



Community Services

2008-2011

Strategic Plan

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**Community Services** - its programs, its services, its staff, and its volunteers exist to build community and build lives. Community Services supports the residents of Niagara in their day-to-day requirements, but also with their long-term needs as well as their opportunities for a better quality of life.

Through a range of services and programs, the department makes sure that parents have access to safe, quality child care, and early learning opportunities for their children.

Community Services provides quality long-term care and community programs for our elderly population and help for those caring for family members at home.

Community Services ensures that individuals have access to the resources they need to find a job and become independent through sustainable employment.

The department makes sure that low income earners, recipients of the Ontario Disability Support Program and homeless individuals have access to emergency and discretionary benefits.

Community Services also administers homelessness prevention programs, contracts with agencies for shelter placement and hostel provision and is the entity for federal homelessness funding.

Much of the work of Community Services is done in partnership with hundreds of agencies and associations across Niagara to deliver, administer, or fund programs and services aimed at building a better future, developing an enhanced quality of life, and creating opportunities for Niagara residents to be the best they can be.

On any given day:

- approximately 15,000 people, more than 5,000 of them children, are in receipt of social assistance;
- another 14,000 are part of the Ontario Disability Support program;
- close to 15,000 children under the age of 12 and their parents, access the services for children; and
- more than 2,200 seniors reside in one of the Community Services' long-term care homes or participate in a community program.

## ***Strategic Direction #1: Increase Collaboration with Stakeholders***

### **Objective 1.1: Enhance Informed Decision-Making**

- Provide information about departmental services and best practices to elected officials
- Support corporate direction of working towards an inter-municipal transit system
- Work with departments through Corporate Management Team (CMT) to establish a planning and research support function
- Hold an annual stakeholder forum

### **Objective 1.2: Provide Evidence-Based Advocacy**

- Prepare presentations for local municipal Councils about 2008-2011 Community Services Plan
- Create a departmental image that messages universal services offered by Community Services

### **Objective 1.3: Support Community in Developing Human Service Plans**

- Work with Community Partners to develop human service plans

## ***Strategic Direction #2: Enhance Individual and Family Centred Service***

### **Objective 2.1: Improve Alignment of Services to Achieve Shared Outcomes**

- Find ways to deliver services so clients only have to tell their story once
- Align services and share resources to help Niagara's kids thrive
- Assume the responsibility as Community Entity for Federal homelessness funding
- Participate with stakeholders in identifying opportunities to attract and retain newcomers

### **Objective 2.2: Seek Regular Input and Feedback**

- Seek ongoing input from clients, residents, service providers, community partners and staff
- Get business involved

## ***Strategic Direction #3: Enable Staff to Provide Great Service***

### **Objective 3.1: Foster a Supportive and Responsive Workplace**

- Identify gaps in service and align with Human Resource tools and processes (e.g. job descriptions, evaluations, recruitment, training)
- Market the Region as a flexible and dynamic employer with appeal to a diverse workforce (e.g. youth recruitment, mature worker retention, and newcomer attraction)
- Complete the development of a Human Resources Plan
- Develop and implement a plan to improve and sustain worklife satisfaction, based on 2006 Quality of Worklife Survey

### **Objective 3.2: Promote Organizational Values through Actions**

- Engage employees in operationalizing values within actions in daily work, creating case studies, training, orientation, performance objectives
- Make values meaningful in performance appraisals
- Engage staff in information sharing and promotion of values

