



**HUMAN SERVICES DEPARTMENT  
HUMAN SERVICES PLAN**

**COMMUNITY PARTNERS CONSULTATION SESSION  
REPORT**

**September 2, 2008**



**HUMAN SERVICES DEPARTMENT  
HUMAN SERVICES PLAN**

**COMMUNITY PARTNERS CONSULTATION SESSION**

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## **I. INTRODUCTION**

On May 30<sup>th</sup> 2008, representatives of community organizations who work with the Region of Peel's Human Services Department participated in a one-day workshop. Fifty-five community partners representing fifty community agencies, along with twenty-nine Regional employees attended the session. They are listed in Appendix A. These notes provide a record of the key discussion points

### **Welcome And Opening Remarks**

Drew Goursky, Manager of Housing Initiatives for the Region's Human Services Department welcomed everyone to the session. He referenced the Community Leaders Forum held on March 6<sup>th</sup> that was sponsored by the Region of Peel and the United Way of Peel Region. The Forum set the context for the Community Partners Consultation session, and the session was designed to build on the March 6<sup>th</sup> discussion.

Drew introduced the main speakers for the day, highlighted their experience and focus for their presentations. Copies of each speaker's presentation were provided to the participants and are available from the Region of Peel. Drew invited individuals to introduce themselves and the organization they represented.

### **Session Objectives**

The overall objective of the day was to learn about integration opportunities and to identify potential solutions to some of the most pressing human services issues in the Region of Peel. Specifically, individuals were encouraged to discuss human services integration with specific reference to the development of the Region's Human Services Plan, and to provide comments on priority theme areas identified through consultation with the community, Region of Peel staff and clients.

The Region's Human Services Plan is being undertaken by the recently created Human Services Department with input from the community, Regional staff and clients. The Plan is expected to be completed in the fall of 2008 and will provide a single lens into the Region as well as build capacity within the Region, the community and clients. The Community Partners Consultation session will provide another source of useful input to the work being undertaken on the Region's Human Services Plan.

## **II. HUMAN SERVICES INTEGRATION**

Patti Moore, Co-chair of the Human Services Integration Steering Committee and a board member of the Ontario Municipal Social Services Association (OMSSA), presented highlights from the OMSSA paper, “A Guide to Thinking About Human Services Integration”. Patti emphasized that the paper is not a “how to” manual for service integration. Rather, it provides concepts, sparks dialogue and supports shared learning.

### **Defining Human Services Integration**

Human services integration can be defined as, “...a system of services which are effectively coordinated, seamless and tailored to the needs of people so that they can maximize their potential, enhance their quality of life and contribute to their community.” Integrating services means benefits for the people served, for communities, for staff and other service providers, and for funders and decision-makers. It is not a way to save money and if it does, the funds should be reinvested back into the community. It requires a shift in culture to look at a client as a person and not just a receiver of a single service.

Effective integration requires the following elements:

- **Becoming people centred**, and focusing on the best outcome for the individual. It requires understanding people’s needs and expectations and matching them with what can be delivered.
- **Using common definitions**, in terms of the services that are being provided and what integrated services means. As a starting point, it is useful to consider Consolidated Municipal Service Managers (CMSMs) as an appropriate basket of services. Integration could include co-location, enhanced knowledge of front line staff, service coordination, common databases, case conferencing, single point of access and expanded staff mandates.
- **Thinking of human services as a system**, based on the definition of a system as, “...a set of related or independent parts which work together for a common purpose.” However, there is no prescribed model to use.
- **Evaluating human services integration**, with respect to what is working well and where changes are needed. Evaluation should be discussed at the beginning of the work as a way of identifying desired outcomes. It is important to

“fail forward” and learn from what has not worked, as well as to celebrate successes.

Patti identified some of the factors that get in the way of service integration including funding, legislation and mandates, information technology, program cultures and specialized staff. She encouraged individuals to read, discuss, plan, initiate and share experiences with others.

There was a brief question and answer period. Questions included identifying where resistance comes from and suggestions for offering relevant and meaningful service given the cultural diversity of clients and staff.

### **III. STRENGTHENING NEIGHBOURHOODS AND COMMUNITIES IN PEEL**

Jacqueline Schach, Principal, Delta Consulting Group and Anita Stellinga, Director of Community Investment for the United Way of Peel Region summarized information from the March 6th Community Leaders Forum and presented key themes emerging from the consultation.

