

Human Services Plan

The first plan of the integrated Human Services Department. Developed in consultation with employees, clients and stakeholders.

2009 – 2011
Extended through 2014

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October 20, 2008

We are extremely proud to present the first three-year plan for the integrated Human Services Department.

The plan sets out the priorities for the delivery of Human Services in Peel Region over the next three years –2009-2011– and will guide and inform the development of annual operating plans during this period.

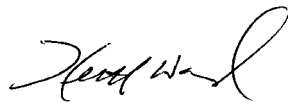
This accomplishment is the result of many months of consultation, dialogue, reflection, information gathering and information synthesis. Not only is it a “first” for the department, it is the first plan of its kind for the Region to be largely informed by its stakeholders: clients, employees and the many external organizations and agencies with whom the Region partners in its work.

We are deeply indebted to them for their contributions and would like to acknowledge the effort, intelligence and thoughtfulness of every individual and group who participated in the process. We are committed to keeping you informed of the decisions and actions arising from the implementation of the plan over the coming years.

From the start we have tried to build this plan on a foundation that is characterized by cooperation, integration, and effectiveness. We believe the framework described here demonstrates those characteristics and provides for continuing involvement of stakeholders throughout the plan’s implementation.

But a plan is only useful if it helps to achieve the results we desire. Management is therefore committed to both supporting and focusing the required resources to achieve the objectives set-out in the plan.

We welcome and encourage your continuing feedback and observations about the process and outcomes of our collaborative planning and look forward to building strong, successful relationships with all of the individuals and groups that we work for and with.



Keith Ward
Commissioner



Janet Menard
Executive Director
Transition and Integration

Human Services

10 Peel Centre Dr., Brampton, ON L6T 4B9
Tel: 905-791-7800 www.peelregion.ca

Notes, Questions and
Thoughts

Setting the Context for the Human Services Plan

The Human Services Department has developed a Human Services Plan (HSP) to provide a high level vision and direction for the future.

Rationale for Developing the HSP

In June 2007, the Region of Peel implemented a corporate reorganization as part of supporting the achievement of the “Common Purpose”. The Common Purpose is based on research that has shown that employee engagement contributes to customer satisfaction (and vice-versa). Together, employee engagement and customer satisfaction lead to increased levels of citizen trust and confidence in government.

The reorganization involved the creation of the Human Services Department and brought together the former departments of Social Services, and Housing and Property. The new Human Services Department provides program services in the areas of child care and early years integration, employment and financial supports, housing and homelessness, social policy and community based supports. An integrated business support division supports these program areas. A Transition Project Team has been established to support the transition and integration of the new department.

The decision to develop a Human Services Plan was the result of several factors:

- Interest in having a high level strategic vision and direction for human services in the Region of Peel to support the implementation of the Regional Strategic Plan
- The HSP sets the framework for planned Human Services integrated service delivery model
- Future alignment with the provincial direction towards Consolidated Municipal Service Managers (CMSMs) human services plans

Notes, Questions and Thoughts

- The HSP will provide consolidated and comprehensive Human Service’s input into the updating of the Region’s Official Plan
- Recognizes and builds on the past successes of the Service Strategy Business Plans (SSBPs) of the former Regional Social Services and Housing and Property Departments

The HSP includes a mandate, objectives and key strategic actions to be undertaken during the next few years.

Process for Developing the HSP

The work was undertaken by a cross-departmental Project Team. Janet Menard was the Executive Sponsor, Stella Danos-Papaconstantinou was the Project Sponsor and Jennifer McLaughlin and Beth Storti were the Project Managers. Other members of the HSP Project Team were Kim Badder, Drew Goursky, Gunta Jurevics-Lawson, Norm McLeod, Sandra Welch and Robert Woodford.

The process to develop the HSP was based on the principles of the Common Purpose which included involving staff, clients/customers, community and government stakeholders. A number of individuals and groups provided input into the development of the Human Services Plan. Consultation was conducted through individual interviews, focus groups, drop in sessions, surveys and hosting a community partners session. Over 700 consultations provided input into the development of the HSP. A breakdown of this involvement is shown below:

Human Services Plan Consultation	
Individual Interviews	28
Employee Focus Groups (12)	110
Client Focus Groups (5)	38
Community Partners Session	
Community Agencies	55
Region of Peel Staff	30
Drop in Sessions – Human Services Staff	281
On Line Employee Survey	177

Making the Connection

Strategic Plan V: 2007-2010



- Vision, Mission and Goals
- CAO Message
- Chair and Councillor Messages
- Goal 1: Deliver citizen-focused services**
- Goal 2: Protect, enhance and restore the environment
- Goal 3: Provide human services that meet current and changing needs**
- Goal 4: Manage the impacts of growth on the community and Regional services
- Goal 5: Strive for excellence as a municipal government
- Serving Our Community
- Regional Values
- Home

invest·inspire·instill
our Common Purpose ...are you in?

