

Clause 18 in Report No. 17 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on November 19, 2015.

18

Human Services Planning Board of York Region

*Making Ends Meet* in York Region: A Road Map for 2015 to 2018

Committee of the Whole recommends adoption of the following recommendations contained in the report dated October 23, 2015 from the Commissioner of Community and Health Services:

1. Recommendations

It is recommended that:

1. Council endorse the Human Services Planning Board's *Making Ends Meet* in York Region: A Road Map for 2015 to 2018 (see Attachment 1).
2. All member organizations of the Human Services Planning Board of York Region be asked to endorse the *Making Ends Meet in York Region: A Road Map for 2015 to 2018*.
3. The Regional Clerk circulate this report to the Clerks of the local municipalities, the Human Services Planning Board of York Region, and the Community Partnership Council under the Local Immigration Partnership.

2. Purpose

This report seeks Council endorsement of *Making Ends Meet in York Region: A Road Map for 2015 to 2018*. The Road Map provides a work plan to support the *Making Ends Meet* strategy.

### 3. Background

The Board brings together top leaders from the private sector, social service agencies, funders, government, education, and health care to improve the quality of life for all residents

In November 2009, Council approved the formation of the Human Services Planning Board of York Region. From the start, the Board has engaged senior leaders from all sectors to ensure a balanced and collaborative approach to its work. Since 2011, the Board has played an important role in advising Council on the value of creating healthy communities with a focus on improving quality of life for low and moderate income residents. Its primary purpose is to enhance the effectiveness of human services in York Region through capacity building and collaborative advocacy. Under the capacity building stream the Board's goal is to strengthen the Region's human service sector through the delivery of more responsive services and supports. For example, the Fair Access Partnership focuses on increasing access to recreational programs for low and moderate income residents in York Region.

Under the collaborative advocacy stream, the Board seeks opportunities to advocate for funding and policy change including building partnerships with all levels of government, community partners and the private sector. For example, the Make Rental Happen social media campaign used consistent and clear messaging to address the housing challenge in York Region. Through the campaign, the Board has been able to speak with 'one' voice to advocate for more purpose built private market rental housing.

Council appointed the Board to its first term in April 2010 and re-appointed the Board to a second four-year term in March 2015. The Board is co-chaired by Regional Councillor John Taylor, Town of Newmarket and Susan LaRosa, Community Leader Member. A complete list of Board members is outlined in Attachment 2.

Moving from Talk to Action: The inaugural Board focused on economic vulnerability for low and moderate income residents

In May 2011, Council endorsed the Board's *Making Ends Meet in York Region* discussion paper. This was a call to action for the community to work together and find solutions to the challenges faced by the Region's growing low and moderate income residents. The Board selected a Results-Based Accountability model to identify two community results focused on economic self-sufficiency and affordable housing. Board members then identified both individual actions (those undertaken by a single member organization) and collective actions (collaborations involving multiple organizations). The Board also created indicators and developed baselines to evaluate community progress.

Between 2011 and 2014, the Board brought together leaders from all levels of government, the private sector, non-profit organizations, and the business community to seek solutions to housing affordability and economic self-sufficiency challenges. With a clear vision of the results the Board was trying to achieve, the Board laid out detailed strategies and began implementation on two collective actions in 2013.

1. The Make Rental Happen collaborative advocacy plan
2. The Fair Access partnership pilot project The Drop Zone

With Council's support, the Make Rental Happen campaign helped create awareness of the pressing need for more rental housing options. This has helped create the conditions needed for a new private purpose-built rental development at 212 Davis Drive in Newmarket that will support the creation of 225 private purpose-built rental units, including up to 56 units reserved for households who will receive Regional rent subsidies.

Drop Zone is a collaboration between York Region's public and catholic school boards, the nine local municipalities, and York Region. The purpose of the project is to make more space available for low and moderate income residents to access recreational and cultural programs by:

- Providing an affordable after-school program delivered by local municipalities at neighbourhood schools
- Serving as a model for future collaborative planning

Currently, The Drop Zone provides leadership and recreation opportunities to students aged 12 to 14 as a pilot project at four schools and municipalities across the Region. The pilot runs until June 2016.

#### 4. Analysis and Options

The Board has updated its action plan for the next three years

The Board's second term (2015- 2018) began in March 2015 when members were appointed by Regional Council, including 16 new members who are participating on the Board for the first time. Both Regional Councillor John Taylor and Susan LaRosa have returned for a second term as Board Co-Chairs. To date, the Board has taken steps to educate new members and re-establish their focus and commitment to the *Making Ends Meet* strategy. Key activities included:

- **April 2015:** Orientation of new Board members
- **May 2015:** Board members learned about how the Results-Based Accountability model has framed the Board's work
- **June 2015:** Strategic Direction Session where the Board identified housing affordability and progressive employment as its strategic priorities.
- **July to September 2015:** Strategic Direction Working Group renewed and refocused the *Making Ends Meet in York Region* Community Model for Change
- **September 2015:** Board members endorsed the *Making Ends Meet in York Region* Community Model for Change, which strategically focuses the Board's efforts. The Board has:
  1. **Defined the target population:** Low and moderate income residents who are struggling to make ends meet. The Board used Statistics Canada 2014 Low Income Cut-Off Before Tax (LICO-BT) for a family of four to define the target population at the lower range (\$38,931) and double LICO-BT (\$77,862) has been used as the upper limit. This is consistent with a report prepared by the Canadian Centre for Policy Alternatives and equates to two parents working full-time making \$19.96 per hour.
  2. **Renewed two community results:**
    - Housing options that are affordable for everyone in our community.
    - Progressive employment opportunities in a changing economy.
  3. **Identified indicators to measure progress in advancing the community results:**

The Board's housing affordability indicator areas are:

    - **Housing Options and Availability:** monitors the number of homes in York Region that are rented or owned.
    - **Housing Affordability:** measures the cost of housing options in York Region.

The Board's employment indicator areas are:

    - **Underemployment:** monitors the number of residents who are working, but not at their full capability.
    - **Precarious Employment:** measures the number of temporary, casual, short-term, and fixed term employment opportunities in York Region.

These indicators were developed using research and data collected and published through a variety of sources. The baselines may reflect trends that have been in place for years and will require multiple efforts from many partners at many levels. Over the course of the HSPB term, the Board will continue to gather new or emerging data.

- 4. Identified a broad set of partners that have a role to play in advancing the community results:** Over the next few months, Board members will be committing to actions their own organization can take to support one or both community results. Board members will undertake actions on their own and in partnership with other organizations.

Collaboration with the United Way is leading to new employment research opportunities

In July 2015, the United Way of Toronto and the United Way of York Region came together to form the new United Way of Toronto and York Region. This new United Way presents an exciting opportunity to expand research and collaborate on several key issues that the Board has identified as a focus for their work. In particular, the former United Way of Toronto is a key funder and author of research about the impact of employment precarity on individuals, households and communities. Through initial discussions it has been agreed that the United Way of Toronto and York Region will work with the Region and use their data to create a report looking specifically at employment precarity in the southern three York Region municipalities. This research will inform the work of the Board and further discussions will be held on the role that the Board could play in launching this report. The United Way is a member of the Board and by bringing this research forward will directly contribute to the Road Map for 2015 to 2018.

#### Next Steps

The proposed next steps start with the Board's Member Organizations' understanding of where they can have an impact on the community results by developing measurable actions. The Board will provide regular progress updates to Council as key milestones are achieved.

