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INVESTING IN OUR COMMUNITIES: THE COMMUNITY AND HEALTH SERVICES MULTI-YEAR PLAN

The Community and Health Services Committee recommends the adoption of the recommendations contained in the following report dated September 1, 2010, from the Commissioner of Community and Health Services.

1. RECOMMENDATIONS

It is recommended that:

1. Regional Council approve the Community and Health Services Multi-Year Plan entitled *Investing in Our Communities: A Multi-Year Plan for the Community and Health Services Department 2010-2015* (see Council Attachment 1), which includes actions on the following six Goals:
 - 1) Contribute to Regional economic vitality by helping low income residents with access to basic needs and with finding and keeping jobs.
 - 2) Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.
 - 3) Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.
 - 4) Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.
 - 5) Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.
 - 6) Deliver a more integrated human service system that supports effective community planning and quality services.
2. Staff identify implementation priorities under the Multi-Year Plan and bring them forward for consideration during the 2011 Regional Business Plan and Budget.

2. PURPOSE

This report summarizes and responds to the feedback received from Council members on the draft Multi-Year Plan (MYP), and seeks Council approval for the final version of the MYP. It also recommends Community and Health Services Department (C&HS) staff begin use of the MYP to inform the 2011 Regional Business Plan and Budget and bring forward new or enhanced C&HS initiatives consistent with the Multi-Year Plan Goals and Actions.

3. BACKGROUND

A draft Multi-Year Plan was provided to Council in June 2010 for feedback – with direction to return for final approval in the fall 2010

Through adoption of Clause 2 of Report No. 5 of the Community and Health Services Committee in June 2010, Council received a draft version of the proposed MYP for information, advice and feedback. It was also recommended that the MYP return for final Council approval in the fall. Both the draft MYP and presentation to the Community and Health Services Committee provided details on the steps taken to develop the MYP, the planning context influencing its scope and purpose, and the MYP's key components.

The Multi-Year Plan was developed as framework for how C&HS can respond to critical human service needs or issues

The purpose of the MYP is to highlight key human service issues or challenges facing the department, and to develop strategic directions and actions on how to respond. With the merger of the Community Services and Housing and the Health Services Departments in 2007, the MYP reflects a key step toward a more holistic approach to service planning and integration of programs and services.

The MYP is intended to be one of C&HS' internal planning tools and is a key element of the Region's 2009-2011 Strategic Administrative Plan *From Vision to Results: Building Sustainability Through Objectives*.

With provincial uploading of social assistance costs, Council also identified the need for a plan to consider "re-investment" options to address York Region needs. The MYP will help inform where new investments are needed most.

Table 1
Projected Savings to York Region from Uploading of Ontario Works, Ontario Disability Support Program (ODSP) and GTA Pooling, 2011-2015
(\$000's)

	2011	2012	2013	2014	2015	2011-2015
Ontario Works	262	698	1,308	1,221	1,221	4,710
ODSP	9,202	0	0	0	0	9,202
Subtotal	9,464	698	1,308	1,221	1,221	13,912
GTA Pooling	13,200	13,200	13,200	0	0	39,600
Total	22,664	13,898	14,508	1,221	1,221	53,512

The Multi-Year Plan is intended to be flexible and iterative due to the changing policy environment, funding priorities and community needs

C&HS operates within a very dynamic policy and funding environment which requires a flexible approach to human service planning. York Region's population continues to grow, to age, and to diversify in terms of cultural, ethno-racial and socio-economic characteristics. Our human services must be able to adapt to emerging needs. Federal and provincial policies and funding priorities, changing economic conditions, and competing pressures on Regional government are also evolving rapidly.

The MYP is designed to help position C&HS to better manage these changes, maintain a strategic focus on longer-term objectives, and align with new provincial policy directions. It will have a five year planning horizon, during which time it will be refreshed and updated. There will be a more formal review of the MYP in 2015, and it is anticipated that subsequent MYPs will build upon this first planning exercise. In all, nearly 900 internal and external stakeholders were consulted in the development; Regional Council's feedback on the draft MYP was the final step in this process.

4. ANALYSIS

The Multi-Year Plan is comprised of Guiding Principles, Goals and Actions that will guide C&HS investments over the next five years

The MYP sets out the C&HS response to key human service issues in the areas that C&HS can influence. This includes over-arching guiding principles, as well as **Goals** and specific **Actions**. The Goals are consistent with the Regional strategic directions related to human services as set out in corporate policies such as Vision 2026, the Regional Official Plan, and the Sustainability Strategy.

The MYP consists of six goal areas as outlined in Recommendation 1. of this report.

The Multi-Year Plan is only one element in C&HS planning

The MYP is not an operational plan. C&HS serves residents through a range of housing, health, and community programs guided by provincial and federal legislation and policy. Program objectives and service delivery targets will vary between service areas and are highlighted through business and service plans. Investing in any or all of the actions identified in the MYP will be subject to addressing other more immediate pressures impacting on C&HS operations. These include meeting mandated and legislative requirements, responding to on-going federal or provincial policy directives, or addressing other fiscal and policy priorities of Regional Council, etc.

Given this context, the focus of the MYP is on **additional or enhanced** programs, services, and initiatives. The MYP identifies and prioritizes from a department-wide perspective where C&HS could do more to better meet critical human service needs.

Council has provided feedback to the draft Multi-Year Plan

Through June and July 2010 Council members provided their feedback on the draft MYP to C&HS staff. Overall, the feedback was positive and confirmed that the draft MYP provides a solid framework for considering additional investments and initiatives over the next five years.

Council Attachment 2 includes a summary of key questions, comments and suggestions received from Council members and the corresponding staff recommendations. Most comments did not require change to the MYP itself but are very helpful for implementation planning. Where appropriate, changes have been incorporated into the MYP.

A final version of the re-titled *Investing in Our Communities: A Multi-Year Plan for the Community and Health Services Department 2010-2015* is provided as *Council Attachment 1*.

The Multi-Year Plan will be provided to key stakeholders

Once approved, there will be broad public communication concerning the approval and release of the MYP. The MYP will be distributed to all stakeholders involved in the consultation process, and will be made accessible on the York Region website. Presentations on the content will be given to both internal and external stakeholders including C&HS staff, and members of the Human Services Planning Board, Community Reference Group and Community Partnership Council, to educate stakeholders on the Department's strategic directions.

5. FINANCIAL IMPLICATIONS

Funding to support Multi-Year Plan actions will be identified and approved through the budget cycle

There are no immediate financial implications as a result of this report. Decisions to fund and implement specific initiatives arising from the MYP Goals and Actions will be incremental and typically proceed through the Regional business plan and budget, or separate reports to Council.

A very preliminary estimate of anticipated costs from 2011 to 2015 indicates that new initiatives related to the MYP could range from \$6 to \$12 million of annualized funding once fully implemented. *Council Attachment 3* provides a high level overview of the

initiatives that are being considered over the next five years. Staff will continue to work on refining plans related to these initiatives.

Implementation could begin through the 2011 Regional Business Plan and Budget

Subject to Council approval, C&HS will identify immediate implementation priorities as enhancements as part of the 2011 Regional Business Plan and Budget process. These will include both one-time and annual funding initiatives. The initial focus will be on initiatives that can be implemented over the short-term (within one year) or medium-term (within three years), and are high priority - i.e. improves C&HS capacity to address immediate service gaps, responds to anticipated provincial policy directions, or strengthens investments in prevention-oriented programs.

6. LOCAL MUNICIPAL IMPACT

As part of the consultation process, input from local municipal staff and community agencies was received and considered in the development of the MYP. Implementation of some actions proposed in the MYP will build on current partnerships with local municipalities (e.g. recreation). All communities across the Region stand to benefit from the proposed actions.

7. CONCLUSION

The purpose of this first Multi-Year Plan is to develop overarching strategic directions as a framework for newer C&HS initiatives or enhancements over the next five years.

This document is a significant step forward in developing a more holistic framework for addressing human services that come under the mandate of C&HS. However, C&HS realizes that it is only one part of the response to many human service issues facing the Region. Due to the complexity of the issues involved, C&HS will continue to develop sub-strategies and build capacity to better meet the needs of the community.

For more information on this report, please contact Cordelia Abankwa-Harris, Managing Director of Strategic Service Integration and Policy at Ext. 2150.

The Senior Management Group has reviewed this report.

(The three attachments referred to in this clause are attached to this report.)

THE REGIONAL MUNICIPALITY OF YORK
COMMUNITY AND HEALTH SERVICES

MULTI-YEAR PLAN

INVESTING IN OUR COMMUNITIES

2010-2015

DRAFT



Mayor
Frank Scarpitti
Town of Markham



Regional Councillor
Jack Heath
Town of Markham



Regional Councillor
Jim Jones
Town of Markham



Regional Councillor
Gordon Landon
Town of Markham



Regional Councillor
Joseph Virgilio
Town of Markham



Mayor
David Barrow
Town of Richmond Hill



Mayor
Linda D. Jackson
City of Vaughan



Chairman & CEO
Bill Fisch



Regional Councillor
Brenda Hogg
Town of Richmond Hill



Regional Councillor
Joyce Frustaglio
City of Vaughan



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Mayor
Robert Grossi
Town of Georgina



Regional Councillor
Danny Wheeler
Town of Georgina



Mayor
Phyllis M. Morris
Town of Aurora



Mayor
Wayne Emmerson
Town of Whitchurch-Stouffville



Mayor
James Young
Town of East Gwillimbury



Mayor
Margaret Black
Township of King

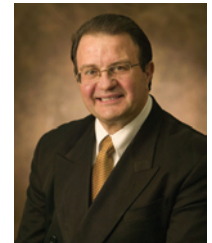
A Message from York Regional Council

Investing in Our Communities: A Multi-Year Plan for the Community and Health Services Department 2010 to 2015, is a plan to address crucial needs and identify gaps in social and health services provided by The Regional Municipality of York.

Throughout the research and development of this five-year community and health services plan, nearly 900 participants, including residents who use our services, community agencies, local municipalities and staff provided valuable feedback on the changing needs faced by York Region residents. People expressed a desire to help those who are vulnerable, particularly children, low-income families, seniors, recent immigrants, people with disabilities and individuals who need help finding and keeping a job.

York Regional Council is committed to this five-year planning exercise because it will help York Region meet our long-term goals. This iterative plan will be refreshed every five years to address human service issues faced by our residents. It will give everyone a clearer picture of the many impacts on our community and health programs and services, and enable us to respond more effectively to our residents' changing needs.

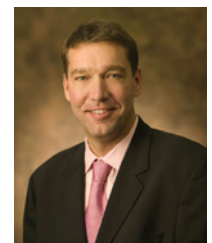
When vulnerable people receive appropriate supports, we all take a collective step forward to strengthen our neighbourhoods, maintain our healthy communities and contribute to the Region's vitality.



Regional Councillor
Vito Spatafora
Town of Richmond Hill



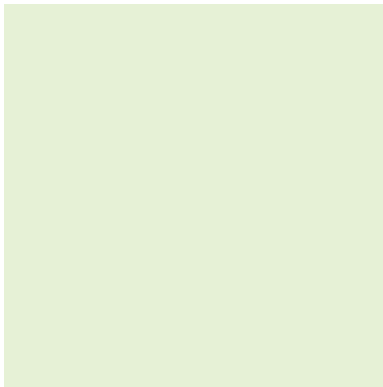
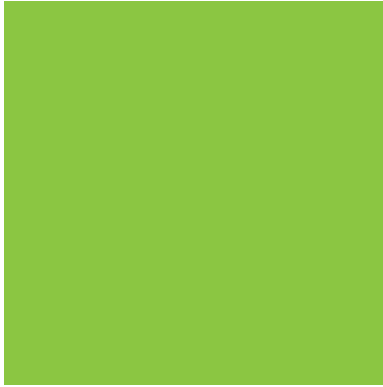
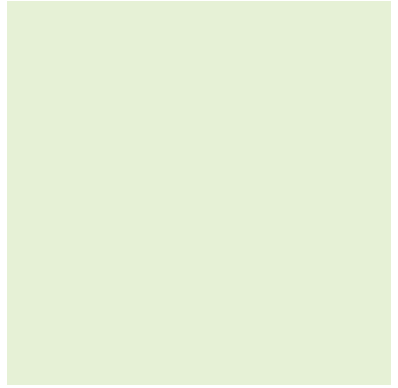
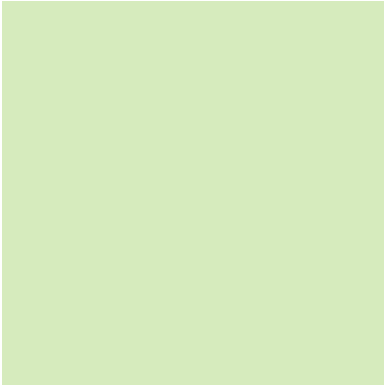
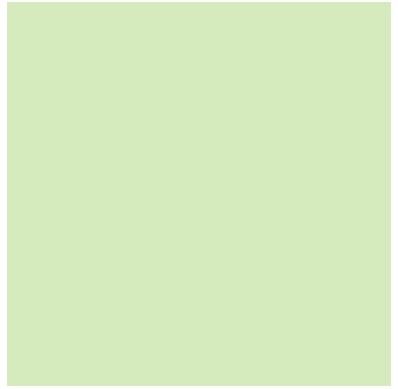
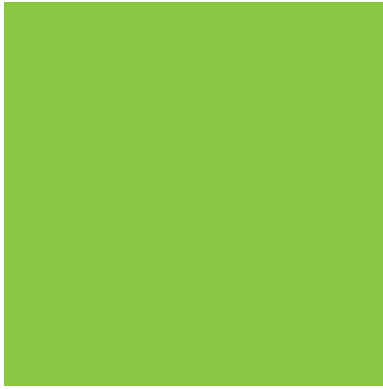
Mayor
Tony Van Bynen
Town of Newmarket



Regional Councillor
John Taylor
Town of Newmarket

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EXECUTIVE SUMMARY

INTRODUCTION

This is the first Multi-Year Plan for the combined departments of Community Services and Housing and Health Services – now Community and Health Services - since their merger in 2007. This plan will help Community and Health Services more proactively identify and respond to emerging and/or pressing human services issues faced by the residents of York Region who use our programs and services.