#### **Investment Strategies**

The United Way of Peel Region and the Region of Peel have been reviewing their investment strategies which combined, account for over \$13 million a year. Investment is defined to include both money, human capital and leadership. They decided to work together and with the broader community. The work began in December of 2007 and culminated in the Thought Leaders Forum in March.

#### **Resilience Model**

The community investment strategy has been guided by the work of Sherri Torjman of the Caledon Institute for Social Policy. In her book, *“Shared Space: The Communities Agenda”*, she develops a resilience framework that includes the key concepts of complexity and resilience. Complexity includes multiple root causes, inter-relationships and the relationship between cause and effect constantly changing. Resilience involves a better way to tackle complex issues and building capacity to thrive in the face of tough circumstances.

The resilience model is comprised of four clusters of resilience (sustenance, adaptation, opportunity and engagement), and the scaling up that can occur by joining up within clusters, between clusters and working on policy interventions. The framework is available in Sherri's book, in the summary notes from the March 6<sup>th</sup> Community Leaders Forum or from the Region of Peel.

## **Consultation Themes**

The themes emerging from the March 6th Forum include core elements, recurring frameworks and essential processes. They are summarized following:

- **Core Element: Building Capacity**, includes the new single lens approach and is expressed in many ways such as being resilient, thriving and being vibrant. Building capacity is at all levels including individuals, families and the community. It is implied in all of the other themes.
- **Core Element: A Focus on Prevention**, is dependent on the identification of root causes. It requires evidence based solutions grounded in research and evaluation, and applies to all four of the resilience clusters.
- **Recurring Framework: Coordinated Continuum of Care**, involves seeing people and families in holistic ways and supporting them through transitions. It requires ensuring physical and geographic accessibility. Integrated collaborative approaches are the result of joining up between the resiliency clusters.
- **Recurring Framework: Neighbourhood Development Models**, involves understanding of root causes from a neighbourhood perspective and strengthening neighbourhood and resident empowerment. Service delivery models support neighbourhood vitality.
- **Essential Process: Advocacy as a Tool**, where there are opportunities to provide education and awareness, leveraging other levels of government and making the case for increased resources and funding.
- **Essential Process: Collaborative Efforts**, are essential for the success of the core elements of capacity building, prevention, and the continuum of care recurring framework. It requires new perspectives on resource allocation and courage to proceed.

Again there was a brief question and answer period following the presentations. There was interest in knowing how best to tap into collaborations that do exist and how to combine community development with the need for evidence based research.

#### **IV. HUMAN SERVICES PLAN FOR THE REGION OF PEEL**

Janet Menard, Executive Director Transition and Integration in the Human Services Department of the Region of Peel, provided a brief history of the Region’s adoption of the Common Purpose, which influenced a corporate reorganization and the formation of the Human Services Department. She described two key initiatives underway – the Human Services Plan (HSP) and the Community and Client Service Integration Project (CCSI). Janet also introduced the priority themes for discussion by participants. Her presentation made connections to the integration work of OMSSA discussed by Patti Moore and the resilience framework discussed by Jacqueline Schach and Anita Stellinga.

##### **Setting the Context**

The Region of Peel was established in 1974 and has developed a reputation for providing superior services to meet the needs of the residents, businesses and visitors in the neighbourhoods and communities it serves. The Region received the highly prized National Quality Institute, Canada Award of Excellence Gold Trophy in recognition of the exceptional services it provides and is committed to continuous improvement as a core belief. The *Region of Peel Strategic Plan V: 2007-2010* guides the ongoing work of the municipality, undertaken by Regional staff in cooperation with community stakeholders and other partners.

In 2007, the Region adopted the Public Sector Service Value Chain as a guiding principle for its operations. It is about investing in employee engagement, inspiring citizen/client service satisfaction and instilling citizen trust and confidence in public institutions. The principle is referred to as the “Common Purpose” and has resulted in a corporate reorganization, the adoption of common methodologies for project management, process improvement and obtaining feedback, and metrics for measuring success.

