

HUMAN SERVICES PLANNING BOARD OF YORK REGION
YEAR IN REVIEW 2011

TURNING TALK TO ACTION:
A COMMUNITY MODEL FOR CHANGE

MAY 2012



HUMAN SERVICES PLANNING BOARD OF YORK REGION

MEMBER LIST 2010 – 2014

HUMAN SERVICES PLANNING BOARD OF YORK REGION (HSPB-YR)

Mandate

To enhance the effectiveness and efficiency of human services in York Region through capacity building in the human services sector and collaborative advocacy.

Vision

A healthy and vibrant community enhanced through inclusive, collaborative and innovative human services.

Mission

To develop and implement system solutions which enhance community health and well-being.

Seven Guiding Principles

Accountability and Transparency
Collaboration
Communication
Community Engagement
Creating a Healthy Community
Mindset of Sharing
Respect and Diversity

Member Organizations

Regional Government Sector:

Bill Fisch, Chairman and Chief Executive Officer (CEO), The Regional Municipality of York

John Taylor, Regional Councillor, Town of Newmarket and Co-Chair of the Human Services Planning Board of York Region

Adelina Urbanski, Commissioner of Community and Health Services, The Regional Municipality of York

Education Sector:

Susan LaRosa, Director of Education, York Catholic District School Board (YCDSB) and Co-Chair of the Human Services Planning Board of York Region

Ken Thurston, Director of Education, York Region District School Board (YRDSB)

Hospital-based Healthcare Sector:

David Cox, Director, Human Resources and Occupational Health and Safety, Southlake Regional Health Centre and Vice Chair of the Human Services Planning Board of York Region. Mr. Cox represents all three York Region hospitals.

Community-based Healthcare Sector:

Carol Lever (Alternate Member), Director, Integration & Quality Improvement, Canadian Mental Health Association (CMHA) York Region

Isabel Araya, Executive Director, Vaughan Community Health Centre (VCHC)

Non-Profit Community Investment Sector:

Daniele Zanotti, CEO, United Way of York Region

Community Safety Sector:

Chief Eric Jolliffe, York Regional Police

Children, Youth and Family Services Sector:

Sylvia Pivko, Executive Director, Blue Hills Child and Family Centre and Co-Chair of the Forum for Children, Youth and Their Families in York Region

Seniors/Healthy Aging Sector:

Wyn Chivers, Chief Executive Officer, CHATS Community & Home Assistance to Seniors

Training-Education / Labour Market / Business Community Sector:

Tina DiSimone, Dean, Faculty of Applied Arts and Health Sciences, Principal of King Campus, Seneca College

Deborah Bonk Greenwood, President and CEO, Vaughan Chamber of Commerce

Newcomer/Immigrant Support Services Sector:

Elizabeth McIsaac, Executive Director, Toronto Region Immigrant Employment Council (TRIEC)

Patricia Cousins, Chief Executive Officer, Social Enterprise for Canada (SEC). Ms. Cousins represents the Welcome Centre Immigrant Services and its five lead agencies.

Community and Social Support-Based Services Sector:

Kirsten Eastwood, Executive Director, Women's Centre of York Region

Community Leader Members

Housing and Community Planning Sector:

Jim Baird, Commissioner of Development Services, Town of Markham

Community Development Sector:

Bill Hogarth, Former Co-Chair, Human Services Planning Coalition (HSPC)

Homelessness Sector:

Stephen Gaetz, Associate Dean, Research and Field Development, Faculty of Education, York University

Faith and Homelessness Sector:

Rehana Sumar, Executive Director (Acting), Mosaic Interfaith Out of the Cold (MIOTC)

Government Advisor and Resource Members

Sandy McMillan, Service Delivery Manager, Ministry of Training, Colleges and Universities

Victoria van Hemert, Senior Director, Central Local Health Integration Network (CLHIN)

Catherine Campbell, Regional Advisor, Ministry of Culture, Ontario Ministry of Citizenship and Immigration, Ontario Ministry of Health Promotion (Sport and Recreation Branch)



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A MESSAGE FROM THE HUMAN SERVICES PLANNING BOARD OF YORK REGION CO-CHAIRS

Working beyond boundaries to find common ground and a common focus

The Human Services Planning Board of York Region HSPB-YR (the Board) is a multi-sector group of key human service organizations/agencies/networks and community leaders who have come together to work beyond the boundaries of their respective institutions. Twenty-four members were appointed by Regional Council in April 2010 to a four-year term.

To create a good foundation from which to build, the Board worked together to identify a vision that would reflect the hopes, dreams and desires of the members around the table. Together the Board is striving to achieve a healthy and vibrant community enhanced through inclusive, collaborative and innovative human services.

To move closer to realizing this vision, the Board's first assignment was to learn about the collective challenges facing human services in York Region and find a common focus. Finding the right starting place was important because it needed to be a human services challenge that all Board members believed, together, they could address and make a difference.

This was founded on the belief that when being driven by a common vision, with a common focus and broad community commitment, innovation and positive change could begin.

Board members chose to focus on the financial struggle that many York Region residents live with month to month. While the reasons are complex, the common element is the growing gap between household income and the high cost of living. Growing economic vulnerability is a threat to the long-term sustainability of the health and well being of York Region's population and communities.

The challenge of making ends meet calls on human service organizations, community partners and funders to focus efforts and investments on two broad community results where we believe, together we can contribute to assisting low and moderate income families and individuals thrive. Many low and moderate income residents have jobs and education but are struggling to make ends meet.



The first community result is affordable housing. The affordability of housing is a real issue for many low and moderate income families and individuals. The second community result is economic self sufficiency. Becoming economically self sufficient will help low and moderate income families and individuals to make ends meet. Building a strong combination of employment and human services supports in our community will help to achieve results in this area.

Finding solutions relies on engaging and mobilizing the community. The Board is looking to build partnerships and identify synergies to change the way we currently

do business. Board Member Organizations have asked themselves, what they can do to contribute to the community results. Next they will ask key partners, stakeholders and the broader community to do the same.

We invite you to explore the Year in Review 2011 to learn more about the work of the Human Services Planning Board of York Region and encourage you to join us in our efforts. The potential for change is real and innovative solutions will be found right here in York Region. Ultimately, it will take all of us working together to make a difference.

Sincerely,

John Taylor, Regional Councillor
Town of Newmarket,
HSPB-YR Co-chair

Susan LaRosa, Director of Education
York Catholic District School Board,
HSPB-YR Co-chair

2011 YEAR IN REVIEW

CONTEXT



The Board announces priority area of focus, “Making Ends Meet in York Region”

In June 2011, the Board released the *Making Ends Meet in York Region* discussion paper.

The discussion paper provides a foundation for communication and brings the entire York Region community to a common understanding of some of the challenges faced by low and moderate income families and individuals. In addition to outlining the challenge of making ends meet in York Region, the discussion paper provides a model to respond to the problem; a model to find innovative solutions.