The plan is timely given the recent provincial commitment to upload a major part of municipal social assistance costs – including GTA Pooling, Ontario Disability Support Program and Ontario Works benefit costs. As a result, the Region will have a new opportunity to “re-invest” funds to address York Region specific needs. This plan will help prioritize where new investments are needed most.

From a departmental perspective, the purpose of the Multi-Year Plan is to develop overarching strategic directions as a framework for future Community and Health Services initiatives or enhancements over the next five years, which will typically proceed through the annual budget and business planning cycles.

The plan will:

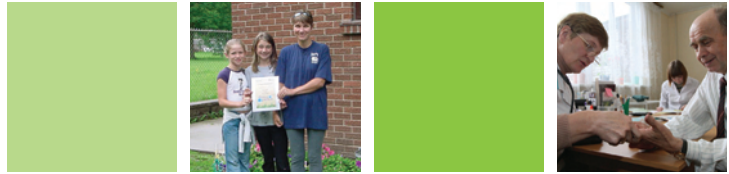
- Highlight and assess key issues or challenges.
- Develop goals and actions on how to respond to issues identified in areas where Community and Health Services can influence, consistent with Regional strategies and the department’s mandate.



HUMAN SERVICES ISSUES

During the consultation process stakeholders identified many areas where Community and Health Services excels. The following section, however, highlights key human services issues which Community and Health Services will need to address or continue to address through its programs and services over the next five years. These issues were identified through consultation and research findings including demographic trends.

- **Community and Health Services faces multiple service pressures from growth and changing demographics.** These pressures will affect all program areas. The department will need to balance growth-related demand for services with more targeted initiatives which respond to York Region's changing social fabric.
- **The pace and face of growth will vary across communities.** York Region's large geographic area and growing population can lead to mismatches between resident needs and service delivery locations. Community and Health Services will need to focus on social and economic trends in rural, suburban and urban areas to understand the varying service delivery needs.
- **Recent immigrants to Canada are attracted to York Region's vibrant economy and communities.** However, challenges such as income levels, housing costs, lack of Canadian work experience, knowledge of English, family stress associated with new cultural expectations, or lack of opportunities to use education and training can be barriers to integration. It will be important to meet or exceed the service levels from other regions so as not to lose the contributions of immigrants to other communities.
- **Older residents will require a changing mix of services and greater housing options.** Collaborative planning will be important to support active and healthy living and where possible, to mitigate the increasing need for future institutional care.
- **The lack of affordable housing will put increased pressures on all segments of the community.** Affordable private rental housing is particularly limited for lower income households across York Region. Recent federal and provincial housing investments are increasing the supply of units. However, there is no related funding to make units truly affordable to residents with lower incomes. Residents with more complex needs or multiple barriers also need support to find and keep housing. The lack of emergency shelter space for homeless women and youth in southern communities are key service gaps.



- **More residents are living on lower incomes.** With the recent economic instability and gaps in some provincial and federal supports, low income residents are at greater risk of financial hardship and can face struggles in meeting their basic needs. This places increased pressures on Community and Health Services financial and employment assistance, subsidized housing and child care, and community services. The relative affluence of York Region can hide poverty and homelessness, and can mask barriers to full participation in the community for individuals and families (e.g. transportation costs, access to recreation).
- **Residents have more complex needs.** Some require additional supports to access and navigate the human services delivery network – including service coordination, intensive case management and social work supports, and outreach – to improve outcomes and quality of life.
- **Residents are expecting better access to information and services.** Both the federal and provincial governments have increased and promoted “one-stop shopping” options for government programs and services. York Region’s residents expect similar convenience from their regional and local governments. Progress has been made to date – but opportunities exist to further improve the location of services and to build on existing capacity in multi-service hubs. Online applications and centralized “one-stop” information and referrals would help residents identify the services that are most relevant to their needs.
- **Long-term social and economic policy is increasingly focussed on the success of children and youth – enhancing capacity to meet changing needs will be critical to families.** This will include identifying community need in critical areas (e.g. affordable child care, early intervention services, family strengthening programs) while managing the impact of provincial implementation of the Early Learning Program.
- **Public Health, EMS and Long-Term Care are facing pressures due to growth and regulatory requirements** – particularly with current funding levels.
- **Community and Health Services will need to transition into new or expanded roles to meet upcoming provincial policy direction.** There is now greater focus on outcomes-based planning, funding and service delivery within the department’s mandate. These will create both opportunities and challenges to meet the human service needs of residents.

GUIDING PRINCIPLES

The following principles guided the development of the Multi-Year Plan and provide a lens to how the department will address key human service issues. In meeting its mandate, Community and Health Services will:

- **Support the determinants of health.** The health of individuals and communities is influenced by the interaction of social, economic and health factors. Community and Health Services plays a key role, along with other levels of government and community agencies, in providing services which support better health outcomes for residents.
- **Focus on prevention.** Addressing the root causes of social and health issues can reduce pressures on long-term and more costly emergency or institutional supports. Community and Health Services will improve access to preventative social and health services that promote healthy sustainable communities and help individuals and families at risk to reach their full potential.
- **Address services through a life course perspective.** Residents have different needs at different stages of life. Community and Health Services will focus on supporting residents through major life transitions.
- **Keep pace with growth and diversity.** Investing in human services can sustain the quality of life and economic well-being of residents. The relative need for specific services across York Region will shift over time as a result of demographics, social and economic factors, government fiscal and policy changes, and health threats or disease outbreaks.
- **Provide services in a holistic and people-centred way.** Coordinated, seamless and tailored services are required to meet the needs of residents on their terms and in their communities.
- **Strengthen community partnerships.** Collaboration leads to better human services for residents. Community and Health Services will foster stronger networks with local communities and other levels of government.
- **Propose high quality, fiscally responsible and sustainable solutions.** Resources should be directed to new or enhanced initiatives where there is a strong policy rationale for action, or clear evidence and research to support investment.
- **Align strategies with federal and provincial policies and Regional priorities.** As part of a broader human services system, Community and Health Services must be guided by both federal and provincial policy while working to support Regional strategies.
- **Build on its broader function as service system manager for provincially-mandated programs and services.** Community and Health Services has a critical leadership role in planning and managing a network of human services, convening community partners to support local strategies, and acting as a “catalyst” for broader advocacy on York Region-specific needs.

GOALS AND ACTIONS

The Multi-Year Plan includes **Current Actions** already planned or underway and **Proposed Actions** that Community and Health Services can undertake with Regional Council approval. The **Proposed Actions**, which focus on new or enhanced programs and services, are set out below.

Goal 1 - Contribute to Regional economic vitality by helping low income residents with access to basic needs, and with finding and keeping jobs.

With Council approval, staff could implement the following proposed new or enhanced actions:

- enhance community development and investment initiatives to keep pace with service needs.
- expand low income dental program for children and youth.
- explore options to address public transportation costs for low income residents.
- enhance partnerships with Ministry of Training, Colleges and Universities, and Employment Ontario to support job training and employment opportunities.
- continue to assess and respond to the Ontario Poverty Reduction Strategy.
- following implementation of the provincial Early Learning Program, review and enhance levels of child care subsidy to support transitions to employment.

Goal 2 - Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.

With Council approval, staff could implement the following proposed new or enhanced actions:

- in response to the provincial Long-Term Affordable Housing Strategy, lead the development of a York Region Housing Strategy encompassing the whole continuum of housing – from homelessness to home ownership.
- update the York Region Housing Needs Study.
- fulfil Regional commitments and maximize federal and provincial funding for affordable housing.
- enhance investments in services and programs which provide housing stability to those at risk of homelessness or facing financial crisis.
- review programs that support individuals in crisis.

Goal 3 – Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.

With Council approval, staff could implement the following proposed new or enhanced actions:

- pursue local enhancements related to the 2008 Ontario Public Health Standards to better serve the residents of York Region.
- enhance Public Health responsiveness to public health emergencies and emergencies with public health impacts by implementing recommendations arising from the local H1N1 review.

- develop a comprehensive Regional strategy to address the needs of seniors in the community.
- explore strategies and options to address mental health services and supports for clients/tenants following the release of the Provincial Long-Term Mental Health and Addictions Strategy.
- pursue opportunities to address growth and the optimal use of paramedic resources by expanding the scope of community paramedic care.

Goal 4 - Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.

With Council approval, staff could implement the following proposed new or enhanced actions:

- enhance family strengthening programs to increase access to parenting supports and recreation for low income families.
- implement the Early Learning Program in collaboration with community partners.
- respond to broader system-wide changes arising from the Pascal Report recommendations, particularly enhanced service manager roles and Best Start Child and Family Centres.

Goal 5 – Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.

With Council approval, staff could implement the following proposed new or enhanced actions:

- develop service delivery options to help improve access to services for diverse communities and recent immigrants – for example, implementing initiatives identified in York Region’s Immigration Settlement Strategy developed in collaboration with the Community Partnership Council.
- develop a pilot strategy to support service navigation and coordination for residents with complex needs.
- review existing community funding programs to address changing needs within the community and investigate the creation of a fund for human service collaborations.

Goal 6 - Deliver a more integrated human service system that supports effective community planning and quality services.

With Council approval, staff could implement the following proposed new or enhanced actions:

- develop department-wide strategies to improve access to information and services.
- enhance data and research to support community planning.
- integrate responses to poverty throughout Community and Health Services planning and service delivery initiatives as appropriate.



IMPLEMENTATION

The Community and Health Services Multi-Year Plan reflects the key needs identified by community agencies, clients, local municipalities and Community and Health Services staff. Because of the changing nature of human services, the Multi-Year Plan will be reviewed annually by Community and Health Services Senior Management to assess progress, refresh key issues or actions, and identify priorities and opportunities to implement specific initiatives. An update will be provided to Regional Council outlining the key findings of this annual review process.

Regional Council approval of the MYP will show commitment in principle to the goals and actions identified in the plan. However, funding to support initiatives arising from the Multi-Year Plan will be requested through the annual budget and business plan process or separate reports to council. Departmental capacity to implement Multi-Year Plan initiatives will align with future budgetary processes. Many new or enhanced programs and services will require additional resources to manage and deliver results.

A formal review of the Multi-Year Plan, including updated research and consultative feedback, will take place every five years to ensure our residents' needs are understood and the strategic framework and priorities continue to be relevant. Regional Council approval will be required for any work relating to an updated Multi-Year Plan.

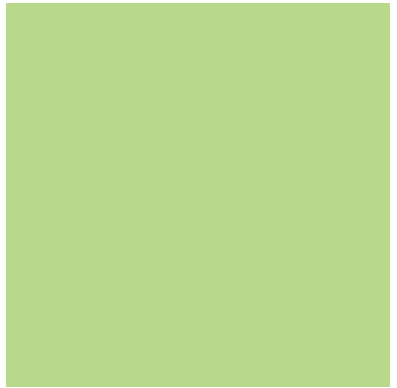
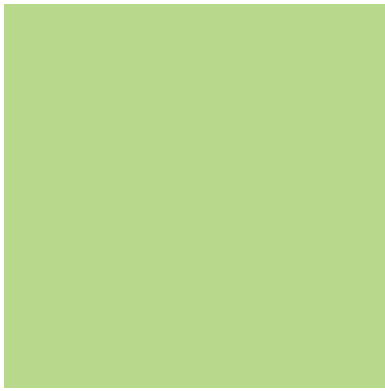
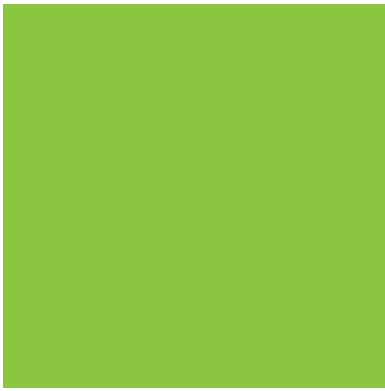
CONCLUSION

The Community and Health Services Multi-Year Plan will guide the department's understanding of, and response to, emerging and pressing human services needs in York Region over the next five years. It proposes new or enhanced program and service initiatives which will help residents across York Region – including the most vulnerable in our communities.

This is particularly relevant given the province's on-going upload of social assistance costs. The Region now has new opportunities to reinvest funds to address York Region-specific needs. The Multi-Year Plan provides a critical tool to identify service gaps and growth-related pressures on Community and Health Services programs and to prioritize strategic spending as funding opportunities become available through uploading.

This first iteration of the Multi-Year Plan is also a starting point in responding to new provincial policy directions related to housing, early learning, and other service areas identified through the Provincial-Municipal Fiscal and Service Delivery Review. These may increase Community and Health Services' service manager responsibilities. If this happens, Community and Health Services will need to build capacity as the role of service system manager evolves and expands.

The Multi-Year Plan comes into effect once approved by Regional Council.



INTRODUCTION

PURPOSE

This is the first Multi-Year Plan for the combined departments of Community Services and Housing, and Health Services – now Community and Health Services - since their merger in 2007. This plan will help Community and Health Services identify and manage emerging and/or pressing human services issues faced by the residents of York Region who use our programs and services.

The plan is timely given the recent provincial commitment to upload a major part of municipal social assistance costs – including GTA Pooling, Ontario Disability Support Program, and Ontario Works benefit costs. As a result, the Region will have a new opportunity to “re-invest” to address York Region specific needs. This plan will help prioritize where new investments are needed most.

From a departmental perspective, the purpose of the Multi-Year Plan is to develop overarching strategic directions as a framework for future Community and Health Services initiatives or enhancements over the next five years, which will typically proceed through the annual budget and business planning cycles.

The plan will:

- Highlight and assess key issues or challenges.
- Develop goals and actions on how to respond to issues identified in areas where Community and Health Services can influence, consistent with Regional strategies and the department’s mandate.



SCOPE

The Multi-Year Plan is focused on those programs and services where Community and Health Services has a provincial mandate, delegated federal responsibility, or direction from Regional Council to plan, manage and deliver.

This Multi-Year Plan has a five year planning horizon, during which time it will be annually refreshed and updated. The plan will be reviewed in 2015. The plan is also expected to be an iterative document – subsequent versions will build upon this first planning exercise.

