



City of  
**Peterborough**

ONTARIO WORKS PROGRAM  
SERVICE PLAN

2010-2011

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Date Submitted: May 4, 2010

## Table of Contents

Table of Contents.....	3
<b>Section 1: Executive Summary</b> .....	4
<b>Section 2: Vision and Mandate</b> .....	6
Vision of Ontario Works.....	6
Mandate of Ontario Works.....	6
Peterborough Social Services Vision.....	6
Peterborough Social Services Values.....	6
<b>Section 3: Environmental Scan</b> .....	7
Analysis of Previous Planning Cycle.....	7
External Influences.....	11
Caseload Description.....	14
Local Labour Market.....	16
Community Engagement.....	18
<b>Section 4: Program Management</b> .....	22
Human Services Integration.....	22
Service Delivery Rationale.....	23
Overview of Learning Supports.....	30
Best Practices.....	31
<b>Section 5: Strategies and Outcomes</b> .....	33
Service Strategy Rationale.....	33
Strategy Links to Outcome Measures.....	36
Earnings.....	37
Employment.....	38
<b>Section 6: Enhanced Employment Services for Vulnerable Persons (EES)</b> .....	40
Enhanced Employment Services Strategies.....	40
Increased Employment and Employability Strategies / Monitoring Service Strategies.....	40
EES Program Coordination and Support.....	41
Summary - Enhanced Employment Supports.....	42

## **Section 1: Executive Summary**

The 2010-2011 Ontario Works service plan continues to build on the successes of our plan that was in place for the last planning cycle. While the outcome measures are all about achieving points and targets, this will be accomplished if we continue to do the right thing with each individual participant. This starts from the moment each person begins the process through our service path until he or she exits from social assistance.

The City is facing challenging economic times with increasing caseloads and a call for fiscal restraint from both the province and the municipality. We are more than ready to face the task to be creative, innovative, engaging more community collaboration and ensuring a more efficient delivery of services and programs to our clients and the community as a whole.

The Social Services Division strategies to achieve performance outcomes in earnings and employment will focus on the following activities:

- Continued emphasis on quality client centered service through individual employment action planning and regular participant feedback processes
- Data driven program planning including continued use of the Employment Readiness Scale and the setting of Outcome measurements for Programs including Family Support Programs and implementation of a new Hostel Client Data Base program
- Strengthen linkages between OW sponsored training programs and employers
- Maintain employer engagement through Employment Placement program
- Increase the number of Community Placement opportunities available for participants
- Community engagement and capacity building such as Peterborough Partnership Council on Immigration Integration, Community Employment Resource Partnership and Homelessness Support Service Coordination Committee

The Social Services Division also has plans to implement a variety of program and process initiatives that are consistent with the overall objects of the Ontario Works Program to improve our people centred approach to service delivery. Integrated Service delivery teams were established at the end of 2009 to ensure better coordination between financial case managers and employment counsellors and other specialised functions. During 2010 and 2011 we will support staff through the implementation phase and continue to review internal working relationships and business processes to ensure the effectiveness of the new service model.

We will be expanding our telephone intake application pilot to allow this as an alternative for those clients that would prefer it to exclusively office based service. We are also using technology to improve outreach to clients through remote access in community settings such as the hostels, client homes, and other community agencies, which will assist in dealing with transportation barriers of rural clients or those with access issue. We will also be providing support to a neighbourhood hub development in a local school. An Ontario Works Caseworker will be on site once a week as a resource to the families in that schools jurisdiction. This is an initiative of the Peterborough Poverty Reduction Network and is also consistent with direction from the Early Learning policy framework, which will seek to improve the links between Ontario Works, children's services and broader human service system.

The most important customer service tool available to support the achievement of our program outcomes is the dedication and skill of our staff. SAIL training for front line staff and a number of community partner agencies began during 2009 and will be completed through 2010. We will continue to use the coach approach and other tools from SAIL as a framework in our service delivery model and to coach staff in effective communication, problem solving skills and systems thinking to further enhance customer service skills. We are building the SAIL competencies into our Performance Management process.

## **Section 2: Vision and Mandate**

### **Vision of Ontario Works**

To achieve improved employment outcomes for Ontario Works participants, leading to sustainable employment and financial independence.

### **Mandate of Ontario Works**

To provide employment assistance and temporary financial assistance to people in financial need. The Ontario Works program;

- Recognizes individual responsibility and promotes self-reliance through employment;
- provides temporary financial assistance to those most in need while they meet obligations to become and stay employed;
- effectively serves people needing assistance; and
- is accountable to the taxpayers of Ontario.

### **Peterborough Social Services Vision**

We will work together to provide and promote the development of Social Services and community partnerships in an accountable, caring, responsive and respectful way for the well being of our community.

### **Peterborough Social Services Values**

We will work together to:

- Operate a client centered organization
- Practice open and timely communication
- Promote dignity and independence through respect and mutual responsibility
- Involve staff effectively in the decision making process
- Solve problems openly, directly and constructively
- Strive for consistency and fairness in our working relationships
- Acknowledge and value innovation and contributions of all
- Foster an environment of learning and development and respect the need for work and life balance.

## Section 3: Environmental Scan

### Analysis of Previous Planning Cycle

#### Employment Outcomes

Peterborough experienced positive results in the 2008-2009 planning cycle. Earnings and employment outcomes resulted in 2,732.8 points, exceeding the 2 year target of 2,000. The proportional weighting of targets during the planning cycle were established with Earnings Outcomes assigned 600 points and Employment Outcomes assigned 400 points. A combined total of 1,788 points were earned in 2008 and 944.8 in 2009. Table 1.0 provides the relative weighting of measures and points earned.

**Table 1.0 Employment Assistance Outcome Measures 2008- 2009**

Measure	1A	1B	2A	2B	2C	2D	2E	Total Assigned	Total Earned
<b>2008</b>	300	300	100	100	100	0	100	1,000	1788
<b>2009</b>	300	300	100	100	100	0	100	1,000	944.8
<b>Total 12/2009</b>									2,732.8

Table 2.0 provides additional outcome performance data by individual measure including baselines, forecasts and achievement during the 2008/2009 planning cycle.

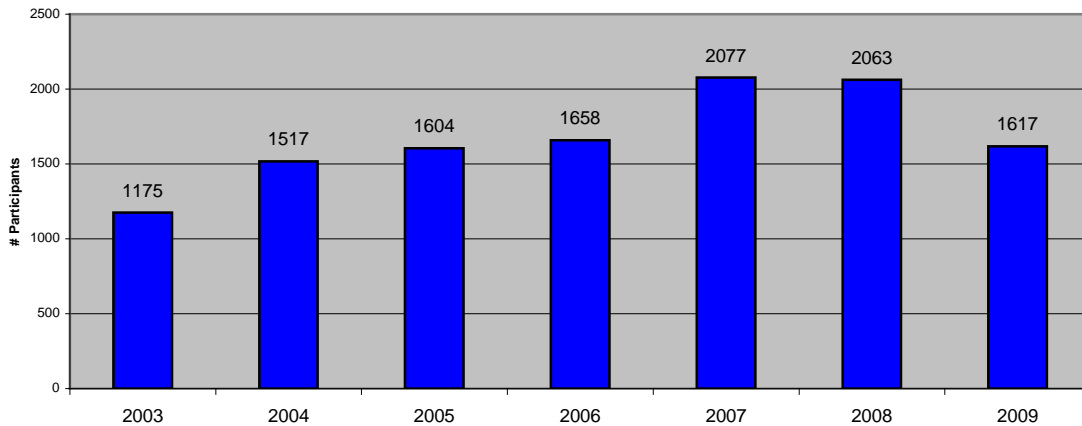
**Table 2.0 Employment Assistance Outcome Measures 2008-2009 Baselines and Forecasts**

<b>2008</b>	Earnings		Employment				
Measure	1A \$	1B \$	2A %	2B %	2C #	2D%	2E #
Prior Year	694.04	979.44	15.33	28.14	7.24	9.10	9.54
Forecasted	697.51	984.34	15.83	28.64	7.27	8.10	9.49
Actual	729.50	1123.23	16.27	25.19	8.54	12.78	8.60
% Change	1021.68	2936.22	188.30	-590.93	3602.78	-367.89	1961.40
Points	600	600	188	0	200	0	200
<b>2009</b>	Earnings 1A (- 3% Decrease) 2008 Baseline (2%) Target 1B 2008 Baseline (1%) Target		Employment 2A, 2B, 2C, 2D, 2E (-10% Decrease) 2008 Baseline (1%) Target				
Measure	1A \$	1B \$	2A %	2B %	2C #	2D%	2E #
Prior Year	729.50	1123.23	16.27	25.19	8.54	12.78	8.60
Adjusted Baseline	707.61↓	1123.23-	14.64↓	22.67↓	7.69↓	14.05↓	9.46↓
Forecasted Target	721.77	1134.46	15.64	23.67	7.76	13.05	9.37
Actual	716.41	1136.65	13.25	21.87	9.16	10.34	7.25
% Change	61.15	119.47	-139.41	-80.25	1917.85	371.00	2343.12
Points	186	358	0	0	200	0	200

A review of the performance data raises several questions regarding the predictability and usefulness of some employment measures for planning given the volatility observed. As in past planning cycles, individual outcome measures tend to either exceed targets by a wide margin, or under perform by a similarly wide margin even though comparable program supports were present in both years. Given this observation, planning and resources have focused on assisting participants to commence employment with a belief that this approach would drive positive outcomes in all other performance measures.

