

Niagara Regional Housing Alternative Service Delivery:

Model and Implementation

August 15, 2019

ASD History & Timeline

December 2014
Ernst & Young Hired

October 2016
Phase One Report
(current state)

March 2018
Phase Two Report
(recommendations)

July 2018
Staff Report #1:
Hybrid Model

October 2018
Staff Report #2
Council Directs Hybrid
Implementation Plan

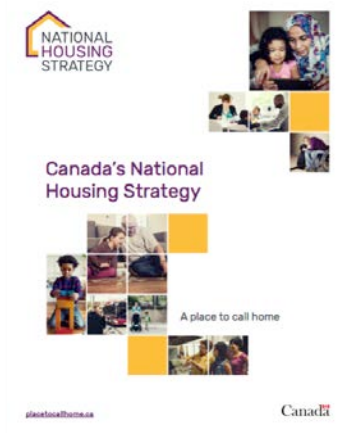
Government Policies and Directives



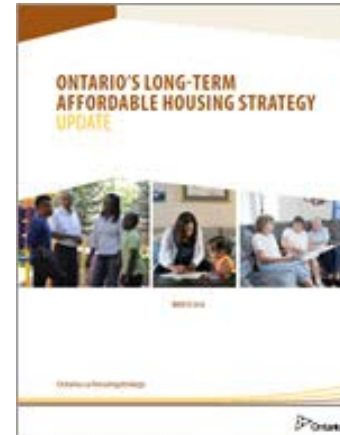
Auditor
General's
Report



Housing and
Homeless
Action Plan



National
Housing
Strategy



Long-Term
Affordable
Housing
Strategy



Human
Services
Integration

Benefits of Service Integration



Ensure service delivery **aligns**
with **government policy**



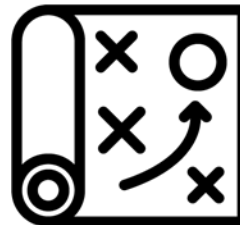
Deliver **integrated human services** across the housing and service continuum



Improve customer service effectiveness and the potential to improve **client outcomes**



