

Report

Lanark County Planning Council for
Children, Youth and Families

Setting A Course for LCPC 2018+

Wednesday April 12, 2017 9 am – 1 pm
Mississippi Valley Conservation Authority, Carleton Place

Contents:

- | | |
|--|---------|
| 1. Introduction – Goal, Participants and Process | Page 2 |
| 2. Review of Options for 2018+ | Page 3 |
| 3. Criteria for a Great Decision | Page 4 |
| 4. Exploring Specific Options | Page 4 |
| 5. Commonalities and Emerging Priorities | Page 8 |
| 6. Next Steps before the May Meeting | Page 10 |
| 7. Closing Round | Page 11 |

Appendix A: Participant List

Appendix B: 2018+ Options Matrix as Revised on April 12

Christine Peringer, Group Facilitation and Mediation Services www.peringer.ca

1. Introduction

Context and Spring Planning Process:

For eleven years, the Lanark County Planning Council for Children, Youth and Families (the Planning Council or LCPC) has existed to carry out its mandate:

...to provide leadership and coordination in relation to the goal of enabling optimal development and healthy living for Lanark County children and youth (0-18 years of age) and their families.

The Council is at a decision point due to changes in funding. Two of the Council's three funding sources will definitely end this year:

- The Best Start Unconditional Grant ends on March 31, 2017
- The Best Start (Ministry of Education) funds end on December 31, 2017.

The Ministry of Children and Youth (MCYS) funding from the South East Office may end on December 31st.

The immediate impact of these changes will be on the position of the Community Coordinator (Planner) which reduced on April 1, 2017 from 28 hours/week to 17.5 hours/week and which will further reduce to approximately 10 hours/week or possibly zero hours as of December 31st.

The impact of these changes has been discussed at the monthly Council meetings since October 2016. The Planning Council members decided to undertake a process of examination:

- April 4: Survey of members on what matters most/what options are preferred
- April 6: Discussion at LCPC regular meeting
- April 12: Special planning meeting to review the options
- Late April: Follow-up as determined at the April 12 meeting, including April 12th report
- May 4: Monthly LCPC meeting to review the report and decide next steps.

Participants:

Twenty members of the Planning Council participated in the April 12th special Council session. See Appendix A for the list of participants. Additionally, 13 people responded to the Pre-Planning Day survey and 14 people participated in pre-planning discussion at Council on April 6.

Process:

The external facilitator, Christine Peringer, guided the Council to carry out the following tasks:

- Review Options for 2018+
- Set criteria for making decisions about LCPC future
- Explore Options
- Assess the options and consider emerging commonalities
- Set Next Steps

