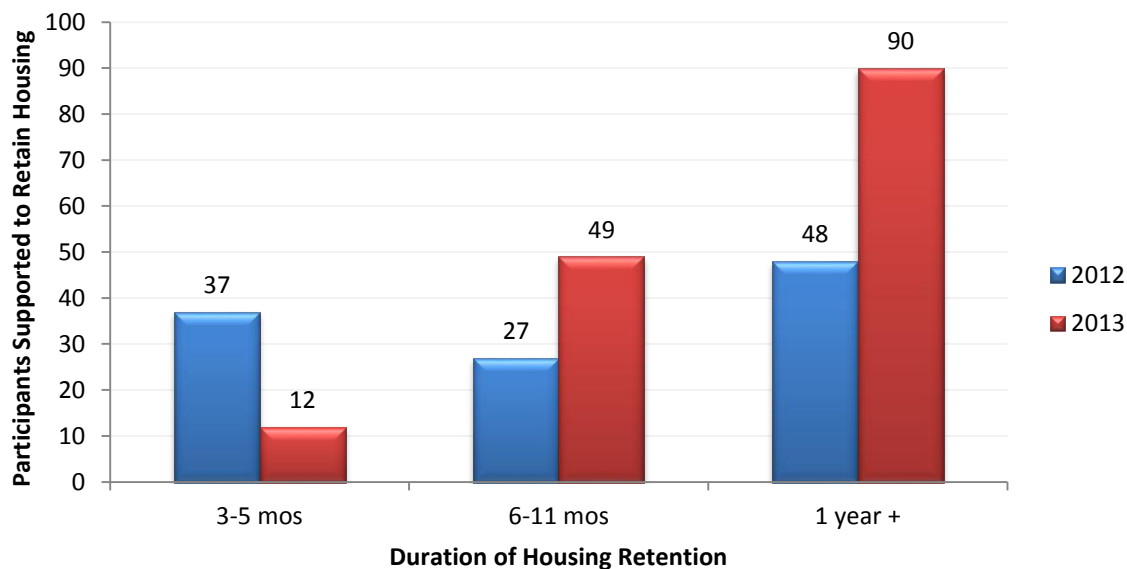
Table 6: 2012 STEP Home Housing Retention Data

Program	Participants who retained housing for		
	3-5 Months	6-11 Months	1 Year +
Intensive Support Programs	37	27	48
Supportive Housing Programs	7	6	31
Street Outreach Programs	n/a	n/a	n/a

Table 7: 2013 STEP Home Housing Retention Data

Program	Participants who retained housing for		
	3-5 Months	6-11 Months	1 Year +
Intensive Support Programs	12	49	90
Supportive Housing Programs	6	12	25
Street Outreach Programs	n/a	n/a	n/a

Chart 7: Intensive Support Program Participants' Housing Retention 2012 and 2013



3.3 Six Years of STEP Home: 2008 to 2013

Since its inception in 2008, monitoring and evaluation continue to be important components of STEP Home. Data, both quantitative and qualitative, provide a review of the achievements, and new insights into successes and areas where further development is needed. Appendix 1: STEP Home Timeline 2006 to 2014, provides a snapshot of the numerous activities and achievements throughout the years. This 2012-2014 STEP Home Report adds another significant milestone and achievement to the timeline. In 2012, Regional Council endorsed an updated goal for STEP Home to end persistent homelessness for 500 people by the end of 2013. Since 2008, STEP Home intensive support and supportive housing programs have supported 521 participants to move to permanent housing.

Over 500 Participants Move to Permanent Housing

Since 2008, STEP Home has supported 521 participants to move to permanent housing, meeting Regional Council's endorsed goal for STEP Home to end persistent homelessness for 500 people by the end of 2013.

STEP Home Data Trends, 2008-2013

Below is a summary of the quantitative data collected from 2008 to 2013 and highlights of significant trends over the years.

Table 8 shows the total number of participants supported each year by STEP Home programs from 2008 to 2013. The total number of participants supported through intensive support programs increased rapidly from 92 individuals in 2008-2009 to 288 individuals in 2010, as STEP Home was adding new intensive support programs. From 2011 to 2013, the number of individuals supported through the intensive support programs remained relatively consistent: 209 participants in 2011, 196 participants in 2012 and 213 participants in 2013. The total number of people supported by supportive housing programs since they joined STEP Home in 2010 has remained consistent, as facility capacities have not changed. The total number of people supported by street outreach programs fluctuates more significantly year-over-year, reflecting the high volume of individuals engaged.