Address the **housing waitlist**

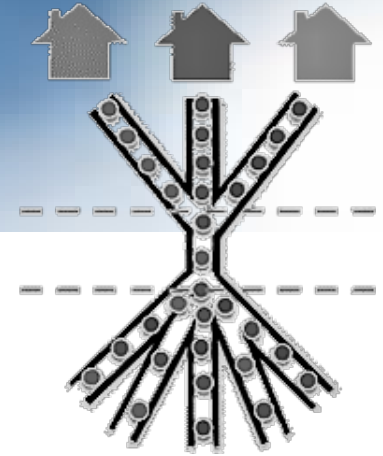


Integrate and coordinate **service system planning**



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
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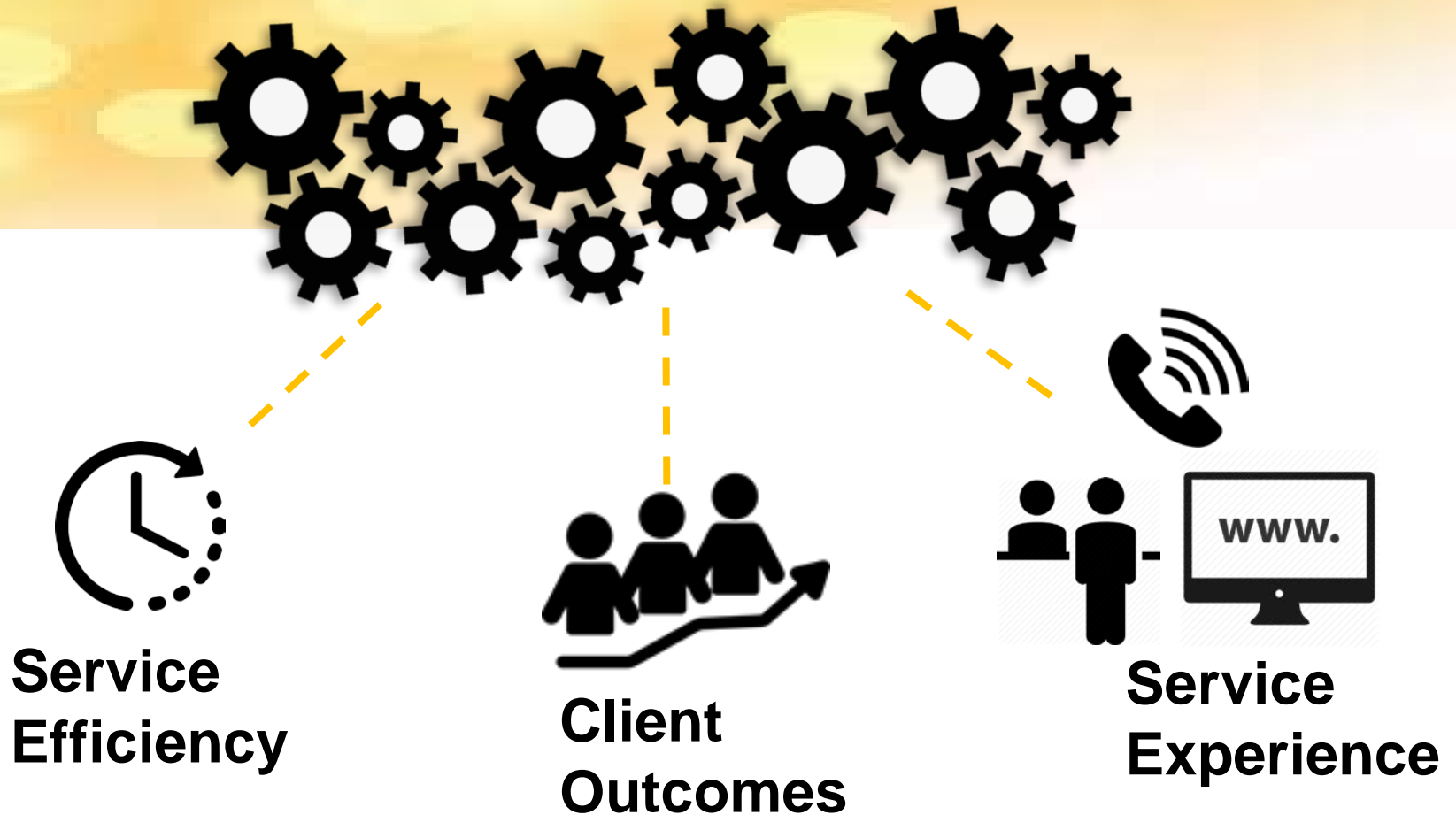
HIGH

Level of Assistance

LOW



Alignment with Government Policy: Human Services Integration



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

Implementation Plan Development

December 2018
Business Improvement
engaged to develop
implementation plan (hybrid)