The paper is a tangible demonstration of Board Members’ commitment to work beyond the boundaries of their own organizations and arrive at collaborative approaches to find solutions. It calls on community collaboration and action to help strengthen and shape strong, resilient, healthy communities by providing much needed human service supports. It asks: **“What can each of us do to contribute to the two community results of affordable housing and economic self-sufficiency identified in *Making Ends Meet in York Region*?”**

Over the past year, the Board has worked to develop the Making Ends Meet community model for change

Chronology of Events/Milestones – May 2011 to February 2012	
May 2011	<ul style="list-style-type: none"> Board accepts Making Ends Meet in York Region as their priority area of focus
June 2011	<ul style="list-style-type: none"> Board launches the <i>Making Ends Meet in York Region</i> discussion paper
June - November 2011	<ul style="list-style-type: none"> Board Member Organizations seek endorsement for the Making Ends Meet in York Region initiative from their governing bodies Board Member Organizations engage in turn the curve discussions to identify individual commitments to advance the <i>Making Ends Meet in York Region</i> community results and indicator areas
February 2012	<ul style="list-style-type: none"> Board Members endorse the model for change including: <ul style="list-style-type: none"> <i>Making Ends Meet in York Region Member Organization Action Plan</i>; <i>Making Ends Meet in York Region Collective Action Plan</i>; <i>Making Ends Meet in York Region Indicators and Baseline Measures</i>



SETTING THE COMMUNITY VISION

The Board uses a Results Based Accountability Model to help scope and define tangible results

The Board has used a Results Based Accountability (RBA) model to move from talk to action.

RBA is a unique process that begins with the ends and works backwards, step by step, towards the means. It is a disciplined way of thinking and taking action which communities can use to improve the lives of children, families and the community as a whole.

For communities, the ends are conditions of well-being for children, families and the community as a whole. The first step for communities adopting the RBA framework is to identify the key quality of life conditions or “results” they are working towards for a specified population. In this case the Board has identified two community results to work towards in order to support the low and moderate income population in York Region: Affordable Housing and Economic Self Sufficiency.

RBA founder, Mark Friedman; the author of *Trying Hard is Not Good Enough* states that “RBA is about getting from talk to action quickly and is a disciplined way of thinking and taking action that is simple, uses common sense, plain language and is useful. It is about making a difference, not just trying hard and hoping for the best.”

What is important in the RBA process are the commitments and contributions that multiple programs, partners, agencies, community stakeholders and funders make collectively toward influencing change at a broader population level. The commitment of others to align their work with the Making Ends Meet in York Region community results will contribute to helping low and moderate income families make ends meet.



Moving from Talk to Action

In developing the community model for change for Making Ends Meet in York Region, the Board worked through the following questions:

<i>Making Ends Meet in York Region - Steps from Talk to Action</i>	
Target Population What population requires support?	Low and moderate income families and individuals struggling to make ends meet in York Region
Step 1: What are the quality of life conditions we want for the low and moderate income families and individuals in York Region?	Community Results: Affordable housing Economic self-sufficiency
Step 2: What would these conditions look like if we could see them?	Indicator Areas Indicators and Baseline Measures Where we need to turn the curve
Step 3: How can we measure these conditions?	
Step 4: How are we doing on the most important of these measures? What is the story behind the baselines? Why is the current trend like it is?	
Step 5: Who are the partners that have a role to play in doing better? What are the obstacles that need to be overcome to do better?	Partners Obstacles
Step 6: What works to do better? (including no-cost and low-cost ideas)	Actions to turn the curve (Commitments to take individual, organization and collective actions to advance the community results)



A COMMUNITY MODEL FOR CHANGE

The Community Model for Change can be used by organizations, agencies, partners, funders and other stakeholders to guide decisions and help identify where they can contribute and identify actions to create change.

By having a common vision and broad community commitment to this vision, innovation will begin.

The Board believes the community model for change will work because:

- ✓ Board Members agree this is an area they can all get behind.
- ✓ The Board has worked to focus community efforts for change by targeting action on the two result areas and corresponding indicator areas.
- ✓ Board members reviewed their current work through the lens of the *Making Ends Meet in York Region* community results and indicator areas to identify actions that they can take both individually and collectively to contribute.
- ✓ The rallying point is not an individual program or specific initiative but rather a call across York Region. This is a collective effort with an all-inclusive solution.
- ✓ From top to bottom, everyone is able to fit into this model, it does not ask anyone to do different work and everyone is needed to make the model work.

Using this model the Board is calling upon organizations, agencies, partners, funders and other stakeholders to look at what they currently do through the lens of the *Making Ends Meet in York Region* community results. Innovation depends on commitment to review current business practices and policies, create partnerships and capture synergies to change the way we currently do business.

When the Board re-measures progress on advancing the community results, it will look for the effect of our collective efforts as a community. We invite you to take up the turn the curve discussions and identify how you can contribute to a vision of a community-friendly region where all residents can thrive. Solutions to the challenges addressed in *Making Ends Meet in York Region* will be found in the York Region community.

TARGET POPULATION

The Making Ends Meet in York Region target population focuses on both low and moderate income families and individuals who are struggling to make ends meet

It is important to understand that the challenge of making ends meet reaches beyond the low income population. In order to identify the target population, the Board members examined 2006 Census data around the growing low and moderate income families and individuals living in York Region. They used two pieces of information to attempt to answer the question:

What does it take to make ends meet in York Region?

Board members looked at 2009 Low Income Cut-Off (Before Tax) levels, and; a 2008 report A Living Wage Analysis for Toronto completed by the Canadian Centre for Policy Alternatives. Key highlights from the analysis include:

- Low Income is defined as those families and individuals living at the Low Income Cut-Off Before Tax and below. The Low Income Cut-Off Before Tax (LICO-BT) 2009 for a family of four in York Region's larger municipalities (e.g. Markham) is approximately \$35,000.
- Moderate Income is defined as those families and individuals living on incomes up to double LICO-BT. For example, the moderate income range for a family of four would be those living on an income of up to double LICO-BT or approximately \$70,000.
- Double LICO-BT has been used as the upper limit of the moderate range as it is in-line with the Canadian Centre for Policy Alternatives research which states that a family of four living in the Toronto area requires a gross annual income of \$64,783 (2008) as a wage for a family of four "to live a decent but hardly generous standard of living". This equates to two parents working full time earning \$16.60 an hour.
- Based on the data, the Board agreed that it is reasonable to expect that families making up to double Low Income Cut-Off (before tax) in York Region would have difficulty in making ends meet.

- The upper limit of \$70,000 is intended to be flexible and was used for framing and discussion purposes.