This flexible approach is based on the recognition that there are barriers and constraints for Community and Health Services and longer-term planning beyond a five-year window is not possible at this time. These constraints include:

- Changing economic conditions and their impact on residents
- Changing federal and provincial policy and funding priorities which govern and direct Community and Health Services' mandate and activities
- Capacity issues in other human service areas
- Fiscal constraints at all levels of government
- Competing pressures on regional government

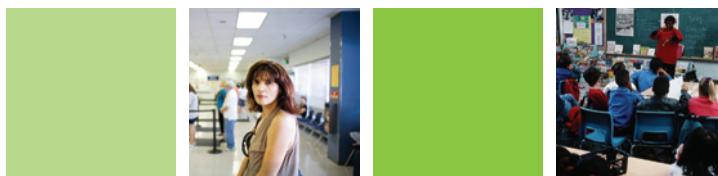
Community and Health Services planning requires flexibility to meet changing conditions and maintain strategic focus on longer term objectives. This flexibility includes seeking opportunities to collaborate and partner with other human services sectors where needed. Residents do not experience their lives in “program” silos. They are better supported when human services work together.

HISTORY

Why the Multi-Year Plan was Developed

In 2007, the Regional Municipality of York merged the Community Services and Housing, and Health Services Departments to improve the coordination of resources, programs and services, and to better serve the community. Regional Council's direction to the recently merged Community and Health Services to develop a Multi-Year Plan reflects a desire for a department-wide framework for strategic program development, service initiatives and investments.

This approach is similar to the planning framework for hard infrastructure such as transportation or water, but flexible enough to allow Community and Health Services to respond to the unpredictable policy environment within which human services operates. It will also provide an opportunity for Community and Health Services to explore options for more integrated approaches to service access and delivery.



The release of the Provincial Municipal Fiscal and Service Delivery Review (PMFSDR) in 2008 also contributed to the need for the Multi-Year Plan. Through the PMFSDR, the province has committed to uploading municipal social assistance costs; allowing York Region an opportunity to “re-invest” these funds to meet specific community needs. The Multi-Year Plan will provide a framework to guide Regional Council’s decisions on human service “re-investments”.

As part of PMFSDR implementation, work is also underway between the province, the Association of Municipalities of Ontario (AMO), and the City of Toronto to develop a more outcomes-based approach to the planning and delivery of programs and services in areas where the province and municipalities share responsibilities.

How the Multi-Year Plan was Developed

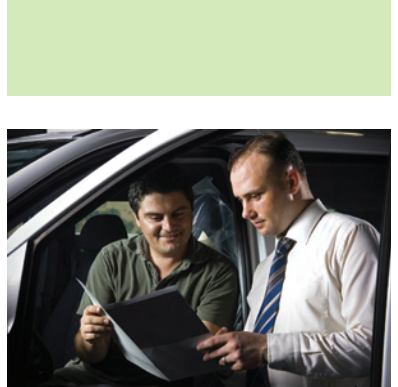
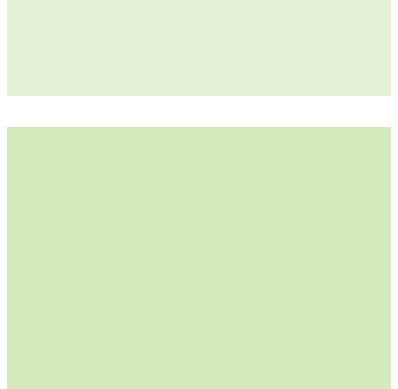
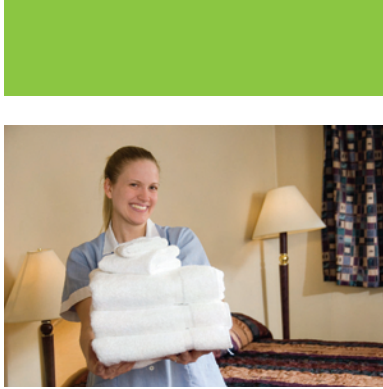
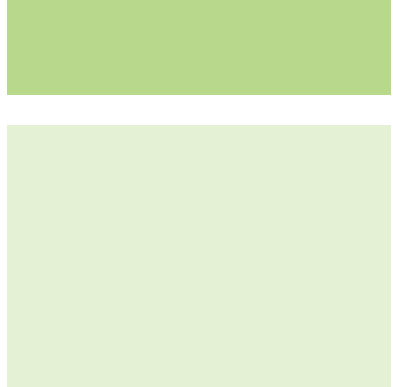
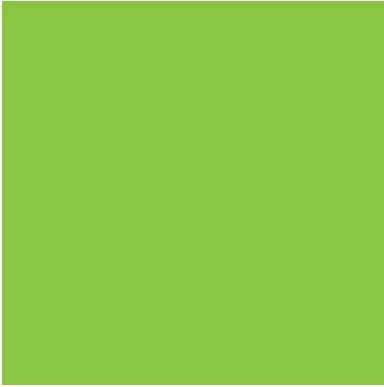
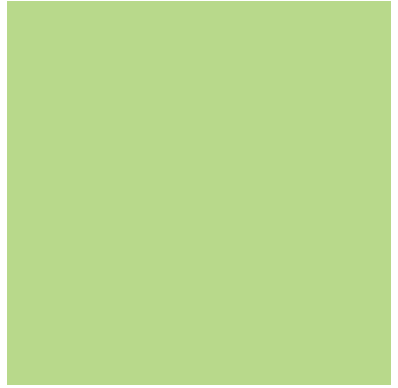
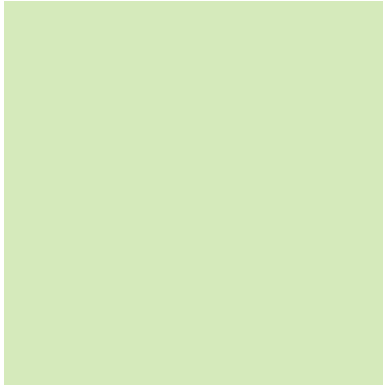
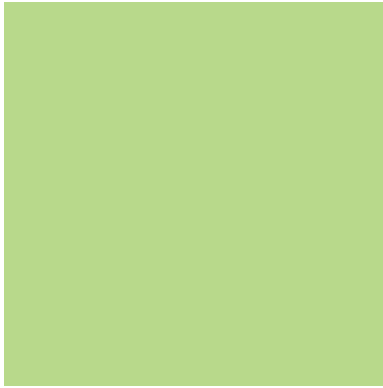
The Multi-Year Plan is based on the knowledge and experience of Community and Health Services staff, clients, and community and local municipal partners – supplemented by a review of key human service documents and reports, and demographic trends.

Consultations included:

- **Community and Health Services Staff Survey:** Community and Health Services staff (full-time, part-time and casual) were invited to comment on the issues and challenges facing their clients and the effects of those issues on Community and Health Services programs and services.
- **Consultations:** 13 cross-branch staff focus groups, one municipal partner forum, two client focus groups and three public forums with community partners and agencies took place. This provided opportunities to discuss human service trends, issues and possible solutions.
- **Key Informant Interviews:** senior Community and Health Services management were consulted to get their direction on key issues and priorities.

This approach provided a sound understanding of the human services issues facing York Region residents – where services are needed, how best to deliver them and where possible gaps exist. Once the research was concluded, the analysis identified core key issues and led to the actions proposed in this Multi-Year Plan.

In total, almost 900 individuals provided input; a summary of the consultative feedback is provided in Appendix 1.



PLANNING CONTEXT

COMMUNITY AND HEALTH SERVICES DEPARTMENT OVERVIEW

Community and Health Services provides a range of health, housing and social services - either directly or through agreements with community agencies. These services touch the lives of residents everyday and at every stage of life. The department supports some of York Region's most vulnerable people, as well as the broader health and well-being of all residents.

Community and Health Services operates under provincial and federal legislation and regulations – these set out the policy directions and objectives which guide programs and services, and define roles and responsibilities. A significant portion of the department's funding comes from federal and provincial subsidies. However, Community and Health Services also funds and manages Regional discretionary programs which address community-specific needs.

Community and Health Services is part of a broader range of human services providers in York Region and only provides a small part of the total human services funding directed to York Region residents.

In some service sectors, the department is one of many service providers funded from other levels of government to provide direct services to residents – such as in long-term care, community support services for seniors, and some family and children's services.

In other cases, Community and Health Services acts as service system manager for provincially-mandated and cost-shared programs – where the department takes the lead in planning, managing, and evaluating a network of human services to meet the needs of residents and communities. These include:

- Ontario Works
- child care subsidies
- social and affordable housing, and
- homelessness prevention.

Community and Health Services also provides public health programs legislated under the *Health Protection and Promotion Act* and operates York Region's emergency medical services (EMS). It is also the community lead for a number of federal planning and funding initiatives.

In all these roles, the Community and Health Services goal is to provide programs and services which respond to the needs of York Region's residents and communities. Activities range from assessing needs or service gaps, engaging community partners and advocating for York Region specific needs, to developing service plans and local strategies.

Community and Health Services is the largest department in the Region with approximately 1,500 employees working out of various locations, including service and operational centres, EMS stations and Housing York Inc. (HYI) housing sites.

KEY SERVICES

Community and Health Services consists of six branches which provide direct service delivery, program management and critical support functions. Appendix 2 provides an organizational chart of the department and outlines the branch functions.

The key service areas provided by the department are outlined below.

- Administers approximately 6,000 social housing units through 43 independent non-profit and cooperative housing providers, including 1,977 social housing units through Housing York Inc.
- Manages region-wide wait list for subsidized housing and rent supplement programs.
- Acts as developer and funder of affordable housing programs (e.g. Canada-Ontario Affordable Housing Program).
- Manages and funds homelessness prevention programs – including housing stabilization supports.
- Manages funding and program relationships with emergency shelter operators and domiciliary hostel operators including the monitoring and enforcement of the Lodging House By-law for 700 beds.

Long-term care and seniors' services:

- Operates two long-term care facilities (Newmarket Health Centre with 132 beds and Maple Health Centre with 100 beds), supportive housing services, and a variety of day and outreach programs for seniors and adults with disabilities.

Services for adults, families and children in need:

- Provides employment and financial assistance to eligible residents under the *Ontario Works Act*.
- Manages child care fee assistance to eligible families in need, child development programs to children with special developmental needs, family strengthening programs, and wage subsidy to eligible staff of child care service providers.
- Manages community investment funding.
- Manages implementation of the *Ontarians with Disabilities Act, 2001* and the *Accessibility for Ontarians with Disabilities Act, 2005* for the Regional Corporation.
- Manages and coordinates the provision of emergency social and health services to residents in the event of disasters and health emergencies.

Public health services:

- Delivers a broad range of services and programs designed to prevent disease, protect the health and safety of York Region residents and promote healthy lifestyles and public policy as outlined in the 2008 Ontario Public Health Standards.
- Key programs relate to food and water safety, infectious diseases prevention and control, chronic diseases and injury prevention, and early childhood development.

Emergency medical services:

- Provides emergency pre-hospital care and non-emergency medical response to patients, including patient assessment, life saving treatment and monitoring, and safe and timely transport to the appropriate facility for continuing medical care.

Information and referrals:

- Operates Health Connection and Contact Centre – telephone-based information, support and access to Community and Health Services programs.
- Manages and coordinates the updating and production of the printed and online YorkLink Directory.

Links to Regional Corporate Plans

A variety of strategic plans from The Regional Municipality of York - particularly Vision 2026, York Region's Sustainability Strategy, and the Regional Official Plan - guide the department's activities. These set out the long-term goals the Region strives to achieve for residents related to their human service needs.

This Multi-Year Plan is a mid-level plan. It places the Regional goals in a shorter time-frame and identifies goals that Community and Health Services can influence and/or work towards. The Multi-Year Plan will inform the development of annual budgets and business plans for all Community and Health Services branches – particularly where new or enhanced programs are needed to improve services to residents.

The department's overall operations are guided by the Regional business plans and budget. Investing in any or all of the actions identified later in the Multi-Year Plan will be dependent on a number of factors impacting our operations, including the Region's financial circumstances, provincial and/or federal policy directions and/or funding.

Figure 1: Community and Health Services Multi-Year Plan Planning Context

PLAN CYCLES	PROCESS	CONTENTS
Longer-term, Medium-term updates	Regional Official and Corporate Plans Vision 2026 Sustainability Strategy	Goals, strategic actions and indicators
▼		
Medium-term, Annual reviews	<i>Community and Health Services Multi-Year Plan</i>	Challenges, strategic goals and actions
▼		
Annually	Budget & Business Plan	Financial and human resource requirements
▼		
Varies by program	Operational Service Plans	Service challenges, initiatives and requirements

Other Factors affecting Community and Health Services

The following figure illustrates the planning environment in which Community and Health Services will operate over the life of this plan and identifies a number of factors that will affect Community and Health Services' planning capacity. This Multi-Year Plan provides a first step in identifying and addressing these factors. Moving forward will require developing appropriate sub-strategies – particularly to align with new or enhanced provincial policy directions.

Figure 2: Factors Influencing Planning Environment for Multi-Year Plan



KEY DEMOGRAPHICS IN YORK REGION

York Region will face a number of human service challenges in the next five years. Demographic data from York Region's Community and Health Services Department, Planning and Development Services Department, and the 2001 and 2006 Censuses were examined. The following demographic trends for York Region were identified:

MAJOR DEMOGRAPHIC TRENDS
Rapid Population Growth
Aging Population
Increasing Diversity
Increasing Low Income Population
More Non-Traditional Families
Growing Need for Affordable Housing

Population Growth

Between 2001 and 2006, York Region was the fastest growing Census Division in Ontario with a population increase of 22 per cent. This rapid growth is expected to continue; York Region's population is projected to grow to over 1.5 million people by the year 2031.

Seniors

Based on the population forecast model in Figure 3, the greatest increase in growth will be for residents 65 years and over. The following table shows York Region's growth across all age groups.

Figure 3: York Region Population Forecast by Age, 2006 to 2031

AGE	2006	2031	GROWTH	% CHANGE
0-14	185,687	244,323	58,636	31.6%
15-24	132,008	161,563	29,555	22.4%
25-64	518,201	789,849	271,648	52.4%
65+	95,978	311,745	215,766	224.8%
Total	931,874	1,507,480	575,606	61.8%
55+	193,831	495,757	301,926	155.8%
75+	40,463	137,209	96,746	239.1%

Children

According to Census data, the growth in the number of children between the ages of 0 and 14 between 2001 and 2006 was much higher (14 per cent) than the growth experienced in the rest of Ontario (-1 per cent) in this age group.

Diversity

Ethno-cultural and racial diversity is becoming a defining characteristic of York Region residents.