December 2018
Initiation of Staff Steering
Committee

February 2019
Initiation of Joint Taskforce

June 2019
Joint Taskforce endorses
full integration model

July 2019
NRH Board endorses full
integration model

Our Process and Methodology

Staff Engagement

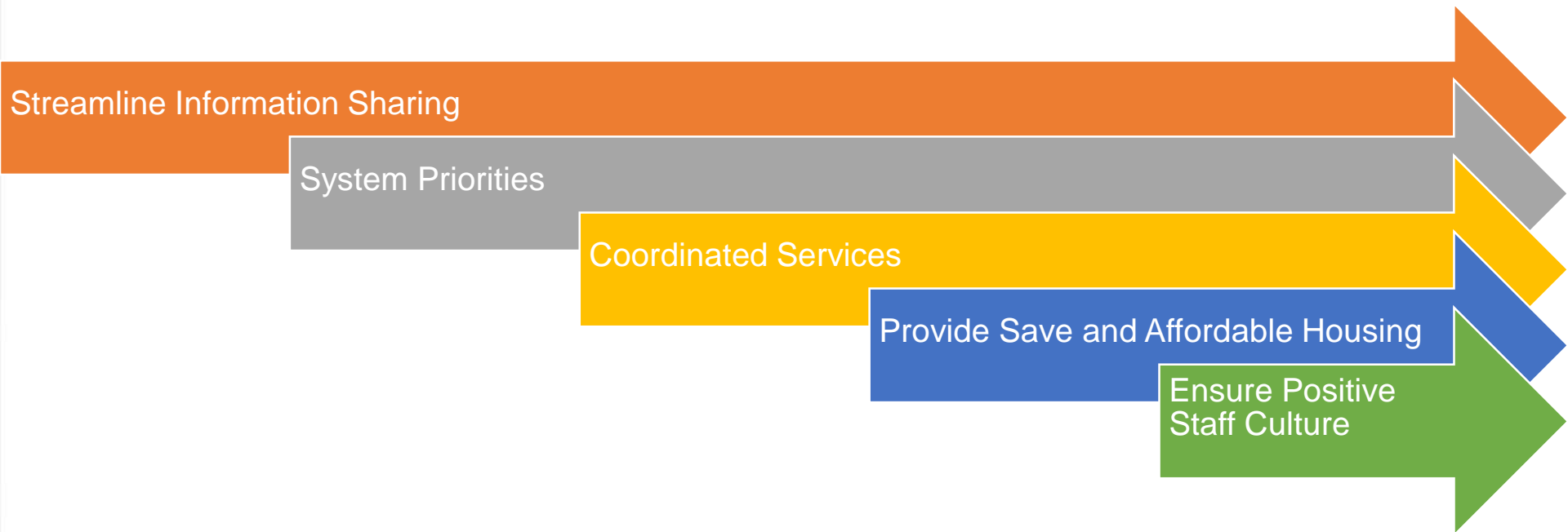
Needs of the Customer

3 Day Staff Workshop

Measurement Matrix Development

Joint Taskforce

Opportunities to Optimize Services: A Vision for the Future



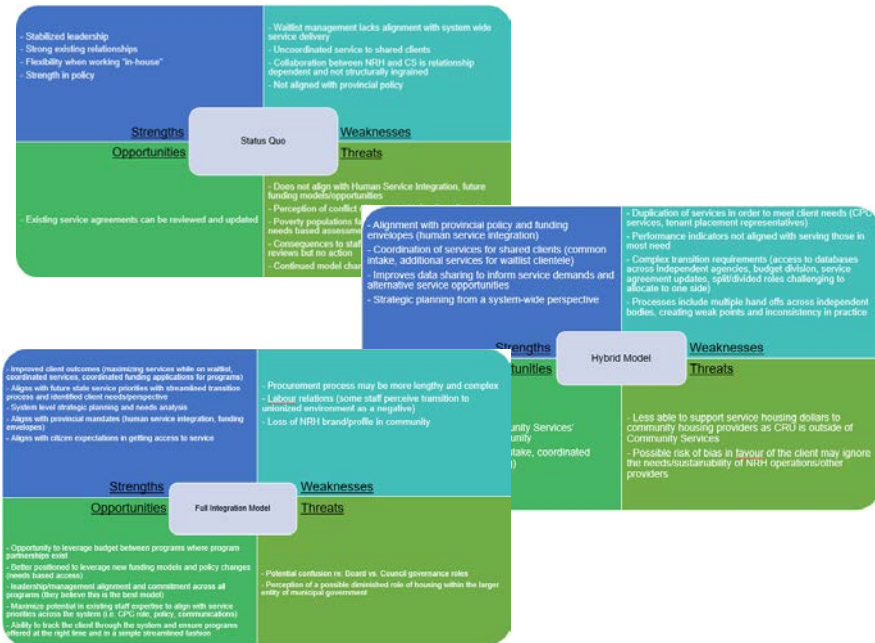
SWOT Analysis

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)
- Leveraging other Regional departments and their expertise

