

Wellbeing Waterloo Region

Our journey to-date



Backgrounder

Updated – February 16, 2018

Executive Summary

Community wellbeing is shaped by a wide variety of conditions and systems in which individuals and communities are born, grow, work, live, and play.

Waterloo Region is a community that has a number of partnerships which have made significant progress towards dealing with complex issues of community wellbeing.

Over the past several years there have been many conversations that have identified some urgency to collaborate across these partnerships to further advance a more integrated, holistic approach to community wellness/wellbeing and create significant and impactful solutions.

Through Wellbeing Waterloo Region we will work together to identify and address collective priorities that will improve community wellness/wellbeing so that everyone in our community is able to thrive, and no one is left behind.

Our why:

- We are able to impact wellbeing together in a way we are unable to alone.

Our goals

- Identify a shared vision with priorities and actions together that will positively impact wellbeing.
- Develop a coordinated and collective way to measure community wellbeing and understand our collective impact.
- Foster community engagement and communication to shape our wellbeing journey.
- Strengthen community capacity by enhancing skills, while shaping our direction.

Our approach

- Build on work of existing collaboratives/networks.
- Work in different and innovative ways to impact wellbeing.
- Strike a balance between planning the journey and moving to action.
- Be responsive and adaptive in our planning.

There are many ways to get involved in the conversations about our community's wellbeing and help to identify priorities for collective action.

Social media:

Join the conversation [#wellbeingWR](#)

Our website:

To find out more visit the [Wellbeing Waterloo Region website](#) or contact: [Lorie Fioze](#) at:

Email: lfioze@regionofwaterloo.ca

Phone: 519-575-4758

TTY: 519-575-4608

Section 1: Background

Purpose of this document

This document has been developed in order to provide an overview of Wellbeing Waterloo Region history and process to-date and is being used as a background document to inform and engage the community in order to:

- Create awareness about Wellbeing Waterloo Region.
- Gather feedback to inform the overall process and structure of Wellbeing Waterloo Region.
- Document our process to-date.
- Establish interest in moving forward.
- Invite people, organizations and collaboratives to participate in the initiative.

This document provides an overview of the draft model that was developed based on the process and input to-date and will evolve as we move forward in our journey.

History

Waterloo Region is a community that has created a number of cross-sectoral partnerships which have made significant progress towards dealing with complex issues and different population needs at a systems level, e.g. Crime Prevention Council; Homelessness, Housing Umbrella Group; Immigration Partnership; Integrated Drugs Strategy; Rural Realities; Children's Planning Table etc. Over the past several years there have been many conversations and meetings that have identified some urgency to collaborate across the systems to further advance a more integrated, holistic and measured approach that coordinates resources and investments, to create sustainable and impactful solutions. The discussions were premised on the belief that no single policy, government, organization or program can tackle or solve the increasingly complex social problems we face as a community.

Since January 2013, jointly sponsored meetings were arranged by Waterloo Region Police Services, the Local Health Integration Network in conjunction with Crime Prevention Council. These meetings had a community safety and well-being focus and generated ongoing conversations on how best to move forward with a community safety and well-being plan. Although there was interest to move forward, there was still the need for more clarity about the vision, the purpose, and what the next steps would be to move this work forward.

In order to understand the initial progress on the initiative, and to provide insight into how best to move the initiative forward, a review of the process was conducted by Dr. Kathy Hogarth from the School of Social Work at Renison University College at the University of Waterloo in late 2014. Based on this review, there were several important considerations cited by participants in order to move this complex planning forward. The following will serve as the guiding principles for this stage of the initiative.

Guiding principles

- Develop a shared vision: getting to a shared vision of the initiative and the process of implementation by stakeholders.
- Have deep and meaningful engagement: in order to develop a shared vision for this initiative, all stakeholders need to be engaged in meaningful and collaborative ways, while taking into consideration the issues of power.
- Address the tensions and fears: naming the tensions and fears and addressing them safely and productively will help to build trust and honesty in order for this work to advance.
- Patience in process: this work is complex with a variety of stakeholders and systems that need to build, refine, align and collaborate on efforts. This will take time, and recognition that different partners and pieces of the work may not move at the same pace.
- Craft a process and establish a structure: a collaborative and collective process needs to be implemented in order to identify roles, capacity, level of commitment, function and structure.
- Do things differently: bring together multiple sectors of the community to engage in a change process, with a variety of perspectives, mandates and approaches to achieve the same vision.
- Harness the energies: build from the stakeholder's passion for a vibrant and strong community.
- Leave an empty seat: Leave room for people to join in on the initiative as the process and their commitment evolves.
- Build on: Waterloo Region collaboratives have made significant progress towards dealing with complex issues which this initiative will build on.

