

June 29, 2018

Ms. Kimberley Kitteringham  
City Clerk  
City of Markham  
101 Town Centre Boulevard  
Markham, ON L3R 9W3



Dear Ms. Kitteringham:

**Re: Update on Implementation of the Human Services Planning Board of  
York Region 2016 to 2018 Action Plan**

Regional Council, at its meeting held on June 28, 2018, adopted the following recommendation of Committee of the Whole regarding "Update on Implementation of the Human Services Planning Board of York Region 2016 to 2018 Action Plan":

1. The Regional Clerk forward this report to the Human Services Planning Board of York Region, the Community Partnership Council under the Local Immigration Partnership, the Ontario Municipal Social Services Association, and local municipalities for information.

A copy of Clause 17 of Committee of the Whole Report No. 10 is enclosed for your information.

Please contact Lisa Gonsalves, Director, Strategies and Partnerships at 1-877-464-9675 ext. 72090 if you have any questions with respect to this matter.

Sincerely,



Christopher Raynor  
Regional Clerk

/C. Clark  
Attachments

Clause 17 in Report No. 10 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on June 28, 2018.

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Update on Implementation of the  
Human Services Planning Board of York Region  
2016 to 2018 Action Plan

Committee of the Whole recommends adoption of the following recommendation contained in the report dated May 25, 2018 from the Commissioner of Community and Health Services:

1. The Regional Clerk forward this report to the Human Services Planning Board of York Region, the Community Partnership Council under the Local Immigration Partnership, the Ontario Municipal Social Services Association, and local municipalities for information.

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Report dated May 25, 2018 from the Commissioner of Community and Health Services now follows:

1. Recommendations

It is recommended that:

1. The Regional Clerk forward this report to the Human Services Planning Board of York Region, the Community Partnership Council under the Local Immigration Partnership, the Ontario Municipal Social Services Association, and local municipalities for information.

2. Purpose

This report provides an update on implementation of the Human Services Planning Board of York Region 2016 to 2018 Action Plan.

### 3. Background and Previous Council Direction

York Region champions collaborative human services planning

The Human Services Planning Board of York Region (the Board) is a York Region led, multi-sector collaborative comprised of leaders and decision makers from social service agencies, funders, government and the education, health care and private sectors. The Council approved mandate of the Board is to enhance the effectiveness and efficiency of human services in York Region through capacity building and collaborative advocacy. Board meetings are held quarterly and allow members to network and foster synergies, innovation and ideas.

Council appointed the Board to its first term in [April 2010](#) and re-appointed it to a second term in [March 2015](#). The second term will conclude in November 2018.

The Board is co-chaired by Regional Councillor John Taylor, Town of Newmarket and Susan LaRosa, Community Leader Member. Regional Councillor Mario Ferri, City of Vaughan is also a member of the Board.

Human Services Planning Board of York Region updated its Making Ends Meet Action Plan to help improve economic, social and health conditions of residents living with low and moderate income

In [November 2015](#), Council endorsed Making Ends Meet in York Region: A Road Map for 2015 to 2018. The Road Map considered the changing economic landscape, examined evidence-based research and data, and set a course for action to address two community results:

1. Housing options that are affordable for everyone in our community
2. Progressive employment opportunities in a changing economy

The Board brought together partners and community leaders from across York Region and formed two Action Groups to identify collective actions that could be taken to achieve the Board's housing and progressive employment results. This work was consolidated into a 2016 to 2018 Human Services Planning Board of York Region Action Plan, endorsed by Council in [January 2017](#).

#### 4. Analysis and Implications

Human Services Planning Board of York Region engaged a variety of stakeholders and partners to build awareness in the community about the importance of helping low and moderate income residents make ends meet

Between 2016 and 2018, Board members worked together to implement collective actions in eight areas (four areas for housing and four areas for employment). Attachment 1 provides an update on the status of the actions. Examples of actions are highlighted below:

##### **2016 – 2018 Human Services Planning Board of York Region Action Plan: Housing Affordability**

##### **1. Develop strategies that encourage more housing affordability options**

More purpose built rental is required. Rental housing is a vital component of the housing continuum. It provides housing for people who do not want the expense or responsibility of maintaining an ownership dwelling and is the only option for low and moderate income residents and workers who cannot afford housing in the ownership market.

According to the [February 2018](#) Housing Initiatives and Incentives Update, the rental supply in York Region increased from twelve per cent of the housing stock in 2006 to fourteen per cent in 2016. However, growth in the private purpose-built rental market continues to be slow and, based on completion data, the majority of this growth was in the secondary market.

