



STRATEGIC PLAN 2006-2009

*As approved by HSPC
November 23, 2005*

KEY TRENDS INFLUENCING OUR STRATEGIC PLAN

The environment for planning and delivering human services is complex. We regularly identify new opportunities. As well, there are various factors that challenge our Vision and, thus, influence our action priorities. These factors and some of the most significant effects are outlined below:

- Continued strong growth in the Region
- Ongoing changes in the organization and delivery of human services
- Significant demographic changes within both the aging and youth populations
- Ongoing commitment to realize Vision 2026 – Creating Strong, Caring & Safe Communities
- Fluctuating political cycles
- Competition for funding
- Increasing cultural and ethnic diversity
- Increasing demand for affordable housing
- Widening poverty gap and growing numbers of “working poor”
- Escalating societal stress, with particular effects on children and youth
- Continued employment challenges for immigrants and new Canadians
- Adequacy and accessibility of transportation

OUR VISION

York Region's human services will create healthy, sustainable communities.

OUR MISSION

Human services working better together for York Region

We bring about transformational change in how human services are planned and delivered. Sharing resources and combining our efforts, we are creating an effective long-term, integrated planning framework for human services in York Region. Our influence improves the quality of human services provided in our communities. We accomplish these results through:

- Identification of on-going needs and long-term solutions,
- Coordination of funding and planning,
- Acting as a conduit of information, and
- Marshalling resources.

OUR VALUES

- We embrace inclusiveness and collaboration; these values guide our work.
- Our results are achieved using partnerships among representatives of government, service provider agencies and corporations, the non-profit sector and consumers of service.
- Our work together is based on mutual respect.
- We use progressive, innovative approaches to fulfill our Mission.

OUR STRATEGIC DIRECTION

Building on our success, we will continue to have a positive impact on human services within York Region. Our focus will be two-fold:

- Engage with stakeholders in a way that enhances the work we do in partnership with them, and
- Facilitate results-based projects that address the most significant cross-sectoral issues.

ACTION PRIORITIES **TO ACHIEVE THE STRATEGIC DIRECTION**

1.0 Build stakeholder engagement and partnerships

1.1 Establish influential relationships between the HSPC and all levels of government – federal, provincial, regional and municipal by:

- Meeting with key politicians and bureaucrats
- Enhancing the role of HSPC in local decision-making
- Establishing an HSPC Co-Chairs Advisory Committee

1.2 Improve the effectiveness of our relationships with agencies and community partners by:

- Developing and using communication tools targeted at agencies and community partners (i.e., HSPC website, information kits, etc.)
- Building a relationship with the Central LHIN

1.3 Engage Regional businesses, employers and organized labour by:

- Designing, implementing and monitoring a communications plan targeted at the business sector
- Establishing a relationship with representatives from organized labour

1.4 Implement and monitor a comprehensive communications plan for the HSPC by:

- Creating and executing a “master” communications plan for the Coalition
- Establishing and monitoring a process to reposition the HSPC as an “action oriented” body

2.0 Identify and facilitate projects that address the most significant cross-sectoral issues

2.1 Develop a research and innovation agenda for the HSPC by:

- Providing better understanding of the well-being of York Region residents through the design and publication of *York Pulse*
- Overseeing the partnership between York University and HSPC on the *York University Knowledge Mobilization* project
- Partnering with York University for a spatially-referenced human infrastructure data base, pending funding approval

2.2 Develop and implement the York Region *Inclusivity Action Plan* by:

- Establishing a cross-organizational Funding Advisory Committee to develop and implement a funding strategy
- Developing and implementing a communications plan to brand and market the project to stakeholders

2.3 Collect and analyze data and information to better identify social service needs and under-funding in York Region by:

- Reviewing and revising the Social Services Funding Action Group Terms of Reference
- Establishing a new work plan

2.4 Explore the feasibility of establishing a health care sector priorities interest group by:

- Establishing a Task Group
- Inviting participants from health-related organization/agencies

2.5 Expand the membership and influence of the Housing Affordability Partnership (HAP) by:

- Including key stakeholders from the housing community
- Setting up a Task Group to develop recommendations
- Establishing a Housing Action Group

2.6 Increase the understanding by municipal leaders in York Region of the significance of culture in economic development and municipal planning by:

- Holding a *Municipal Cultural Planning Forum*

ACTION PRIORITY: 1.1 Establish influential relationships between the HSPC and all levels of government- federal, provincial, regional and municipal.		
PRIMARY RESPONSIBILITY: Policy and Priorities Action Group/Counsel Public Affairs (PPAG/CPA), HSPC Co-Chairs		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: To make human services work better for York Region residents	We will know this outcome has been achieved when: - People have better access to human services that are close to home - Government funding for human services is, on balance, the same no matter where a person lives - Funding for human services keeps pace with growth	
Short-term goals: - Secure MPPs/MPs as champions - Implement a Provincial meeting plan - Implement a Federal meeting plan - Enhance the role of HSPC in local decision-making - Establish Co-Chairs Advisory Committee (CAC) to provide expertise and guidance to HSPC's agenda	We will know this goal has been achieved when: - Cabinet Ministers know and support the issues at the Cabinet level - Meetings with key Federal and Provincial Ministers and their staff are secured - Policy and funding support for specific policy and program priorities are secured - CAC contributes to the setting of agendas, reviewing priorities and advising on strategies to support HSPC's broader mandate	
Obstacles to overcome include: - Limited direct and in-kind resources - Competing priorities and securing attention of Federal and Provincial Ministers - Fluid political and policy agendas		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Initiate meetings with MPPs/MPs - Initiate meetings with key Provincial bureaucrats - Initiate meetings with key Provincial Ministers - Initiate meetings with key Federal bureaucrats - Initiate meetings with key Federal Ministers - Initiate meetings with Area Municipalities, Chambers of Commerce/Boards of Trade and Service Clubs	PPAG/CPA, HSPC Co-Chairs, HSP Branch
During 1 st quarter (by Mar 31/06)	- Continue meetings with MPPs/MPs - Continue meetings with key Provincial bureaucrats - Continue meetings with key Provincial Ministers - Continue meetings with key Federal bureaucrats - Continue meetings with key Federal Ministers - Continue meetings with Area Municipalities, Chambers of Commerce/Boards of Trade and Service Clubs - Develop Terms of Reference for CAC	PPAG/CPA, HSPC Co-Chairs, HSP Branch
During 2 nd quarter (by Jun 30/06)	- Evaluate progress and revise strategic direction - HSPC approves Terms of Reference for CAC	- PPAG - HSPC
During 3 rd quarter (by Sep 30/06)	Refine Strategy	PPAG
During 4 th quarter (by Dec 31/06)	Implement refined and revised strategy	PPAG/CPA, HSPC Co-Chairs, HSP Branch

ACTION PRIORITY: 1.2 Improve the effectiveness of our relationships with agencies and community partners		
PRIMARY RESPONSIBILITY: Human Services Planning Branch		
SECONDARY RESPONSIBILITY: HSPC Task and Action Groups		
Long-term outcome: Strengthen the role of the HSPC in local decision making		We will know this outcome has been achieved when: - There is transformational change in service planning and delivery - There is improved level of services to residents of York - Awareness of HSPC is strengthened at the local level
Short-term goals: - Reinforce the HSPC's role as a planning body as well as a body that can bring changes to service delivery - Develop a working relationship with LHIN - Develop information tools		We will know these goals have been achieved when: - Success stories on the Region's website relate to HSPC - More direct links to HSPC on the Region's website - HSPC links appear in community organizations' websites - HSPC becomes a resource and "partner" to the LHIN - LHIN supports and recommends planning for human services based on the HSPC's vision and principles - Information kit is disseminated to broad community partners - Community partners use information kit as a useful and effective planning tool and reference
Obstacles to overcome include: - Limited direct and in-kind resources - Demonstration of measurable results to Regional Council - Building support among locally elected officials and community leaders - Securing support from local Area Municipalities, Chambers of Commerce and Service Clubs - Reaching out to building and development community		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Improvements have been made to the HSPC website - New HSPC website is promoted among community partners - Training is provided to staff on website update and revision	- HSP Branch, Action Groups - HSP Branch
During 1 st quarter (by Mar 31/06)	- The role of HSPC for the LHIN is formalized - Input is provided into the development of LHIN's plan and priorities - Collaboration with LHIN enhances the HSPC's dealings with Province - Meetings are arranged to meet with locally elected officials, community leaders, local Area Municipalities, Chambers of Commerce - Discussions with building and development community begin and draft outreach strategy is developed	PPAG, HSP Branch, HSPC Co-Chairs
During 2 nd quarter (by Jun 30/06)	- HSPC success stories are gathered - Strategy for outreach to building and development community is approved	- HSP Branch - HSPC
During 3 rd quarter (by Sep 30/06)	- Reach out to the building and development community - Work with LHIN on planning and priorities - Information tools are developed and updated	- HSP Branch, HSPC Co-Chairs - PPAG - HSP Branch
During 4 th quarter (by Dec 31/06)	- Review overall progress of this action item - Identify next steps	- HSPC - HSPC

