

**Note from Interim Acting CAO:**

This group will have significant impact on the Board's programs in the coming years.  
This issue will be discussed at the September Board meeting.

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# Terms of Reference

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Human Services Implementation Steering Committee (HSISC)

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## 1. PURPOSE

The Province of Ontario, the Association of Municipalities of Ontario (AMO) and the City of Toronto (Toronto) have agreed to establish a Steering Committee to support the implementation of human services outcomes from the Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR).

## 2. CONTEXT

In August 2006, Premier McGuinty announced that the provincial government and the municipal sector were launching the PMFSDR to develop a consensus on an updated fiscal and service delivery partnership between the province and Ontario municipalities. Its terms were broad in scope, covering fiscal relationships, infrastructure and the delivery of human services.

The PMFSDR report “Facing the Future Together”, released on October 31, 2008, represented a consensus amongst the Review partners (Province, AMO, and Toronto).

Key findings included:

- The Province agreed in 2007 as an early outcome of the review to fully fund the Ontario Disability Support Program (ODSP) and the Ontario Drug Benefit (ODB) program, with the shift now under way and full phase-in by 2011;
- Starting in 2010, the Province will upload the municipal costs of Ontario Works benefits (income and employment assistance) over nine years;
- AMO, the City of Toronto and the Province of Ontario will form a work group to discuss concerns with the current approach to funding Ontario Works administration and to recommend principles for future revisions and opportunities to simplify and strengthen accountability by January 1, 2010;
- The review partners agreed to:
  - simplify and modernize delivery of income assistance and employment-related supports, involving collaboration on further policy and fiscal analysis to identify opportunities;
  - better integrate Ontario Works, ODSP and Employment Ontario employment services to improve employment outcomes for clients and to make better use of resources;
  - work towards consolidating the existing range of housing and homelessness programs into a housing service managed at the municipal level - this service should focus on better long-term outcomes for the people who use it and form a key element of the Province’s Long-Term Affordable Housing Strategy;
  - introduce a shared accountability framework for cost-shared programs – as outcomes-based policy and funding frameworks are developed for each program;

The Service Delivery Accountability Table (SDAT) informed the review process through the development of options for municipally delivered and/or cost-shared health and

social service programs, with a focus on improving service delivery and accountability.

As laid out in its mandate, the SDAT focused its work on questions of effective service delivery arrangements that met the quality, affordability, and accountability needs of clients, taxpayers and the different levels of government involved.

The Table developed the following vision statement and set of principles to guide its work on improving accountability and service delivery of human services programs:

### **Human Services Vision**

- Integrated human services planning and service management at the municipal level will provide seamless access to a network of quality, place-based human services in Ontario.
- Integrated and client-focused human services that are accessible, responsive and adaptable to the specific circumstances of people and communities will result in more positive outcomes for all Ontarians.
- Comprehensive human services will reduce the breadth and depth of poverty, promote social inclusion, support child development, increase and sustain labour force attachment, and improve the overall health and well-being of the population.
- Measurable results for people, funders, deliverers, and tax payers will be achieved through an outcome based accountability framework and funding that supports flexibility, innovation, collaboration, community engagement, transparency and value for money.
- Strategic investment in Ontario's social infrastructure will benefit all Ontarians by the enhancing economic competitiveness, and social and cultural sustainability of Ontario.

### **Guiding Principles**

- **Customer/Client-Centered** – quality, meaningful services are tailored to the needs of clients
- **Accessible** – services are easy to access with straightforward, understandable rules
- **Integrated** – promotes seamless service delivery through streamlined, efficient provision of quality services without duplication and overlap
- **Flexible** – planning, funding, delivery, and administration of services are inclusive and responsive to changing needs and circumstances and varying capacities of municipalities and the province
- **Outcome-Focused** – the outcomes and performance measures are clear, consistent and are linked to program purpose
- **Clear Roles and Responsibilities** - the roles and responsibilities of the parties in the accountability relationship are clearly described, understood and accepted
- **Streamlined/Reduced Complexity** – all aspects of the accountability relationship should be elegant in design, straightforward. and necessary

- **Continuous Improvement** – strives for excellence through continuous improvement, innovation and risk management with ongoing monitoring, measuring, evaluation and public reporting
- **Affordable/Cost Effective** – promotes cost effectiveness and improved return on investment through such measures as benchmarking, identification of best practices, and year over year and cross-province comparisons of level, quality and cost of services
- **Remedial Action** – uses progressive measures to ensure agreed upon minimum standards and service outcomes are realized and to protect customers/clients interests. The agreed upon customer/client outcome would not be compromised by any enforcement measure

Consistent with the principle of partnership which guided the Review, the Province, AMO and Toronto have agreed that the best approach to guide the implementation of human services outcomes is to establish an overarching provincial-municipal Steering Committee. The SDAT human services vision and its underlying principles lay the foundation for the Steering Committee's work and the activities of the working groups established by the Steering Committee.