##### **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

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residents in the economic, social and cultural life of Peel through a continuum of supports for vulnerable or at-risk individuals. 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 and operation of Social Housing in Peel which includes 7,000 Peel Living units. It also manages Rent Supplement and Housing Allowance programs. The Region is the Service System Manager with responsibility for oversight for all of the 47 social housing providers in Peel housing approximately 35,000 residents. The Region manages a centralized waiting list for social housing in Peel which has over 13,000 individuals and a waiting time of 20 years.
- **Social Policy and Community Based Supports**, involves working in collaboration with the community. The Region is participating in 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

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

## **Human Services Transition Project**

The Human Services Transition Project recognizes the importance of integration and of realigning the structure of the Human Services Department to support the Common Purpose, with a delivery system that supports seamless and transparent service.

The Project is comprised of three main components:

- **Human Services Plan (HSP)** involves determining a common human service vision, objectives and actions for the Human Services Department to further support the Human Services Transition. The work is expected to be completed in the fall and has involved full engagement of Regional staff, clients and the community.
- **Community and Client Service Integration (CCSI)** explores opportunities to integrate programs and services provided by the Human Services Department to best serve the community. It recognizes that many of the programs and services provided by the Department serve common clients, involve similar but separate processes and practices, and are provided in different locations by distinct staff groups, often with specialized expertise.
- **10 PEP–Reception** defines the services and staff structure for the Human Services Department reception area at the new Regional headquarters building. The work will result in a common reception area, an integrated approach to providing services to clients and a model of integrated service delivery that is adaptable for other Regional office sites.

The overall objectives of the Human Services Transition Project is to have a common service delivery model with improved service access, increased customer satisfaction and more collaboration with the Region’s community partners.

The question and answer period following the presentation included questions about the pool of Regional funding to address needs and how clients can fit in if they are not part of a targeted group. There were also questions about LHINs funding and whether all clients will have to go to the new 10 Peel facility for services.

## **V. DISCUSSION TOPICS AND FINDINGS**

The presentations; Thinking about Human Services Integration, Strengthening Neighbourhoods and Communities in Peel, and Developing a Human Services Plan for the Region of Peel provided a good foundation for the follow-up small group break out discussions. Individuals were encouraged to reflect on the OMSSA integration work and the big picture themes identified through the resilience framework and clusters. Participants were invited to invest their time, inspire the Region to do better and to instill their confidence in the Region to actively listen and respond to the comments and suggestions received.

The breakout sessions addressed five key topics that were identified through consultation with the community and Region of Peel staff and clients. They are described following:

- **Advocacy**, from the perspective of the roles required to communicate the needs of individuals and families in Peel, and the actions required to make changes
- **Building Capacity**, to address issues and develop strategies from the perspective of neighbourhoods, families and individuals
- **Holistic Approach to Client Centered Service**, including throughout the life of individuals and along the continuum of service required
- **Our Growing Peel**, recognizing both the continuing high rates of population growth and the diversity in the population of Peel
- **Service Accessibility**, in terms of geography, the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), diversity, etc.

Each group was asked to consider the topic and provide comments in three ways: recommended actions, the role of the Region/community partners and describing what success will look like.

The small group discussions resulted in good conversations, shared ideas and useful suggestions for the Region to consider. The results of the discussions (both small group and plenary) are summarized following.

## Advocacy

### Recommended Actions

The small group discussions identified six main actions with respect to advocacy. They are listed below.

- Use existing organizations to gather information on issues
- Provide friendlier service response
- Establish permanent focus groups to work on priorities including minimum wage, trusteeship, credit counseling, housing, subsidized child care, etc.
- Focus on whose needs are being met in terms of serving the client as opposed to following prescribed processes
- Adopt a round table approach to service delivery involving the Region and community agencies
- Lobby the Province for more social housing

### Role of the Region/Community Partners

A number of suggestions were given for specific activities for the Region and community agencies to undertake either individually or in partnership. They build on the recommendations listed earlier.

- **The Region to revisit processes and procedures** with a focus on serving client needs as opposed to just satisfying program requirements.
- **The Region to establish a client roundtable** to discuss concerns and areas of common interest. The roundtable would be responsible for producing a summary of issues, identifying problems and resolving conflict collectively, and providing information back to the Human Services Department.
- **Community agencies to gather information from clients** on issues faced with the Region and to provide coaches for clients to discuss concerns.
- **Both the Region and community agencies to provide assistance to clients** in accessing services and completing forms, etc. with the objective of providing one stop shopping, improved access and service without duplication. Consideration should be given to having Human Services staff visit community agencies to facilitate this process.