## ***Strategic Direction #4: Strengthen Responsible Use of Resources***

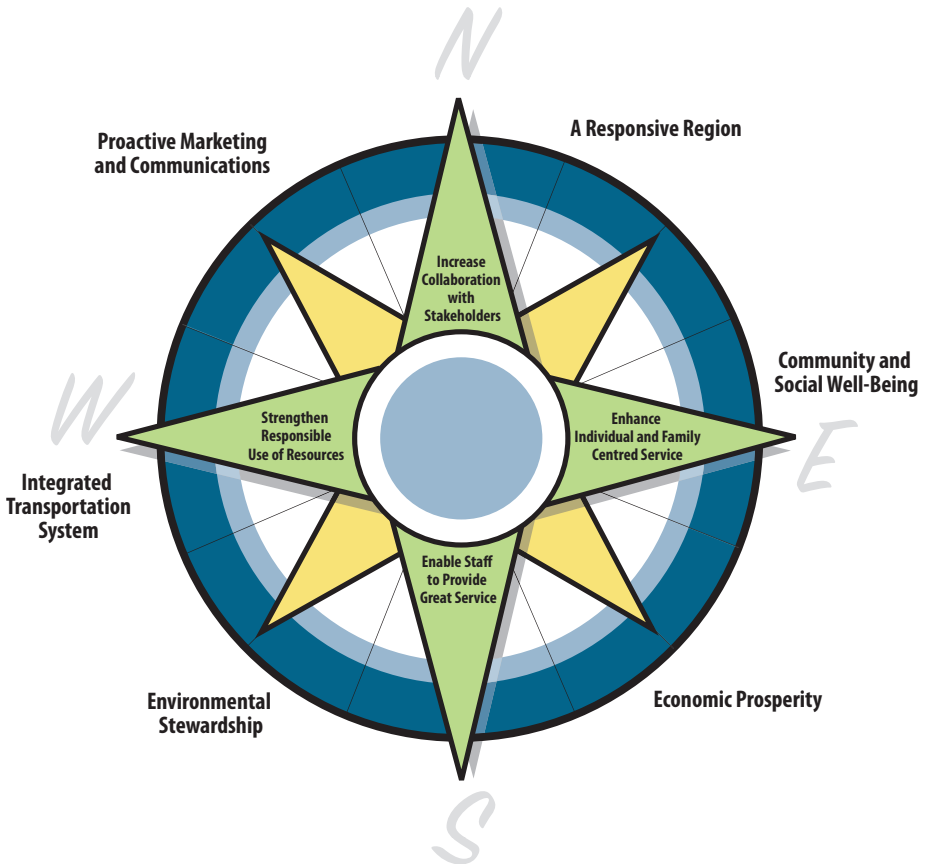
### **Objective 4.1: Deliver Effective and Efficient Services**

- Evaluate business process improvements across all programs as opportunities are identified

### **Objective 4.2: Create Strategies for Maximization of Resources**

- Create business cases of return on investment for key determinants of identified service/program outcomes
- Develop and implement plans to maximize environmental efficiencies, including: recycling, organic diversion, energy efficiency

## Alignment of Strategic Directions: Community Services and Regional Council



## Community Services

### Increase Collaboration with Stakeholders

- Enhance Informed Decision-Making
- Provide Evidence-Based Advocacy
- Support Community in Developing Human Service Plans

### Enhance Individual and Family Centred Service

- Improve Alignment of Services to Achieve Shared Outcomes
- Seek Regular Input and Feedback

### Enable Staff to Provide Great Service

- Foster a Supportive and Responsive Workplace
- Promote Organizational Values through Actions

### Strengthen Responsible Use of Resources

- Deliver Effective and Efficient Services
- Create Strategies for Maximization of Resources

## Council

### A Responsive Region

Niagara Region will be known for its effective decision-making, strong partnerships, clear accountability and service excellence.

### Environmental Stewardship

Niagara Region will increase the health and sustainability of its physical infrastructure and natural environment for current and future generations.

### Community and Social Well-Being

Niagara Region will support a safe, healthy, diverse, culturally rich community where people of all ages and incomes enjoy a high quality of life.

### Integrated Transportation System

Niagara Region will work collaboratively with others to strengthen and coordinate the transportation system and services and support alternative choices for people and goods to move within and beyond the Region.

### Economic Prosperity

Niagara Region will become a prime destination for investment and encourage the growth of a diversified and sustainable economic base.

### Proactive Marketing and Communications

Niagara Region will have a consistent and compelling message of its interests and needs for the community to be a great place in which to live, study, work, visit and invest.



**Niagara**  **Region**

*Building Community. Building Lives.*

2201 St. David's Road  
P.O. Box 344, Thorold, Ontario, Canada L2V 3Z3

Telephone: (905) 984-6900 • Fax: (905) 641-2729

[www.niagararegion.ca](http://www.niagararegion.ca)