2009 Low Income Cut-offs (before tax) For communities with a population between 100,000 and 499,999 people

1 person	\$19,144
2 people	\$23,832
3 people	\$29,299
4 people	\$35,573
5 people	\$40,345
6 people	\$45,504
7 or more people	\$50,661

Source: Statistics Canada, 2009 Low Income Lines

Using a preventative lens to address economic vulnerability

For many low and moderate income families, a single event like losing a job can place them at risk of requiring more costly human service intervention supports. The low income population often requires both preventative supports and more costly human service intervention supports. The moderate income population in many circumstances is earning most of their income from employment and may require less costly preventative supports to maintain and/or improve their quality of life.

The Board used a preventative lens to address the challenge of economic vulnerability facing residents in York Region. By doing this, supports can focus on moving low income residents out of this range and can also help those living on moderate income from falling further into economic hardship.

Making Ends Meet in York Region A COMMUNITY MODEL FOR CHANGE

TARGET POPULATION

Low and moderate income families and individuals in York Region who are struggling to make ends meet



COMMUNITY RESULTS

Affordable Housing

“A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet”

Economic Self-Sufficiency

“A strong combination of employment and human services supports for low and moderate income families and individuals to make ends meet”



‘TURN THE CURVE’ INDICATOR AREAS

Housing Options/Mix

Diversity of Housing Tenure

Indicators:

- Percentage of dwellings in York Region that are owned and the percentage that are rented
- Average rental vacancy rate in York Region
- Percentage of housing starts that are purposely built for rental accommodation in York Region

Diversity of Housing Type

Indicators:

- Percentage of different housing types available in York Region (i.e. single family detached, semi-detached, apartment, etc. . .)
- Residential intensification targets by local municipality in York Region as per section 5.3.3(a) of York Region Official Plan

Housing Affordability

Indicator:

- Percentage of homeowners and renters spending 30% or more and 50% or more of gross household income on housing costs

Housing Programs and Waitlists

Indicator:

- Percentage of York Region social housing waiting list placed annually

Housing Policy Decisions

Indicators:

- Percentage of affordable housing units constructed in the nine municipalities in York Region in accordance with sections 3.5.6 and 3.5.7 of the York Region Official Plan
- The status of supportive secondary suite policies in the nine municipalities in York Region

Workforce Development

Indicators:

- Percentage of post secondary graduates in York Region working in low-skilled occupations by income group
- Percentage of work activity by income group in York Region

Income Levels, Financial Literacy and Food Security

Indicators:

- Percentage of population in York Region with low and moderate income
- Total number of low income, moderate income and high income residents in York Region
- Geographic distribution of low income population
- Geographic distribution of moderate income population
- Rate of personal insolvencies in York Region (i.e. the number of individuals in York Region who declare legally that they are unable to pay their debts)
- Percentage of income households spend on housing for households with and without a mortgage by income group
- Cost of basic healthy eating as per the Ontario Nutritious Food Basket
- Distribution of the low and moderate income population located beyond a one kilometre radius from a supermarket.
- Healthy food policies in York Region
- Food access programs and services in York Region

Child and Elder Care

Indicators:

- Average monthly rent of retirement home spaces by unit type in York Region
- Non-subsidized cost of child care space as proportion of low and moderate family income in York Region
- Geographic distribution of child care as a proportion of family budget
- Average monthly number of children receiving child care fee assistance in York Region
- Number of families on the waitlist for child care fee assistance in York Region



ACTIONS TO “TURN THE CURVE”

Commitment to take individual and collective actions by organizations, agencies, partners, funders, and stakeholders to advance community results

- HSPB-YR Making Ends Meet in York Region Member Organization Action Plan
- HSPB-YR Making Ends Meet in York Region Collective Action Plan
- _____ (Insert your own action here)
- _____ (Insert your own action here)



COMMUNITY RESULTS

The Board believes that collectively as a community we need to focus efforts and investments for low and moderate income families and individuals to thrive

The Board believes it can contribute and impact the two community results of affordable housing and economic self-sufficiency to help low and moderate income families and individuals make ends meet.

Affordable Housing

“A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet”

Economic Self-sufficiency

“A strong combination of employment and human services supports for low and moderate income families and individuals to make ends meet”

No one organization or funder can achieve the *Making Ends Meet in York Region* community results alone. These are two results that the entire community will need to get behind in order to help low and moderate income families and individuals make ends meet.

INDICATOR AREAS

How can we slow, flatten or turn the current trend in a more positive direction?

Indicators

If we are successful in advancing the two community results, what will change? The indicators represent where change needs to happen and the measures for which we share accountability with community partners to advance the results.

In order to further define where to focus community efforts, the Board identified indicators with the intent to encourage discussion, drive action and be used to track community progress in advancing the community results.

The indicators are a measure of the how the community is doing and are not attributed to any one organization or individual program or service. It is the multiple efforts of many individual programs and services that contribute to changing the current indicator trend through the actions that they take.

What is the story behind the current trend?

Twenty-six indicators were selected to offer a comprehensive understanding of the low and moderate income population's conditions related to the affordable housing and economic self-sufficiency indicator areas identified in *Making Ends Meet in York Region*.

They provide a common fact base that is critical to formulating consensus and collective action as well as a measure of the community's conditions moving forward. These indicators help organizations, agencies, partners, funders and other stakeholders see where they may be able to begin contributing to turn the curve.

The indicators use existing data that is collected and published by other organizations, such as the Ontario Municipal CAO Benchmarking Initiative (OMBI), Federation of Canadian Municipalities, or Statistics Canada.

Turning the Curve

Engaging in turn the curve discussions, community stakeholders from all sectors identify actions to help slow, flatten or turn the curve in a more positive direction.

Turn the curve discussions rely on a step-by-step thinking process in order to identify actions. They require answering the questions: 'What can we do better? What little bit can each of us do?'

The Making Ends Meet in York Region **Steps from Talk to Action** are highlighted on Page 5 of this report.





BASELINE MEASURES

How are we doing on these indicators?

Baseline measures were identified for each indicator. The baseline measures indicate how we as a community, are currently doing in each of the indicator areas. These measures will be used to encourage stakeholder discussion, identify the current trend and forecast where we are headed if we do nothing at all.

Making an impact on the baseline is what RBA calls 'turning the curve'. Understanding the causes behind the trend and the forces at work can help point to the partners that need to be involved and the action that needs to take place.

The baseline measures may reflect trends that have been in place for years. These challenges may have momentum of their own and will be difficult to move. It will take the concentrated effort from all who have

a role to play to make a difference. In the future, when the Board re-measures the indicators, it will be looking to see if, as a community we have been able to slow, flatten or turn the current trend in a more positive direction.

No one single organization is expected to impact the baseline measures on their own. It will take multiple efforts at many different levels, working from individual organization perspectives and areas of control to affect the indicator curve.

An overview of the baseline measures for each indicator is outlined in Making Ends Meet in York Region Baseline Measures: Turning the Curve report.

ACTION PLANS

What can we do better?