Through the Make Rental Happen Campaign, launched in [November 2013](#), Board members have been advocating and engaging all levels of government, the building industry and corporate leaders for more purpose-built private rental housing. The campaign has raised public awareness about York Region's housing issue. Example actions:

- Over 80 participants attended a discussion hosted by the Board focusing on creating conditions to develop more private rental housing and the benefit that developing more rental housing could have on the economic competitiveness of our communities
- Over 75 community members participated in a housing challenge to explore opportunities to address the Region's housing issue. The winning team is exploring the creation of online resources that will connect local York Region landlords with tenants and to help people find suitable housing and supports in the Region

## **2. Identify programs and tools that provide incentives to increase the private market rental housing supply**

The Board's research and advocacy efforts led to formation of a York Region/Local Municipal Housing Working Group. Comprised of local and Regional planning and housing staff, the group is exploring options to address housing supply and affordability. This work reinforces earlier research by the Board and aligns with the objectives of the Make Rental Happen Campaign. An example action:

- The Working Group shared local municipal best practices, heard from several external speakers and evaluated potential housing incentives. In [February 2018](#), Council endorsed the Housing Initiatives and Incentives Update, which highlighted the principles for developing a purpose built rental affordable housing incentives framework

## **3. Advocate for funding, policies and programs that support housing affordability options**

The Board continues to advocate to other levels of government to leverage funding and challenge governments to increase the supply of rental housing, and access to affordable and adequate housing for residents. Example actions:

- Regional staff delivered presentations to all nine local municipal councils to raise awareness about the need for more affordable housing options and to advocate for partnerships to increase the supply of private market rental housing in the Region
- The Board is raising awareness about new funding opportunities to help partners increase the rental housing supply in the Region, and monitoring the new federal National Housing Strategy: A Place to Call Home and the provincial Portable Housing Benefit to understand the potential impact they may have on our housing goals

## **4. Enhance services and supports to help residents' access affordable housing options**

The high cost of housing can limit the ability of residents with low and moderate incomes to pay for things like healthy food, recreation, child and elder care and transportation, which can negatively impact their physical and mental health. The Board has been an incubator of ideas and partnerships that have resulted in positive housing outcomes for residents. Example actions:

- Toronto Region Conservation Authority partnered with 360°kids to restore and adapt a Toronto Region Conservation Authority owned heritage residential property in Markham into transitional housing for young people moving out of foster care

- The Board completed a research study to better understand how a lack of affordable housing options can impact our residents and communities. The research will be used to explore opportunities for new partnerships and initiatives to help residents access affordable housing options

## **2016 – 2018 Human Services Planning Board of York Region Action Plan: Progressive Employment**

### **1. Explore new workforce development strategies**

The Board has brought partners together to better understand the impact of underemployment and precarious employment on the Region's economic vitality and competitiveness. The Board's work in this area aligns with the objectives of the Region's 2016 to 2019 Economic Development Action Plan to "support education/training and employment supports to enhance career progression at all stages of life". Example actions:

- Over 80 participants, including employment experts, academia, local employers and government, attended an Employer Learning Forum to learn about strategies to navigate the changing employment landscape, and best practices to build progressive employment opportunities in the workplace
- The Board has begun work on a research study on Community Benefits Approaches to explore how leveraging dollars on infrastructure and development projects, or goods and services can provide physical, social and economic benefits to the local community. The provincial and federal governments have indicated they will be requiring community benefits as part of major infrastructure projects. Infrastructure Canada will also require community benefits in future infrastructure funding agreements with the provinces and, through them, with municipalities. Having a strategy for community benefits can help position the Region and local municipalities to secure funding for infrastructure initiatives such as transit and housing
- United Way Greater Toronto, NPower Canada and the Region delivered the Career Navigator™ Program. This innovative program provides life skills training and wrap around supports to help young adults access and build careers in the information technology sector

### **2. Build and showcase a business case for employers outlining the benefits of adopting progressive employment practices**

The Board has been working with partners to develop a business case and tools that encourage employers to adopt practices to improve employee experiences, improve work-life balance, elevate morale and increase productivity. An example action:

- Over 400 [tool kits](#), highlighting positive employment practices, were distributed to employers across York Region to help them measure aspects of precarity in the workplace and address their workforce needs

### **3. Advocate for public policy and programming that support progressive employment practices**

The Board continues to monitor the implications of provincial employment legislation such as the *Fair Workplaces, Better Jobs Act, 2017* and the provincial Basic Income Guarantee on the progressive employment community result.