Visible Minorities

Between 2001 and 2006, the number of visible minorities in York Region increased by 53 per cent. As of 2006, there were 329,955 individuals who identified themselves as part of a visible minority living in York Region - this translates to 37 per cent of the total population. For purposes of comparison, this is the fourth largest proportion in Canada after Peel Region (50 per cent), Toronto (47 per cent) and Vancouver (42 per cent). The largest visible minority groups were Chinese (42 per cent), South Asian (24 per cent) and Black and West Asian (at 6 per cent each). Projections indicate that by 2031, approximately 62% of the total population in York Region will identify themselves as a visible minority ¹.

Immigrants

Immigrants accounted for 60 per cent of York Region's growth between 2001 and 2006. The proportion of residents who are immigrants increased from 39 per cent of the population in 2001 to 43 per cent in 2006. It is anticipated that this trend will continue, and that by 2031, the proportion of residents in York Region who are immigrants will increase to approximately 55%.

Income

While York Region is an affluent community with the fifth highest median family income in Canada and the second highest in Ontario (2006 Census), a growing number of residents live in low income households ². This number grew from 72,565 residents in 2001 to 112,165 residents in 2006 and represents a 55 per cent increase since 2001. In 2006, almost 13 per cent of York Region residents were living in a low income household.

¹ Projections for visible minorities and immigrant population based on York Region Planning and Development Services Department in-house population forecast model to 2031, using average annual growth rates during 1996 – 2006.

² Low income households are defined as households with a combined family income that is at or below the before tax low income cut off.



Figure 4: Number of Residents Living in Low Income Households, York Region Municipalities, 2006

MUNICIPALITY	TOTAL POPULATION	LOW INCOME POPULATION (LICO-BT) ³	LOW INCOME RATE (LICO-BT)
Aurora	46,870	3,830	8.2%
East Gwillimbury	20,620	905	4.4%
Georgina	41,870	5,145	12.3%
King	19,350	1,055	5.5%
Markham	260,420	41,895	16.1%
Newmarket	73,265	7,165	9.8%
Richmond Hill	161,555	25,555	15.8%
Vaughan	237,830	25,275	10.6%
Whitchurch-Stouffville	24,060	1,350	5.6%
York Region	885,840	112,165	12.7%

Low income residents in York Region represent all social, family and age groups. Based on 2006 Census data, some York Region residents are at higher risk of living in low income households including:

- Single person households (34 per cent)
- Single parent families (31 per cent)
- Recent immigrants (30 per cent)
- People who are not working (21 per cent)
- People working only part-time, part-year (15 per cent)
- Members of visible minorities (17 per cent)
- People without high school certificate, diploma or degree (16 per cent).

Children

Based on 2006 Census data, almost 15 per cent or 32,500 of York Region's children under the age of 18 lived in a low income household. This is the third highest proportion of children living in low income households in the GTA after Toronto (32 per cent) and Peel Region (19 per cent). Between 2001 and 2006 the number of persons under 18 living in a low income household increased 62 per cent.

³ Low income before tax cut offs (LICO-BT) are defined using Census before tax income data. These reflect the income levels at which families or persons not in economic families spend 20% more than the average of their before tax income on food, shelter and clothing. Based on 2006 Census, the low income cut off for a family of four living in a community with a population between 100,000 and 499,999, such as Markham, Richmond Hill, or Vaughan is about \$33,251. For an individual living by themselves it is \$17,895.

Household and Family Composition

Although two-parent families with children continue to make up the largest number of households in York Region, there was increasing diversity in households and family composition between 2001 and 2006.

Based on 2006 Census data, two-parent households with children at home were the largest household type in York Region - but it also experienced the slowest rate of growth between 2001 and 2006 at 18 per cent. The other household types that grew at a faster rate are:

- Households without children (23 per cent)
- Single person households (33 per cent)
- Other household types – multiple families, single-parent families (33 per cent).

Housing

Based on 2006 Census data, 88 per cent of the total dwellings in York Region were owned – up slightly from 86 per cent in 2001. This was the highest proportion of owned dwellings in the GTA.

In 2006, 12 per cent of total dwellings in York Region were rented, down slightly from 14 per cent in 2001. This was the lowest proportion in the GTA. At \$957, York Region had the third highest median monthly payment for a rental dwelling in the GTA in 2006, after Peel (\$974) and Halton (\$970).

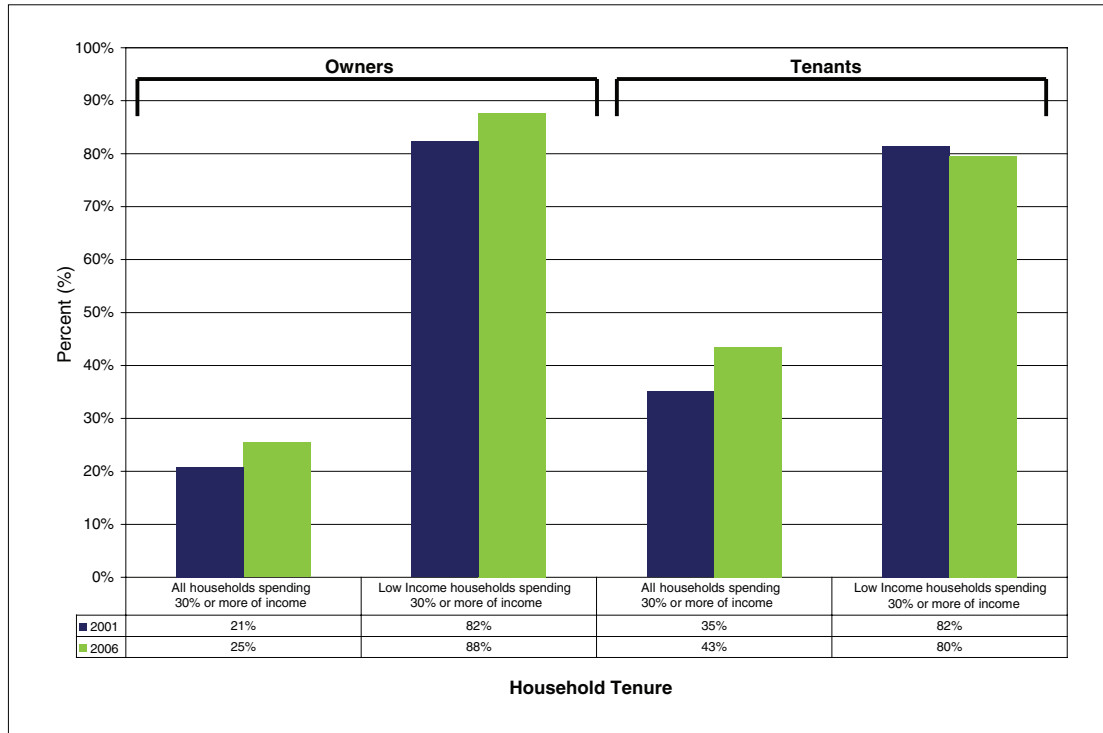
Housing Affordability

As shown in Figure 5, housing affordability continues to be an issue in York Region. The affordability threshold⁴ is defined as spending 30 per cent or more of gross household income on housing costs. Spending more than this can make it difficult to pay for necessities such as food, clothing, education and transportation – particularly for lower income households.

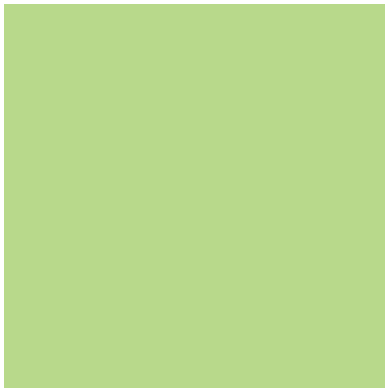
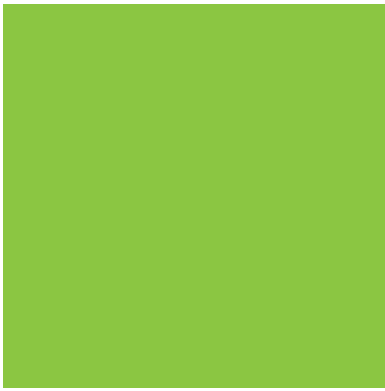
⁴Affordability threshold as defined by Statistics Canada and the Canada Mortgage and Housing Corporation



Figure 5: Percentage of Households⁵ and Low Income Households Spending 30% or More of Household Income on Shelter Costs, 2001 – 2006, York Region



⁵ Calculated for economic family households. Economic families refers to a group of two or more persons who live in the same dwelling and are related to each other by blood, marriage, common-law or adoption. Low income households have a combined family income that is at or below the LICO-BT.



HUMAN SERVICES ISSUES

RESPONDING TO ISSUES

As part of our on-going service planning and program development, Community and Health Services already does much to ensure our services are responsive to the changing needs of residents. Given the recent economic uncertainty, addressing poverty is particularly critical. The department provides a range of provincially-mandated and Council approved programs that work to mitigate the worst effects of poverty, develop pathways out of poverty, support households from falling into long-term poverty and promote social inclusion. Specific initiatives that meet the spectrum of needs for people facing economic hardship include:

- Development of ten key policy directions to support regional participation in the development of Ontario's Poverty Reduction Strategy.
- Participation on the Association of Municipalities of Ontario Social Policy Task Force/Ontario Poverty Reduction Strategy Sub-Committee.
- Data verification and validation of the Federation of Canadian Municipalities Quality of Life reports.
- Monitor and track indicators and data related to poverty and the low income population.
- Establishment of a Human Services Planning Board, which is a collaboration of human service organizations/agencies/networks and community leaders. Its main purpose is to enhance human services within York Region by pursuing projects that will support and strengthen the broader human services sector.
- Provide income and employment support under the *Ontario Works Act*.
- Provide operational support and funding administration for emergency shelters in the community
- Provide additional client intervention and assistance.
- Provide family strengthening programs.
- Provide permanent and supportive housing to special needs adults in Domiciliary Hostels.
- Provide child care fee assistance to low income families.
- Provide low income families with access to early intervention services.
- Provide affordable housing through rent-geared-to-income programs.
- Support local homelessness initiatives.
- Administer a Community Development Investment Fund to community service providers to address the needs of lower income residents.
- Provide infectious disease control through the street outreach van and needle exchange programs.
- Provide dental and nutrition services.
- Health promotion targeting at-risk populations.
- Provide subsidized services to seniors through facility programs, day programs and supportive housing programs.
- Provide crisis intervention and assistance to seniors.

ISSUES TO BE ADDRESSED

This section highlights key human service issues which Community and Health Services will need to address through its programs and services over the next five years. The following issues were identified through the Multi-Year Plan consultation and research findings including demographic trends:

- **Community and Health Services faces multiple service pressures from growth and changing demographics.** These pressures will affect all program areas. The department will need to balance growth-related demand for services with more targeted initiatives which respond to York Region's changing social fabric.
- **The pace and face of growth will vary across communities.** York Region's large geographic area and growing population can lead to mismatches between resident needs and service delivery locations. Community and Health Services will need to focus on social and economic trends in rural, suburban and urban areas to understand the varying service delivery needs.
- **Recent immigrants to Canada are attracted to York Region's vibrant economy and communities.** However, challenges such as income levels, housing costs, lack of Canadian work experience, knowledge of English, family stress associated with new cultural expectations, or lack of opportunities to use education and training can be barriers to integration. It will be important to meet or exceed the service levels from other regions so as not to lose the contributions of immigrants to other communities.
- **Older residents will require a changing mix of services and greater housing options.** Collaborative planning will be important to support active and healthy living and where possible, to mitigate the increasing need for future institutional care.
- **The lack of affordable housing will put increased pressures on all segments of the community.** Affordable private rental housing is particularly limited for lower income households across York Region. Recent federal and provincial housing investments are increasing the supply of units, however, there is no related funding to make units truly affordable to residents with lower incomes. Residents with more complex needs or multiple barriers also need support to find and keep housing. The lack of emergency shelter space for homeless women and youth in southern communities are key service gaps.



- **More residents are living on lower incomes.** With the recent economic instability and gaps in provincial and federal supports, low income residents are at greater risk of financial hardship and can face struggles in meeting their basic needs. This places increased pressures on Community and Health Services's financial and employment assistance, subsidized housing and child care, and community services. The relative affluence of York Region can hide poverty and homelessness, and can mask barriers to full participation in the community for individuals and families (e.g. transportation costs, access to recreation).
- **Residents have more complex needs.** Some require additional supports to access and navigate the human services delivery network – including service coordination, intensive case management and social work supports, and outreach – to improve outcomes and quality of life.
- **Residents are expecting better access to information and services.** Both the federal and provincial governments have increased and promoted “one-stop shopping” options for government programs and services. York Region's residents expect similar convenience from their regional and local governments. Progress has been made to date – but opportunities exist to further improve the location of services and to build on existing capacity in multi-service hubs. Online applications and centralized “one-stop” information and referrals would help residents identify the services that are most relevant to their needs.
- **Long-term social and economic policy is increasingly focussed on the success of children and youth – enhancing capacity to meet their needs will be critical to families.** This will include identifying community need in critical areas (e.g. affordable child care, early intervention services, family strengthening programs) while managing the impact of provincial implementation of the Early Learning Program.
- **Public Health, EMS and Long-Term Care are facing pressures related to regulatory requirements and growth** – particularly with current funding levels.
- **Community and Health Services will need to transition into new or expanded roles to meet upcoming provincial policy direction.** There is now greater focus on outcomes-based planning, funding and service delivery within the department's mandate. These will create both opportunities and challenges to meet the human service needs of residents.

