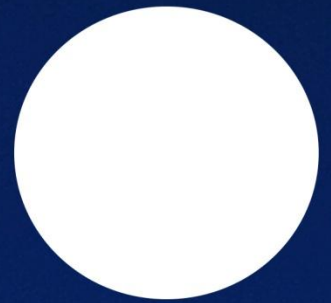
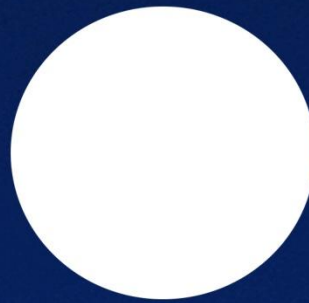
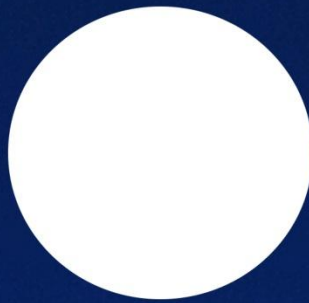




# SocialServices

## People Serving People



➤ 2013-2014 Service Plan





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## INTRODUCTION

The Peterborough Social Services Division strives to provide high quality, integrated human services. The Division delivers these services with a clear vision in mind.

### Vision Statement

*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.*

This vision speaks to the entire Division's work, not just a singular program stream, as we move towards more integrated service planning and delivery. While fulfilling the requirements of the Ontario Works (OW) Service Plan for the Ministry of Community and Social Services (MCSS), this document contains an environmental scan of our community and a plan for the Division to address these needs. It involves all program areas from children's services to income support; from employment services to community development; from addictions and homelessness to early learning.

Though broader in scope than just the Ontario Works program, the Division vision is compatible with the Ontario Works vision:

**To achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.**

The Ontario Works program:

- recognizes individual responsibility and promotes self-reliance through employment;
- provides 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.



### *We will work together to:*

- *operate a client centred 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 & constructively;*
- *strive for consistency and fairness in our working relationships;*
- *acknowledge and value innovation and contributions of all;*
- *foster an environment of learning & development and respect the need for work and life balance.*



## ENVIRONMENTAL SCAN

### POPULATION / DEMOGRAPHICS

Between 2006 and 2011 the population of the City and County of Peterborough grew from 133,080 to 134,933. The population was growing at about 3% every 5 years but has slowed to 1.40% since 2006<sup>1</sup>. Peterborough has an older population with a median age of 45.7 compared to the provincial median age of 40.4 and the national median age of 40.6. The median ages of neighbouring municipalities are even older<sup>2</sup>.

Peterborough has limited diversity with only 2.5% of the population identifying themselves as visible minorities, compared to 22.8% provincially; however, 2.9% of residents identify themselves as aboriginal, compared to 2.0% provincially. The area is characterized as a medium sized population centre in the City with 61.9% of the population surrounded by some small population centres (6% of the population) and an extensive rural area with 32.2% of the population<sup>3</sup>.



In 2006, 9.3% of Peterborough households were living below the low income cut off compared to 14.7% provincially<sup>4</sup>. House prices remain reasonable at an average of \$254,605 for resale homes in 2011<sup>5</sup>, especially when compared to large urban centres to the south; but, rental costs are high. The average rent for a 2 bedroom apartment is \$899/ month compared to \$883 as an average of all metropolitan areas across Canada<sup>6</sup>. High rental costs make the cost of living in Peterborough challenging for low income residents. Peterborough can be an affordable place to live for those able to purchase a house, but for low income residents, reliant on the rental market, it is not affordable.

<sup>1</sup> Workforce Development Board Integrated Labour Market Plan 2013-2014 <http://www.wdb.ca/articles/labour-market-information/166/integrated-labour-market-plan-2013> (pg 4)

<sup>2</sup> Ibid. (pg 6)

<sup>3</sup> Peterborough Health Link: Preliminary demographic, census and utilization profile; MOHLTC, January 2013

<sup>4</sup> Ibid.

<sup>5</sup> CMHC Housing Market Outlook Peterborough CMA [http://www.cmhc-schl.gc.ca/odpub/esub/65716/65716\\_2012\\_B02.pdf?fr=1365711573196](http://www.cmhc-schl.gc.ca/odpub/esub/65716/65716_2012_B02.pdf?fr=1365711573196) (pg 5)

<sup>6</sup> CMHC Rental Market Statistics Fall 2012 [http://www.cmhc-schl.gc.ca/odpub/esub/64725/64725\\_2012\\_B02.pdf?fr=1365711956580](http://www.cmhc-schl.gc.ca/odpub/esub/64725/64725_2012_B02.pdf?fr=1365711956580) (pg 33 – table 13)



## ECONOMY

In 2012 the unemployment rate for Peterborough Census Metropolitan Area hit 9.6% in May, improving to 8.5% by December. Despite this modest positive change, overall employment peaked at 65,400 (people holding jobs) in May, declining to a low of 51,600 by December 2012<sup>7</sup>. This statistic includes all full-time and part-time workers. It appears that much of the area's improvement in the unemployment rate can be attributed to people leaving the labour force (stopped looking for work) rather than job growth during 2012.

Peterborough continues to experience strong seasonal labour market fluctuations with large swings in the local unemployment rate due in part to labour force expansion and contraction. Data for Employment Insurance available up to December 2012 shows that for our area there were 7.2% fewer active EI beneficiaries (1,280) as compared to December 2011(1,380)<sup>8</sup>. In the first 3 months of 2013, unemployment has increased from 8.5% in December to 10.2% in March. Peterborough's unemployment rate is now the highest of Canada's 33 Census Metropolitan Areas<sup>9</sup>. Area job loss and a declining labour force (those employed or seeking work) have resulted in a labour force participation rate of just 53.0% in March 2013, as compared to the provincial average of 65.6%<sup>10</sup>. Local labour market performance is anticipated to be moderate over the next two years based on lower than average population growth and an economic forecast for Ontario's economy "to advance at a moderate, unspectacular speed over the next two years."<sup>11</sup>

**Other significant trends impacting Peterborough area labour market participation rates and employment opportunities include:**



<sup>7</sup> Labour Force Survey, by provinces, territories and economic regions based on 2006 Census boundaries, Statistics Canada, CANSIM, table 282-0055

<sup>8</sup> Employment Insurance Program (E.I.), beneficiaries by province, census metropolitan areas, census agglomerations, Statistics Canada, CANSIM, table 276-0009

<sup>9</sup> Labour Force Survey, March 2013, related Statistics Canada, CANSIM, table 282-0055

<sup>10</sup> Ibid.

<sup>11</sup> Canadian News Wire December 13, 2012- Ontario's Economy to Maintain Moderate Pace: RBC Economics <http://www.newswire.ca/en/story/1088517/ontario-s-economy-to-maintain-moderate-pace-rbc-economics>

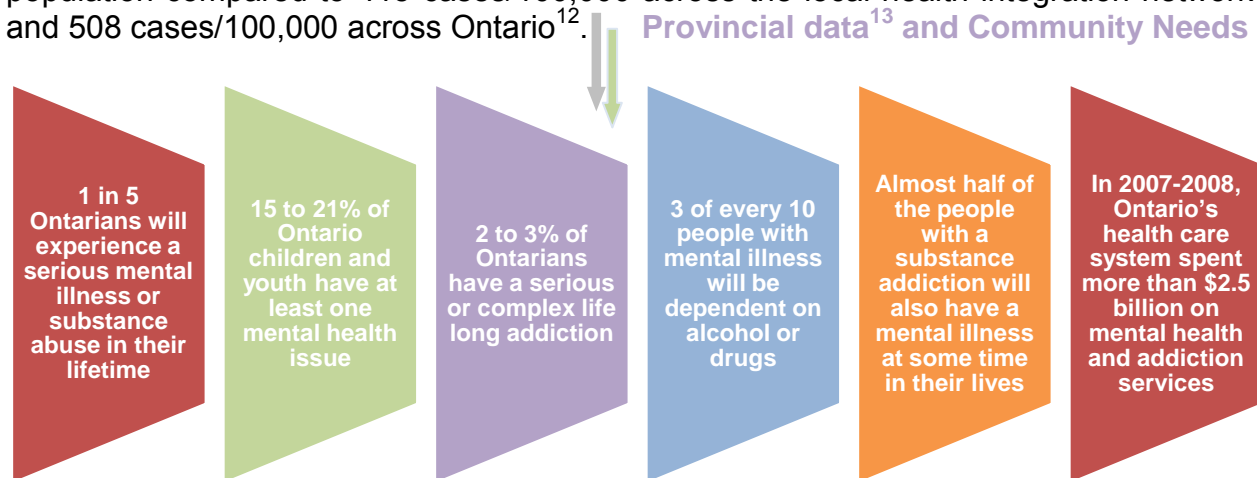


## SOCIETAL AND POLITICAL FACTORS IMPACTING THE DIVISION

Though the economic conditions impact program planning for the Division so do other changes in society. Political direction at all levels of government over the next two years may influence the Division's direction but there are also other concrete societal trends. Increasing needs for mental health and addictions support as well as disability and seniors' services are key community trends.