As a starting place, the Board has developed **two action plans** grounded in the making ends meet community model for change: one is a culmination of the individual organization commitments of the Member Organizations and the second action plan reflects the eight collective actions the Board as a whole has committed to move forward with in order to turn the curve.

Each of these action plans support the Making Ends Meet in York Region community results and indicator areas.

Making Ends Meet in York Region Member Organization Action Plan

Individual Member Organizations identify where they can contribute to turn the curve

This work is not just about the Board asking the community to take up discussions to turn the curve. The Board started by understanding the commitments their own member organizations would take to turn the curve.

Over the second half of 2011, Board Member Organizations engaged their individual organizations in turn the curve discussions to identify individual commitments to the community results.

Discussion started with examining current practices and processes for the various programs and services. This provided an understanding of where processes might be adjusted to have greater impact on the target population and/or where by adjusting current business we as a community may be able to 'do better' around the identified community results.

From these discussions, Member Organizations submitted over 60 actions they will take to turn the curve on the *Making Ends Meet in York Region* community results. This work is a testament to the commitment of each Member Organization around the Board table.

Making Ends Meet in York Region Collective Action Plan

The Board will work together to advance the community results and indicator areas

By reviewing the individual Board Member Organization commitments to action, the Board identified eight areas for collective actions that are aligned with their mandate to build capacity within the human services sector and collaborative advocacy. Board members have committed to contributing to these eight collective actions.

The implementation process will require the Board to bring key stakeholders and partners into the conversation and request that they too examine the work they do through the lens of Making Ends Meet in York Region. It is expected that this will begin to build momentum more broadly in the community and serve to continue to engage others to turn the curve.

The Making Ends in Meet in York Region Member Organization Action Plan is outlined in Appendix A.

COLLECTIVE ACTION PLAN

The Human Services Planning Board of York Region will work together to advance the community results and indicator areas

Making Ends Meet in York Region Target Population Low and moderate income families and individuals in York Region who are struggling to make ends meet	COMMUNITY RESULTS						
	Affordable Housing “A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet”				Economic Self-sufficiency “A strong combination of employment and human services supports for low and moderate income families and individuals to make ends meet”		
	'TURN THE CURVE' INDICATOR AREAS						
COLLECTIVE ACTIONS ▼	Housing Options/Mix	Housing Affordability	Housing Programs/Waitlists	Housing Policy Decisions	Workforce Development	Income Levels, Financial Literacy and Food Security	Child and Elder Care
Host a Housing Affordability Discussion Series • The HSPB-YR to host a Housing Affordability Discussion Series to mobilize the community to think about, develop and expand housing affordability options in York Region							
Housing Hub Model • To provide housing support services through a collaborative physical, mobile and virtual housing hub model where multiple organizations work together to reduce the vulnerability of residents in need of housing assistance							
Host a Social Assistance Review Commission Options Paper Discussion • The HSPB-YR will host a community discussion to gain feedback from community stakeholders to inform a collaborative response to the Social Assistance Review Commission Options Paper							
Mentoring Partnership Program • Create opportunities for skilled immigrants in York Region to be mentored							
Convening Public Education and Awareness – Meeting House Series • Review recommendations for social infrastructure improvements in York Region in the context of advancing the work of Making Ends Meet in York Region							
Funder Discussions • Develop a Making Ends Meet in York Region Investment Strategy that identifies funding priorities in both community result areas and then advocate with funders							
Financial Literacy Tools • Develop financial literacy tools for low and moderate income families and individuals including seniors, newcomers, youth, and single parents • Financial literacy tools will include real life case examples that will help additional education on health and well-being							
Fair Access • Review and develop policies and procedures on school fees and fundraising; increase access to recreation and cultural programs for low and moderate income residents; make better use of school board and municipal facilities • Key partners include: York Region, School Boards and local Municipalities							



WORK UNDERWAY

The Board begins to implement collective actions right away

Making Ends Meet in York Region Collective Action:

Host a Social Assistance Review Commission Options Paper Discussion

In March 2012, the Board hosted a discussion to develop a community response to the Social Assistance Review (SAR) Commission Options Paper 2: Approaches for Reform. The discussions provided an opportunity to bring the community together to respond to the options put forward and provide input on the transformation of the social assistance system in Ontario.

It is expected that the Commission will release its final recommendations in the spring 2012. At this time, the Board will review the recommendations using the lens of the Making Ends Meet in York Region community results to identify further opportunities for action.

Making Ends Meet in York Region Collective Action:

Host a Housing Affordability Discussion

The Board is hosting its first Housing Affordability Discussion in the spring of 2012. The Board will engage community stakeholders, partners, housing sector and building industry leaders in discussions to think about, develop and expand housing affordability options in York Region.

The first discussion will provide an opportunity for dialogue that will set the local York Region context; share knowledge and invite affordable housing case study models to present.

NEXT STEPS

Moving forward, Board members will discuss and monitor progress on member organization and collective actions

As a next step, the Board will continue to work together to implement the collective actions. Also, individual Board Member Organizations will develop action plans for their identified commitments and begin implementation. Board members will discuss and regularly monitor progress to ensure the desired outcomes are achieved.

The Board is committed to a leadership role in creating awareness in the community about the importance of helping low and moderate income families and individuals make ends meet. Moving forward, the Board will be looking to share its insights and engage all those who have a role to play in advancing the community results. The Board believes that finding innovative and creative solutions to address the challenges faced by low and moderate income residents will be found in the York Region community.

Together we can help low and moderate income individuals and families enjoy a better quality of life. Building stronger, healthier and more resilient communities benefits all residents in York Region. Success will depend on the collaborative efforts and contributions of the entire human services sector and broader community.

The Board invites you to take up turn the curve discussions with your organization to identify how you can contribute to the community results

Making Ends Meet in York Region is a story of a community working together to help residents who are struggling to make ends meet.

The Board believes that together we can make a difference. It will take all of us, focusing our efforts and investments to advance the identified community results in order to create community change.

It will take all of us working together to make a difference!