2. Review of the Options for 2018+

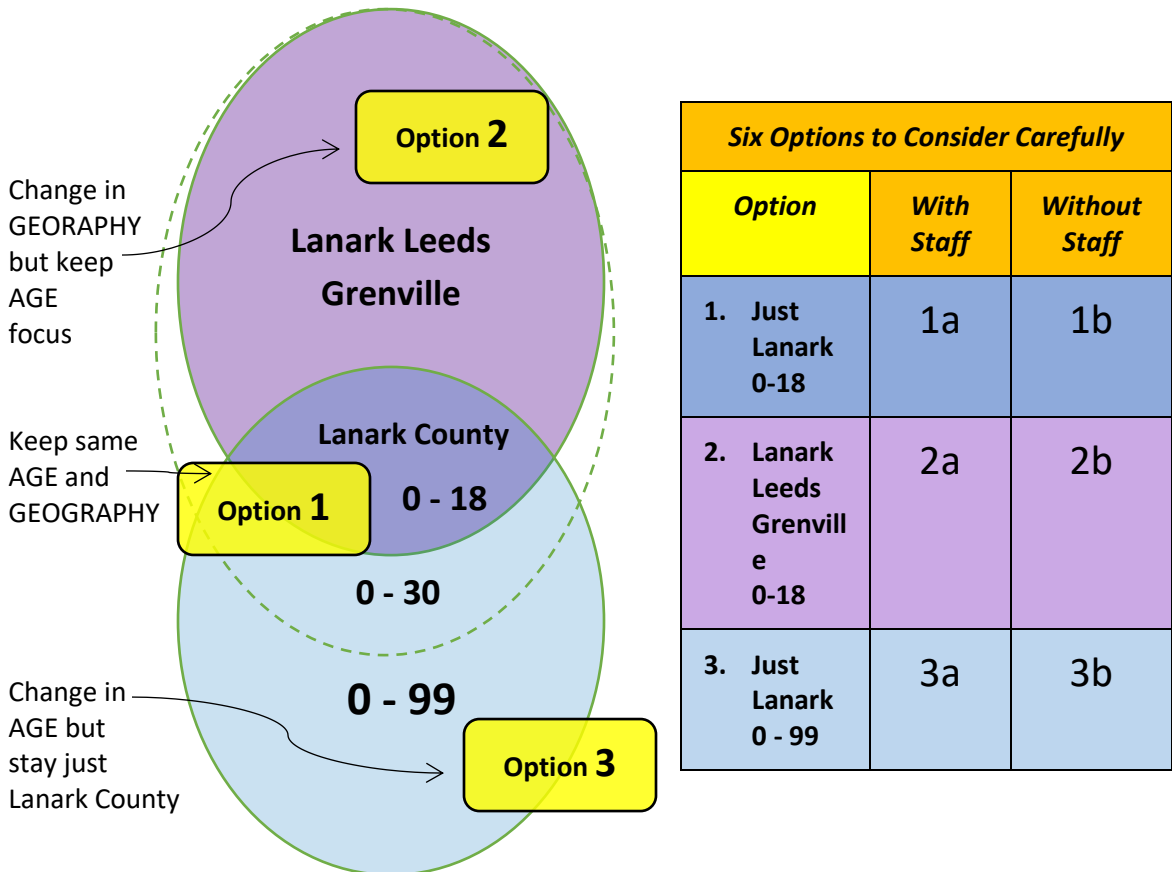
The participants reviewed and revised a matrix of options prepared by the facilitator and the Council Planner. Christine presented the information from the matrix in a Venn diagram. The Council members reviewed the diagram as it emerged and rejected some options and modified others. The resulting diagram is presented below. The revised version of the Matrix is presented in Appendix B.

Two options were quickly rejected by the group:

> *Merger with the Renfrew organization, Renfrew Kid Active.* Despite significant links with some of the organizations on the Lanark Planning Council, there was not enough common ground to pursue consideration of this as a viable option.

> *Disbanding LCPC altogether.* Lack of essential information, wasted time and potential were among the conditions that would result if there was no planning council at all.

Three main options emerged, each with an “a” version meaning with staff, and a “b” version meaning without a staff person. The main options are numbered in the diagram below. This resulted in the six options presented in the table to the right of the diagram.



These six options were then posted around the room for people to explore in small groups. The reports of these groups are presented in the following section of this report.

3. Criteria for a Great Decision

The Council reviewed and embellished a list of possible criteria for making a decision. The following criteria resulted:

- Will best enable us to carry out LCPC mandate of providing ...
“...leadership and coordination in relation to the goal of enabling optimal development and healthy living for Lanark County children and youth (0-18 years of age) and their families.”
- Will provide strong mutual support to those serving Lanark County children, youth and families (especially networking; inter-agency communication; collaboration/integration; and advocacy)
- Strong likelihood of success
- Will inspire member commitment
- Will lead to a sustainable council.

4. Exploring Specific Options

Formation of Groups:

To explore the six identified options, Council members broke into groups by their interest in, but not necessarily advocacy of, a proposal.

Group Task:

Groups were asked to tell a story for each option as if it had happened and had been very successful. Groups were to keep the story logical and plausible and use the criteria above to assess what worked about the option.