Peel Region
OFFICIAL
PLAN

Relationship of the HSP to Other Regional Plans

The Human Services Plan takes its direction from the Region of Peel Strategic Plan V: 2007-2010, specifically Goals 1, 3 and 5. (applicable goals are bolded)

- Goal 1: Deliver citizen-focused services**
- Goal 2: Protect, enhance and restore the environment
- Goal 3: Provide human services that meet current and changing needs**
- Goal 4: Manage the impacts of the growth on the community and Regional services**
- Goal 5: Strive for excellence as a municipal government**

The development of the HSP was completed within the Common Purpose project and addresses Employee Engagement, Client Satisfaction and Trust and Confidence.

It also supports section 6.2 of the Region's Official Plan that deals with human services. The mandate, objectives and actions contained in the HSP will be used as input into the Official Plan update that is currently underway.

Making the Connection

What our Clients had to say about Advocacy:

“Advocate for increase to minimum wage”

“Advocate with Food Banks for people to make their own choices of food”

“Advocate for reduction of day care fees with local agencies”

What our Community had to say about Advocacy:

“Lobby for increased social housing “

What our Clients had to say about Service Delivery:

“Decentralize Regional Services to neighbourhoods”

“Operate a one-stop-shopping model of service delivery at a local agency”

“Schedule staff to visit/interview people at local agencies”

Service Roles

The Human Services Plan describes services and programs provided by the Department from a functional perspective. The following definitions are common, high level descriptions of programs and service roles. While some may be specific services by program area, ideally, they will apply to clients across the department.

Advocacy

To act to influence decisions of public and private bodies to further advance the quality of life and support the needs of individuals, families, children and communities in Peel.

Asset Management

To provide ongoing client service in a safe and well maintained environment, and to protect the investment of public dollars.

Capacity Building

To provide leadership, education, information and resources to individuals and groups in Peel neighbourhoods and the broader community with the intent of improving service delivery and supporting their ability to obtain services and supports that address their needs and interests.

Community Development

To empower individuals and groups of people by providing them with the skills they need to effect change in their own communities.

Funding

To manage contracts and agreements with funders to ensure compliance with all terms and conditions, to manage risk and to ensure financial accountability of programs.

Service Delivery

To provide a broad range of integrated programs and supports to meet the needs of clients including Peel citizens and employees of the Human Services Department.

Notes, Questions and Thoughts

Service System Manager

To manage, monitor and evaluate the planning and delivery of integrated human services for the broader community that will help foster collaboration, partnerships and support continuous improvement.

Program Compliance

To establish policies and practices that govern and support services to meet and exceed standards that will ensure compliance with required legislation and program parameters, and build on best practices in the delivery of services.

Program Development

To research, plan and prepare services and supports, often in collaboration with community partners and funders, that meet the diverse human services needs of Peel residents.

Notes, Questions and Thoughts

Clients/Customers/Suppliers

Common definitions were used to develop a description of clients/customers, key suppliers, partners and key stakeholders for each of the programs included in the Human Services Plan.

Client/Customers

- *If you supply a service or product to an individual or group, they are your clients or customers*
- *Someone who relies on an organization for a product or service is a client or customer*
 - **Children**, who are in temporary care, have special needs, are at risk, require quality childcare
 - **Individuals and Families** who are in financial need, lack affordable housing, lack housing options, have medical needs, parenting needs, require employment supports, have addictions, mental health needs, disabilities
 - **Other Municipalities** who rely on the Human Services Department for training and childcare services
 - **Staff in Human Services and other Regional Departments** who ask for advice, information and services
 - **Youth** who are in financial need, isolated, at risk of homelessness, early school leavers or who have other special needs



Notes, Questions and Thoughts

Suppliers

- *Individuals and groups that give you products and services (external to the Region)*
- *Suppliers can be an organization, company or person who is not an employee who provides inputs, material or indirect service for which compensation is received*
 - **Consultants and Professional Services** who provide training, direct service delivery, legal services, translator services, information technology services, etc.
 - **Developers** for capital projects in housing, childcare and Ontario Works
 - **General Contractors** for housing, shelter and childcare construction maintenance, and capital renewal
 - **Providers of Direct Services to Clients** for addiction treatment, employment supports, counselling, child care, homelessness
 - **Specialized Equipment Suppliers** for Children's Services programs, housing accessibility, information technology, etc.