Increasing the relative number of participants starting employment has been a strategy to improve earnings and employment outcomes. Chart 3.0 indicates that considerable gains had been made in past years.

**Chart 3.0 SDMT-Participants Starting Employment Through Employment Assistance Services**



This trend was an important factor in achieving improvements and exceeding targets. In the 2008/2009 planning cycle, this strategy held for most of 2008. Locally, the impact of the recession clearly began to take hold in the 3<sup>rd</sup> quarter of 2008. Participant employment starts had been forecasted to be approximately 2,228 by year-end based on outcomes from the first 2 quarters. A decline of approximately 30% in the average number of employment starts was recorded in the last quarter, ending the year at 2,063, slightly less than 2007. Employment starts continued to slide as area employment opportunities declined. By 2009 year-end, total employment starts had fallen 22% from 2008 to 1,617.

Earnings outcome measures 1A- Average Employment Earnings for Participants with Earnings and 1B- Average Amount of Earnings at Exit (where earnings have taken benefit unit off assistance), had consistently exceeded targets. In 2009, these measures accounted for only 544 of a possible 1200 points, which is much lower than in previous years. This result is due to declining employment starts, and heavy employment losses among low paid, part-time and short tenured



workers, who make up a large percentage of social assistance participants. In the Statistics Canada *Perspectives on Labour and Income- Spring 2010*, a review of Canada's employment downturn concluded that employment losses during this recession were concentrated at the low end of pay and tenure scale, thus disproportionately affecting those who tend to hold these jobs. This trend challenges the CMSM's capacity to improve employment outcomes for social assistance participants with limited employment history and labour market attachment.

The five employment measures saw mixed results in 2008/2009. Measures 2C- Job Retention Rate Average Months to Re-entry and 2E- Average Length of Time to Employment showed continuous improvement during the previous planning cycle resulting in a combined 800 points out of a possible 800. This is much better than expected and the opposite of what had been anticipated in a declining economy. A review of case files where participants had commenced employment and exited social assistance suggests that, while fewer participants were starting employment, those sampled had recently been granted OW with relatively well-established work histories. As the recession deepened, staff began to see OW applicants with higher skill levels and stronger workforce attachment than in pre-recessionary periods. This observation was confirmed by aggregate Employment Readiness Scale (ERS) employability scores, which showed that a greater percentage of recent applicants are considered "employment ready." It appears that in a declining local labour market, the participants finding employment tended to be more skilled and made up a higher percentage of the sample set exiting to employment. This trend positively affected both Length of Time to Employment and Job Retention Rates as defined by measures 2C and 2E.

Measures 2A, 2B and 2D are based on percentage change of percentage indicators. Linking local program effectiveness to outcome targets of this nature may be of limited value, given the small monthly sample sizes at the municipal level and the variances recorded. These measures may be more effective on a regional or provincial basis to gauge overall program effectiveness. Performance in these measures varied over the 2 year planning cycle from a high of 371% above target in measure 2D, to a low of -591% below target in 2B. Connecting employment service outcome data to specific divisional initiatives in these particular measures continues to be challenging. It is difficult to assess the degree to which economic trends, employment rates and labour force participation impact social assistance application rates, caseload growth and performance outcomes overall. Positive growth in the local labour market will support increased employment levels for participants; however, these conditions do not guarantee success. Outcome measures are particularly sensitive to changes in caseload size, demographics and local labour market trends. Anticipated caseload growth and continued high unemployment, combined with fixed financial and staff resources, will test the CMSM's abilities to support client advancement and performance outcomes in the 2010/2011 planning cycle.

### Addiction Services Initiative Outcomes

The ASI program continues to provide intensive case management to an average of 150 participants. In 2009, the ASI caseload increased upwards to 191 cases in the month of December. The ASI caseload increase is in congruence with the overall OW caseload increase. In 2009, the ASI program saw eleven participants obtain employment. Of those eleven participants, nine of them exited Ontario Works. These numbers may seem small, but given the complex situations many of the ASI participants present with, having this many individuals achieve employment while still in the ASI is positive. The intent of the ASI program was to assist participants in dealing with substance abuse as a barrier to employment, and many participants exit ASI back to mainstream OW where employment outcomes are likely to be achieved in the future with the substance use now better controlled.

Where possible, some ASI participants are also involved in other OW activities, including basic education and structured job search. The ASI program completed a very successful “Come Cook With Us” program. Nine participants entered and completed the five-week program.

The increase in ASI caseload was also experienced with the Assessment and Treatment component of the program provided by Four Counties Addiction Services Team (FourCAST). Historically, the Assessment and Treatment numbers were well below 100 participants. In December 2009, 123 ASI participants were receiving Assessment and Treatment services from FourCAST. As part of the Assessment and Treatment component, FourCAST is doing a shelter outreach program. One FourCAST counsellor is at the men’s shelter equivalent to one full day a week and at the women’s shelter equivalent to one full day a week. The shelter outreach program has connected with 74 participants with a complex combination of addictions and mental health needs. This program has been able to successfully link clients to Community Withdrawal Management, Needle Exchange, Peterborough AIDS Resource Network, CMHA (Four County Crisis, Court Diversion and Early Psychosis Intervention), PRHC mental health services, Methadone, Pharmacists, Psychiatrists/Doctors and Residential Addictions Programs.

### Hostel Program

The City of Peterborough provides two case managers dedicated to working with the emergency shelters. The workers intensively case manage clients that are staying in the emergency shelters, assisting them to find and maintain housing. As a result of the intensive case management model 252 clients obtained housing in 2009, up from 185 in 2008. The hostel program had a total of 16,914 bed days in 2009, up from 14,623 in 2008 likely due in part to the worsening economy.

In 2009, Social Services undertook a comprehensive review of the Hostel program. This review involved consultations with all emergency shelter providers, public consultations, client survey, staff survey, financial review of funding sources and assessment of cost of delivery of service, review of shelter occupancy rate, etc. The review resulted in a report entitled "***Strengthening the Foundation: A Review of the Peterborough Hostel System***" that has a total of eleven recommendations that cover four major themes:

1) Service, Safety and Security: Recommendations were made for security enhancements, Ontario Works hostel staff strengthening links to homelessness and housing agencies and the development of a protocol by the Homelessness Support Services Coordinating Committee regarding case managing people not able to stay at an emergency shelter. Security enhancements have occurred and a protocol has been developed. Strengthening links and community capacity building will be ongoing.

2) Staffing: Recommendations were made for Ontario Works hostel staff and resident care workers to develop a collaborative intensive case management approach with clients at the shelters. This work is ongoing.

In addition, there was a recommendation for shelter staff to be included in training opportunities by the division. As a result, shelter staff is participating in the Ministry initiated Supportive Approaches through Innovative Learning program.

3) Funding: Recommendations were made around changes in the definition of stay and funding formula from straight per diem funding to a combination of per diem and 100% municipal base funding. This change is intended to provide some stability in revenue to assist shelter operators with overhead costs no matter how many people are in the shelter. These recommendations have been implemented. The City has also committed to investing any municipal homelessness surplus funding due to a reduction in hostel beds into transitional housing and homelessness solutions.

4) Accountability: Recommendations made around accountability will be ongoing, including an annual review of the service agreement, inspection reviews and a semi-annual review of the report recommendations.

### **External Influences**

There are a number of external influences that impact service planning for the local Ontario Works program. Key areas that affect programming include the political climate, economic drivers, significant policy decisions at the provincial and municipal levels and local demographics.

#### Political Climate

The Peterborough Poverty Reduction Network is charged with the mandate to engage more people and organizations to achieve the goal of alleviating and ultimately eliminating poverty in our Community. The mayor started this initiative in early 2007 and during 2010 the Network has become a community led initiative and an incorporated body. There are currently four sub-committees: Food Action Network, Basic Needs Network, Housing Network and Income and Employment Network. Each network includes representation from Social Service staff that act as a resource to the committee. Short-term (1 to 3 years) goals include:

- Enhance food security by seeking community donations to the “Come Cook with us” program;
- Establishment of a community hub to unite a neighbourhood to have families help families through a variety of activities;
- Provide outreach and aftercare to the needs of the homeless through ongoing support for the Peterborough Homelessness Outreach and Support Project and
- Improving supports to single parent families.

Many of these goals fit into the range of Ontario Works programs delivered by this CMSM.

Peterborough, like every other municipality, will experience an election in the fall of 2010. This event has the potential to delay implementation of initiatives that require Council approval. There is also a period of uncertainty regarding future program and financial planning until the new slate of elected officials is decided and future priorities determined.

### Economic Environment

The Peterborough area economic conditions have continued to decline from October 2008 to the present. Despite some recent signs of economic recovery, it is widely expected that progress in the job market will lag behind improvements in economic output indicators. In March 2010, Statistics Canada reported that national employment levels rose by 17,900, but full-time employment was actually down by 14,200. This difference reflected 32,300 more part-time positions. This modest improvement in total employment was matched by an increase in the number of job seekers. As a result, the unemployment rate remained unchanged from the previous month at 8.2%.

Despite a levelling in the national rates, Peterborough City and County unemployment has continued to rise. From December 2008 to December 2009 unemployment rose from 4.9% to 8.7%, the largest increase among all Ontario economic regions. Area unemployment rates have continued to rise in the first quarter of 2010 with January at 9.5%, February at 9.4% and March at 10.3%.

March's high unemployment rate, combined with the lowest labour force participation rate in Ontario (tie with Windsor area) at 62%, is an indication that actual unemployment may be higher than reported rates suggest.

