Strategic Plan
2011-2015
The Corporation of the City of Greater Sudbury
Social Services
Strategic Plan
2011-2015
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Executive Summary

The Social Services Division provides a critical service to the community’s most vulnerable members. Financial and employment assistance are two components of the Ontario Works program that facilitate assistance towards independence. With the cooperation of community partners, the Social Services Division actively coordinates programs and initiatives that offer clients the best support possible.

The strategic planning process was a rigorous exercise that evaluated multiple aspects of the services provided by the Social Services Division. The outcome has resulted in a comprehensive document that will function as a guide for the next four years.

**Goals:**

1. Further the client-centered approach to service
2. Build capacity to be responsive to community and provincial initiatives
3. Improve and enhance the social indicators of health of at risk individuals
Introduction

The Community Development Department has engaged stakeholders in a planning process to generate strategic plans for the next four years (2011-2015). Each strategic plan is presented to City Council for consideration. The documents will serve as planning tools for decision-making and allocating resources.

Creating a strategic plan is a multi-step process that involves discussion, analysis and decision. There are several components that have been incorporated into this document to facilitate an understanding of the internal and external environmental factors that influence services.

The following strategic planning process was used:

- Create a Vision, Mission and Values statement;
- Review Divisional Revenue and Expenditures;
- Identify Strategic Assets: Key Stakeholders, Past Successes, Key Success Factors;
- Analyze Strengths, Weaknesses, Opportunities and Threats (SWOT);
- Analyze Political, Economic, Social and Technological (PEST) factors;
- Create a Strategic Position and Action Evaluation (SPACE) Matrix;
- Survey stakeholders and service users; and
- Develop goals and performance measures.

The Social Services Division Strategic Plan clearly outlines goals, actions and performance measurements that will result in achievements directly experienced by the community. The targets for the next four years are responsive, responsible and realistic thanks to input received from customers, community partners and staff.
Community Development Department

The City of Greater Sudbury organizational structure was designed to create a corporate environment that is aligned with its vision for the community. The Community Development Department delivers programs and services to the residents of Greater Sudbury through six operational divisions: Citizen Services, Leisure Services, Social Services, Seniors Services, Housing Services and the North East Specialized Geriatric Services. Together, these Divisions account for over 1500 employees and an annual budget of more than $170 million.

Vision:

“Creating a Healthy Community Together”

Mission:

Working with the community to achieve service delivery excellence that consistently exceeds citizen expectations and enhances our Northern lifestyle.

Values:

- services that enhance the capacity of our community to meet its health, social and leisure needs;
- strong, collaborative relationships with community partners; and
- volunteerism and community.
Social Services

The Social Services Division is responsible for the administration and delivery of the Ontario Works Act. The intent of the Ontario Works program is to help people in temporary financial need find sustainable employment and achieve self-reliance through the provision of effective, integrated employment services and financial assistance.

Ontario Works is a provincially mandated program that is cost shared with the Ministry of Community and Social Services and the City of Greater Sudbury. Service delivery is specifically divided into two major program areas: financial assistance and employment assistance. Employment services play a critical role in helping individuals prepare for, connect with and remain in the labour market.

The Division is also responsible for emergency shelters and homelessness initiatives. The City of Greater Sudbury, in cooperation with the federal and provincial governments, fund services and programs that are aimed at preventing and reducing homelessness and supporting self-sufficiency and full participation in society.
Governance

In 2004, the corporation of the City of Greater Sudbury underwent an extensive restructuring process. The Health and Social Services Department was renamed “Community Development” and several responsibilities were added to the Department’s portfolio. Social Services became one of six divisions within the new Community Development Department.

The Social Services Division is accountable to the City of Greater Sudbury and City Council; however, community participation is a significant driver for homelessness programs and policy development. The Division has a formal group of volunteer community experts who advise staff on these issues and ensure that the goals of the Social Services Division and the Community Development Department are being realized.

Vision

Fostering opportunities for sustainable employment, increased financial independence and human health

Mission

The Social Services Division strives towards working to empower people in financial need by providing assistance through collaborative partnerships, integrated services, easy access and excellent service delivery.

Values

The Social Services Division values:

• effectively serving citizens needing assistance
• supporting individual responsibility and self-reliance
• partnerships
• creativity and innovation
• social inclusion
• honesty/integrity
• accountability
Social Services

is Part of a Healthy Community

In 2005, the City’s Healthy Community Strategy was created as a roadmap for the implementation of the Healthy Community Initiative to make Greater Sudbury a truly healthy community. The key elements of the strategy are defined by four pillars: Human Health and Well-Being; Environmental Sustainability; Civic Engagement and Social Capital; and Economic Vitality.

The Healthy Community Initiative is important to the Social Services Division. Planning and project development have inclusively incorporated the philosophies and concepts of the initiative in order to build a healthy and sustainable community, for example:

- The Social Services Division heavily influences the Human Health and Well-Being pillar of the Healthy Community Strategy by providing basic and financial needs to residents.
- Social Capital is influenced by inviting residents to participate in community consultations.
- Indirectly, Economic Vitality is also supported by providing Ontario Works clients with skills training and job placement opportunities.
- Community placements through Ontario Works helped advance the re-greening efforts of Greater Sudbury by providing trained tree planters.
2010 Revenue Sources and Caseload Mix

Revenue Sources
- Federal and Provincial Subsidies: 83.4%
- Reserve: 15.1%
- Other Revenue: 1.2%
- Municipal Levy: 0.3%

Shelters & Homelessness
- Federal and Provincial Subsidies: 51.9%
- Reserve: 13.5%
- Municipal Levy: 34.6%