APPENDIX A

**MAKING ENDS MEET IN YORK REGION
MEMBER ORGANIZATION
ACTION PLAN**

Making Ends Meet in York Region

THE HUMAN SERVICES PLANNING BOARD OF YORK REGION

MEMBER ORGANIZATION ACTION PLAN

MAY 2012



Making Ends Meet in York Region

Member Organization Action Plan

COMMUNITY RESULT

Affordable Housing

“A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet”

Target Population: Low and moderate income families and individuals in York Region who are struggling to make ends meet

'TURN THE CURVE' INDICATOR AREAS

Actions	Housing Options/ Mix	Housing Affordability	Housing Programs/ Waitlists	Housing Policy Decisions
<p>Regional Official Plan — Regional Municipality of York, <i>Office of the CAO – Long Range and Strategic Planning</i></p> <ul style="list-style-type: none"> Implementation of the Regional Official Plan (ROP) through local plans and defence of ROP policies at the Ontario Municipal Board Build collaborative partnerships with relevant stakeholders This action supports the creation of a broader range of housing options in York Region 				
<p>Canada-Ontario Affordable Housing Program — The Regional Municipality of York, <i>Community and Health Services Department, Housing and Long Term Care</i></p> <ul style="list-style-type: none"> Maximize the opportunity of the new Canada – Ontario Investment in Affordable Housing Program by developing a plan to lever potential new funding as it becomes available 				
<p>Rent Assistance Program — The Regional Municipality of York, <i>Community and Health Services Department, Housing and Long Term Care</i></p> <ul style="list-style-type: none"> Investment to increase housing affordability by allocating \$1 million for low income households. Funds have been committed to four community based organizations developing new affordable housing projects under the Canada Ontario Affordability Housing Program Rent assistance funds will enable approximately 135 low income households to pay rents geared to their income 				
<p>566 New Affordable Housing Units — The Regional Municipality of York, <i>Community and Health Services Department, Housing and Long Term Care</i></p> <ul style="list-style-type: none"> Development of 566 new housing units in five rental buildings through the Canada Ontario Affordable Housing Program 				
<p>Housing and Homelessness Plans — The Regional Municipality of York, <i>Community and Health Services Department, Housing and Long Term Care</i></p> <ul style="list-style-type: none"> Develop a ten year York Region Housing and Homelessness Plan to address the current and future housing needs of York Region residents 				
<p>Housing Help Services — Welcome Centre Immigrant Services</p> <ul style="list-style-type: none"> Seek additional housing services to support all Welcome Centre locations This action focuses on supporting newcomers find and secure stable affordable and safe housing 				
<p>Housing Outreach Initiatives — Women’s Centre of York Region</p> <ul style="list-style-type: none"> Focus on customer support: for example, undertake more outreach activities to help clients navigate housing options, consider housing options through other agencies such as Habitat for Humanity and actively support and promote the work being done through the Moving Forward Foundation which provides free loans for low income individuals for housing supports in York Region This action supports low and moderate income families and individuals in finding suitable housing options 				

<h1 style="text-align: center;">Making Ends Meet in York Region</h1> <h2 style="text-align: center;">Member Organization Action Plan</h2>		COMMUNITY RESULT			
		Affordable Housing “A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet”			
Target Population: Low and moderate income families and individuals in York Region who are struggling to make ends meet		‘TURN THE CURVE’ INDICATOR AREAS			
Actions		Housing Options/ Mix	Housing Affordability	Housing Programs/Waitlists	Housing Policy Decisions
Community Paramedicine Pilot Project — The Regional Municipality of York, <i>Community and Health Services Department, York Region Emergency Medical Services (EMS)</i> <ul style="list-style-type: none"> • Implement Community Paramedicine Pilot initiatives: <ul style="list-style-type: none"> ▫ Provide paramedic services in Emergency Social Services shelters to improve access to health supports and information ▫ Begin the shelter program assessment by Paramedics immediately ▫ Explore partnering with Physicians and Nurse Practitioners to provide direct care in the shelters 					
Domiciliary Shelter Programs — Regional Municipality of York, <i>Community and Health Services Department, Social Services: Community Programs</i> <ul style="list-style-type: none"> • Focus on customer support: components may include health services and food literacy programs in domiciliary hostels, network and advocate for an increase in subsidized domiciliary beds to alleviate waitlists • Enhanced case management: adopt a holistic case collaboration approach, improving case conferencing among case workers, shelter workers and community agencies, increasing referrals to community agencies • Education and awareness: greater awareness of programs and services available in York Region • Provide educational opportunities for Regional staff to learn more about mental health issues, food literacy, harm reduction programs, addiction programs and employment opportunities, for example, workshops, online information access and social media opportunities 					
Safe Water Program Private Well Water Testing — Regional Municipality of York, <i>Community and Health Services Department, Public Health: Health Protection</i> <ul style="list-style-type: none"> • Increase participation in the safe water program private well testing at no cost to owners of private wells to test drinking water samples, interpret results and provide information on how to correct any situation impacting the water supply • Increase awareness around safe drinking water by promoting sampling through community partners that deal more directly with the target groups, e.g. Ontario Works and local immigration partners • This action contributes to building safe, healthy and complete communities 					
Crime Prevention Through Environmental Design (CPTED) — York Regional Police <ul style="list-style-type: none"> • The CPTED program can be considered when designing and planning cities and corridors from a community safety perspective • CPTED principles can influence housing policy decisions by shaping how neighbourhoods are planned and designed from a community safety perspective • This action contributes to building safe, healthy and complete communities 					

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Actions		Housing Options/ Mix	Housing Affordability	Housing Programs/Waitlists	Housing Policy Decisions
Park Ambassador Program — York Regional Police <ul style="list-style-type: none"> York Regional Police assist municipalities with establishment of programs where citizens take ownership of their parks and report crime to enhance community safety This action contributes to building safe, healthy and complete communities 					
Crime Prevention Checklist — York Regional Police <ul style="list-style-type: none"> Community residents are provided with information and tools to sustain community safety This action contributes to building safe, healthy and complete communities 					
Crime Prevention Mapping — York Regional Police <ul style="list-style-type: none"> Internet accessibility that informs residents about police activity. It utilizes an interactive online tool for residents to take an active role in crime prevention This action supports awareness of community safety and partnerships to build safe, healthy and complete communities 					
Policy and Planning — Regional Municipality of York, <i>Transportation and Community Planning Department, Strategic Policy and Business Planning</i> <ul style="list-style-type: none"> Develop Context Sensitive Solutions to take community/local context into consideration when building/constructing roadways – this includes safety measures for alternate modes (e.g. walking and cycling) Advocate for rapid transit initiatives in corridors without funding Promote completion of missing sidewalk connections to enhance walkability between residential areas and urban corridors This action contributes to building safe, healthy and complete communities 					
New Communities Guidelines — Regional Municipality of York, <i>Transportation and Community Planning Department, Community Planning</i> <ul style="list-style-type: none"> The guidelines parallel the Making Ends Meet Affordable Housing Community Result: <ul style="list-style-type: none"> CC3: Range of Housing Types, Sizes and Affordability – New Communities are to provide a wide range of housing choice CC4: 25% Affordable Housing – Ensure that a minimum of 25% of new housing units across York Region are affordable CC7: Human Service Needs – Ensure adequate human services are provided in new community areas The guidelines are designed to provide clarity on, and assist with, the implementation of ROP Sections 5.2 (Sustainable Buildings) and 5.6 (New Community Areas), with an emphasis on creating complete and healthy communities This action contributes to building safe, healthy and complete communities 					

