



...Community Hubs in Ontario

Presentation to Northwestern Regional Fall Conference

September 22, 2016

Purpose

“I believe the province needs to remove barriers to community hubs and provide support to build strong communities.”

(Premier Wynne, “Enabling & Celebrating Community Hubs”, August 2016)

“Community hubs are creating spaces for expanded child care and child and family support services, as well as helping to make it easier to access health, social, education, cultural and recreational programs and services that nurture community life.

(Speech from the Throne, September 12, 2016)

- Outline **policy context** and **progress highlights to date**
- Describe **key engagements** and **initiatives** impacting Municipal Service Managers
- Audience feedback on how to move **forward together** (re: integrated service delivery)

What is a Community Hub?

- Community hubs are a service delivery model – not a program – that brings together service providers to offer a range of services that respond to demonstrated community needs and priorities.
- Community hubs have emerged as a service delivery model that benefits clients, service providers, funders and the local community.
- Majority of hubs are determined and developed by local community leaders and organizations, locally-driven initiatives
- Community hubs are not just about co-location, but also about driving towards client-focused, integrated services.

Services

Program activity responds to the needs of the local community and can involve providers of social, health, employment, cultural and/or business services.

Property

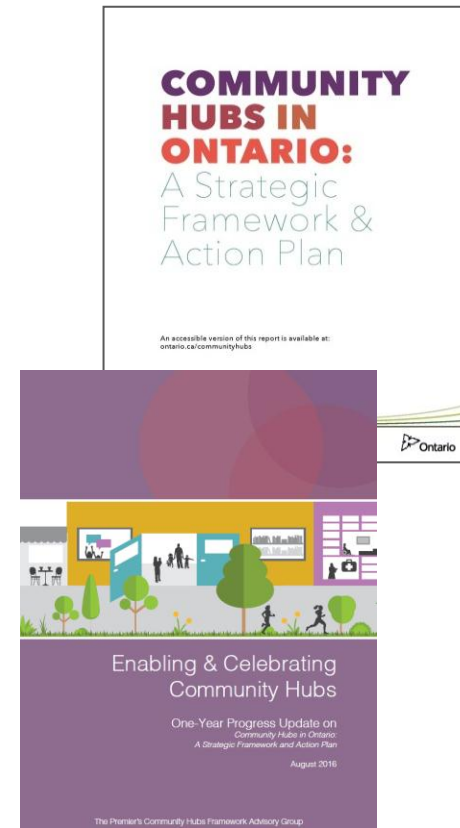
The space is seen as public and common areas are available for both formal and unstructured programming.

Planning

Coordination of community partners and services from a variety of sectors under one roof; engagement of community in governance and priority setting.

Our Journey

- In March 2015, Karen Pitre appointed as a Special Advisor on Community Hubs to lead the Premier's Community Hubs Framework Advisory Group.
- Strategic Framework and Action Plan released in August 2015.
 - Includes 27 recommendations to improve government policy on community hubs organized in themes of client-focused service delivery, community infrastructure and public property and coordinated planning.
- In 2015, the government indicated its support for all of the recommendations.
- One-Year Progress Update released in August 2016. Progress includes:
 - Making it easier for potential partners to **buy or lease surplus school property** for community use
 - Investing nearly \$90 million to **create spaces in schools** for community use and **expand child care and child and family support programs** in schools
 - **Streamlining funding applications** under the Community Health Capital Programs policy and **expanding funding eligibility** to support the co-location and integration of health and social services under one roof
 - Doubling funding under the Investment in Affordable Housing initiative, and targeted to provincial priority areas, including **affordable housing projects that support community hubs**
 - **Investing in a resource network** that will have data and tools for community planning and help service providers share information.



Desired Future State

| Item | Before | | After |
|---|---|---|---|
| Client-Focused Service Delivery | Barriers to service integration (e.g. inability to share information across program areas, multiple transfer payment agreements, program siloes). | ➔ | Significantly reduced provincial burdens to integration through streamlined administrative processes, requirements and approvals. Programs and policies that anticipate and encourage/incent integrated service delivery. |
| Community Infrastructure and Public Property | No accessible comprehensive database; and limited circulation of surplus public properties; single-purpose facilities; lengthy capital approvals; requirement to sell surplus provincial property at Fair Market value doesn't account for broader social considerations. | ➔ | Property decisions are linked to community services and needs; streamlined capital funding processes so public properties are built to accommodate multiple needs and purposes; comprehensive inventory of property data and active engaged circulation of surplus public property information to leverage decisions. |
| Coordinated Planning | Planning for the delivery of services and infrastructure is often conducted vertically not horizontally at both the local and provincial level. | ➔ | An integrated and coordinated whole-of-government approach to service planning that takes into account existing public properties that links to local service planning tables. |



Governance & Stakeholder Engagement Update

- The Province's Community Hubs initiative is now being integrated within the new Ministry of Infrastructure as part of changes to the Cabinet announced on June 13, 2016.
 - This new ministry will develop the province's next 10-year capital plan and lead the province's negotiations with the federal government on new infrastructure agreements.
 - The ministry will also help integrate the province's commitments in the Climate Change Action Plan into the province's infrastructure plan.
- Karen Pitre continues to serve as Special Advisor to the Premier and continues to advise government on the implementation of the Action Plan, government policy related to community hubs and determination of provincial lead.
- The Special Advisor, in partnership with government, is continuing to engage with stakeholders and the public to bring forward ideas and inform the implementation of the recommendations.
- Moving forward, we will continue working with municipal partners in support of the community hubs implementation:
 - Resource Network including an interactive and online resource centre to provide access to information, best practices and data for community organizations,
 - Integrated Planning to achieve client-focused service delivery regardless of jurisdictional boundaries (provincial, municipal, school board, health and agency), and
 - Transfer Payment Administrative Modernization work to streamline the administrative burden of transfer payment requirements.