### MENTAL HEALTH AND ADDICTIONS

Mental illnesses and addictions are often long-term, chronic conditions people must learn to manage, and where support services are required over time. Not all illnesses are diagnosed and treated, but still impact people's daily living and employment prospects. In Peterborough, there are 554 active mental health cases per 100,000 population compared to 415 cases/100,000 across the local health integration network and 508 cases/100,000 across Ontario<sup>12</sup>.



### DISABILITY

About 1.85 million Ontarians have a disability and face barriers to jobs, services and opportunities. As the population ages, that number will increase, so will the need for accessibility. The Accessibility for Ontarians with Disabilities Act (AODA) standards for employment aim to remove barriers across all stages of the employment lifecycle, ensuring people with disabilities can access jobs that are consistent with experience, ability and training. There is still much work needed to implement these standards and embrace the spirit of inclusion that will lead to successful outcomes<sup>13</sup>.

- 10% of Ontario Disability Support Program (ODSP) recipients report earnings from employment
- 60% of new ODSP cases (2009-10) were due to a mental health disorder
- 5% of Ontario's working-age population was receiving disability-related income in 2010<sup>14</sup>.

<sup>12</sup> Peterborough Health Link: Preliminary demographic, census and utilization profile; MOHLTC, January 2013

<sup>13</sup> Ontario's Groundbreaking Accessibility for Ontarians with Disabilities Act, 2005 – Presentation by Alfred Spencer AIM Conference Vancouver, March 12, 2013

<sup>14</sup> "Public Policy and Governance Review" Ahila Poologaindran, U of T School of Public Policy and Governance, December 7, 2012



## SOCIAL SYSTEM FACTORS IMPACTING THE DIVISION



### HOUSING

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The Spring Federal budget announcement included the extension of two Federal programs that impact our social system. The Investment in Affordable Housing (IAH) Program has been extended to March 31, 2018. The IAH program could include rent supplements, affordable housing construction, home ownership and multi-residential repair program and a Home Ownership Loan program. Each of these programs provides opportunity for residents of the City and County of Peterborough to obtain and/or retain housing. The Homelessness Partnering Strategy funding has also been extended to March 31, 2018. Currently this program provides street outreach support to homeless and at-risk of homelessness people in the City and County of Peterborough. Program guidelines beyond March 31, 2014 have not yet been released.

### SOCIAL ASSISTANCE

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In 2012 there were many potential changes within Social Services that continue to be considered at the provincial level. The Province released the Drummond Report as well as the Social Assistance Review Commissioners' Report. Both could have significant impact on the future of Ontario Works. In 2011, the Peterborough Social Services Division actively participated in the consultations related to the Social Assistance Review. Following the release of the report in late 2012, the Division re-engaged in discussions with the community related to the implications of the report. The Division has reviewed the report and found some areas where improvements can be made without regulatory change or waiting for full provincial implementation. Working groups are being established with community agency involvement to look at simplifying Ontario Works processes, increasing the engagement with ODSP for employment activities and enhancing employer relations. Staff from the Division has been involved in provincial and Association of Municipalities of Ontario (AMO) working groups to provide input related to the recommendations and their implementation. It is anticipated that the Social Assistance Review could play a key role in meeting many of the Division's strategic objectives.

Beyond these strategic future direction reports the Ministry of Community and Social Services (MCSS) implemented significant budget amendments that required more immediate changes within the Division. In 2012/13 significant local changes were required related to the elimination of Community Start Up and Maintenance Benefit, the start of the new homelessness support program (the Housing Stability Fund) and budget constraints for discretionary benefits.

### CHILD CARE

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The Ministry of Education's Modernizing Child Care Initiative is intended to reshape child care delivery in the future as well. The Governments plan to renew child care describes a long-term vision for child care in Ontario and a proposed action plan for the medium term. Five key areas for action over the next three years have been identified along with a commitment to invest \$242 million to the child care sector. The key actions are as follows:





## Modernizing Child Care Key Actions



This plan is encouraging and a very positive step forward to support a child care system that provides high quality early learning and child care that is accessible, accountable and sustainable. A community wide response to the Modernizing Child Care discussion paper was facilitated by Division staff and reflected ideas and suggestions gathered through an on-line survey and a community forum. Recommendations made will help to inform the Government as they develop plans to address the key actions. This plan, along with the current implementation of full day kindergarten will help to ensure that child care is a valued and sustainable part of the continuum of life-long learning in the education system in Ontario.

### EDUCATION AND TRAINING

The Ministry of Training, Colleges and Universities (MTCU), has also implemented changes that have and will continue to impact the Division's program delivery. MTCU terminated the contract with Peterborough to operate the stand alone Peterborough Employment Resource Centre (PERC) in 2012 and shifted the services to other MTCU service providers. The City reopened the centre on a smaller scale with supports available to both social services clients and the general public. While PERC has experienced a 30% reduction in the number of clients served, demand for services remains high with 20,774 visits recorded in 2012. Less than 4% of those using the resource centre have been involved with an MTCU service provider in the last 12 months.

A final City Council decision regarding the future of PERC is expected in June 2013. The Division will ensure options presented include strategies to ensure OW participants and local employers continue to have access to appropriate basic job search, job matching and recruitment.

### CASELOADS

Not only are the provincial social systems changing, so are the local caseloads. In 2012 Children's Services financially supported 1,510 children and 1,250 families through the provision of fee subsidy. As well, 53 licensed child care programs were financially supported through the provision of general operating funds. Based on recent census data, it is expected that from 2011 to 2016 the number of children ranging in age from birth to four years will increase significantly across the City and County. Based on this growth, the need for services to support children and families in our community will continue to grow.

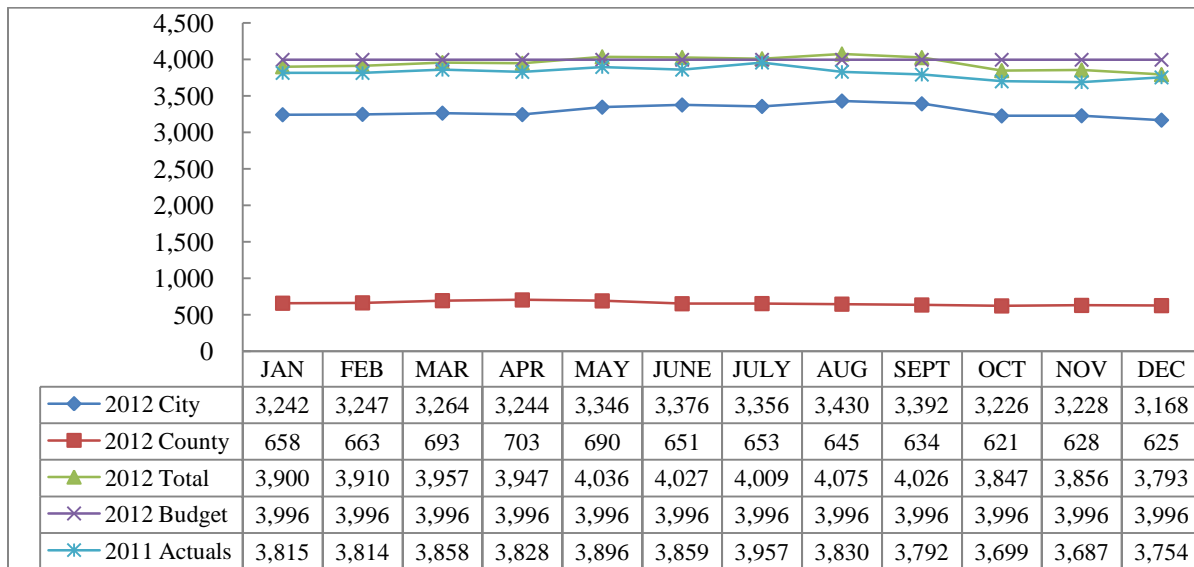
Increasing OW caseloads appear to have stabilized. Peterborough Ontario Works caseloads were just slightly below the anticipated caseload last year. In the first three months of 2013, the OW caseload has remained very stable, only dropping 9 cases.

A shift in the local Ontario Works caseload demographics over the past few years has seen an increase in single person benefit units. Statistics Canada data supports that



single persons and youth have been particularly hard hit by the 2008 recession and slow recovery since this time<sup>15</sup>. This trend has been observed locally. Despite an aging population in Peterborough the Ontario Works caseload is disproportionately made up of youth. In February 2013, 49.3% of people on Ontario Works were between the ages 16-30 and just 23.7% of this group had completed grade 12 or higher.