- **Region and community agencies need to develop mutual trust**, so that the Region is not seen as “policing” either the clients or the community organizations. Issues of confidentiality need to be respected and perceived conflicts of interest avoided. An Ombudsman role may be a solution in addition to appeal systems currently in place.

### **What Will Success Look Like?**

Successful advocacy initiatives should result in regular consultation with agencies and ongoing evaluation and two-way feedback through focus groups, client surveys, etc. There will be decreasing waitlists, legislative changes in place and trusting and mutually beneficial relationships between the Region and its community partners.

<b>Building Capacity</b>
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### **Recommended Actions**

The small group discussions identified five main actions involving the Region and community agencies.

- Take resources out into the community including staff and service locations
- Cross train staff to provide services related to Ontario Works and Child Care
- Assist with language needs of clients
- Address issues such as jobs, evictions, isolation, child care, building social networks
- Build on the concept and culture of the outreach team in Ontario Works for providing client service and adopting a seamless approach to service delivery

### **Role of the Region/Community Partners**

A number of suggestions were given for specific activities for the Region and community agencies to undertake either individually or in partnership. They build on the recommendations listed earlier.

- **The Region to integrate services** to address issues which will involve looking beyond the divisions and working as part of neighbourhoods. Where appropriate, the Region should develop the capability to connect clients to other Regional programs. It will be useful to examine ways of decentralizing services out into the community and to increase both short and long term relationships with

people. Ontario Works staff should go into the community to meet with clients and this practice will increase accessibility. A group requiring special attention is high risk, vulnerable youth.

- **The Region to improve accessibility** by providing grass roots service and meeting with clients in the community and in their homes. Ontario Works staff should be available at the offices of community partners and available to assist clients in making connections with agencies that can assist in meeting their needs. The outreach team within Ontario Works provides a good model and should be further developed and resourced. It is important to have a principle of working with and not for clients.
- **The Region and community agencies to work together** to support each other's services. It is important to build relationships to work together to support each other's services and to know each other's work. Volunteers will assist in building relationships and promoting neighbours helping neighbours. The Region should take a proactive role in advocacy especially with provincial ministries. There needs to be recognition of moving away from measuring numbers and towards measuring a holistic outcomes based impact.
- **The Region and community agencies to be real partners** which involves developing the trust and recognizing the expertise of the agencies. It will be important to develop collective initiatives, and work together to assist clients and reduce the amount of "red tape" required. Clients have to be accepted for who they are which requires working together. Agencies need to be able to access each other.

### **What Will Success Look Like?**

Successfully building capacity means that there will be fewer people on waiting lists and using food banks. There will be a continuum of openness and discussions characterized by trust. There will be regular consultation with clients being asked if they received what they needed and feedback that is acted upon. Relationships between the Region and the community will be positive and the Region and community agencies will feel that they are equal partners. There will be improved collaboration with funders including the MCSS and the LHINs. The clients will be so pleased with the services that they receive that they will be able and willing to become volunteers.

## **Holistic Approach To Client Centered Service**

### **Recommended Actions**

The small group discussions identified five main actions involving the Region and community agencies.

- Define what is meant by “client centred service” which could include such characteristics as meeting the client where they are and really listening to them (as opposed to simply recording information). Peel Wrap Around is an example of an existing program that uses this approach.
- Be more flexible in meeting the needs of clients which could include such things as a transition period and overlap with a new worker so that the client doesn’t feel abandoned, extending hours and staggering hours for providing service.
- Provide one-stop shopping by letting the client talk and responding to the identified needs (‘What else can I help you with?’)
- Develop a transportation strategy that includes getting clients to co-located services
- Increase advocacy and give clients the benefit of doubt wherever possible

### **Role of the Region/Community Partners**

A number of suggestions were given for specific activities for the Region and community agencies to undertake either individually or in partnership. They build on the recommendations listed earlier.

- **Community agencies to have an equal say in how programs are run** and to be seen as equal partners with the Region and other funders. This situation will only occur if there is increased collaboration.
- **Community agencies to invite the Region to participate in their programs** and to support two-way communication. Agencies should keep the Region informed of their policies and processes and invite Regional staff to attend agency functions. It will be important to focus on the outcomes and wherever possible, to streamline policies and procedures.