In April 2010, Employment Insurance (EI) program data set the unemployment rate for Central Ontario at 9.9%, which is important as this rate is used to determine EI eligibility. Statistics Canada data for the Economic Region 3520-Kawartha-Muskoka for July 2009 found that the number of individuals receiving EI regular benefits increased by 70.8% from July 2008 to 2,220 and 2,290 by January 2010. This would suggest that caseload increases could be expected for the balance of 2010 and into 2011. As the number of regular EI claimants rises in a weaker job market, the rate of claim expiry will also rise. A percentage of those individuals will require social assistance. An EI Assessment and Monitoring Report in 2005 found that EI beneficiaries who exhaust their claims were more likely to collect social assistance than those who do not. Up to 15% of claimants who exhausted EI had applied for social assistance.

Most of the major banks including RBC and Scotia, have recently revised 2010 forecasts to include higher than projected growth in Gross Domestic Product (GDP), which measures total economic output. A recent RBC provincial outlook noted that increased employment in government, manufacturing and resources is consistent with the latest GDP figures and reflects economic growth driven by government stimulus and the beginnings of an industrial recovery. Many regions may not feel this recovery yet, as unemployment rates remain near multi-year highs in many provinces, including Ontario. There are concerns that cautious consumer spending, increasing interest rates, declining government stimulus funding and spending restraints may halt the early stages of recovery. In completing the 2010-2011 Ontario Works Service Plan, recent forecasts and indicators have been considered in establishing lower projected baselines and modest targets in the first year of the 2-year planning cycle. It is expected that the performance of the local economy will lag behind any general recovery at the provincial level.

### Policy Issues

The Provincial-Municipal Fiscal and Services Delivery Review released in the fall of 2008 resulted in a task force being established to complete a social assistance review. We expect locally, to be implementing provincial policy changes that are designed to simply, modernize and better integrate the delivery of income assistance and employment related supports.

The 2009 provincial Auditor General Report identified approximately eight major Ontario Works issues that the Ministry is expected to respond to over the next year. Nine project streams have been identified and action plans in place that could ultimately result in policy and business process changes.

The anticipated introduction of the web based intake process with its interface with SDMT will provide another service path stream for applicants. If this option proceeds, it will require changes in local business processes and re-deployment of staff.

The phasing in of full day kindergarten over the next five years is expected to change the children services delivery landscape. The recent provincial government announcement to permanently fill the childcare funding gap created by the federal government. As well some stabilization funding has also been recently announced. However the overall impact of the changes on the child care system is not fully known yet and it is possible that there will be fewer spaces and/or subsidized care which may in turn impact Ontario Works clients.

### Demographics Trends

According to Statistic Canada, the total population of the City-County in 2001 was 125,860. In the 2006 census the population increased to 133,080 (74,900 City residents and 58,180 County residents.) As of 2006, 56% of the total population lived in the City. The combined growth rate for the City-County was 5.7%, which was lower than the 6.5% increase experienced for the entire province. The median age of the population in the City-County was 43.6 as compared to the provincial median of 39.0.

Overall youth ages 0-19 declined between the 2001 and 2006 census. This may pose significant challenges in the area of education and children services. There was a loss in the age group 25 to 44 that has implications for meeting the needs of the local labour market. Finally, the increase in the pre-retirement age group of 55 to 64 will require the community to address the implications of increase demand of our aging population for housing, health and social services. (Source- Peterborough Profile, 2008 Peterborough Social Planning Council)

### **Caseload Description**

The Ontario Works caseload is made up of various family size compositions or benefit units. A benefit unit can be a single person, a couple or a family with children as examples. Each benefit unit contains one or more members who are considered "participants" in Ontario Works for the purposes of employment service program support. The following table 4.0 provides historical data of the annual average Ontario Works caseload and participant count.

Table 4.0- Historical Caseload Levels

	2005	2006	2007	2008	2009
<b>OW Caseload*</b>	2972	2984	2900	2942	3312
<b>Participants Count+</b>	3113	3278	3228	3375	3798

\*Monthly Form 5 Subsidy claim forms +Employment Outcome-YTD Summary Reports.  
+Individuals include applicants, spouses and dependent adults

Prior to 2009, there was minimal change in the annual average caseload. With the onset of the economic recession in the latter half of 2008, the caseload grew sharply in 2009 and it is anticipated this upward trend will continue for the next few years as the province slowly recovers from the recession. As of Dec 2009, Peterborough's Ontario Works caseload represents 1.3% of the total provincial caseload.

During the 2008-2009 service plan period, the average OW caseload in Peterborough increased by 14.2%. Caseload increases have continued in the first three months of 2010. The number of verification interviews completed in 2008 was 3299 and 3619 in 2009, an increase of 9.5%. The number of cases granted in 2008 were 3117 and in 2009 was 3442, an increase of 10.4%. Caseload growth has resulted, as the cases granted have not been offset by terminations as 3237 were recorded in 2008 and 3171 in 2009.

In the next planning cycle, the projected average caseload is expected to be 3744 in 2010, an increase of approx 13% and for 2011- 4147, an increase of approximately 11%.

Table 5.0 and 6.0 below provide additional detail regarding caseload demographics over time.

Table 5.0 Ontario Works Caseload Demographic Trends

<b>Ontario Works Caseload Demographics</b>					
<b>Benefit Units</b>	<b>Dec 2005</b>	<b>Dec 2006</b>	<b>Dec 2007</b>	<b>Dec 2008</b>	<b>Dec 2009</b>
<b>Singles</b>	1467	1525	1619	1717	2024
<b>Sole Supports</b>	962	943	913	864	960
<b>Couples</b>	97	92	92	111	141
<b>Couples with Children</b>	198	167	168	207	248
<b>Temporary Care</b>	65	67	80	87	82
<b>Total</b>	2789	2794	2872	2986	3455

\*SDMT Benefit Unit Summary Report (SAR140M)

Table 6.0 Ontario Works Dependent Children By Age Grouping

<b>Ontario Works Dependent Children</b>					
<b>Ages</b>	<b>Dec 2005</b>	<b>Dec2006</b>	<b>Dec 2007</b>	<b>Dec 2008</b>	<b>Dec 2009</b>
<b>0 to 6</b>	853	837	821	849	992
<b>7 to 12</b>	625	596	563	560	592
<b>13 to 17</b>	420	399	383	366	408
<b>Total</b>	1898	1832	1767	1775	1992

\*SDMT Benefit Unit Summary Report (SAR140M)

Despite the increases to the Ontario Child Benefit, there was still an 11% increase in the number of families with children who required assistance since Dec 2007. The number of singles requiring assistance for the same period rose 25%.

### **Local Labour Market**

The 2010 Integrated Local Labour Market Plan identified several factors impacting Peterborough labour market participation trends and employment opportunities including:

- An aging population in the City and County of Peterborough- Median Age 43.6 (18.6% over 65 years)
- Peterborough has a much higher proportion of people aged 45+ (retirement community)
- A declining manufacturing sector
- Out migration of youth
- Skilled trades shortage
- Modest population growth in comparison to Ontario average, 5.7% vs. 6.6%
- Significant increase in the number of employers with 5-9 employees between 2003-2007
- Owner operated businesses make up the largest proportion of all business, at 52%
- Hospitals have shown the largest increase in employment
- An increase in the number of persons receiving employment income, though there has also been an increase in persons receiving government transfers (including EI and Social Assistance)
- Peterborough County is much more dependent on Government Transfers compared to the Ontario average; especially significant are Old Age Security/Net Fed, CPP and Private Pensions.

The Greater Peterborough Area Economic Development Corporation (GPA EDC) 2006-2010 Strategic Plan has identified target markets for business attraction efforts as follows:

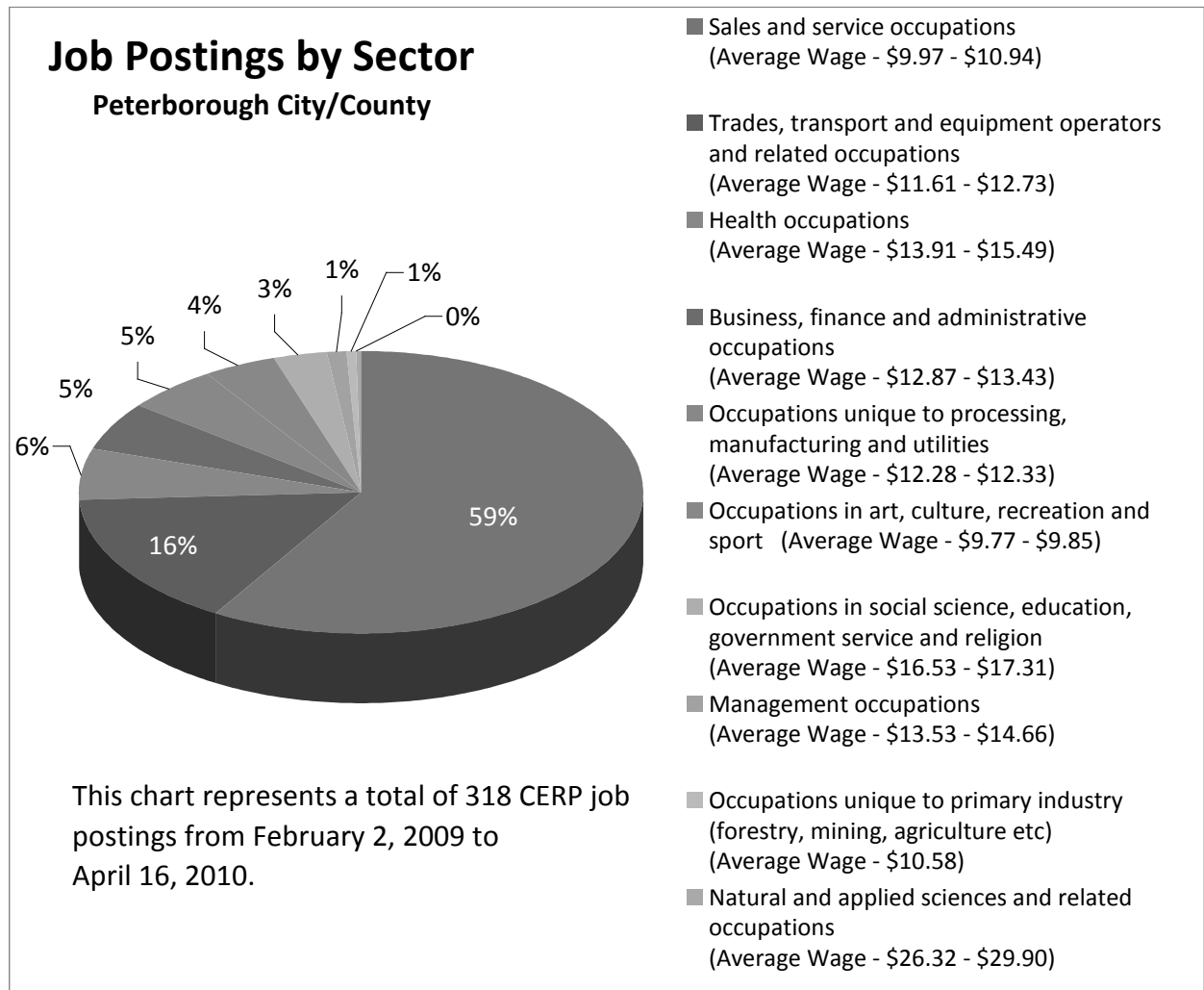


- Food processing / agri-foods
- Biotech and life sciences / DNA cluster post secondary / private partnerships
- Advanced manufacturing
- Tourism and hospitality infrastructure development.

Given Peterborough area labour market conditions, these sectors are the most likely to support future economic growth.

The chart 7.0 below provides a summary from the Community Employment Resource Partnership (CERP) database in April 2010, for Peterborough area job vacancies posted by local employment agencies. The top 5 employment sectors included occupations in: Sales & Service, Trades Transport and Equipment Operators, Healthcare, Business Finance, Processing and Manufacturing.

**Table 7.0 Local Job Opportunities By Sector**



It is anticipated that the top five noted occupational groups will continue to create the largest number of job opportunities in meeting the needs of an aging population. A more highly educated workforce will be necessary regardless of the employment sector, as global competition will drive the need for increased local standards. Lower educational attainment will continue to have a strong correlation to lower earnings and irregular labour force attachment. In comparison to the provincial average, the Peterborough area has a higher percentage of the population without a high school certificate, diploma or degree in all ages between 15-45. This may account for the lower median income of all private households, which in 2005 was \$48,213 or 20.2% below the provincial average of \$60,455 as per the Stats Canada, 2006 Community Profile.

The largest area employers are government organizations. In the initial stages of the recent recession this factor may have reduced the full impact of job losses in Peterborough. These organizations account for 7 of the top 10 employers and include the regional health centre, public school board, City of Peterborough, Trent University, Ministry of Natural Resources, Catholic school board and Ontario Power Generation. As economic stimulus programs end and governments cut costs to control deficits, job losses in the civil service are expected. Particularly hard may be the local hospital where a mandated peer review process has recommended the elimination of 151 jobs and 71 bed closures.

## **Community Engagement**

Staff continue to develop community partnerships on many levels and this is evident through the following activities.

### Immigration Integration

In 2009, individuals and organizations in the Peterborough community came together to form the "Partnership Council on Immigration Integration". The purpose of the Council is to help enhance the existing working relationships between the public, private, social services, and third sector partners in our area in order to foster integration of immigrants in our community. Social Services is one of over 40 members now actively participating in this Council. Work is underway to establish a five-year strategic plan to identify and address what is necessary to attract immigrants to live and work in our community.

### Community Employment Resource Partnership

The Social Services Division, in partnership with the WDB, undertook a Local Demonstration Project to establish a coordinated labour market plan and to increase collaboration among employment service stakeholders. The project had progressed well and ended on October 31, 2009. The Social Services Division

took a leadership role in the development of the CERP-Peterborough committee. Demonstration Project resources were used to establish CERP committees based on the Peterborough model in Northumberland, the City of Kawartha Lakes and Haliburton.

Peterborough area CERP agencies are comprised of organizations that deliver services on behalf of OW, ODSP employment supports, Job Connect, Employment Ontario, Aboriginal employment and training services, federal Youth Link services, and Literacy & Basic Skills. CERP- Peterborough member agencies include:

- Alternatives Employment Services
- Canadian Hearing Society
- Canadian Mental Health Association
- Canadian National Institute for the Blind (CNIB)
- Community Opportunity and Innovation Network (COIN)
- Employment Planning & Counselling Peterborough
- Fleming College - Job Connect –Peterborough
- John Howard Society
- Kagita Mikam Aboriginal Employment and Training
- Literacy Ontario Central South (LOCS)
- Ministry of Community Social Services Peterborough, Ontario Disability Support Program
- New Canadians Centre
- Northern Lights Canada
- Opportunity Centre
- TEACH Centre
- Watton Employment Services Inc.
- Workforce Development Board.

In January 2009, the CERP website went live. This website provides a forum for agencies and the public to access information regarding job opportunities, employment and training programs in Peterborough, Northumberland, Kawartha Lakes and Haliburton. This web-based tool is a resource to OW staff and is easily accessible from computer desktops. The website facilitates improved collaboration of service providers, particularly in job development and employer engagement. The website is a platform for collecting information regarding local employment opportunities and identifies essential skills requirements of jobs posted in the system. Through the calendar of events function, the system supports planning of employment services and promotes stronger inter-agency ties through access to a common technology. Social Services Division staff supplies much of the required administrative support and co-chair the local CERP-Peterborough committee. This arrangement increases participation by community agencies, provides an opportunity for broader based strategic planning, encourages development of employment service initiatives, and

improves alignment of services to meet the needs of social assistance participants and the general public.

### Homelessness

The City of Peterborough Social Services has played a key role in the development of a community “Homelessness Support Services Coordinating Committee”. The Committee consists of various community partners who are key stakeholders in community programs and services around homelessness. This group meets on a regular basis to look at community capacity and planning, troubleshooting, and sharing of information. A smaller working group has also been formed to look specifically at the “hardest-to-serve” and “hardest-to-house” population in Peterborough to determine how best to coordinate programs and services to strive to meet the unique needs of this client group.

### Addiction Services

Since 2008 the Addiction Services program in Peterborough has been operating a shelter outreach component to the program. The outreach component is meeting a need for clinical assistance in working with some hard-to-serve clients residing at the men and women’s emergency shelters.

Many residents of the shelter are experiencing serious substance use issues, actively withdrawing from substances and have untreated or undiagnosed mental illnesses. A critical component of service delivery is the brief clinical screening of behaviours and symptoms combined with preliminary psychosocial assessment of history and presenting problems. Typically this presents information about numerous community collaterals that have been involved in care and support of the person over a period of time, some supports may still be in place but others need to be re-engaged. The Four Counties Addiction Services Team (FourCAST) Addiction Counsellor initiates care co-ordination with other available supports to assist with stabilization of medical, addictions and/or mental health issues.

The FourCast Addiction Counsellor provides a clinical care component to the shelters that can complement the instrumental work typically done by the hostel’s Resident Care Workers. In many cases the need for establishing and co-ordinating care plans is vital. The shelters’ resident care worker was not offering this role to residents, however the role of the FourCast Addiction Counsellor has now expanded to include clinical care planning and co-ordination. Under the previous model residents were responsible for their own care plan and having to navigate very complex health and social services systems at a time when they are not functioning optimally. This new approach includes increased accountability within the Resident Care Workers for recording and supporting the individualized plans. This program will continue to run as part of ASI and will likely be expanded by FourCAST to include non-OW clients. The presence of

clinical support has been extremely beneficial for clients and proven very helpful with shelter staff. This program is changing and looking more at case planning from the clinical worker to assist in preventing crises and averting potential shelter evictions.

#### ODSP Project

The City of Peterborough has partnered with the local Legal Centre, Health Unit and the Homelessness Partnership Strategy to work with a specific group of hard-to-serve clients who could be eligible for Ontario Disability Support. Many of the clients referred to this group do not have access to medical care or medical records and need some guidance through the process including the completion of the Disability Application. The collaboration of these various organizations has proven to be successful and 9 clients have been granted Ontario Disability assistance. Some challenges exist in terms of the difficulty in securing funding to obtain historical medical records for clients.

## **Section 4: Program Management**

### **Human Services Integration**

Human Services planning within the Province of Ontario has increasingly focused on the importance of effective collaboration between community partners in the design and delivery of services. In 2009, the Social Services division established a committee comprising a cross section of Social Services staff to examine our current operations to better position our future delivery model to achieve the best possible outcomes for our staff, our clients and our community.

To that end, we developed four themes related to a “people centred service delivery.” They include:

- Reduce duplication and the “telling of the story” multiple times
- Strong emphasis on youth educational achievements
- Community and neighbourhood based services
- Outcome measures, standards and targets.

