



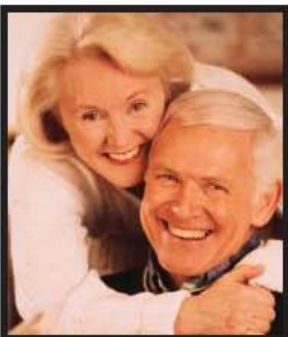
United Way of Peel Region and Region of Peel

Community Investment Strategy

A Consultation Paper



January 2008



United Way
of Peel Region

Region of Peel
Working for you

Executive Summary: **A Community Investment Strategy**

The *Region of Peel* and *United Way of Peel Region* have both been leaders in laying the foundation for long-term strategic planning and investment in Peel's human services – investment that includes not only dollars but also leadership and support of collaborative efforts. The challenge of the next decade is to plan and invest, not only strategically, but also collaboratively with partners who share the common vision of a sustainable, vibrant Peel that provides access and equity for all residents.

The *Region of Peel* and *United Way of Peel Region* are both conducting reviews of their respective investment strategies and have decided to work together, and in partnership with the broader community, to develop strategies that will direct each of their own future community investments and capacity building action plans.

This paper's purpose is to tell a story about a journey of understanding and partnership. It introduces a framework called the *Communities Agenda* and invites stakeholders and members of the community to a dialogue to review past priorities, renew future priorities and explore opportunities to work collaboratively together.

1 Introduction: **What does community investment mean?**

Peel is a rapidly growing and changing region. Growth has meant economic prosperity in the three municipalities of Mississauga, Brampton and Caledon. It has also brought new families into those communities, changing the face of long established neighbourhoods and building brand new ones in places that used to be meadows and woodlands and farmers' fields.

Peel is diverse in many ways. Our geographic diversity encompasses both densely populated neighbourhoods and rural farms and hamlets. Peel is home to many residents who have lived here for a long time, but it is also a destination for newcomers from around the world. Now Peel is part of a global world, where international trade and commerce is often conducted at head offices located in the region and by residents commuting to Toronto and to other cities around the world.

And yet, as much as Peel is riding a wave of growth and prosperity, there is still a need to be attentive to the quality of community life. Everyone depends on the programs and services provided by the healthcare, education, community and social service sectors – but some more than others. Without a continued investment in building strong, healthy communities, everyone's quality of life, not just those in greatest need, becomes threatened.

2 The Demographics: Who will benefit from a community investment strategy?

2006 Peel population	1,159,405 (and growing by 2% a year)
City of Brampton 2006 population/% Peel population	433,806/38% (which grew by 33.3% since 2001)
City of Mississauga 2006 population/% Peel population	668,549/57% (which grew by 9.1% since 2001)
Town of Caledon 2006 population/% Peel population	57,050/5% (which grew by 12.8% since 2001)
Projected 2008 Peel population	1.18 million
Regional population comprised of immigrants in 2006	48.6% (which grew 5.6 percentage points since 2001)
Average family income in 2001	\$79,325 (which is higher than the provincial and national averages)
Number of low income individuals/families in 2001	114,505/27,090 (which grew 1.8 percentage points since 1991, contrary to the national average)
Number of families in 2006	324,115 (which grew by 17% since 2001)
Number of lone parent families in 2006	49,600 (which grew by 24% since 2001)
Number of children and youth in 2006	329,170 (which grew by 14.2% since 2001)
Number of children under 6/families living in poverty in 2001	12,000/1 in 7
Number of seniors aged 65 years+ in 2006	104,530 (which grew by 33% since 2001)
% increase in number of people with disabilities expected between 2001 and 2021	75 %
Number of women abused by their intimate partner	1 in 8
Gap in social services funding in Peel Region in 2006/07	\$369.0 million

3 The Issues: Why do we need a community investment strategy?

The human service needs in Peel are well-documented. The work of the *Fair Share Task Force*, for example, in the report, *Vision 2020: Seeing a New Future for Peel*, has produced a key resource for building a community-wide understanding of the issues facing Peel Region – and a shared vision of the long-term future. A community investment strategy will help bring all the players to the table to work collaboratively together to find community-wide solutions.

The following table summarizes the challenges that have been identified.

