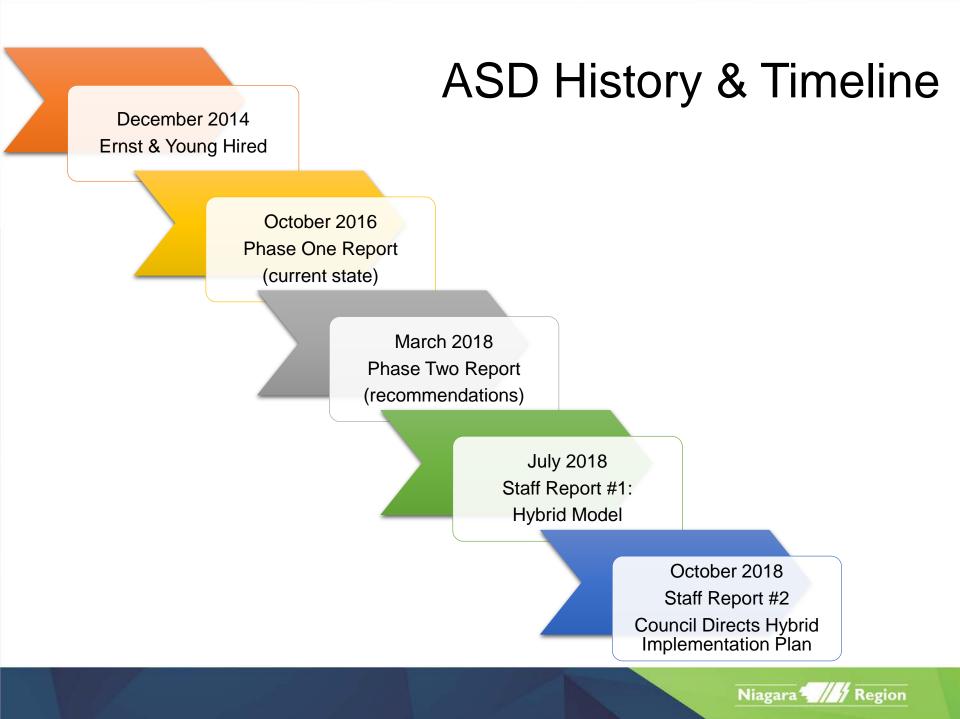
Niagara Regional Housing Alternative Service Delivery:

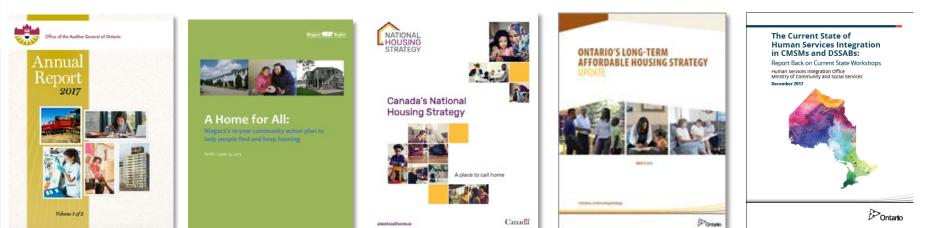
Model and Implementation

August 15, 2019





Government Policies and Directives



Auditor General's Report Housing and Homeless Action Plan National Housing Strategy Long-Term Affordable Housing Strategy

Human Services Integration

Niagara // / Region

Benefits of Service Integration



Ensure service delivery aligns with government policy





Deliver **integrated human services** across the housing and service continuum



Address the **housing waitlist**

Improve customer service effectiveness and the potential to improve client outcomes



Integrate and coordinate service system planning

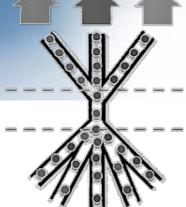


Support future readiness and responsiveness to calls for **funding**



Alignment with Government Policy: Coordinated Housing Access

Continuum of Housing and Support



Emergency Shelter	Transitional, Supportive & Assisted Living	Independent Social & Affordable Housing	Rental Assistance in the Private Market	Homeownership
HIGH	<	Level of Assistanc	e	LOW