Example actions:

- Board members provided advice and recommendations to inform the Region's response on the design of a provincial Basic Income Guarantee pilot as part of a broader consultation process
- A workshop was held for 92 human service sector organizations and employers to help develop experiential learning opportunities to prepare post-secondary students entry into the labour market

### **4. Enhance services and supports to help residents pursue progressive employment opportunities**

The Board's Making Ends Meet Action Plan has informed priorities of organizations/agencies/funders in the human services sector. The Board continues to explore opportunities to advocate for programs and services that support its progressive employment goals such as access to employment and transportation programs for families who are precariously employed. Example actions:

- In 2017, the Region invested \$1.8 million in 14 initiatives to support economic independence of 1,390 low and moderate income residents. Of the 1,390, 139 obtained part-time employment, 213 obtained full-time employment, and 198 continued with training or went on to post-secondary education
- The Board advocated for programs that helped 17,980 low and moderate income residents access transportation to bring their children to child care, attend interviews, and go to work and appointments helping them to stabilize in the workforce

## Update on Implementation of the Human Services Planning Board of York Region 2016 to 2018 Action Plan

Human Services Planning Board of York Region member organizations work together to increase their collective impact to make a difference in the lives of residents living with low and moderate income

In addition to the Board's collaborative advocacy efforts and capacity building work, member organizations have implemented individual action plans to support the housing and progressive employment community results. Some examples include:

- Community & Home Assistance to Seniors provided essential wrap-around supports to improve housing safety and housing retention for vulnerable seniors. They also helped seniors with cognitive impairments who were at risk of eviction from their homes as a result of hoarding
- Human Endeavour provided a bricklaying training program to prepare individuals entering into the construction sector. To date, seven participants have secured meaningful employment through the program
- YMCA Greater Toronto expanded its existing employment programs to improve employment outcomes. It developed youth-focused workshops on employability and life skills to help youth move along the employment continuum
- Community & Home Assistance to Seniors partnered with Toronto Region Conservation Authority to provide programming that supports improved access to Toronto Region Conservation Authority facilities and greenspace systems, improving health and well-being and aging in place for seniors living in York Region

### 5. Financial Considerations

There are no financial implications arising from the recommendations made in this report.

### 6. Local Municipal Impact

The Board's work has had positive impacts on local municipalities and their residents. Successful implementation of the Making Ends Meet Action Plan requires alignment, collaboration and partnerships with local municipal initiatives that help residents living with low and moderate income. This includes continuing discussions with local municipalities on the York Region/Local Municipal Housing



## Update on Implementation of the Human Services Planning Board of York Region 2016 to 2018 Action Plan

Working Group about options to address housing supply and affordability and the Board's work to address progressive employment.

### 7. Conclusion

The current term of the Board ends on November 30, 2018. Through the actions in the last four years, the Board has made a difference to help low and moderate incomes residents. Through its mandate of capacity building and collaborative advocacy it is expected that the Board's work will continue to support regional priorities and nurture innovative actions and solutions that will improve the lives of York Region residents.

For more information on this report, please contact Lisa Gonsalves, Director Strategies and Partnerships Branch at 1-877-464-9675 ext. 72090.

The Senior Management Group has reviewed this report.

May 25, 2018

Attachment (1)

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Accessible formats or communication supports are available upon request

## Making Ends Meet in York Region

Update on Implementation of the  
Human Services Planning Board of York Region 2016 to 2018 Action Plan

Housing options that are affordable for everyone in our community	
Develop strategies that encourage more housing affordability options	<p><b>Make Rental Happen for Jobs Breakfast</b></p> <ul style="list-style-type: none"><li>• <b>Over 80 participants attended a breakfast discussion to focus on creating conditions to develop more private rental housing and attract and retain talent</b> – the Board hosted a Make Rental Happen for Jobs Breakfast discussion to raise awareness of the benefit that developing more rental housing could have on the economic competitiveness of our communities</li><li>• Participants attended and engaged in dialogue with key stakeholders including the building industry, employer representatives and government leaders</li></ul> <p><b>Blueprint: Affordable Housing Challenge</b></p> <ul style="list-style-type: none"><li>• <b>Over 75 community members participated in a housing challenge to explore opportunities to address the Region's housing issue</b> - ventureLAB partnered with York Region, United Way Greater Toronto and Seneca College on Blueprint: Affordable Housing Challenge to identify solutions to York Region's housing challenge</li><li>• The winning team is exploring the creation of online resources that will connect local York Region landlords with tenants and to help people find suitable housing and supports in the Region</li></ul>