Key Initiatives – Resource Network

- The Framework and Action Plan includes the following recommendation:

Engage experts and local practitioners to develop a resource centre for service providers to support the establishment of community hubs and provide training for providers.

- Capacity and network building and resources are key success factors in the business, financial, and sustainability planning for the creation, development and maintenance of a sustainable community hub.
- The Resource Network will connect individuals throughout the province who are working in, or planning for, a community hub – both experts and novices, to share best practices, troubleshoot problems and strengthen the partnerships and coordinating efforts among organizations in Ontario’s communities.
- The Network would include, but not be limited to:
 - Network building and knowledge exchanges to bring community hub providers together, neutral facilitators/mediators, training and skills development.
 - Access to local facilitation supports to help build strong and constructive working relationships between local partners. Depending on community needs, this could include individuals who act as local integrators, facilitators, mediators or capacity builders.
 - An interactive and online Resource Centre that will provide tools to support communities with open access to information, best practices and data (e.g. public property, socioeconomic, local data, service boundary lines, GIS tools to better enable service planning, etc.).



Key Initiatives – Integrated Planning

- The Framework and Action Plan includes the following recommendation:

Require integrated planning to ensure client-focused service delivery regardless of jurisdictional boundaries (provincial, municipal, school board, health and agency)
- In 2015, the Ministry of Municipal Affairs hosted six regional forums with experts from the municipal sector, non-profit organizations, local service providers, school boards, the health services sector, provincial ministries.
- Participants at the forums offered suggestions to facilitate better integrated planning including the following preliminary themes:
 1. ***Local Leadership and Decision-Making:*** Many communities, especially smaller rural or northern communities, lack a local champion to support integrated planning required to develop a community hub.
 2. ***Access to Resources:*** Limited access to helpful resources is a barrier to building partnerships and collaborating on service delivery planning.
 3. ***Fragmented Policies:*** Ministries have different approaches to planning for the service delivery organizations they fund (e.g., desired outcomes and performance measures, policies for working with various organizations, funding conditions, etc.).
 4. ***Restrictive Legislation:*** Legislative barriers to integrated planning and service delivery (e.g., privacy legislation can restrict information sharing between service providers).
- The Province will continue to work with local partners like municipalities, community groups, social planning councils, Indigenous partners, Local Health Integration Networks (LHINs), school boards and others to look at their roles and address barriers to ensure integrated local planning.

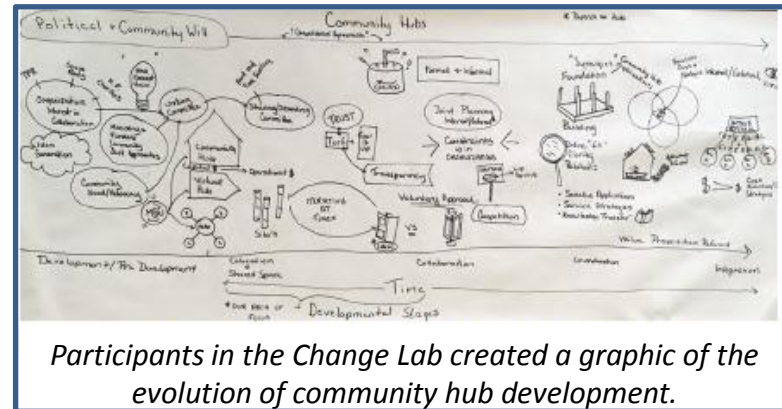
Key Initiatives – Transfer Payment Administrative Modernization

- The Framework and Action Plan includes the following recommendation:

Simplify transfer payment accountability requirements to increase funding flexibility and reduce administrative burden for service providers.

- Change Lab used a Design Lab approach to explore innovative contracting models through a forum of community hub providers and professionals from across the Ontario Public Service.
- The Change Lab was an opportunity to:

- hear directly from provincial funding recipients,
- leverage co-design principles, and
- develop creative ideas that contribute to better public outcomes.



- The Province is modernizing the processes and rules for administering transfer payments. Government policy for managing transfer payment funding relationships, as set out in the Transfer Payment Accountability Directive, is being updated.
- The government is also working towards the implementation of a common registration process for transfer payment recipient organizations.
- These efforts will result in less time spent on administration and more time spent on delivering services.

Questions for Discussion

1. There is a recommendation in the Strategic Framework and Action Plan to “require integrated planning to ensure client-focused service delivery regardless of jurisdictional boundaries (provincial, municipal, school board, health and agency).”
 - What mechanisms (e.g., committees, panels, planning / multi-sectoral tables, etc.) have you used to integrate service delivery planning at the local level?
 - Who are the best team members to collaborate with to promote integrated planning at the local level? Is this relationship formal or informal?
 - What’s the municipal leadership role in facilitating integration of local planning related to human services?
2. How could the Province better support Municipal Service Managers to plan and bring together services under a single roof or common service delivery approach?
3. There is a recommendation in the Strategic Framework and Action Plan to “engage experts and local practitioners to develop a resource centre for service providers to support the establishment of community hubs and provide training for providers.”
 - What kinds of tools and supports would be most helpful to service providers?

LOGISTICS

- Each table is requested to discuss one question.
- Please assign a table facilitator and a note-taker for each table.
- We will collect notes at the end of the session to inform provincial policy development.