ACTION PRIORITY: 1.3 Engage regional businesses, employers and organized labour with HSPC		
PRIMARY RESPONSIBILITY: HSPC business, corporate and labour sector representatives		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: Business and organized labour are fully integrated partners in York Region's human services planning		We will know this outcome has been achieved when: These partners: - Are active and influential participants during human services planning and decision-making in the Region; - Initiate interaction with HSPC on a regular basis; and - Sponsor and support HSPC initiatives
Short-term goals: - A targeted communications plan is in place - Business, corporate and labour sector representatives are secured as champions		We will know these goals have been achieved when: - Awareness of the HSPC increases over time within these sectors - Champions promote HSPC among their peers and through their extensive networks
Obstacles to overcome include: - Relatively low level of awareness and understanding of the HSPC among these partners - Competing with an "overload" of priorities for these (potential) partners - Availability of required resources (both financial and human) for effective communication efforts - Ability to clearly articulate HSPC's added-value for these partners' involvement with the Coalition		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Discussions with organized labour begin - Discussions with current HSPC business and corporate sector representatives take place	- HSPC labour rep; HSP Branch - HSP Branch, HSPC business and corporate reps
During 1 st quarter (by Mar 31/06)	- Discussions with organized labour continue; draft strategy for outreach developed - Development of corporate/business sector communications plan	- HSPC labour rep; HSP Branch - HSPC bus/corp. reps; HSP Branch
During 2 nd quarter (by Jun 30/06)	- Strategy for organized labour outreach approved - Corporate/business sector communications plan approved	- HSPC - HSPC
During 3 rd quarter (by Sep 30/06)	- Implementation of strategy for organized labour outreach begins - Corporate/business sector communications plan rolls out	- HSP Branch, HSPC labour rep - HSP Branch, HSPC bus/corp. reps
During 4 th quarter (by Dec 31/06)	Actions and plans monitored for progress	HSP Branch, HSPC sector reps

ACTION PRIORITY: 1.4 Implement and monitor a comprehensive communications plan		
PRIMARY RESPONSIBILITY: Human Services Planning Branch		
SECONDARY RESPONSIBILITY: HSPC Co-Chairs/PPAG		
Long-term outcomes: ▪ Increase the level of awareness of the added-value that the HSPC brings to the community in initiating and promoting innovative service delivery ▪ HSPC is repositioned from its current “planning” role to more of an “action oriented” body		We will know this outcome has been achieved when: ▪ A raised profile of the HSPC highlighting its value as a planning body especially with targeted audiences at the local and regional level ▪ HSPC is regularly sought as a resource when human services issues are considered in the Region
Short-term goals: ▪ Develop and deliver master Communications Plan ▪ Establish Co-Chairs Advisory Committee (CAC) to provide expertise and guidance to HSPC’s agenda		We will know these goals have been achieved when: ▪ Successful transition of a new tag line for HSPC as evident by stakeholder recognition of key messaging ▪ CAC contributes to the setting of agendas, reviewing priorities and advising on strategies to support HSPC’s broader mandate ▪ Communication tools are successfully delivered to targeted stakeholders ▪ Key messages are disseminated to stakeholders such as: -What is the HSPC? -The case for under-funding -Towards a new funding model
Obstacles to overcome include: ▪ Limited direct and in-kind resources ▪ Consensus on priorities and key messages		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	▪ Develop draft outline for master communications plan.	▪ HSP Branch, PPAG
During 1 st quarter (by Mar 31/06)	▪ Present master communications plan to PPAG/ HSPC ▪ Develop Terms of Reference for CAC	▪ HSP Branch ▪ Co-Chairs, PPAG
During 2 nd quarter (by Jun 30/06)	▪ Implement master communications plan ▪ HSPC approves Terms of Reference for CAC	▪ HSP Branch ▪ HSPC
During 3 rd quarter (by Sep 30/06)	▪ Implement master communications plan	▪ HSP Branch
During 4 th quarter (by Dec 31/06)	▪ Implement master communications plan ▪ Review and evaluate progress	▪ HSP Branch ▪ PPAG