Regional Chair Ken Seiling volunteered the Region of Waterloo to bring together partners to plan for the next steps and assist with moving the initiative forward. A smaller "Planning Group" has been working with Chair Seiling to help with these next steps. Members include: The United Way of Kitchener and Waterloo (Jan Varner); The Kitchener and Waterloo Community Foundation (Rosemary Smith); Crime Prevention Council (Chris Sadeler, Shayne Turner); Waterloo Region Police Services (Chief Bryan Larkin); Local Health Integration Network (Bruce Lauckner); Waterloo Region Police Services Board, Chair Tom Galloway; Region of Waterloo (Regional Chair Ken Seiling, Mike Murray, Liana Nolan, Douglas Bartholomew-Saunders and Lorie Fioze).

Community partner organizations that participated in the review conducted by Kathy Hogarth, were invited to two meetings to hear the results of the review and discuss how best to move forward with Wellbeing Waterloo Region. For the purposes of this document we are calling this group the "Reference Group" (see Appendix 1 for the list of participants). Collective aspirations on what the group wished to achieve to make a positive difference on community wellness emerged as follows:

Process and Principle-Related

- Greater inclusiveness (and recognition that the initiative began with many more organizations than are represented in these meetings).
- Improved communication.
- Greater collaboration (in planning, action, assessment, etc.).

- Enhanced clarity of the purpose/goals/value of the initiative.
- Enhanced monitoring/evaluation of what works and why — and metrics against which to gauge success.
- Greater use of data (and data sharing) and emphasis on evidence-informed decision-making.
- Enhanced stakeholder asset utilization.
- Greater openness to/use of established and proven models.

Approach-Related

- Improved problem/gap identification.
- Adopt a ‘system of care’ approach.
- Focus on prevention/early intervention.
- Focus on priority challenges.
- Enhanced use of integrated approaches that draw systems together.
- Greater use of/reliance on the social determinants of health.
- Greater focus on key selected issues/or an area of concentration — and agreement on this (and use of data to determine priorities).
- Greater emphasis on monitoring and evaluation of the process as well as the well-being of our community.

Outcome-Related

- Improved agency/organization understanding of one another.
- Enhanced outcomes for children/young people.
- Improved graduation rates.
- Reduced stress on families.
- Fewer people in the criminal justice system.
- Reduced poverty – everyone with a living wage.
- Reduced need of and waiting lists for affordable and supportive housing.
- Reduced health care costs.
- Greater sense of community belonging (‘no one left behind’).

Based on the input from this reference group, the Region of Waterloo was asked to develop a draft ‘straw model’ document for Wellbeing Waterloo Region. The goal was to provide additional ‘sense-making’ and bring further clarity to what the potential “it” of a Community Wellness Plan could or should be and a process for advancing the collaborative effort. This straw model document has been revised based on the ongoing feedback at the events and through engagement opportunities.

The Reference Group” recognized that there were people, organizations and collaboratives missing from their group and therefore asked the Region to conduct a series of “Discovery meetings” (Table 1) from July 2016 – September 2016 to:

- Create awareness about Wellbeing Waterloo Region.
- Gather feedback to inform the overall process and structure of Wellbeing Waterloo Region.

- Establish interest in moving forward.
- Discover how best to connect and engage with the collaborative.

Table 1: Group or individual discovery meetings:

Collaborative / Community partner	Completed
Collaboratives	8
Individual meetings with area municipalities	7
Partners connected to the measurement of wellbeing	20
Measurement and monitoring working group	2

More details about the discovery meetings are found at wellbeingwr.ca.

From all of these discussions there has been strong support for Wellbeing Waterloo Region and the development of strategic priorities and measurement systems. There were also a few people who were skeptical that anything concrete would come out of the initiative.

This following provides a summary of the discussions to date.

- Create a sense of shared ownership and commitment to the plan and actions so no one organization is seen as solely responsible.
- Build on existing collaboratives and research.
- It was felt that Wellbeing Waterloo Region would raise the profile of wellness in Waterloo Region (what is working well and not so well), and help to create awareness of the larger issues and their interconnectedness.
- Measurement and monitoring was strongly supported to be included in the initiative although also cited as very challenging.
- There are already many planning tables, and collaboratives in Waterloo Region and this just adds another one to attend to divide attention.
- Make it easy for citizens to provide input, and provide methods that support a diversity of participation.
- Create an inclusive process vs. mobilizing quickly and efficiently.
- Many suggested that priorities and a path moving forward be established prior to developing a governance structure. This should be delayed until we are clear about the priorities.
- The title of “Community Wellness Initiative” was not supported. Many felt that wellbeing better reflected the work.
- Need a definition of what a thriving and well community looks like so we know what we are aspiring to.
- Keeping everyone informed will be critical to the success of the initiative.
- This initiative needs to be courageous and have a strategic focus on what will make the most difference to the community.

