



Emerging Themes for Agency Interviews

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INTRODUCTION

This report summarizes interviews with 45 individuals from over 30 health and social agencies across tiers one to three for the Rural Upstream engagement strategy. The report follows up on the initial report from September 7, 2023, and contains emerging themes that will guide the development of the Rural Strategy and Action Plan in Phase Two of the Rural Upstream project.

METHODOLOGY

As part of the Agency and grassroots organization engagement strategy, a list of agencies and grassroots associations across the three tiers was compiled and contacted by the project manager in person and via email. Tier One is an agency with a physical address in the township, Tier Two is an agency that has a staff come into the township and Tier Three is an agency that serves the region of Waterloo. A set of standardized questions was developed by the Project Manager and the Rural Upstream Collaborative, vetted through the Rural Upstream Engagement Team and regional staff from Public Health Healthy Environments and Wellbeing Healthy Living and Foundational Standards Division and the Office of Reconciliation, Equity, Diversity, and Inclusion (REDI). These questions were asked of all agencies, community groups, and grassroots organizations to gain a deeper understanding of how to better work together in delivering health and social services in rural townships. Confidentiality was guaranteed to encourage open and honest conversations. The responses were analyzed for emerging themes and trends. A list of all agencies and associations contacted is provided at the end of the report.

1. Tell me about your organization, and who you serve
 - What is working well?
2. Identify the gaps/barriers in the services you provide and the delivery of those services.
 - Specifically, in reaching and supporting diverse groups and populations across the townships.
3. What gets in the way of addressing these gaps?
4. What are some new engaging ways of working with diverse populations/communities to better understand the needs?
5. How do we effectively meet them through co-design?
6. Who do you work with beyond your agency and how?
 - What does your organization do well in this area?
 - What could your /organization do better?
7. How do you communicate with the community at large (rural specifically)
 - What works well?
 - What are the barriers?

1. WHAT IS WORKING WELL?

a. The Impact of the Upstream Project

One of the most significant outcomes of this project was connecting and building relationships with various agencies to discuss how we can collaborate better. The response was overwhelmingly positive, with everyone acknowledging the need to take a pause and assess what is working and where we need to adapt to improve relationships and services. People provided honest feedback, realizing that we can't make any progress if we ignore the issues and fail to work through them.

Agencies appreciated having a single point of contact for reaching the rural community, rather than just one person or agency. During the Upstream project, the project manager received many calls, queries, requests, and invitations from various agencies and organizations seeking a rural perspective, survey initiatives, or information sharing. With this point of contact, information could be shared with the collaborative effort or directed to the appropriate agency. This approach ensured that communication was streamlined between agencies and that a comprehensive approach was taken to gather and distribute information for the rural townships. It also reduced the ad-hoc approach of reaching out to a single person or organization to address rural issues or queries. This approach was welcomed by all parties involved.

“
Having a single point of contact for the rural community is amazing. I struggle to know how to reach the rural townships.
”

1. WHAT IS WORKING WELL?

b. Community-Driven Approach – Relationships with the Core Agencies

A key approach to delivering services for tier two and three agencies is partnering with rural agencies to promote and or host programs by using the social capital of the rural agency to connect to the community and broker trust. One agency spoke about how when they had a stand-alone booth in the community – people would walk by and even avoid them but when they attended an event in collaboration with a rural agency people were willing to talk and share. A few regional agencies have found it helpful to hire staff who are from rural areas as “they get it” and apply a rural lens to their service delivery. Even with hiring staff with a rural background they still rely on the social capital of the rural agencies and feel they would not be able to effectively deliver their services without these rural partnerships. It is important to note these tend to be larger more established agencies in the region.