<p>Identify programs and tools that provide incentives to increase the private market rental housing supply</p>	<p><b>York Region/Local Municipal Housing Working Group</b></p> <ul style="list-style-type: none"> <li>• <b>The Region’s housing incentives framework will focus on stimulating the construction of purpose built rental units affordable to middle-income households</b> - In 2017, the Working Group met six times and shared local municipal best practices, heard from several external speakers and evaluated potential housing incentives</li> <li>• In <a href="#">February 2018</a>, Council endorsed the Housing Initiatives and Incentives Update, which highlighted the principles for developing a purpose built rental affordable housing incentives framework</li> <li>• This innovative work was incubated under the Human Services Planning Board of York Region’s Make Rental Happen initiative</li> </ul>
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<p>Advocate for funding, policies and programs that support housing affordability options</p>	<p><b>Make Rental Happen Housing Presentations</b></p> <ul style="list-style-type: none"> <li>• <b>Housing presentations to all nine local municipalities help to create awareness about the need for more affordable housing options</b> – Regional staff delivered presentations to all nine local municipal councils to raise awareness about the need for more affordable housing options and to advocate for partnerships to increase the supply of private market rental housing in the Region</li> </ul> <p><b>Monitoring Federal and Provincial Policy</b></p> <ul style="list-style-type: none"> <li>• <b>The Board is raising awareness about new funding opportunities to help partners increase the rental housing supply in the Region</b> – the Board is monitoring the new federal National Housing Strategy: A Place to Call Home and the provincial Portable Housing Benefit to understand the potential impact they will have on our housing goals</li> <li>• In 2017, Canada Mortgage and Housing Corporation (a Board member) presented to both the Board and York Region/Local Municipal Housing Working Group members on federal funding opportunities under the National Housing Strategy that could support affordable housing development across the Region</li> <li>• It is hoped that by continuing to raise awareness about these funding opportunities that new partnerships will be formed and successful applications made for investments that will increase the rental housing supply in the Region</li> </ul>
<p>Enhance services and supports to help residents access affordable housing options</p>	<p><b>Mill Street Project, Markham</b></p> <ul style="list-style-type: none"> <li>• <b>Mill Street heritage home converted to transitional housing for young people</b> - a partnership between 360°kids and the Toronto and Region Conservation Authority to restore and adapt a Toronto Region Conservation Authority owned heritage residential property in Markham into transitional housing for young people moving out of foster care</li> </ul> <p><b>Housing Research Study</b></p> <ul style="list-style-type: none"> <li>• <b>Two community consultations held with 71 stakeholders explored opportunities to</b></li> </ul>

	<p><b>address the lack of affordable housing options</b> – the Board completed a research study to better understand how a lack of affordable housing options can impact our residents and communities</p> <ul style="list-style-type: none"> <li>• The research will be used to explore opportunities for new partnerships and initiatives to help residents access affordable housing options</li> </ul>
<b>Progressive employment opportunities in a changing economy</b>	
Explore new workforce development strategies	<p><b>Employer Learning Forum</b></p> <ul style="list-style-type: none"> <li>• <b>Over 80 participants, including employment experts, academia and government attended an Employer Learning Forum to learn about strategies to navigate the changing employment landscape, and best practices to improve work/life balance, elevate employee morale and increase employee engagement</b> – the Board, in partnership with IBM Canada (a Board member) and Workforce Planning Board of York Region hosted an Employer Learning Forum – ‘Succeeding in Today’s Changing Economy’</li> <li>• Building on the findings and recommendations from a joint research study by United Way Greater Toronto, the Board and the Region titled <a href="#">The Precarity Penalty Executive Summary: York Region</a>, the event focused on creating awareness about the changing nature of work and highlighted ways that employers could build progressive employment opportunities in their workplace</li> </ul> <p><b>Community Benefits Approaches Research Study</b></p> <ul style="list-style-type: none"> <li>• <b>Community benefits research will help to create progressive employment opportunities through workforce development and supply chain opportunities</b> – the Board has begun work on a research study on Community Benefits Approaches to explore how leveraging dollars on infrastructure and development projects, or goods and services can provide physical, social and economic benefits to the local community. These benefits may include jobs, training and apprenticeship for targeted groups such as young graduates, newcomers, internationally educated professionals and disadvantaged groups</li> </ul>