- Need to have tangible and measureable actions that add value
- As the process evolves we need to ensure the community is provided with opportunities to share information and tools in order to build strength and capacity.
- It is important to review similar community wellness initiatives in order to understand what has worked and the benefits achieved. Some suggested inviting groups such as Wood Buffalo, Hamilton, Windsor, Guelph to present on their plans and invite those interested to attend. The Measurement and Monitoring working group also expressed an interest in bringing in other communities who measure wellness well e.g. Toronto.
- In order for this to be successful we need key influencers to say, *“we agree and will work together to move the needle.”*
- With the profile of wellbeing in Waterloo Region it will be beneficial to implement an open data portal and process to share the data with the community and partners.
- Most municipalities as well as other community partners e.g., K-W Community Foundation, conduct citizen surveys to assess citizen perceptions on some components of well-being. The suggestion was made to align these efforts so that this work could be conducted together.
- Conduct a developmental evaluation of the process in order to learn and capture process, design, strategy and emerging outcomes.
- Consider creating an ongoing glossary of terms and definitions will be helpful to keep everyone on the same page.

This input and the conversations have informed the process and content to-date. The following sections reflect the current feedback and we will continually adapt the process and direction of the initiative as we progress.

Section 2: Planning Approach

Collective Impact has been used as the approach to develop the Wellbeing Waterloo Region model found within this document as it meets some of the needs from the discussions over the past several years and aligns well with the community discussions conducted to-date.

Collective Impact provides a structured approach to work on complex issues and achieve significant and lasting social change by multiple sectors coming together on a common agenda, shared measurement and alignment of effort. The approach is premised on the belief that no single policy, government department, organization or program can tackle or solve the increasingly complex social problems we face as a society.

Consistent and open communication and building trust amongst the stakeholders is integral throughout the process. John Kania & Mark Kramer identified five key conditions for a successful Collective Impact approach (Figure1) which have been incorporated into the draft approach and process in the subsequent sections.

Figure 1:

The 5 Conditions of Collective Impact



Section 3: Purpose and Goals of the Initiative

Why a collective Community Wellbeing Initiative?

Community wellbeing is shaped by a wide variety of conditions and systems in which individuals and communities are born, grow, work, live, and age. So what is community wellbeing? There are many definitions of community wellbeing. For example:

The Canadian Index of Wellbeing has adopted the following as its working definition:

The presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture.

Public health researchers Wiseman and Brasher define community wellbeing as:

The combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential. When looking at the community as a whole, there are three attributes that play a large role in wellbeing: connectedness, livability, and equity.

A definition for community wellbeing will need to be articulated throughout this process for Waterloo Region, however the above definitions have been included in this document to illustrate the complexity and multi-dimensional factors that connect and interact to impact community wellbeing.

Because of this complexity, there is the realization that no single organization, government or program can tackle or solve the increasingly complex conditions or systems to impact community wellbeing. We need to work together to create transformative change and truly improve community wellbeing to ensure that no one gets left behind.

The reason we are pursuing a community wellbeing initiative – the “WHY” – could be summarized as follows:

We are trying to do together what no organization has accomplished or can accomplish on its own. In order to create new, significant and impactful solutions, we wish to work together to identify and address collective priorities that will improve community wellbeing so that everyone in our community is able to thrive, and no one is left behind.

Through the work on Wellbeing Waterloo Region we believe we can:

- Work together to impact wellbeing in a way we are unable to alone.
- Identify priorities and actions that will positively impact wellbeing.
- Develop a common way to measure wellbeing and understand our collective impact.

The following goals (figure 2) will form the bulk of the work in the initial stages of the initiative (June 2016 – October 2017) and will overlap and influence one another as the process evolves. They are an attempt to initially define what “it” is; what we are hoping to

accomplish through Wellbeing Waterloo Region. They are not in sequential order and aspects of the work may need to occur in parallel. The goals are described in more detail in Table 2.

Figure 2: Goals



Table 2: Goals and descriptions**Engage in a collaborative process**

Create a process that brings all the appropriate community partners together to develop a shared vision of community wellbeing. The process will provide opportunities to develop an integrated, shared, holistic and measured agenda and action plan for community wellbeing. This work would build on existing cross-sectoral partnerships that have made significant progress towards dealing with complex issues and different population needs at a systems level. This process would also involve the development of a community engagement and communication plan which most likely would be supported by an ongoing working group.

Develop a shared vision and collective plan for community wellbeing

Develop a shared vision and collective aspirations related to community wellbeing, based on a desired future state. Based on the shared vision and aspirations, and an analysis of gaps and issues, identify a limited number of priority areas for initial collective action. These priority areas would be informed by various indicators of community wellbeing and could be used by various organizations in the community to align their activities to advance greater collective impact on community wellbeing, particularly the priority areas for collective action. Potential priority areas could include: enhanced outcomes for children/young people, improved graduation rates, fewer people in the criminal justice system, reduced poverty etc.

Develop a coordinated measuring and monitoring approach to measure community wellbeing in Waterloo Region

Create a commonly agreed upon set of indicators of community wellbeing that provide regular reports on the state of community wellbeing in Waterloo Region.