Then for each, groups were asked to record:

- What made this work?
- How can we do that?

Four reports emerged from this process. They are presented on the following pages.

OPTION #1

Option #1a:

LCPC continues with the current mandate (0-18, Lanark County) with staff person

What makes this work?

- Working with a Collective Impact Enthusiast
- Changing the age to 0 – 30 because “youth” is a broader term now (many agencies already serving up to 30)
- Sub- groups and sub-programs to serve specific groups and ages
- Full-time coordinator/administrative backbone is needed to organize the processes to make it successful

How can we do what is required?

- Review the cost implications of a full-time person
- Funding a mix of self-funding (through a sliding scale membership fee), grants, possible government funding.
- Regular communication facilitating attendance of senior person (decision-maker) to attend
- Guarantee independence of each member organization (can still follow their own mandates and can still serve their demographic)

Option #1b:

LCPC continues with the current mandate (0-18, Lanark County) without a staff person

Despite the title of this option, the group considering it quickly rejected the idea of a Planning Council without any staff support.

What makes this work?

- Members contribute membership fees (sliding scale) and in-kind membership support (help with admin (e.g. minute-taking), meals etc.)
- Engage volunteers, interns, college or university placements as a source of low/no cost labour to extend the support from the person engaged with the funding from membership fees
- Strong working groups

How can we do what is required?

- Advocacy for ongoing or new funding from the government

OPTION #2

Option #2a:

LCPC stays youth focused but merges with EKIOC

Administrative coordinator shared with LG with independent Lanark and LG sub-tables. Funding is essential. Hold Quarterly LLG meetings. This might attract MCYS funding.

What makes this work?

- Funding is required to make it work best
- Shared mission, vision, messaging
- Shared administration ... which could attract MCYS or other funding

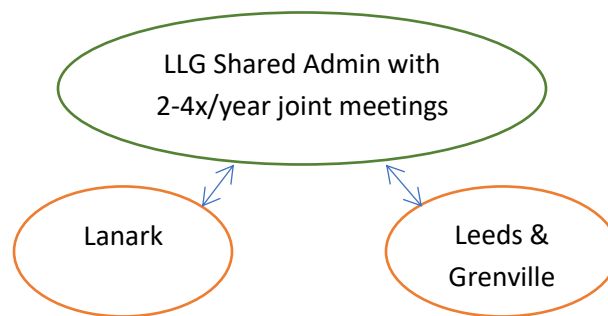


Diagram of the LLG model

- Regional LLG meetings 4x or 2x annually alternating Lanark and Leeds Grenville
- Both regions would keep the ability to meet as a group (i.e. Lanark table and Leeds Grenville Table meeting separately)
- Focus on children, youth and families without age restriction

How can we do what is required?

- Remove the age restriction
- Explore the idea with EKIOC

Option #2b:

LCPC stays youth focused but merges with EKIOC without a staff person

No one explored this option, because no one believed it possible.

OPTION #3

Option #3a and b:

LCPC remains focused on Lanark County, but expands the focus 0 – 99 with or without staff

The Story:

- Able to serve our clients within Lanark County, recognizing our uniqueness
- Recognize and use the “on the ground” local intelligence – no lost opportunities
- All people in Lanark are supported by a network of agencies who come together, communicate, advocate, solve problems, cross-sector, able to tackle large issues and concepts and consider what is good for the community
- Build on what we already have -- existing coalitions and partnerships (e.g. basic income, TRC, rural school, Situation Table, Best Start, Vital Signs Project, Youth at Risk, MDS, Healthy Community Partnership)

What makes this work? How can we do what is required?