Figure 1 Peterborough City and County Ontario Works caseloads for 2011 - 2012



In the next ten years, nearly 70% of new jobs will require post secondary education or be in management. Traditional sectors of tourism and agriculture are becoming increasingly sophisticated, requiring a better educated workforce than in the past; yet, less than 60 percent of area 25 to 34-year-olds possesses a post secondary level of education<sup>16</sup>. In February 2013, local OW statistics show that 24.9% or, ¼ of all members reported having completed some or, graduated from a post secondary program of study. This relatively large number may be influenced by the overall lack of job opportunities in the area and in some cases a potential mismatch of skills and available job openings.

#### ONTARIO WORKS EMPLOYMENT OUTCOMES

As noted, 2012 saw mixed labour market results with higher levels of employment in the spring, peaking in May. By the mid summer, staff reported hearing from employment resource centre participants about seasonal job loss. The Labour Force Survey data supports that some of these jobs were short term in nature. Unemployment rates actually decreased while employment levels were dropping in the last half of the year, largely due to people giving up on seeking employment and dropping out of the labour force. The past summer was one of the worst on record for youth age 15-24 according to Statistics Canada<sup>17</sup>.

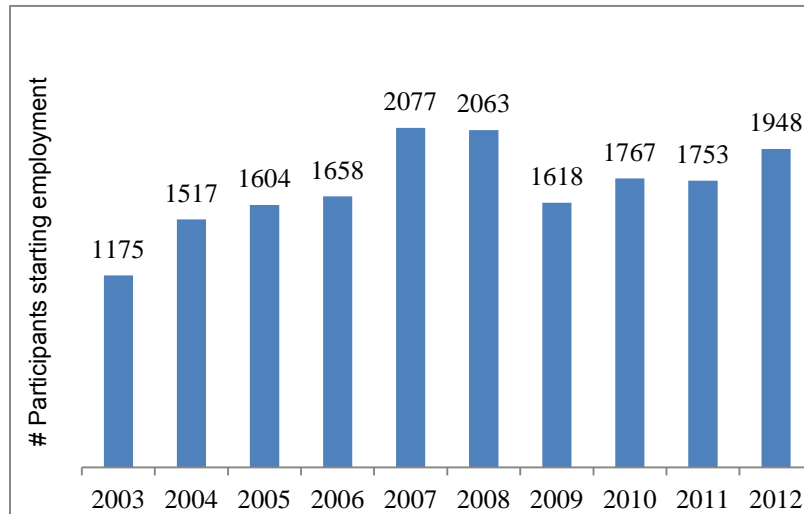
<sup>15</sup> Labour Force Survey, August 2012- Summer Labour Market for Students, September 9, 2012

<sup>16</sup> Workforce Development Board Integrated Labour Market Plan 2009-2013 (pg 15)

<sup>17</sup> Statistics Canada, Labour Force Survey, August 2012- Summer Labour Market for Students, September 9, 2012



Figure 2 Participants Starting Employment through Employment Assistance Services



While the local labour market continued to see mixed performance in 2012, there was an 11% (1,948) increase in the number of Ontario Works clients finding employment, increases in the average earnings of those working and a modest decrease in the length of time to find employment over 2011.

Some Key Employment Outcomes	2009	2010	2011	2012
OW participants starting employment	1618	1767	1753	1948
% of OW caseload with earnings	13.25%	12.28%	11.84%	12.00%
Average length of time to employment (months)	7.2	9.8	9.9	9.2

Appendix A attached to this Service Plan provides additional outcome performance data by specific measure including baselines, forecasts and achievement during the 2010/2012 planning cycle as well as 2013 baselines and targets.

#### OW CASELOAD FORECAST

The 2013 caseload was forecasted during the municipal budget process in the summer of 2012, at a 4% increase or an average of 4,118 cases this year. This forecast will be reviewed during the next budget cycle this summer. Given the current high unemployment rate but the moderately improving economy, it is forecasted that caseload will stabilize in 2014 with no further anticipated growth.

Figure 3 OW Caseload forecast

	2012 Actual	2013 Forecast	2013 % change	2014 Forecast	2014 % change
<b>City</b>	3293	3425	4%	3425	0%
<b>County</b>	655	693	5.8%	693	0%
<b>Total</b>	3948	4118	4.3%	4118	0%



## ADDRESSING COMMUNITY NEEDS

Based on the environmental scan, the Division leadership team undertook a strategic planning session to identify key themes for the next 2-3 years. This process identified the following strategic themes:

- Addressing poverty for priority populations
- Improving customer service
- Facilities Planning
- Partnerships with a focus on employers and economic development
- Service Integration
- Efficient use of Technology



## PRIORITY POPULATIONS

The Social Services Division's first strategic theme is to address the impacts of poverty for priority populations. Given the environmental scan of the community, the priority populations for this plan are:


- ✓ **homeless**
- ✓ **youth**
- ✓ **disabled**
- ✓ **seniors**
- ✓ **aboriginal**
- ✓ **children and families**

### HOMELESS

There are many strategies to be implemented or enhanced over the next few years to mitigate and reduce the impacts of homelessness. The new Community Homelessness Prevention Initiative (CHPI) funded through the Ministry of Municipal Affairs and Housing (MMAH) consolidates several programs previously funded under MCSS including:

- Emergency Shelters (three emergency shelters)
- Housing with Supports (two Domiciliary Care beds, Cameron House Semi-Independent Living Program – 8 transitional beds)
- Homelessness Prevention (Housing Stability Fund and Homelessness Coordinated Response Team)

### Other local strategies to support homeless individuals include:

- 
- | Providing a housing stability fund using provincial CHPI and a portion of \$1.5 M one time grant. The anticipated reduction in available provincial dollars after April 2014 presents concerns given the amount of client needs in this area. Housing and Social Services Divisions are working closer together now, recognizing the need for the coordination and collaboration of housing and homelessness community planning.
  - | The completion of the ten-year Housing and Homelessness Plan by the end of 2013 will highlight the strengths and weaknesses in the current system and provide direction towards better service integration for residents.





### YOUTH (AGED 16-24)

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Youth have also been identified as a priority population over the next few years with the goal of supporting youth to find local employment and to minimize the outmigration of youth from the community. Resources are focusing on the continuation of the Ontario Works Youth initiative and include the following local strategies:



- Improve educational attainment and reduce time on assistance through intensive case management
- Two case managers dedicated to provide financial, social, and employment supports in office and in area schools
- Improve outreach, intended to increase access to services while minimizing time away from classes
- Assisting youth to transition from school to work in partnership with local school boards
- Supports include financial and employment assistance, benefits, referrals to other agencies and incentives for achieving credits, improving attendance and participating in employment related and job search workshops
- Details are captured on outcomes related to numbers of: credits attained, graduates, applicants to post-secondary education, clients starting employment and exiting Ontario Works

### DISABLED (INCLUDING MENTAL HEALTH SUPPORTS)

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Providing high quality service and programs for people with disabilities and those requiring mental health supports is an important factor in planning Division services. These issues are also highlighted through the Social Assistance Review. Ongoing consultations with local poverty advocates and ODSP beneficiaries have identified that many recipients want to work but are hesitant to do so for a number of reasons. Local strategies to support disabled job seekers include:

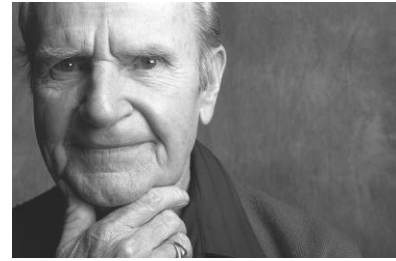
- Working with ODSP employment service providers who have identified that ODSP recipients are often motivated; but, frequently lack basic pre employment skills or experiences that would lead to successful, sustained paid employment
- Life skills, literacy training or community placement opportunities to improve their paid employment and job placement outcomes
- Working with service providers with specialized skills in disabilities and ODSP staff to improve and streamline service
- Enabling disabled social assistance recipients who want to pursue employment on a voluntary basis to be referred to the OW office to access pre employment supports
- ODSP service providers focused on sustainable employment and achievement of employment placement and job retention results for clients



## SENIORS

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The Social Services Division is engaged with senior's issues in three key areas.



### Peterborough Seniors Planning Table

- ➔ A community based advisory group, co-led by the municipality, with broad representation from key sectors including: municipal government, not-for-profit, health care, education, and business.
- ➔ The two current priorities for the planning table are to deliver a multi-event Seniors Summit in June and to develop the framework for creating an "Age-Friendly Strategy" for the City and County of Peterborough.