“ It is about credibility – the only way it will work is if we tap on a relationship – if we tap on you and hang out together – people will talk to us. ”

Over the years, communication between agencies has fluctuated. Since the outbreak of COVID-19, some agencies have noticed we have gone back to working more in silos. As a result, both parties need to focus on improving connections and communications to reduce confusion among the public and each other. To address this, some urban agencies have taken intentional steps to improve communication with rural agencies. However, this is still a work in progress, and they acknowledge that they need to do a better job by including the rural agencies in their communications. They have stated that they sometimes forget about rural agencies, but it is not intentional.

“ Communication has improved by intentionally reaching out to rural agencies regularly. ”

1. WHAT IS WORKING WELL?

Several Tier One agencies, which are not part of the collaborative, are working in conjunction with the local community to ensure that people's basic needs such as food security, inclusion, support, navigation, and affordable housing are met. These agencies have varying degrees of relationships with the agencies in the collaborative and are interested in being part of a larger collaborative, as well as the development of a rural strategy in the townships. These agencies have been operating in the townships for varying lengths of time, ranging from less than two years to over thirty years. Interestingly, the newer agencies feel that they have more opportunities to be innovative, as they are not entrenched in delivering services in a certain way.

Local agencies spoke of the generosity of the community. This includes monetary support and the role of volunteers supporting the delivery of services in the community. A few grassroots organizations did question whose role it is to address the needs of the community. Some felt it was the local government's role while others saw it as a regional or provincial role. Many of the volunteer-run organizations felt more could be done if there was at least one paid staff member to support the coordination of the services. Regardless they were thankful to rally the community to meet the need.

Lessons Learned

There is an overall desire from all agencies to collaborate and work better together. The agencies count on the social capital of the existing rural agencies to meet their organizational goals. Agencies like having a single point of access to reach the network of rural agencies and see the importance of intentionally improving communication across the region. Rural agencies outside the collaborative help provide needed localized supports and services to the community. It is important to continue to build connections with these agencies as they are looking to be part of the larger system.

2. WHAT NEEDS IMPROVEMENT?

What are the gaps and barriers in delivering services and working together?

a. Awareness of the Rural Agencies and Services in the Townships

Many agencies, regardless of their tier, pointed out a common lack of awareness regarding the available services in townships, who provides what, and how to connect with them. This issue is present throughout the region, emphasizing the need for better collaboration and knowledge-sharing among agencies. We need to consider how we can increase awareness and build relationships across the region. One agency mentioned that in the past, the Hallman Foundation led the “Mapping Moving Trains” initiative to address this specific concern and to promote greater awareness of services available across the region.

“
The biggest gap is we don’t know each other and we don’t know the service out there anymore.
”

This lack of connection impacts both the leadership and the front-line staff. We have staff providing critical supports who rely on Google to make referrals and direct people to the services they need. They feel there is a gap in understanding what resources are available in the community and beyond. This becomes a bigger challenge when trying to refer people

“
I don’t know what is available I have to Google it..
”

to specialized or culturally specific services or professionals. The lack of relationships that we have with each other limits the quality of our work and how we do the work.

2. WHAT NEEDS IMPROVEMENT?

There is a lack of understanding and sometimes a distorted perception of the role agencies or organizations play in supporting communities. Some agencies are viewed as enforcers, and as a result, they may face resistance even though their role is to support victims. Although some agencies have evolved over the years, they are

still perceived in a stereotypical way that does not represent the work they do today. Given the role these agencies play, they have established good connections with equity-seeking associations and groups, and they can help build these connections in the townships. All of these agencies are interested in collaborating more with rural agencies and believe that taking a collective approach would go a long way in changing people's perceptions about who they are.

“
Our strategic plan is to make more community connections.
”

b. Services Not Reaching the Rural

“
Sometimes I forget about the townships – because we work independently. I need to be more intentional and reach out to the township agencies. (This is not intentional just a reality)
”

Several agencies serving the Waterloo region are primarily focused on urban areas and have little to no connection to or understanding of the rural landscape, despite their name stating they serve the Waterloo region. These agencies lack a point of contact and are unsure of how to reach out to rural residents. These agencies are also the first to admit this limitation in their service delivery. Many are equity-seeking organizations that have limited staffing and funding to reach region-wide and it is an aspirational approach.

