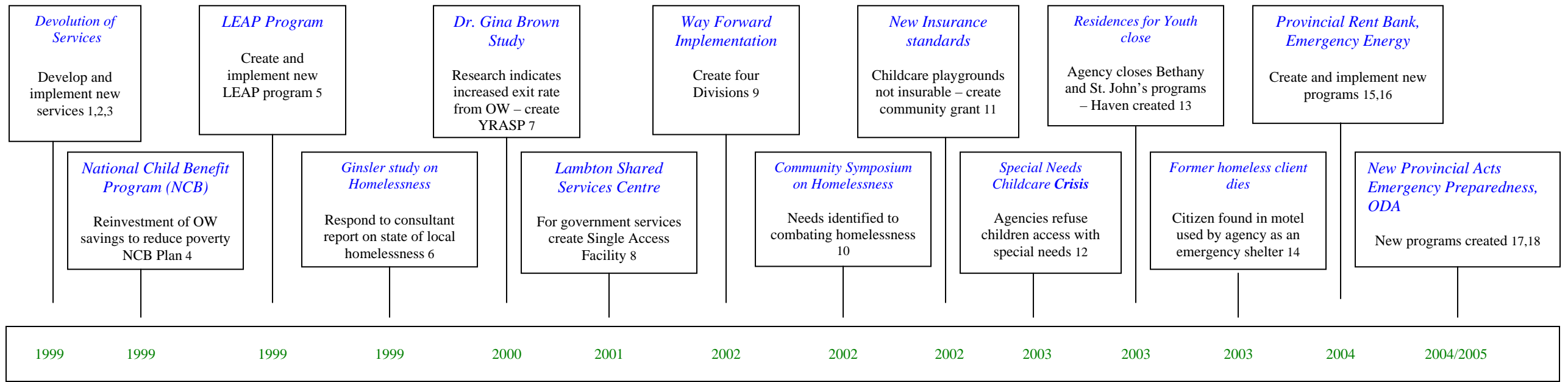


**SOCIAL & HEALTH SERVICES DIVISION
SOCIAL SERVICES DEPARTMENT
SOCIAL PLANNING & PROGRAM SUPPORT**

HISTORICAL IMPACTS TIMELINE



**SOCIAL & HEALTH SERVICES DIVISION
SOCIAL SERVICES DEPARTMENT
SOCIAL PLANNING & PROGRAM SUPPORT**

HISTORICAL IMPACTS BACKGROUND

Homeless Program 1

- Province downloads responsibility of homelessness to the Consolidated Municipal Services Managers (CMSMs).
- CMSM responsible to develop plan to invest \$90,000 annually that addresses provincial priorities of either moving people from the streets to emergency shelter, moving people from shelters to permanent accommodation or helps people retain current housing.
- Consultation with community stakeholders conducted to determine need and best way to invest funding.
- Consultation leads to hiring a consultant to assess and identify community need.

Child Care Services 2

- Province downloads responsibility of managing child care services to CMSMs.
- CMSM required to develop Child Care Service Plan that implements services for Special Needs program, Wage Subsidy program, Fee Subsidy program and Resource centres.
- Research conducted on other CMSM plans, interviews and consultations with stakeholders undertaken.
- Plan developed, sent to Province for approval, and implementation.

Social Planning Coordinator 3

- Position developed within Social Services responsible for the analysis and development of policy; the development, maintenance and implementation of strategic plans in social services including NCB, childcare and homelessness; the

administration of purchase of service agreements and implementation of a partnership for a single access facility.

- Working with agencies to build capacity of the community to deal with issues and to not rely on government to do so.
- Facilitating community forums, stakeholder meetings and other consultations related to departmental activities.

National Child Benefit Program 4

- Federal Provincial agreement that requires CMSMs to develop an annual reinvestment plan for the Ontario Works (OW) municipal savings which results from reduced benefits issued OW participants.
- The National Child Benefit (NCB) program objective is “to help prevent and reduce the depth of child poverty and to promote attachment to the work force – resulting in fewer families having to rely on social assistance – by ensuring that families are always better off working.”
- Stakeholder consultation held to determine community needs for reinvestment plan.

Learning Earning and Parenting Program 5

- New Ontario Works employment support program introduced by the Province to assist young parents (16-21 yrs) complete their education, learn parenting skills, and move toward self-reliance.
- Business plan developed for innovative partnership with YMCA, to deliver a portion of the LEAP program.
- YMCA receives two Donner awards for delivery of high quality social service programs in Canada.
- Lambton model implemented by Chatham-Kent CMSM.