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		Economic Self-sufficiency “A strong combination of employment and human services supports for low and moderate income families and individuals to make ends meet”		
Target Population: Low and moderate income families and individuals in York Region who are struggling to make ends meet		‘TURN THE CURVE’ INDICATOR AREAS		
<h2 style="text-align: center;">Actions</h2>		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
<p>Food Handler Training Program (PROTON) — Regional Municipality of York, <i>Community and Health Services Department, Public Health: Health Protection</i></p> <ul style="list-style-type: none"> • Increase participation for low and moderate income residents in the food handler training course to obtain Food Handler Certification at no cost to the clients of community organizations for example, Women’s Centre of York Region, Food for Learning to gain employment in the food industry • Raise awareness about the food handler training program by promoting PROTON to new immigrants at York Region’s five Welcome Centres • This actions supports workforce development opportunities 				
<p>Student Support Programs — York Central Hospital</p> <ul style="list-style-type: none"> • York Central Hospital in partnership with the York Catholic District School Board (YCDSB) and in the future with York Region District School Board (YRDSB) in the following area: <ul style="list-style-type: none"> ▫ Specialist High School Major – through this program more students will graduate with a red seal on their diplomas indicating that they are Specialist High School Major students • This action supports students to utilize the skills gained through education training to maximize earning potential and increase economic independence 				
<p>Student Support Programs — Markham Stouffville Hospital</p> <ul style="list-style-type: none"> • Markham Stouffville Hospital to investigate York Region District School Board’s Student Retention Strategy and Specialist High School Major 				
<p>Workforce Development Initiatives — Regional Municipality of York, <i>Corporate Services Department, Human Resource Services</i></p> <p>Workforce Development Initiatives include:</p> <ul style="list-style-type: none"> • In partnership with the Toronto Region Immigrant Employment Council (TRIEC) develop and facilitate workshops for foreign trained professionals. • Foreign Credential Evaluation Process Guide 2010 developed to assist and direct foreign trained professionals to organizations that will assess their credentials • Partnership development with external stakeholders to assist in the recruitment and retention of foreign trained new Canadians • Demographic census will be included in the 2011 York Region Employee Satisfaction Survey to collect data that will provide a snapshot of current Regional employees. Information will be analyzed in the future to identify demographic trends. • This action supports workforce development opportunities 				

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<p style="text-align: center;">Actions</p>		<p>‘TURN THE CURVE’ INDICATOR AREAS</p>		
		<p>Workforce Development</p>	<p>Income Levels, Financial Literacy, and Food Security</p>	<p>Child and Elder Care</p>
<p>York Region District School Board Programs and Initiatives — York Region District School Board</p> <ul style="list-style-type: none"> • Student Retention Strategy – sets a goal whereby 90% of students graduate from secondary school • Full Day Kindergarten – will increase the participation of parents in the workforce • Implement Specialist High School Major – through this program more students will graduate with a red seal on their diplomas indicating that they are Specialist High School Major students • This action supports students to utilize the skills gained through education training to maximize earning potential and increase economic independence. The action also supports low and moderate income families to increase participation in the workforce. 				
<p>Social Enterprise Concept — Women’s Centre of York Region</p> <ul style="list-style-type: none"> • Develop a social enterprise concept of creating a community hiring structure to support low income women in accessing safe and sustainable employment • This action supports workforce development opportunities 				
<p>Community Investments — Regional Municipality of York, <i>Community and Health Services Department, Strategic Service Integration and Policy</i></p> <ul style="list-style-type: none"> • Invest in community-based programs offered by social service agencies to residents. The programs improve the services and supports available to low and moderate income residents, recent immigrants and others • Investments contribute to building a strong network of community supports that encourage workforce development through the provision of pre-employment supports 				
<p>Youth in Policing Initiative (YIPI) Program — York Regional Police</p> <ul style="list-style-type: none"> • York Regional Police employs young people through this program. Youth are identified through a partnership with both school boards, and some selection criteria is consistent with the target demographics of the Making Ends Meet initiative • This action supports workforce development opportunities for youth in York Region 				
<p>Employment Information Sessions — York Regional Police</p> <ul style="list-style-type: none"> • The York Regional Policy Recruiting Unit conducts Employment Information Sessions for persons interested in a career as a York Regional Police Constable, including immigrant communities • This action helps low and moderate income residents access information on workforce training to improve employment opportunities 				

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Actions		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
Recruit Mentoring Program — York Regional Police <ul style="list-style-type: none"> Potential applicants interested in a career at YRP can receive mentoring and advice about the requirements for becoming a police officer This action contributes to increasing access to employment opportunities in the field of policing 				
At Risk Teen Mentoring Program — York Regional Police <ul style="list-style-type: none"> Research underway for development of an At Risk Teen Mentoring Program to teach participants about social responsibility and provide them with enhanced skills and experience to enter a trade This action helps low and moderate income youth maximize their job/skill match to enhance employment opportunities 				
Internationally Educated Professionals (IEP) Conference — Regional Municipality of York, Community and Health Services Department, Local Immigration Partnership <ul style="list-style-type: none"> Hold a one day conference that connects newcomers, business sector, professional associations, and governments to network and learn about the Canadian workplace The conference will provide opportunities for Internationally Educated Professionals including newcomer entrepreneurs to learn about the accreditation processes, gain practical job search tools, and increase their understanding of the Canadian work culture. Anticipated outcome is to support workforce development in York Region for newcomers, supports for the economic contribution that newcomer entrepreneurs make to York Region’s economy and support employers when hiring newcomers. 				
Job Readiness Programs — Women’s Centre of York Region <ul style="list-style-type: none"> Increase capacity of WCYR economic development programs: Enterprising Careers which offers job readiness and the Enterprising Business Incubator which supports self-employment across York Region, within the communities where women live This action supports low and moderate income women access programs to improve employment and self-employment opportunities for increased economic independence 				
Mentoring Partnership Program — Toronto Region Immigrant Employment Council <ul style="list-style-type: none"> Partnership development with five new large public sector employers to lead by example in employer engagement and grow the commitment of current partners in the Mentoring Partnership Program to make opportunities available to them to mentor skilled immigrants Mentoring as an intervention can help skilled newcomers gain a better understanding of the Canadian workforce, industry trends, develop more effective job search strategies, and build professional networks This action supports workforce development and employment opportunities for newcomers 				