Partners

- *Individuals and groups that give you products and services (internal and external to the Region)*
- *Partners are associated with another or others in carrying on a business with shared risks or profits*
 - **Area Municipalities** for programs, including literacy, parks and recreation, transportation – bus passes
 - **Community Agencies** – e.g. Young Men's Christian Association (YMCA), Salvation Army, St. Leonard's
 - **Employers**
 - **Health Departments**
 - **Local Health Integration Networks (LHINs)**
 - **Peel Regional Police, Ontario Provincial Police (OPP)**

Notes, Questions and Thoughts

- **Professional Organizations** – e.g. Social Housing Service Corporation (SHSC), Success by Six, Ontario Non-Profit Housing Association (ONPHA), Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Ontario Municipal Social Services Association (OMSSA)
- **School Boards**
- **United Way**

Key Stakeholders

- *Stakeholders have an interest in the services and programs provided by the Region*
- *Stakeholders are those we have to report to and to whom we are accountable (e.g. Regional Council, provincial ministries, federal departments)*
 - **Best Start Network**
 - **Federal Departments** including Service Canada, Citizenship and Immigration Canada (CIC), Canada Mortgage and Housing Corporation (CMHC)
 - **Provincial Ministries** – including Ministry of Children and Youth Services (MCYS), Ministry of Community and Social Services (MCSS), Ministry of Municipal Affairs and Housing (MMAH), Ministry of Health and Long Term Care (MOHLTC), Ministry of Training, Colleges and Universities (MTCU), Ministry of Citizenship and Immigration (MCI)
 - **Regional Council**



The Council of the
Regional Municipality of Peel

Making the Connection



Key Accomplishments

Accomplishments are focussed on the Human Services Department and identify work undertaken in recent years that is seen as significant and impressive not only internally but with other CMSMs.

- **Best practices** – sought out by other municipalities and funders for best practices and program delivery e.g. training, technology, intranet, policy, procedure, housing provider relations.
- **Peel’s immigration strategy** – addressing labour market issues, access to information before and after arrival, long term local initiatives to ensure successful integration into future generations, and a partnership with United Way to plan comprehensive services to new arrivals.
- **Infant Therapeutic Program** – in partnership with Peel Children’s Centre, the Valley Infant-Parent Program helps high risk parents and infants to develop secure attachment relationships which provide the foundation for healthy child development.
- **High Scope Curriculum** – followed in the Learn. Play. Care. Centres providing high quality measurable standards, in an inclusive early learning environment.
- **Continuum of homelessness supports** – from emergency to prevention.
- **Employment Resource Centres** – offering employment programs and services to the Peel community as well as Ontario Works clients.
- **Families First Research Project** – focusing on assisting sole support parents with health, recreation, employment, childcare and financial supports.

Making the Connection



- **Opening of Lancaster Learn. Play. Care. Centre** – providing seamless service for children in childcare and kindergarten.
- **Successful Partnerships** – strong relationships with community agencies, other governments, not-for-profit and for profit organizations to provide services to meet the human services needs of Peel (e.g. Success by Six, Peel Fairshare, Newcomer Strategy, etc.)



Notes, Questions and Thoughts

Human Services Trends

Trends describe the opportunities and threats facing the Region and the Human Services Department. They are beyond the control of the organization but could have a positive or negative impact on the work undertaken.

Trends include such factors as economic, demographic, social, cultural, legislative and technology areas.