Table 1 below sets out the Board's proposed activities over the next year:

**Table 1**  
**Proposed Activities for 2016**  
**Moving from “Talk to Action”**

Activity	Completion Date
<p><b>HSPB-YR Meeting to Develop Actions</b></p> <ul style="list-style-type: none"> <li>Meeting of HSPB-YR to start the action planning process</li> </ul>	December 2015
<p><b>Endorsement by Member Organizations</b></p> <ul style="list-style-type: none"> <li>Board member organizations will be asked to endorse the <i>Making Ends Meet in York Region: A Road Map for 2015 to 2018</i>. A communication tool kit will be developed and shared with organizations to support this process.</li> <li>York Region staff will work with internal stakeholders such as Planning and Economic Development and Housing to share data and develop Regionally-led actions.</li> </ul>	January to March 2016
<p><b>Board Action Planning</b></p> <ul style="list-style-type: none"> <li>Specific action groups will be convened to support the board actions around housing and employment.</li> <li>Action groups may include non-members of the Board in order to fully engage community groups and ensure actions are aligned with community need.</li> <li>Will continue as needed during the Board’s term.</li> </ul>	Employment Action Group (October 2015). Housing Action Group (January 2016).
<p><b>Individual Action Planning</b></p> <ul style="list-style-type: none"> <li>Board members will develop individual action plans for their own organizations to contribute to the <i>Making Ends Meet Community Results</i>. Consistent communication messaging and evaluation methods will be used to support this process.</li> </ul>	April 2016
<p><b>Collective Action Planning</b></p> <ul style="list-style-type: none"> <li>Collective Actions involve several board member organizations who decide to collaborate on a specific action they could not do alone. Board member organizations who have committed to specific collective actions will work together to move these actions forward. Consistent communication messaging and evaluation methods will be used to support this process.</li> </ul>	Ongoing throughout 2016

Activity	Completion Date
<p><b>Research Activities</b></p> <ul style="list-style-type: none"> <li>The Board will undertake qualitative and quantitative research on issues related to housing affordability and employment. For example, The Board will have access to research including York Region's Labour Market study and the United Way's research on job precarity. In addition, the Region and Board members will explore opportunities for community events on housing and employment.</li> </ul>	<p>Ongoing as needed in 2016</p>
<p><b>HSPB-YR Progress Report</b></p> <ul style="list-style-type: none"> <li>A progress report will be provided to Regional Council with an update on the status of actions and progress towards the <i>Making Ends Meet</i> strategy.</li> <li>Seek Council endorsement of Action Plan</li> </ul>	<p>November 2016</p>
<p><b>Mobilize Action</b></p> <ul style="list-style-type: none"> <li>Through targeted communication such as, meetings, community discussions, social and traditional media and through HSPB members and their networks, the Action Plan will be shared with the broader community to seek further contributions to advancing the <i>Making Ends Meet</i> Community Results</li> </ul>	<p>November 2016 – onward</p>

Link to key Council-approved plans

The Road Map is consistent with York Region's strategic direction and priorities included in *Vision 2051*, the 10-Year Housing Plan and the *2015-2019 Strategic Plan*. The Road Map specifically addresses the 2015 – 2019 Strategic Plan's goals to 'support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents' and 'support the development and retention of a Region-wide workforce' to maintain economic progress in the Region.

## 5. Financial Implications

Support to the Board is provided within the Community and Health Services Department's existing operating budget.

## 6. Local Municipal Impact

Striving to create safe, complete, and healthy communities represents common ground for local municipalities, York Region, and the Board.

The newly appointed Board (2015-2018) will continue to build on the work of the Make Rental Happen collaborative advocacy plan to create the conditions necessary for the private sector to re-engage in building private market rental housing in York Region's communities. A critical component of the plan's success will be developing partnerships with local municipalities to encourage rental housing development.

The Board's work under the employment community result is intended to benefit local municipalities by addressing some of the barriers to progressive employment. A proper balance of labour force work skills that enables local businesses to meet the challenges of global competition is an essential element for sustained economic vitality in York Region.

## 7. Conclusion

In accordance with the Board's Terms of Reference, the Board requires Council endorsement of its work plan. The *Making Ends Meet in York Region: A Road Map for 2015 to 2014* renews and refocuses the Board's previous commitment in addressing economic vulnerability in York Region. The Board will do this by focusing efforts and resources to address the housing affordability challenge and employment barriers in York Region. The first step of engagement involves the Board members committing to tangible actions and sharing this work within their own networks.

For more information on this report, please contact Lisa Gonsalves, Director, Strategies and Partnerships at ext. 72090.

October 23, 2015

Attachments (2)

#6381869

Accessible formats or communication supports are available upon request



HUMAN SERVICES PLANNING BOARD OF YORK REGION

# MAKING ENDS MEET IN YORK REGION

*A Road Map for 2015 to 2018*



***The Human Services Planning Board (HSPB) is essential for York Region.*** We need a chance to come together to be able to focus on the issues that matter to residents. One of the things that is so great about this board is that everyone is so committed to not just talking, but to looking and taking action.

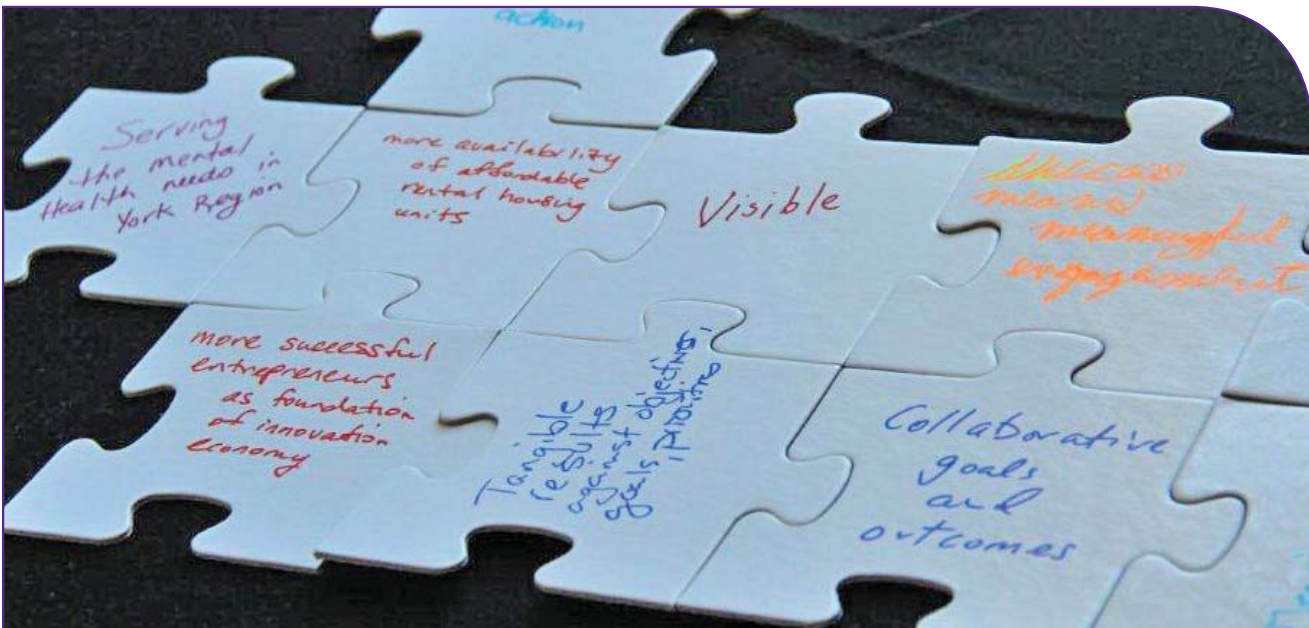
– Rebecca Shields, CEO, Canadian Mental Health Association  
York Region and HSPB Member



## Who We Are

The Human Services Planning Board (HSPB) is a York Region-led collaborative body that provides advice to York Regional Council on new ways to improve the health and well-being of York Region residents.