### 3. MANDATE & SCOPE

The Steering Committee will provide leadership and guidance regarding the implementation of the following human services outcomes:

- review the current approach to funding Ontario Works Administration and recommend principles for future revisions and opportunities to simplify and strengthen accountability by January 1, 2010 (the partners agree to expand this work to include a review of employment assistance funding)
- simplify and modernize income assistance and employment supports
- better integrate OW, ODSP and EO employment services (the partners agree to expand this work to include linkages to other employment related programs and services)
- introduce a shared accountability framework for cost-shared programs

The detailed work associated with these implementation initiatives is expected to be undertaken by staff, where appropriate through joint provincial-municipal working groups reporting to the Steering Committee.

The Steering Committee will focus on key issues associated with supporting effective and efficient implementation of these human services outcomes in a manner consistent with the roles and obligations of each order of government and consistent with the vision and principles of the SDAT.

The Steering Committee's role is expected to focus on:

- Establishing and overseeing the work done by working groups
- Identifying and addressing emerging issues
- Ensuring alignment amongst the different human services implementation initiatives

- Seeking broader input and perspective from each order of government where appropriate

The Steering Committee will report regularly on the progress of implementation through the confidential Ontario-AMO MOU process and City of Toronto Consultation and Collaboration Agreement process. The Steering Committee acknowledges that some aspects of implementation may require further formal decision-making on the part of the provincial government and/or municipal governments. Formal provincial-municipal discussions leading to such decision-making will occur through the AMO MOU and City of Toronto agreement.

#### 4. MEMBERSHIP

The Steering Committee will be co-chaired by the Assistant Deputy Minister, Social Policy Development Division, MCSS, a municipal representative from the Association of Municipalities of Ontario and a municipal representative from the City of Toronto.

Additional provincial members will be Assistant Deputy Ministers from each of: Municipal Affairs and Housing (MMAH); Children and Youth Services (MCYS); Training, Colleges and Universities (TCU); Citizenship and Immigration (MCI); and Health and Long-Term Care (MOHLTC).

Municipal members will be appointed by AMO and Toronto. AMO and Toronto may wish to invite or delegate other senior representatives to attend on their behalf, where appropriate, or where subject matter experts are required.

Please refer to the appendix for Steering Committee membership.

#### 5. WORKING GROUPS

The Steering Committee will provide guidance to work being done within the working groups responsible for the various aspects related to human services implementation. Each working group will be comprised of relevant provincial and municipal staff, as nominated by their respective orders of government.

The initial working groups will include:

- **The Ontario Works Funding Principles Working Group** – to review the current Ontario Works Administration and Employment Assistance funding models and recommend principles for future funding with the goal of strengthening accountability by January 1, 2010.
- **The Employment Working Group** – to review existing employment services and supports with a view to better integrating Ontario Works, Ontario Disability Support Program (ODSP), Employment Ontario and immigrant integration and settlement services to improve employment outcomes for clients and to make better use of resources
- **The Housing & Homelessness Consolidation Working Group** – to address issues associated with the consolidation of the existing range of housing and homelessness programs

The Steering Committee may establish additional working groups to assist in the implementation of outcomes as needed.

## **6. ROLES AND RESPONSIBILITIES**

Steering Committee members will be responsible for bringing forward the views and interests of their respective organizations and clients. Members will actively gather and share information from municipalities and the province, including consulting, as appropriate with others from their organizations.

The partners agree that – unless mutually agreed otherwise – materials used to support and facilitate discussion during the Steering Committee’s work are working documents whose distribution will be limited to individuals participating in the work of the Steering Committee and its working groups. Materials and information may be shared by consensus of the Steering Committee or when necessary in-between meetings, by the co-chairs.

The parties will use discretion in reporting on the progress of the Steering Committee’s work within their respective organizations. Matters of a factual and non-sensitive nature may be discussed in open, non-confidential forums.

The Co-Chairs’ responsibilities include:

- setting meeting agendas;
- facilitating meetings;
- ensuring action minutes are shared following each meeting; and
- providing communication to the Steering Committee as necessary between meetings.

Administrative support will be provided by the Planning and Strategic Policy Branch, MCSS, in consultation, as appropriate, with staff from other organizations represented on the Steering Committee.

## **7. MEETINGS**

It is proposed that the Steering Committee hold meetings on a quarterly basis beginning in May 2009.

The Steering Committee Terms of Reference, and the ongoing need for a Steering Committee, will be reviewed annually.

**APPENDIX**  
**Provincial and Municipal Human Services Implementation Steering Committee**

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