Alignment with Government Policy: Human Services Integration

Service Efficiency Client

Outcomes

Service Experience



Two Key Areas in Integration



Optimized Strategy & Development

- Advancing affordable housing strategy
- Increase housing supply
- Support provider community

Quality Client Service

- Client record systems
- System priorities
- Coordinated service
- Funding





Environmental Scan of Comparable Municipalities: How others deliver service



Region of Waterloo







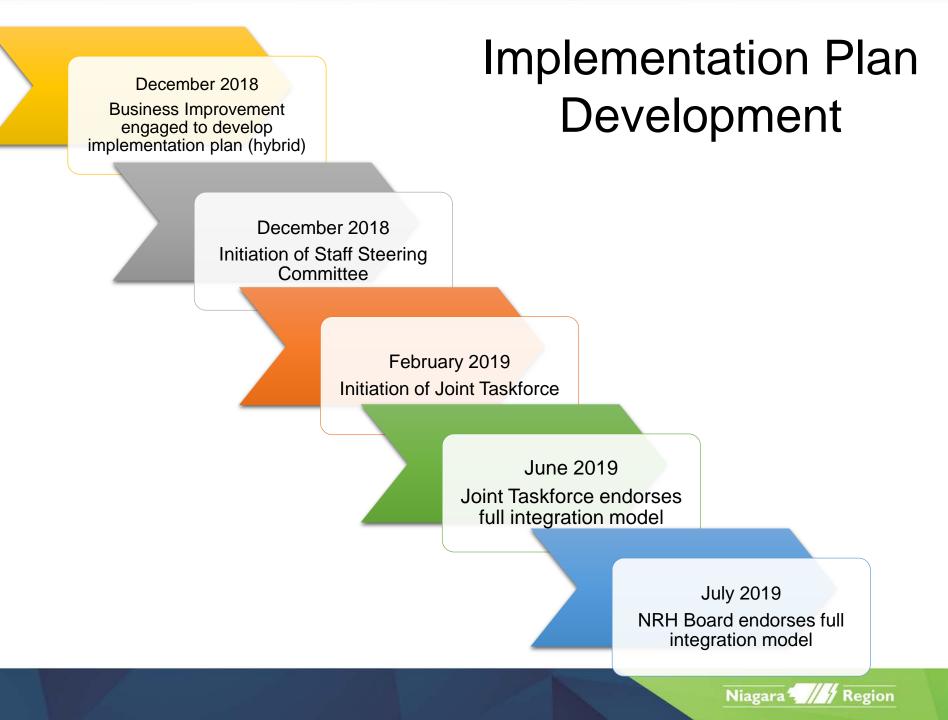




Developing the Implementation Plan

Project Methodology and Lifecycle





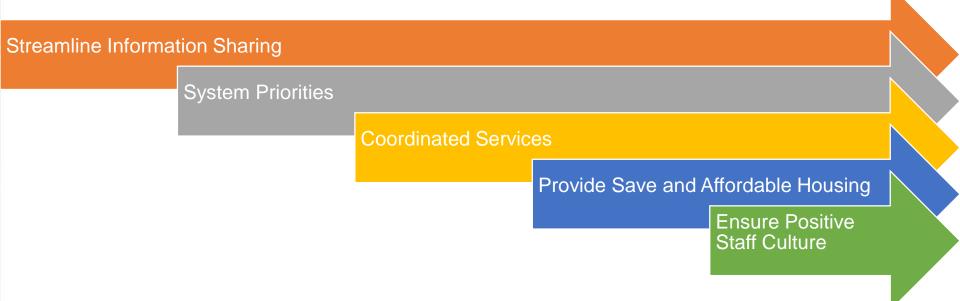
Our Process and Methodology



Joint Taskforce



Opportunities to Optimize Services: A Vision for the Future





- Stabilized leadership - Strong existing relationships - Finability when working "in-house" - Strength in policy		envice delivery Uncoordinated service (NRH and CS is relationship turally ingrained			
Strengths Opportunities	Status Q	wea	knesses ats			
Estating service agreements can be reviewed	I and updated	inding models/opportun Perception of conflict e Poverty populations fa	and Service Integration, future lists Alignment with provincial poli envelopes (human service inte - Coordination of services for s indicate, additional services for v - Improves data sharing to info alternative service opportunities - Strategic planning from a sys	gration) hared clients (common vaitlist clientele) rm service demands and \$	 Performance most need Complex tran across independent up allocate to one Processes in 	f services in order to meet dient needs (CPC) it placement representatives) indicators not aligned with serving those in solver reprintment (and only indicates) aligns spatialized representations of the second service in the service indicates state) or determined in the service independent g weak ports and inconsistency in practice
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Strengths Opportunities	il Integration Model	Weaknesse Threats	5		providers	