We represent the private sector, social service agencies, funders, government, education and health care organizations. We collaborate on creative solutions to address complex issues such as access to housing options that are affordable and progressive employment opportunities for everyone in our community.





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## Members of the Human Services Planning Board of York Region 2015 to 2018

### Member Organizations

#### Regional Government

**Wayne Emmerson** Chairman and Chief Executive Officer (CEO), The Regional Municipality of York (Ex-Officio Member)

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

**Mario Ferri** Regional Councillor, City of Vaughan

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

#### Education

**Patricia Preston** Director of Education, York Catholic District School Board (YCDSB)

**J. Philip Parappally** Director of Education, York Region District School Board (YRDSB)

#### Healthcare

**Leah Martuscelli** Director, Human Resources and Privacy, Southlake Regional Health Centre

**Rebecca Shields** CEO, Canadian Mental Health Association York Region (CMHA)

**Jo-anne Marr** President and CEO, Markham Stouffville Hospital

#### Non-Profit Community Investment

**Daniele Zanotti** SVP, Resource Development, United Way of Toronto and York Region

#### Community Safety

**Chief Eric Jolliffe** York Regional Police

#### Children, Youth, and Family Services

**Michael Braithwaite** Executive Director, 360°kids

#### Seniors and Healthy Aging

**Christina Bisanz** CEO, CHATS - Community & Home Assistance to Seniors

#### Business Community

**Pat Horgan** VP, Manufacturing, Development and Operations, IBM Canada

**Rachael Wong** District Vice President, Markham, TD Bank

#### Innovation

**Karen Dubeau** Director of Partner Engagement, ventureLAB



### **Training and Education**

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

**Stan Shapson** University Professor, care of Faculty of Education, York University

### **Newcomer and Immigrant Support**

**Moy Wong-Tam** Executive Director, Centre for Immigrant and Community Services (CICS), and representing the Welcome Centre Immigrant Services and its five lead agencies

**Noor Din** CEO, Human Endeavour

### **Community and Social Support Based Services**

**Medhat Mahdy** President and CEO, YMCA Greater Toronto

### **Community Leader Members**

#### **Housing and Community Planning**

**Richard Solomon** Regional Vice President, Habitat for Humanity York Region Office

#### **Community Development**

**Susan LaRosa** Co-Chair, Human Services Planning Board of York Region

**Bill Hogarth** Former Co-Chair, Human Services Planning Coalition

**Charles Beer** Principal, Counsel Public Affairs

#### **Homelessness**

**Stephen Gaetz** Professor, York University and Director of the Canadian Observatory on Homelessness/Homeless Hub

#### **Faith-based and Homelessness**

**Rehana Sumar** Executive Director, Mosaic Interfaith Out of the Cold

### **Government Advisor and Resource Members**

**Sandy McMillan** Ontario Ministry of Training Colleges and Universities

**Kim Baker** Central Local Health Integration Network

**Nadia Frantellizzi** Canada Mortgage and Housing Corporation

**Jim Baird** City of Markham

**Darryl Gray** Toronto and Region Conservation Authority

**John Pugsley** Ontario Trillium Foundation

**Daryl Chong** Greater Toronto Apartment Association

*Top left: The Drop Zone participants. Top right: Make Rental Happen Student Challenge winner Daniel Foch and Housing Symposium guest (June 2014). Bottom: partnership with Ryerson University's School of Urban and Regional Planning as part of the Make Rental Happen, Ryerson Research Project (March 2015).*





## Setting the Context

York Region is a diverse, healthy and growing community that more than 1.2 million people are proud to call home and a great place to start or grow a business. But, we have a real issue, one that is not obvious to many – a growing number of our families are struggling to make ends meet.

### High Housing Costs Are Not All Good News

Hard working, low and moderate income residents (households earning \$78,000 or less annually) are challenged by the growing gap between household income and the high cost of living, specifically the expensive housing market in the Region. Between 2004 and 2014, the average hourly wage increased by 21 per cent while the average re-sale price of housing increased by 90 per cent (Source: *York Region 10-Year Housing Plan, 2014 Progress Report*).

### Affecting Our Quality of Life

York Region is one of the most desirable places to live in the GTA. It is a destination of choice for newcomers, major employers and has a relatively young and stable labour force made up of high-income earners. However, the high cost of housing impacts our lives in many ways. It means people are spending more of their income on housing, making it difficult to pay for healthy food, recreation, clothing, child and elder care, and transportation. This results in negative impacts on the physical and mental health of our residents.

Lack of progressive employment can put residents at risk of job precarity. People facing precarious employment may have reduced quality of life, limited savings potential and increased likelihood of debt. Increasingly, young people and newcomers can't afford to live and work here and seniors often have to move out of their communities as they downsize and retire.

### HSPB Is Finding Solutions

It doesn't have to be this way. We have the power to act and make positive change. HSPB members have committed to finding solutions together.

Released in June 2011, the *Making Ends Meet in York Region* strategy was a call to action for the Region's organizations, agencies, partners, funders and businesses to join in creating solutions. The Board's Make Rental Happen campaign created awareness of the vast need for more rental housing options. The Fair Access Partnership's *The Drop Zone* program provided leadership and recreation opportunities to grade six to eight students across the Region. Board members also committed to individual actions to address issues such as financial literacy, food security and employment.

This document builds on the work of the *Making Ends Meet in York Region* strategy, outlining the Board's action plan for the next three years. Building stronger, healthier and more resilient communities benefits all residents socially and economically. The work of the Board is about improving quality of life for everyone and will require a collaborative approach to addressing the question, "What will it take to succeed?"



# Make Rental Happen



## *Working Together to Make Rental Happen in York Region*

Building a complete community begins with building a healthy housing market with a full mix of housing options. In November 2013, the Board released a collaborative advocacy plan entitled **Make Rental Happen: Creating the Conditions to Build Private Market Rental Housing** to engage those who can create rental housing options for those who cannot afford or do not wish to own a home.

Through the plan, the Board has been engaging all levels of government, the building industry and corporate leaders to help create the conditions needed to develop more rental housing. This led to the launch of the **#MakeRentalHappen** social media campaign to raise awareness about the need for more housing options for all income levels and stages of life. The Board has used a variety of social media tools to spread the message, resulting in:

- A potential reach of 220,000 people through social media
- Thousands of mentions of the Board’s Twitter hashtag #MakeRentalHappen
- More than 20,000 people reached through Facebook
- 7,000+ views of YouTube videos of Board members, community leaders, residents, and celebrities such as Rick Mercer, discussing the need for rental housing
- Almost 5,000 visits to the #MakeRentalHappen webpages

The campaign has also led to concrete change. As a result of a partnership between the Town of Newmarket, York Region and The Rose Corporation, a pilot project is moving forward. The site at 212 Davis Drive broke ground in June 2015 and will mean the addition of 225 private purpose-built rental units, including up to 56 units reserved for households who will receive Regional rent subsidies.



Daryl Chong, CEO, Greater Toronto Apartment Association and HSPB member



Christina Bisanz, CEO, CHATS – Community & Home Assistance to Senior and HSPB Member and Make Rental Happen pledge participant

Celebrity Rick Mercer



## The Fair Access Partnership



### *Building Community Capacity through The Drop Zone Pilot Project*

The Fair Access Partnership is an example of a collaboration that came about through HSPB. This unique collaboration between York Region, the Public and Catholic school boards, and all nine municipalities focuses on increasing access to recreation programs in neighbourhoods with a high population of low income residents.