- **The Region and community agencies to place more emphasis on keeping families together and providing services to the multicultural community.** There should be more emphasis on working together to help clients and being more proactive in addressing their needs.
- **The Region and community agencies to celebrate successes** and regularly communicate the positive results of their work.

### **What Will Success Look Like?**

A successful holistic approach to client-centred service will be in place when there are more successes. Clients will be thriving and not just surviving. Clients will be referring others to the service and the basic needs for food and shelter will be met. Clients will not reappear, there will be increases in the number of clients moving from subsidized housing to market rent housing. The system will be more fluid and seamless which will result in less frustration. There will be no “wrong door” with co-located services. The Region and community agencies will be dedicating their energy to the clients. Workers will have appropriate skill levels to meet a broad range of client needs and there will be flexible hours of service.

### **Our Growing Peel**

### **Recommended Actions**

The small group discussions identified four actions involving the Region and community agencies.

- Build strong relationships with existing diverse agencies
- Collect information to develop trends and hear the Peel story. The Region’s planning division should work with agencies that have statistics to help identify trends.
- Work with federal and provincial governments to understand immigration patterns and needs. It is important to work closely with federal and provincial citizenship and immigration departments to develop linkages and understand research on where immigrants are coming from
- Build linkages recognizing that the Region cannot serve all the needs of the community, and engage in collective local planning with the community agencies and others

## **Role of the Region/Community Partners**

A number of suggestions were given for specific activities for the Region and community agencies to undertake either individually or in partnership. They build on the recommendations listed earlier.

- **The Region to undertake viral marketing** in the planning of Human Services programs (e.g. Facebook)
- **The Region to educate staff and engage community organizations** on working with the diverse population in Peel
- **The Region to support inter-agency engagement and collaboration** to improve the knowledge of who does what and to recognize agency expertise where appropriate. This work should result in knowledge of what services are available, a clear standard of service to be provided and agreement on what constitutes best practices.
- **The Region to help smaller agencies**, in terms of providing training advice/assistance, funding forums and sharing the expertise of their staff.

## **What Will Success Look Like?**

Successfully meeting the needs of a growing Peel will be achieved when there is a good level of transparency and regular reporting to the community. Processes to access services will be explained clearly in advance. Increased value will be placed on both quantitative and qualitative data. Strong partnerships such as the one with the United Way will be in place, and agencies will assume responsibility for educating themselves. Peel will be a vibrant community and people will want to live and work in Peel.

<b>Service Accessibility</b>
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## **Recommended Actions**

The small group discussions identified five main actions involving the Region and community agencies.

- Increase in the number of multilingual services provided to clients
- Provide more satellite locations for serving clients including one stop shop locations and increased presence throughout the community

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- Expand the Region's inter-departmental approach to serving clients through such practices as the HUB model and wrap around services
- Provide information for service providers to access services quickly and easily, and ensure that service providers know about available services
- Stay connected to clients throughout the process and address the issue of people without telephones or access to electronic information

### **Role of the Region/Community Partners**

A number of suggestions were given for specific activities for the Region and community agencies to undertake either individually or in partnership. They build on the recommendations listed earlier.

- **The Region to share its multiple language resources** and to do so in a more open fashion. Information sessions on services available would be useful. Increasingly, agencies are looking for volunteers with multiple language skills.
- **The Region and community agencies to undertake collaborative planning** which could include the agencies providing space for serving clients.
- **Community agencies to identify gaps in services** such as mental health, as they are very knowledgeable about client needs.
- **The Region to improve accessibility to/for the client** by being able to make home visits or go to community agencies to meet with clients.
- **The Region to develop a coordinated information system** including a database with more than one point of access.

### **What Will Success Look Like?**

Accessible services will result in less frustration for clients and less frustration on the part of the service providers. Staff will feel more knowledgeable and confident in their work. Services will be provided in multiple languages and more clients will be able to have their needs met easily. Clients will be pleased with the services they receive which should result in a better use of services. There will be a culture that is respectful and accommodates the needs of the clients served.

A summary of the key points for each of the five priority themes is provided in the appendix.

## **VI. SUMMARY AND NEXT STEPS**

The day's discussion provided an opportunity to build on the good work developed through the March 6<sup>th</sup> Community Leaders Forum and continued the discussion of how the Region and its community partners can continue to work together to meet the needs of clients and the community.