### Expansion of the Homemakers Program

- ➔ Council approved new intakes for applicants that could see approximately 60 individuals receiving homemaking services subject to Ministry of Health and Long Term Care (MOHLTC) approval of a revised budget of \$100,000 cost shared 80% by the province and 20% by the municipality.
- ➔ The focus for new clients into this program will be seniors. To help reduce administration costs and duplication, partnerships have been established with Community Care Peterborough and the Peterborough Housing Authority as sources for client referrals.

### Home Response Coalition

- ➔ A working group of the Homelessness Support Services Coordinating Committee chaired by the Division
- ➔ Committee is led by the Peterborough County-City Health Unit with a focus on service coordination for seniors living at home who are experiencing multiple risk factors.

## ABORIGINAL

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The aboriginal population in Peterborough is higher than the provincial average and there are two First Nations located within the geographic region. The Division has implemented a number of local strategies to improve outcomes for aboriginal residents including:

- ➔ Program managers have met with staff from Hiawatha and Curve Lake First Nations four times over the past year and plan to continue to strengthen the relationship.
- ➔ The Division also works with First Nations through the regional employment table and has participated in sharing services such as the County van program to help meet rural transportation needs.
- ➔ Kagita Mikam Aboriginal Employment and Training Services provide community based aboriginal employment and training in the resource room located in the Social Services building.



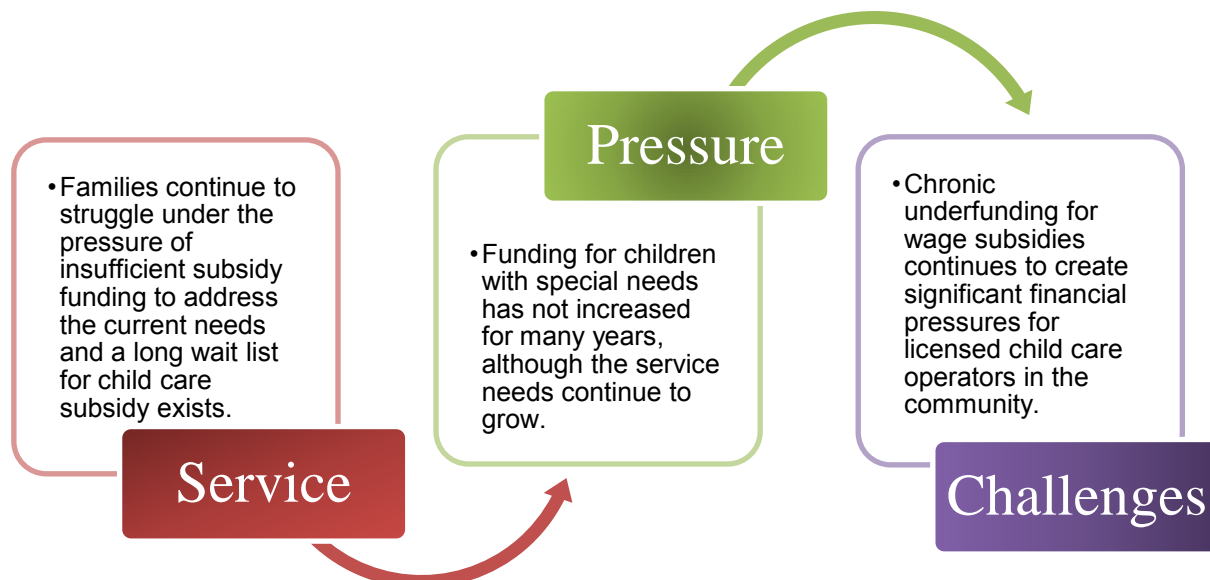
- ➔ Division staff have also referred other clients, both aboriginal and non aboriginal to Kagita Mikam social media training which is open to all. The relationship with aboriginal organizations has reciprocal benefits and continues to develop.
- ➔ The Addictions Services Program has also connected with the Native Friendship Centre as part of individual case management.
- ➔ Addictions Services staff had training about First Nations teachings, ceremonies and healing practices. As a result addictions workers are more equipped to support First Nations participants through their recovery. Other programs within the Division will work to further partnerships with aboriginal service providers.



#### CHILDREN AND FAMILIES

The Social Service Division offers a variety of services that support children and families in our community. The Children's Services program is responsible for managing the administration of child care subsidies, Ontario Works – formal and informal child care, funding for children with special needs, general operating funding and directly operated child care programs. The program also

supports collaborative planning with the broader children's services sector.



While the community welcomes system changes in the child care sector, the changes will have a tremendous impact. The Social Services Division will continue to work closely with child care operators and community partners over the next three years to plan strategies to help mitigate the expected impacts. Some possible solutions will be relatively easy to implement while others are much more complex and will require funding, legislative change and time. Moving forward will require all participants in the children's services sector and broader community to work closely together to ensure that families and community partners benefit from a new early learning and child care system.



## IMPROVING CUSTOMER SERVICE

Continuously improving customer service is foundational for the Division. Several strategies and projects are underway or planned for the near future to ensure that our quality service continues to improve. Lean methodology is being adopted to support process improvement and outcome based tracking has been established in several programs. Finally, the Division is also addressing succession planning to ensure that the human resources are available to continue to support our clients.

### PROCESS IMPROVEMENT – LEAN

All governments are faced with the challenges of delivering more services with constrained resources. Peterborough Social Services is committed to reviewing processes to ensure that extra steps and waste are minimized and the value to the customer is maximized. In 2013, the Division started to provide a cross section of staff with an orientation to “lean” as a methodology to review and improve process. Formalized training will be developed in 2013 and some initial projects will be undertaken. Though the initial projects have not been identified yet, projects under consideration include business process reviews related to the new OW database (SAMS), intake, and Children’s Services financial processes and central supply.

Over the next few years, “lean” will serve as the means to reassess how our service is delivered given the upcoming realities of new technology and potential changes related to the Social Assistance Review and child care reform. Lean will serve as a tool to determine how to best deliver the service and also to assess how best to allocate available financial and staffing resources in each program stream. As improved business practices are developed they will be implemented, assessed and adjusted as necessary.

An early example of process improvement was the Employment Ontario referral process. It demonstrates the principles that the Division hopes to achieve through lean.

To identify key Lean projects for 2014, a client survey is planned for late 2013 in Children’s Services and early 2014 for Ontario Works. These surveys will provide the information needed to identify priority project areas.

### Employment Ontario/Ontario Works referrals case study

In November 2012 the Peterborough Social Services Division and area Employment Ontario (EO) service providers initiated an integrated service delivery pilot process to improve outcomes for Ontario Works participants.

Peterborough is working in a systematic way to refer job ready clients automatically to EO service providers. Job readiness status is determined by OW staff through completion of the Employment Readiness Scale assessment and establishing participation requirements.

Clients who score as “Fully Ready”, present as motivated with some work history and a relatively high degree of self-sufficiency, will be referred to the EO service provider in the area closest to their home address. By improving case collaboration, coordinating financial and program supports for job ready clients, there is the opportunity to reduce the length of stay on social assistance and improve both EO and OW performance measures.

Better systems integration will result, as well as reduced program and financial duplication. Initial results have been promising with 78 referrals, 56 EO intakes completed and 20 participants finding employment from November to January 2013.





## OUTCOMES AND STANDARDS

Focusing on clearly identified outcomes helps to improve client service. Outcome based funding has been well established within the Ontario Works employment programs for many years. This funding mechanism has strengthened the focus on employment outcomes and provided extensive experience about the variety of employment services that are needed to improve these outcomes.

Peterborough Social Services was able to successfully meet outcome funding targets negotiated with MCSS during the last planning cycle. Supporting job seekers to start employment has been a strategy to improve earnings and employment outcomes, two of the key measures for client success and funding. Planning and resources continue to focus on assisting participants to commence employment with a belief that this approach will help drive positive overall performance.

Peterborough has struggled to hang on to local manufacturing jobs in part due to globalization, which has seen jobs move to lower labour cost regions, and the slow down in automotive manufacturing. Future employment opportunities will be concentrated in a growing service sector, tourism, health care and skilled trades. These sectors will increase in order to meet the needs of the aging population. Employment strategies continue to be focused on building linkages with local small and medium size employers as these organizations represent an overwhelming percentage of all businesses in the area (90% of Peterborough area businesses have fewer than 10 employees<sup>18</sup>). Job Specific Skills Training programs have focused on preparing individuals with the necessary skills to access entry level employment in retail, food service, hospitality/tourism and health care.

The Division has extended outcome focused programs (identifying and tracking outcomes) as another strategy to support continued client service improvement. Several reviews have been completed in three program areas (eligibility review, family support and homelessness). In 2013/14 the focus will be on the remaining programs, as well as reviewing standards across all program areas. The output and outcome measures established for each program area are illustrated in the following table.