By the end of 2009, the local Human Services transformation began work on the following:

- Changing the structure of the teams to better integrate Ontario Works case managers with employment counsellors and their clerical support and to strengthen the strategic alliances of Eligibility Review Officers, Family Support Workers and Child Care Case Managers with the new teams structure.
- A management restructuring to streamline the decision making process and to make efficient use of management resources. A key component of this restructuring is the shift of a management resource to a Senior Program Analyst with focus on research, policy and quality assurance.

As Ontario Works remains a key program delivered by Social Services, our planning over the next two years will consider the following areas:

- Deliver accessible high quality customer centred services
- Specialized programs working effectively with a smooth transition for those served between different staff and programs.
- Effective use of technology to enhance effectiveness and improve access to services
- Effective community and corporate partnerships

### **Service Delivery Rationale**

The case management of approximately 3,700 Ontario Works cases representing 6,500 benefit unit members is delivered using the following staff complement.

- Seven Supervisors
- Thirty three Case Managers
- Thirteen Employment Counsellors
- Eighteen Program Payment Clerks
- Three Eligibility Review Officers
- Three Family Support Workers
- Three Addiction Services Workers
- Six Administrative Support staff
- One Divisional Trainer
- Three Program Managers
- One Senior Policy Analyst
- One Division Manager

The seven integrated teams offers a mix of staff roles geared to provide a more holistic approach to meeting the needs of the client served. Some of the caseloads specialize in addictions, hostels, students, LEAP and emergency intake and those pending ODSP or requesting discretionary benefits.

The case managers complete verification interviews for all applicants and maintain a caseload of approximately 120 cases each. This number will increase based on the anticipated caseload growth. They respond daily to the reported changes in individual circumstances that may impact financial eligibility and process all requests for mandatory, discretionary and employment benefits.

Employment planning starts with the stabilization of the benefit unit through the initial application process. Eligible clients are referred to group sessions facilitated by employment counsellors to complete an assessment using the Employment Readiness Scale (ERS). The ERS is an employment tool that measures how ready a client is for employment. ERS gives feedback to the participant via their worker on areas of self-sufficiency, career decision-making, job search, job maintenance and ongoing career management. It also defines challenges facing the participant and allows comparisons of previous scales taken.

At regular intervals and at the end of an employment activity, participation agreements are updated by case managers, addiction services workers or the employment counsellors.

The program payment clerk's roles involves the following:

- Reception
- Intake for verification interviews
- Computer room (OW payments, reports and letter production)
- Administrative and clerical support to case managers, addiction service workers, employment counsellors, eligibility review officers, family support workers.

Approximately 55% of the benefit units receive their financial assistance by direct deposit, while 62% of the benefit units meet the OW directive criteria for income reporting exemption. Since our last service plan, the number that meets this criterion has increased by 8%.

Intake

There are three-program payment clerks assigned to the telephone intake function. The diagram below demonstrates the intake client service path.

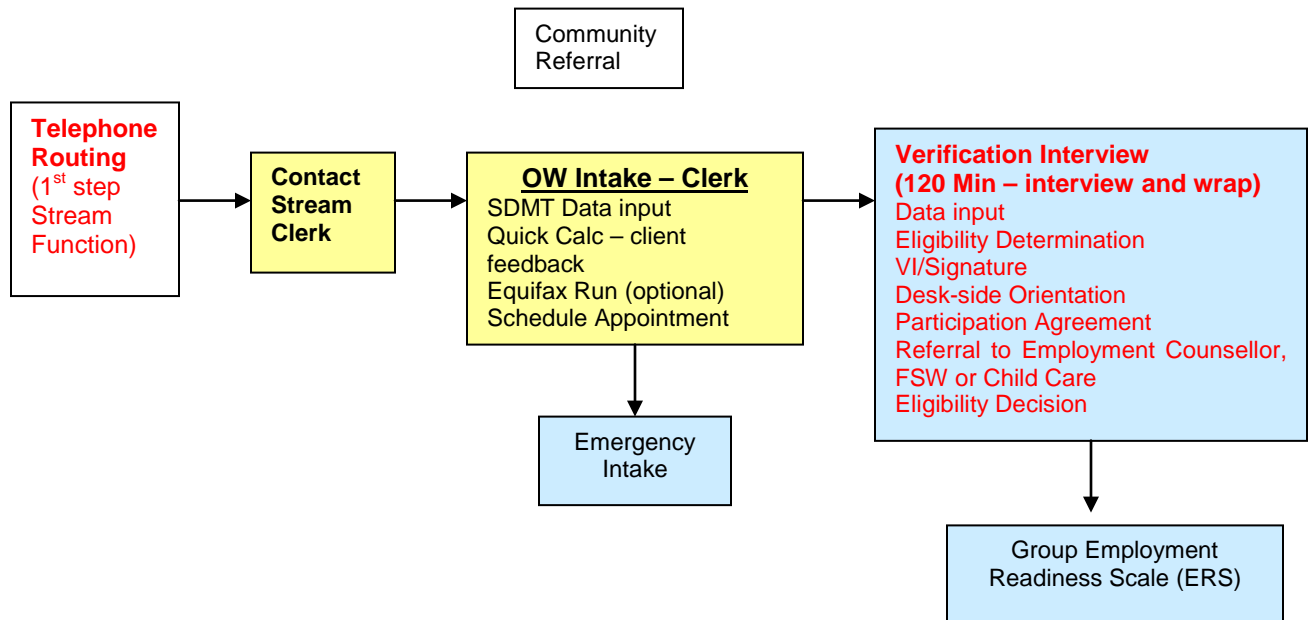


Table 8.0 below provides a summary of intake phone activity in 2008/2009.

**Table 8.0 Intake Call Summary**

Telephony Intake Summary		
Year	2008	2009
Average Length of time to Complete Application call	16.8 min	20 min



Peterborough Social Services  
Ontario Works Service Plan 2010-2011

Average wait time for calls answered	90 sec	74 sec
Average daily calls offered	184	161
Average daily calls handled	182	159
Average daily # of application calls	11	13
Average daily # of general inquires	176	154

In the fall of 2009, intake began to pilot on a very small scale the completion of telephone intake applications for new applicants who were offered and agreed to participate with this option. A brief screening takes place during the initial call and a date and time are scheduled within the next four business days, where a case manager contacts the applicant and completes the Ontario Works application by phone. A follow-up verification interview is scheduled for the applicant to come in to meet with the case manager and sign the documentation. To-date, applicants have expressed overwhelmingly positive feedback with this telephone intake option. As a result, this pilot is being extended into 2010 and expanded to increase the number of participating case managers. Staff are working through the logistical challenges to try to schedule the case manager who completes the intake to be the one who meets with the applicant for the follow-up interview.

Closely associated with the intake unit, the emergency assistance case manager processes emergency assistance requests and also acts as the point of contact for all ODSP discretionary benefit requests. The applicant must be otherwise financially eligible for Ontario Works when considering emergency assistance. Local policy states that when failure to assist will result in danger to the physical health of a member of the benefit unit, the chargeable income will be determined by prorating the monthly income for a 2-week period less the verified cost of the emergency.

Staff also assists when inquiries are made that involve services not provided through our office. Inquiries are directed to other agencies that assist with everything from housing, food banks, legal assistance and health related issues, etc. Single points of contact within the Division have been established for key agencies, such as hostels, the after hours emergency service provider, the Housing Resource Centre and ODSP.

The Social Services division contracts a service provider for "after-hours" emergency services. The service is available to potential applicants or recipients who may be in immediate crisis during non-business hours, including weekends and statutory holidays. Authorization may be given to assist with overnight accommodations, emergency food, heat and hydro, and other services deemed necessary. In 2009, there were 473 inquiries to our after hours line. Table 9.0 provides additional after hours service details.

**Table 9.0 After Hours Service Summary**

<b>Who Contacted</b>	<b>Number of Calls</b>	<b>% of Calls</b>
OW Client	218	46%
ODSP Client	150	32%
Non Social Assistance Recipient	105	22%
Total	473	100%

\*After Hours Tracking Sheet

During 2009, the division identified grocery stores and pharmacies throughout the County to allow the eligible residents with emergency needs to access services closer to their homes to address transportation barriers for our rural clients. Once the service provider authorizes the items, the person is directed to the closest store to obtain the approved supplies.

### Employment Service Pathway

Following the verification interview, eligible participants will make their way through the most appropriate service path that supports their participation agreement activities. The following diagram outlines the service path.



amount of support in pay and to increase the percentage of support provisions in place. Due to the economic recession, there has been an increase in the number of "motions to change" as payers no longer have the ability to pay their support orders. Approximately 60% of the potential support provisions are subject to some sort of temporary waiver.

Starting in 2010, the Family Support and the Eligibility Review programs will undergo the second phase of the operational review that began in the fall of 2006 but was deferred due to operational pressures and limited management resources. The programs will develop clear program goals to guide the future direction. Staff will be engaged in a process to identify performance standards and outcomes, to review business processes to ensure efficiencies, and to put measures in place to reduce the occurrences of social assistance fraud

Tables 10.0 and 11.0 below provide a brief summary of activities of the two programs.