Table 8: Number of Participants Supported by STEP Home from 2008 to 2013

Program	2008-2009	2010	2011	2012	2013
Intensive Support Programs	92	288	209	196	213
Supportive Housing Programs	n/a	n/a	43	45	46
Street Outreach Programs	n/a	674	2117	2408	1894

Table 9 below shows that STEP Home intensive support and supportive housing programs supported 521 participants to move to permanent housing. Additionally, street outreach programs supported 174 individuals to move to permanent housing. Because street outreach programs serve a broader population and are not exclusively focused on people experiencing persistent homelessness, these programs' housing outcomes data are not included in the total of 521 participants experiencing persistent homelessness who were supported to move to permanent housing.

In 2008-2009,¹⁹ when six STEP Home intensive support programs were initially launched, 61 people were supported to move to permanent housing. The number supported to move to permanent housing increased to 116 in 2010²⁰ and 144 in 2011, coinciding with the expansion of STEP Home capacity through the addition of four more intensive support programs. 2012 and 2013 saw slightly reduced numbers of participants supported to move to permanent housing: 76 and 96 per year, respectively.

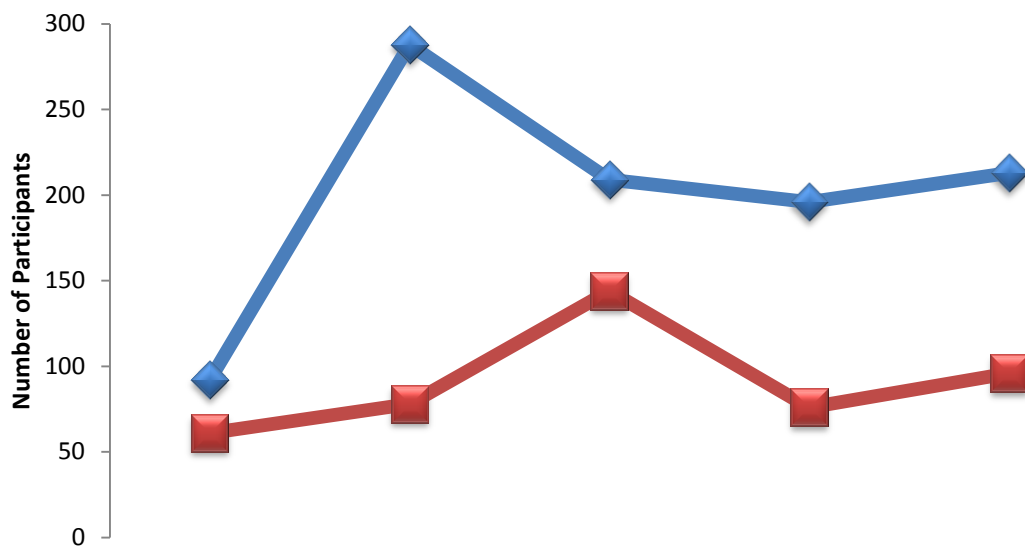
¹⁹ May 2008 to August 2009

²⁰ September 2009 to December 2010 for some programs and September 2009 to March 2011 for other programs.

Table 9: Number of Participants Supported to Move to Permanent Housing, 2008 to 2013

Program	2008-2009	2010	2011	2012	2013	TOTAL
Intensive Support Programs	61	78	144	76	96	455
Supportive Housing Programs	n/a	38 ²¹	n/a	11	17	66
Street Outreach Programs	n/a	22	n/a	32	120	174

Chart 8: Intensive Support Programs: Annual Participants Supported and Moves to Permanent Housing, 2008-2013



	2008-2009	2010	2011	2012	2013
◆ Participants Supported	92	288	209	196	213
■ Moves to Permanent Housing	61	78	144	76	96
Number of Intensive Support Programs	6	7	10	10	10

²¹ This number includes SHOW (31 people) and Hospitality House (7 people) and is a cumulative number from 2008 to 2010.

Chart 8 illustrates the total number of participants supported by intensive support programs per year, and the number of those who were supported to move to permanent housing. STEP Home advisory group members identified three main reasons that the numbers of people supported to move to permanent housing in 2012 and 2013 were lower than the total of 144 recorded in 2011: 1) early increases in STEP Home capacity and uptake, 2) ongoing support needs of existing participants, and 3) limited availability of affordable housing.

When STEP Home started in 2008, there were six intensive support programs. By 2011, an additional four programs were added for a total of ten intensive support programs. There were no new intensive support programs added to STEP Home in 2012 or 2013. The uptake of new STEP Home participants peaked in 2010, and many of these participants were then supported to find housing in 2011.

Moving to permanent housing does not mark the end of a person's journey to housing stability. As discussed previously, STEP Home participants face many challenges as they work towards housing stability. For example, 89 per cent intensive support program participants in 2012 and 2013 experienced a mental health issue and/or a substance use issue. STEP Home direct support workers continue to provide intensive housing retention and re-housing support for over a year for most participants.