“
“We don't have a great presence in the rural”
”

2. WHAT NEEDS IMPROVEMENT?

Agencies are at capacity serving the urban population. Many talked about how they are so busy in the urban areas of their work they just don't dedicate the time to the rural. They don't have the staff, time or budget to reach the rural. Many acknowledge that when they say they serve the region that means the city center. Some urban-based agencies explained that they do not offer the same level of service they do in the urban areas as it is far more expensive to deliver these services in the rural areas. An agency that rents physical space in the township said they have minimal traffic and uptake of their services. They find it challenging to hire staff as their service delivery model doesn't pay for mileage.

“
The voice of rural communities gets lost as it is so easy to get caught up in urban work.
”

Several agencies have reported that they reduce the level of promotion of their programs in rural areas due to varying uptake. They believe that “people probably just don't know about our services.” Some agencies are also hesitant to promote their full range of services in rural areas because they cannot deliver them and do not want to set up unrealistic expectations. On the other hand, there is a higher uptake of services in the city, which makes it more cost-effective to deliver them. The main issues involved in providing services in rural areas include staffing, mileage, availability of volunteers and the expense of serving a geography with a smaller population base.

“
Not a great presence... but it is something.
”

To address these gaps some organizations, attempt to establish intentional relationships with leaders from rural agencies to improve their reach to rural communities. This approach is based on building personal connections and often occurs when a rural agency participates in a broader urban-based meeting. However, the challenge arises when agencies are unable to attend these meetings or only certain agencies have the resources to attend, resulting in a narrow connection to rural areas. When there is a change in leadership, the relationship is typically lost. Others have expressed their efforts to engage with the rural community by contacting one rural agency, but if they do not receive a response, they do not pursue the connection or relationship any further. One agency mentioned they were told we don't collaborate well in the Waterloo region and just forge ahead with your projects.

2. WHAT NEEDS IMPROVEMENT?

Lessons Learned

It is crucial to understand the challenges faced by agencies in delivering programs to rural areas. Agencies are dealing with limited resources, heightened demand for services in urban areas, and a lack of awareness or understanding of the unique needs of rural communities and how to reach the intended rural population. It is perceived that the townships are not served by many tiers two and three agencies at the same level as the urban areas. We need to have open conversations and work together to find solutions that will bring needed services to the townships. By exploring different service models, partnerships and funding arrangements we can better meet the needs of the townships.

c. The Impact of Centralizing Services

There is a general feeling that the townships are not well-served by some more urban-based services or that services that were once in the townships have been centralized to an urban-based agency.

“ Rural residents feel they have lost many services or don't receive them. ”

Some key services and support systems that were once provided within rural communities have now been centralized to urban-based agencies. This has resulted in a sense of loss among some residents who feel cut off from important support services. When the service is delivered within the community it can help facilitate trust and acceptance and increase access to the service.

During discussions, it has been noted that the role of staff coming into the townships needs to be better defined. Many agencies are employing staff to support people with roles ranging from system navigation to providing referrals to direct support. However, there are competing definitions of these roles, and no universal definition of the roles and responsibilities, making it unclear who does what. There is a general observation that some positions merely refer people back to the agency that referred them in the first place. Thus, there is a desire to better understand what these roles are and how they are defined, to ensure everyone is on the same page.

2. WHAT NEEDS IMPROVEMENT?

Lesson Learned

To ensure that every person in the region has access to the support and services they require, we need to better understand how the rural ecosystem works. When designing services, we should be mindful not to design them solely for dense, urban areas. If urban agencies cannot afford to deliver services in rural areas, we need to have an open and honest conversation about who is best equipped to deliver them.

d. Addressing Historical Issues

i. With Regional Agencies

During our discussions on the challenges faced in delivering services, we identified historical issues between agencies. These issues included strained relationships between leaders, conflicting roles in the same community, and regional agencies using top-down approaches to deliver services in the townships. We all agreed that it is crucial to address these issues and move beyond them to improve collaboration in the future.