<p><i>1. Service Challenges</i></p> <p><i>Capacity and accessibility</i></p> <ul style="list-style-type: none"> ▪ the ability to keep pace with demand <p><i>Inadequate resources</i></p> <ul style="list-style-type: none"> ▪ resources spread too thinly <p><i>Lack of depth</i></p> <ul style="list-style-type: none"> ▪ not enough service on an individual basis <p><i>Single point of entry</i></p> <ul style="list-style-type: none"> ▪ pressure for centralized in-take <p><i>Diversity and inclusivity</i></p> <ul style="list-style-type: none"> ▪ meeting the needs of immigrant newcomers <p><i>Transitions through life</i></p> <ul style="list-style-type: none"> ▪ continuum of care through life stages <p><i>Service Delivery</i></p> <ul style="list-style-type: none"> ▪ implementing new models of service delivery 	<p><i>2. Client Challenges</i></p> <p><i>Vulnerability of clients</i></p> <ul style="list-style-type: none"> ▪ growing number of people with special needs <p><i>Complexity of problems</i></p> <ul style="list-style-type: none"> ▪ the interrelatedness of cause and effect <p><i>Extent of violence</i></p> <ul style="list-style-type: none"> ▪ perceptions of increased violence, especially among youth <p><i>Poverty</i></p> <ul style="list-style-type: none"> ▪ persistent poverty among low income families, single seniors and immigrants <p><i>Immigration</i></p> <ul style="list-style-type: none"> ▪ continued increase in the number of newcomers <p><i>Human rights</i></p> <ul style="list-style-type: none"> ▪ protecting and ensuring human rights are upheld
<p><i>3. Organizational Challenges</i></p> <p><i>Human resource issues</i></p> <ul style="list-style-type: none"> ▪ recruitment and retention of trained professionals <p><i>Location</i></p> <ul style="list-style-type: none"> ▪ human services in accessible places <p><i>Role of volunteers</i></p> <ul style="list-style-type: none"> ▪ recruitment and risk management <p><i>Accountability</i></p> <ul style="list-style-type: none"> ▪ development of processes and infrastructure <p><i>Collaborative approaches</i></p> <ul style="list-style-type: none"> ▪ increased instances of integration and coordination <p><i>Virtual Space</i></p> <ul style="list-style-type: none"> ▪ technology driving real time response 	<p><i>4. Funding Challenges</i></p> <p><i>Provincial role</i></p> <ul style="list-style-type: none"> ▪ downloading and cost-sharing agreements <p><i>Limited new funding</i></p> <ul style="list-style-type: none"> ▪ gaps in social services, health and education funding <p><i>Growth</i></p> <ul style="list-style-type: none"> ▪ funding not keeping pace with growth

4 The Region of Peel and United Way of Peel Region: What investments have already been made?

The *Region of Peel* has for many years provided financial support to community agencies to deliver a range of services through its *Community Program Grants*. Dollars flow to approved agencies through two streams: multi-year and one-year funding grants. The *Region of Peel* funds various priority areas but the top two are mental health and youth.

The following chart summarizes *Community Program Grants* over the past five years.

	Multi-year Funding	# Agencies*	One-year Funding	# Agencies	Total Funding	Total # Agencies*
2003	\$487,180	23	N/A	N/A	\$487,180	23
2004	\$733,147	23	\$164,500	10	\$897,647	33
2005	\$775,729	23	\$261,544	15	\$1,037,273	38
2006	\$808,416	27	\$251,603	13	\$1,060,019	40
2007	\$1,457,560	37	\$148,000	7	\$1,605,560	44

*includes six agricultural organizations

It should be noted that, in addition to *Community Program Grants*, the *Human Services Department* invests over \$47.7 million in purchase of service agreements. This includes funding to 112 child care centres, 19 employment programs and 16 *Ontario Works* community programs.

United Way of Peel Region invests in five key priority areas: helping abused women and children; reducing hunger, homelessness and poverty; supporting seniors to stay healthy and live independently; strengthening families and children; and helping newcomers and immigrants.

United Way of Peel Region invests financial resources in the community mainly through four funding streams: the *Community Priorities Fund*, the *Community Response Fund*, the *Community Contingency Fund* and the *Strengthening Organizational Effectiveness Fund* (SOEF). Two new funding streams were launched in 2007: the *Social Purpose Enterprise Fund* and the *Neighbourhood Development Fund*. Each of these new funds invested \$100,000 in the past year to support three social enterprise and six neighbourhood projects.