STEP Home advisory group members have indicated that the provision of ongoing intensive support needs of existing participants who are working to retain their housing leaves limited additional staff time to focus on finding housing for new participants. As demonstrated in Chart 8, while the number of people supported to move to permanent housing was lower in 2012 and 2013 than in 2011, the total number of people supported by the intensive support programs during this period remained constant. Additionally, the 2012 and 2013 housing retention data indicate that the number of people supported to achieve longer-term housing stability increased in 2013: 49 people achieved at least six months' housing retention (up from 27 in 2012) and 90 achieved at least one year (up from 48 in 2012).

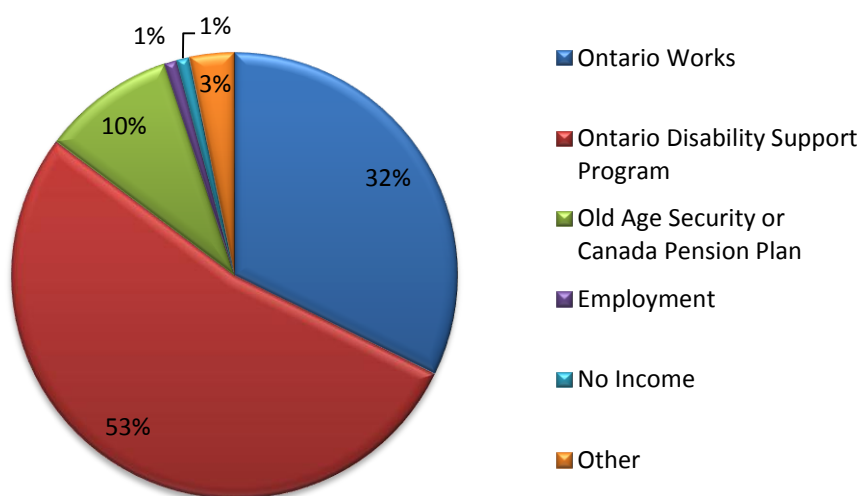
STEP Home capacity to support participants experiencing persistent homelessness to move to permanent housing is also constrained by the limited availability of safe, appropriate and affordable housing units with landlords open to renting to STEP Home participants. The vacancy rate in the Waterloo Region area has remained low into 2012

and 2013.²² Furthermore, in 2013 average rent in the region increased by more than the maximum rent increase permitted for current tenants under Ontario guidelines.²³

DSWAG, AAG and PAG members have identified that there is a very limited stock of housing that is affordable for STEP Home participants on Ontario Workers (OW) and Ontario Disability Support Program (ODSP). AAG members note that in the past eight years there has been a loss of approximately 180 low-cost housing units in Kitchener and additional losses in Cambridge.²⁴

As illustrated in Chart 9, close to nine out of ten STEP Home intensive support program participants rely on social assistance for their primary source of income. In 2013, 32 per cent of people in the intensive support programs were on Ontario Works (OW) and 53 per cent were on Ontario Disability Support Program (ODSP). An additional ten per cent listed Canada Pension Plan (CPP) or Old Age Security (OAS) benefits as their primary source of income. For these participants, income levels are far too low to be able to rent an average market rent apartment.²⁵ The severely limited availability of safe, adequate housing that is affordable for STEP Home participants creates barriers to both finding and retaining permanent housing.

Chart 9: Intensive Support Program Participants' Primary Income Source, 2013



²² Planning, Housing and Community Services, (2013), "Waterloo Region: A housing overview", Waterloo: Regional Municipality of Waterloo.

²³ Canada Mortgage and Housing Corporation, (Fall 2013), "Rental Market Report: Kitchener-Cambridge-Waterloo and Guelph CMAs".

²⁴ For example, a number of hotels used for low-cost housing were closed down, converted or destroyed by fire, including the Mayfair Hotel in Kitchener and the Royal and Overland Hotels in Cambridge.

²⁵ Planning, Housing and Community Services, (2013), "Waterloo Region: A housing overview", Waterloo: Regional Municipality of Waterloo.

At the time the Strategy (2012) was released, it was estimated that an additional 200 people approaching or experiencing persistent homelessness in Waterloo Region may benefit from support through STEP Home. While there have been notable achievements over the past two years, the number of people experiencing persistent homelessness in Waterloo Region is not static. The STEP Home collaborative estimated in 2014 that there are currently about 300 people still experiencing persistent homelessness who could benefit from the support of STEP Home.

There are a number of reasons for the increase in this estimate. Most notable is the impact of the recession of 2008. Research shows that communities will experience increased rates of homelessness two to three years after the beginning of a recession, due to the financial hardship caused by job loss and a lack of jobs available post-recession²⁶. This has been shown in local data, with a marked increase in the number of people experiencing homelessness beginning in 2011 and continuing through 2012 and 2013²⁷. Furthermore, people may move to the community from other areas, and people who were experiencing transitional homelessness may approach persistent homelessness if their housing instability continues.