Over the years, historical issues have had a significant impact on numerous rural agencies. Urban-based agencies have attempted to provide services to townships with varying levels of success, which has resulted in either cancelled or scaled-back services. As a result, the community has mixed feelings about such arrangements. Without an awareness of this history, new leaders may find it challenging to understand why an agency is hesitant to engage in these relationships again. This lack of understanding can lead to tension when reaching out.

“ It has been challenging for us to get into the community ... we reached out to others but if no response, we moved on. Have been focusing a lot of our attention in urban areas where people have responded. ”

2. WHAT NEEDS IMPROVEMENT?

Building relationships requires effort from both sides. During discussions with various agencies and regional groups, statements like “Rural doesn’t respond” or “We invited them, but they didn’t come” do not help build trust and understanding. Regional-based initiatives must try to include the rural perspective in discussions, rather than just extending an invitation. It is crucial to understand the obstacles that prevent rural participation to foster better relationships and opportunities to connect. Rural agencies receive numerous requests from urban-based agencies and cannot participate in every regional table. We must examine how rural agencies are represented and ensure that their voices are heard at the table.

Lessons Learned

There is a willingness among new and existing leaders to acknowledge these issues need to be addressed through better communication channels emphasizing the importance of better communication from both sides. Addressing and acknowledging historical issues will go a long way in building better relationships.

ii. With Townships

We understand that every township has its specific challenges and solutions. During our discussions with various agencies, we came to realize that there were some historical issues in providing services to North Dumfries and Wellesley. This is not to suggest that other townships or communities do not have their unique problems, but rather to emphasize that these two townships have some historical issues that are affecting the delivery of services in those areas.

North Dumfries

When reaching out to agencies that serve North Dumfries, it was noted that very few agencies offer services in the township. Historically many agencies are Cambridge-based but serve Cambridge and North Dumfries. As a result, many residents of the township receive their services in Cambridge or other surrounding urban areas depending on the geographic proximity to areas outside the township. Tier two and three agencies that serve North Dumfries have spoken about difficulties in reaching the population and successfully delivering their services. They find it challenging to find staff and volunteers and some say that the community lacks interest in the services they provide. There are a few anchor agencies in the community that offer health and social services, but social service agencies are experiencing issues due to a lack of funding and resources to support their work. This has resulted in a limited presence in the township.

2. WHAT NEEDS IMPROVEMENT?

Wellesley

In the township of Wellesley, there are emerging conversations amongst leaders to better understand how we can serve the community better. This is due to various factors such as the rising population, increasing social needs (highest suicide rate per capita), and the recent opening of a new recreation center. At present, tier-one social services are provided by three agencies from neighbouring townships, the Community Health Center, and a grassroots group that offers food access to the community. This can be confusing for the locals as it is unclear who provides what service. When asked, no one seems to remember why services are split and overlapping. Some people believe it may be due to historical reasons such as the size and population of the township.

As Wellesley continues to grow, some leaders are discussing the need for a Resource Centre where people can locally access social assistance and connect with outreach workers or support staff. This vision requires coordination to avoid duplicating services. Before COVID-19, organizations in the area collaborated better on how to serve the community. It's great to see leaders coming together to find ways to support the community with improved service delivery. Some leaders believe that it's essential for Wellesley to have services available locally so that people don't have to travel to receive help, and so that relationships with families can be built to help them holistically.

It's crucial for all service providers who offer services in Wellesley to collaborate better and have transparent conversations about who is best suited to deliver services. Agencies and groups need to communicate and work together to determine the most effective ways to serve the community.