ACTION PRIORITY: 2.1 Develop a research and innovation agenda for HSPC		
PRIMARY RESPONSIBILITY: Research and Innovation Action Group		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: Provide a foundation for promoting best practices in human services planning		We will know this outcome has been achieved when: - The well-being of York Region residents have been enhanced - The capacity of human services sectors has been improved to meet the needs of York Region
Short-term goals: - Survey of the well-being measures of York Region residents - Foster partnerships between research institutions and the broader human services community to mobilize knowledge creation and transfer - Achieve a solid understanding of York Region's knowledge-based infrastructure to serve its increasingly diverse population - Investigate feasibility of other identified research projects		We will know these goals have been achieved when: <i>York Pulse</i> research is completed and key elements of vitality and their relevance to York Region have been defined - Indicators and benchmarks are provided in <i>York Pulse</i> to provide measures of progress towards a desired outcome - R&I Action Group oversees the partnership between York University and HSPC on York University Knowledge Mobilization project - A knowledge broker is hired and tools are developed for knowledge transfer - A partnership has been established between the HSPC and a team of researchers on "<i>Infrastructure in York Region</i>" project - A spatially-referenced data base has been developed with regard to human services providers and vulnerable communities in York Region - Research findings are being transferred to community partners for infrastructure planning - Linkages among the identified research projects are established and elements of other projects are incorporated in key research projects
Obstacles to overcome include: - Making <i>York Pulse</i> complement <i>Vision 2026</i> - Developing the most appropriate indicators to measure the well-being of York Region residents - Selecting areas of research that have application to real world problems - Identifying knowledge receptor champions for Knowledge Mobilization project - Funding for research projects		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Technical working group is established to proceed with the <i>York Pulse</i> (YP) project - More information will be provided by York University on knowledge mobilization (KM) project partnership - Review feasibility of other research projects	- YP project team - York University - R&I Group
During 1 st quarter (by Mar 31/06)	- Key domains and indicators are selected for YP - Create linkages among the identified research projects	- YP project team. - R&I Group
During 2 nd quarter (by Jun 30/06)	- Develop and implement YP research program - Finalize research projects that R&I will undertake or involve	- YP project team - R&I Group
During 3 rd quarter (by Sep 30/06)	- Research findings of YP are analyzed by experts - Work plans are developed to implement other research projects	- YP project team - R&I Group
During 4 th quarter (by Dec 31/06)	- Key stakeholders and constituencies are engaged to review research findings prior to writing the final report - Implement work plans for other research work plans	- YP project team - R&I Group