As STEP Home continues to build connections in the community, they are better able to identify and support people experiencing persistent homelessness. Increasing STEP Home resources would be needed in order to have the capacity to serve the 300 people estimated who are currently experiencing persistent homelessness. Regional Council will be asked to endorse an updated goal for STEP Home as part of an update report on the Homelessness to Housing Stability Strategy that is anticipated to be brought forward to Council in fall of 2014.

4.0 Next Steps

Over the past two years, the STEP Home Collaborative has achieved significant successes. The goal of supporting 500 people to move to permanent housing by the end of 2013 was surpassed, and just as importantly, participants were supported to retain housing, increase quality of life and build community inclusion. However, STEP Home programs also encountered challenges, as direct support worker capacity was stretched to meet ongoing support needs, and rising rents and low vacancy rates made it difficult for participants to find affordable, adequate housing.

²⁶ Falvo, Nick. "Calm Before the Storm: The Great Recession's Impact on Homelessness". School of Public Policy and Administration, Carleton University. 2010. Accessed online: <http://www.homelesshub.ca/Library/Calm-Before-the-Storm-The-Great-Recession%e2%80%99s-Impact-on-Homelessness-48777.aspx>

²⁷ Regional Municipality of Waterloo. (2013). "2012 Homelessness to Housing Stability reports". (Rep. No. SS-13-029/P-13-091/SA2013-0910). Social Services. Retrieved from: <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2013-0910.pdf>

STEP Home continues to play an integral role in Waterloo Region's housing stability system. The housing stability system is in the midst of an evolution as it responds to changes in Federal and Provincial funding, and continues to move towards a system-wide Housing First orientation. Along with this evolution is a prioritization on improved measurement and data collection. STEP Home is an important part of this system evolution and future STEP Home priorities and actions will be shaped by these ongoing changes. It is anticipated that an updated goal for STEP Home will be brought forward for Regional Council endorsement in fall of 2014.

4.1 Future Focus of STEP Home

While this update report has demonstrated that STEP Home met the goal to end persistent homelessness for 500 people by the end of 2013, this report has also shown that there has been increased challenges reported by STEP Home Collaborative members in supporting people to move to permanent housing. Based on the STEP Home Activities and Priorities Envisioned (SHAPE) as well as the information presented in this report, five recommendations are offered to increase STEP Home's capacity to support people to end persistent homelessness and to better measure the housing outcomes created by STEP Home:

- **Increase landlord recruitment and engagement:** Consider the feasibility of implementing suggestions from STEP Home advisory group members, including: the establishment of a STEP Home staff role focusing specifically on landlord recruitment and relations; increasing investment in direct support workers' time and resources to engage landlords; clarification and education about the support (conflict mediation, financial, other) that STEP Home can offer landlords; and/or establishment of a fund to pay for repairs to units damaged by program participants.
- **Increase investment in rent subsidies and resources to support participant moves:** STEP Home Collaborative members have identified that rental subsidies allocated to individuals rather than units, like those offered through the THAWS program, have reduced barriers to participant moves to permanent housing. Collaborative members further note the need to continue to develop and utilize resources to support participants in moving and establishing a home.
- **Increase investment in STEP Home staff resources and training through leveraging partnerships and multiple sources of funding:** As STEP Home programs support more people to move to permanent housing, ongoing and long term support needs of participants to retain housing continues to limit the capacity of STEP Home to serve people still experiencing persistent homelessness. Meeting support needs of existing and new participants will require investment in staff resources and training to support further alignment with Housing First principles and practices.

- **Explore options to increase investment in a diversity of affordable and supportive housing options:** STEP Home Collaborative members have identified the need for supportive harm reduction housing as well as housing that is designed for people with a focus on abstinence from substance use. For some people experiencing persistent homelessness, the absence of supportive harm reduction housing is a significant barrier to housing stability that will not be overcome until the right housing option has been created. In addition to this, the stock of affordable housing in general will need to be increased in order to provide adequate housing for people living on low income.
- **Improve data collection and management:** In order to tell a clearer story about STEP Home's work toward ending persistent homelessness and to more fully evaluate the outcomes generated by STEP Home, it will be necessary to implement a system for collecting individual data. Explore the following options:
 - Assess the suitability of Homeless Individuals and Families Information System (HIFIS) software for use by STEP Home programs;
 - Following the completion of the SPDAT pilot, assess the tool's appropriateness and feasibility for wider application in STEP Home; and,
 - Consider how the STEP Home Collaborative can support the broader housing stability system in moving towards a shared measurement approach to monitoring progress towards goals outlined in the Strategy (2012).