Lessons Learned

We understand that all townships are going and changing. It is important to have conversations around how to work collaboratively together around how we can best serve the communities. Some interesting ideas were suggested during the interviews. One agency that is struggling to bring services to North Dumfries suggested the agency work together to amalgamate their resources into a full-time position through a job-sharing model. It is through ongoing collaboration that innovative ideas such as this can be explored.

2. WHAT NEEDS IMPROVEMENT?

e. Need for a Shared Understanding of the Rural Landscape and Demographics

"
The real issue is we just don't know who is living in the townships."
"

The demographics of the rural township are changing. In the Waterloo region, the townships are situated adjacent to urban areas and attract people looking to enjoy the best of both worlds – smaller communities and easy access to urban amenities. However, if people have no ties to the community, then these townships are turning into bedroom communities. If we want to build communities where people feel they belong, we need to ensure we are designing complete communities with access to an array of supports and services.

Traditionally the rural population has been described and perceived as white, Christian heteronormative. However, we also recognize that this is changing, and we need to have a better idea of how that change is impacting everyone. We must address the polarized views and tensions that exist and better understand the impact on long-term residents and their views on the changing rural landscape. We also need to understand how people feel moving into the townships and what it takes to feel like part of the community.

Agencies often don't have a clear understanding of the people they are serving, and they aren't gathering specific demographic information or capturing the specific needs of their clients. Some regional agencies do not monitor if someone may reside in more than one community. For instance, if a child has separated parents, they may only have urban addresses.

A common theme throughout the conversations about 'who do you serve' and asking if we are reaching equity-seeking and deserving populations is that we do not have a good understanding of the diversity of the rural populations – including the various Mennonite populations.

"
It's important that we paint a more accurate picture of our rural townships and work together to build a strong community where everyone's needs are met. Several agencies have emphasized the need to understand the people who are moving into the community and their unique needs. This requires building connections and fostering a sense of community."
"

2. WHAT NEEDS IMPROVEMENT?

It was generally agreed upon that we are not doing a good job of serving the black, Indigenous, and Queer populations. Furthermore, we hear stories of how minority groups tend to assimilate into the community and are hesitant to engage due to concerns that they may be outed or targeted as an outsider. This is particularly impactful in rural communities, where individuals fear being labelled and associated with certain groups. If they do not see themselves as part of the community, they are less likely to participate. This then becomes a matter of mental health and support.

“
We know people of colour are moving into the townships they feel like an outsider and don't stay.
”

Lessons Learned

There is agreement that we need a region-wide approach to gather better data sets so that we can understand the diverse makeup of our communities accurately and plan accordingly. It's essential to disaggregate the data, which will help us drill down and understand the demographics of the rural townships better. To achieve this, it is crucial to also engage the leaders of grassroots organizations that serve diverse communities in conversations and work together to better understand the needs of the community.

3. OPPORTUNITIES FOR IMPROVEMENT

ADDRESSING WHAT IS GETTING IN THE WAY

a. Formalizing the Collaborative

"
We are not connecting and having a system-wide conversation."
"

There is a strong desire to establish a mechanism that can help build relationships, improve communication, and find opportunities for collaboration with rural agencies. A network, a roundtable, or a collaborative table is being called for by many, as there is a feeling that we have lost key convening tables that enable system-wide connection. This need is felt across the region.

"
Not knowing who is in the townships, the work they do and how to reach them some coordination of that might be helpful for the community – but no one is taking ownership and leading."
"

There is a desire for a platform where rural agencies can collaborate and intentionally work together more efficiently. This platform should enable them to explore opportunities to pool resources to leverage efficiencies and build on the strengths of agencies and grassroots organizations in the townships.

"
We need a collective voice for rural – this is how we build rural."
"

3. OPPORTUNITIES FOR IMPROVEMENT

ADDRESSING WHAT IS GETTING IN THE WAY

By establishing a formal collaboration, regional service agencies can effectively connect with rural agencies. Tier two and three agencies are interested in understanding the needs of rural townships and improving their working relationship with rural agencies. Improved communication mechanisms can help enhance relationships and build trust among agencies within the region. This approach can result in mutual benefits and encourage honest conversations between agencies.