- Understand the status of wellbeing in Waterloo Region at the system level
- Understand the impact of our efforts and actions identified in the wellbeing plan
- Tell us over time whether community wellbeing is improving
- Explore the possibility of a joint region wide citizen survey

Strengthen community capacity

Involve the community in development opportunities that support improving community wellbeing. Stakeholders indicated the importance of not only of involving the community in the initiative, but of building upon the community's existing skills. Opportunities for community members to learn from others involved in similar processes and from those doing similar work is a core concept of the approach.

Foster community engagement and communication

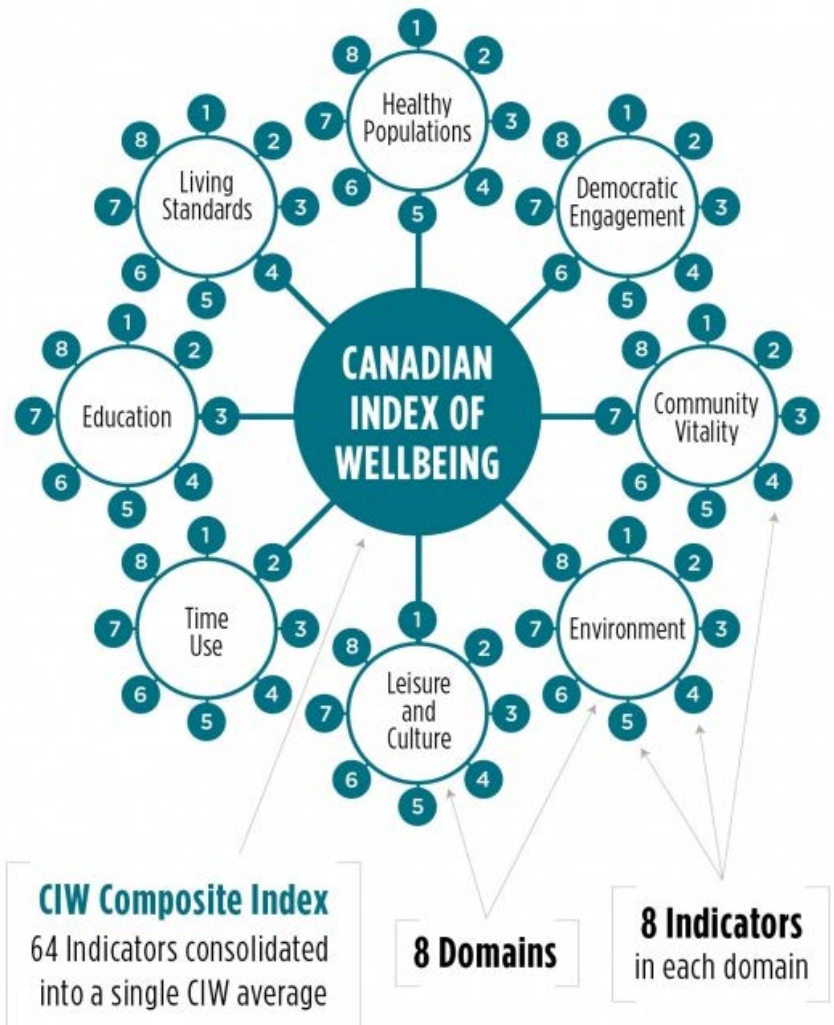
Develop a process to engage the community in Wellbeing Waterloo Region. Stakeholders emphasized the importance of ensuring community awareness and broad participation in the initiative. In order to achieve this, Wellbeing Waterloo Region will be promoted and communicated broadly, capitalizing on existing networks. A transparent and inclusive approach will be taken to maximize opportunities for engagement by all members of the community, to facilitate understanding, and to keep people informed of progress.

Section 4: The Framework for Wellbeing

A common idea that was identified by numerous stakeholders was to adopt a broad framework to anchor this work. This framework would help us understand the interconnectedness of the many aspects of wellbeing and provide a comprehensive picture of the intersections of community wellbeing. It would also help to create common language and the space for an ongoing conversations and collaboration to drive better outcomes for Waterloo Region residents.

The framework to use as our starting point has been chosen by the community and that is the [Canadian Index of Wellbeing](#). There are several reasons for this choosing this system:

- It is holistic and measures wellbeing across a wide spectrum of domains.
- Research teams from across the country were engaged to develop the indicators.
- A number of communities are already using the CIW.
- The CIW is already used and supported locally.
- The Association of Ontario Health Centres is advocating for more municipalities to use it.
- It is Canadian based and home grown – University of Waterloo.



The CIW provided coaching support to the Measurement and Monitoring working group in order to identify the indicators our community would like to add to the measurement framework. Some of these indicators will be used in a report being developed by the Canadian Index of Wellbeing. This report will provide an overall status of wellbeing and is scheduled to be published in December 2017.

[Wellbeing profile indicators for the CIW report](#)

There are also many indicators that will not be used by the Wellbeing Profile but have been identified by the Measurement and Monitoring working group as potential data sets to use for program and service level planning. [Additional indicators for the measurement system](#).