**Table 10.0 Eligibility Review Program Summary**

<b>Eligibility Review Activity-2009</b>	
# of New Referrals	1018
# of Closed Cases	1023
Amount of Collectible OP Created	\$525,844
Amount of change in Entitlement	\$159,111
# of Cases Referred to Police	7
# of Criminal Convictions	12
# of Social Benefit Tribunal Submissions completed	62
# of Social Benefit Tribunal Hearings	67

**Table 11.0 Family Support Program Summary**

<b>Family Support Activity-2009</b>	
# of New Referrals	1041
# of New or Varied Court Applications	41
# of new or Varied Non-court Agreements	69
# of Assignment and Directions Actioned	135
Average Amount of support in Pay	\$268.38
% of Cases where Support in Place	34.51%

### Consolidated Verification Process (CVP)

For much of 2009, the division redirected its staffing resources from CVP after the Ministry provided policy flexibility initially to March 31, 2010 to address pressures due to rising caseloads and increased service demands. One strategy was the expansion of the policy requirement to conduct a financial eligibility review on all cases from once in a 12-month period to once in a 24-month period. Since very few cases were due for a 24-month review, case manager staff were reallocated to assist with new applications and ongoing case management duties. The extension of the 24-month full CVP review until March 31, 2011 will allow us to continue to deploy case managers to maintain caseloads. Our plan

however, is to reinstitute the CVP case managers to complete the OW cases that are due for their 24 month full review while each one maintains at least a partial caseload. The OW Data Resource Guide indicates as of December 31, 2009 that 658 cases, representing 21% of the 2009 average caseload, have been on assistance more than 24 months. We will continue to rely on the Ad Hoc reports provided by SAMO semi annually to identify those cases with a 24-month review date.

The division is still awaiting the results of the Social Assistance Business Architecture (SABA) project with Equifax to improve the way cases are flagged for CVP. Helpdesk tickets have been logged to request that SDMT capture the date an application form is completed to increase the accuracy of which cases require a full financial review at the 24 month period.

### Homelessness

Two hostel liaison case managers continue to be the key point of contact with the emergency shelters.

In 2009, there were 70 emergency hostel beds in the system (40 adult males, 15 youth and 15 family). Cameron House (through Brock Mission) will provide on average up to 10 beds a day for women age 24 and over, as well as the semi-independent living program that provides transitional housing for women.

The total days occupied for 2007 to 2009 are as follows:

- 2007 – 14,919
- 2008 – 14,638
- 2009 – 16,914

The average length of stay over the same years is as follows:

- 2007 – 11 days
- 2008 – 13.5 days
- 2009 – 12 days

The number of hostel clients that moved from hostels to permanent housing for the same years is as follows:

- 2007 - 181
- 2008 - 185
- 2009 - 252

Through the hostel review, efforts will continue to implement enhancements to the hostel program, including the implementation of a hostel database that will be shared between the emergency shelters and the CMSM.

The Peterborough Homelessness Support Services Coordinating Committee meets quarterly to look at issues of common concern and to coordinate programs and services around homelessness. This group will work together to develop protocols for working with the hard-to-serve/hard-to-house population. Part of

this process will include having a consultant conduct a Service Capacity Assessment (look at existing programs, funding, staffing roles and qualifications, etc). A final report will come to the working group to review and determine next steps, including future homelessness program and service planning in Peterborough.

### Addiction Services

The Addiction Services program continues to provide intensive case management to an average of 150 cases. There continues to be success with the intensive case management model. As the OW caseload continues to rise, there will be challenges to continue with the intensive case management model. Should the demand for ASI continue, there may be a need to adopt strategies to manage the demand: Implement a wait list, increase the 50:1 ratio with the ASI worker or defer part of the case management back to the OW case manager.

### Ontario Works Child Care

Participants who access OW child care have an active participation agreement and have been identified as requiring funding to support a broad range of employability activities from pre-employment to employment. For those who are employed and have child care costs, staff ensure that the amounts are considered as part of the earnings exemption calculation. Table 12.0 provides a summary of Ontario Works formal and informal childcare cases in 2008/2009.

**Table 12.0 Summary of Ontario Work Childcare Cases**

<b>OW Child Care</b>				
	<b>2008</b>		<b>2009</b>	
	<b># Families</b>	<b># Children</b>	<b># Families</b>	<b># Children</b>
<b>LEAP-Formal</b>	8	8	12	12
<b>LEAP-Informal</b>	18	19	16	17
<b>OW-Formal</b>	108	139	181	246
<b>OW-Informal</b>	14	21	15	20

\*OCCMS cumulative unduplicated children by funding type Report R018

Going into 2010, the childcare subsidy wait list for OW/ODSP participants was approximately ten families.

### **Overview of Learning Supports**

The City of Peterborough is committed to continuous improvement and staff development. Beginning in 2009, the City of Peterborough partnered with Northumberland County and City of Kawartha Lakes to implement the Supportive Approaches through Innovative Learning (SAIL) program. The first module was completed in 2009. In 2010, the learning plan is to have the entire SAIL curriculum delivered to all of the City of Peterborough, Northumberland and City

of Kawartha Lakes Social Services staff. Each of the CMSM's has engaged community partners and other CMSM divisions in the SAIL training modules. Community partners have attended all of the SAIL modules. The focus of training and development budget for 2010 will be on the SAIL training modules and normalizing the concepts of the SAIL training into daily operation of programs and services.

## **Best Practices**

### Operational Practices

Through much of 2009, the local Ontario Works policies and procedures were reviewed in light of the most recent revisions to the Ontario Works directives. In 2010, we will complete the writing of local Ontario Works operational practices to support the local interpretation of various Ministry directives. A training plan to roll out the approved policies and procedures is planned for 2010-2011. This training is critical to our commitment to provide staff with updated resources to ensure timely decision-making to support continued compliance with Ministry standards and appropriate customer based use of discretion by staff.

### Scheduling Tool Project

The division presently uses scheduling software that has been in place for over eight years. There is now a need to replace our Centralized Booking System with a new system that ensures the scheduling and notification of appointments and resources for clients and staff. In 2009, a needs analysis was conducted and a project definition document was completed. In 2010, the purchasing process and project development will be conducted, with the implementation and training of the new system completed in 2011.

### Hostel Database

The City of Peterborough Social Services Division has been working closely with Peterborough Technology Services to develop a database to be used by the emergency shelters and the CMSM. The purpose of the database is to collect basic information on residents of emergency shelters for use by the shelters and the CMSM. The database is intended to provide a more automated, quicker billing process, client data collection and some statistical reporting. It is the intent of the Social Services office to provide a sample of this database in May 2010 to the Homelessness Network Group that is chaired by OMSSA.

### Remote SDMT Access

A key part of having the hostel database is to have remote access to the database as well as other programs. The Social Services Division has developed processes to have remote access to SDMT. This permits staff to take a laptop with them out into the field and be able to complete off-site applications, notes, file changes, Participation Agreements, etc. in SDMT. Remote Internet access is also being piloted as part of the Division's Business Continuity Planning. The hostel database will also be able to be accessed remotely in order for staff to keep information up-to-date electronically. The intent is to have this remote access expanded in order to meet the needs of clients where they are at, as opposed to primarily an office-based service.

#### Community Based Neighborhood Service Hub

One of the initiatives of the local Community Action Committee on Poverty is the establishment of a community based service hub located at Prince of Wales Public School in the City of Peterborough. The Division's participation in the endeavor is to provide a staff resource in the school to families, school officials and other agencies, regarding Ontario Works issues. This trial will be launched in the first quarter of 2010 for a few hours each week and will be monitored to determine effectiveness and demand. This trial is being used to allow us to consider structuring an Ontario Works caseload based on geographical proximity to this school.



## **Section 5: Strategies and Outcomes**

### **Service Strategy Rationale**

During the 2008/2009 planning cycle declining local labour market conditions in the later half of 2008 and throughout 2009 required adjustments in employment services to support participants in tough economic times. These strategies will continue to be the focus of our service delivery through the next service plan period. The current mix of supports offers a full range of program activities to assist participants with varied employment needs and abilities. In order to achieve earnings and employment targets, service planning and delivery will continue to focus on the following areas:

#### **1) Continued emphasis on quality client centred service and individual employment action planning**

The use of Employment Readiness Scale (ERS) is incorporated into daily case planning and continues to be beneficial in identification of the barriers faced by participants. It assists in developing individualized action plans based on participants' circumstances. This tool supports an analytical approach to continuous improvement (client pathway to employment or increased employability), program development and measurement. The ERS offers a unique combination of benefits. It provides a quick, comprehensive employability assessment with a detailed feedback report and an action-planning tool. These reports assist staff to identify individual service needs, measures improvement over time, and generates objective input for program planning and accountability reporting.

#### **2) Community engagement and capacity building**

The MTCU-Employment Ontario (EO) transition continues to affect the CMSM. The City of Peterborough is an EO service delivery agent responsible for the Peterborough Employment Resource Centre (PERC). PERC is funded through a 100% provincial grant. MTCU made the first announcements regarding the new EO service model in late January 2010. The transformation of employment and training services will be fully planned and implemented by April 2012. The Ministry has selected Employment Planning and Counselling, Northern Lights Vocational Services and Fleming College as service providers in this model. Each organization will provide job search, job matching, employer incentives, job retention, client service planning, resource information and referrals to the residents of the City and County of Peterborough. The January announcements did not address service providers that assist persons with disabilities such as the Canadian National Institute for the Blind, Canadian Hearing Society and Canadian Mental Health Association, or stand-alone Employment Resource Centres such as PERC. MTCU is continuing to develop service strategies for

stand-alone Employment Resource Centres and services for persons with disabilities. While MTCU considers strategies for the remainder of the service network, an invitation was offered to the City to enter into an additional 12-month extension for the period from April 1, 2010 until March 31, 2011. Should the contract not be renewed, there will be a number of negative consequences for the CMSM affecting staffing and services. PERC and OW staff collaborate to plan and deliver numerous community based employment events including career fairs, job advertising, job search workshops and outreach services in rural areas. These events have been highly effective in supporting employment outcomes for social assistance participants and the general public, and are valued by area employers in meeting their recruitment goals.