- **Inadequate, unstable funding**
 - The growth in Peel exceeds the funding allocation for child care, employment, financial, homelessness and social housing subsidies
 - Provincial funding has become fiscal rather than annualized
 - Underfunding for program supports to serve clients – training, policy development/ interpretation, administration
 - Shift in federal responsibilities – provinces being pressured to provide funding for human services as the federal government is getting out of social services

- **Complexity of client needs**
 - Complexity of individuals and families requiring extensive services due to mental health issues, blended families, low income, family violence, increase in behaviour issues in preschool children, etc.
 - Increase in cases with barriers – often clients are dealing with more than one significant barrier to self sufficiency which leads to complexity of case management; i.e. literacy, education, addictions, mental health, cycles of poverty, etc.
 - Increase in two parent families “separated by distance”, i.e. working or going to school in another country



Notes, Questions and Thoughts

- **Neighbourhoods not meeting life cycle and income needs**
 - Aging communities are leaving child care centres with low enrolment and high growth areas have inadequate services
 - Housing not providing a mix of options for incomes, ages and households
- **Lack of annualized resources affects staff stability and program quality causing major staff turnover in the human services sector**
 - Human services workers in not-for-profit and community agencies experience lower salaries resulting in less people interested in the human services field
 - Aging population will result in increase in disabilities, employer accommodation and associated costs
 - Funders – more openness and willingness to consider joint local planning and funding of initiatives
- **Economic downturn & restructuring**
 - Loss of manufacturing jobs
 - Higher skills and educational requirements
 - Clients last hired are often the first to be laid off
 - More part time jobs in the service sector – minimum wage; no benefits; extended working hours increase need for child care/youth supports for families; before and after school care
 - Increase in number of working poor –part-time jobs/two parent working families – often individuals and families are one pay cheque away from social assistance or eviction

Making the Connection

What our Community had to say about Immigration:

“Build strong relationships with existing diverse agencies”

“Work with federal and provincial governments to understand immigration patterns and needs”



- **Immigration**
 - Changing character of immigration will result from federal changes to immigration processes and prerequisites for admission
 - Will likely include higher language requirements as well as more employer-driven paths to landed status
 - At the same time reliance on temporary immigrants, both skilled and unskilled, has been an increasing trend in recent years
 - Increase in number of immigrants in Canada under 10 years still struggling to integrate into the economy increases need for ESL, settlement services, interpreter services, employment supports, along with family counselling supports to assist with strain of unemployment, adjustment to new country, generational conflicts
- **Increase in homelessness**
 - Concern/trend of non profit sector and its capacity to provide service to clients. Factors include low pay, a slow infusion of employees who are younger and lack experience to deal with that particular sector.
 - Lack of continuous program funding is resulting in lost capacity within sector. Without consistent funding staff leave and then when funding resumes employees need to be pulled back together to build up these programs again.

Notes, Questions and Thoughts

- **Other Trends**
 - Increasing awareness of the importance of child development in the early years
 - Shift in federal responsibilities increases the requirement for municipalities to make changes based on community need
 - Work/life balance is difficult to address and impacts staffing
 - Expectations of younger workforce to find work that is meaningful/rewarding to their goals
 - Age and condition of Social Housing stock impacts health and safety and also results in social issues

Making the Connection will assist readers in linking the Human Services Plan objectives to the following:

Regional Values
Supportive and Respectful Environment
Communication
Teamwork
Quality Service
Integrity

The Common Purpose
Investing in our employees
Inspiring satisfaction with our clients
Instilling trust and confidence within our organization and with our customers

The Region's Strategic Plan V
Goal 1: Deliver citizen-focused services
Goal 3: Provide human services that meet current and changing needs
Goal 4: Manage the impacts of the growth on the community and Regional services
Goal 5: Strive for excellence as a municipal government

The Region of Peel's Official Plan
6.2.1.1 To provide human services in an efficient, planned and cost effective manner consistent with public needs and financial realities.
6.2.1.2 To contribute to safe, accessible and healthy communities...
6.2.1.3 To foster creation of community identity and community self-reliance

Stakeholder Consultation

Mandate

The mandate describes the Human Services Plan's contribution towards achieving the common vision and mission of the Region.

Plan, manage and deliver quality, integrated human services and resources that invest in people to enable participation in the changing community and the economy.

Objectives, Outcomes and Actions

Objectives support the mandate, provide the link between the mandate and actions and describe the key areas of activity or outcomes to achieve in each area of responsibility

Outcomes for the objectives are high level statements of the results to be achieved if the actions supporting the objective are successful. Outcomes are qualitative and describe an end state. They are not always achievable during the timeframe of the HSP.