Section 5: Structure

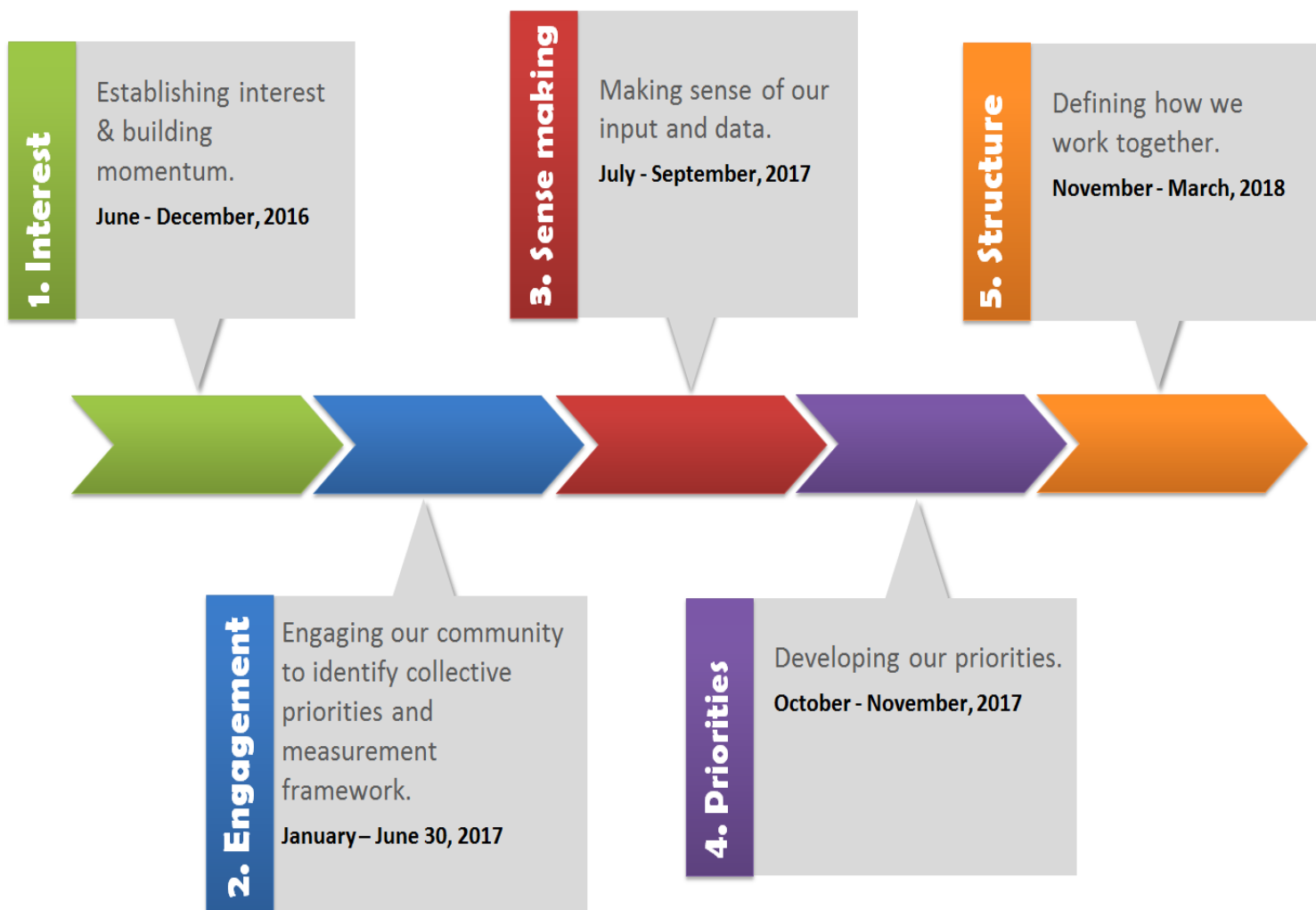
There was agreement that the approach and conceptualization of the initiative needs to be defined and shared by the collective as no one agency, level of government or specific sector has the supports, mandate and resources to address the complexities of community wellbeing alone. There was also acknowledgement of the successful collaborative work that is currently underway in addressing one or more of the social determinants of health e.g., Crime Prevention Council, Children's Planning Table, Immigration Partnership, Homelessness to Housing Umbrella Group, Rural Realities etc. And while there is value in addressing these factors individually there was also the belief that there would be value in coming together to prioritize actions and measure outcomes in a more integrated, aligned and coordinated way. In order to continue this journey, we will build opportunities to collaborate across these systems and partnerships. Progress will depend on increasing cross-sector alignment and learning amongst the partners.