Reference List

- Canadian Alliance to End Homelessness. (2014). "Housing First". Retrieved from: <http://www.caeh.ca/a-plan-not-a-dream/housing-first>.
- Canada Mortgage and Housing Corporation. (2013). "Rental market report: Kitchener-Cambridge-Waterloo and Guelph CMAs". Retrieved from: http://www.cmhc-schl.gc.ca/odpub/esub/64399/64399_2013_A01.pdf?fr=1395339198491.
- Employment and Social Development Canada. (2014). "Housing First approach". Retrieved from: http://www.esdc.gc.ca/eng/communities/homelessness/housing_first/approach/index.shtml.
- Falvo, Nick. "Calm before the storm: The great recession's impact on homelessness". School of Public Policy and Administration, Carleton University. 2010. Retrieved from: <http://www.homelesshub.ca/Library/Calm-Before-the-Storm-The-Great-Recession%e2%80%99s-Impact-on-Homelessness-48777.aspx>
- Gaetz, S. (2013). "Housing First". Homeless Hub. Retrieved from: <http://www.homelesshub.ca/housingfirst>
- Gaetz, S., Scott, F. & Gulliver, T. (Eds.). (2013). "Housing First in Canada: Supporting communities to end homelessness". Toronto: Canadian Homelessness Research Network Press. Retrieved from: www.homelesshub.ca/housingfirstcanada
- Kania, J. & Kramer, M. (Winter, 2011). "Collective impact". Stanford Social Innovation Review. Retrieved from: http://www.ssireview.org/articles/entry/collective_impact
- Mental Health Commission of Canada. (2013). "What is Housing First?" Retrieved from <http://www.mentalhealthcommission.ca/English/node/790>.
- Planning, Housing and Community Services. (2013). "Waterloo Region: A housing overview". Waterloo: Regional Municipality of Waterloo. Retrieved from: http://socialservices.regionofwaterloo.ca/en/housing/resources/2013_Waterloo_Region_A_Housing_Overview.pdf
- Regional Municipality of Waterloo. (2013). "2012 Homelessness to Housing Stability reports". (Rep. No. SS-13-029/P-13-091/SA2013-0910). Social Services. Retrieved from: <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2013-0910.pdf>
- Regional Municipality of Waterloo. (2012a). "Implementation of temporary housing assistance with support programs". (Rep. No. P-12-093/ SA2012-0814).

Planning, Housing and Community Services. Retrieved from:
<http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2012-0814.pdf>

Regional Municipality of Waterloo. (2012b). "Community Homelessness Prevention Initiative". (Rep. No. /SS-12-050/SA2012-1127). Social Services. Retrieved from:
<http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2012-1127.pdf>

Regional Municipality of Waterloo. (2014). "Community Homelessness Prevention Initiative Supportive Housing Redesign". (Rep. No. SS-14-009/ SA2014-0304). Social Services. Retrieved from:
<http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SA2014-0304.pdf>

Robertson, S., & Miller, A. (2013). "Region of Waterloo STEP Home SROI roll-up report: The story behind the number: Uncovering hidden value in STEP Home's intensive support programs". Waterloo, ON: Regional Municipality of Waterloo. Retrieved from:
<http://socialservices.regionofwaterloo.ca/en/communityprogramssupports/stephome.asp>

Social Planning, Policy and Program Administration. (2011). "STEP Home flex fund report: June 2008-June 2010". Waterloo, ON: Regional Municipality of Waterloo. Retrieved from:
<http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration (2011). "STEP Home year 3 evaluation report: 2008-2010". Waterloo, ON: Regional Municipality of Waterloo. Retrieved from:
<http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration (2012a). "All roads lead to home: The homelessness to housing stability strategy for Waterloo Region". Waterloo: Regional Municipality of Waterloo. Retrieved from:
<http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration (2012b). "All roads lead to home: The homelessness to housing stability strategy for Waterloo Region – Policy framework". Waterloo: Regional Municipality of Waterloo. Retrieved from:
<http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration. (2012c). "All roads lead to home: The homelessness to housing stability strategy for Waterloo Region – Action framework". Waterloo: Regional Municipality of Waterloo. Retrieved from: <http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration. (2012d). "STEP Home annual report 2011-2012". Waterloo, ON: Regional Municipality of Waterloo. Retrieved from: <http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration. (2012e). "STEP Home description 2012". Waterloo, ON: Regional Municipality of Waterloo. Retrieved from: <http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Social Planning, Policy and Program Administration (2011). "We'll leave the lights on for you: Housing options for people experiencing persistent homelessness who use substances (alcohol and/or drugs)". Waterloo, ON: Regional Municipality of Waterloo. Retrieved from: <http://socialservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Waterloo Region Crime Prevention Council. (2011). "Waterloo Region integrated drugs Strategy". Waterloo, ON: Waterloo Region Crime Prevention Council.