Homelessness Plan 6

- Ginsler Study on CMSMs homelessness trends and needs identifies most effort is needed in prevention of homelessness released.
- Business plan developed to address needs identified in Ginsler report.
- Programs created in partnership with community agencies include: community worker, enhanced food banks, enhanced soup kitchen, public education, information access - “one stop shop” for homelessness services, emergency shelter funding grant to Salvation Army, Community Grant for Bethany House.

Youth Recreation and Sports Program (YRASP) 7

- Youth Recreation and Sports Program developed as a result of Dr. Gina Browne’s study on the benefits of addressing mental health issues of sole support parents in receipt of Ontario Works and their children’s recreational needs.
- Dr. Browne’s research indicates the exit rate from social assistance increases to 25%.
- Partnership and program developed with local YMCA, Ontario Works, and Children Services Department.

Single Access Facility 8

- Agreement with Bayside Mall to renovate old Eaton’s store to create a *single access facility* for public and private sector agencies serving “like clients.”
- Consolidation of five County services into one shared facility.
- Partnership with Federal, Provincial and Private sector service providers to deliver programs and services from one location, later named - Lambton Shared Services Centre.

Creation of Four Divisions 9

- General Manager’s given responsibility to create a structure to deliver county services best suited for the Lambton community.

- Staff consolidated into one program area (Social Planning & Program Support) to address provincial initiatives and projects from within all areas of the Division.
- Social Planning and Program Support work toward building community’s capacity to deal with issues and bring solutions to government rather than having government do it all.
- Program compliance and audits created and implemented to ensure accountability of over 100 purchase of service agreements within the community.

Homelessness Plan 10

- Development and implementation of a new Homelessness Plan responding to trends and needs identified at a community homelessness symposium.
- Consultations with key stakeholders conducted.
- New model reflects a balanced approach toward addressing provincial priorities of moving people from the streets to emergency shelter, moving people from shelters to permanent accommodation or helps people retain current housing.
- Purchase of Service Agreements entered into for new Community Housing Worker and Rent-Utility bank.

Community Grant 11

- Grant Program created as part of National Child Benefit reinvestment strategy to address one- time needs in the community.
- Issues addressed included replacement of childcare playgrounds necessitated by new standards implemented by insurance companies and the creation of school breakfast programs.
- Agencies receiving funding for new programs include The Inn of The Good Shepherd, Learning Disabilities Association, Big Brothers, North Lambton Child Care Centre, Lambton College, Yule Glow, Women’s Interval Home and St. Clair Child and Youth Centre.

Special Needs Model 12

- Childcare providers refuse to admit any additional children with special needs.
- Talks with three special needs service providers in effort to resolve child care agency concerns breakdown.
- Community consultations initiated with province to determine best model to deliver services, Province withdraws from consultations.
- New service delivery model developed, RFP issued and contract for special needs services issued to one provider.

Haven Program 13

- Community agency closes youth residential programs for girls and boys prompting provincial Ministry of Community & Social Services (MCSS) staff to ask for County help.
- Haven program developed and implemented as a four way partnership amongst Social Housing, MCSS, Inn of the Good Shepherd and Ontario Works.
- Inn provides emergency shelter services paying market rent for a social housing unit, program funding supported by MCSS and Ontario Works emergency shelter program.

Emergency Shelter Program 14

- A former client of a local agency that helps homeless people find accommodations dies while staying at a sub-standard local hotel room.
- Consultations involving local elected officials and stakeholders regarding the need for a hostel.
- Emergency Shelter program model implemented with three agencies using motel rooms and providing hostel-like services, using funding through Ontario Works program.

Provincial Rent Bank 15

- Province introduces 100% one-time funded rent bank program.
- Community Homelessness Initiatives Network recommends incorporating funding into existing local rent bank program.
- Agreements signed with province and local agencies to use the funding within the County's existing rent bank model.

Emergency Energy Fund 16

- Province introduces 100% one-time funded program for assisting people with utility arrears payments.
- Community Homelessness Initiatives Network recommends incorporating funding into existing local rent-utility bank program.
- Agreements signed with province and local agencies to use the funding within the County's existing rent-utility bank model.

Business Continuity Plan 17

- Provincial Act requires municipal government to develop and implement emergency response plans.
- Divisional business continuity plans developed to ensure business lines that must be maintained during an emergency disaster are in place.
- Continuity plans address redeployment of resources during a disaster and reinitiating services halted during an emergency disaster.