At this point of the process a small Planning Group will provide input on the planning process (Appendix 1). A Reference Group has been established to provide advice and direction on the overall initiative's decisions (see Appendix 2). Based on feedback from the Discovery Meetings, the formal structure will be determined once the areas of priority and action are identified. There are also several working groups established to ensure that the goal areas are achieved. Working Group members include individuals from different sectors specific to the task at hand. Working Groups are accountable to the Reference Group. Some groups may be ongoing (standing) while others may be task specific and therefore time limited. There are two working groups that have been formed: a Measurement and Monitoring work group (Appendix 3) and an Engagement and Communications working group (Appendix 4).

There is always an open seat at each table/working group as members of the community are invited to join the working groups at any time throughout the process.

Backbone Support is the organization that provides ongoing support to all functions of Wellbeing Waterloo Region and work groups. The Region of Waterloo was identified as the most appropriate organization to provide interim backbone support until a backbone organization is identified/confirmed by the formal structure once it is established.

High Level Milestones



Emerging Wellbeing Waterloo Region Strategy

Based on all of the work noted in the previous sections our evolving Wellbeing Waterloo Region Strategy is described in the following section (for the visual of the strategy see Figure 2). It brings together the big ideas and actions that will guide our future work, the way we will measure our progress and how we will work to realize our ambitions. The components and content within this emerging strategy are a work in progress and are based on community input and data.



Our vision - what we aspire to:

Working together to enhance wellbeing in our community so everyone thrives and no one is left behind.

Our mission - why we exist:

To work together in new ways to create transformational change in community wellbeing. More specifically we will:

- **Support** our community and each other with integrated systems, aligned actions and services to make transformational change.
- **Connect** with each other and networks in our communities to leverage assets and mobilize for collective action.
- **Include** and value diverse and unique abilities to address inequities so everyone thrives



The Big Ideas

Working together, the community has identified big ideas or areas to focus collective and collaborative efforts to make meaningful and transformational change. The Big Ideas identified are:

- **Affordable Housing**: Everyone has a place to call home.
- **Healthy Children and Youth**: All children and youth have the foundation they need to thrive and reach their potential.
- **Social Inclusion**: A welcoming region that embraces diversity, reduces social isolation, enhances relationships and enables belonging.



Connected Community: Working better together

Complex problems require a collaborative community effort to be successful. In order to tackle complex issues of community wellbeing and create meaningful and transformational change, we will need to create the structure and actions

to intentionally focus on strengthening individual and network connections. This is a necessary foundation for addressing any of the big ideas by breaking down siloes, leveraging local assets and mobilizing collective action. Connecting within and across will give us the relationships, support and instill trust in order to be the change we wish to see.

Figure 2 - Visual of the Wellbeing Waterloo Region Emerging Strategy



Next Steps

At this stage in our journey we are focusing on moving the big ideas forward. In order to drive towards meaningful change we need to frame our big ideas and get more specific in order to provide initial focus and get the community moving in the same direction. The following components will be worked on through the next steps in our Wellbeing Waterloo Region journey:

1. Develop focus for Affordable Housing and Healthy Children and Youth Big Idea
2. Establish a process to plan for the Social Inclusion Big Idea
3. Identify and establish governance structure and backbone organization for Wellbeing Waterloo Region that supports and creates opportunities for a connected community.

The timeline for each of these components is found in Figure 3.

1. Develop a Plan for Big Ideas - Affordable Housing and Healthy Children and Youth

At this stage in our journey we are focusing on moving the big ideas forward. In order to drive towards meaningful change we need to frame our big ideas and get more specific in order to provide initial focus and get the community moving in the same direction. The following components will be identified through the next steps in our Wellbeing Waterloo Region journey in order to map out a plan of action for these two Big Ideas.

a. Develop Challenge or goal statements - The Big Ideas identified are just that...big! In order to drive towards meaningful change, one of our next steps will be to frame our Big Ideas into initial challenges or goal areas. This will provide initial focus and get the community moving in the same direction. These goal statements will be developed with existing collaboratives who work in the focus area as well as with the working groups of Wellbeing Waterloo Region. There will also be opportunities for the public to provide input. The goal or challenge statements are intended to be:

- Ambitious and bold.
- Rallying call that creates urgency on this issue.
- Specific and conveys what we want to achieve.
- Achievable.
- Measureable.

Examples of challenge or goal statements include:

- By 2020 all children in Waterloo Region will have the necessary skills for reading by the third grade.
- By 2020 we will end chronic homelessness.
- By 2020 Waterloo Region will have high school graduation rates that surpass the Province and Canada.

b. Identifying our actions - To move the ideas forward we will need to support and /or amplify existing work or develop new actions. The actions are the “how” we will

achieve progress in the big ideas. It is anticipated that these actions will be identified from a variety of sources but not limited to:

- Existing and new organizations and collaborative actions.
- New collective Wellbeing Waterloo Region actions.
- Place based neighbourhood actions.
- Waterloo Region resident actions.
- Other actions from other priority areas.

It is important to note that everyone can play a part in helping to move the big ideas forward.