Actions refer to high level, key initiatives and support the objectives that define the mandate. Actions answer the general question of how the objectives will be realized and address strategic as opposed to routine/day-to-day items



Making the Connection:

Regional Values
▲ Supportive and Respectful Environment
▲ Integrity
▲ Quality Service

The Common Purpose
▲ Employee Engagement
▲ Client Satisfaction
▲ Trust and Confidence

Strategic Plan Goal 5: Strive for excellence as a municipal government

Stakeholder Consultation

What I love most about my job:

“Working for a respected organization”

“The Region’s support of my career”

“Work/life balance through flexible hours”

Objective # 1:

A culture that values employees and recognizes the importance of continuous learning and collaboration.

Outcomes:

- Peel will be seen as an employer of choice
- Increased client satisfaction
- Employees will develop to their full potential
- Employees will reflect the diverse profile of the Peel community
- Well qualified employees successfully compete for internal positions

Actions:

- 1.1 Recognize and utilize the broad range of staff skills and assets in the innovative and effective delivery of integrated services
- 1.2 Attract, train and promote Human Services staff who reflect the diverse profile of the community of Peel
- 1.3 Proactively develop and implement a comprehensive succession plan for staff in the Human Services Department
- 1.4 Create and manage a flexible work environment that supports both staff and client needs
- 1.5 Create opportunities for all staff to understand the needs of the community and actively participate in departmental planning
- 1.6 Enhance strategies to encourage staff with their career development and managing changes in the workplace

Making the Connection:

Regional Values
▲ Supportive and Respectful Environment
▲ Quality Service
▲ Communication
▲ Integrity

The Common Purpose
▲ Client Satisfaction
▲ Trust and Confidence

Strategic Plan
Goal 1: Deliver citizen-focused services

Region of Peel Official Plan
6.2.1.1 To provide human services in an efficient, planned and cost effective manner consistent with public needs and financial realities.
6.2.1.2 To contribute to safe, accessible and healthy communities...

Stakeholder Consultation

“Provide accessible, one stop shopping”

“Look at the total needs of the client and deal with them from a holistic perspective.”

The second priority identified:
Seniors and the Aging Population

Objective # 2:

Accessible, high quality client centred services.

Outcomes:

- Consistent high quality service
- Integrated service delivery model in place
- Clients feel safe and supported in providing information and feedback
- Seamless service to address human services needs
- Services are reflective of community need and sensitive to our most vulnerable populations
- Services are available in a user friendly manner

Actions:

- 2.1 Develop a phased, integrated approach to service delivery
- 2.2 Provide client service in a manner that is sensitive to culture, language, location, ability, lifestyle, age and gender
- 2.3 Work with community partners and other governments to improve service delivery to clients
- 2.4 Build on existing relationships with other Regional departments to achieve further service integration opportunities
- 2.5 Implement an evaluation plan that actively solicits client feedback for continuous improvement
- 2.6 Develop a comprehensive performance management system for programs and services



Making the Connection:

Regional Values
▲ Supportive and Respectful Environment
▲ Quality Service
▲ Communication
▲ Integrity

The Common Purpose
▲ Client Satisfaction
▲ Trust and Confidence

Strategic Plan
Goal 1: Deliver citizen-focused services
Goal 3: Provide human services that meet current and changing needs

Region of Peel Official Plan
6.2.1.2 To contribute to safe, accessible and healthy communities...
6.2.1.3 To foster creation of community identity and community self-reliance

Stakeholder Consultation

The top priority identified:
Affordable and Sustainable Housing

Objective # 3:

A continuum of housing options.

Outcomes:

- Adequate and appropriate housing for all Peel residents
- Inclusive neighbourhoods
- Peel residents accept and understand the need for social housing and housing support programs
- Proactive approaches for personal housing supports that will ensure stable and successful tenancies
- Focus on the prevention of homelessness

Actions:

- 3.1 Explore creative solutions to maintain and expand affordable non profit and private housing options in the Region of Peel
- 3.2 Establish an integrated approach to respond to the human services needs of residents in social housing
- 3.3 Promote public acceptance and support for inclusive housing and neighbourhood models
- 3.4 Implement enhancements to the Region's homelessness prevention strategy
- 3.5 Promote strategies to enable suitable residents to move along the housing continuum towards independence



Making the Connection:

Regional Values
▲ Supportive and Respectful Environment
▲ Quality Service
▲ Teamwork
▲ Communication
▲ Integrity

The Common Purpose
▲ Trust and Confidence
▲ Client Satisfaction

Strategic Plan
Goal 3: Provide human services that meet current and changing needs
Goal 5: Strive for excellence as a municipal government

Region of Peel Official Plan
6.2.1.3 To foster creation of community identity and community self-reliance

Stakeholder Consultation

“Develop an integrated approach to working with the community”

“Build community capacity and share resources”

Objective # 4:

Strengthened individual, family and neighbourhood capacity.