### **Common Observations**

The small group discussions of the priority themes produced some findings that were common among at least two of the five areas. They are summarized following.

- **Build on the current successes**, and recognize that the Region in partnership with its community agencies is involved in a number of good initiatives that need to continue. Organizations throughout Ontario and beyond have heard of the programs and services provided by the Human Services Department and community agencies. It is important to continue to tell the story of Peel and move the agenda forward.
- **Take services out to the community**, as part of providing client centred service and increasing service accessibility. Staff in the Region of Peel need to be available to meet with clients closer to their homes. Services need to be available at different times and in multiple languages. Providing services in the community might also include having staff of community organizations providing some services and making their space available. The Ontario Works outreach team was mentioned as a successful example of how this approach might work.
- **Provide seamless, one stop services**, partly by being out in the community and also by recognizing opportunities for integrating certain components of current programs (e.g. eligibility and intake). Staff need to be cross-trained and made to feel comfortable providing services to meet client needs and not just those that conform to a specific program. Service integration extends beyond the work of the Region and must include all service providers and community agencies.
- **Work in partnerships that are felt to be equal**, to the extent that both the Region and community agencies feel that they participate in ways that are appropriate and mutually beneficial. True partnerships will result in improved sharing of information and responsibilities. It was suggested that the Region could support inter-agency engagement to improve knowledge of who does what.
- **Focus must be on the future**, in terms of working to understand the increasingly diverse and complex needs of the Peel community. It is not

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sufficient to address today's needs, and efforts must be taken to understand the nature of Peel's growing population and its needs.

- **Feedback and ongoing evaluation is essential**, to understand the current situation and to identify future needs. Regular meetings with community organizations, clients and staff are essential. Surveys, focus groups and working sessions were all suggested as ways to seek input on what is working well and where improvements are required.
- **Continue to advocate on behalf of Peel's interests**, with all governments and funders. It is important that programs and services are designed to meet the growing and changing needs of clients and others in need. It is also important that the broader Peel community understand and appreciate the value of providing strong human services programs.
- **Build trust at all levels**, so that Regional staff, community organizations and clients all feel supported. There should not be an "us/them" attitude or a sense that one organization, particularly the Region, is policing others.

### **Next Steps**

The results of the session will be used to inform the Region's Human Services Plan and the Community and Client Service Integration Project. The ideas and suggestions will be reviewed and acted upon wherever possible. Drew Goursky and Janet Menard thanked everyone for their participation and encouraged individuals to complete an evaluation form.

## **APPENDICES**

- A. Participating Agencies
  
- B. Community Partners Consultation Session:  
Summary Of Small Group Discussions

## **APPENDIX A – PARTICIPATING AGENCIES**

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- Armagh
- Big Brothers Big Sisters of Peel
- Boys & Girls Club of Peel
- Brampton Life Centre
- Brampton Multicultural Community Centre
- Brampton Multi Faith Council
- Brampton Neighbourhood Resource Centre
- Caledon Parent-Child Centre/Ontario Early Years
- Canadian Mental Health Association - Peel Branch
- Catholic Cross Cultural Services
- Catholic Family Services of Peel
- Central West Community Care Access Centre
- Community Member
- Distress Centre Peel
- Dixie Bloor Neighbourhood Centre
- Dufferin-Peel Catholic District School Board
- Erin Oak Kids
- Family Association for Mental Health Everywhere
- Family Services of Peel
- Inter-Cultural Neighbourhood Social Services
- John Howard
- Malton Neighbourhood Services
- Mississauga Community Legal Services
- North Peel, Dufferin Community Legal Services/PPAG
- Ontario Municipal Social Services Association
- Palestine House
- PCAWA
- Peel Addiction Assessment and Referral Centre
- Peel Children's Aid
- Peel District School Board
- Peel-Halton-Dufferin Adult Learning Network
- Peel HIV/AIDS Network
- Peel LINC Partnership
- Peel Poverty Action Group
- Peel Senior Link
- Peel Wrap Around Process
- Punjabi Community Health Centre
- Regeneration
- Success by 6 Peel
- The Compass
- The DAM Youth Drop-In
- The Open Door
- The Salvation Army, Mavis Shelter
- The Salvation Army, Peel Family Shelter
- United Way of Peel
- Vita Manor
- VPI-INC
- YMCA
- YMCA of Greater Toronto Child, Youth & Family Development
- YMCA, Peel Youth Village