- Strength and good will that already exists
- Outreach to those not at the table ... cross-sectoral
- Monthly and predictable
- Issue-driven committees in priority areas & ad hoc (e.g. 0-6, 7-18, families, seniors; or poverty, developmental, food ...)
- What already exists
- Collective impact model
- Results oriented – action planning

Option 3.A. Paid coordination

- Identify source of sustainable funding

Option 3.B. Without paid coordination

- Focusing on our work and what we appreciate rather than money
- Members are present because we value the information sharing
- Using current paid staff at other multi-agency tables in the County e.g. MDS/Situation Table/HCP/Community Safety Council
- Co-chairs that carry the leadership and also do the related administrative work (as was the case with the past chair of Best Start)
- Seek a supporting organization (as Lanark County supports Best Start, or the Health Unit supports the Healthy Community Partnership)

5. Commonalities and Emerging Priorities

The Council members then considered the three main options and identified the following common themes and emerging priorities. The common themes may be used as elements of a hybrid model combining the best of each of the options. Bullets indicate potential action items. The group came to unanimous agreement on the first common element. For the others, while there was much nodding for many of them, it would be good to review these at a future meeting to identify those with full support moving forward.

a) Age in the mandate:

After a wide-ranging discussion, there was unanimous support for the idea of removing “0 – 18 years of age” from the mandate statement. This removes the sometimes inaccurate hard line on the end of youth. Because of the remaining mandate wording, it still weights the Council focus toward the younger end of the age spectrum without creating a restrictive boundary.

Recommendation:

Remove “0-18 years of age” from the Planning Council Mandate statement.

b) Collective Impact (CI)

- Use a Collective Impact model with a backbone coordinating function. It could be a model for sub-activities of the Council, or depending on the definition used for CI, it can be used as a way of operating for the Council as a whole.

c) Subgroups

- Create sub/working groups by age/topic/other as needed

d) Need for Senior Leadership as Members

- Seek ways to engage senior leadership

e) Funding

Mixed model funding including sliding scale membership fee, grants, government funding

- Explore self-funding e.g. back of envelope calculation estimates that an average of \$800/agency annually could fund a 10 hour/week position
- Seeking Project funding

f) Other sources of staffing

- Investigate co-op support, rotating in-kind support (e.g. 1-year term to coordinate aspects of the Council’s administration)

g) Increased liaison with EKIOC

- Consider annual, biannual, quarterly meetings with EKIOC, especially on areas of common interest, presentations that will be made to both tables (e.g. a school board), a LLG data day etc.

h) Don't let any one government funding model dictate local organization

- Make decisions based on local needs -- not trying to align the Council catchment with any specific ministry's model of our geography. Reasons given are the mixture of funding sources around the Council table – various government ministries and some agencies not funded by governments at all – and the history of ministries changing their geographic boundaries.

i) Coordinator with strong local connection

- Engage a coordinator with a strong relationship with the member organizations and the region being served, as Jane has been. (A view was also expressed that there are different models and KFLA child and youth table now has a coordinator who does not have those relationships and it is going fine.)

j) Build on existing strong relationships with neighbouring counties

There are strong links with LLG and with Renfrew.

- Map the current links with LLG.

k) Build on existing strengths

- Investigate existing networks for collaboration and shared admin.

l) Phased Transition

- Explore the above ideas with exploratory initiatives. E.g. have one meeting with EKIOC and assess.

6. Next Steps (before the May Meeting)

- a. Look at the planner/community coordinator position and how the funding is currently spent. Can we develop some options with reduced responsibilities and lower cost?
- b. Survey Council members. Possible questions as suggested:
 - What would your organization be willing to offer in annual support to the Council? (variant: where on a sliding scale of \$50 - \$5,000 would your agency be able to provide in annual support to the operation of the Council?)
 - Are you willing to send a senior leader within the organization to the Council?
 - If the Council changed its mandate to remove 0 - 18 but keep the focus on children, youth and families, are there other organizations that you think we should approach to join the Council?
 - Is there anything else you can commit to the on-going existence of the Council?
- c. Prepare the Agenda for the May meeting, including ...
 - Formal decision to remove “0 – 18 years of age” from the Council’s mandate statement
 - Continue to review the models, identify the common elements with full Council support and continue work on a model
 - Determine next steps – how will we get where we want to go, and who is willing to help

7. Closing Round

Council members made the following closing comments related to something they appreciated from the morning. (Ideas for next steps shared in this round have been moved to sections 5 and 6 above.)