ACTION PRIORITY: 2.2 Develop and implement a York Region <i>Inclusivity Action Plan</i>		
PRIMARY RESPONSIBILITY: IAP Steering Committee		
SECONDARY RESPONSIBILITY: HSPC, Human Services Planning Branch, Policy and Priorities Action Group (PPAG)		
Long-term outcome: Inclusion and integration of New Canadians in York Region	We will know this outcome has been achieved when: - New Canadians are fully integrated in York Region's communities - New Canadians (especially internationally trained professionals) are fully employed - York Region's economy and quality of life is enhanced by the assets of New Canadians	
Short-term goals: - Coordinated, combined work plan from six project working groups- resources, products & timelines determined - Establish a funded IAP Project Team - Secure funding for project initiatives - Brand and market the project - Evaluate and track project progress - Link funding/awareness objectives with PPAG objectives	We will know this goal has been achieved when: - Combined <i>IAP</i> work plan is completed - Resources are determined - Relationships are established with various funding sources - Funding Advisory Committee is established - Funding Strategy is developed & implemented - Funds are secured for project initiatives & products - Communication plan is developed & implemented - Working groups regularly report on progress using templates	
Obstacles to overcome include: - Relief for excessive in-kind contributions: i) Funds required to support the overall project administration; ii) Funds required to implement the plan activities & develop the products - Maintaining participant motivation, commitment and focus		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Combined <i>Inclusivity Action Plan</i> - Secure meeting/appointments with potential funding sources - Pursue monies for a project team for next 9-12 months - Establish a cross-organizational Funding Advisory Committee - Develop a communications plan – identify communication opportunities, begin to brand the project - Reporting templates developed	- IAP Steering Committee - HSPC - PPAG
During 1 st quarter (by Mar 31/06)	- A project funding strategy - An overall project report card - Project messaging in place - Project communication tool kit - Project communication opportunities scheduled - Link funding/awareness objectives with PPAG	- Project Team - Steering Committee - PPAG
During 2 nd quarter (by Jun 30/06)	- Continue to secure funds for the project - Report on project progress - Continue to implement communications plan	- Project Team - Steering Committee
During 3 rd quarter (by Sep 30/06)	- Continue to implement communications plan - Continue to report on project progress	Steering Committee
During 4 th quarter (by Dec 31/06)	- Continue to implement communications plan - Continue to report on project progress	Steering Committee

ACTION PRIORITY: 2.3 Collect and analyze data and information to better identify social services needs and under-funding in York Region for the HSPC		
PRIMARY RESPONSIBILITY: Social Services Funding Action Group (SSFAG)		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: To make social services work better for York Region residents	We will know this outcome has been achieved when: - People have better access to social services that are close to home - Government funding for social services is, on balance, the same no matter where a person lives - Funding for social services keeps pace with growth	
Short-term goals: - To review and renew the Terms of Reference - To develop a workplan that addresses the new Terms of Reference	We will know these goals have been achieved when: - Revised Terms of Reference are adopted - A workplan is implemented and results are evaluated	
Obstacles to overcome include: - Limited direct and in-kind resources - Competing priorities among human service providers weakens stakeholder support of SSFAG initiatives		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	Review Terms of Reference	SSFAG
During 1 st quarter (by Mar 31/06)	- Draft new Terms of Reference - Develop Workplan - Seek approval from HSPC	- SSFAG - HSPC
During 2 nd quarter (by Jun 30/06)	- Implement and monitor workplan - Report progress to HSPC	- SSFAG - HSPC
During 3 rd quarter (by Sep 30/06)	- Implement and monitor workplan - Report progress to HSPC	- SSFAG - HSPC
During 4 th quarter (by Dec 31/06)	- Implement and monitor workplan - Report progress to HSPC	- SSFAG - HSPC

ACTION PRIORITY: 2.4 Explore the feasibility of establishing a health care sector priorities interest group in York Region		
PRIMARY RESPONSIBILITY: Community Health Care, Hospital-based Health Care, Seniors and Special Needs Sector representatives		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: HSPC is a recognized partner in capacity-building and the building of an integrated health care services plan for York Region. (the plan includes those services within and outside of the LHIN)		We will know this outcome has been achieved when: - HSPC is consulted on a regular basis by the MOHLTC and Central LHIN to provide input on emerging issues and priorities for York Region/Central LHIN - The relationship between HSPC, Central LHIN and health care providers is open and transparent
Short-term goals: - HSPC will be apprised of emerging health care sector issues that will/are having an impact on York Region, particularly those that require a response and of opportunities for collaborative efforts - Provide advice and input to the PPAG as it develops recommendations and actions related to health care policy and funding		We will know these goals have been achieved when: HSPC is able to respond to an issue or a potential opportunity, take a position and/or other action in a timely, effective manner
Obstacles to overcome include: - Interest/time/resources of health care representatives to engage in this activity - Perception that this is a duplication of other initiatives		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	Discussion between HSPC sector reps begins regarding the concept and its feasibility	HSPC health sector representatives
During 1 st quarter (by Mar 31/06)	- Establish Task Group - Draft Terms of Reference - Seek approval from HSPC - Invite participants from health-related organizations/agencies (if deemed appropriate) - Hold inaugural meeting	HSPC health sector representatives, HSP Branch, representatives from health care organizations
During 2 nd quarter (by Jun 30/06)	- Develop work plan, meeting schedule and information-sharing strategy - Obtain group approval on the above and begin to initiate	Task Group, HSP Branch, representatives from health care organizations
During 3 rd quarter (by Sep 30/06)	Roll-out work plan	Task Group, HSP Branch, representatives from health care organizations
During 4 th quarter (by Dec 31/06)	Continue with work plan and evaluate/re-assess as required.	Task Group, HSP Branch, representatives from health care organizations