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<p style="text-align: center;">Actions</p>		<p>‘TURN THE CURVE’ INDICATOR AREAS</p>		
		<p>Workforce Development</p>	<p>Income Levels, Financial Literacy, and Food Security</p>	<p>Child and Elder Care</p>
<p>Workforce Development Initiatives — Canadian Mental Health Association</p> <ul style="list-style-type: none"> Partner with agencies to support newcomers with mental illness with their employment goals, and support newcomers with social work skills to obtain community placements Develop relationships with potential employers in the York Region business community, for ‘working interviews’ for clients Start a job club/support group for clients who are employed, to assist them in maintaining their employment This action enhances low and moderate income residents ability to access employment preparedness programs in order to maximize earning potential and provides employment experience for newcomers 				
<p>Workforce Development Program (Ontario Works) — Regional Municipality of York, <i>Community and Health Services Department, Social Services: Employment and Financial Supports</i></p> <ul style="list-style-type: none"> Customer engagement: actively utilize feedback from local Consumer Reference Group participants to inform decisions about employment training programs and service delivery options Partnership development: collaborate with internal and external partners such as employers, Welcome Centres, Employment Ontario, Mental Health and Addictions providers, and local Economic Development, GIS and Public Health branches to support improved opportunities for integrated service delivery and employment outcomes for vulnerable social assistance recipients Job retention perspective: explore and introduce creative job retention strategies that help Ontario Works recipients retain employment 				
<p>Student Retention Pilot Program — Seneca College</p> <ul style="list-style-type: none"> Implement a Student Retention Pilot Program to: <ul style="list-style-type: none"> Increase flexible learning options to support students’ part/full time work schedules Increase tuition assistance to offer direct support to those students most in need Increase enrolment in high demand programs where graduates can serve the needs in York Region (ECE, Nursing, Child and Youth, Public Safety, Social Service Worker, etc. This action supports low and moderate income students access programs to help maximize earning potential 				
<p>Workforce Development Initiatives — Welcome Centre Immigrant Services</p> <ul style="list-style-type: none"> Provide Enhanced Language Training in specific employment sectors in order to support newcomers to develop advanced language and sector knowledge to obtain commensurate employment Increase employment supports to include pre-employment support and job search assistance This action focuses on workforce development opportunities 				

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<h3 style="text-align: center;">Actions</h3>		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
		Employee Development — Vaughan Chamber of Commerce <ul style="list-style-type: none"> Human Resources/Recruiting member organizations to provide seminars/ information on resumé writing, interview skills and techniques, market expectations and trends This action focuses on pre-employment supports to help prepare to access the labour market 		
Transit Fare Subsidy Pilot Program — Regional Municipality of York, <i>Community and Health Services Department – Strategic Service Integration and Policy and Social Services; Transportation and Community Planning Department – Strategic Policy and Business Planning</i> <ul style="list-style-type: none"> Address the high cost of transit for low income residents through the development and implementation of a pilot transit fare subsidy program In collaboration with YRT/VIVA develop a pilot directed to support eligible Ontario Works and Ontario Disability Support Program clients with employment-related training costs to stabilize residents in the workforce and transition to long-term self-sufficiency Provide community agencies with funding to purchase YRT/VIVA tickets for distribution to low income residents to assist with employment, education and basic needs 				
Policy and Planning — Regional Municipality of York, <i>Transportation and Community Planning Department, Strategic Policy and Business Planning</i> <ul style="list-style-type: none"> Promote Travel Training and Family of Services to newcomers This action supports greater economic self-sufficiency through access to employment opportunities through transportation options 				
Healthy Babies, Healthy Children Program (HBHC) — Regional Municipality of York, <i>Community and Health Services Department, Public Health: Child and Family Health</i> <ul style="list-style-type: none"> Strengthen relationships with key partners to increase access to appropriate supports/services and ensure referrals to HBHC Explore augmenting/expanding HBHC team to be more multidisciplinary in nature. For example, inclusion of a Social Worker to address key determinants of health such as financial stability, housing, settlement issues Increase staff knowledge and skills related to working with economically vulnerable families to encourage self-sufficiency This action helps low and moderate income residents access supports which encourage economic independence and self-sufficiency 				

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Actions		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
Financial Literacy Training — Women’s Centre of York Region <ul style="list-style-type: none"> • Increase staff knowledge and skills by actively participating in training programs on financial literacy - Initiate a ‘train the trainer’ approach • This action helps low and moderate income families improve their financial literacy skills in order to make informed and budgeted financial decisions 				
Financial Literacy Training — Canadian Mental Health Association <ul style="list-style-type: none"> • Provide education to clients and families to take advantage of financial mechanisms such as estate planning, credit counselling and trust funds to increase their financial literacy skills • Increase staff knowledge and skill by participating in training on financial literacy • Provide life style change groups to clients such as, smoking cessation, walking/exercise, meal planning on a budget • This action helps low and moderate income families improve their financial literacy skills to support informed, financial decision making 				
Financial Literacy Training — Vaughan Community Health Centre <ul style="list-style-type: none"> • Increase client’s financial knowledge and skills through financial literacy programs to increase their financial literacy skills and manage their finances • This action supports low and moderate income families improve their financial literacy skills helping them make informed and budgeted financial decisions 				
Financial Literacy Training — Vaughan Chamber of Commerce <ul style="list-style-type: none"> • Members to provide financial literacy seminars to low and moderate income families to increase financial knowledge • This action supports low and moderate income families improve their financial literacy skills in order to make informed and budgeted financial decisions 				
Community Investments — Regional Municipality of York, <i>Community and Health Services Department, Strategic Service Integration and Policy</i> <ul style="list-style-type: none"> • Invest in community based programs offered by social service agencies to residents. The programs improve the services and supports available to low and moderate income residents, recent immigrants and others. • Investments include to financial literacy programs directed to youth. There is an identified need for financial literacy programs for adults. Examine the possibility of expanding investments to provide programs targeted to adults. • Investments address issues of food insecurity, provide basic needs and contribute to building a strong network of community supports for at risk residents 				

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Actions		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
Seniors Citizens Academy — York Regional Police <ul style="list-style-type: none"> The program offers residents information on policing issues, trends and the role of police in relation to concerns of seniors It allows seniors to engage in dialogue with police officers to address their concerns, including financial fraud, credit card fraud and other scams that could impact their finances This action focuses on enhancing financial literacy skills for low and moderate income seniors to help make informed and budgeted financial decisions 				
Fraud Prevention and Awareness — York Regional Police <ul style="list-style-type: none"> Members of Community Services and the Major Fraud Unit conduct fraud prevention and awareness presentations This action supports low and moderate income residents to make informed decisions about their financial well-being 				
York Catholic District School Board - School Programs and Initiatives — York Catholic District School Board <ul style="list-style-type: none"> Review policies and procedures related to school trips, graduations, hot lunches to establish reasonable fees and ways of ensuring all students can participate Establish a team to develop a sustainable Action Plan to determine what shifts in current practices need to be made to advance the community result of Economic Self-Sufficiency This action supports low and moderate income students (families) access programs and initiatives to participate in opportunities offered in schools and increase economic independence 				
York Region District School Board – School Programs and Initiatives — York Region District School Board <ul style="list-style-type: none"> Develop policy and procedures on school fees and fundraising in order to lower costs for parents Develop a Poverty Reduction Strategy Develop and implement a Financial Literacy Strategy in order to provide students with the knowledge and skills to make informed financial decisions This action supports low and moderate income students (families) access programs and initiatives to participate in opportunities offered in schools and increase economic independence 				