“Rural agencies are good at not sugarcoating things – this is good as it will only help us do better.”

A word of caution was shared by a smaller agency, regarding the term “collaboration”. They advised us to challenge ourselves to ensure that the term is not used to maintain the status quo or dominate structures. It is important to create an inclusive environment that values all voices and perspectives.

Key Elements identified

a. Rural Equity Lens to All Our Work Across the Region

Many agencies that serve rural areas acknowledge that these areas are not being served well. Reasons include a lack of staff, volunteers, funding, or an understanding of the most effective ways to reach and serve people in these areas.

One issue identified across the region is the need to map out services from an equity lens. We must assess how services are funded and delivered, taking into consideration the level of access to services in rural areas compared to urban areas. It is crucial to map out these services from an equity perspective to identify gaps and ensure that rural areas receive fair and appropriate support and services.

3. OPPORTUNITIES FOR IMPROVEMENT ADDRESSING WHAT IS GETTING IN THE WAY

We need to adopt an upstream approach to ensure equitable service delivery, particularly from a rural perspective. An agency mentioned that our current method of measuring success does not prioritize rural areas. If we continue to focus solely on numbers and population density, urban priorities will always come out on top. We need to apply a rural equity lens in all our work.

“
Rural is a box you need to tick (not a tick box) and you can't move forward until you have a plan of how you are going to ensure the lens is included.
”

b. Better Collaboration and Flexibility with Funding

It is important to have conversations across the sector about how funding is allocated and challenging what we can do differently with all the money received to better meet the needs of the townships. Agencies are beginning to question whether they are the best-suited agency to serve a particular geographic area or demographic and whether there might be another agency better equipped to do so, which could also improve their sustainability. We must consider whether there are

more effective ways to use the funds to reach the intended populations. This can be achieved by increasing flexibility in how we allocate funding and by allowing for more innovative approaches.

“
So busy reacting and responding ... need to ask what we can do differently.
”

Funders and agencies need to hold each other accountable to ensure that services reach the townships. Throughout the interviews, it was stressed how important the rural agencies are to broker connections for regional serving agencies. When services are centralized it pulls resources from the individual agency. If the community is no longer receiving the same level of support as when the service was local, it puts a further stain on the agency because people's needs are not being met. The agencies who hold the funds must deliver the service or look at how we can reallocate to an agency that can. Financial viability is crucial for all agencies.

3. OPPORTUNITIES FOR IMPROVEMENT ADDRESSING WHAT IS GETTING IN THE WAY

There needs to be more education about the importance of investing in rural areas. People want to stay in their rural communities and if there are no support and service options, they will have to move to the city, which only exacerbates the issues there. As we strive towards an equity lens, we require better collaboration regarding how funding is distributed and identify opportunities to better serve rural.

“
As a smaller agency, I feel I am missing out and not in the loop about what (funding) is coming up, who is applying for what and we are never included in funding applications.
”

Collaboration is hard work. It takes time and commitment. It takes a great deal of trust to work differently and set aside ego or agency, to be able to genuinely say “This is a better way of working.”

c. Capitalize on shared priorities to set a new direction

Over the years, there have been ongoing discussions about adopting a hub model of service delivery in rural townships to improve how services are delivered. Through interviews with various service agencies, the idea of the Rural Hub was identified as a key area of focus.

Currently, there are already various hub-like structures and multipurpose agencies, as well as grassroots agencies and groups working independently to develop communal spaces in the townships. To avoid duplication of efforts and maximize investments, it is important to collaborate and identify what is the best model to deliver services that increase access, affordability and awareness of services across the townships.

Creating a rural hub or umbrella structure might be the solution to foster better collaboration among agencies and deliver services more efficiently and effectively. It is important to have such conversations to ensure shared influence in developing a collective approach to address the needs of the community.