A pilot project (The Drop Zone) has been underway in four York Region schools since September 2014. The Drop Zone focuses on students in grades six to eight, encouraging them to be active, try new things, develop leadership skills, do homework with help, and prepare and eat healthy snacks.

The partnership required everyone to bring something to the table — space, staff, resources, and expertise — and plan collaboratively to respond locally to existing challenges, build on strengths and identify gaps.

The partnership saw unexpected outcomes such as:

- Soccer pitches that have been fixed and gym equipment refreshed
- Public and Catholic school principals who have built new relationships and developed a community approach to their work
- Students who didn't "have a group" now have a group
- Local municipalities that have enhanced their learning about demographics, trends, struggles and strengths of their communities

*Fair Access provides the opportunity for kids who wouldn't necessarily be able to make it to the youth centre to build a centre of their own in their community.*

**Jason Malone**  
Recreation Programmer, Town of Newmarket



*The Drop Zone Participants*

## Moving from Talk to Action

*Making Ends Meet in York Region: A Road Map for 2015 to 2018* renews and refocuses the Board’s previous commitments. Using a Results-Based Accountability (RBA) framework, the Board has identified what success will look like through desired quality of life conditions for all residents, called Community Results.

Through the RBA process, the Board developed a *Community Model for Change* that shows how residents experience these Community Results, how they are measured, and the actions and partners needed to make it all happen.

Board members are using the *Community Model for Change* as a framework to identify actions within their own organizations and networks.

### Results-Based Accountability asks three key questions:

1. *How much did we do?*
2. *How well did we do it?*
3. *Is anyone better off?*

## Who Are We Helping?

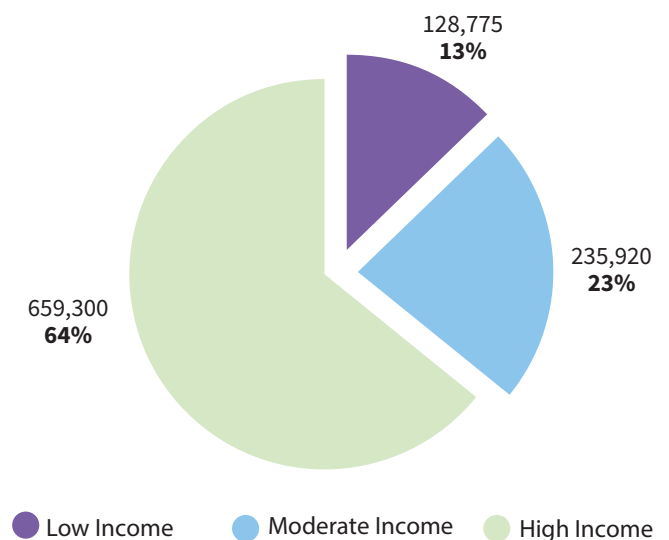
**The *Making Ends Meet in York Region* strategy is focused on low and moderate income residents who find it hard to live well because of the growing gap between income and the high costs of living. In numbers, this is over 364,000 residents, or one-third of the Region’s population.**

So, what does low to moderate income mean?

The Board uses Statistics Canada’s 2014 Low Income Cut-Off Before Tax (or LICO-BT) to define who we are trying to help. “Low income” is based on LICO-BT (\$38,931 for a family of four) and “moderate income” is based on Double-LICO-BT (\$77,862 for a family of four). Double-LICO-BT has been used as the upper limit of the moderate income category as it is within a comparable range to “*Toronto’s 2015 Living Wage*” report completed by the Canadian Centre for Policy Alternatives. This equates to two parents working full-time making \$19.96 per hour.

Statistics show that as incomes rise, people respond better to crises like job loss, health issues or family problems. The Board aims to reduce barriers and vulnerability for residents and increase access to targeted human services.

Population of York Region in 2010 by Income Status



## Our Goals

### Community Results

We are helping low and moderate income residents make ends meet through two community results:

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

By addressing some of the barriers to affordable housing and progressive employment, we will improve the economic and social health of our residents. For example, more housing options will help make our region more attractive to the younger skilled workers we need to replace our retirees. When housing costs are more affordable and families have more disposable income, local businesses gain from the increased buying power made possible by the availability of different types of housing (i.e. rental and ownership).

## What is the Benefit?

With community results that affect so many factors, identifying what success looks like is very important. We want to know how our residents experience our Community Results. If successful, residents will have:

- **a full range of affordable and safe housing options for all income levels at every stage of life;**
- **opportunities to access education/training and employment supports to enhance career progression and generate income at all stages of life;**
- **income that keeps pace with the cost of living; and**
- **accessible and affordable supports including child care and transportation.**

We also need a healthy live/work ratio so residents can live close to where they work. Lengthy commutes are linked to poor physical and mental health, such as hypertension, obesity, decreased cardiovascular fitness, stress, low energy and illness-related work absence. Only 15 per cent of our workforce in York Region has a commute of 15 minutes or less, so there could be health implications for a number of our residents (*Source: Statistics Canada, 2011 NHS, Custom Tabulation*).

*We've always been challenged in convincing people there is a problem in York Region with poverty and affordable housing. Making Ends Meet has given us a tangible tool that tells a local story and has helped us convince people there is a problem.*

**Rehana Sumar,**  
Executive Director,  
Mosaic Interfaith Out of the Cold  
and HSPB member

# How Do We Measure Success?

## Indicator Areas

To measure the success of achieving the Community Results, a series of Indicator Areas have been identified. While other broad community change initiatives are being undertaken, the Board decided to specifically focus on four indicator areas where they can make a difference. These will encourage discussion, drive action and track progress of this complex social change work.

<b>Housing options that are affordable for everyone in our community:</b>	<b>Progressive employment opportunities in a changing economy:</b>
<b>Indicator Areas</b> 1. Housing options and availability 2. Housing affordability	<b>Indicator Areas</b> 1. Underemployment 2. Precarious employment

## Baselines

Included in the Indicator Areas are nine measurable baselines that will help the Board assess progress and drive the actions to help residents make ends meet. These baselines tell us where we have been and forecast where we could end up unless we take action. Those baselines provide opportunity for discussions with key stakeholders, identify where to focus efforts and investments, and show us how to measure community progress.

The baselines for each indicator are outlined in the *Making Ends Meet in York Region Community Model for Change* (pages 11 and 12).

The baselines were developed using research and data collected and published by a range of sources including Statistics Canada: 2011 National Household Survey, Canadian Business Patterns, Labour Force Survey; Poverty and Employment Precarity in Southern Ontario (PEPSO) 2011 and 2014 Survey; Canada Mortgage and Housing Corporation: Rental Market Report (Greater Toronto Area); York Region Corporate Services

Department, Planning and Economic Development Dataset; and the York Region 10-Year Housing Plan, 2014 Progress Report.

**Primary Indicators** are the curves the Board wants to turn.  
**Secondary Indicators** provide context to the community results.

The 2011 Census Data and the National Household Survey offer the most recent detailed information on a number of social and economic characteristics of the low and moderate income population, and were used to develop some of the baselines. The data also provides consistent information to track trends over time.

The baselines will be updated as new data becomes available. Over the course of the HSPB term, the Board will continue to gather new or emerging data, including quantitative and qualitative research to better understand current trends and highlight opportunities for actions to turn the curve.



*Make Rental Happen for Seniors Breakfast Series (September 2014)*

## Turning The Curve

Under RBA, success or making positive impact on the baseline is called ‘*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

actions that need to happen. The baselines may reflect trends that have been in place for years so they may have momentum of their own and may be difficult to move.