The MTCU-EO transition has been one of the biggest challenges to the expansion of the strategic employment services network (CERP). The rationalization of local service providers will result in the closure of some community based training and employment organizations as early as April 2010. The financial vibrancy of those remaining organizations is also of concern, as initial indications are that MTCU funding will be reduced, while service providers will be expected to deliver an expanded range of services in the new model. The "spirit" of collaboration under these circumstances has at times been difficult in the 2008/2009 planning cycle. The planning of new activities has slowed as a result. Although there is much support from stakeholders including City and County Councils, economic development organizations, CMSMs and the Workforce Development Board, the participation of member organizations is voluntary. The level of commitment varies by agency and in the uncertainty caused by the EO transition.

The strength of relationships established through the CERP network supported participant employment successes despite the difficult economic conditions experienced during the planning cycle. There is a common desire to improve employment outcomes in the community and assist those with tenuous labour force attachment. Social Services division staff is currently meeting with the successful full suite EO service providers to improve community service approaches to assist unemployed and underemployed area residents. This collaborative approach to planning will minimize potential service disruptions as the MTCU implementation moves forward.

### **3) Strengthen linkages between OW sponsored training programs and employers**

The Social Services Division provides a number of pre-employment skills training programs to link participants with jobs in healthcare/ home support, food service, hospitality/ tourism, office administration and child development. These programs have been successful in increasing employability and assisting participants to move directly to paid employment. In partnership with community

based service providers, detailed monitoring of participant outcomes and course content evaluation ensures continuous improvement of program curriculum.

Where possible, job specific training includes private sector placement opportunities and job coaching by agency staff. In a challenging labour market, this strategy has increased paid employment and improved job retention for participants. For those successfully completing the Personal Support Worker and Food Services programs, 70-75% have commenced employment.

#### **4) Maintain employer engagement through Employment Placement program**

As the local labour market conditions decline, it has been increasingly important to maintain strong employer ties in order to identify and fill job opportunities that arise. The Social Services Division has made considerable gains in this regard over the past few years. Several employers use the OW Employment Placement (EP) program exclusively to fill existing vacancies. The services provided have been of particular interest to smaller employers that make up the highest percentage of area businesses. In the Peterborough area, 88% of businesses have fewer than 10 employees (Integrated Local Labour Market Plan, Workforce Development Board 2010).

Despite local economic uncertainties, by continuing to provide value-added human resource support to area employers, the EP program has continued to experience successes. Some sectors have seen rapid declines in employment levels, while others are expecting to hire both seasonal and permanent staff. EP activities have focused on those employment sectors most likely to be hiring - such as tourism, sales and service. In-paper hiring fairs, sector specific career fairs and coordinated job development activities are in use to improve employment outcomes for participants.

#### **5) Increase the number of Community Placement opportunities available for participants**

As local labour market conditions declined, an increase in the number of job ready applicants was observed, based on initial ERS employability assessments aggregate scores. It was anticipated that the majority of these new applicants/participants would require some degree of skills enhancement in order to access existing job opportunities when faced with increased competition for employment. By providing additional Community Placement opportunities with area non-profit organizations and expanding the range of placement options, participants will learn new skills, keep resumes current, and restore confidence after a recent job loss. As a strategy to improve outcomes, a community placement will develop specific skills to enable participants to access employment with a broader range of businesses to move to paid employment where possible, despite the slow down in the local economy.

### **Strategy Links to Outcome Measures**

The CMSM continues to use additional measuring tools such as SDMT local data extracts, SDMT-Service Contract Report Data and Employment Readiness Scale aggregate reports, in order to better understand the factors influencing outcomes. In establishing forecasted baselines and improvement targets the following local conditions and rationale have been considered.

In 2009, a decrease in the number of participants finding employment and exiting social assistance had been expected. It is likely that high unemployment rates will continue to present challenges for at least the balance of this current year, and next year. A review of Service Contract Report data revealed that OW participant employment starts have continued to be lower in the first 3 months of 2010, a combined 317 as compared to 345 in 2009, a year over year decrease of approximately 9%. The OW caseload has continued to grow in the first quarter of 2010. It appeared that local job losses in certain sectors, such as manufacturing, were being partially offset by expanding retail, food services, and health care in 2008-2009. As the recession continued, these sectors have slowed as consumer confidence and spending decreased. Statistics Canada's *Spring 2010 Perspectives on Labour and Income* found that the current economic downturn continues to be difficult for low wage/ low family income groups, including individuals with no high school diploma, recent immigrants, unattached individuals and female single parents. These same groups make up a large percentage of social assistance participants. Improvements in employment outcomes will be challenging, as job losses are likely to have a disproportionate impact on this group.

Table13.0 provides a summary of Employment Assistance Outcome Measures relative weighting, forecasted baselines and targeted improvements in 2010.

**Table 13.0 Employment Assistance Outcome Measures 2010 Baselines and Forecasts**

2010	Earnings		Employment				
	1A (- 3%Decrease) 2009 Baseline (3.5%) Target	1B (- 3%Decrease) (2009 Baseline (3.5%) Target	2A, 2B, 2C, 2D, 2E (-3% Decrease) 2009 Baseline (2%) Target				
Measure	1A \$	1B \$	2A %	2B %	2C #	2D%	2E #
Prior Year 2009	716.41	1136.65	13.3	21.9	9.2	10.3	7.2
Adjusted Baseline	694.91↓	1102.55↓	12.9↓	21.2↓	8.9↓	10.6↓	7.4↓
Targeted Improvement	24.32	38.59	2.0	2.0	2.0	2.0	2.0
Target	719.23	1141.14	14.9	23.2	9.1	8.6	7.3
Proportional Weighting	200	300	100	100	100	100	100

## Earnings

### 1A-Average amount of employment earnings for participants with earnings

The targeted improvement will be based on the 2010 adjusted baseline, which is 3% below the 2009 actual. Proportional weighting of this measure has been reduced to 200 points from 300. The target is +3.5% or \$719.23 above the adjusted baseline data.

#### Rationale

1. Expect losses of higher paying jobs and increased concentration in lower paying service sector.
2. Increase in minimum wage will not be fully realized in this outcome as working participants will continue to see reduced hours due to declining employment conditions.
3. Expect the majority of part-time employed participants to see fewer hours of work, or some reduction in total hours worked.

### 1B- Average amount of employment earnings at exit

The targeted improvement will be based on the 2010 adjusted baseline, which is 3% below the 2009 actual. This target is +3.5% or \$1,141.14. Measure 1B continues to be assigned 300 points.

#### Rationale

1. Fewer participants will exit social assistance to employment in 2010. Modest improvements in earnings are expected against the forecasted baseline.
2. An increase in minimum wage may negatively affect additional hiring by local businesses. The total number of hours worked may be reduced which may lead to benefit units exiting OW with less income relative to 2009.
3. A shift in the caseload demographics has seen an increase in single person benefit units. These families exit the system with less earned income. Statistics Canada data supports that single persons and youth have been particularly hard hit by the recession.

## **Employment**

2A- Percentage of caseload with earnings

2B- Percentage of caseload exiting to employment

2C- Job retention rate determined by average length of time from exit due to earnings and/or employment to re-entry to social assistance

2D- Job retention rate determined by the percentage of participants who exit social assistance due to earnings and/or employment and return

2E- Average length of time to employment

All employment measures will be based on the 2009 actual baseline data less 3% and assigned a total of 500 points. Relative weighting of measures have been evenly split between all five measures. Targets are set at 2% above the adjusted baseline data.

### Rationale

1. Caseload will increase.
2. Local labour market will produce fewer job opportunities.
3. Participant employment starts will continue to decline.
4. Continued job losses are expected – current forecasts anticipate labour market declines.
5. Outcome experience from 2008/2009 showed that in a declining economy, participants who managed to commence employment and exit the system were more likely to retain those jobs than those in pre-recessionary times. This is likely due to the fact that those who exited social assistance tended to have higher levels of overall employability, shorter length of time

receiving benefits, with stronger work histories. This trend is likely to continue if local job creation fails to improve.

A reduction in the Earnings and Employment baselines is required as the local economy is expected to lag behind the general conditions at the provincial level. Modest targets reflect the uncertainty of the recovery and resulting employment growth in the Peterborough area. Peterborough area labour force participation rates are consistently lower than the provincial average, while unemployment levels fluctuated, at times exceeding the provincial average and at others, below. Caseload growth is expected in 2010/2011.

## **Section 6: Enhanced Employment Services for Vulnerable Persons (EES)**

### **Enhanced Employment Services Strategies**

The Social Services Division partners with a number of community agencies to deliver pre-employment skills training linking clients to entry level jobs in healthcare/ home support, food service, hospitality/ tourism, office administration and child development. Feedback from existing stakeholders, including social services participants, employers, staff and community agencies through the local CERP network was collected to determine the types of EES supports to be initiated. Based on this input a number of program enhancements are being offered to prepare vulnerable populations for labour market success such as: life skills, emotional/ personal coping strategies, post employment job coaching and Essential Skills development. For participants with multiple barriers to employment, including perceived disabilities, rigorous vocational assessment services are available. These assessments will help individuals where insufficient information regarding a diagnosis of a disability, or the degree to which it would affect a participant's employability is not clearly established. Assessment supports will assist long term unemployed participants by creating detailed return to work action plans or, in some cases, documenting a disability to aid in an Ontario Disability Support Plan application. It has been difficult to offer these types of supports through the existing Employment Assistance funding envelope. Through the provincial funding allocation, a larger number of participants with minimal attachment to the labour market will be supported through EES activities.