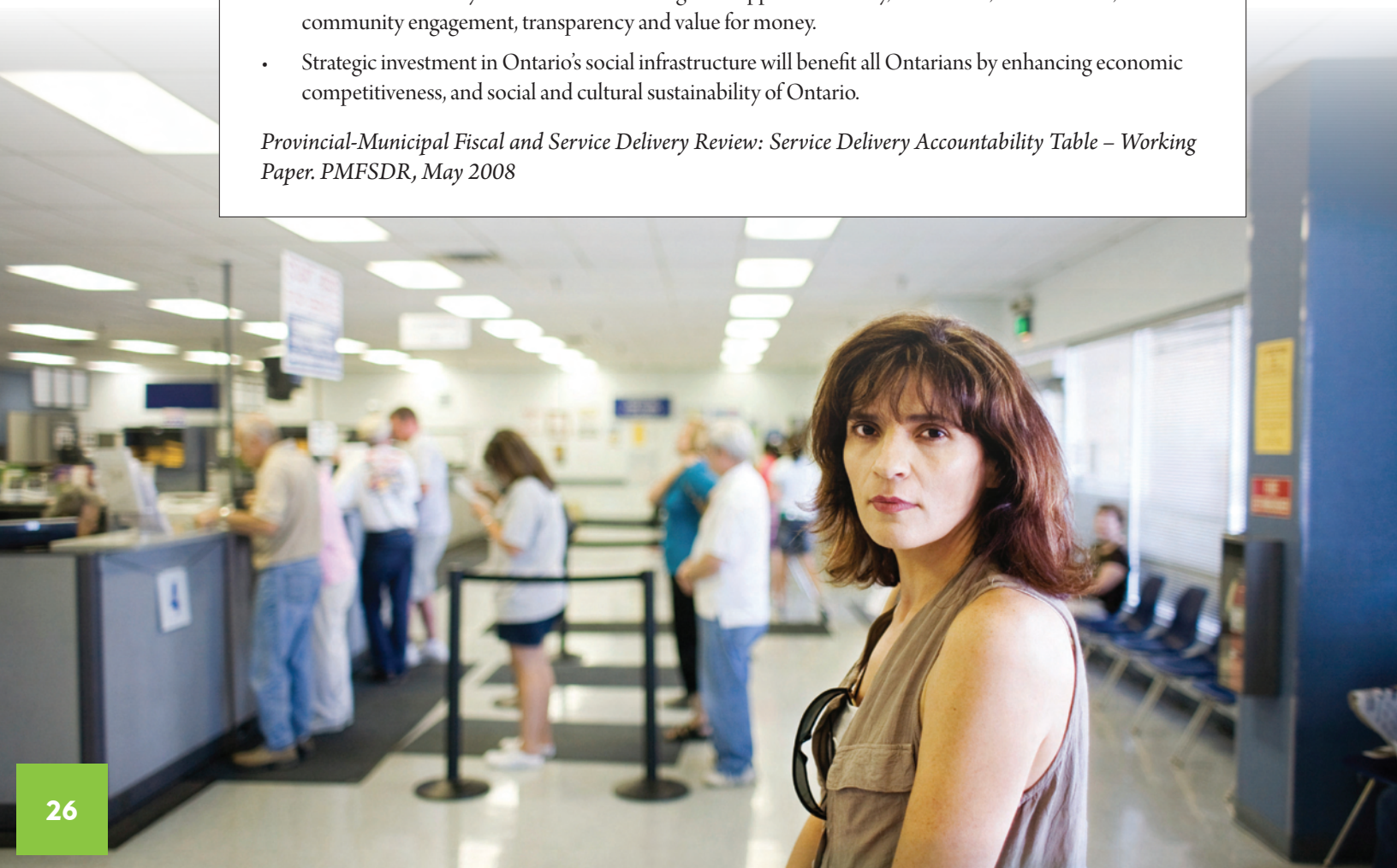
While Community and Health Services has done and continues to do much to address human services issues, with growth and change there are more opportunities and challenges. The Multi-Year Plan outlines proposed actions that could address the existing and emerging human services issues facing our residents.

**PROVINCIAL-MUNICIPAL FISCAL AND SERVICE DELIVERY REVIEW (PMFSDR):
VISION OF STRATEGIC HUMAN SERVICES**

The PMFSDR working table on service delivery proposed the following vision of strategic human services in Ontario:

- Integrated human services planning and service management at the municipal level will provide seamless access to a network of quality, place-based human services in Ontario.
- Integrated and client-focused human services that are accessible, responsive and adaptable to the specific circumstances of people and communities will result in more positive outcomes for all Ontarians.
- Comprehensive human services will reduce the breadth and depth of poverty, promote social inclusion, support child development, increase and sustain labour force attachment, and improve the overall health and well-being of the population.
- Measurable results for people, funders, deliverers, and tax payers will be achieved through an outcome based accountability framework and funding that supports flexibility, innovation, collaboration, community engagement, transparency and value for money.
- Strategic investment in Ontario's social infrastructure will benefit all Ontarians by enhancing economic competitiveness, and social and cultural sustainability of Ontario.

Provincial-Municipal Fiscal and Service Delivery Review: Service Delivery Accountability Table – Working Paper. PMFSDR, May 2008



GUIDING PRINCIPLES

The following principles guided the development of the Multi-Year Plan and provide a lens to how the department will address key human service issues. In meeting its mandate, Community and Health Services will:

- **Support the determinants of health.** The health of individuals and communities is influenced by the interaction of social, economic and health factors. Community and Health Services plays a key role, along with other levels of government and community agencies, in providing services which support better health outcomes for residents.

DETERMINANTS OF HEALTH
Income and social status
Social support networks
Education and literacy
Employment and working conditions
Social and physical environments
Personal health practices and coping skills
Healthy child development
Biology and genetic endowment
Health services
Gender, culture and language

Ontario Public Health Standard, 2008

- **Focus on prevention.** Addressing the root causes of social and health issues can reduce pressures on long-term and more costly emergency or institutional supports. Community and Health Services will improve access to preventative social and health services that promote healthy sustainable communities, and help individuals and families at risk to reach their full potential.
- **Address services through a life course perspective.** Residents have different needs at different stages of life. Community and Health Services will focus on supporting residents through major life transitions.
- **Keep pace with growth and diversity.** Investing in human services can sustain the quality of life and economic well-being of residents. The relative need for specific services across York Region will shift over time as a result of demographics, social and economic factors, government fiscal and policy changes, and health threats or disease outbreaks.
- **Provide services in a holistic and people-centred way.** Coordinated, seamless and tailored services are required to meet the needs of residents on their terms and in their communities.

- **Strengthen community partnerships.** Collaboration leads to better human services for residents. Community and Health Services will foster stronger networks with local communities and other levels of government.
- **Propose high quality, fiscally responsible and sustainable solutions.** Resources should be directed to new or enhanced initiatives where there is a strong policy rationale for action, or clear evidence and research to support investment.
- **Align strategies with federal and provincial policies and Regional priorities.** As part of a broader human services system, Community and Health Services must be guided by both federal and provincial policy while working to support Regional strategies.
- **Build on its broader function as service system manager for provincially-mandated programs and services.** Community and Health Services has a critical leadership role in planning and managing a network of human services, convening community partners to support local strategies, and acting as a “catalyst” for broader advocacy on York Region specific needs.



GOALS AND ACTIONS

The following section sets out the overall goals and actions for this iteration of the Multi-Year Plan. The goals reflect the needs identified in consultations, and the broader Regional strategic directions related to human services from Vision 2026, the Sustainability Strategy and the Regional Official Plan. The actions under the Multi-Year Plan are the program and service initiatives Community and Health Services is already committed to doing, along with proposed new or enhanced program and service initiatives.

Goal 1 - Contribute to Regional economic vitality by helping low income residents with access to basic needs, and with finding and keeping jobs.

Overview

The basic needs of all people can be defined as food, shelter, clothing, transportation and health services, as well as the ability to find and keep a job. Various federal and provincial programs provide income support, and help with finding and keeping employment for lower income residents. Community and Health Services plays a role through the delivery of provincial cost-shared and Regional programs.

Recent and pending changes at the federal and provincial levels are intended to improve and modernize the delivery of income support and employment programs. However, community needs may change more rapidly than the federal and provincial changes can be implemented. In addition, the effects of recent economic instability continue to be felt by lower income residents. Consequently, they will still face challenges – including gaps in the current system of supports - to meet their basic needs.

As part of the broad social safety net for York Region residents, Community and Health Services will continue to help residents who are in crisis or face economic hardship. Community and Health Services will also work to support long-term self-sufficiency for adults with multiple barriers to employment through provincial and Regional programs.

Community and Health Services will also work with other levels of government to improve Ontario's income support system – and continue working with community-based service providers and provincial agencies to improve the circumstances of lower income residents of York Region.

Multi-Year Plan Action Areas

Council approved actions already planned or underway:

- implement Ontario's Enhanced Employment Services for Vulnerable Persons which will help Ontario Works participants who have multiple barriers to employment.
- implement a new Ontario Works Employment Service Delivery Model to meet changing client needs and address emerging labour market trends.
- develop specialized employability assessments and life skills programs, job-specific training, and supports for people who have multiple barriers to employment.

- continue School Backpack and Winter Coat program for children and families in receipt of Ontario Works.
- continue to provide access to dental services for low income residents through:
 - the expanded Children in Need of Treatment program – which provides emergency dental care to low income children and youth aged 0-17.
 - Ontario Works dental services for adults and children – including preventative services for adults under Ontario Works discretionary benefits.

With Council approval, staff could implement the following proposed new or enhanced actions:

- enhance community development and investment initiatives to keep pace with service needs.
- expand low income dental program for children and youth.
- explore options to address public transportation costs for low income residents.
- enhance partnerships with Ministry of Training, Colleges and Universities and Employment Ontario with a focus on helping under-represented groups (e.g. recent immigrants, Ontario Works participants and older workers) participate more fully in the labour market.
- continue to assess and respond to the Ontario Poverty Reduction Strategy.
- following implementation of the provincial Early Learning Program, review and enhance levels of child care subsidy to support transitions to employment.

Goal 2 - Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.

Overview

The lack of affordable housing cannot be overcome by a single level of government. A variety of federal, provincial and Regional solutions are required to meet the housing needs of low income residents. Community and Health Services plays a critical role through funding and administering provincially-mandated social housing programs, acting as developer and funder of new affordable housing facilities through federal and provincial capital programs, and managing federal and provincial homelessness prevention programs.

Housing is an area where a flexible and supportive approach to policy and funding solutions is critical. Consolidating the funding from federal and provincial housing programs into one envelope would give Community and Health Services the tools to meet local housing needs. While the province has committed to developing a long-term affordable housing strategy, additional long-term federal and provincial funding is needed to:

- Develop new affordable housing units as well as repair and retro-fit existing social housing.
- Provide adequate rent supplements or housing benefits to address high housing costs for lower income households – including funding for Rent-Geared-to-Income (RGI) units as part of federal-provincial affordable housing programs.
- Support housing services which prevent homelessness and promote housing stability.

Community and Health Services will continue to increase housing options for lower income residents as well as support residents who are homeless or at risk to find and keep housing through a range of housing services.

Multi-Year Plan Action Areas

Council approved actions already planned or underway:

- continue to increase affordable housing options for low and moderate income households in York Region through:
 - Development and construction of 566 affordable housing units through Housing York Inc. (HYI) and community agencies.
 - Developing strategies to use *Investing in Ontario Act* funding to increase affordable housing supply.
 - Implementing Regional Rent Supplement Program.
- sustain the current supply of social housing through the Non-Profit Building Repair program so buildings are energy efficient and in good repair.
- develop a strategic plan to guide HYI operations.
- train and support housing providers to meet new legislative and regulatory requirements of the Ontario Building Code (OBC), *Accessibility for Ontarians with Disabilities Act (AODA)*, and Ontario Human Rights Commission Policy on Rental Housing.
- continue implementing Regional program to provide transitional supports to people who are fleeing domestic violence and moving into Rent-Geared-to-Income housing; provide on-going support programs in social housing properties where these individuals and their families are living.

With Council approval, staff could implement the following proposed new or enhanced actions:

- in response to the provincial Long-Term Affordable Housing Strategy, lead the development of a York Region Housing Strategy encompassing the whole continuum of housing – from homelessness to home ownership.
- update York Region Housing Needs Study.
- fulfil Regional commitments and maximize federal and provincial funding for affordable housing.
- enhance investments in services and programs which provide housing stability to those at risk of homelessness or facing financial crisis.
- review programs that support individuals in crisis (e.g. emergency shelters, domiciliary hostels).

Goal 3 - Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.

Overview

The World Health Organization defines health as a state of complete physical, mental and social well-being; not merely the absence of disease or infirmity. Access to a range of health and social services is a key determinant of health. Within the broader health care system, Community and Health Services plays a critical role in supporting the overall health of residents as well as the more vulnerable through:

- Public health programs which support the health of individuals and communities through disease prevention, health protection, and comprehensive health promotion activities. Public health programs also reduce pressures on the health care system through a “prevention” lens by supporting residents in living healthy and active lives.
- Long-term care options and community supports as residents age, with a focus on the health, safety, independence, and social well-being of the frail, cognitively challenged and elderly. Community and Health Services is one of a number of York Region service providers funded through the Ministry of Health and Long-Term Care to deliver these services.
- Emergency Medical Services which respond to community need for emergency and non-emergency paramedic care and transport.

Community and Health Services will continue to expand programs and services to keep pace with demand resulting from growth across York Region and the needs of an aging population. The department will continue to work with other health care service providers to reduce system pressures through prevention and better access to community-based care.

Multi-Year Plan Action Areas

Council approved actions already planned or underway:

- respond effectively and efficiently to the Ontario Public Health Standards (2008) and changes to the *Health Protection and Promotion Act* by ensuring adequate staffing and technological and financial resources are available.
- develop an EMS resource allocation plan to address projected call volumes.
- introduce a new local response time plan in compliance with new provincial requirements.
- conduct a review of Adult Day Centre operations and programs.
- develop a strategic plan for Regional Long-Term Care and Seniors programs.



With Council approval, staff could implement the following proposed new or enhanced actions:

- pursue local enhancements related to the 2008 Ontario Public Health Standards to better serve the residents of York Region in areas such as food-borne illness, food inspection disclosure systems, public health impacts of the built environment, and better models for the management of tuberculosis.
- enhance Public Health responsiveness to public health emergencies and emergencies with public health impacts by implementing recommendations arising from the local H1N1 review.
- develop a comprehensive Regional strategy to address the needs of seniors in the community.
- explore strategies and options to address mental health services and supports for clients/tenants following the release of the Provincial Long-Term Mental Health and Addictions Strategy.
- pursue opportunities to address growth and the optimal use of paramedic resources by expanding the scope of community paramedic care.

Goal 4 - Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.

Overview

Resilient communities foster strong families and engage youth, particularly those facing barriers to success. Community and Health Services does not have a formal mandate to serve youth. However, the department does provide a coordinated range of services for children and families. These services promote healthy child development and early learning, support parents in their role as care-givers, and provide younger youth and children with positive opportunities for leadership and social inclusion.