## How Do We Get There?

Individual actions	Collective actions	Board actions
<p>Board members will be asking their own organizations and potential partners to look at the Individual Actions they can take at an organizational level (e.g. program, service areas and funding) that can help to achieve the community results.</p> <p>In the last board term, one individual action was the Seneca College ‘Starfish’ student retention pilot program to support academic success.</p>	<p>Collective Actions involve several board member organizations who decide to collaborate on a specific action they couldn’t do alone.</p> <p>In the last board term, one collective action was hosting a community discussion to inform a response to the Social Assistance Review Commission’s Options Paper.</p>	<p>Board Actions will be identified to turn the curve on specific indicators listed in this report. Board Actions are areas of advocacy or capacity building that all members agree are within their ability to influence. Board Actions may also need partnerships and outreach efforts outside of the members to build awareness in the community.</p> <p>The Make Rental Happen campaign is an example of a Board action.</p>

# COMMUNITY MODEL FOR CHANGE

## COMMUNITY RESULT

*Housing options that are affordable for everyone in our community*



### How do residents experience affordable housing?

- Through:**
- A full range of affordable and safe housing options for residents of all income levels at every stage of life
  - Appropriate amount of money spent on housing
  - Options to live in the community of choice at all ages and stages of life
  - Shorter commute times and access to transportation and basic needs services
  - Income keeps pace with the cost of living

## ‘TURN THE CURVE’ INDICATOR AREAS

### *Housing options and availability*

Diversity of housing tenure (i.e. ownership and rental)

### *Housing affordability*

Housing options that cost less than 30% of before-tax income

#### **Housing options and availability indicators:**

**Primary:** Number of purpose-built rental units completed by the private sector in York Region

**Secondary:** Total number of registered secondary suites in York Region

**Secondary:** Average rental vacancy rate in York Region

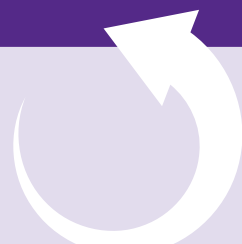
#### **Housing affordability indicators:**

**Primary:** Percentage of income spent on housing by different income groups in York Region

**Secondary:** Increase in average apartment rents in York Region and Canadian CPI (Consumer Price Index)

## ACTIONS TO ‘TURN THE CURVE’

Board Members will engage their individual organizations in ‘turn the curve’ discussions to identify individual and collective actions to address housing options that are affordable. **HSPB will develop housing-related Board Actions that engage all board members.**





**Target Population:** Low and moderate income residents (households earning \$78,000 or less annually)

## COMMUNITY RESULT

*Progressive employment opportunities in a changing economy*



### How do residents experience progressive employment?

- Through:**
- Opportunities to find and sustain employment related to their education skill level and ability
  - Opportunities to access education/training and employment supports to enhance career progression and generate income at all stages of life
  - Accessible and affordable supports including childcare and transportation
  - Income keeps pace with the cost of living

### ‘TURN THE CURVE’ INDICATOR AREAS

#### ***Underemployment***

Individuals who are working but not at their full capability

#### **Underemployment indicators:**

**Primary:** Post- secondary graduates in low-skilled jobs

**Secondary:** York Region residents in high-skilled jobs

#### ***Precarious employment***

Temporary, casual, short-term, fixed-term employment often associated with low wages and lack of benefits

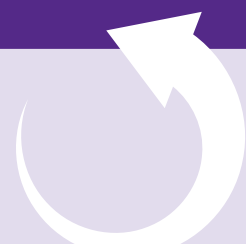
#### **Precarious employment indicators:**

**Primary:** York Region residents in a standard employment relationship (permanent, full-time with benefits)

**Secondary:** Employment of York Region residents, population aged 15 years and over

### ACTIONS TO ‘TURN THE CURVE’

Board Members will engage their individual organizations in ‘*turn the curve*’ discussions to identify individual and collective commitments to progressive employment. **HSPB will develop employment-related Board Actions that engage all board members.**



## Housing Affordability Community Result

No one organization can address the complex challenge of housing affordability alone. As the housing market becomes less affordable, more needs to be done to create alternatives. The Board has found the shortage of rental housing in York Region to be one of the most important challenges impacting the ability of many residents to make ends meet.

Realizing a vision of a full mix and range of housing tenures and affordability requires partnerships with all levels of government, the housing development industry, and non-profit agencies and homeowners.

The housing indicators below aim to advance the discussion of rethinking the housing challenge, exploring new ideas, and considering innovative solutions.

### Community Result:

*Housing options that are affordable for everyone in our community*

#### Indicator Area: Housing options and availability

*This indicator area focuses on rental housing options in York Region.*

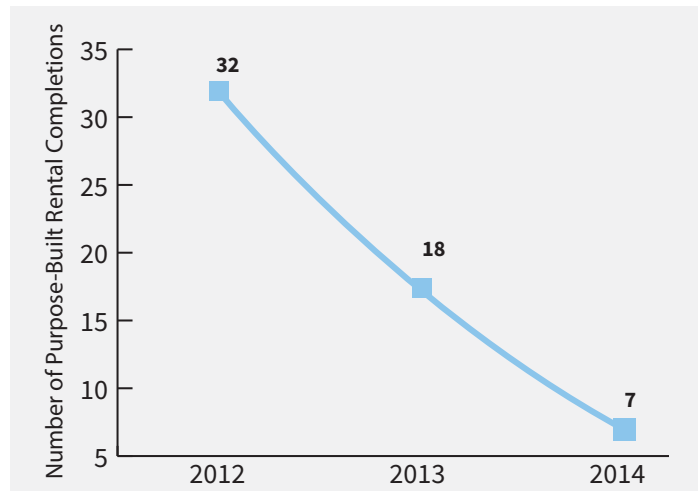
#### PRIMARY INDICATOR

##### Number of Purpose-Built Rental Units Completed by the Private Sector in York Region

This indicator measures the total number of purpose-built rental housing units completed in York Region by the private sector per year.



Between 2012 to 2014 there were **57** purpose-built rental units completed by the private sector during which time the population of York Region increased by **67,000 people**.<sup>1</sup>



Source: Regional Municipality of York, 10-Year Housing Plan, 2014 Progress Report

The lack of housing options may force low and moderate income residents to purchase homes beyond their budget or move **outside the Region**.

The average price of a new single family detached home in the Region as of June 2015 was **\$947,707**.<sup>3</sup>



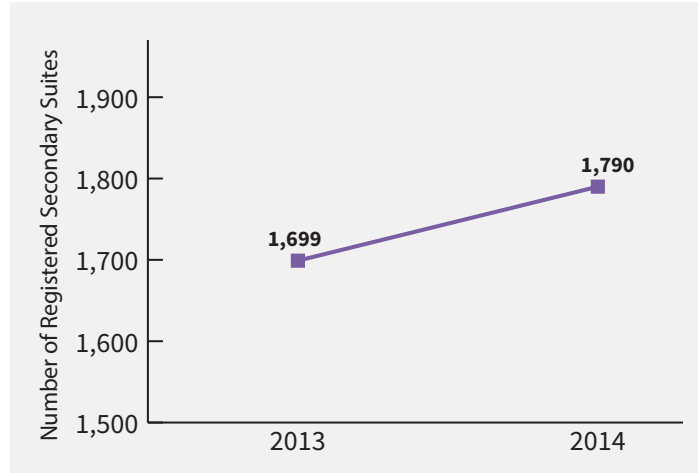
## SECONDARY INDICATORS

### Total Number of Registered Secondary Suites in York Region

Secondary suites are an important source of rental housing and income for homeowners. A secondary suite is a single accessory dwelling unit in a house. The suite has one or more rooms and is used as an independent and separate residence with cooking, sleeping and sanitary facilities.

A secondary suite is registered when the owner applies to the local municipality for the appropriate permits. The Board acknowledges that many unregistered secondary suites exist.