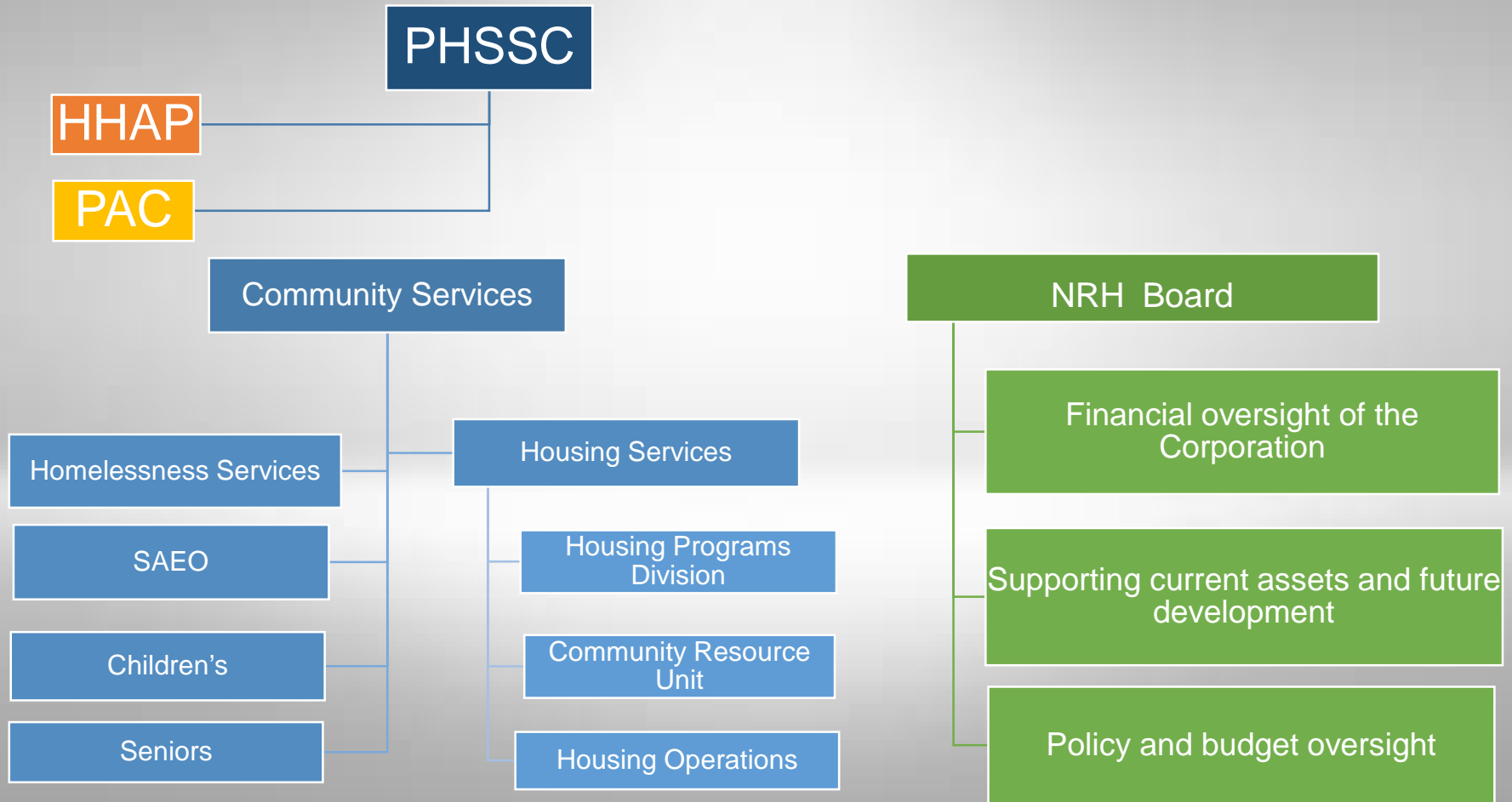
Key Weaknesses to the Hybrid Model:

- 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



Reporting Structure for Full Integration

Regional Council



Questions?