Supporting the success of children and youth requires a multi-service approach. However, the current policy and funding environment for such an approach is going through a period of change. Through the Ontario Poverty Reduction Strategy, the province has developed a five-year plan to reduce child poverty by helping children and youth reach their full potential and helping families to break the cycle of poverty.

The provincial strategy has a strong focus on education and early learning. This includes implementation of a new Early Learning Program for four and five year-olds. An enhanced role for municipal service managers (such as Community and Health Services) is possible in two areas: developing and managing a network of Best Start Child and Family Centres as integrated service “hubs” for parents and children prenatal to age three; and in providing broader Early Years Services for children aged 0-12.

Community and Health Services has identified these possibilities as a key strategic focus during the next year. In its role as a municipal service manager, Community and Health Services will adjust programs as needed in response to changes in provincial funding levels or policy direction, while continuing to support the overall health and well-being of children, including those with special needs. These services include child care fee assistance, early intervention services, family strengthening programs, and child and family health programs.

Community and Health Services will also work with the province, school boards, and the early learning community to support successful implementation of the Early Learning Program and any related changes to overall service system management.

Multi-Year Plan Action Areas

Council approved actions already planned or underway:

- monitor and report on the Early Learning Program's effect on the stability of York Region's child care system. This reporting will focus on identifying overall system pressures, implications for child care fee assistance waitlists, and impacts on child care operators.
- work closely with other municipal service managers through provincial associations to promote a stable child care system as the Early Learning Program evolves.
- develop clinical and intervention pathways through Early Intervention Services for targeted groups of children (e.g., children with Down syndrome).
- improve access to community recreation programs for children and youth with special needs.

With Council approval, staff could implement the following proposed new or enhanced actions:

- enhance family strengthening programs to increase access to parenting supports and recreation for low income families.
- implement the Early Learning Program in collaboration with community partners.
- respond to broader system-wide changes arising from the Pascal Report recommendations, particularly enhanced service manager roles and Best Start Child and Family Centres.

Goal 5 – Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.

Overview

York Region's rapid growth and changing social fabric continues to strengthen the community and the economy. These changes are also creating multiple-service pressures which affect the types of services needed and the ways in which those services are delivered. It is important that all residents have access to supports which sustain their full participation in York Region's community and economy. Accomplishing this will require innovation and collaboration.

Meeting growth-related demand for services will also require a broader provincial approach to fund the needed social infrastructure – the system of social services, networks and facilities that support people and healthy communities. Provincial investments need to keep pace with the human service needs of residents, including growth funding to support cost-shared programs through Community and Health Services.

With these broader funding issues in mind, Community and Health Services will continue to foster social inclusion for all residents using current programs. The department will focus on strategies and service delivery options to better respond to York Region's ethno-racial diversity, new immigrants and adults with more complex needs.

FOSTERING SOCIAL INCLUSION

An inclusive society creates both the feeling and the reality of belonging and helps each of us reach our full potential. The feeling of belonging comes through caring, cooperation, and trust. The reality of belonging comes through equity, fairness, social and economic justice, and cultural as well as spiritual respect. We make belonging real by ensuring that it is accepted and practiced by society.

Count me in! Ontario Prevention Clearinghouse, 2006.

Multi-Year Plan Action Areas

Council approved actions already planned or underway:

- develop a “made-in-York Region” Immigration Settlement Strategy under the Local Immigration Partnership Initiative. It will be funded by the federal government and will provide better access and co-ordination of immigrant integration services, improve labour outcomes for recent immigrants living in York Region, and strengthen regional awareness and capacity to successfully integrate immigrants.
- translate sections of York Region's Immigration Portal into appropriate languages to meet the needs of new and prospective immigrants. A marketing campaign to raise awareness of the portal's new features is also planned.
- develop translation standards for communicating Community and Health Services information in ethno-cultural media.
- continue the Quality of Life Program for domiciliary hostel residents. This program is fully funded by the Region to support recreation, social and community activities.
- develop a partnership with the Central Community Care Access Centre to better support the needs of domiciliary hostel residents and help their transition to long-term care as needed.

With Council approval, staff could implement the following proposed new or enhanced actions:

- develop service delivery options to help improve access to services for diverse communities and recent immigrants – for example, implementing initiatives identified in York Region's Immigration Settlement Strategy developed in collaboration with the Community Partnership Council.
- develop a pilot strategy to support service navigation and coordination for residents with complex needs.
- review existing community funding to address changing needs within the community and investigate the creation of a fund for human service collaborations.

Goal 6 - Deliver a more integrated human service system that supports effective community planning and quality services.

Overview

Residents can face a number of challenges in accessing the services they need. Services may be unavailable or oversubscribed. Residents may be unaware of the services that exist and even if they are aware, may not be able to find or use them. These issues are not unique to Community and Health Services but present a particular challenge given the scope of programs and services delivered by the department and some of the special needs of residents. Better access to information and services was a consistent message from the Multi-Year Plan consultations.

Community and Health Services operates within a culture of continuous improvement which values planning and delivering services that meet people's needs, as well as understanding the communities and neighbourhoods where they live.

The province and municipalities across Ontario are developing new approaches to human services planning, particularly toward outcomes-based models of accountability and service planning/delivery. As part of this process, Community and Health Services will inform residents about our services and how they can be accessed in ways that are helpful and relevant to their needs. The department will also keep services responsive to the changing needs of residents; and work with government and community partners to improve the quality and quantity of human services for York Region residents.

Multi-Year Plan Action Areas

Council approved actions already planned or underway:

- continue to develop data products to support research, policy, service delivery and community advocacy.
- upgrade software and analytical data tools to better understand client needs and support service delivery across a range of program areas.
- obtain feedback from Ontario Works participants to improve program and services, including introducing a customer satisfaction survey.
- establish an HYI tenant services/marketing office in the south end of York Region.
- develop community capacity building and advocacy to build the case for timely and adequate funding of human services from senior levels of government. This will include developing strategic partnerships with external groups as well as working groups within the Region.

With Council approval, staff could implement the following proposed new or enhanced actions:

- develop department-wide strategies to improve access to information and services such as e-Service options.
- enhance data and research to support community planning.
- integrate responses to poverty throughout Community and Health Services planning and service delivery initiatives as appropriate.



Related Issues and Actions under Multi-Year Plan

During the course of the Multi-Year Plan consultations, a number of issues were raised where Community and Health Services has little control or direct influence. Examples include concerns about access to - affordable counselling, health care including primary care, specialists and some mental health and addictions services, and specialized supports for children with special needs such as autism. These issues reflect the interdependence of human services – residents often require multiple services to improve their outcomes from multiple levels of government.

Municipal service managers have consistently called for a more integrated and seamless approach to human services planning and delivery – including working with other levels of government, community agencies, and funding partners to foster collaboration. In York Region, this has included coordinating services and information, assessing community needs, and developing advocacy tools or positions to communicate York Region-specific issues and to influence policy decisions.

Through the Multi-Year Plan, Community and Health Services will share information with internal and external partners relating to issues beyond our mandate and scope, and continue to work with those partners to identify and address broader service gaps or needs which affect residents.



IMPLEMENTATION

The Community and Health Services Multi-Year Plan reflects the key needs identified by community agencies, local municipalities and Community and Health Services staff. Because of the changing nature of human services, the Multi-Year Plan will be reviewed annually by Community and Health Services Senior Management to assess progress, refresh key issues or actions, and identify priorities and opportunities to implement specific initiatives. An update will be provided to Regional Council outlining the key findings of this annual review process.

Regional Council's approval of the MYP will show commitment in principle to the goals and actions identified in the plan. However, funding to support initiatives arising from the Multi-Year Plan will be requested through the annual budget and business plan process or separate report to council. Departmental capacity to implement Multi-Year Plan initiatives will be aligned with future budgetary processes. Many new or enhanced programs and services will require additional resources to manage and deliver results.

A formal review of the Multi-Year Plan, including updated research and consultative feedback, will take place every five years to ensure our residents' needs are understood, and the strategic framework and priorities continue to be relevant. Regional Council approval will be required for any work relating to an updated Multi-Year Plan.

EARLY MULTI-YEAR PLAN INVESTMENTS (2009)

In March 2009, Regional Council approved \$1.3 million in annual funding to support "early investment initiatives" to respond to pressing community needs while the Community and Health Services Multi-Year Plan was being developed. These "early investment initiatives" included:

- Addressing housing stability for low income workers facing financial crisis by supporting homelessness and eviction prevention programs.
- Providing housing supports to help people fleeing domestic violence establish and maintain successful tenancies.
- Improving access to basic needs for under-resourced families and individuals with complex needs.

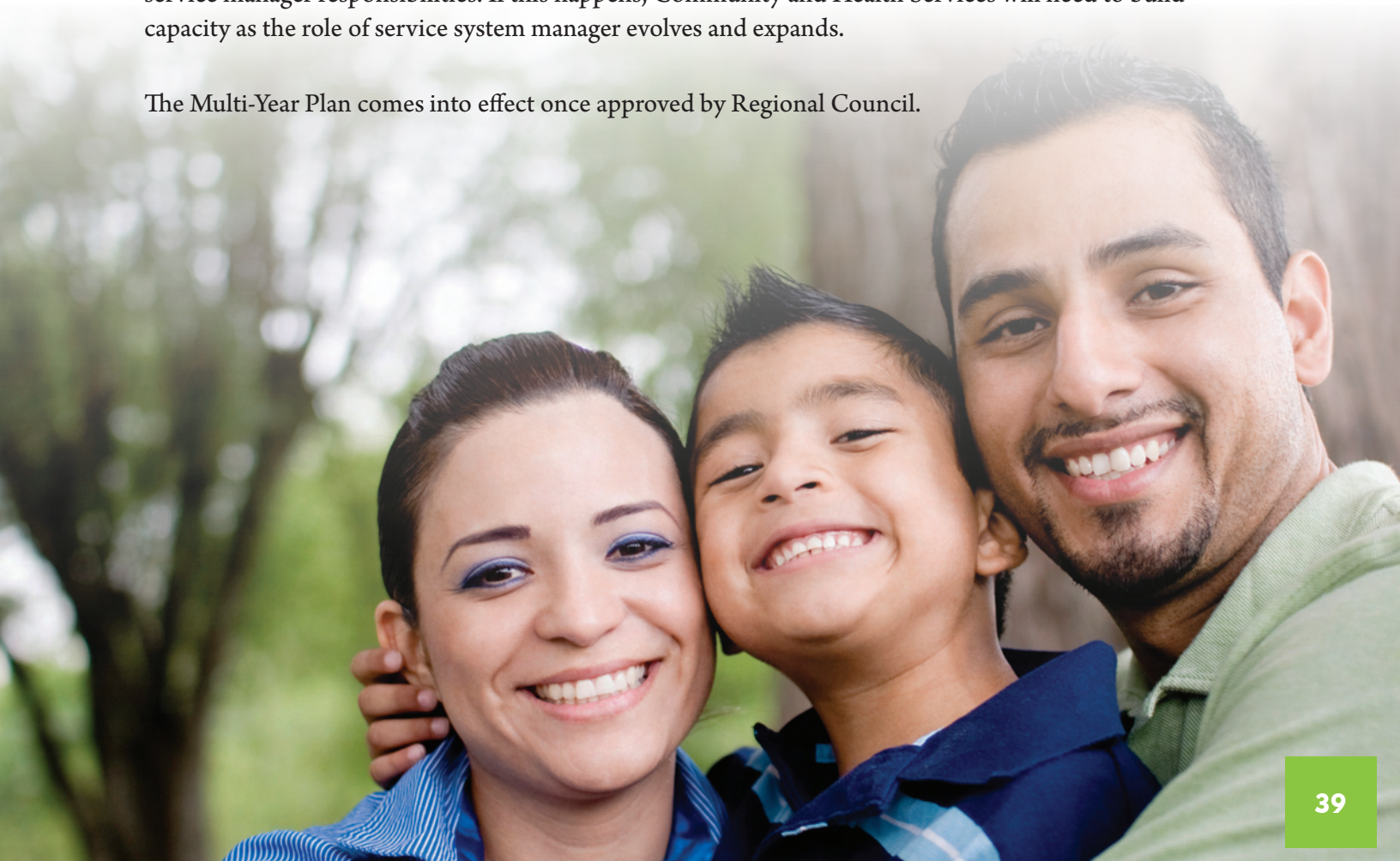
CONCLUSION

The Community and Health Services Multi-Year Plan will guide the department's understanding of, and response to, emerging and pressing human services needs in York Region. It is based on information from many sources including "front-line" staff, community agencies, clients and local municipalities. It is a realistic plan for the next five years which proposes new or enhanced program and service initiatives which will help residents across York Region – including the most vulnerable in our communities.

This is particularly relevant given the province's on-going upload of social assistance costs. The Region now has new opportunities to "re-invest" funds to address York Region-specific needs. The Multi-Year Plan provides a critical tool to identify service gaps and growth-related pressures on Community and Health Services programs, and to prioritize strategic spending as funding opportunities become available through uploading.

This first iteration of the Multi-Year Plan is also a starting point in responding to new provincial policy directions related to housing, early learning, and other service areas identified through the Provincial Municipal Fiscal and Service Delivery Review. These may increase Community and Health Services's service manager responsibilities. If this happens, Community and Health Services will need to build capacity as the role of service system manager evolves and expands.

The Multi-Year Plan comes into effect once approved by Regional Council.



APPENDIX ONE – CONSULTATION SUMMARY REPORT

Purpose

The Multi-Year Plan will guide the department's services, programs and investments over the next five years (2010 – 2015) to ensure that they are responsive to the emerging and/or pressing human service issues facing our residents.

Approach

The research phase of the Multi-Year Plan's development was managed by three internal staff groups including a project team, a task group, and a steering committee. The goal of these groups was to learn more about our residents and their changing needs, and develop a responsive plan. The research framework included extensive consultations with key Community and Health Services stakeholders: staff, clients, local community agencies and local municipalities.

April – October 2009

An extensive literature review and analysis was completed: key documents related to Community and Health Services programs and services, existing program-related service plans, human service plans from other jurisdictions, and related provincial initiatives.