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<p>Healthy Living — Regional Municipality of York, <i>Community and Health Services Department, Public Health: Healthy Living</i></p> <ul style="list-style-type: none"> Increase the usefulness of the Nutritious Food Basket data by developing a fact sheet which explores ways to improve food security in York Region Provide ongoing support, data and consultation for the Making Ends Meet food security indicator. Staff will contribute their work related to involvement in both local and provincial food security groups and programs. This includes identifying food indicators, York Region food-related programs, services and policies that address food security and align with advancing Making Ends Meet. This action helps to address food security in York Region. Access to food plays a critical role in creating healthy and thriving communities 				
<p>Sm4rt Living – Waste Management Master Plan — Regional Municipality of York, <i>Environmental Services Department, Environmental Promotion and Protection</i></p> <ul style="list-style-type: none"> Education and consumer awareness around smart purchasing Advocacy to industry regarding food packaging and approach to distribution; and, Opportunities for “waste food” to be utilized by other sources. This is likely not a residential factor, however, this is an example where the Region could help to facilitate partnerships between shelters and restaurants Another topic is related to “smart cooking” and the ability to reduce food wastage that can result from a better understanding with respect to meal preparation, cooking, food storage 				

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Actions		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
<p>York Region Food Charter — York Region Food Network</p> <p><i>As a member of the Forum for Children, Youth and Their Families in York Region</i></p> <ul style="list-style-type: none"> • Build a York Region Food Charter to provide vision for food in the community - a Food Charter will act as a catalyst for food projects by bringing people and groups together in innovative ways • A vibrant food system reduces food insecurity, fosters community development, creates economic opportunities and increases community sustainability • This action addresses food security in York Region 				
<p>Southeast Collector Environmental Services Award — Regional Municipality of York, <i>Environmental Services Department, Capital Planning and Delivery</i></p> <ul style="list-style-type: none"> • York Region Environmental Services in partnership with the Town of Markham and both York Region school Boards define the criteria and clarify roles for environmental award to be awarded annually to selected York Region High School Students who are pursuing post secondary studies in advanced education in the environmental field in universities, colleges, and certificate or apprenticeship programs leading to an environmental trade • Southeast Collector Environmental Services Award will be awarded by both school boards to 14 Markham High Schools students (4 Catholic and 10 Public) based on both academic merit and financial need • This action focuses on helping low and moderate income youth access educational opportunities to maximize earning potential 				
<p>Early Intervention Services (Children with Special Needs) — Regional Municipality of York, <i>Community and Health Services Department: Social Services, Early Intervention Services</i></p> <ul style="list-style-type: none"> • Building education and awareness of the family situation with childcare service providers and the broader community to provide context for the general family situation – for example, information dissemination through the Child Family Collaborative and Joy of Childhood Conference about the stresses and limitations of the family situation provides a better understanding of the financial impact of having special needs and the impact of financial need on families and children with special needs in their care 				
<p>Child Care Programs — Women’s Center of York Region</p> <ul style="list-style-type: none"> • Focus on customer service - for example, as part of Enterprising Business Incubator Program (EBI) ensure that child minding is integrated into the delivery of these programs so that this is not a barrier for women • This action supports access to affordable child care 				

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Actions		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
Family Strengthening Programs — Regional Municipality of York, <i>Community and Health Services Department, Social Services: Community Programs</i> <ul style="list-style-type: none"> • Provide information on services and programs that are easy to understand and culturally appropriate • Create more public awareness of programs and services available through workshops, online information access and social media • Work closely with partners in order to provide a coordinated approach in delivering workshops, such as financial and food literacy, employment preparation programs • Examine best practice parenting models and provide professional development programs for parents 				
Child Care Services — Regional Municipality of York, <i>Community and Health Services Department, Social Services: Child Care Services</i> <ul style="list-style-type: none"> • Expand the appeal category for jobs in jeopardy to include two parent families as well as single parent families in order to be given priority for access to fee subsidy for child care 				
Values Influences and Peers Program (VIP) — York Regional Police <ul style="list-style-type: none"> • Taught by YRP Youth Education officers to grades 6, 7 and 8 to support students who may fall into one of the risk categories identified by Making Ends Meet • The program addresses bullying, drugs and the law and invests in our children and youth to support the reduction of economic vulnerability • This action contributes to building safe, healthy and complete communities 				
Youth Opportunities Camp — York Regional Police <ul style="list-style-type: none"> • Grade 6 & 7 students in need of an opportunity are provided with a week of camp at the Community Safety Village • The program runs in the summer months and supports families who could fall into the Making End Meet target population by providing appropriate child care 				

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Actions		Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
York Regional Police Citizen’s Academies — York Regional Police <ul style="list-style-type: none"> York Regional Police hosts a 17 week educational opportunity for residents who sign up for this free program to obtain information on policing issues, trends and the role of the police. It allows an opportunity for the community to engage in dialogue with police officers. It includes an educational opportunity on issues related to community safety and the complexities of parenting in today’s day and age York Regional Police will engage in the first ever Newcomers to Canada Citizen’s Academy to provide new Canadians with an opportunity to receive information on diversity in the region, the role of the police and programs offered through school officers to support youth who are new to Canada This action supports awareness of community safety and partnerships in order to build safe, healthy and complete communities 				
Elder Abuse Prevention and Awareness — York Regional Police <ul style="list-style-type: none"> Members of the Community Support Unit conduct elder abuse prevention and awareness presentations to both seniors and caregivers This action focuses on providing education and awareness regarding elder abuse and contributes to building safe, healthy and complete communities 				

<h2>Making Ends Meet in York Region Member Organization Action Plan</h2>	COMMUNITY RESULTS						
	Affordable Housing “A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet”				Economic Self-sufficiency “A strong combination of employment and human services supports for low and moderate income families and individuals to make ends meet”		
	'TURN THE CURVE' INDICATOR AREAS						
Target Population: Low and moderate income families and individuals in York Region who are struggling to make ends meet	Housing Options/ Mix	Housing Affordability	Housing Programs/ Waitlists	Housing Policy Decisions	Workforce Development	Income Levels, Financial Literacy, and Food Security	Child and Elder Care
Actions							
The following actions impact both community results and all indicator areas:							
Healthy Living — Regional Municipality of York, <i>Community and Health Services Department, Public Health: Healthy Living</i> <ul style="list-style-type: none"> Public Health through their role will utilize a social determinants/health equity framework to evaluate programs within the Healthy Living Division and identify gaps and possible solutions in engaging priority populations identified in the Making Ends Meet strategy 							
Community Fund — United Way of York Region <ul style="list-style-type: none"> Continued strategic investments in Community Fund and Strength Investments to address both community results Funders Discussions: <ul style="list-style-type: none"> Strategic focus of York Region Funders Forum to address Making Ends Meet Community Results and Indicator Areas 							
Convening Public Awareness and Education — United Way of York Region <ul style="list-style-type: none"> Focus the Meeting House Series and public education work on the Making Ends Meet in York Region Community Results and Indicator Areas through community dialogue on social infrastructure 							

For more information please contact:

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