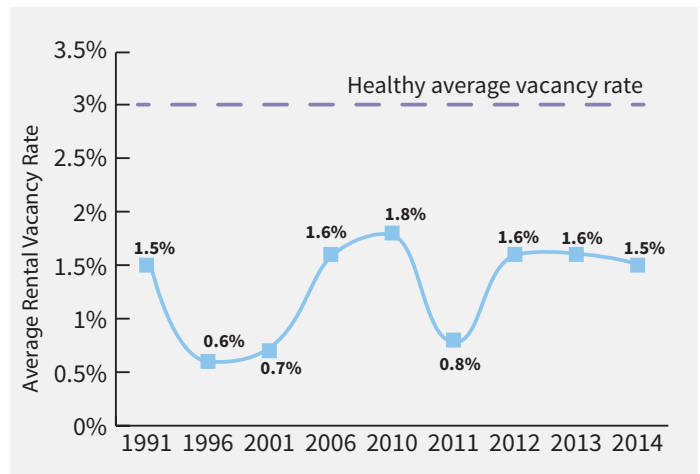
Secondary suites in Aurora, East Gwillimbury, Georgina, Markham, Newmarket and Whitchurch-Stouffville are included in this indicator as those communities currently have a secondary suite registry.



Source: Regional Municipality of York, Corporate Services Department, Planning and Economic Development Branch

### Average Rental Vacancy Rate in York Region

This indicator shows York Region's rental vacancy rate. This rate is measured by the Canada Mortgage and Housing Corporation. The vacancy rate includes all privately-initiated rental apartment buildings that have at least three apartment units.



Source: Canada Mortgage and Housing Corporation, Rental Market Report, Greater Toronto Area

HSPB's Make Rental Happen campaign has been advocating for more private market purpose-built rentals by encouraging all levels of government to create the conditions needed for developers to re-engage in the rental market.

**Rental housing** traditionally helps those who cannot afford to buy a home such as new graduates, young families, newcomers and seniors.

York Region's vacancy rate is **1.5** per cent (experts say a healthy rental market should be three per cent).<sup>2</sup>

**FOR RENT**

## Indicator Area: Housing affordability

This indicator area measures the affordability of housing in York Region.

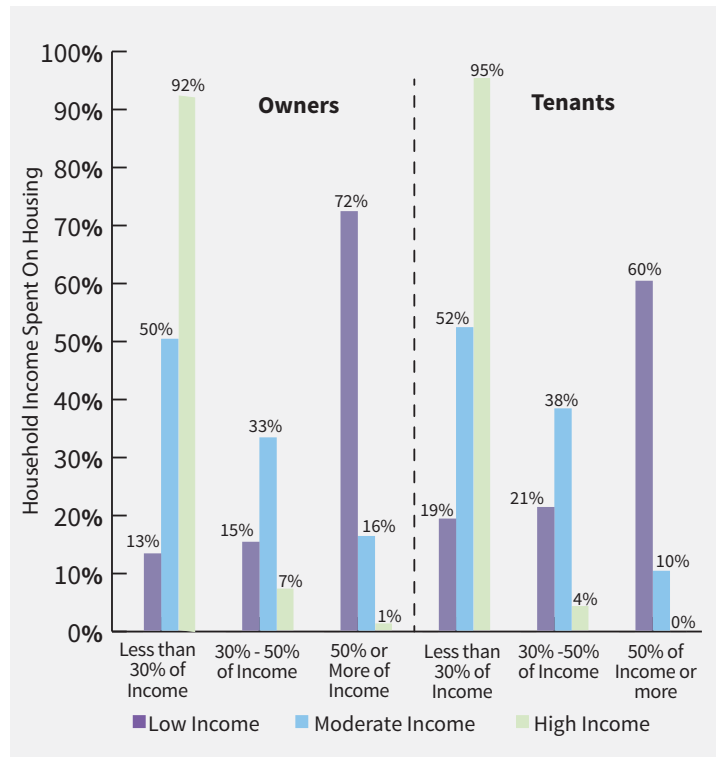
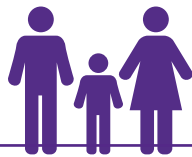
### PRIMARY INDICATOR

#### Percentage of Income Spent on Housing by Different Income Groups in York Region

This indicator measures the percentage of homeowners and tenants spending 30 per cent or more and 50 per cent or more of their gross household income on housing costs. Housing costs include: mortgage or rent, property taxes, condominium fees, electricity, heat and municipal services.

York Region has an expensive home ownership market, the lowest proportion of rental housing in the GTA and a low vacancy rate.

Home prices are not affordable for many residents.



Source: Statistics Canada, 2011 NHS, Custom Tabulation

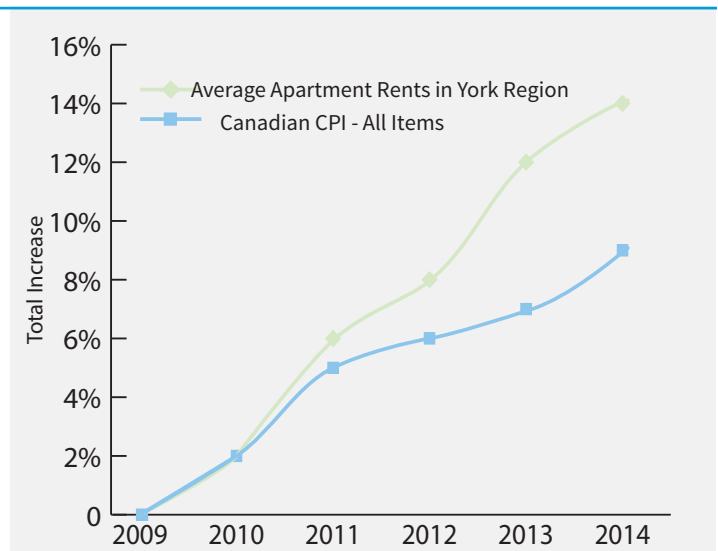
### SECONDARY INDICATOR

#### Total Increase in Average Apartment Rents in York Region and Canadian CPI, 2009 to 2014

From 2009 to 2014, average apartment rents in York Region have increased faster than the Canadian Consumer Price Index (CPI).

The average apartment rent in York Region in 2014 was 14 per cent higher than average rent in 2009.

CPI tracks the price level of an average basket of consumer goods and services purchased by households.



Source: CMHC Rental Market Report, Custom Tabulation and Statistics Canada, CPI, Custom Tabulation. Note: Base year = 2009

## Progressive Employment Community Result

### Underemployment

Underemployment deals with how well the labour force is being utilized in terms of education, experience and availability to work.

Labour that falls in the underemployment classification includes:

- Highly skilled workers working in low paying jobs,
- Workers who are highly skilled but work in low skill jobs, and
- Part-time workers who would prefer to work full-time

Underemployment differs from unemployment because individuals who are underemployed are working but are not working at their full capability. Prolonged underemployment in York Region can discourage workers

and can lead to highly skilled workers leaving the Region for full-time employment elsewhere.

### Precarious Employment

Precarious employment is defined as employment that is temporary, casual, short-term, fixed-term or self-employment without employees, and usually has conditions that fall short of a standard employment relationship. It is associated with lower wages, lack of benefits and greater risk of injury.

Underemployment and precarious employment can affect any resident at any skill level. People facing underemployment or precarious employment may have reduced quality of life, limited savings potential and increased likelihood of debt.