2010 Caseload Mix
- General Assistance: 70.6%
- Temporary Care: 27.5%
- Sole Support: 1.9%
Strategic Assets:
Key Stakeholders, Past Successes, Key Success Factors

Key Stakeholders

• Clients
• Citizens
• Community agencies
• CGS departments
• All levels of government
• Private sector (landlords, employers)
• Educational sector
• Health care sector
• Court/ Legal system
• Other sectoral organizations (OMSSA, AMES, NOSDA)
• Aboriginals/ First Nations

Past Successes

• Employment initiatives (ie. land reclamation, trades training, job fairs, mining forum, partnering with health/educational sectors)
• Leaders in industry – innovative and creative through use of technology in Family Support
• Community based model for employment support
• Housing First Strategy
• Partnerships with other Departments (Feel Free to Feel Fit, literacy computer stations, emergency planning, dedicated resources to transition from OW to ODSP)
• Samaritan Centre

Key Success Factors

• Encourage innovation
• Empowered and experienced staff
• Community awareness and sensitivity
• Willingness to collaborate/ facilitate opportunities
• Training
• Technology
• Partnerships/ good working relationships
• Research (labour market, community awareness)
# SWOT Analysis

**Strengths, Weaknesses, Opportunities and Threats**

Strategic planning employs various methods of analysis in order to determine the current situation and future outlook of the Division. The purpose of this exercise is to reflect on internal and external environmental factors that influence the development of goals and objectives.

## Strengths (internal)
- Staffing – expertise, knowledge
- Partnerships
- Leadership
- Training/ development
- Proactive and responsive to community needs
- Community integration

## Weaknesses (internal)
- Staff turnover - reception
- Location/ physical workspace
- Accessibility for clients
- Communication
- Limited staff development, limited budget
- Issue management

## Opportunities (external)
- Technology enhancements
- Web based applications
- Social networking through internet
- Alignment of municipal/ provincial objectives
- GIS
- Private and public partnerships
- Human service planning
- Training opportunities – provincially driven
- Social Assistance Review

## Threats (external)
- Potential funding losses
- Uncertainty of provincial/ federal mandates
- Changes in legislation
- Multicultural, multilingual service Impact
- Lack of affordable housing

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City of Greater Sudbury Social Services Strategic Plan
## PEST Analysis

### Political, Economic, Social, Technological

This environmental scan provides the framework necessary for strategic planning. Factors developed through this specific process identify context and provide an understanding of the Division before goals are established.

### Political
- Poverty Reduction Strategy/Homelessness Policy
- PMF Service Delivery Review
- OMBI
- Social Assistance Review
- Interministerial changes

### Economic
- Globalization, centralization – especially effects on the mining service sector
- Green energy/ Northern Growth Plan
- Demand in the North for health care, mining, tourism, forestry

### Social
- Demographics – workforce, opportunities as a result of aging population
- Family composition – higher proportion of singles and sole supports
- Higher education standards
- Increasing collaboration/partnerships to ensure successful outcomes of hard to serve clients
- Increased opportunities for social inclusion
- First Nations
- Immigration
- Migratory and transitory homelessness (Greater Sudbury as a centre)
- Early identification of difficulties with school aged children

### Technological
- Web based applications
- Verification through other databases – information sharing
- New enhanced provincial database system
- Social media
Strategic Positioning

Strategic positioning assists organizations identify strategies that will be effective at improving organizational performance based on internal and external dimensions.

The Social Services Division should pursue an aggressive strategy. They operate in an environment that is highly regulated and heavily funded. Social Services should focus on ensuring their clients’ specialized needs are being met and that services are being efficiently delivered within creative and innovative frameworks.
Surveys

The Social Services Division conducted a Client Satisfaction Survey in June 2011 and 697 responses were received, representing about a 23% response rate. The survey was developed in SurveyMonkey in both English and French. Clients were given the option of completing the survey either by paper copy or on-line.

Have you used any of the following community services?

- Food bank
- Soup kitchen
- Emergency Shelter
- Other

![Bar chart showing usage of community services](chart.png)
Goals

Goal #1: Further the client-centered approach to service

Planned Action

• Review the roles and responsibilities of staff within the division
• Ensure consistent accessibility to programs and services for all clients
• Strengthen the importance of the Supportive Approaches to Innovative Learning (SAIL) competencies
• Explore supportive, related services and programs within CGS

Performance Indicators

• Completed review of organizational structure and operational and mandated requirements
• Conduct annual client and stakeholder surveys
• Continuous training through innovative and creative methods

Goal #2: Build capacity to be responsive to community and provincial initiatives

Planned Action

• Complete a full review of existing community and provincial initiatives
• Explore potential partnerships
• Host a roundtable on emerging employment and training opportunities
• Explore and identify emerging community and provincial initiatives

Performance Indicators

• Identified opportunities within community and provincial initiatives
• Increased awareness and opportunities for clients
• New partnerships
• Completion of a series of roundtables with applicable community partners, other CGS divisions, private sector, etc
Goal #3: Improve and enhance the social indicators of health of at risk individuals

**Planned Action**

- Explore opportunities with partners to advance the Poverty Reduction Strategy (Homelessness Network, emergency shelters, transitional housing)
- Create linkages with the Healthy Community Cabinet to assist with addressing the sustainable development challenges related to the Human Health and Well-Being, Social Capital and Economic Vitality pillars
- Explore partnerships within CGS to offer more opportunities for clients (ie. Transit Services)
- Explore creating neighbourhood demographic profiles with the use of GIS to gain an understanding of community needs

**Performance Indicators**

- Completion of a review of local policies and programs
- Review responses from the annual client and stakeholder surveys and action where possible
- Increased partnerships and collaboration with CGS partners and external partners
- Prioritized social indicators of health ensuring effective allocation of resources