- c. Establishing progress indicators** - In order to understand if we are making progress on our actions, we will be establishing indicators to track progress and to understand if we are making a difference. These indicators will be both short and long term indicators and will be integrated with the overall measurement framework.

2. Establish a process to plan for the Big Idea - Social Inclusion

There are many groups and organizations that work in the areas of diversity, social isolation, and belonging. Therefore a working group will be established in order to develop a plan to work with community partners to work on the areas as identified above. This working group will have a longer time line for completion.

3. Identify and establish governance structure and backbone organization for Wellbeing Waterloo Region that supports and creates opportunities for a connected community.

A connected community is a necessary foundation for addressing any of the big ideas by breaking down siloes, leveraging local assets and mobilizing collective action. In order to tackle complex issues of community wellbeing and create meaningful and lasting change, we will need to identify the best structure and actions to intentionally focus on strengthening individual and network connections.

Work is currently in progress to identify the future governance structure and backbone organization. It is imagined that this future structure would help to connect within and across our communities, institutions, sectors and levels of government in order to create awareness of each others work, foster trust and build relationships. This structure would also help keep the work moving forward and ensure that deliverables are achieved and progress is monitored.

If you would like additional information or have questions contact Lorie Fioze, at 519-575-4758, TTY 519-575-4608 lfioze@regionofwaterloo.ca.

Appendix 1: Interim Planning Group

Provide oversight and resources (financial and in kind) for the overall planning process.

Name	Organization/Collaborative
Bruce Lauckner	Waterloo Wellington Local Health Integration Network
Bryan Larkin	Waterloo Regional Police Service
Christiane Sadeler	Waterloo Region Crime Prevention Council
Douglas Bartholomew-Saunders	Region of Waterloo – Community Services
Elizabeth Heald Alternate Lynne Short	The Kitchener and Waterloo Community Foundation
Ken Seiling	Regional Chair, Regional of Waterloo
Liana Nolan	Region of Waterloo Public Health and Emergency Services
Lorie Fioze	Region of Waterloo – CAOs office Interim Backbone Support
Mike Murray	Region of Waterloo – Interim Backbone Support
Joan Fisk Alternate Nancy Bird	United Way Waterloo Region Communities
Shayne Turner	Waterloo Region Crime Prevention Council
Tom Galloway	Regional Services Police Board

Appendix 2: Interim Reference Group

Provide direction and approval on critical milestones for the Wellbeing Waterloo Region initiative based on community input and evidence.

Name	Organization/Collaborative
Aleksandra Petrovic	Social Development Centre Waterloo Region
Ann Lavender	Cambridge & North Dumfries Community Foundation
Barbara Hill	Community member
Barry Zehr	Waterloo Regional Police Service
Bill Davidson	Lang's Farm
Brad Witzel	City of Waterloo
Bruce Lauckner	Waterloo Wellington Local Health Integration Network
Bryan Larkin	Waterloo Regional Police Service
Christiane Sadeler	Waterloo Region Crime Prevention Council
Debbie Engel	Carizon Family and Community Services/ Children's Planning Table
Denise Squire	Woolwich Community Health Centre
Dorothy McCabe	KidsAbility
Douglas Bartholomew-Saunders	Region of Waterloo – Community Services
Elizabeth Heald Alternate Lynne Short	The Kitchener and Waterloo Community Foundation
Erin Vandahl	Waterloo Regional Police Service
Jane Hennig	Volunteer Action Centre of Kitchener Waterloo & Area
Jane Humphries	Community member
Janet Howitt	Delton Glebe Counselling Centre
Jason Santo	Studio Locale
Jeff Steckley	Shantz Mennonite Church Social Innovation Hub
Jennifer Astley-Kinsey	Astley Family Foundation
Jennifer Fillingham	Center for Family Medicine
John Colangeli or Randall Penny	Lutherwood
John Lord	New Story Group of Waterloo Region
Judy Merkel	Waterloo Catholic District School Board
Karen Spencer Alternate Jill Stoddart	Family and Children's Services
Kathy Payette	Lutherwood
Kelly Bernstein	Region of Waterloo Libraries
Ken Seiling	Regional Chair, Regional of Waterloo
Laura Manning	Lyle S. Hallman Foundation
Laura Shoemaker	Waterloo Catholic District School Board