### Community Result:

*Progressive employment opportunities in a changing economy*

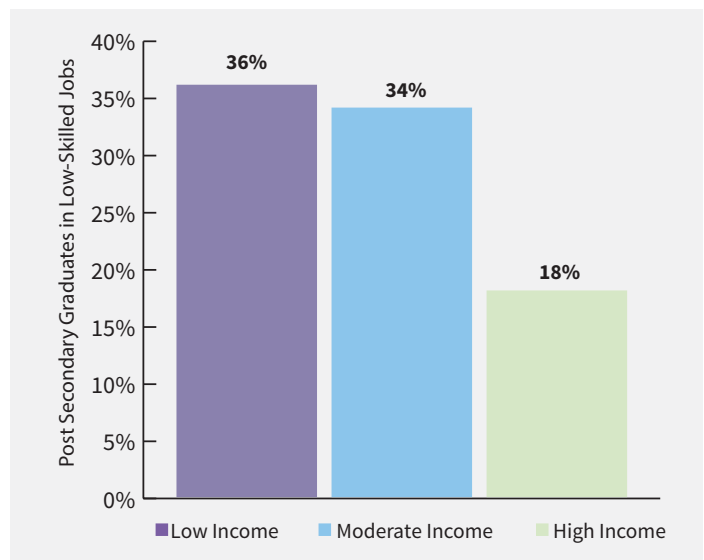
#### Indicator Area: Underemployment

*Underemployment deals with how well the labour force is being utilized in terms of education, experience and availability to work.*

### PRIMARY INDICATOR

#### Post-Secondary Graduates In Low-Skilled Jobs, Population Aged 25 to 64, 2010

This indicator is one example of a baseline measure that can be used to track this indicator area. It allows us to measure underemployment by quantifying highly skilled labour that is working in low-skilled jobs. More than one-third of low and moderate working age residents with post-secondary education are working in low-skilled jobs. This affects 30,600 York Region residents.



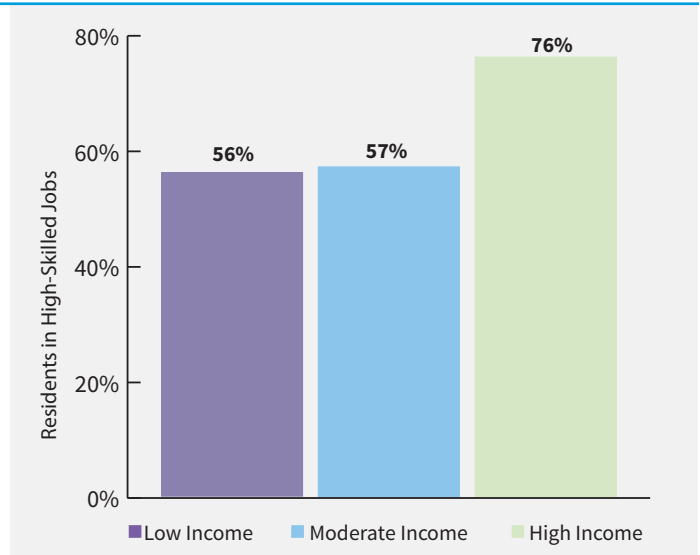
Source: Statistics Canada, 2011 NHS, Custom Tabulation

## SECONDARY INDICATOR

### York Region Residents in High-Skilled Jobs, Population Aged 25 to 64, 2010

Over half of low and moderate income residents are working in jobs that are highly skilled, yet have low yearly income. One reason for this might be lack of opportunity for low and moderate income residents to work full-time hours or work for the full year.

There is a growing number of residents working part-time and part-year, as well as an increase in residents choosing self-employment which can point to underemployment and employment precarity.<sup>5</sup>



Source: Statistics Canada, 2011 NHS, Custom Tabulation

### Indicator Area: Precarious employment

*Precarious employment is defined as employment that is temporary, casual, short-term, fixed-term or self-employed without employees, and usually has conditions that fall short of a standard employment relationship. It is associated with lower wages, lack of benefits and greater risk of injury.*

## PRIMARY INDICATOR

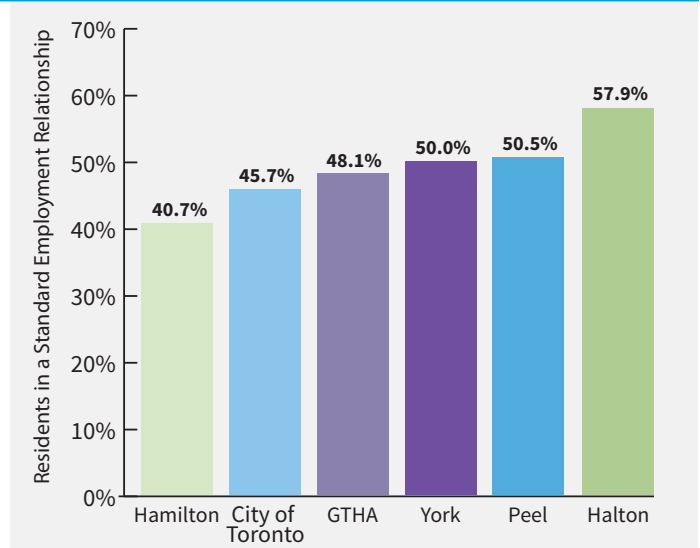
### York Region Residents\* in a Standard Employment Relationship, Population Aged 25 to 65, 2014

Standard employment relationships are full-time permanent employees with some form of benefits. Half of York Region residents are in a standard employment relationship.

90%



York Region employers are largely comprised of small and medium sized businesses accounting for approximately 90 per cent of all enterprises.<sup>4</sup>



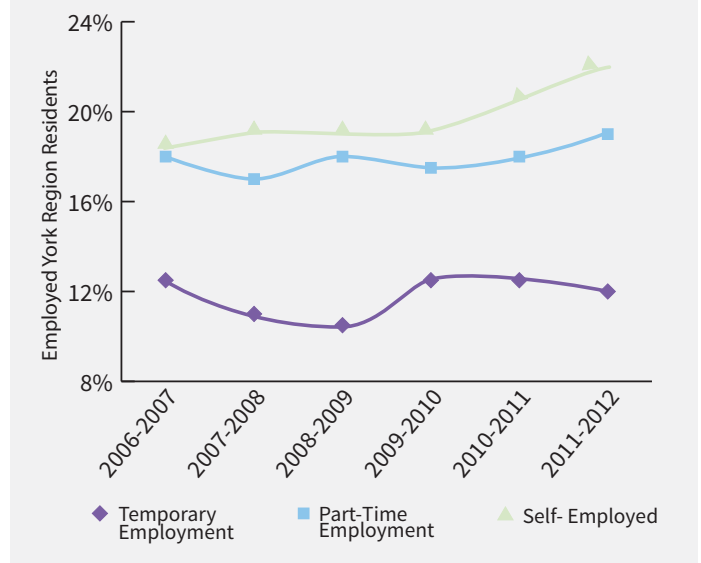
Source: PEPSO 2011 and 2014 Survey

\*York Region data is for Markham, Richmond Hill and Vaughan

**SECONDARY INDICATOR**

**Employment of York Region Residents, Population Aged 15 Years and Over**

Elements of job precarity can be found in those who are working part-time, temporary or self-employed. The share of employment of York Region residents in these jobs helps to provide context on employment precarity.



Source: Statistics Canada, Labour Force Survey, Custom Tabulation. Note: This is not a complete list. These trends should not be used to draw conclusions about other types of employment.



There is a higher degree of

**skills underutilization**

in employment of low and moderate income residents. More than one third of working age post secondary graduates are working in low-skilled jobs; almost half of 15 to 24 year olds with post-secondary education are experiencing a skills mismatch.