## APPENDIX B – COMMUNITY PARTNERS CONSULTATION SESSION: SUMMARY OF SMALL GROUP DISCUSSIONS

### Human Services Department Community Partners Consultation Session (May 30, 2008)

Themes	Recommendations		
	Recommended Actions	Role of the Region/Community Partners	What Will Success Look Like
<b>Service Accessibility</b>	<ul style="list-style-type: none"> <li>• Increase multi-lingual services</li> <li>• More satellite locations</li> <li>• Expand inter-departmental approach to serving clients</li> <li>• Stay connected to clients throughout the process</li> </ul>	<ul style="list-style-type: none"> <li>• Share resources present in the Region (e.g. Brampton Multi-Cultural agency)</li> <li>• Undertake more collaborative planning</li> <li>• Improve accessibility to/for the client</li> <li>• Community to identify service gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Less frustration for clients</li> <li>• Services offered in multiple languages</li> <li>• More clients able to have their needs met easily</li> <li>• Clients pleased with the services they receive</li> </ul>
<b>Holistic Approach to Client Centred Service</b>	<ul style="list-style-type: none"> <li>• Develop a transportation strategy to get clients to see a co-located service</li> <li>• Define what is meant by “client centred service”</li> <li>• Be more flexible in meeting the needs of clients</li> <li>• One-stop shopping – let the client talk and respond to needs</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies should have equal say as funders in how programs are run – partners</li> <li>• Agencies to invite the Region to participate in their programs – two-way communication</li> <li>• More emphasis on keeping families together and services to the multi-cultural community</li> <li>• Celebrate successes</li> </ul>	<ul style="list-style-type: none"> <li>• More successes</li> <li>• Less frustration</li> <li>• More fluid system and service/seamless/computer tracking</li> <li>• No wrong door</li> <li>• Co-located services</li> </ul>

**Region of Peel  
Human Services Department – Human Services Plan  
Community Partners Consultation Session**

Themes	Recommendations		
	Recommended Actions	Role of the Region/Community Partners	What Will Success Look Like
<b>Building Capacity</b>	<ul style="list-style-type: none"> <li>• Build on concept and culture of the outreach team for client service and seamless approach</li> <li>• Take resources out into the community</li> <li>• Cross train staff to provide services related to Ontario Works and Child Care</li> <li>• Develop volunteer capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Work together to support each others services</li> <li>• Be real partners – build on the trust and expertise of the agencies</li> <li>• Look at decentralizing services out into the community</li> <li>• Integrating services to address issues</li> </ul>	<ul style="list-style-type: none"> <li>• Those receiving service become volunteers</li> <li>• Fewer people on waiting lists/using food banks</li> <li>• Continuum of openness discussion and trust</li> <li>• Region and community agencies are equal partners</li> </ul>
<b>Our Growing Peel</b>	<ul style="list-style-type: none"> <li>• Build strong relationships with existing diverse agencies</li> <li>• Collect information to develop trends and hear the Peel story</li> <li>• Work with federal and provincial governments to understand immigration patterns and needs</li> <li>• Region Can't do it all – build linkages</li> </ul>	<ul style="list-style-type: none"> <li>• Viral marketing in the planning of Human Services (e.g. Facebook)</li> <li>• Region to educate staff on working with a diverse population</li> <li>• Region to support inter-agency engagement to improve knowledge of who does what</li> <li>• Region to help smaller agencies, fund forums, use their expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Good level of transparency, regular reporting to the community</li> <li>• Agencies responsible for educating themselves</li> <li>• People wanting to live and work in Peel</li> <li>• Vibrant community – spiritually, emotionally, physically</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Lobby Province for social housing</li> <li>• Use existing organizations to gather information on issues</li> <li>• Friendlier service response</li> <li>• Establish permanent focus groups to work on priorities including minimum wage, trusteeship, credit counselling, housing, subsidized child care, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Region to establish a client roundtable to discuss concerns</li> <li>• Agencies to provide coaches for clients to discuss concerns</li> <li>• Provide assistance to clients in accessing the process and completing forms, etc.</li> <li>• Develop trust, so Region not seen as “policing”</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing waitlists</li> <li>• Regular consultation/roundtable with agencies</li> <li>• Ongoing evaluation and feedback</li> <li>• Legislative changes in place</li> </ul>