Outcomes:

- Understanding and acceptance of the Region’s role in building and supporting self-sufficiency
- An informed, engaged and empowered community
- Consistent service approach and synergies amongst service providers
- Healthy, productive, vibrant and resilient communities
- Peel willingly shares accurate, easily accessible information

Actions:

- 4.1 Define and develop the Region’s role in community capacity building
- 4.2 Complete the development of the Neighbourhood Capacity Support Strategy
- 4.3 Support the expansion of the Community Investment Strategy
- 4.4 Share knowledge, expertise and tools related to programs and services, with the community
- 4.5 Prepare a departmental strategy for communicating information in a comprehensive and consistent manner

Making the Connection:

Regional Values
▲ Communication
▲ Integrity
▲ Quality Service

The Common Purpose
▲ Trust and Confidence

Strategic Plan
Goal 5: Strive for excellence as a municipal government

Region of Peel Official Plan
6.2.1.1 To provide human services in an efficient, planned and cost effective manner consistent with public needs and financial realities.

Stakeholder Consultation

Key Issues:
“Insufficient government funding to meet current needs”

“Coordinate community services and shared leadership”

Objective # 5:

Increased investment in human services.

Outcomes:

- Human services are funded according to client needs
- Peel’s human services needs are well understood
- Impacts of addressing/not addressing needs are known
- Documentation and communication of positive outcomes as a result of funding
- Other governments contacting Peel for input on funding, policy and programs

Actions:

- 5.1 Build an evidence based business case for investing in human services
- 5.2 Prepare a coordinated, collaborative, strategic approach for dialogue with other levels of government
- 5.3 Increase public awareness of the importance of investing in human services
- 5.4 Engage prominent citizens as champions for human services initiatives
- 5.5 Provide information to Regional staff to enable them to understand and promote the human services needs in Peel

Making the Connection:

Regional Values
▲ Teamwork
▲ Communication
▲ Integrity

The Common Purpose
▲ Trust and Confidence

Strategic Plan
Goal 3: Provide human services that meet current and changing needs
Goal 4: Manage the impacts of the growth on the community and Regional services
Goal 5: Strive for excellence as a municipal government

Region of Peel
Official Plan
6.2.1.3 To foster creation of community identity and community self-reliance

Stakeholder Consultation

“Meeting the growing, changing and increasingly complex needs of clients”

“Develop mechanisms for improved accountability and value for services provided”

Objective # 6:

Plans that anticipate and respond to the growing and competing needs of Peel.

Outcomes:

- People are supported through a continuum of human services
- Funding system that supports neighbourhood needs
- Peel Region and its partners learn and benefit from each other
- Collaborative working relationships with Regional departments, stakeholders, partners and the community at large
- Peel Region is recognized and supported as the organization that is accountable for managing the service system

Actions:

- 6.1 Develop a process to understand and communicate the factors that influence the changing human services needs in Peel
- 6.2 Engage community partners in the exploration of establishing a Council of Agencies
- 6.3 Provide leadership in planning and coordination to support the continuum of human services needs
- 6.4 Strengthen the role of Peel in service system management
- 6.5 Develop a systematic approach for ongoing dialogue with community agencies

Notes, Questions and Thoughts



Human Services Service Principles

The Human Services Plan is supported through service principles that guide staff work behaviours. They are more detailed than the Regional Values and reflect the specific nature of work undertaken by staff in the Human Services Department.

In our work, we...

- Value the diversity of Peel Region and believe that supports and services must be offered in an inclusive and sensitive manner.
- Believe that people have a right to early learning, childcare, financial, employment and social housing supports that enhance their quality of life.
- Encourage informed participation by clients in making decisions about their future well-being.
- Believe that an important part of our service is performed in collaboration within the Department, with community partners, other Regional departments and other orders of government.
- Believe that our experience, competence and the commitment of our employees are our most valuable resources.
- Strive to be creative and flexible in meeting the needs of our clients.
- Foster a culture of continuous improvement and integration.