Appendix 1: STEP Home Timeline: 2006-2014

Time Period	Milestones (Learning through stories from people is ongoing throughout the timeline)
August 2006	Draft Urban Adult Report recommends creating working group on persistent homelessness
February 2007	Ad Hoc working group on Persistent Homelessness formed and met five times
September 2007	Ad Hoc Working Group Report released
November 2007	- Homelessness to Housing Stability Strategy released - Addressing persistent homelessness prioritized
December 2007	Federal homelessness funding approved for WIT and TWC Streets to Housing Stability Program
January 2008	- Regional Council approves \$350,000 Homelessness to Housing Stability Strategy funding - Streets, Shelters to Housing Stability and WIT begin meeting (separately) to develop their program
March-April 2008	- Aging at Home submission - YWCA-Mary's Place Streets to Housing Stability program funded
May-June 2008	- Persistent Homelessness Reference Group formed - Regional Council approves Shelters to Housing Stability funding for YWCA-Mary's Place, Charles Street Men's Hostel, Cambridge Shelter
July 2008	Housing joins Reference group
September 2008	- Aging at Home approval (funds Hospitality House, At-Home Outreach and Street Outreach) - Housing identifies up to 10 Housing Allowance units for P.H. programs
November-December 2008	- Interim PH Programs Report completed - At Home Outreach program begins - Regional Council endorses targets to end P.H for 50 people and prevent P.H. for 100 people by December 2010
January 2009	- Federal homelessness funding extended for 2 years - At Home Outreach and Hospitality House join Reference Group
April 2009	- Toronto Streets to Homes visits Reference Group - Housing report initiated
May 2009	- Created name "STEP Home" to represent persistent homelessness programs - Reference Group vision and goals exercise
June-August 2009	- STEP Home guiding principles created - SHOW joins Reference Group - STEP Home brochure created

Time Period	Milestones (Learning through stories from people is ongoing throughout the timeline)
September-October 2009	• First Direct Support Worker meeting • ODSP joins Regerence Group as resource member • Cambridge Self-Help Food Bank joins Reference Group • STEP Home Community Stakeholder Meeting
November 2009	• Idea of “Make it Home” introduced where houses are a focus (rather than only apartments) • Trillium Proposal submitted for additional Streets worker for TWC (funding not received, however other funding secured for one year) • Region visits Streets to Homes in Toronto
December 2009	• STEP Home Year 1 Report completed • Michael Quinn Patton Developmental Evaluation Workshop attended by Reference Group • STEP Home Brochure updated
January 2010	• Argus joins Reference Group, bringing greater focus to youth issues • Cambridge Streets to Housing Stability funded • Reference Group visioning sessions
February-April 2010	• Revision of evaluation tools • ODSP Managers attend Reference Group Meeting • Revision of STEP Home Guiding Principles
May-July 2010	• Program descriptions updated (STEP Home Supporting Documentation Manual created) • EIS Managers attend Reference Group Meeting • SHOW opens • STEP Home awarded OMSSA Municipal Champion Award
August-September 2010	• Video Working Group established • Snapshot Report completed with data to June 2010 • Participant interviews completed • System Issues document initiated • STEP Home presented at provincial homelessness conference
October 2010	• Landlord interviews completed • Direct Support Worker interviews completed • STEP Home brochure updated
November 2010	• STEP Home new staff orientation begins • STEP Home workers receive Outstanding Community Worker award at National Housing Day
December 2010	• Data collection period to inform Year 3 Evaluation Report ends (targets to end persistent homelessness for 50 people and prevent persistent homelessness for 100 people are met) • Submission of STEP Home Evaluation Tools no longer required (federal, provincial and local reporting requirements remain)