- Opportunity to investage badget between programs when partnershop costs: Debug positioned by binarge new funding stocket and p reduction partnershop of the stocket and p indershop have a provide a stocket and the stocket indershop have a provide the stocket and the stocket partnershop have been as in the stocket and stock Adaption to the stocket as a divergence to approximate adaption to the stocket as a divergence and approximation and the stock as a divergence and a stocket and a stocket and a stocket as a stocket as a stocket and and and a stocket and and a stocket and a stocket and a stocket and a stocket and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and and a stocket and a stocket and a stocket and a stocket and and a stocket and and a stocket and a stocket and a stocket and and and and a stocket and a stocket and a stocket and a stocket and and and and and and a stocket and a stocket and	olicy changes Po oss all Po n service encations) oriograms	Vential confusion re. Board sception of a possible devi ty of municipal government	i vs. Council governance roles cloud role of housing within the larger			

Key Weaknesses to the Hybrid Model:

- Potential for service manager to be too removed from Housing Operations experience
- Capital asset management expertise and supports and opportunities to expand CPC supports could be impacted if separated
- More complex change management re: technology, budget and allocation of staff with blended roles

SWOT Analysis

Key Strengths to the Full Integration Model:

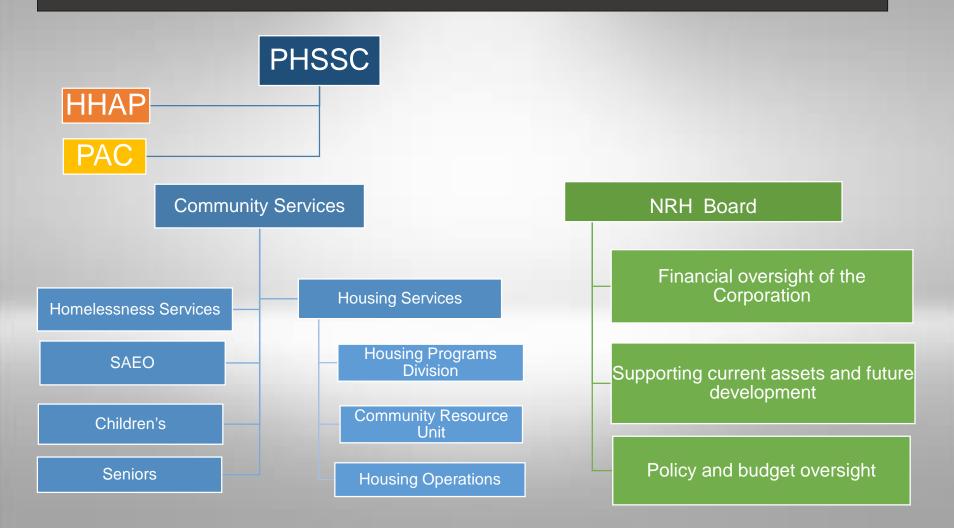
- Information and data sharing is easier to establish
- System level priorities can now be established with programs structurally ingrained in organizational design
- Budget allocation is now based on the most effective deployment of resources
- Aligning investments in housing with the best opportunities to increase housing supply
- Opportunity for expanded Provider supports (asset management and CPC)

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 Leveraging other Regional departments and their expertise

Reporting Structure for Full Integration

Regional Council





Questions?