ACTION PRIORITY: 2.5 Expand the membership and influence of the Housing Affordability Partnership		
PRIMARY RESPONSIBILITY: Housing Sector representative, Housing Affordability Partnership (HAP)		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: Improved housing affordability and choice in York Region		We will know this outcome has been achieved when: - Collaborative community interests are mobilized 20% of new housing in York Region is affordable
Short-term goals: - Establish an organized and informed body of diverse expertise that is routinely consulted on the full spectrum of housing development - Ensure HSPC is a major regional catalyst of change and Champion of initiatives that address housing affordability - Align with United Way Housing initiatives		We will know this goal has been achieved when: - Innovative solutions for improving housing affordability and choice are developed and implemented - There is communication, public awareness and advocacy around issues of housing affordability - There is organizational capacity for fulfilling HAP's role & mission
Obstacles to overcome include: Lack of involvement or buy-in from land developers and other key stakeholders in housing community		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Set up Task Group - Draft Terms of Reference - Recruit members and establish partnerships	Task Group, HSP Branch
During 1 st quarter (by Mar 31/06)	- Develop recommendations - Seek approval from HSPC to establish a Housing Action Group	- Task Group, HSP Branch - HSPC
During 2 nd quarter (by Jun 30/06)	- Develop workplan - Implement recommendations/workplan	Task Group, HSP Branch
During 3 rd quarter (by Sep 30/06)	Implement recommendations/workplan	Task Group, HSP Branch
During 4 th quarter (by Dec 31/06)	Evaluate workplan	Task Group, HSP Branch

ACTION PRIORITY: 2.6 Increase understanding by municipal leaders in York Region of the significance of culture in economic development and municipal planning		
PRIMARY RESPONSIBILITY: Cultural and Recreation Sector representatives, supported by a Municipal Cultural Planning Steering Committee		
SECONDARY RESPONSIBILITY: Human Services Planning Branch		
Long-term outcome: Culture and Inclusivity are integrated into planning at both the Regional and Municipal level in York Region	We will know this outcome has been achieved when: - Communications and promotion by municipalities in York Region are based on their cultural uniqueness - Culture, recreation and leisure services and attractions in York Region are planned, marketed and programmed in a manner that is culturally appropriate for their audience	
Short-term goals: Hold a <i>Municipal Cultural Planning Forum</i> in Spring 2006	We will know this goal has been achieved when: - Broad sector representation has been identified - Forum has been successfully hosted by a partnership of municipalities, culture, recreation and leisure stakeholders - Maximum capacity attendance by municipal leaders at the Forum	
Obstacles to overcome include: - Achieving appropriate buy-in and profile in a climate of competing priorities - Securing required financial resources - Limited in-kind resources (Human Services Planning Branch)		
Key Milestones/Deliverables/Indicators of Progress for 2005-2006		Responsibility
During current quarter (by Dec 31/05)	- Steering committee in place - Planning for forum agenda, presenters, logistics underway - Communications strategy being developed	Sector Representatives and Steering Committee
During 1 st quarter (by Mar 31/06)	- Interim Report presented to HSPC - Forum planning finalized - Communications strategy developed - Forum marketing underway - Registrations underway	- Sector Representatives and Steering Committee - HSP Branch (in-kind)
During 2 nd quarter (by Jun 30/06)	- Host Forum spring 2006 - Final report presented to HSPC - Communications strategy rolls out to publicize Forum outcomes - Forum report disseminated to participants and stakeholders	- Sector Representatives and Steering Committee - HSP Branch
During 3 rd quarter (by Sep 30/06)	Steering Committee continues regarding follow up action	Sector Representatives and Steering Committee
During 4 th quarter (by Dec 31/06)		