Time Period	Milestones (Learning through stories from people is ongoing throughout the timeline)
January-February 2011	• Submission to inform Regional Strategic Plan and Inclusion Strategy • STEP Home Community Consultation
March 2011	• STEP Home video completed • Federal homelessness funding extended to March 2014 • Regional Council approves additional Homelessness to Housing Stability Strategy Funding to support STEP Home
April 2011	• Reference Group and Direct Support Worker visioning • SHOW report completed • Begin a deeper exploration of connections between Justice/Health systems and STEP Home • Region Housing designated three on-going rent supplement units to STEP Home participants
May 2011	• STEP Home background reports completed (Lights On, Resource Guide, OOTC, Service Report, Housing Report, Flex Fund Report) • Year 3 Evaluation Report completed • Planning for pilot SROI case study begins
June 2011	• CCBR completes their role in the STEP Home evaluation • STEP Home Estimations chart completed • Circle of Friends and Peer Initiatives join the AAG
July-August 2011	• Shortened version of STEP Home video completed • Central West Network of Specialized Care joins Reference Group as resource member • Seven background reports (including 3 specific to STEP Home) to Region Council
September 2011	• ROOF joins AAG • STEP Home brochure updated • STEP Home Year 2 Evaluation Report, video and brochure go to CSC
October 2011	• PAG meetings are initiated • Workshop facilitated by Tom Regehr held for direct support workers • STEP Home referred to as STEP Home Collaborative with three groups: AAG, DSWAG, PAG
November 2011	• Participant Advisory Group training completed
December 2011	• STEP Home Description finalized • STEP Home Worker ID badges created
January-February 2012	• Planning for STEP Home Breakaway Day begins • PAG speaking engagements ongoing • 8-week Critical Time Intervention (CTI) training for STEP Home direct support workers
March-April 2012	• PAG speaking engagements ongoing • 2-day SROI training for STEP Home Collaborative

Time Period	Milestones (Learning through stories from people is ongoing throughout the timeline)
	• STEP Home featured on CTV's Provincewide • STEP Home Collaborative Annual meeting
May-June 2012	• STEP Home awarded Canadian Urban Institute Leadership award for Innovation • PAG participates in CSUMB focus group
July-August 2012	• A draft submission for THAWS submitted on behalf of STEP Home • 2 meetings of the Bereavement and Loss Working Group held • First Direct Support Worker Informal Meeting held • STEP Home Annual Report Drafted • STEP Home banner created
September 2012	• HAG/PAG have first meeting • STEP Home Brochure updated to 2014
October 2012	• STEP Home Annual Report memo goes to Council • STEP Home presents at National Housing Day in Brantford • PAG celebrates 1 year anniversary
November 2012	• STEP Home presents at CHPI Planning Day in Brantford • Understanding Grief and Loss Workshop held through HSTC
December 2012	• 11 STEP Home staff transitions took place over 2012
January-February 2013	• PAG presentation to Harm Reduction Coordinating Committee • PAWS pilot program begins
March-April 2013	• PAG Training on Public Speaking and Presentations • STEP Home Annual Collaborative Meeting
May-June 2013	• STEP Home TEDx Presentation • PAG is nominated for Kindred Spirit Award • STEP Home SROI report released
July-August 2013	• The Connect Project, a STEP Home pilot project, begins
September-October 2013	• STEP Home presentation at National Conference on Ending Homelessness • PAG celebrates 2 year anniversary
November-December 2013	• PAG awarded Outstanding Volunteer Award at National Housing Day • STEP Home Presentation at Sarnia-Lambton National Housing Day
January-February 2014	• A number of STEP Home staff participate in SPDAT training • STEP Home New Staff Orientation held for five direct support workers
March-April 2014	• Shelters to Housing Stability Program begins at ROOF • Mental Health Commission of Canada announces that Waterloo Region has been selected as one of 18 communities across Canada to receive Housing First Training and Technical Assistance • 2014 STEP Home Annual Collaborative Meeting held

Appendix 2: STEP Home Activities and Priorities Envisioned



Maintain Current Activities

- Increase connections to other services
- Community presentations
- Annual Report
- Brochure
- Contact list

Future Priorities

1. Additional Supportive Housing

- Managed alcohol (Level 5) Program
- Dry houses (Level 1) and alternative housing options (e.g., Make it Home)

2. Increase Resources

- E.g. Hospitality House, mental health resources, attendant care, Shelters to HS

3. Increase Connection Opportunities for Direct Support Workers

- Peer/informal support
- Professional connections

4. Increase opportunities to be informed by participants

5. Increase STEP Home education opportunities

- Training in assessment tools
- DSW training
- PAG training
- Community*
- Media
- Story bank
- Website
- Bulletin
- Banner
- Provide further info on harm reduction to community

6. Landlord Recruitment/ Education/ Engagement

- Recognition
- Support
- Training
- Develop registry

7. Community Inclusion

- Education, volunteer
- Employment
- Communication education
- Transportation

Maintain Current Activities

- Research
- Evaluation
- Organize/ facilitate meetings
- New Staff Orientation

Appendix 3: Intensive Support Programs Data Tables

2012 Intensive Support Programs Demographic Information

(Corresponding with Table 2 in section 3.1)