- Watching a hybrid model emerge was great
- The complimentary ideas and the difference
- Good to see all of your faces
- Commitment and caring
- We are fortunate with this group, we work well together
- Lack of entrenchment
- I used to have an advocate attitude, I was “action only”, but I now see more value in the process ... this Council has done a lot and we should be proud
- Glad we have three main options to consider
- I like the focus beyond just kids
- The ideas! The reminder of how I loved the data day and would love to do that with LLG
- More similarities than differences ... and I’m asking myself: What are the differences? Which matter most?
- Organic type of growth of the Council – bigger is not always better. E.g. the police have been regular and vital Council members. Keep focusing on who comes and work with them.
- Lack of “stuckness” on any idea
- Looking at all the variables ... thinking outside the box
- Quick rejection of “Disbanding” option was great. I want a maple tattoo!
- Thanks to Jane and our facilitator and how we keep the focus being all about the kids
- Commitment around this table!

1. Carol Anne McNeil (LCP)
2. Cathy Millard (Health Unit)
3. Donna Davidson (LCP)
4. Erin Lee (LCIH)
5. Fraser Scantlebury (United Way)
6. Jane Torrance, LCPC Planner
7. Jennifer Miller (BBBS)
8. John Jordan (NLCHC)
9. Kara Symbolic (NLCHC)
10. Margaret Van Beers (KidsInclusive)
11. Mary Lou White (Lanark County)
12. Meghan Lepine (CP Youth Centre)
13. Mike Fleet (FCSLLG)
14. Ramsey Hart (The Table)
15. Sue Cavanagh (CROW/OEYC)
16. Sue Poldervaart (RNJ Youth Services)
17. Tammy Kealey-Donaldson (Lanark County)
18. Tanis Cowan (YAK)
19. Tracy Kwissa (Community Navigator)
20. Warren McMeekin (Lanark Highlands Youth Centre)

Appendix B: 2018+ Options Matrix as Revised on April 12, 2017



= **Areas of Change**

The green squares indicate the areas of change from the present in relation to each option.

Beginning of List of Options	Mandate		Operations		Assumptions
	Age	Geography	Staffing	Funding	
1) LCPC continues with current mandate ...					
a) with (up to) a 28 hours/week community coordinator	0 – 18 years	Lanark County	Change if less than 28 hours/week	Up to \$66,200	<ul style="list-style-type: none"> ▪ \$ ▪ Revised staff role as per \$
with a 10 hours/week staff position	0 – 18 years	Lanark County	10 hours/week	\$28,500	<ul style="list-style-type: none"> ▪ MCYS \$ cont'd ▪ Smaller staff role
b) without funded staff	0 – 18 years	Lanark County	Co-leadership responsibility		
2) LCPC keeps focus on 0 – 18 but merges with another region					
a) LCPC merges with LG (Every Kid in Our Communities)	0 – 18 years	Lanark Leeds and Grenville		- half \$ of above?	<ul style="list-style-type: none"> ▪ EKIOC agrees ▪ \$ for staff
b) LCPC merges with LG, no staff					<ul style="list-style-type: none"> ▪ No staff
c) LCPC merges with Renfrew (Renfrew Kid Active)	0 – 18 years	Lanark and Renfrew		- half \$ of above?	<ul style="list-style-type: none"> ▪ RKA agrees ▪ \$ for staff
3) LCPC keeps focus on Lanark but expands to all ages					
a) LCPC becomes a full population planning council serving 0 – 99	0 – 99 years	Lanark County		- full \$	<ul style="list-style-type: none"> ▪ Agreement of other partners ▪ Funding
b) Same as 3.a but with no staff					<ul style="list-style-type: none"> ▪ No staff
4) LCPC disbands					
	No geography/age		No staff	No \$ needed	