

Appendix VIII
Written-In Survey Responses from External Stakeholders

External Respondents

Do you believe improvements could be made to the structure?	
1.	improving communications to social service agencies - we honestly aren't very familiar with what HSPC does / has done
2.	immigrants, major ethnic groups should be included
3.	bring politicians from provincial and federal levels to HSPC
4.	marketing - through community organizations, community involvement
5.	more publicity in the area, the community, more visibility
6.	A better collaborative sounding board with community partners and agencies. Even if it's via email or phone conference.
7.	less organizational structure, more process work. Standing boards and committees should be replaced with search conferences and ad hoc teams.
8.	Greater balance between Regional and community stakeholders
9.	Continue to find ways to include the grass roots organizations, community groups, residents in the work. Sometimes the same senior level staff meet and talk but the voice of the individual resident isn't often present. Some of the members of the HSPC don't live in the region - the voice of York region needs to include the residents.
10.	The structure appears sound. The issue is more about engaging stakeholders particularly as it pertains to information and follow-up.
11.	More active participation by NGO's
12.	More communication with external partners.
13.	There has been some great work done by the HSPC. The one serious weakness has to do with the partnerships with the external partners and the community. Unfortunately corporate seems to expect that any initiatives that the region is participating in they must "own" or be the "lead". This results in outside partners becoming disillusioned and hesitant to work with the region on projects. This creates a very difficult environment for the HSPC to work in.
14.	Identify clear measurable outcomes you are targeting, then using indicators, show progress in a 1-2 page summary against targets one or two times a year.
15.	There is always room for improvement.
16.	there has been no significant change to the adequate and timely funding of human services -- clearly something else needs to happen because human services are collapsing under service/funding/location pressures and there is no 'rescue' in sight.
17.	Improvements could be made with respect to formalizing. The HSPC has tremendous potential and is a vehicle that could provide input and co-ordination at many levels. The ambivalence about meaningful participation limits the current influence. I think it would be helpful for HSPC to be more assertive as a planning and partnership structure, ensuring the Regional influence does not exceed or limit the influence of other partners.
18.	The Terms of Reference governing the Coalition are not well known, and as a result, it lacks transparency. How are members selected; how long are their terms; what is the limit any person may serve; how is the Chair selected; how is continuity maintained through changing membership.
19.	often people who sit on the HSPC go to meetings and contribute for their own agency, but they may not pass the info on to their colleagues in their sector. It is the sharing of info that is critical. Some members do that, others do it very poorly. This area needs improvement.

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To whom, in your mind, has the HSPC been accountable (Additional written in names)	
1.	not sure
2.	Town Councils
3.	Province of Ontario
4.	province
5.	local government
6.	don't know
7.	should be accountable to the YR residents
8.	residents and community based agencies were left out. They don't have input to HSPC and have had no sense of ownership
9.	residents in my community do not know who is HSPC, and what they do for residents
10.	Limited results with current structure. What change? Am not sure.
11.	The HSPC needs to remain a grass root function not another political layer. Our expanding residents need to be engaged to support our growth.
12.	Residents, providers need to know how to inform and how to access HSPC; more transparent processes and open communication from sector rep back to sector.
13.	the members should own the process and its outcomes. Increased relevance of issues will be gained if the agenda emerges and is managed by those key stakeholders in a full participation model. Committees or representative structures are outdated and will consume more energy in maintaining their structures than the energy that is used in action and results. the Coalition should be a community model not a formal structure that reports to council.
14.	More contact with the users, to get HSPC recognition of what they are doing on their behalf. Therefore having a louder voice through constituents to elect officials.
15.	The residents need to feel the need for the coalition. It is for them and should be primarily accountable to them. It is only a tool for the region to hear what the people need.
16.	It is not so much changing the accountability as it is giving the HSPC the authority along with the responsibility

Is there any reason to change the accountability relationships of the Coalition?	
1.	Need stronger balance to bring in community voice to add to providers and governments
2.	see comment above
3.	See above comments
4.	Transparency and visibility on the ground are very much part of credibility and accountability
5.	the accountability is fine - but we need to have broader communication to allow for input from those that are not on the 'routine' email and mailing lists. It is this complete communicative network that will ensure the survival and success of the HSPC in the future. Also, each individual member who sits at the council must be reminded regularly that they are there to represent their sectors, not just themselves, or their own employers.

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Should the roles and responsibilities of members be changed?	
1.	what exactly are these roles and responsibilities?
2.	An added responsibility re: informing sector of changes, developments, trends, 2-way communication structure.
3.	please see comments above.
4.	The members need to be linked to the residents and front line work of the employers and social services. Senior managers who are members must consult regularly with their sector to be informed. Maybe a mix of senior management and front line workers would give more dimension to the membership.
5.	Only as necessary
6.	try and get a stronger consumer voice
7.	other local planning tables ie advisory forum on children youth and families

Please feel free to give us any other comments or suggestions that will make the HSPC more effective:	
1.	We've been aware of inclusivity aspect of the planning process - have received the new packet "Road to Inclusivity" – this is our only input from the HSPC that we're aware of
2.	involve more residents to make the voice stronger and louder. If the HSPC really wants to see changes and results
3.	involve more people from specific ethnic areas. diversify the system
4.	My comments tend to be on the negative side because, despite good intentions and noble effort, York Region remains grossly under-funded for human services both in absolute terms and in comparison to the rest of the province.
5.	It is my impression that the HSPC was formed first and foremost to seek and secure additional funding for human services in the region; I question whether that has been achieved or is about to be achieved. There is no indication that the government (provincial) is listening. As to planning or coordinating human services in the region, I sense there is some understanding amongst the participants of the need to assist one another in this objective, perhaps more than in the past.
6.	Individuals with the resources and freedom to act in a entrepreneurial manor will always out perform regional planners and planning systems. The Coalition has an opportunity to become a conduit for exchange and innovation. This will require that the standard practice of committees and boards be replaced with vision and action conferences and a more open space process model.
7.	This questionnaire implies (to me) that there is some need for structural change to HSPC or at least it appears to be an important, current concern. I am not aware of the demands being placed on the coalition in this regard. My concern would be that you cannot be effective if you try to be all things to all people.
8.	Perhaps a short concise brochure on the HSPC could be developed and circulated periodically to stakeholders. Not too many community stakeholders seem to know much about the HSPC.

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9.	The HSPC has been effective at focusing attention on critical future Human Services issues and linking the issues to a vibrant community. Increased emphasis is required as it pertains to engaging stakeholders and keeping them informed. Where I have worked with HSPC initiatives, I have been impressed, but I do not have a strong grasp of overall directions, issues, actions, etc.
10.	Once again, the corporate level of authority was a serious barrier at times particularly when the opportunity for collaborating as equal partners with outside partners.

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