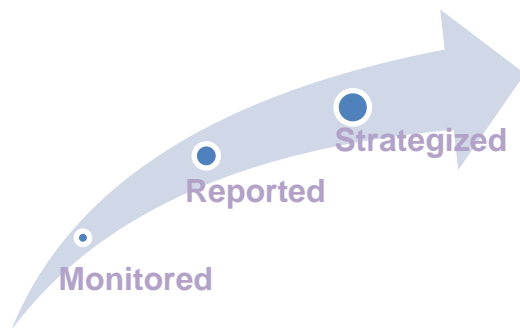
Program area	Measures
<b>Eligibility Review</b>	<ul style="list-style-type: none"> <li>• Number of preliminary reviews completed within 20 days.</li> <li>• Number of investigations completed within six months.</li> </ul>
<b>Family Support</b>	<ul style="list-style-type: none"> <li>• Number and percentage of new FSW referrals to initial review completed within 10 days.</li> <li>• Number of non-court agreements completed within 128 calendar days</li> </ul>
<b>Homelessness</b>	<ul style="list-style-type: none"> <li>• The number of assessments completed within 10 days of intake into the Homelessness Program</li> <li>• The percentage of client caseload that is seen at least monthly</li> <li>• The percent of clients that completed an exit survey</li> <li>• The number of clients that secured housing</li> <li>• The number of clients that retained housing for 3/6 months</li> </ul>

<sup>18</sup> Workforce Development Board Integrated Labour Market Plan 2013-2014



## OUTCOMES AND STANDARDS CONTINUED...

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Outcome based strategies are an important tool in quality service delivery but they require sufficient oversight and monitoring. Program outcomes are monitored on a quarterly basis through the program managers and the Division manager and reported to the respective Ministry. Variances and actions plans are addressed as needed. When new outcomes are established in a program area, more formal evaluation and reviews are often completed at 3 and 6 months or 6 and 12 months as appropriate to the circumstances. The Division has many tools already in place to support quality assurance and monitoring, such as internal file review processes, second signature requirements in Children's Services, and standardized reports to be reviewed at staff supervision.

In 2012 the Division established a Quality Assurance Working Group consisting of staff from diverse roles throughout the organization to enhance the quality assurance program. This group has played a leading role in the implementation of Lean methodology but also supports client surveys to assess customer satisfaction, enhancing reporting capacity from the electronic Ontario Works file review tool and developing further staff performance standards and measures. To ensure accountability, many outcomes and standards are reported publicly in the Division's statistical report.

## SUCCESSION PLANNING

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Last but not least, people are the most important resource for the Social Services Division to ensure a high level of customer service. The final strategy to improve client service involves ensuring that staff is well trained, qualified and available to deliver the needed services.

In 2011, the Division developed a succession planning program. The first phase involved leadership development, including mentorships and promoting opportunities for short term placement in supervisory positions. The first phase is currently being evaluated, with the intention of developing future strategies to ensure that the Division is well positioned for upcoming staffing changes. Some future strategies under consideration include expanding the program to other critical roles, exploring strategies such as self funded leaves and secondments to provide development opportunities and flexible work strategies to encourage trained staff to stay in the workforce longer.



## FACILITIES PLANNING

The end of the Social Services Division lease agreement, which expired on March 31, 2013, provided an opportunity for the Division to re-assess its space and location needs within the context of the current economic environment. The City recently completed a Request for Proposal process to evaluate facility options. Council approved a plan to renew the existing site lease as this proved to be the most cost effective option, with flexibility to extend the agreement through two consecutive 5-year terms. By remaining at the current location client service disruptions will be minimized; although, there continues to be some accessibility and space constraint challenges.



A staff facility committee has been organized to work with the City's Accessibility Coordinators and the landlord to address priority accessibility and other functional challenges within the current site, over time and as budget permits.



## PARTNERSHIPS – FOCUS ON EMPLOYERS AND ECONOMIC DEVELOPMENT

The Social Services Division has a well-established history of cooperative planning and delivery of services in the community. This work continues in 2013 through the following ongoing partnership tables:

- Partnership Council on Immigration Integration
- Community Employment Resource Partnership
- Peterborough Poverty Reduction Network
- as well as many valuable stakeholder relationships with other individual agencies

Though there is a strong history of community partnerships and stakeholder relationships, the Division would benefit by establishing stronger linkages with employers and the economic development sector. The Division is undertaking some new initiatives through the Community Employment Resource Partnership (CERP) and Community Training and Development Centre (CTDC), the Workforce Development Board (WDB) and the Greater Peterborough Area Economic Development Corporation (GPAEDC) to strengthen partnerships with employers. Some of the projects are described below.



## RURAL WOMEN AND INCOME SECURITY

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CTDC and its associates in Northumberland received funding from Status of Women Canada. The funding was to engage area rural women in a discussion about economic security. Women prioritized their top needs to have resources in job search, building social capital and financial literacy. The program is expanding to Peterborough and community agencies have met to develop an action plan to address the women's needs and suggestions for information delivery. The plan includes the development of video resources, and also virtual job coaching and mentoring assistance. These resources will be linked to all CERP members' websites and through their social media, improving service options for all job seekers. This project will also greatly expand the functionality of the existing CERP website employer job posting system and improve service provider support of small and medium sized employers. This system will help to gather local labour market intelligence to assist in service planning.



## LABOUR MARKET ANALYSIS

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Working with the Workforce Development Board, the Division will support a project to identify the needs for skilled jobs in Peterborough over the next 18 months. The labour market analysis will help to identify “who works where” in Peterborough, where labour shortages are possible and the best prospects for employment locally. This information will drive job specific skills training and employer engagement strategies.



## JOB FAIRS

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Working with the GPAEDC business expansion and retention staff, the Division will continue to deliver career/information fairs and employer recruitment supports with a focus on small and medium size business expansions and start ups. “Small and medium sized businesses (SME) generate the majority of employment opportunities in our region.”<sup>19</sup> The SME segment represents the vast majority of local businesses and continues to be the focus of the Employment Placement program initiatives.

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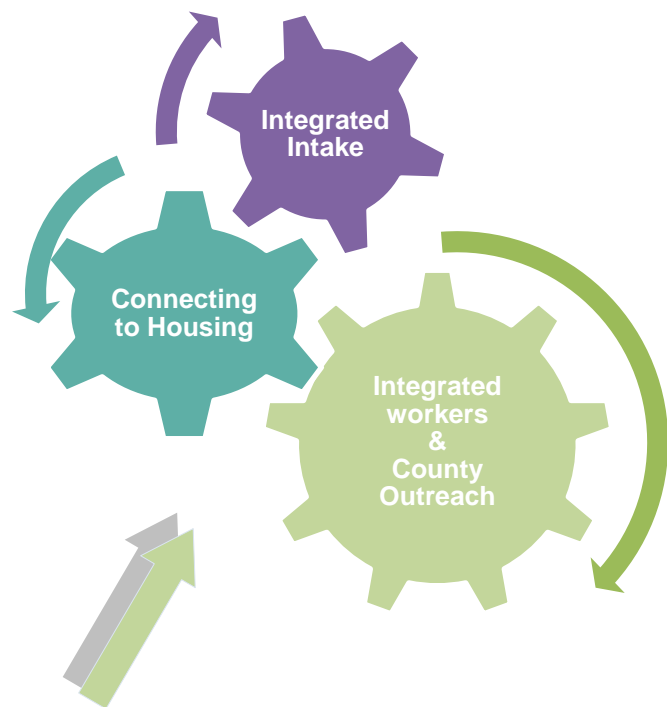
<sup>19</sup> Workforce Development Board Integrated Labour Market Plan 2013-2014 <http://www.wdb.ca/articles/labour-market-information/166/integrated-labour-market-plan-2013> (pg 14)





## SERVICE INTEGRATION

One of the Division's broad overarching priorities for 2013 is the integration of services across the human service programs, continuing the work started in 2012. Integration of programs will offer a significant opportunity to improve the service that is provided to people in our community and, potentially improve the outcomes for the people we serve. The integration of services will also help to improve staff's understanding of the interconnected nature of human services across the Division. An integrated model will also provide the opportunity for shared learning across programs and between staff which would in turn help to better inform processes.



Key areas of service coordination

& integration

### INTEGRATED WORKERS AND COUNTY OUTREACH

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A County Outreach pilot was successfully launched in 2012 to better support the needs of our clients living in the more northern part of the county. A dedicated Ontario Works Case Manager now delivers county services in a more holistic approach by providing financial, employment and child care supports to the residents at locations much closer to home. Providing services in the county helps to reduce transportation barriers which are often experienced by residents living in rural communities. The project will continue this year with an evaluation and full report with recommendations for next steps scheduled to be completed by June. Staff will also explore opportunities for integration between the Ontario Works and Children's Services programs specific to the case management for LEAP clients attending the School for Young Moms.