	<ul style="list-style-type: none"> <li>• There have been five project teams meetings, 28 individual stakeholder interviews, two group sessions and a workshop to identify legal and procurement practices to better understand how the Region could approach the development of community benefits approaches</li> <li>• The study will include a jurisdictional analysis of leading community benefit practices, a framework for use by practitioners wishing to use community benefits, and a step by step tool kit, for York Region, its nine local municipalities and the community, on how to implement community benefits approaches</li> <li>• The provincial and federal governments will be requiring community benefits on major infrastructure projects. For example, the Provincial <i>Infrastructure for Jobs and Prosperity Act, 2015</i> requires consideration of community benefits in all major public infrastructure projects by 2020</li> <li>• Infrastructure Canada will also require community benefits in future infrastructure funding agreements with the provinces and, through them, with municipalities. The Region and local municipalities rely on funding from other levels of government for a number of different projects and programs. Community benefits can help position the Region and local municipalities to secure funding for infrastructure initiatives such as transit and housing</li> </ul> <p><b>Career Navigator™ Program</b></p> <ul style="list-style-type: none"> <li>• <b>Career Navigator™ program provides tangible benefits to multi-barriered young adults and employers to provide meaningful careers in the information technology sector -</b> United Way Greater Toronto, NPower Canada and the Region delivered the Career Navigator™ Program. This innovative program provides life skills training and wrap around supports to help young adults access and build careers in the information technology sector. In 2017:             <ul style="list-style-type: none"> <li>○ 32 new employers were recruited into the NPower program</li> <li>○ 85 participants were recruited into NPower's Boot Camp program, 62 of which went on to complete the Skills Training Program</li> <li>○ 41 participants from York Class 2 and 3 graduated from the NPower program, 90 per cent</li> </ul> </li> </ul>
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	<p>of which were placed into full-time employment within four months</p> <ul style="list-style-type: none"> <li>○ One graduate entered into post-secondary education</li> </ul>
Build and showcase a business case for employers outlining the benefits of adopting progressive employment practices	<p><b>Job Precarity Tool</b></p> <ul style="list-style-type: none"> <li>• <b>Over 400 <a href="#">tool kits</a> were distributed to employers across York Region to help them address their workforce needs</b> - United Way Greater Toronto partnered with KPMG on the development of a Job Precarity Tool that highlights positive employment practices and helps businesses promote workforce security</li> <li>• With the support of the Workforce Planning Board of York Region, the tool was presented to a group of York Region employers during the development phase to test its ability to measure aspects of precarity in the workplace and apply a solution based on applicable case studies</li> </ul>
Advocate for public policy and programming that support progressive employment practices	<p><b>Ontario Basic Income Pilot Consultation</b></p> <ul style="list-style-type: none"> <li>• <b>Provincial Basic Income pilot design supports economic independence</b> - Board members provided advice and recommendations to inform the Region's response on the design of a Basic Income Guarantee pilot as part of the broader provincial consultation process. Some of the recommendations have been included in the provincial Basic Income pilot design</li> </ul> <p><b>York University Experiential Workshop</b></p> <ul style="list-style-type: none"> <li>• <b>A workshop was held for 92 sector organizations and employers in the human services sector in November 2017 to help develop experiential learning opportunities for post-secondary students</b> - the Region, in partnership with the Board and York University, is developing a model to guide the creation of experiential learning opportunities, within the human services sector to prepare students entry into the labour market</li> <li>• It is York University's vision that this new experiential learning model will be piloted as part of the new York University Markham campus</li> </ul>

<p>Enhance services and supports to help residents pursue progressive employment opportunities</p>	<p><b>Alignment to Making Ends Meet in York Region Strategy</b></p> <ul style="list-style-type: none"> <li>• <b>The Region invested \$1.8 million in 14 initiatives to support economic independence of low and moderate income residents, to help them have and keep jobs that match their skills and achieve financial stability through the Community Investment Fund in 2017</b> - Of the 1,390 residents who participated in these Regionally funded initiatives, 139 obtained part-time employment, 213 obtained full-time employment, and 198 continued with training or went on to post-secondary education</li> <li>• <b>The Board advocated for programs that helped 17,980 low and moderate income residents access transportation to help them become more self-sufficient</b> - the Board advocated for programs to help low and moderate income residents access transportation to bring their children to child care, attend interviews, go to work and appointments to help them stabilize in the workforce. For example, the Transit Ticket Program funds York Region non-profit agencies to distribute transit fares to clients from low and moderate income households.</li> <li>• Between 2015 to 2017 a total of 17,980 individuals were served by Transit Ticket Program. In 2018, a total of an additional 7,650 individuals are projected to be served by this program.</li> <li>• The new Transit Assistance Program pilot provides a subsidy to eligible residents living on low income, increasing their access to transportation, programs and services to help them become more self-sufficient</li> </ul>
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