The majority of its funding flows through the *Community Priorities Fund*. The following chart summarizes *Community Priorities* funding to community agencies over the past five years:

	Total Funding	# Agencies (programs)
2003/04	\$6,457,612	55(108)
2004/05	\$6,862,853	59(127)
2005/06	\$7,031,422	57 (108)
2006/07	\$7,162,448	55 (105)
2007/08	\$7,332,347	54 (111)

In addition, the *Community Contingency Fund* provided \$48,310 in 2007/08 to qualifying community agencies to assist with unforeseen circumstances and \$1,274,082 for other community programs and initiatives (e.g. Success by 6, Outcomes Measurement Training Project and others).

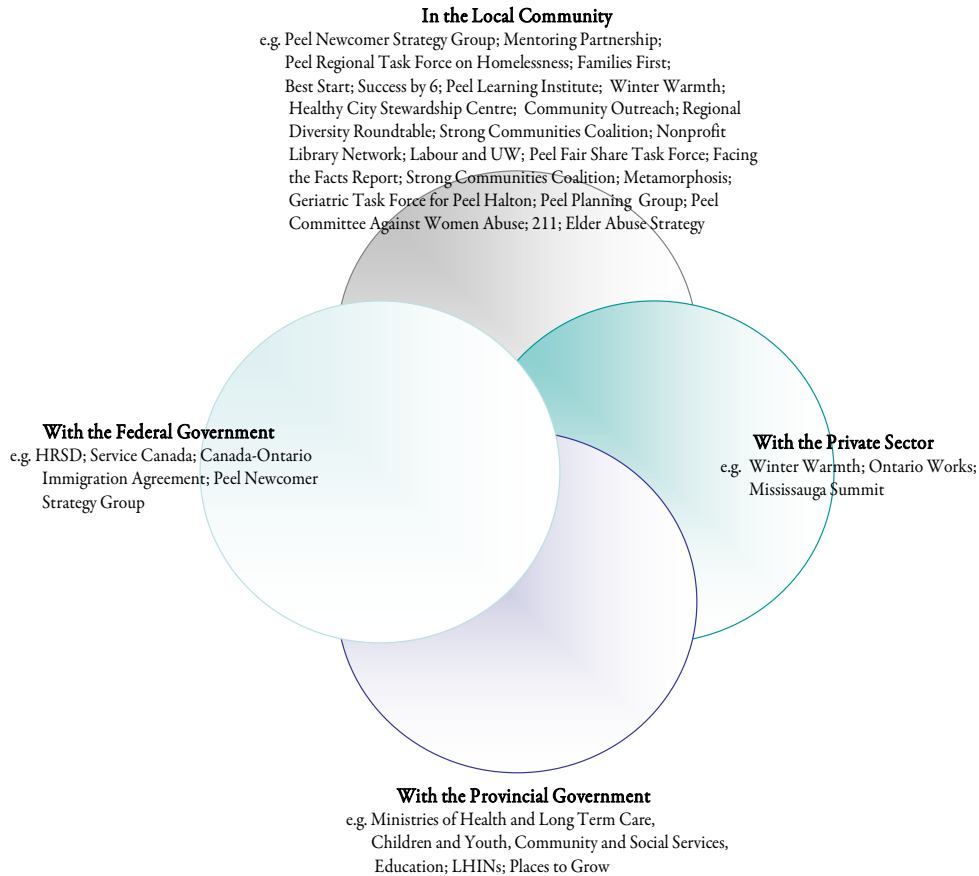
In 2007/08, *United Way of Peel Region* provided \$2,900,000 in designations to other *United Ways* and charities.

Lastly, the *Strengthening Organizational Effectiveness Fund* (SOEF) is jointly provided by the *Region of Peel* and *United Way of Peel Region*. It assists with capacity-building activities like business planning, organizational assessment, policy development and human resource development. The following chart summarizes the investment in SOEF:

	Region of Peel	UW of Peel Region	Total Funding	# Agencies (programs)
2004	\$18,776	\$18,776	\$37,552	5
2005	\$19,292	\$19,292	\$38,584	2
2006	\$19,687	\$19,687	\$39,374	2
2007	\$55,743	\$55,743	\$111,486	8

5 Partnerships and Other Community Assets: What existing partnerships and assets can we leverage?

Community agencies and funders in Peel have a long history of partnership and collaboration. The following chart summarizes some of those partnerships and community assets:



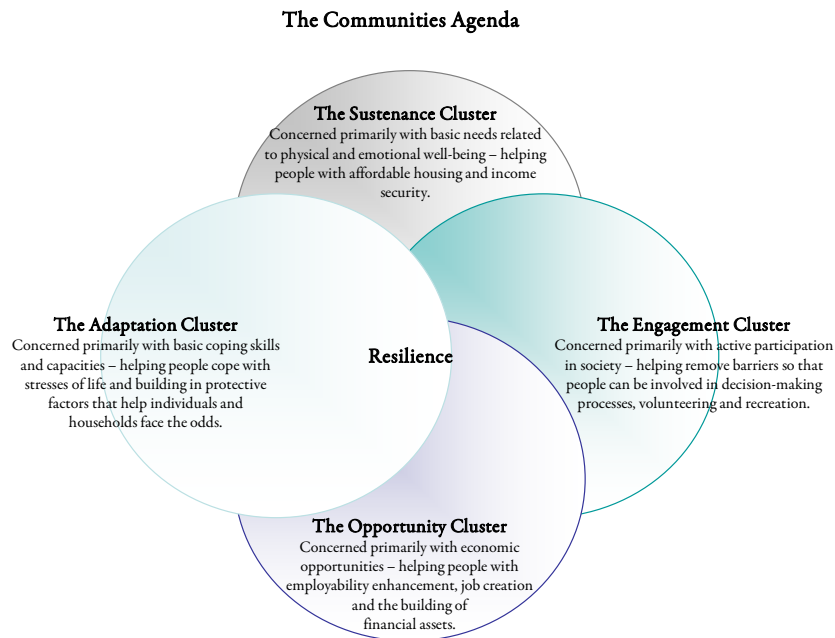
6 A Framework for Understanding: What should guide our community investment strategy?

Six years have passed since the last comprehensive review of investment strategies. In the intervening years, the *Region of Peel* has increased its investment in *Community Program Grants* three-fold (an additional \$1.1 million) while *United Way of Peel Region* increased its *Community Priorities Fund* by 13% (an additional \$0.9 million). Both *Region of Peel* and *United Way of Peel Region* have tripled (an additional \$37,000 each) their funding to the *SOEF* program. At the same time, more and more community partnerships have formed to collaboratively plan and deliver integrated human services. Advocates' voices, such as the *Social Planning Council of Peel*, the *Fair Share Task Force* and the *Strong Communities Coalition*, have spoken more urgently about the interrelatedness of the human services sector and the necessity to adequately resource local service providers so they can respond to continued relentless growth and changing demographics. A sense of a common and shared vision among community partners in Peel Region is palpable.

The trend in Peel toward a greater shared vision is part of a bigger trend. In the recent book *Shared Space: The Communities Agenda*, Sherri Torjman from the *Caledon Institute for Social Policy* has gathered the collective wisdom of communities across Canada and, using research to support her model, has proposed a way to sift through the many competing priorities and strategies that confront communities.

There are two key concepts to the communities agenda framework. First is recognizing that the issues communities face are complex. Second is the importance of shifting our thinking to embrace resilience as a better way to tackle complex issues because it deals, not only with the ability to cope, but also with the capacity to thrive in the face of tough problems and continual change.

The communities agenda framework is comprised of four clusters, each of which must be active to build sustainable, resilient communities. The four clusters are explained in the following diagram:



In addition to organizing collective effort in each of these clusters, the communities agenda also recognizes that the space between each of these clusters is shared space – and, as such, is an important place where community partners, local governments and residents come together to build their own place-based, shared agenda.

7 Further Dialogue: What are our investment opportunities on a go-forward basis?

Looking at the past, reviewing the role of various players and identifying significant milestones helps to build an understanding of what needs to be done to achieve the desired future.

Now the question becomes – how do we get from here to there? What investments do we need to make, individually and collectively, to achieve our common vision? What must we continue, start and stop doing? What can we do collaboratively together and how can we, as a community, marshal our assets and resources towards shared goals?

The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein (1879-1955)

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This consultation paper is a summary of a more detailed Background Paper. Both papers can be accessed through the Region of Peel <http://www.peelregion.ca/> and United Way of Peel Region <http://www.unitedwaypeel.org/> web-sites.