### INTEGRATED INTAKE

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Last year the Division undertook a thorough review of Integrated Intake models in an effort to move toward integrating intake for Children's Services and Ontario Works clients. The review resulted in a few small immediate improvements to the Children's Services Intake and the development of a longer term work plan to move toward complete integration of these two programs in 2013. Ontario Works intake staff is scheduled to cross-train for Children Services Intake Assessment and once the training is complete a six month integrated intake pilot will be implemented.





## CONNECTION TO HOUSING

Last year the Social Services Division worked extensively with the Housing Division to support planning for the future of the Community Homelessness Program Initiative and to develop the process for a 10 year Long Term Affordable Housing Strategy. Integration of Housing and Homelessness programs will continue to require close collaboration between the Divisions. This year the Division will continue to work with the Housing Division to build on the successes of 2012.

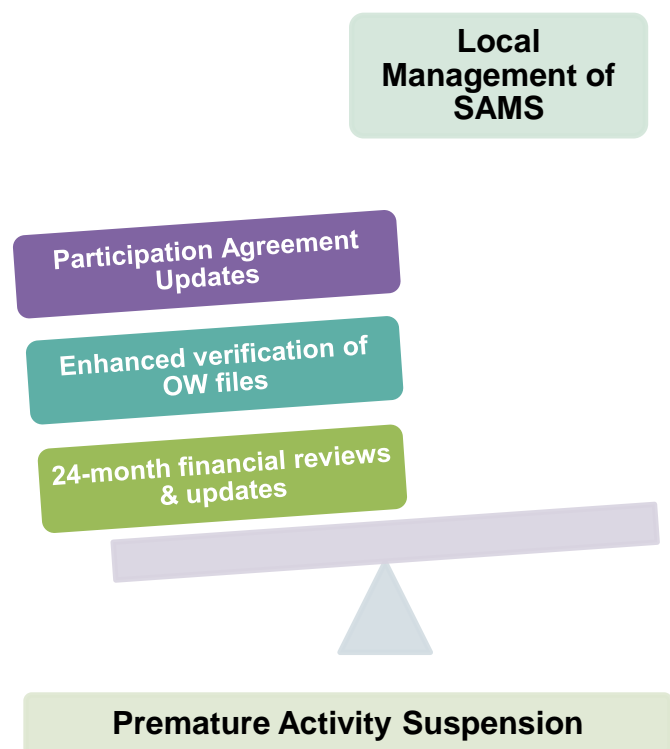
## EFFECTIVE USE OF TECHNOLOGIES

### Social Assistance Management System (SAMS)

SAMS is the new provincial database for the management of OW and ODSP cases. Successful transition to the new system requires significant time in a variety of training and implementation activities. Without additional provincial funding to support this implementation, it will be necessary to suspend or limit some activities. The challenge facing the Division is to carry on the day to day work and services for our clients and community partners while at the same time preparing the office for the November 2013 changeover.

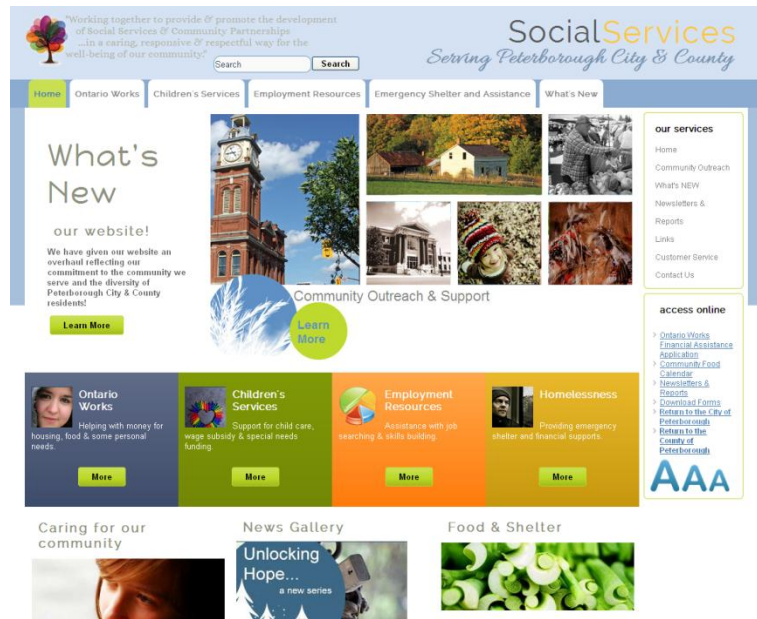
It is estimated that of the approximate 100 employees that will require some level of training, at least 75% will require the 30+ hours between the months of August and November. In addition, the local office is required to invest staff time and resources in reviewing, changing, and then training on local processes to align with the new system.

Staff will work with our clients and community partners including the local ODSP office to inform and educate them about components of the systems, such as the client portal, that will be important to them. However, in order to manage this project at the local level, it may be necessary to suspend the activities diagrammed above.



## ELECTRONIC COMMUNICATIONS

The Social Services Division has implemented a redesigned [web site](http://www.peterborough.ca/Living/City_Services/Social_Services.htm) in May 2013<sup>20</sup>. The website will be client centric and provide program information, client success stories as well as electronic access to commonly requested forms such as income statements. To enhance the effectiveness of the web site as a communications tool, users will be able to sign up for automatic email notifications in areas of interest such as program news, employment news, jobs or community events.



The Division has also added its first [community service map](http://www.peterborough.ca/Living/City_Services/Social_Services/Community_Service_Map.htm) to the web site. The map is a collaborative project with United Way based on FourInfo.com data and features programs and services for children and youth<sup>21</sup>. This map can be used by City and County residents. It is anticipated that other sector maps will be added over the next few years.

In addition to web based communication, the Division is also undertaking a pilot project to trial text communication with clients. The pilot focuses on youth and county caseloads and is showing promising results after three months. Just under half of the survey respondents had used texting with their worker and over 96% of the respondents wanted the program to continue. Of those who had texted, 92% found the service good or excellent. Lessons learned from the texting pilot will be used to continue to enhance electronic communications with clients to increase client service in the most efficient way possible.

## TELEPHONY

A significant amount of staff time each day is spent on the phone with clients and the public. There is a trend to less face to face and more interaction through telephone and web based technology and social media. There is a need to quantify volume of calls and monitor the quality of interaction with the goal to ensure good customer service. Monitoring staff performance and measuring customer service levels could be accomplished through a telephone recording system as a quality assurance tool. Currently, there is limited means for supervisors to evaluate the quality assurance of the staff who engage with clients and community partners over the phones. Through 2013-2014, a work plan for this project will be developed following the corporate purchasing policy.

<sup>20</sup> [http://www.peterborough.ca/Living/City\\_Services/Social\\_Services.htm](http://www.peterborough.ca/Living/City_Services/Social_Services.htm)

<sup>21</sup> [http://www.peterborough.ca/Living/City\\_Services/Social\\_Services/Community\\_Service\\_Map.htm](http://www.peterborough.ca/Living/City_Services/Social_Services/Community_Service_Map.htm)



## NEXT STEPS

The Division is strengthening its integrated approach to service delivery and continues to strive to find better ways to service clients. Focusing on the priority populations, the Division will rely on well trained staff, strong community partners and new technologies to support the delivery of respectful client centred service that continues to be efficient and accountable. The specific community needs, identified based on the environmental scan, will be addressed by the Division through a comprehensive 2 year action plan. A summary action plan is included as Appendix B of this report. The action plan is reviewed and reports are provided to various Ministries as required, including quarterly to MCSS on employment targets. Division reports to councils and the community are prepared three times a year and include highlights of various action items.