Accessibility Plan 18

- County ODA accessibility plan developed and implemented that addresses the identification and removal of barriers to County facilities and services in accordance with the 2005 Ontario Disability Act.
- Implementation of program and facility reviews using focus group sessions and facility inspections.

**SOCIAL & HEALTH SERVICES DIVISION
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EXECUTIVE SUMMARY

Over the past 7 years the County of Lambton has developed an integrated Social Planning program that is responsive to the needs of the community and County departments. The Program meets Ministry objectives and utilizes best practices and takes a reasoned approach to planning.

The accompanying *Historical Impacts Timeline* provides an overview of the major events that have impacted the delivery of the Social Planning program area since 1999. Additional details regarding each event may be found in the footnotes contained in the accompanying *Historical Impacts/Reports Background* document.

Devolution of Services

The designation of the County as the Consolidated Services System Manager (CMSM) and the devolution of services from the Province to municipalities necessitated the creation and implementation of business plans and management of the broader social services system. These business lines in some cases were broad in scope (i.e. Homelessness) having impact not only on the overall community, as well as several County departments, in some instances. In all cases this required extensive research, planning and engagement of the community and county staff. Formal project and business planning methods were employed.

Creation and implementation of the Homelessness and National Child Benefit plan and budget necessitated the creation of a community services cost centre. Other initiatives noted on the *Timeline* affected one or more areas within Ontario Works, Children Services, Housing Services and/or what is now referred to as the Social & Health Services Division. To ensure consistent planning, principles were employed with each initiative ensuring communication, training, business process analysis, technology and policy development was completed - one Social Planner position was created.

County Restructuring

The implementation of new provincial programs and initiatives and the implementation of Way Forward in April 2002 resulted in the consolidation of the Income and Employment Support Divisions, the reduction of a full-time Manager and the transfer of positions from Ontario Works to create Social Planning & Program Support. The new structure resulted in the consolidation of planning and development activities from all five areas of the new County Division into one. It also provided the opportunity to create a program area that conducts reviews and compliance audits of purchase of service agreements and internal program efficiency reviews for the Division. As well, project development required either internally or by the Province that overlaps more than one area of the Division or other Divisions within the County are lead by this program area (i.e. Ontario Disability Act, Business Continuity Planning and Community Health Services Department Space Planning Initiatives).

Community Issues

In an effort to increase the capacity of the community to deal with issues and bring forward solutions (rather than having government do it all) the Department regularly engages stakeholders in the community. It also reviews practices employed by other municipalities and maintains local data about the community. In addition, staff participate in regional and provincial roundtables and discussions facilitated by the Ministry or the Ontario Municipal Social Services Association.

The solution of a community issue often requires ‘outside the box’ thinking. As well, Social Planning will often facilitate partnership opportunities of various stakeholders. Such was the case with the closing of a local youth residential home, described as the Haven Program in the *Background* document.

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EXECUTIVE SUMMARY

Alternative Service Delivery

Through program reviews and compliance audits, Social Planning regularly develops alternative service delivery options in an effort to increase efficiencies of programs and services in its own area, as well as other Departments. Purchase of Service programs are examined for improved efficiency opportunities in policies, practises, reporting, financial tracking and program delivery methods.

The review and development of service plans provides an opportunity for research into alternative as well as the creation of alternate service delivery models. The Special Needs delivery model described in the attached *Background* document is an example of such a process that resulted in enhanced program efficiencies, improved service delivery to clients, and reduced program cost.

Benchmarking and Performance Measures

There are no formal benchmarks or performance measures comparators in Social Planning. The program review and compliance methods created and implemented by the County have been requested by several other municipalities and the Ministry.

Social Planning participation has been sought by the Ministry in the past for provincial roundtable discussions focusing on rural homelessness, often presenting the County plan as an innovative model. Lambton Shared Services Center (LSSC) is considered as a benchmark model of service delivery for a multi-jurisdictional facility and has been studied by all levels of government and is used as the standard across Canada.

A review of the Ontario Centre for Municipal Best Practices and Ontario Municipal CAOs Benchmarking Initiatives websites reveals that benchmarks are being established in a number of areas, however, not presently in the area of Social Planning.

Service delivery standards/reporting requirements for specific programs are guided by Ministry program standards which are contained within the Provincial Service Agreements. The results of program compliance audits have consistently demonstrated that the Department has a solid understanding of program requirements.