Program	Participants Supported		Gender		
	Total	New	Male	Female	Other
Streets to Housing Stability	57	21	35 (61%)	22 (39%)	0 (0%)
Shelters to Housing Stability	75	35	49 (65%)	24 (32%)	2 (3%)
Circle of Friends	20	7	0 (0%)	20 (100%)	0 (0%)
WIT-Service Resolution	27	6	18 (67%)	9 (33%)	0 (0%)
Cambridge Peer Worker	17	17	14 (82%)	3 (18%)	0 (0%)
TOTAL INTENSIVE SUPPORT PROGRAMS	196	86	116 (59%)	78 (40%)	2 (1%)

2013 Intensive Support Programs Demographic Information

(Corresponding with Table 3 in section 3.1)

Program	Participants Supported		Gender		
	Total	New	Male	Female	Other
Streets to Housing Stability	57	14	31 (54%)	26 (46%)	0 (0%)
Shelters to Housing Stability	71	26	45 (63%)	25 (35%)	1 (1%)
Circle of Friends	22	3	0 (0%)	22 (100%)	0 (0%)
WIT-Service Resolution	47	28	32 (68%)	15 (32%)	0 (0%)
Cambridge Peer Worker	16	6	13 (81%)	3 (19%)	0 (0%)
TOTAL INTENSIVE SUPPORT PROGRAMS	213	77	121 (57%)	91 (43%)	1 (<1%)

2012 Intensive Support Programs Participants who Moved to Permanent Housing
(Corresponding with Table 4 in section 3.2)

Program	TOTAL Moved to Permanent Housing	Participants who were supported to move to:			
		Supportive housing	Community Housing	Market Rent Housing	Other Permanent Housing
Streets to Housing Stability	11	2	3	4	2
Shelters to Housing Stability	44	16	1	27	0
Circle of Friends	9	1	3	5	0
WIT-Service Resolution	10	3	1	6	0
Cambridge Peer Worker	2	1	1	0	0
TOTAL INTENSIVE SUPPORT PROGRAMS	76	23	9	42	2

2013 Intensive Support Programs Participants who Moved to Permanent Housing
(Corresponding with Table 5 in section 3.2)

Program	TOTAL Moved to Permanent Housing	Participants who were supported to move to:			
		Supportive housing	Community Housing	Market Rent Housing	Other Permanent Housing
Streets to Housing Stability	22	4	4	14	0
Shelters to Housing Stability	37	9	2	25	1
Circle of Friends	2	1	1	0	0
WIT-Service Resolution	32	6	0	24	2
Cambridge Peer Worker	3	2	0	1	0
TOTAL INTENSIVE SUPPORT PROGRAMS	96	22	7	64	3

2012 Intensive Support Programs Housing Retention Data
(Corresponding with Table 6 in section 3.2)

Program	Participants who retained housing for		
	3-5 Months	6-11 Months	1 Year+
Streets to Housing Stability	8	6	15
Shelters to Housing Stability	19	15	19
Circle of Friends	3	2	9
WIT-Service Resolution	6	4	5
Cambridge Peer Worker	1	0	0
TOTAL INTENSIVE SUPPORT PROGRAMS	37	27	48

2013 Intensive Support Programs Housing Retention Data
(Corresponding with Table 7 in section 3.2)

Program	Participants who retained housing for		
	3-5 Months	6-11 Months	1 Year+
Streets to Housing Stability	4	11	24
Shelters to Housing Stability	3	23	31
Circle of Friends	1	2	17
WIT-Service Resolution	3	12	12
Cambridge Peer Worker	1	1	6
TOTAL INTENSIVE SUPPORT PROGRAMS	12	49	90

Number of Participants Supported by Intensive Support Programs from 2008 to 2013 (Corresponding with Table 8 in section 3.3)

Program	2008-2009	2010	2011	2012	2013
Streets to Housing Stability	n/a ²⁸	n/a	58	57	57
Shelters to Housing Stability			97	75	71
Circle of Friends			15	20	22
WIT-Service Resolution			39	45	47
Cambridge Peer Worker			n/a	17	16
At Home Outreach			n/a	n/a	n/a
TOTAL INTENSIVE SUPPORT PROGRAMS	92	288	209	196	213

Number of Participants Supported by Intensive Support Programs to Move to Permanent Housing, 2008 to 2013 (Corresponding with Table 9 in section 3.3)

Program	TOTAL	2008-2009	2010	2011	2012	2013
Streets to Housing Stability	n/a	n/a ²⁹	n/a	28	11	22
Shelters to Housing Stability				93	44	37
Circle of Friends				15	9	2
WIT-Service Resolution				8	10	32
Cambridge Peer Worker				n/a	2	3
At Home Outreach				n/a	n/a	n/a
TOTAL INTENSIVE SUPPORT PROGRAMS	455	61	78	144	76	96

²⁸ The total number of people supported was not consistently broken out by program area for 2008-2009 and 2010.

²⁹ The total number supported to move to permanent housing was not consistently broken out by program area for 2008-2009.