## APPENDIX A: EMPLOYMENT ASSISTANCE OUTCOME MEASURES

### Outcome Measure Definitions

1A	Average employment earnings = average amount of employment earnings for participants with earnings
1B	Average amount of earnings at exit = average amount of employment earnings at exit where earnings have taken benefit unit (BU) off assistance
1D	Earnings after 12 months = average amount of earnings in the current month, for participants with earnings after being on assistance for at least 12 consecutive months (monthly average earnings)
2A	% with employment income = percentage of caseload with employment income
2B	% of caseload exiting to employment = percentage of BUs exiting to employment where earnings have taken BU off assistance (avg. monthly %)
2C	Job retention rate (time) average # months to re-entry = job retention rate determined by average length of time from exit due to earning and/or employment to re-entry into social assistance where earnings have taken BU off assistance (within last 24 months)
2D	Job retention rate (%) = job retention rate determined by the % of BUs who exit social assistance due to earnings and/or employment and return where earnings have taken BU off assistance (within last 24 months)
2E	Average length of time to employment = average length of time to employment for BUs which did not have earnings at time of entry, where earnings have taken BU off assistance (# of months since grant date). Not Weighted

### Employment Assistance Outcome Measures 2013 Submission

2012	Earnings		Employment			
Summary Points	1A, 1B Forecasted Baseline=2011 Actual		2A, 2B, 2C, 2D Forecasted Baseline= 2011 Actual 2E- Not weighted and therefore not included on the table			
Yr 1- 858.8	Target 1% Improvement		Target 1% Improvement			
Yr 2- 1,750.6						
Yr 3- 1,342.7						
<b>Total- 3,952.1</b>						
Measure	1A \$	1B \$	2A %	2B %	2C #	2D%
Baseline	\$757.61	\$1,148.83	11.8%	24.6%	8.6	11.1%
Target	\$765.18	\$1,160.32	11.9%	24.9%	8.7	10.9%
Achievement	\$1,038.97	\$1,157.58	12.0%	21.4%	9.8	10.1%
Total Points Yr 3	600	228.5	114.1	0	200	200
Proportional Weighting	300	300	100	100	100	100



## Employment Assistance Outcome Measures 2013 Submission

2013	Earnings 1A- Adjusted Baseline * 1B-Forecasted Baseline=2012 Actual  1A Target 1.5% Improvement  1B Target 1.5% Improvement		Employment  2A, 2B, 2C, 2D Forecasted Baseline= 2012 Actual  Target 1.5 % Improvement			
Measure	1A \$	1B \$	2A %	2B %	2C #	2D%
Baseline	\$787.91*	\$1,157.58	12.0%	21.4%	9.8	10.1%
Targets	\$799.73	\$1,174.94	12.1%	21.7%	9.9	9.9%
Proportional Weighting	300	300	100	100	100	100

\*2013- 1A baseline adjustment excludes August 2012 monthly amount due to data irregularity (Monthly amount \$3,810.50 = 207 % higher than average)



## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
Core Service			
<b>Financial Assistance</b> Provides basic benefits to eligible residents to assist with food, shelter, clothing, related items and services in the most efficient manner possible.	<ul style="list-style-type: none"> <li>Supporting approximately 4000 families plus approximately 850 ODSP clients, providing employment and income supports to help lead participants to self-sufficiency.</li> <li>Provide additional client services as required related to eligibility review, family support, revenue recovery</li> <li>Assess business processes including on line application, telephony, web site design and usage to ensure alignment with the new provincial client data base, SAMS.</li> <li>Continue to provide for program delivery to include the subsidy claim process and required accountability framework, quality assurance frameworks and appropriate monitoring.</li> </ul>	Ongoing	
<b>Employment Support</b> Assist OW and ODSP participants to increase employability through active job search, coaching, job-specific skills training, job placement, volunteer placement, basic education and upgrading.	<ul style="list-style-type: none"> <li>Continue focus on increased earnings and exiting assistance for employment</li> <li>Strengthening linkages between OW sponsored training programs, job placement services, area employers and Employment Ontario Services.</li> <li>Implement any revised policies or practices (anticipate changes related to SAMS)</li> </ul>	Ongoing	
<b>Participant Training Programs</b> Participant training programs will be provided to prepare people for employment opportunities	<ul style="list-style-type: none"> <li>Kawartha Fest Ambassadors (customer service, tourism and hospitality) 2 sessions- 28 participants</li> <li>Trent Valley Literacy program and COIN (food service industry) 5 sessions- 35 participants.</li> <li>Community Training and Development Centre (Personal Support Workers) 2 sessions – 28 participants and CMHA (life skills) – to be determined as needed</li> </ul>	Jan	Dec
<b>Addictions Services Initiative</b> Provides intensive case management to OW clients struggling with addictions as a barrier to employment and quality of life	<ul style="list-style-type: none"> <li>Supporting approximately 160 participants per year</li> <li>Strengthening community partnerships with addiction services provider</li> <li>Cross training staff on concurrent disorders and trauma.</li> <li>Training and implementing solution focused intensive case management internally and with community partners</li> </ul>	Jan	Dec
<b>Community Employment Resource Centre</b>	<ul style="list-style-type: none"> <li>Prepare a Council report on the future of PERC by June 2013.</li> <li>Identify levels of services available for area residents and identify potential service gaps and strategy (County Outreach/CSP Help Centre)</li> </ul>	August 2012	August 2013
<b>Impact of Social Assistance Review Commission</b>	<ul style="list-style-type: none"> <li>Engage community in discussions related to potential impacts</li> <li>Pilot initiatives to explore recommendations – streamline OW process, employment supports for ODSP and further employer engagement.</li> </ul>	July 2012	unknown



## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
<b>Children's Services</b>	<ul style="list-style-type: none"> <li>Manage the administration of child care subsidies, Ontario Works – formal and informal child care, funding for children with special needs, general operating funding and directly operated child care programs.</li> <li>Support collaborative planning with the broader children service sector.</li> </ul>	ongoing	ongoing
<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>Develop and participate in ongoing training</li> <li>Annual exercises City and/or County</li> <li>Respond to community emergencies when required</li> </ul>	ongoing	ongoing
<b>Priority Populations</b>			
<b>Homelessness Interventions</b>  Connect homeless individuals or families at risk to community services to obtain and maintain longer-term housing.	<ul style="list-style-type: none"> <li>The Coordinated Homelessness Response Program will operate through 2012 and 2013 with various community partners including: FourCAST, Brock Mission/Cameron House and Canadian Mental Health Association (CMHA).</li> <li>Continue to fund current homelessness and housing stability programs through the Community Homelessness Prevention Initiative pending completion of the 10-year housing and homelessness plan.</li> <li>Collaborate with the Housing Division in the development of the 10-year housing and homelessness plan and funding plans related to the priorities for the Community Homelessness Prevention Initiative.</li> <li>Continue outreach visits to the shelters, taking technology to complete applications, referrals and access resources</li> <li>Enhanced case management with recently housed clients to assist in maintaining housing.</li> </ul>	ongoing	
<b>Children</b> Early Learning Initiative	<ul style="list-style-type: none"> <li>is a comprehensive 5 year plan for children 0 – 12 years which includes full day Kindergarten for 4 and 5 year olds and fee based extended day programs.</li> <li>Work with the local school boards to support the implementation of the Early Learning initiative in the community.</li> </ul>	January 2012	2015
<b>Children</b>	<ul style="list-style-type: none"> <li>Support viability of existing child care services impacted by the implementation of full day kindergarten.</li> <li>Work with child care operators to create long term solutions that focus on building a stronger early learning and child care system.</li> <li>Manage a small amount of Provincial funding and Unconditional Grant to support the transition of child care programs to increase capacity for 0-4 year olds.</li> </ul>	2010	June 2015





## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
<b>Youth Engagement</b>	<ul style="list-style-type: none"> <li>Engage rural employers to participate in youth training and employment programs, apprenticeships, and skills enhancement initiatives.</li> <li>Work with School Consultant to conduct service provider consultations in Asphodel-Norwood and Havelock Belmont Methuen Townships for youth-at-risk.</li> <li>Enhance communication channels with Townships to improve awareness of existing programs and services</li> </ul>	January 2013	December 2013
<b>OW Youth Initiative</b>	<ul style="list-style-type: none"> <li>Dedicate two case managers to provide financial, social, and employment supports in office and in area schools</li> <li>Improve educational attainment and reduce time on assistance through intensive case management.</li> <li>Continue to strengthen relationship with school boards – continue expanding outreach at local high schools</li> </ul>	April 2012	Dec 2014
<b>Disabled –Employment Pilot</b>	<ul style="list-style-type: none"> <li>Work with ODSP employment service providers, the community and people with lived experience to develop a pilot project to provide improved access to employment supports for people on ODSP</li> <li>Enable disabled social assistance recipients who want to pursue employment on a voluntary basis to be referred to the OW office to access pre employment supports</li> <li>Supporting access to life skills, literacy training or community placement opportunities to improve their paid employment and job placement outcomes.</li> </ul>	April 2013	2014
<b>Seniors</b>	<ul style="list-style-type: none"> <li>Co-Chair Peterborough Seniors Planning Table to identify gaps in Seniors services and plan for improved service awareness for the City and County of Peterborough. June 2013 Seniors Summit being planned.</li> <li>Identify local issues affecting seniors and promote the healthy engagement of seniors.</li> <li>Complete expansion of homemakers program to add an additional 60 to bring the program total to 75 clients.</li> </ul>	January 2013	Dec. 2014
<b>Aboriginal</b> Community Planning - Best Start/Early Intervention and Prevention Committee	<ul style="list-style-type: none"> <li>Ongoing engagement with the Aboriginal communities in order to build relationships and support for Aboriginal children, families and service providers</li> </ul>	Ongoing	Ongoing
<b>Aboriginal - Addictions</b>	<ul style="list-style-type: none"> <li>Collaborating with the Native Friendship Centre to understand culturally appropriate case management and provide appropriate referrals as needed</li> <li>Develop staff training related to First Nations teachings, ceremonies and healing practices, as well as the opportunities in the broader Peterborough area for participation by both aboriginal and non-aboriginal people</li> </ul>	Ongoing	



## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
<b>Improving Customer Service</b>			
<b>Process Improvement - Lean</b>	<ul style="list-style-type: none"> <li>Lean methodology has been adopted for Division process improvement.</li> <li>Training plan and initial processes to be reviewed to be established in the first half of 2013.</li> <li>Client surveys to be used to inform the process and identify priority processes for review in 2014</li> </ul>	Nov 2012	ongoing
<b>Outcomes and Standards</b>	<ul style="list-style-type: none"> <li>Outcomes have already been established for ERO, FSW, homelessness and employment</li> <li>Outcomes to be established for remaining program areas.</li> <li>Performance Standards are being reexamined across the Division to be established and tested by the end of 2014</li> </ul>	2013	Dec 2014
<b>Succession Planning</b>	<ul style="list-style-type: none"> <li>First phase involved leadership development, including mentorships and promoting opportunities for short term placement in supervisory positions. Currently being evaluated.</li> <li>Future strategies under consideration include expanding the program to other critical roles, developing self funded leaves and secondments to provide development opportunities</li> <li>Develop flexible work strategies to encourage staff to stay longer in the workforce.</li> </ul>	2012	2014
<b>Facilities Planning</b>			
<b>Social Services Facility Needs Review</b> lease expires March 2013	<ul style="list-style-type: none"> <li>Develop Facility Plan to address accessibility and customer service requirements</li> <li>Seek necessary Council approval of plan and implement</li> </ul>	Spring 2011	Fall 2013
<b>Partnerships – Focus on Employers and Economic Development</b>			
<b>Strengthen ties with GPAEDC (Economic Development)</b>	<ul style="list-style-type: none"> <li>Work with CERP member agencies, Employment Ontario and GPAEDC to improve and streamline employer access to employment services in the community</li> </ul>	Sept. 2013	Dec 2013
<b>Social Purchasing and Procurement Policy</b>	<ul style="list-style-type: none"> <li>Work with Departmental Sustainability coordinator to develop a sustainable social purchasing plan/ policy to highlight the multiplier effects of divisional/ corporate purchasing decisions.</li> </ul>	June 2013	Sept 2013



## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
<b>Rural Women and Income Security</b>	<ul style="list-style-type: none"> <li>Development of resources for job search and financial literacy, and also virtual job coaching and mentoring assistance.</li> <li>Expand the functionality of the existing CERP website employer job posting system and improve service provider support of small and medium sized employers.</li> </ul>	June 2013	2014
<b>Labour Market analysis</b>	<ul style="list-style-type: none"> <li>Participate in project in partnership with Workforce Development Board to identify the needs for skilled jobs in Peterborough over the next 18 months.</li> <li>Complete analysis identifying where labour shortages are possible and the best prospects for employment locally.</li> <li>Use information will drive job specific skills training and employer engagement strategies.</li> </ul>	Sept 2013	June 2014
<b>Job Fairs</b>	<ul style="list-style-type: none"> <li>Working with the GPAEDC business expansion and retention staff deliver career/information fairs and employer recruitment supports with a focus on small and medium size business expansions and start ups.</li> </ul>	Spring 2013	Dec 2014
<b>Community Help Centre/ Service Hub Development and Promotion</b>	<ul style="list-style-type: none"> <li>Continue partnerships with service providers including Peterborough Community Employment Resource Centre, United Way and others to enhance service availability and reduce service overlap in Peterborough County.</li> <li>Work with Student Support Leadership Initiative to implement service team model for Asphodel-Norwood and establish agency partnerships with service providers.</li> <li>Consider a second HELP Centre in Peterborough County replacing the closed Centre and changing services in Trent Lakes.</li> </ul>	January 2013	Dec 2014
<b>Service Integration</b>			
<b>Joint Intake Childrens Services and Ontario Works</b>	<ul style="list-style-type: none"> <li>Work with OW/CS staff to implement a joint intake model</li> <li>Cross training in the spring with implementation of 6 month pilot over the summer and fall</li> </ul>	Jan 2013	Dec 2013
<b>Integrated County Case manager pilot</b>	<ul style="list-style-type: none"> <li>Provide integrated outreach visits in rural clients' homes or at other suitable public locations.</li> <li>Review evaluation of Pilot completed in early 2013</li> <li>Consider expansion of concept of a "generic case manager" who delivers OW, employment counselling and children's services case management functions for the clients.</li> </ul>	April 2012	2013



## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
<b>Expanding Integrated case management - 2<sup>nd</sup> pilot</b>	<ul style="list-style-type: none"> <li>Planned expansion of integrated case management to Leap program so that LEAP worker can also provide child care intake in the fall of 2013</li> </ul>	March 2012	Dec 2014
<b>Explore integration with other Corporate services</b>	<ul style="list-style-type: none"> <li>Work with recreation to explore administering subsidies</li> <li>Working with Health Unit on baby supply fund admin by Health Unit</li> <li>Provide input to Transit on options for implementation of low income transit subsidy transit work plan in 2014</li> <li>Determine Corporate interest in customer service integration across areas that allow for one stop client portal access and administration.</li> </ul>	Jan 2013	2015
<b>Homelessness Community Human Services Integration</b>	<ul style="list-style-type: none"> <li>Homelessness Support Services Coordinating Committee continues to meet.</li> <li>Subcommittees include Home Response (related to older adults living in their home requiring supports), Cold Weather Response, Health Links and Transitional Age Youth group.</li> <li>Service Resolution Protocol and the Homelessness Coordinated Response Team continue.</li> </ul>	Ongoing	
<b>Community Planning - Best Start/Early Intervention and Prevention Committee</b>	<ul style="list-style-type: none"> <li>Develop a framework to identify comprehensive community based outcomes and measures for children with the intent of being able to evaluate the impacts of integrated services on child and family success.</li> <li>Continue work on the Common Outcomes project with a community facilitator. Framework will be piloted at the Otonabee Valley Family Centre in 2012/13 with the intention of implementation in all Child and Family Centres across the Peterborough area in 2013/14.</li> </ul>	Ongoing	Ongoing
<b>Effective Use of Technology</b>			
<b>SAMS Project</b>	<ul style="list-style-type: none"> <li>Complete deliverables of local site readiness plan and monitor status tracking spreadsheet to ensure successful implementation and integration of new computer system and local processes. Go Live is Nov 12, 2013.</li> <li>Provide post implementation support to staff</li> </ul>	Jan	June 2014
<b>E communication with Clients</b>	<ul style="list-style-type: none"> <li>Develop and implement client E Communication strategy</li> <li>Texting pilot started Dec 2012 – to be reviewed at 3, 6 months</li> <li>Email protocol to be drafted with lessons learned from texting</li> <li>Consider other e communications such as E subscribe, web access, social media, Google drive and remote work</li> </ul>	Dec 2012	Dec 2014



## APPENDIX B SOCIAL SERVICES ACTION STEPS 2013/2014

Description of Work	Actions	Start	End
<b>Employment assessment support through the Employment Readiness Scale (ERS)</b>	<ul style="list-style-type: none"> <li>Continue using ERS as an employment tool that measures how ready a client is for employment in areas of self-sufficiency, career decision-making, job search, job maintenance and ongoing career management</li> <li>Evaluate data for program planning and process improvements</li> </ul>	ongoing	ongoing
<b>Telephony enhancements</b>	<ul style="list-style-type: none"> <li>Purchase and implement a telephone recording system as a quality assurance tool.</li> <li>Through 2013-2014, a work plan for this project will be developed following the Corporate purchasing policy</li> </ul>	Late 2013	2014
<b>Corporate Record Management Project</b>	<ul style="list-style-type: none"> <li>Under the direction of Corporate Services embark on the implementation of the new records classification system within the Division.</li> <li>Explore the expansion of electronic scanning of documentation to include Social Services in 2014</li> </ul>	Ongoing	2014
<b>Community Service mapping Project</b>	<ul style="list-style-type: none"> <li>Completing first phase that focused on mapping Children &amp; Youth Services. Developing process and procedures for mapping additional sectors.</li> <li>Build program partnership with Peterborough United Way and Fourinfo.com for creating future inventories and program maps to inform broader service planning and coordination.</li> </ul>	Jan 2013	Dec 2014
<b>Centralized Early Childhood Employment Registry</b>	<ul style="list-style-type: none"> <li>Support staff during the training and role out of this centralized, community wide system.</li> <li>Monitor and evaluate the tool and then develop a full implementation model.</li> </ul>	Feb 2013	Sept 2013