This is resulting in reduced employment earnings and can lead to highly skilled workers leaving the Region for better matched employment.<sup>6</sup>



Make Rental Happen for Jobs Breakfast Series (February 2015)

# Next Steps

## December 2015 to November 2016

Over the coming year the Board will focus on moving from talk to action and engaging member organizations and communities. This includes:

Activity	Completion Date
<p><b>HSPB Meeting to Develop Actions</b></p> <ul style="list-style-type: none"> <li>Meeting of HSPB to start the action planning process.</li> </ul>	December 2015
<p><b>Endorsement by Member Organizations</b></p> <ul style="list-style-type: none"> <li>Board member organizations will be asked to endorse the <i>Making Ends Meet in York Region: A Road Map for 2015 to 2018</i>. A communication tool kit will be developed and shared with organizations to support this process.</li> <li>York Region staff will work with internal stakeholders such as Planning and Economic Development and Housing to share data and develop Regionally-led actions.</li> </ul>	January to March 2016
<p><b>Board Action Planning</b></p> <ul style="list-style-type: none"> <li>Specific action groups will be convened to support the board actions around housing and employment.</li> <li>Action groups may include non-members of the Board to fully engage community groups and ensure the actions are aligned with community need.</li> <li>Both Action Groups will continue as needed during the Board term.</li> </ul>	Employment Action Group (October 2015) Housing Action Group (January 2016)
<p><b>Individual Action Planning</b></p> <ul style="list-style-type: none"> <li>Board members will develop individual action plans for their own organizations to contribute to the <i>Making Ends Meet</i> Community Results. Consistent communication messaging and evaluation methods will be used to support this process.</li> </ul>	April 2016



Activity	Completion Date
<p><b>Collective Action Planning</b></p> <ul style="list-style-type: none"> <li>Board member organizations who have committed to specific collective actions will work together to move these actions forward. Consistent communication messaging and evaluation methods will be used to support this process.</li> </ul>	Ongoing throughout 2016
<p><b>Research Activities</b></p> <ul style="list-style-type: none"> <li>The Board will undertake qualitative and quantitative research on issues related to housing affordability and employment.</li> <li>For example, the Board will have access to research including York Region's Labour Market and Housing study and United Way's research on job precarity. In addition, the Region and Board members will explore opportunities for community events on housing and employment.</li> </ul>	Ongoing as needed in 2016
<p><b>HSPB Progress Report</b></p> <ul style="list-style-type: none"> <li>A progress report will be provided to Regional Council with an update on the status of actions and progress towards the <i>Making Ends Meet</i> strategy.</li> <li>Seek Regional Council endorsement of Action Plan.</li> </ul>	November 2016
<p><b>Mobilize Action</b></p> <ul style="list-style-type: none"> <li>Through targeted communication such as meetings, community discussions, social and traditional media and through HSPB members and their networks, the Action Plan will be shared with the broader community to seek further contributions to achieving the <i>Making Ends Meet</i> Community Results.</li> </ul>	November 2016 – onward

<sup>1</sup>*(York Region, Corporate Services Department, Planning and Economic Development Branch, based on Statistics Canada and CMHC Housing Completion data)*

<sup>2</sup>*(CMHC, Rental Market Report, Greater Toronto Area, Fall 2014)*

<sup>3</sup>*(CMHC, Housing Now, Greater Toronto Area, July 2015)*

<sup>4</sup>*(Statistics Canada, 2014 Canadian Business Patterns, Custom Tabulation)*

<sup>5</sup>*(Statistics Canada, Labour Force Survey, Custom Tabulation)*

<sup>6</sup>*(Statistics Canada, 2011 NHS, Custom Tabulation)*



**York.ca/HSPB**  
**York.ca/MakeRentalHappen**

For more information on the Human Services Planning Board of York Region, please contact:

**The Regional Municipality of York**  
Community and Health Services Department  
Strategies and Partnerships Branch  
17250 Yonge Street, 2nd Floor  
Newmarket, ON L3Y 6Z1

1-877-464-9675 ext. 72103 | HSPB@york.ca

Accessible formats or communication supports are available upon request.



...collaboration...collective leadership...partnerships...

## Human Services Planning Board of York Region Membership List

(Term March 26, 2015 - November 30, 2018)

### Member Organizations

<b>Regional Government Sector</b>	
Wayne Emmerson	Chairman and Chief Executive Officer (CEO), The Regional Municipality of York, Ex-Officio Member
John Taylor	Regional Councillor, Town of Newmarket and Co-Chair, Human Services Planning Board of York Region
Mario Ferri	Regional Councillor, City of Vaughan
Adelina Urbanski	Commissioner of Community and Health Services Department, The Regional Municipality of York
<b>Education Sector</b>	
Patricia Preston	Director of Education, York Catholic District School Board (YCDSB)
J. Philip Parappally	Director of Education, York Region District School Board (YRDSB)
<b>Hospital-based Healthcare Sector</b>	
Leah Martuscelli	Director, Human Resources & Privacy, Southlake Regional Health Centre
<b>Community-based Healthcare Sector</b>	
Rebecca Shields	CEO, Canadian Mental Health Association (CMHA) York Region
Jo-anne Marr	President and CEO, Markham Stouffville Hospital
<b>Non-Profit Community Investment Sector</b>	
Daniele Zanotti	SVP, Resource Development, United Way of Toronto and York Region

<b>Community Safety Sector</b>	
Chief Eric Jolliffe	York Regional Police
<b>Children, Youth and Family Services Sector</b>	
Michael Braithwaite	Executive Director, 360° Kids
<b>Seniors/Healthy Aging Sector</b>	
Christina Bisanz	CEO, CHATS-Community & Home Assistance to Seniors
<b>Business Community Sector</b>	
Pat Horgan	Vice President, Manufacturing, Development and Operations, IBM Canada
Rachael Wong	District Vice President, Markham, TD Bank
<b>Innovation Sector</b>	
Karen Dubeau	Director of Partner Engagement, ventureLAB
<b>Training/Education Sector</b>	
Tina DiSimone	Dean, Faculty of Applied Arts and Health Sciences, Principal of King Campus, Seneca College
Stan Shapson	University Professor, c/o Faculty of Education, York University
<b>Newcomer/Immigrant Support Services Sector</b>	
Moy Wong-Tam	Executive Director, Centre for Immigrant and Community Services (CICS) and representing the Welcome Centre Immigrant Services and its five lead agencies
Noor Din	CEO, Human Endeavour
<b>Community and Social Support Based Services Sector</b>	
Medhat Mahdy	President and CEO, YMCA Greater Toronto

## Community Leader Members

<b>Housing and Community Planning Sector</b>	
Richard Solomon	Regional Vice President, York Region, Habitat for Humanity
<b>Community Development Sector</b>	
Susan LaRosa	Co-Chair of the Human Services Planning Board of York Region
Bill Hogarth	Former Co-Chair, Human Services Planning Coalition
Charles Beer	Principal, Counsel Public Affairs
<b>Homelessness Sector</b>	
Stephen Gaetz	Professor, York University & Director of the Canadian Observatory on Homelessness/Homeless Hub
<b>Faith-based Organization and Homelessness</b>	
Rehana Sumar	Executive Director, Mosaic Interfaith Out of the Cold (MIOTC)

## Government Advisor and Resource Members

Sandy McMillan	Service Delivery Manager, Ontario Ministry of Training Colleges and Universities (MTCU)
Kim Baker	CEO, Central Local Health Integration Network (CLHIN)
Nadia Frantellizzi	Regional Representative, Canada Mortgage and Housing Corporation (CMHC)
Jim Baird	Commissioner of Development Services, City of Markham
Darryl Gray	Director of Education and Outreach, Toronto and Region Conservation Authority
John Pugsley	Regional Program Manager, Ontario Trillium Foundation
Daryl Chong	CEO, Greater Toronto Apartment Association