Name	Organization/Collaborative
Liana Nolan	Region of Waterloo Public Health and Emergency Services
Linda Terry	Social Planning Council of Cambridge & North Dumfries
Lorie Fioze	Region of Waterloo – CAOs office/ Interim Backbone
Marg Alfieri	The Centre for Family Medicine - KW 4 Health Link
Mary Jane Patterson	REEP Green Solutions
Michelle Poissant	Township of North Dumfries
Mike Murray	Region of Waterloo – Interim Backbone Support
Nancy Bird	United Way Waterloo Region Communities
Peter Ringrose	Police Services Board
Peter Rubenschuh	Waterloo Region District School Board
Peter Sweeney	YMCA
Alternate - Debbie Hoekstra	YMCA – Early Years Centers
Rania Lawendy	Maple Grove School
Richard Olson	Waterloo Catholic District School Board
Sharon Livingstone or delegate	Cambridge Council on Aging
Shannon Weber	Wilfrid Laurier University
Shayne Turner	Waterloo Region Crime Prevention Council
Susan Morrison	Waterloo Region District School Board
Tara Bedard	Waterloo Region Immigration Partnership
Tom Galloway	Regional Services Police Board
Tova Davidson	Sustainable Waterloo Region
Tracey Robertson	Ontario Trillium Foundation
Tracy Elop	Carizon Family and Community Services

Appendix 3: Measurement and Monitoring Working Group Membership

Provide oversight, advice and direction on the measurement and monitoring goal area.

Representative	Organization/Collaborative
Aleksandra Petrovic	Social Development Centre Waterloo Region
Alison Pearson Alternate Shannon McIntyre	Children's Planning Table
Angela Pye	Region of Waterloo - Housing stability – Community Services
Brad Witzel	City of Waterloo
Brooke Lambert	City of Cambridge
David Siladi	Crime Prevention Council
Erin Vandahl	Waterloo Region Police Services
Jaime Griffis	Idea Exchange – Cambridge
James Bond	Waterloo Region District School Board
Janet Howitt	Delton Glebe Counselling Centre
Jenny Flagler George Alternate Stephanie Ellens-Clark	Waterloo Wellington Local Health Integration Network
Jessica Deming Alternate Arianne Folkema	Region of Waterloo Public Health and Emergency Services - Epidemiology
Jill Stoddart Alternate – Leyco Wilson	Family and Children's Services
Kristine Allison	Rural Realities and Cambridge and North Dumfries Social Planning Council
Linda McKessock and Bryan Smale	Canadian Index for Wellbeing - coach and consultants
Linda Terry	Cambridge and North Dumfries Social Planning Council
Lorie Fioze	Region of Waterloo - CAOs Office (Interim back bone support organization)
Lynda Kohler	Woolwich Community Health Centre
Lynne Short	Kitchener and Waterloo Community Foundation
Margaret Parkin	Region of Waterloo - Planning Development and Legislative Services
Mark Hildebrand	City of Kitchener
Oriana Sharpe	Region of Waterloo - Open Data
Paulina Rodriguez	Immigration Partnership
Peter Rubenschuh	Waterloo Region District School Board
Ross Graham Alternate Van Vilaysinh	Region of Waterloo - Community Services Department

Representative	Organization/Collaborative
Shannon Weber	Wilfrid Laurier University
Sharon Froehlich Alternate Earl Walker	New Story Group
Simon Coulombe	Wilfrid Laurier University
Sospeter Gatobu	Learning for Humanity
Tamara Kerr	Region of Waterloo, Children's Services
Tara Bedard	Immigration Partnership
Vacant	Region of Waterloo - Environmental sustainability
Vicky Luttenberger	Township of Wilmot

Appendix 4: Engagement Working Group Membership

Provide oversight, advice and direction on the community engagement process.

Name	Organization/Collaborative
Ann McArthur	Woolwich Township
Arienne Folkema	Region of Waterloo Public Health and Emergency Services
Barbara Hill	
Beth Davies	
Bethan Llewellyn	Kitchener Waterloo Community Foundation
Brad Voisin	Township of Wellesley
Brad Witzel	City of Waterloo
Christiane Sadeler	Crime Prevention Council
Debbie Engel	Carizon
Denise Squire	Woolwich Community Health Centre
Eunice Valenzuela	Mennonite Coalition for Refugee Support
Falilat Balogun	African Canadian Association Waterloo Region
Hayael Mohamud	African Women's Alliance
Hilary Blackett	Waterloo Wellington Local Health Integration Network
Jaime Griffis	Idea Exchange
Janet Howitt	Delton Glebe Counselling Centre
Jenny Flagler-George	Waterloo Wellington Local Health Integration Network
Jill Kolb	Waterloo Wellington Local Health Integration Network
Jodi Murray	Waterloo Region Active Living Network (Chair)
Julie Hill	Region of Waterloo Public Health and Emergency Services
Kim Krueger-Kischak	Early Literacy Alliance of Waterloo Region
Kristine Allison	Social Planning Council of Cambridge and North Dumfries
Lila Read	Waterloo Region District School Board
Lorie Fioze	Region of Waterloo - CAOs Office (Interim back bone support organization)
Lynne Short	Kitchener and Waterloo Community Foundation
Michele Hopkins	Region of Waterloo Library
Nicole Cichello	City of Cambridge
Patrick Gilbride	REEP Green Solutions
Shannon Weber	Wilfrid Laurier University
Stephanie Goertz	The Healthy Connection
Stephanie Watson	Region of Waterloo Public Health and Emergency Services/ Waterloo Region Mental Health Work Group