### **Increased Employment and Employability Strategies / Monitoring Service Strategies**

Enhanced Employment Services have a strong focus on emotional abilities, life skills, understanding workplace expectations and building personal support strategies. These program elements are incorporated along with more traditional employment training such as job search skills and career decision-making. This approach has proved to be successful in assisting some participants to move into paid employment, or in increasing employability and progress towards this goal. EES funded activities will assist in improving the confidence of participants to engage in additional job specific pre-employment training or to move directly to paid employment.

An increase in the number of employment outcomes for participants of EES and OW is expected in 2010/2011, provided improvements in the general economic conditions result in increased local job opportunities.



Planned service enhancements will augment the full range of employment supports available to participants through OW Employment Assistance activities. EES services will increase local capacity to support enrolment in employment activities, improve retention in pre-employment training programs, and increase participation and completion.

### **EES Program Coordination and Support**

Given the time-limited nature of the EES program, Peterborough's approach to establishing EES services will focus on coordination of activities supporting community-based organizations, rather than directly delivering programs in-house. This approach will minimize disruptions to client services when the funding ends. Working collaboratively with employment and training partners, service enhancements will build on existing relationships to improve outcomes for participants and ensure a maximum number of social assistance participants can be served. Service providers and CERP member agencies will assist in identifying and referring social assistance recipients. EES services will be available to ODSP recipients voluntarily participating in Ontario Works through the existing ODSP Joint Implementation Protocol and referral processes. In early December 2009, OW staff presented an information session at the local ODSP office in order to market EES activities and encourage referrals. An outline of planned EES activities has also been forwarded to First Nations OW Administrators in Curve Lake and Hiawatha for information purposes, and to promote collaboration and referral of Aboriginal community members.

Within existing OW staff allocations, leads have been assigned to each program being initiated in order to assist service providers with marketing, referrals, participant case coordination and case management. An information session will be co-facilitated by agency and social assistance staff leads before the commencement of each planned session. Following the information session, participants will be enrolled. The intake process will include individual ERS assessment before and on completion of the activity in order to measure any change in overall employability. EES participant demographic statistics will be collected, including age, sex, educational level and equity group membership (e.g. Aboriginal person, person with a disability, visible minorities). Participant satisfaction will be assessed using a local EES program assessment card. Additionally, the Social Services Division, along with a limited number of CMSMs, has agreed to participate in an EES participant survey and monitoring process lead by the Ontario Works Branch.

EES program marketing will clearly indicate the time sensitive nature of planned service enhancements. Intake activities will be set in order to complete participant services by March 31, 2011, in anticipation of project wrap up. OW staff assigned to EES projects will continue to provide employment case management to participants on completion of enhanced programs and services. It is expected that this arrangement will help to minimize client service disruptions

at the end of the program, build on momentum established through EES activities and ensure continuity of individual employment service planning.

### **Summary - Enhanced Employment Supports**

EES funding will be used to provide transitional employment assistance and will support vulnerable populations by increasing their readiness to obtain and maintain training, education and/or employment. As per MCSS guidelines, the training and employment needs of particular groups including persons with disabilities, at risk youth, older workers, Aboriginal persons, newcomers to Canada, persons fleeing domestic violence and homeless persons, have been considered in the planning of these expanded services.

The EES service plan outlines 9 new or expanded programs that will assist approximately 300 OW/ODSP participants. This will include 54 individual vocational assessments, and enrolment of approximately 247 individuals in training programs, with 188 (76%) of participants successfully completing the training. It is expected that, of the 300 EES participants, roughly 147 (49%) will start activities with less than a high school diploma, 135 (45%) with high school or equivalent, and 18 (6%) with incomplete post secondary graduation diplomas/degrees or trade certificates. Through the additional program supports provided, 45 (15%) EES participants will commence employment or exit social assistance to employment.

Table 14 below is a summary of EES activities, including maximum anticipated expenditures by program. The total maximum per project allocations include agency start-up costs, such as required staffing, infrastructure, marketing and per participant program fees. The City of Peterborough is proposing a total EES program budget of \$656,050 with \$326,737 in Year 1 and \$329,313 in Year 2. A total of \$2,738 has not been allocated.

Table 14.0 – Summary of EES Activities

	ACTIVITY	Target Group	Lead Agency(s)	Participating Agency(s)	Program Length	Estimated # Sessions	Estimated Cost	Estimated # Participants / Session	Total Max.	Year 1	Year 2
1	<b>Career Makeover / Women's Advantage Program</b> - A series of modules covering life skills & employability (sessions in county & city) in order to build self esteem, reduce social isolation and improve ability to manage personal and employment challenges.	Mature women (ages 30-50) who are unemployed or under employed in rural or urban areas	CTDC		5 weeks	4 Sessions Start Jan. 2010	\$17,000 per session	Min. 40 Yr1-20/ Yr2-20	\$68,000	\$34,000	\$34,000
2	<b>Preparing for Success Life Skills Program</b> - expanded existing program supporting those with multiple barriers including mental health and limited essential skills/ employability.	Persons with disabilities / mental health challenges	CMHA		6 weeks	4 Sessions Start Nov. 2009	\$16,500 per session	Min. 48 Yr1-36/ Yr2-12	\$66,000	\$49,500	16,500
3	<b>Transitional Life Skills Program for Youth at Risk</b> - Supports young people in their efforts to establish housing stability, employment, education and positive social networks within the community.	Homeless & at-risk youth age16-30	YES Shelter		12 weeks	5 Sessions Start Jan. 2010	\$16,767 per session	Min.50 Yr1-10/ Yr2-40	\$83,835	\$16,767	\$67,068
4	<b>Job Fit- Employment Skills Development for the Learning Disabled</b> – Supports employment preparedness to address the needs and challenges of unemployed learning disabled individuals.	Youth 18-30 & 30+ Unemployed, learning disabled individuals	Peterborough Learning Disabilities Centre		6 weeks	4 Sessions Start Nov. 2009	\$7,994 per session	Min.24 Yr1-12/ Yr2-12	\$31,976	\$15,988	\$15,988

Peterborough Social Services  
 Ontario Works Service Plan 2010-2011

	ACTIVITY	Target Group	Lead Agency(s)	Participating Agency(s)	Program Length	Estimated # Sessions	Estimated Cost	Estimated # Participants / Session	Total Max.	Year 1	Year 2
5	<b>COIN Customers Service Food Service Training- Job Retention Support / Job Trial Placement Support –</b> Work placement training and coaching program based in a social enterprise business.	Focus on new comers, mature workers, youth	COIN		6 weeks	2 Sessions Start Jan. 2010	\$12,960 per session	Min.12 Yr1-3/ Yr2-9	\$25,920	\$6,480	\$19,440
6	<b>WELL Women's Employment, Learning and Livelihoods Project -</b> Supports employment preparedness to find/maintain employment and increase assets & resources to reduce vulnerability to poverty & abuse.	Women fleeing domestic violence & women at risk of abuse	YWCA		8 weeks	2 Sessions Start Jan. 2010	\$49,500 per session	Min.30 Yr1-15/ Yr2-15	\$99,000	\$49,500	\$49,500
7	<b>Women Learning, Women Leading, Women Working-</b> Supports increased employability and emotional security through agency lead peer-support groups, individualized employment training & placement support.	Disadvantaged women	COIN	LLNWA, YWCA, Kawartha Sexual Assault Centre, E. Fry Society of Peterborough, New Canadians Centre, Nijikiwendidaa Anishnaabe Kwewag Services Circle	12 weeks	4 Sessions Start Apr. 2010	\$15,590 per session	Min. 20 Yr 2	\$62,360		\$62,360
8	<b>Literacy and Essential Skills in Industrial Arts (L.E.S.I.A.)-</b> Supports development of workplace essential skills (WES) utilizing a	Open to all who need support with literacy essential skills- Focus	LOCS- Literacy Ontario Central South	John Howard Society	65-70 hrs	4 Sessions Start Dec. 2009	\$9,360 per session	Min.32 Yr1-16/ Yr2-16	\$37,440	\$18,720	\$18,720

Peterborough Social Services  
 Ontario Works Service Plan 2010-2011

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	ACTIVITY	Target Group	Lead Agency(s)	Participating Agency(s)	Program Length	Estimated # Sessions	Estimated Cost	Estimated # Participants / Session	Total Max.	Year 1	Year 2
	combination of in-class instruction and hands-on introductory technical skills based training in welding.	on males, mature workers, youth									
9	<b>WINDOW Program</b> Intensive psychological/vocational assessment and employment planning.	Multi-barrier OW	Watton Employment Services		N/A	Additional services Max 54 individuals	\$2,257 per assessment	54 Yr1- 47/ Yr2-7	\$121,878	\$106,079	\$15,799
10	<b>Corporate Administration</b> 0.82 FTE Supervisor-Program Oversight, Tracking and Monitoring	Project Oversight/Support					\$59,641	Yr 1/ Yr 2	\$59,641	\$29,703	\$29,938
								300	\$656,050	\$326,737	\$329,313