Notes, Questions and Thoughts

Programs Provided by the Human Services Department

Established in June 2007, the Human Services Department plans, manages and delivers quality, integrated services that invest in people to enable full participation of residents in the economic, social and cultural life of Peel through a continuum of supports for vulnerable or at-risk individuals. Approximately 751.5 staff work for the department. Offices are provided in five locations and offer client-focused services in the following areas:

- **Employment and Financial Services**, provides income support to 9,500 families a month through the Ontario Works Program. The Ontario Works Program also includes employment support, family support to sole support parents and referrals to the Ontario Disability Support Program (ODSP). There are outreach initiatives and an active program of emergency and domiciliary hostels that provide 114,000 nights of shelter.
- **Child Care and Early Years Integration**, includes 12 Regionally operated Learn.Play.Care Child Care Centres that also serve children with special needs and parents with special needs. The Region is the Service System Manager with oversight responsibility for 24,000 licensed child care spaces including subsidy for 4,600 spaces.
- **Housing and Homelessness** involves the development, administration and operation of Social Housing in Peel which includes over 7,000 Peel Living units. It also manages Rent Supplement and Housing Allowance programs. The Region is the Service Manager with responsibility for oversight for all of the 47 social housing providers in Peel housing approximately 35,000 residents. Through Peel Access to Housing the Region manages a centralized waiting list for social housing in Peel which has over 13,000 applications and a waiting time of up to 21 years.



The Region of Peel also provides a coordinated and integrated response to the complex challenges of homelessness and is building new social housing as a long term means to address its growing incidence of homelessness.

- ◆ **Social Policy and Community Based Supports**, involves working in collaboration with the community. The Region is providing research and policy advice and/or staff support for a number of initiatives including the following:

- Success by 6
- Newcomer Strategy
- Immigration Research
- Homelessness Task Force
- Youth Violence Prevention
- Neighbourhood Capacity Building
- Poverty Reduction Strategy
- Volunteer Centre
- Fair Share Task Force
- Strong Communities Coalition
- Toronto Region Immigrant Employment Council

The Region is taking part in key inter-governmental Discussions; Canada-Ontario Immigration Agreement—Municipal Immigration Committee, Provincial-Municipal Fiscal and Service Review, AMO Social Policy Committee

The Region distributes approximately \$1.6 million annually to the community through the Community Programs Fund.

CONTACT US

REGION OF PEEL

General Information 905-791-7800
Access Peel Customer Service..... 905-791-7800 ext. 4636
Office of the Chief Administrative Officer..... 905-791-7800 ext. 4311

E-mail: info@peelregion.ca

Web site: peelregion.ca

HUMAN SERVICES DEPARTMENT

Children's Services.....905-791-1585 Toll Free:1-888-309-6640
Ontario Works in Peel.....905-793-9200 Toll Free: 1-800-327-5379
Social Housing - Peel Living..... 905-453-1300
Integrated Business Support..... 905-791-7800
Community Programs Funding..... 905-791-7800 ext. 4936
Strategic Planning..... 905-791-7800 ext. 4931

COMMUNITY AGENCIES

Brampton Multicultural Community Centre..... 905-790-8482
Brampton Neighbourhood Resource Centre..... 905-452-1262
Caledon Community Services..... 905-584-9460
Catholic Cross Cultural Services of Peel
 Mississauga..... 905-897-1644
 Brampton..... 905-457-7740
Child Development Resource Connection Peel..... 905- 890-9432
Children's Aid Society.....905-796-2121 Toll Free: 1-888-700-0996
Community Care Access Centre..... 905-796-0040 Toll Free: 1-888-733-1177
Dixie-Bloor Neighbourhood Centre..... 905-206-0755
Eden Food Bank..... 905-785-3651
Family Services of Peel
 Mississauga..... 905-270-2250
 Brampton..... 905-453-5775
Foodpath..... 905-270-5589
Health Line Peel..... 905-799-7700
India Rainbow
 Mississauga..... 905-275-2369
 Brampton..... 905-454-2598
Malton Neighbourhood Services..... 905-677-6270
Mississauga Community Connections
 Mississauga East..... 905-896-2233
 Mississauga West..... 905-814-8406
Peel Addiction Assessment and Referral Centre..... 905-629-1007
Peel Halton Dufferin Adult Learning Network..... 905-812-3533
Salvation Army Family Services..... 905-451-8840
VPI Inc..... 905-866-6001