June 2009

An analysis of Community and Health Services programs and services was conducted through a strengths, weaknesses, opportunities and threats (SWOT) workshop with the project team and task group.

June – July 2009

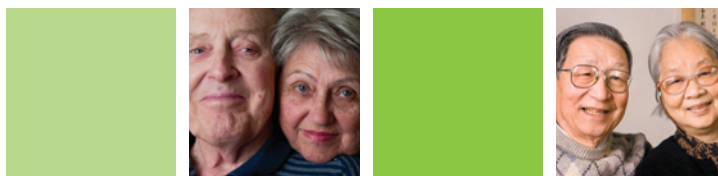
Community and Health Services conducted a six-week survey: all Community and Health Services staff were invited to comment on the needs of Community and Health Services clients, where programs and services are needed, how to best deliver services, and any existing service gaps.

October 2009 – January 2010

The project team visited workplaces and communities across York Region to meet with Community and Health Services staff, clients, community agencies and local municipalities in focus group sessions to discuss human services trends, issues and possible solutions.

January – February 2010

Senior Community and Health Services management were consulted to validate the issues identified through the consultations and identify areas where Community and Health Services could respond.



Overall, almost 900 Community and Health Services staff and stakeholders participated in the consultations and contributed significantly to the development of the Multi-Year Plan.

Research Results

The consultations confirmed the key human service challenges staff had identified in earlier research, and suggested the directions and actions that Community and Health Services can take to guide programs and services over the next five years as funding opportunities become available.

The research also identified successes in specific services and programs offered by Community and Health Services, and provided feedback on the positive way Community and Health Services staff are viewed by residents and community agencies. This section will highlight the issues and gaps identified through the research.

A recurring series of themes emerged during the consultations:

1. Rapid Growth and Changing Demographics

Aging Population

- The population is rapidly growing.
- The greatest increase in growth is forecast for residents 65 years of age and older.
- Collaborative planning is needed to support active and healthy living, and mitigate where possible the need for future institutional care.
- As older residents retire, there could be labour shortages.
- As residents age there may be increased need for subsidized services such as dental, assistive devices and housing.

Increasing Diversity and Immigration

- There is increasing ethno-cultural and racial diversity, and an increased demand for culturally-sensitive and multi-lingual service delivery.
- Improved integration of recent immigrants is needed, particularly to mitigate the lack of Canadian labour market experience or credentials, and language barriers.

Low Income Population Growth

- The number of low income residents is increasing; however low income, poverty and homelessness are often hidden.
- The economic downturn has resulted in greater demands for financial assistance, employment supports and services, subsidized housing, child care subsidies, and Regionally-funded community services that address poverty and basic needs.
- Unemployed residents face many challenges re-entering the labour market if they do not have the skills and education required in today's economy.
- Some residents are not able to fully participate in their communities because of social isolation, persistent low income, transportation limitations (availability and cost), the high cost of living and/or unstable employment.

Increasing Complex Needs

- Residents with complex needs (e.g. multiple health issues) require more intensive services. This trend is across all age groups – frail elderly, adults with disabilities or employment barriers, and children with special needs.
- There is a growing number of residents who face more than one significant barrier to becoming self sufficient. This trend includes those with language barriers, limited education, poor mental or physical health, addictions, or limited social networks – coordinated and targeted supports can help improve outcomes.
- Adults with complex needs are increasingly moving to Regional Long-Term Care facilities and require a different mix of supports than older residents who have traditionally made up the client base.

2. Revitalized Methods of Providing Services

- Community and Health Services can improve how it communicates about programs and services, what programs and services are available, and how to access them. This includes how information is provided and the need for cultural/language sensitivity, as well as location of services, the need for hubs and online applications.
- Additional supports are required for some residents to identify services that are most relevant to their needs.
- Resident needs are not always well matched with service delivery locations. This is a result of the size and the growing and changing population of York Region.



3. Housing Affordability

- There is a limited supply of affordable rental housing options and rent-geared-to-income units. More affordable and safe housing in mixed income communities is also required.
- Housing costs in relation to income are too high for many individuals and families.
- The growing number of residents who have complex needs in finding and maintaining stable housing need more services.
- There are gaps and capacity issues in the emergency shelter system.

4. Demand for Services for Children and Youth

- Families need more programs offering support including child care subsidies, early intervention services, child health programs and parenting supports, access to recreation, before and after school care, and school lunch programs.
- There is a need to engage youth to reduce the potential for violence and social isolation.
- There is increased attention on the importance of child development in the early years but there are concerns surrounding the impact of the provincial Early Learning Program and sustained child care funding.

5. Health Care Challenges

- Public Health, EMS and Long-Term Care are facing pressures regarding new regulatory requirements along with growth-related service demand – particularly with current funding levels.
- As in other regions, the demand for emergency medical services is influenced by capacity in other areas of the health system, particularly hospital emergency rooms, provincial dispatch, access to primary care and the availability of support services.
- Population growth increases the potential for large scale emergencies and pandemics.

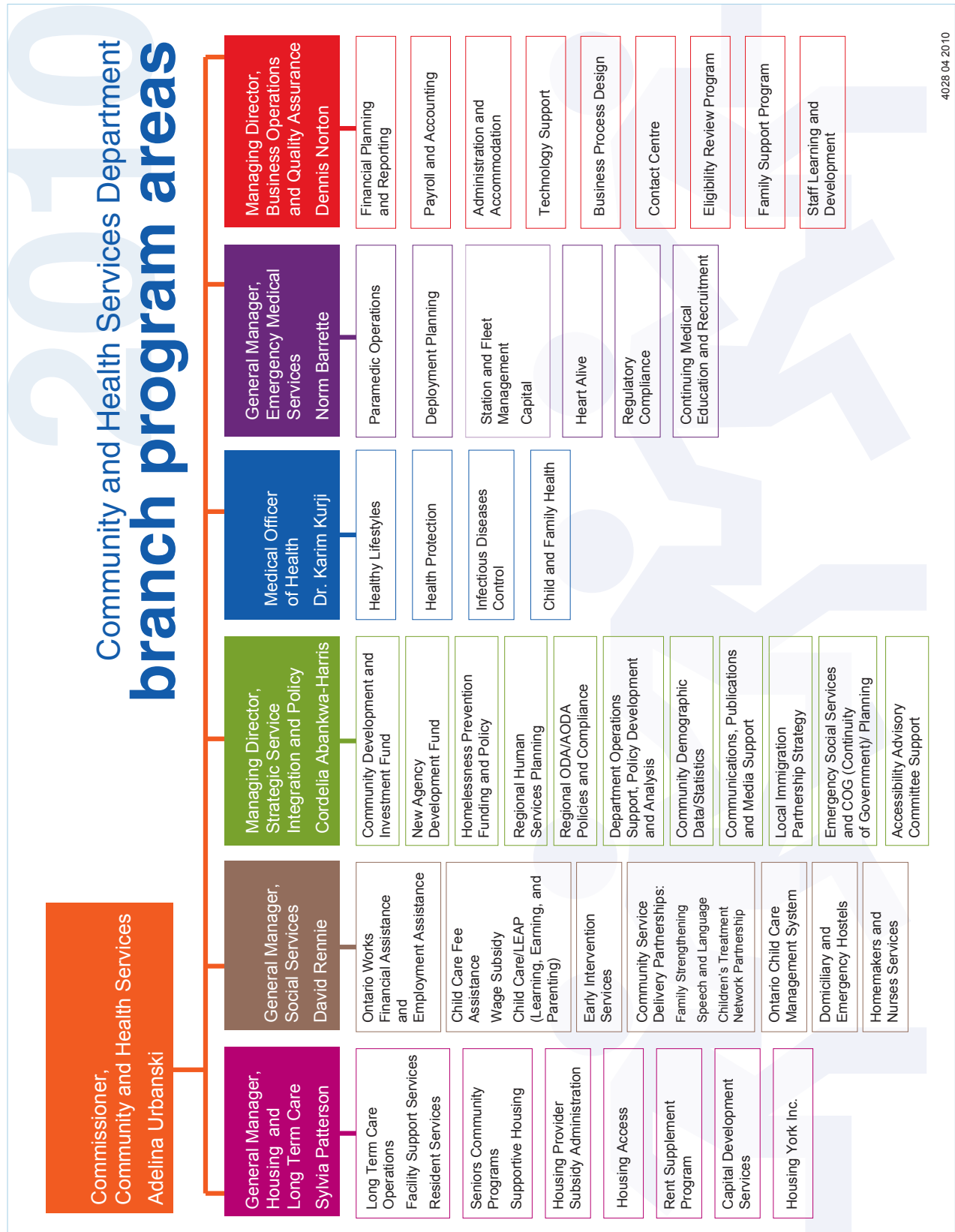
6. Need for Coordinated Funding and Policy

- Federal and provincial decisions about funding and policy affect our planning and delivery of services.
- Many of the issues that have been identified are largely beyond the control of Community and Health Services but affect our residents and service delivery, including:
 - hospital overcrowding
 - lack of affordable counselling
 - lack of affordable dental services for adults and seniors with lower incomes
 - access to mental health services, addiction services, and specialized services for children with special needs
 - access to doctors.
- Funding is not keeping pace with the growing demand for a range of services. As a result, there are wait lists for services, and insufficient resources for case management, research and analysis to support service planning and policy development.
- Community agencies require multi-year, sustainable funding to create long-term infrastructure and support collaborative planning.
- There is a need for more community level data and knowledge sharing.
- The changing legislative and policy environment will cause Community and Health Services roles to shift and evolve. These will create both opportunities and challenges to address human service needs of residents.

Conclusion

Through our consultation process, Community and Health Services heard from a broad cross-section of stakeholders and we thank them for their time, support and for the valuable feedback provided. The perspective and needs of all stakeholders - Community and Health Services staff, clients, community agencies and local municipalities have been considered in the drafting of the Multi-Year Plan.

APPENDIX TWO - COMMUNITY AND HEALTH SERVICES BRANCH PROGRAM AREAS





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Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
General Feedback		
Will the Multi-Year Plan (MYP) include a detailed implementation plan (e.g. timing, costs, service delivery targets, partnerships, priorities and benchmarks)?	The MYP positions Community and Health Services (C&HS) to respond proactively. The MYP is not intended to be a detailed operational plan. Implementation will be incremental and approved through the budgetary and business plan process or separate reports to Council. This could include information on program design, costs, funding sources, and service plans/strategies where appropriate. This approach will provide flexibility to adjust implementation over time. The MYP will be reviewed annually by C&HS Senior Management to assess progress, refresh key issues or actions, and identify priorities and opportunities to implement specific initiatives – including where collaboration with other Regional departments or external partners will be needed. An update will be provided to Council outlining the key findings of this annual review process. Given that C&HS capacity to implement the MYP will be a key factor, it is important that priorities are aligned with the business plan and budget cycle.	No. However, C&HS staff will continue to refine cost estimates and develop implementation priorities through the Regional Business Plan and Budget. Wherever possible, as in the past, C&HS will leverage other sources of federal and provincial funding to support MYP initiatives. However, a key function of the MYP is to provide options to “re-invest” Regional savings from provincial uploading of social assistance costs where C&HS has discretion to act. This includes where C&HS funds and manages 100% Regional tax levy supported programs.

Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
General Feedback		
Regional Government cannot address all the human service related gaps and needs of residents – but can help advocate to federal and provincial governments on behalf of residents. Can the Region’s advocacy role be strengthened in the MYP?	The MYP recognizes the need to further support and strengthen these initiatives. Goal 6 includes an action to develop community capacity to advocate for timely and adequate funding for human services from senior levels of government. The plan also recognizes as a guiding principle the need to enhance C&HS’s service manager role to act as a catalyst for broader advocacy. Possible supports could include the provision community data, participation in provincial and federal consultations, or as a convenor of community collaborations. The Human Services Planning Board will also provide a forum to develop advocacy priorities with external and internal partners.	No.
Non-profit community agencies are facing challenges due to mounting service needs with a lack of sustainable funding. Will the MYP address these issues?	Through the Community Development and Investment Fund and the New Agency Development Fund, C&HS provides some critical funding to community-based service providers which fosters organizational development and responds to the needs of vulnerable residents through both one year and renewable purchase of service agreements. The MYP recognizes the need to further strengthen community funding programs. Goal 1 includes an action to enhance community development and investment initiatives to keep pace with service needs. This could include both one year and renewable funding streams. If implemented, these will help stabilize agency service delivery and enhance services to residents. Goal 5 includes an action to undertake a more strategic review of existing community funding programs so they can continue to address changing needs in the community. The review could help inform issues around sustainable funding.	No.

Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
General Feedback		
Prevention should be a key focus – while recognizing the on-going need to provide a safety-net for residents in crisis.	Agreed. A focus on prevention is a guiding principle of the MYP and is reflected in goals which speak to addressing root causes of human service issues, supporting residents in reaching their full potential, and fostering social inclusion. The MYP actions build on the range of preventative social and health services already provided through C&HS to help move toward these goals. There are other guiding principles (e.g., support determinants of health, address services through a life course perspective) and goals that are intended to ensure that a safety net and a wide and comprehensive range of services are in place to meet our residents basic needs.	No.
Change title of the MYP.	Clarifying language can be included into the title to better reflect its purpose as a guide to investing in our Regional human services over the next five years.	Yes. Staff recommends new clarifying language - <i>“Investing in Our Communities: A Multi-Year Plan for the Community and Health Services Department 2010-2015”</i> .
Need to work more closely with Central Local Health Integration Network (CLHIN).	CLHIN is represented as a Government Advisor and Resource Member of the Human Services Planning Board. CLHIN also is a member of the Community Data Reference Group and staff participate on CLHIN committees. These help to provide forums for building collaborative relationships related to broader human services planning.	No.

Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
General Feedback		
Can recent report by the Standing Senate Committee on Social Affairs, Science and Technology <i>In from the Margins: A Call to Action on Poverty, Housing and Homelessness</i> help prioritize MYP actions?	The focus of the Senate of Canada report is on recommendations for federal government action to address poverty, housing, and homelessness. These will be reviewed to help identify areas where C&HS may want to support broader advocacy at both the federal and provincial levels that are consistent with the goals and actions of the MYP.	No. However, C&HS will be providing a separate report to Council in September 2010 on recent policy research and recommendations on poverty reduction – including the Senate report. The Council report will provide an overview of the Senate report recommendations and possible implications for C&HS initiatives going forward.
MYP Goals and Action Areas		
The MYP actions to develop a seniors strategy and a housing strategy respectively should be implementation priorities.	Implementation priorities will be considered as part of the 2011 and 2012 Regional Business Plan and Budget. In the case of the housing strategy, timing will depend on provincial policy development. The province has committed to develop a long-term affordable housing strategy in 2010. Once released, this will provide the framework for the development of a Regional strategy being proposed in the MYP. In the case of the seniors strategy, C&HS will begin work to identify the scope and appropriate Regional roles.	No. Costs related to strategy development will be considered in 2011 and 2012 Regional Business Plan and Budget.

Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
MYP Goals and Action Areas		
	It is recommended that wording be modified to enhance Public Health's responsiveness to <u>public health emergencies and emergencies with public health impacts</u> by implementing recommendations arising from the local H1N1 review related to staffing and addressing the requirements under the mandated Ontario Public Health Emergency Preparedness Program Standard.	Yes. The MYP will include the following new wording – <i>“Enhance Public Health’s responsiveness to public health emergencies and emergencies with public health impacts by implementing recommendations arising from the local H1N1 review.”</i>
Are there ways to encourage accessing dwelling units? Can there be consideration of a “Regional” permissive bylaw?	It is recommended that this be considered as part of Goal 2 (Support Healthy Communities by optimizing the range of housing choices and supports available to meet diverse needs of residents).	No. However, C&HS is considering options which address this through MYP implementation. These are highlighted in Goal 2 of Council Attachment 3.
It is not clear how we go about engaging/motivating other departments / commissions (for instance Planning and Economic Development) in developing ideas and actions in order to reach the Plan’s goals.	More details concerning implementation of the MYP actions will typically proceed through the annual budget and business plan cycles or separate reports to Council. This as appropriate and depending on the initiative, will include details regarding how our department and other Departmental partners will work together to implement the MYP actions, specific funding and staffing requirements, timelines etc.	No.

Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
MYP Goals and Action Areas		
How do we compare to other jurisdictions?	The department is developing high level community data on our programs and services. We also use OMBI data where appropriate or other community data like the EDI that we have available if it is appropriate to the report. In most of the committee reports we do, if there is a comparison that can be made with other communities, we will do so.	No.
The affordability threshold is defined as 30% or more of household income on housing costs – is that 30% net or gross of household income?	It is 30% of gross household income and we will clarify this in the MYP.	Yes.
Will Economic Development be involved in addressing Goal 1 (Contribute to Regional economic vitality by helping low income residents with access to basic needs and with finding and keeping jobs.	Staff regularly consult with Economic Development regarding labour market needs and issues. However, the MYP is focussed on what the C&HS Department can do to meet human service needs.	No.

Summary of Community and Health Services Committee Feedback

Community and Health Services Multi-Year Plan (Draft Version June 9, 2010)

Questions, Comments, Suggestions	Staff Recommendation/Response	Given staff recommendation/response, does the Multi-Year Plan need change? Yes/No
MYP Goals and Action Areas		
Clients and potential clients still find it difficult to access and/or navigate our systems and services, as well as those of other levels of government. What can we do to provide a one-stop, customer-focussed and customer-friendly service model, or information web portal to respond to this issue?	One of the broad-ranging goals in the MYP is to "develop department-wide strategies to improve access to information and services such as e-Service options" (Goal 6). We hope that implementation of this goal and the opportunities that will be provided through the future Central Services Centre will improve client access to our systems and services. Given the increasingly complex needs in our communities it will be important to improve online information including application forms, with a view to improving customer service and increasing efficiencies within the department.	No.

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Community and Health Services Department Multi-Year Plan Goals and Actions		Timelines / Priority ¹	Estimated Annual Regional Cost (program and staffing)	One-Time Regional Cost
Goal 1 - Contribute to Regional economic vitality by helping low income residents with access to basic needs and with finding and keeping jobs				
1.1	Enhance community development and investment initiatives to keep pace with service needs			
a)	As part of a broader review of community funding programs (Action 5.3), consider additional investment for the CDIF annual and renewable funding stream. Expansion of these funding envelopes will support more community services to vulnerable residents and will stabilize agency service delivery.	short-term/high	\$1,700,000	\$0
b)	Consider base funding for projects currently funded under CDIF that no longer fit within the larger CDIF strategy.	long-term/medium	\$1,200,000	\$0
c)	As part of a broader review of community funding programs (Action 5.3), consider expansion of New Agency Development Fund (NADF) eligibility criteria to enhance capacity and operations, with focus to ensure early informal planning years do not impact the agency's ability to qualify for funding.	medium-term/ medium	\$375,000	\$0
1.2	Expand Low Income Dental Program (through Ministry of Health and Long-Term Care funding) for children and youth	short-term/high	\$0 Provincial Funding	\$0 Provincial Funding
1.3	Explore options to address public transportation costs for low income residents	medium-term/high	TBD	TBD
1.4	Enhance partnerships with Ministry of Training, Colleges and Universities (MTCU) and Employment Ontario (EO) to support job training and employment opportunities for Ontario Works clients			
a)	MTCU has introduced a new Employment Service Model providing a one-stop approach to accessing provincially funded employment services. Through enhanced partnerships with MTCU and Employment Ontario service providers, C&HS will be better positioned to assist Ontario Works participants with access to the full range of	short-term/high	\$120,000 Potential Cost-Share	\$6,000 Potential Cost- Share

¹Timelines to implement refer to short-term = < 1 year, medium-term = 1-3 years, long-term = 4+ years. Priorities are scaled as high, medium or lower.

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	provincially funded employment programs, resulting in improved job opportunities and reduced reliance on Regionally cost shared social assistance programs.			
1.5	Continue to assess and respond to Ontario Poverty Reduction Strategy			
a)	Expand and enhance analysis capability to support vulnerable communities and encourage responsive program development using data sets including the EDI (Early Development Instrument) in order to assess and respond to the Ontario Poverty Reduction Strategy.	Short-term/high	\$60,000	\$0
1.6	Following implementation of the provincial Early Learning Program, review and enhance levels of child care subsidy to support transitions to employment			
a)	As part of the implementation of the Early Learning Program, expand and enhance service levels of child care fee subsidy (additional 80 monthly average spaces) to support families with access to employment, education and training, and healthy, safe, high quality child care settings.	short-term/high	\$640,000	\$0
Goal 2 - Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents				
2.1	In response to the Provincial Long-Term Affordable Housing Strategy, lead development of a York Region Housing Strategy encompassing the whole continuum of housing - from homelessness to home ownership			
a)	Develop strategy to identify and leverage local housing opportunities, as well as strategies to optimize potential provincial policy development and funding.	short-term/high	\$0	\$150,000
b)	Update York Region Housing Needs Study.	short-term/high	\$0	\$0
2.2	Fulfill Regional commitments, and maximize provincial and federal funding for affordable housing	on-going/high	\$0	\$0
2.3	Enhance investments in services and programs to provide housing stability for those at risk of homelessness or facing financial crisis			

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a)	Expand Homeless Prevention Program (HPP) eligibility criteria to enable residents to access the program more than once in a lifetime. Due to increasing economic pressures on low-income residents of York Region, HPP programs are experiencing greater and changing service needs.	short-term/medium	\$300,000	\$0
b)	Enhance the Regional Rent Supplement Program to maintain service levels as rents increase and to expand the number of units funded.	long-term/medium	\$1,000,000	\$0
c)	Explore innovative models to create housing affordability that builds on local regulatory and official plan objectives.	medium-term/high	\$1,000,000	\$0
d)	Enhance Social Housing Innovation Fund to enable housing providers to implement retrofits required under new AODA standards and green initiatives, as well as current focus on playground replacement.	medium-term/high (\$500,000) and lower (\$1,000,000)	\$0	\$500,000 \$1,000,000
e)	Implement Outreach Worker position to support families and individuals discharged from the shelter program to retain housing and employment, stabilize children in school and reduce the potential for re-entry into the emergency shelter program. Focus on eviction prevention (e.g. budgeting, rental/hydro arrears, life skills and mental health etc.) and reduced use of shelter beds.	short-term/high	\$150,000	\$12,000
2.4	Review programs that support individuals in crisis (e.g., emergency shelters, domiciliary hostels)			
a)	Review York Region's current Emergency Shelter System and make recommendations based on best practices of other municipalities within Ontario to enhance the overall shelter service delivery in York Region.	short-term/high	\$0	\$30,000
b)	Address additional bridge funding budget shortfall to sustain York Region's Emergency Shelter Program. The Emergency Shelter System includes a total of 115 emergency beds run by two community providers - Blue Door Shelters and Salvation Army's Sutton Youth Shelter - and is anticipated to grow in the future.	short-term/high	\$200,000	\$0
c)	Provide support to the management of complex shelter contracts, monitoring, forecasting and reporting requirements to more effectively administer the emergency shelter delivery system.	short-term/high	\$110,000	\$6,000

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Goal 3 - Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives				
3.1	Pursue local enhancements related to the 2008 Ontario Public Health Standards to better serve the residents of York Region			
a)	Food Safety at Home Strategy - a comprehensive and educational food safety campaign aimed at reducing food borne illness in the home. Communication strategies targeted towards specific populations in the community will commence in 2010 based on a community needs assessment conducted in 2009.	medium-term/high	\$27,000	\$0
b)	Food inspection disclosure system - an enhanced web-based Food Inspection Disclosure System which will disclose food inspection results for inspected food premises on the Community and Health Services website.	medium-term/high	\$121,000	\$0
c)	Building Healthy Communities – an initiative to develop tools, resources and a social marketing campaign to increase awareness of the health impacts of the built environment among land use planning stakeholders and the community (e.g. access to public transit, physical activity, clean air and climate change).	medium-term/medium	\$202,000	\$65,000
d)	Tuberculosis management models (Tuberculosis Clinic) - costs will vary depending on partnership opportunity with hospitals.	medium-term/medium	\$500,000 Potential Cost-Share	\$0
3.2	Enhance Public Health responsiveness to public health emergencies and emergencies with public health impacts by implementing recommendations arising from the local H1N1 review	medium-term/high	\$184,000 Potential Cost-Share	\$28,000 Potential Cost-Share
3.3	Develop a comprehensive Regional strategy to address the needs of seniors in the community	medium-term/medium	\$170,000	\$0
3.4	Explore strategies and options to address mental health services and supports for clients/tenants following the release of the Provincial Long-Term Mental Health and Addictions Strategy	medium-term/medium	TBD	TBD
3.5	Pursue opportunities to address growth and the optimal use of paramedic resources by expanding the scope of community paramedic care			

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a)	Develop an expanded scope Paramedic program that would include initiatives and partnerships to serve aging residents and other target populations in non-traditional ways, including providing treatment in the home, providing referrals to community resources and providing alternate disposition pathways.	medium-term/high	\$230,000	\$0
Goal 4 - Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential				
4.1	Enhance family strengthening programs to increase access to parenting supports and recreation for low income families			
a)	Enhance Family Strengthening programs by reducing waitlist for recreation (PLAY& Summer Camp, Youth Leadership Camp) for children and youth, provide access to recreation programs for parents receiving assistance (pilot), and increase parenting supports through AOK early child development and parenting programs. This will serve 382 children/youth and 180 adults.	short-term/high	\$120,000	\$0
4.2	Implement the Early Learning Program in collaboration with community partners			
a)	Continue Summer Child Care Only Program to provide child care subsidy or access to recreation programs for 150 children to assist families with child care needs for the July and August period.	short-term/high	\$250,000	\$0
b)	Address Early Intervention Services waitlist to provide additional support for 15 families in need of service.	medium-term/lower	\$50,000	\$0
c)	Provide additional support to implement Child Care Stabilization Funding for child care community, specifically programs serving 0 - 4 years of age. Funding includes management of minor capital and operating funding from 2010 until 2016.	short-term/high	\$40,000 Potential Cost-Share	\$0
4.3	Respond to broader system-wide changes arising from the Pascal Report recommendations, particularly enhanced service manager roles and Best Start Child and Family Centres.	short-term/high	\$112,000	\$6,000

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Goal 5 – Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community				
5.1	Develop service delivery options to improve access to services for diverse communities and recent immigrants			
a)	Implement initiatives identified in York Region's Immigration Strategy developed in collaboration with the Community Partnership Council.	medium-term/medium	TBD	TBD
b)	Explore options to collaborate with York Region's Welcome Centre's to expand access to C&HS information and services including hub models for co-location or "hoteling" of services.	medium-term/lower	TBD	TBD
c)	Support immigrant settlement needs by providing access to timely and credible information through the York Region Immigration Portal for new and perspective immigrants to York Region.	long-term/medium	\$55,000	\$0
5.2	Develop a pilot strategy to support service navigation and coordination for residents with complex needs			
a)	Expand the Integrated Social Worker initiative to manage service coordination for at-risk and multi-service families and individuals. The need for integrated services across branches continues to grow.	long-term/medium	\$90,000	\$0
5.3	Review existing community funding programs to address changing needs within the community and investigate the creation of a fund for human service collaborations	short-term/high	\$50,000	\$50,000
Goal 6 - Deliver a more integrated human service system that supports effective community planning and quality services				
6.1	Develop department-wide strategies to improve access to information and services			
a)	Explore and develop a new protocol to improve call management to C&HS and overall service quality to all callers. This will include a review of existing telephony systems and processes, call demographics, and services requested and delivered through telephony.	short-term/high	\$244,000	\$50,000
b)	Enhance ways to deliver internal and external information through internet technology (e-Service), with a focus on improving service delivery, and enhancing the quality and quantity of information available to residents.	medium-term/high	\$200,000	\$0

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c)	Develop new print media on C&HS programs and services including working with stakeholders to maximize public awareness (e.g. translating information and advertising in ethnic media where there is a need).	medium-term/medium	\$0	\$0
6.2	Enhance data and research to support community planning			
a)	Improve community access to Census social and economic data and explore further research and knowledge exchange.	long-term/medium	\$260,000	\$0
b)	Develop and implement a York Region collaborative model to collectively monitor and report on poverty.	long-term/medium	\$100,000	\$0
6.3	Integrate responses to poverty throughout Community and Health Services planning and service delivery initiatives as appropriate	medium-term/medium	\$0	\$0
SUB TOTAL			\$9,860,000	\$1,903,000
TOTAL Annual and One-time			\$11,763,000	