3. OPPORTUNITIES FOR IMPROVEMENT

ADDRESSING WHAT IS GETTING IN THE WAY

d. Strengthen Human Resource Capacity to serve the townships

Several agencies that provide health and social services in rural areas have expressed the challenges they face in recruiting and retaining qualified staff. They emphasized the importance of having a diverse representation of staff and people who understand the realities of working in a rural township. Through collaborative discussions, strategies can be developed that will help attract and retain qualified staff to serve the township.

Lessons Learned

We need to prioritize community needs over organizational goals. To achieve this, agencies need to develop a mechanism to connect and have intentional conversations. This will ensure that the townships are served effectively. We must be intentional in developing a model that achieves system change.

We need to adopt an upstream approach to ensure equitable service delivery, particularly from a rural perspective. An agency mentioned that our current method of measuring success does not prioritize rural areas. If we continue to focus solely on numbers and population density, urban priorities will always come out on top. We need to apply a rural equity lens in all our work.

We all have a role to play in holding agencies accountable for the funds they receive to deliver services to the townships. From the funders to the agencies themselves, we have to ask if there are better ways to use the funds and who is best to deliver the services.

To avoid duplication of efforts and maximize investments, it is important to collaborate and identify what is the best model to deliver services that increase access, affordability and awareness of services for all across the townships.

Through collaborative discussions, strategies can be developed that will help attract and retain qualified staff to serve the township.

CONCLUDING OBSERVATIONS

In the region, there is a shared desire to have intentional discussions and explore ways to work more effectively together in support of rural townships. All agencies involved have approached this engagement process with openness, transparency, and a willingness to consider alternative approaches.

As we take a moment to pause, it is important that we actively listen, reflect, and incorporate all the voices from the Community Engagement strategy. This is necessary to validate people's experiences as we continue our discussions and move into Phase Two and co-design a Rural Strategy and Action Plan.

APPENDIX A

The following Agencies and Grassroots organizations were contacted to participate in the Rural Upstream Engagement. To ensure confidentiality this is a list of all agencies contacted. In total 30 were interviewed.

1. Beyond Housing
2. Cambridge Food Bank
3. Camino Wellbeing and Mental Health
4. CMHA Waterloo Wellington
5. Community Foundation of Waterloo Region
6. Community Justice Initiatives
7. Community Support Connections
8. Elmira Community Living
9. Family and Children Services
10. First Nation, Metis, and Inuit Advocacy and Advisory Circle
11. House of Friendship
12. It takes A Village
13. Immigrant Partnership
14. Independent Living Waterloo Region
15. KIWANIS
16. KW4
17. Love Your Neighbour Communities - LYNC
18. L.S. Hallman Foundation
19. Lutherwood
20. Neighbours Helping Neighbours of Ayr and North Dumfries
21. SHORE
22. Smart Waterloo Region Innovation Lab -SWRIL
23. Social Development Centre Waterloo Region
24. Southwest Ontario Aboriginal Health Access Centre - SOAHAC
25. SPECTRUM Waterloo Region's Rainbow Community Space
26. Region of Waterloo Chief Administrator Office
 - a. Corporate Strategy and Performance
27. Region of Waterloo Community Services
28. Region of Waterloo Library Services
29. Region of Waterloo Public Health & Paramedic Services - Neighbourhood Nursing Team
30. Region of Waterloo Public Health & Paramedic Services - Healthy Environments and Wellbeing Healthy Living and Foundational Standards Division
31. Waterloo Region Police Services - Community Engagement and Wellbeing Branch
32. Waterloo Region Police Services - Equity and Diversity Branch
33. Wellesley Food Cupboard
34. The Food Bank of Waterloo Region
35. YMCA Three Rivers Waterloo Region

ENGAGE RURAL



North Dumfries • Wellesley • Wilmot • Woolwich

Reach Out to Us

Community Engagement Team

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January 2024



Funded by:

