



**The Corporation of the County of Wellington**  
**Social Services Committee**  
**Agenda**

September 7, 2016

1:00 pm

County Administration Centre  
Guthrie Room

Members: Warden Bridge; Councillors Anderson (Chair), Black, Davidson, L. White

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	Pages
<b>1. Call to Order</b>	
<b>2. Declaration of Pecuniary Interest</b>	
<b>3. Delegation:</b>	
3.1 Mr. Derrick Thomson, CAO, City of Guelph Introduction and Overview of New Role	
<b>4. Webster Place Construction Status Report #2</b>	3 - 3
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11. Closed Meeting
12. Rise and Report
13. Adjournment

Next meeting date October 12, 2016 or at the call of the Chair.



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

**To:** Chair and Members of the Social Services Committee  
**From:** Kevin Mulholland, Construction & Property Manager  
**Date:** Wednesday, September 7, 2016  
**Subject:** Webster Place Construction Project - Status Report #2

Work completed to date	<ul style="list-style-type: none"><li>- Work on foundation walls has been completed (formed, poured &amp; stripped)</li><li>- Backfilling of the foundations is complete</li><li>- M&amp;E trades have completed installing underground services</li><li>- The concrete slab on grade will be prepared, poured &amp; finished</li><li>- Masonry contractor has begun installation of loadbearing block walls (currently on 3<sup>rd</sup> floor)</li><li>- Structural steel installation has started (1<sup>st</sup> &amp; 2<sup>nd</sup> floor complete)</li><li>- precast floor slabs been installed on 1<sup>st</sup> &amp; 2<sup>nd</sup> levels</li><li>- Steel stud installation has begun</li><li>- M&amp;E rough ins have gotten started</li></ul>
Work to be completed in the next month	<ul style="list-style-type: none"><li>- Masonry contractor will continue installation of loadbearing block walls</li><li>- Structural steel installation will continue</li><li>- precast floor slabs for 3<sup>rd</sup> floor will be installed</li><li>- Steel stud installation will continue</li><li>- M&amp;E rough ins will continue</li></ul>
Status of construction schedule	<ul style="list-style-type: none"><li>- Completion is currently scheduled for May, 2017</li></ul>
C.O.'s approved since last meeting	9
Total change orders approved to date	9
Net value of C.O.'s approved to date	\$219,404.39

### Recommendation:

That the Webster Place Construction Project Status Report be received for information.

Respectfully submitted,

Kevin Mulholland  
Construction & Property Manager



**County of Wellington**  
**Ontario Works**  
Statement of Operations as of  
31 Jul 2016

	<b>Annual Budget</b>	<b>July Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$21,082,100	\$1,842,387	\$12,884,623	61%	\$8,197,477
Municipal Recoveries	\$3,387,300	\$242,550	\$1,577,211	47%	\$1,810,089
Other Revenue	\$49,000	\$2,383	\$43,986	90%	\$5,014
Internal Recoveries	\$10,100	\$0	\$6,876	68%	\$3,224
<b>Total Revenue</b>	<b>\$24,528,500</b>	<b>\$2,087,320</b>	<b>\$14,512,697</b>	<b>59%</b>	<b>\$10,015,803</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$6,281,400	\$512,194	\$3,577,184	57%	\$2,704,216
Supplies, Material & Equipment	\$185,000	\$6,803	\$54,960	30%	\$130,040
Purchased Services	\$419,800	\$51,819	\$236,844	56%	\$182,956
Social Assistance	\$17,973,000	\$1,580,012	\$10,831,425	60%	\$7,141,575
Transfer Payments	\$24,800	\$0	\$0	0%	\$24,800
Insurance & Financial	\$0	\$0	\$568	0%	\$(568)
Internal Charges	\$1,245,600	\$102,840	\$727,735	58%	\$517,865
<b>Total Expenditures</b>	<b>\$26,129,600</b>	<b>\$2,253,667</b>	<b>\$15,428,716</b>	<b>59%</b>	<b>\$10,700,884</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,601,100</b>	<b>\$166,348</b>	<b>\$916,019</b>	<b>57%</b>	<b>\$685,081</b>
<b>NET COST (REVENUE)</b>	<b>\$1,601,100</b>	<b>\$166,348</b>	<b>\$916,019</b>	<b>57%</b>	<b>\$685,081</b>



**County of Wellington**  
**Child Care Services**  
Statement of Operations as of  
31 Jul 2016

	<b>Annual Budget</b>	<b>July Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$13,144,800	\$1,609,115	\$9,438,720	72%	\$3,706,080
Municipal Recoveries	\$2,882,400	\$578,626	\$1,402,043	49%	\$1,480,357
User Fees & Charges	\$278,100	\$37,994	\$276,101	99%	\$1,999
Internal Recoveries	\$354,900	\$81,689	\$264,031	74%	\$90,869
<b>Total Revenue</b>	<b>\$16,660,200</b>	<b>\$2,307,424</b>	<b>\$11,380,896</b>	<b>68%</b>	<b>\$5,279,304</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$4,123,100	\$342,115	\$2,327,498	56%	\$1,795,602
Supplies, Material & Equipment	\$226,300	\$20,069	\$99,036	44%	\$127,265
Purchased Services	\$485,000	\$23,521	\$158,148	33%	\$326,852
Social Assistance	\$11,632,900	\$1,909,835	\$8,628,472	74%	\$3,004,428
Insurance & Financial	\$3,200	\$0	\$1,996	62%	\$1,204
Minor Capital Expenses	\$154,800	\$0	\$0	0%	\$154,800
Internal Charges	\$985,000	\$130,755	\$607,836	62%	\$377,164
<b>Total Expenditures</b>	<b>\$17,610,300</b>	<b>\$2,426,295</b>	<b>\$11,822,985</b>	<b>67%</b>	<b>\$5,787,315</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$950,100</b>	<b>\$118,871</b>	<b>\$442,089</b>	<b>47%</b>	<b>\$508,011</b>
<b>NET COST (REVENUE)</b>	<b>\$950,100</b>	<b>\$118,871</b>	<b>\$442,089</b>	<b>47%</b>	<b>\$508,011</b>



**County of Wellington**  
**Social Housing**  
Statement of Operations as of  
31 Jul 2016

	Annual Budget	July Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$7,425,500	\$782,408	\$4,555,368	61%	\$2,870,132
Municipal Recoveries	\$15,249,700	\$837,930	\$7,985,336	52%	\$7,264,364
Licenses, Permits and Rents	\$5,200,000	\$463,314	\$3,098,684	60%	\$2,101,316
User Fees & Charges	\$49,200	\$6,312	\$34,775	71%	\$14,425
<b>Total Revenue</b>	<b>\$27,924,400</b>	<b>\$2,089,963</b>	<b>\$15,674,163</b>	<b>56%</b>	<b>\$12,250,237</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,658,500	\$281,333	\$2,118,976	58%	\$1,539,524
Supplies, Material & Equipment	\$366,400	\$21,905	\$143,621	39%	\$222,779
Purchased Services	\$7,025,800	\$251,847	\$3,796,895	54%	\$3,228,905
Social Assistance	\$17,962,000	\$1,352,287	\$9,713,754	54%	\$8,248,246
Transfer Payments	\$1,015,100	\$253,767	\$761,301	75%	\$253,799
Insurance & Financial	\$243,000	\$1,102	\$212,674	88%	\$30,326
Internal Charges	\$668,500	\$54,751	\$401,097	60%	\$267,403
<b>Total Expenditures</b>	<b>\$30,939,300</b>	<b>\$2,216,991</b>	<b>\$17,148,319</b>	<b>55%</b>	<b>\$13,790,981</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$3,014,900</b>	<b>\$127,028</b>	<b>\$1,474,157</b>	<b>49%</b>	<b>\$1,540,743</b>
<b>Transfers</b>					
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
<b>Total Transfers</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$4,514,900</b>	<b>\$127,028</b>	<b>\$2,974,157</b>	<b>66%</b>	<b>\$1,540,743</b>



**County of Wellington**  
**County Affordable Housing**  
Statement of Operations as of  
31 Jul 2016

	<b>Annual Budget</b>	<b>July Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$205,700	\$0	\$152,416	74%	\$53,284
Licenses, Permits and Rents	\$582,900	\$47,864	\$340,632	58%	\$242,268
User Fees & Charges	\$0	\$15	\$90	0%	\$(90)
<b>Total Revenue</b>	<b>\$788,600</b>	<b>\$47,879</b>	<b>\$493,138</b>	<b>63%</b>	<b>\$295,462</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,800	\$77	\$892	23%	\$2,908
Supplies, Material & Equipment	\$42,700	\$1,652	\$14,473	34%	\$28,227
Purchased Services	\$403,200	\$17,250	\$198,344	49%	\$204,856
Insurance & Financial	\$14,100	\$0	\$11,264	80%	\$2,836
Debt Charges	\$302,000	\$0	\$238,912	79%	\$63,088
<b>Total Expenditures</b>	<b>\$765,800</b>	<b>\$18,980</b>	<b>\$463,885</b>	<b>61%</b>	<b>\$301,915</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(22,800)</b>	<b>\$(28,899)</b>	<b>\$(29,254)</b>	<b>128%</b>	<b>\$6,454</b>
<b>Transfers</b>					
Transfer to Reserves	\$522,800	\$0	\$500,000	96%	\$22,800
<b>Total Transfers</b>	<b>\$522,800</b>	<b>\$0</b>	<b>\$500,000</b>	<b>96%</b>	<b>\$22,800</b>
<b>NET COST (REVENUE)</b>	<b>\$500,000</b>	<b>\$(28,899)</b>	<b>\$470,746</b>	<b>94%</b>	<b>\$29,254</b>



# County of Wellington

17-August-2016

## Social Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending July 31, 2016

	Approved Budget	July Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
<b>Ontario Works</b>							
129 Wyndham, Lobby Renovations	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Fergus OW Exterior Cladding	\$30,000	\$0	\$0	\$0	\$0	0%	\$30,000
<b>Subtotal Ontario Works</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$180,000</b>
<b>Child Care Services</b>							
15 Douglas St: Int Renovation	\$75,000	\$0	\$0	\$0	\$0	0%	\$75,000
21 Douglas St Front Entrance	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
<b>Subtotal Child Care Services</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$125,000</b>
<b>Social Housing</b>							
261-263 Speedvale Addition/Ele	\$1,812,000	\$206,384	\$1,091,782	\$449,523	\$1,541,305	85%	\$270,695
229 Dublin Roof	\$487,000	\$0	\$454,801	\$21,875	\$476,676	98%	\$10,324
Fire System Upg City Locations	\$550,700	\$0	\$96,471	\$394,391	\$490,862	89%	\$59,838
Fire System Upg County Locatn	\$225,000	\$9,015	\$123,717	\$56,713	\$180,430	80%	\$44,570
229 Dublin Make Up Air Unit	\$150,000	\$0	\$1,832	\$0	\$1,832	1%	\$148,168
32 Hadati Roof Design/Replace	\$363,000	\$0	\$213,747	\$0	\$213,747	59%	\$149,253
Vancouver Dr Major Upgrade	\$70,000	\$0	\$29,003	\$38,160	\$67,163	96%	\$2,837
Mt. Forest Proprrty Acquisition	\$1,300,000	\$0	\$0	\$0	\$0	0%	\$1,300,000
Delhi Marl Air Make up Unit	\$332,000	\$0	\$0	\$0	\$0	0%	\$332,000
32 Hadati Site Improvements	\$10,000	\$0	\$0	\$0	\$0	0%	\$10,000
Edinburgh Window And Siding	\$199,000	\$2,823	\$2,823	\$0	\$2,823	1%	\$196,177
Elizabeth St Site Improvements	\$10,000	\$0	\$0	\$0	\$0	0%	\$10,000
City Building Retrofits 2016	\$668,000	\$96,535	\$348,337	\$0	\$348,337	52%	\$319,663
County Building Retrofits 2016	\$441,000	\$14,312	\$102,321	\$0	\$102,321	23%	\$338,679
Affd Hsng and Non Profit BCA	\$110,000	\$0	\$0	\$0	\$0	0%	\$110,000
<b>Subtotal Social Housing</b>	<b>\$6,727,700</b>	<b>\$329,069</b>	<b>\$2,464,835</b>	<b>\$960,662</b>	<b>\$3,425,496</b>	<b>51%</b>	<b>\$3,302,204</b>





# County of Wellington

17-August-2016

## Social Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending July 31, 2016

	Approved Budget	July Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
<b>Affordable Housing</b>							
Webster Place 55 Units Affd Hs	\$13,940,000	\$656,656	\$1,740,713	\$391,582	\$2,132,295	15 %	\$11,807,705
165 Gordon Generator	\$320,000	\$0	\$2,428	\$172,959	\$175,387	55 %	\$144,613
182 George St Capital Works	\$50,000	\$0	\$0	\$13,886	\$13,886	28 %	\$36,114
Affd Hsng Blding Retrofits 16	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Webster Place Co-Generation	\$350,000	\$1,018	\$37,618	\$0	\$37,618	11 %	\$312,382
<b>Subtotal Affordable Housing</b>	<b>\$14,690,000</b>	<b>\$657,673</b>	<b>\$1,780,759</b>	<b>\$578,427</b>	<b>\$2,359,186</b>	<b>16%</b>	<b>\$12,330,814</b>
<b>Total Social Services</b>	<b>\$21,722,700</b>	<b>\$986,743</b>	<b>\$4,245,594</b>	<b>\$1,539,088</b>	<b>\$5,784,682</b>	<b>27 %</b>	<b>\$15,938,018</b>



# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

**To:** Chair and Members of the Social Services Committee  
**From:** Luisa Artuso, Director of Child Care Services CC-16-07  
**Date:** Wednesday, September 07, 2016  
**Subject:** Ontario Early Years Child and Family Centres

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### Background:

The staff report to Committee dated March 9, 2016, Ontario Early Years Child and Family Centres, provided information of Ministry of Education's commitment to move forward with the provincial plan to integrate and transform child and family centres by establishing Ontario Early Years Child and Family Centres (OEYCFCs) by 2018.

### Update:

In a memo dated July 25, 2016, the Ministry of Education announced that the existing responsibility of CMSMs/DSSABs for service system management of child care will be increased to include the planning and management of a cohesive system of services and supports for children ages birth to six years of age and their families.

Specifically, through the development of OEYCFCs, children and families will have access to a range of responsive, high quality, accessible and integrated early years services (including child care) to ensure each child will have the best possible start in life.

Additionally, the Ministry has outlined new additional expectations of CMSMs/DSSABs for Data Analysis Services to enable the broader collection and mobilization of data to inform the planning of OEYCFCs as well as to develop and evaluate local Early Years community plans.

Further, the Early Literacy Specialists programme currently funded by the Ministry of Children and Youth Services to support the promotion of children's literacy development, will become part of the system transformation of OEYCFCs by being transferred to CMSMs/DSABs.

Over the next 17 months, CMSMs/DSSABs must launch a local needs assessment (August 2016), submit needs assessments summaries and initial plans (May 2017), receive new funding allocations (2017) and implement OEYCFCs (January 2018) according to Ministry Planning Guidelines for Service System Managers.

Wellington's initial plans for the early year's system as described in the March 2016 staff report will continue to guide the transformation process in our service delivery area. As it is important to provide clarity to local collaborative community agencies and to ensure all documents are reflective of this new role, Child Care Services will be re-named Children's Early Years Division, Social Services, commencing October 1, 2016.

Attachment: Ontario Early Years Child and Family Centres – A Public Plan

**Recommendation:**

That the report outlining the increased contractual duties of the Consolidated Municipal Service Manager to plan and manage the Ontario Early Years' service system and for Child Care Services to be re-named Children's Early Years Division commencing October 1, 2016 be received for information.

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso".

Luisa Artuso  
Director of Child Care Services

# Ontario Early Years Child and Family Centres A Public Plan



## The Right Time for Transformation

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It is an exciting time for Ontario's child care and early years system as we continue our ambitious plan to modernize our programs and services. Our transformative work has already resulted in full-day kindergarten, the new *Child Care and Early Years Act, 2014*, a new funding formula for child care, and *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. With this ground-breaking work underway, we remain committed to transforming Ontario's child and family programs. This transformation will help us integrate early years programs and services in Ontario.

We know how important the early years are in forming a solid foundation for a child's entire life. And we know families, communities and the province all benefit from programs and services that promote early learning and development, support parents and caregivers, and provide referrals to specialized services. That is why the government has invested more than \$97 million per year in child and family programs.

# Ontario's Child and Family Programs: A Changing Landscape

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Every year, thousands of families benefit from these programs in communities across Ontario. The province currently funds four programs for the early years:

- Ontario Early Years Centres
- Parenting and Family Literacy Centres
- Child Care Resource Centres
- Better Beginnings Better Futures.

Research and conversations with parents and educators show these programs are essential because they help children and families to learn, grow and connect – together.

Research also shows many children and families have not participated in these programs for a variety of reasons. Populations in various cities continue to shift, families have moved into new neighbourhoods and there are increasing demands on families. There has also been a surge in new research on early childhood development. Therefore, it is important that child and family programs are equipped to respond to these changing realities.

## From Conversation to Transformation

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To begin the conversation, Ontario released the *Ontario Early Years Policy Framework* in 2013 to set out a clear vision for Ontario's early years programs and services. The vision is to ensure Ontario's children and families are well supported by a system of responsive, high-quality, accessible and increasingly integrated early years programs and services – a system that contributes to healthy child development today and a stronger future tomorrow.

In line with this vision, the framework highlighted the government's goal to integrate existing child and family programs and establish a common mandate, identity and governance structure. This is in line with recommendations from the report: "*With Our Best Future in Mind: Implementing Early Learning in Ontario.*"

Since that time, the government has spoken to families, educators, municipalities, and other key stakeholders across the province, to determine the best way to realize this ambitious goal. Our action plan is based on this valuable input, and builds on the successes we have already had in transforming the early years in Ontario. It also describes how we will deliver on this commitment together.

## Why Change is Important

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### ***Awareness & Access***

Despite the benefits of child and family programs to early childhood development and family well-being, we have heard that many parents are not aware of the services available in their communities. The existing system, made up of programs with different names and mandates, can be difficult for parents and caregivers to navigate and access.

### ***Location & Changing Demographics***

Location can also be a barrier to access. Families have moved into new communities, and some neighbourhoods have few available services to meet the demand. In other places, several separately managed programs may exist on the same block. In some cases, these programs may not be integrated into local service planning leading to an uneven distribution of services. As such, in some communities, the current system is not as responsive as it could be in supporting Ontario's diverse population of children and families.

### ***Varying Services***

Child and family programs and services can vary greatly from one site to another. While some differences are expected to meet the needs in specific communities, parents and caregivers would benefit from a common set of core services regardless of where they live in the province. These core services can be based on what evidence has shown to have the greatest, positive impact on children and families.

## The Vision and Objective

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Our goal is to establish a provincial approach for integrating and transforming child and family programs for parents, caregivers and young children (ages 0-6). All existing child and family programs funded by the Ministry of Education will be combined into one program model, and services will be provided through local Ontario Early Years Child and Family Centres (OEYCFCs). Relevant information will also be available online.

Our goal is to enhance the quality and consistency of child and family programs across Ontario to ensure that:

- All expecting parents, parents, caregivers and home child care providers have access to high quality services that support them in their role;
- All children have access to inclusive, play and inquiry-based learning opportunities to improve their developmental health and well-being;
- All parents, caregivers and home child care providers have a better understanding of early learning and development, find it easy to access support, and are provided with an accessible, non-stigmatized place to seek help; and
- Local services collaborate in an integrated way to meet the needs of children and families and actively engage parents and caregivers to increase participation.

## The Plan for Transformation & Integration

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The *Transforming Ontario's Early Years Child and Family Programs* action plan will transform and integrate the existing system of child and family programs by:

### ***Establishing provincial service guidelines***

These guidelines will support an integrated, efficient and responsive system of child and family programs across the province. They will describe the provincial vision, guiding principles, core services, expected outcomes, and the role of the province, municipalities and other key organizations. They will also name *How Does Learning Happen? Ontario's Pedagogy for the Early Years* as the guiding pedagogical framework to support the development of local OEYCFC programs.

### ***Enhancing the role of Consolidated Municipal Service Managers (CMSMs) and District Social Service Administration Boards (DSSABs)***

CMSMs/DSSABs already play a leading role in local early years service planning, possess knowledge about community needs, and are well-positioned to work with local partners and families to determine appropriate program delivery approaches. Some municipalities also already have responsibility for some child and family programs.

CMSMs/DSSABs will be required to manage the delivery of a suite of core OEYCFC services and will have the flexibility to determine how these core services are delivered and by whom, through local service planning. Planning and engagement between CMSMs/DSSABs, school boards and other community partners in the planning of OEYCFC services and sites will be essential to supporting the development and delivery of programs that are responsive to the needs of the community.

First Nations that receive funding from the Ministry of Education will continue to manage their own programs in coordination with their own local programs and services.

### ***Creating a new funding framework***

The government is committed to maintaining its current investment in child and family programs and will develop a new transparent and responsive funding approach to redistribute funding to CMSMs/DSSABs by 2018.

### ***Developing an outcome measurement and accountability strategy***

This strategy will identify how to measure the impact of OEYCFCs, and find ways to use this information to promote the broader developmental health and well-being of children and families across Ontario.

### ***Launching a common branding strategy and public awareness campaign***

This strategy will raise awareness of OEYCFCs. We want parents and caregivers to easily recognize and identify OEYCFCs, and know what early years programs and services are available. We also want to provide easy access to the latest information about child development and the importance of positive relationships.



## Timing & Implementation

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The complete transformation and integration of OEYCFCs will take time and thoughtful, local planning with a number of different partners. It will build on the important work that is already taking place in many communities and expand it to meet the needs of all children and families.

It will be essential to have meaningful engagement and joint planning and coordination between CMSMs/DSSABs, school boards including Early Years Leads, child and family program agencies, community planning tables, local public health, First Nations, urban Aboriginal, Métis and Inuit organizations, parents and caregivers in the planning of OEYCFC services and sites in their communities.

We want all voices to be heard throughout this process as the province moves towards an integrated, accessible system of child and family programs in Ontario. We anticipate that OEYCFCs will be embedded into local service system planning by 2018.

We look forward to working with our early years partners as we move forward with the next stage of our plan to transform Ontario's child care and early years system. We firmly believe that all children deserve a brighter future and the opportunity to succeed – and all children deserve the best possible start in life.

For more information about how Ontario is transforming its Early Years Child and Family Programs, please contact the Ministry of Education at [EDU-EYD@ontario.ca](mailto:EDU-EYD@ontario.ca).

**<http://www.edu.gov.on.ca/childcare/FamilyPrograms.html>**



# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

**To:** Chair and Members of the Social Services Committee  
**From:** Luisa Artuso, Director of Child Care Services CC-16-08  
**Date:** Wednesday, September 07, 2016  
**Subject:** Delegates from Singapore

---

### Background:

Wellington's General Operating Grant Strategy, passed by Council October 2015 and commenced January 1, 2016, has received many inquiries for further information and presentations across Ontario this past year. It has also been cited by researchers and industry experts as an example of an excellent strategy in addressing the gender wage gap experienced by Early Childhood Educators and as a mechanism to increase quality in child care.

The strategy, in general, has many components designed to influence quality, improve access to child care spaces, increase affordability of child care, as well as to significantly increase accountability of the use of public funds – unlike any other past and current funding approach used across the child care sector in Ontario.

### Update:

On August 15, 2016, Child Care Services was contacted by the Early Childhood Development Agency (ECDA) located in Singapore (<https://www.ecda.gov.sg/>) to arrange a visit to the County of Wellington.

ECDA is an autonomous agency jointly overseen by the Ministry of Education and the Ministry of Social and Family Development (MSF), and is hosted under MSF. It is the regulatory and developmental authority for the early childhood sector in Singapore and oversees key aspects of children's development below the age of 7. The agency currently provides funding support to selected child care providers to increase access to high quality and affordable early childhood care and education and is in the process of reviewing their existing funding streams.

As part of their review, they are looking at funding models around the world and conducting a study trip to Canada with a focus on funding for child care providers. In their research, they identified the Wellington General Operating Grant as unique in that the funding is computed based on staff earning a target salary. They are interested in understanding the key aspects; implementation and oversight; as well as the successes and challenges of our grant strategy.

Four delegates from the ECDA will be received by staff at the Administration Centre on Monday September 26 with a possible visit to a directly operated child care centre. Staff look forward to this opportunity of exchange of information on an international level.

**Recommendation:**

That the report on the delegates from Singapore visiting Child Care Services be received for information.

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso".

Luisa Artuso

Director of Child Care Services



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

**To:** Chair and Members of the Social Services Committee  
**From:** Ryan Pettipiere Director of Housing  
**Date:** Wednesday, September 07, 2016  
**Subject:** Social Infrastructure Fund

### Background:

Since the 2016 federal budget was announced there has been much anticipation of the federal and provincial government's Social Infrastructure Fund (2016 SIF) and additional investments in the area of social housing. We are pleased to report that specifics of both federal and provincial investments and subsequent programmes have been released. Specifically, these announcements included the following investments in housing:

- An increase to the funding under the current Investment in Affordable Housing (IAH)
- Funding for the construction and renovation of affordable housing for seniors
- Funding for the renovation and retrofit of social housing; and
- Funding for the construction and renovation of shelters and transitional housing for survivors of domestic violence.

The additional IAH funding and the seniors funding are being allocated and administered to Service Managers as one programme. The renovation and retrofit of social housing funding being allocated to Service Managers is being called the Social Housing Improvement Programme (SHIP) and is a separate allocation.

Based on the attached letter addressed to the Warden dated June 21<sup>st</sup> from the provincial Minister of Housing, we are pleased to report that notional funding allocations have been provided to the County of Wellington CMSM in the following amounts based on these categories for the 2016-2017 and 2017-2018 fiscal years:

Programme	2016-17	2017-18
IAH/Seniors	\$2,271,000	\$1,641,500
SHIP	\$2,402,700	\$0

A detailed report updating the Committee on planned expenditures of these funding allocations will be brought forward for the October Social Services Committee meeting.

### Recommendation:

That the Social Infrastructure Fund Report be received for information.

Respectfully submitted,



Ryan Petti  
Director of Housing

Ministry of Housing

Minister Responsible for the  
Poverty Reduction Strategy

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M5G 2E5  
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Ministère du Logement

Ministre responsable de la Stratégie  
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Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M5G 2E5  
Tél. : 416 585-6500  
Téléc. : 416 585-4035



June 21, 2016

Warden George Bridge  
Warden, County of Wellington  
74 Woolwich Street  
Guelph, ON N1H 3T9

Dear Warden Bridge:

I am pleased to advise you that the Social Infrastructure Fund (SIF) Agreement for affordable and social housing was announced today. The SIF, to be delivered under the Investment in Affordable Housing (IAH) program, is a joint initiative between our government and the federal government that will provide over \$640 million for housing over three years.

The SIF housing investments complement our own recently announced Long-Term Affordable Housing Strategy, including funding commitments such as the Survivors of Domestic Violence Portable Housing Benefit Pilot program, and the Green Investment Fund investments in social housing.

The SIF offers four separate programs designed to address needs across the housing system, and is comprised of the following investments:

- An increase to the funding commitment under the current IAH program fully cost-matched by the province over three years;
- Funding for the construction and renovation of affordable housing for seniors;
- Funding for the renovation and retrofit of social housing; and
- Funding for the construction and renovation of shelters and transitional housing for survivors of domestic violence.

The additional IAH funding and the seniors funding are being allocated and administered to Service Managers as one program. The renovation and retrofit of social housing funding is being allocated to Service Managers, and will be known as the Social Housing Improvement Program (SHIP). The funding for survivors of domestic violence is being delivered by the Ministry of Community and Social Services.

I am pleased to provide you with your notional funding allocations for the additional IAH, seniors, and SHIP:

Program	Fiscal Year	
	2016-17	2017-18
Increase to IAH / Seniors	\$2,271,000	\$1,641,500
SHIP	\$2,402,700	\$0



Please note that funding allocations cannot be reallocated across fiscal years, or across SIF programs. Also note that a portion of the provincial matching funds are committed for 2018-19, and decisions regarding the allocation of these funds are expected to be communicated in early 2017-18.

The SIF funding provides us with an opportunity to make strategic investments to address some key priorities we have identified through the Long-Term Affordable Housing Strategy Update. As a result, we are requiring Service Managers, through their additional IAH funding, to meet the housing needs of the following:

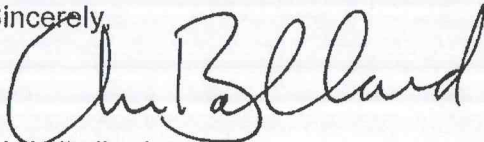
- Supporting affordability for tenants in social housing buildings with expiring operating agreements and/or federal subsidies
- Seniors
- Persons with disabilities including adults with developmental disabilities
- Indigenous peoples
- The chronically homeless
- Youth
- Preventing homelessness as individuals transition from provincially-funded institutions such as hospitals, correctional facilities and the child welfare system
- Projects that support transit corridor intensification and/or community hubs

Under the SHIP program, Service Managers are being strongly encouraged to address water and energy conservation, including a reduction in greenhouse gas emissions, when considering social housing repair projects for funding.

You will soon be provided with the Administration Agreement for the IAH and SHIP that will include the Program Guidelines and additional program details and requirements.

Our government recognizes the need for more affordable housing in Ontario and we welcome these new federal investments in housing and homelessness prevention. By fully cost-matching the IAH and delivering the federal investments we can significantly impact the lives of those who are most vulnerable in Ontario and meet our vision of everyone having an affordable, suitable and adequate home.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Ballard". The signature is fluid and cursive, with the first name "Chris" and last name "Ballard" clearly distinguishable.

Chris Ballard  
Minister of Housing

C: Scott Wilson, Chief Administrative Officer, County of Wellington



# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

**To:** Chair and Members of the Social Services Committee  
**From:** Ryan Pettipiere Director of Housing  
**Date:** Wednesday, September 07, 2016  
**Subject:** **Survivors of Domestic Violence Portable Housing Benefit Pilot Update**

---

### **Background:**

At the June 8, 2016 Social Services Committee a report was brought forward indicating that an expression of interest was submitted to the province to participate in the above pilot programme.

As mentioned in the previous report, through the updated Long-Term Affordable Housing Strategy, Ontario has launched a pilot programme to help survivors of domestic violence find safe and affordable housing beyond traditional social housing assistance. Currently, survivors of domestic violence are given priority access to rent geared-to-income (RGI) social housing.

Under the pilot programme, survivors would have access to an additional option to receive a portable housing benefit so they can immediately find housing in their community. A portable housing benefit is a housing allowance provided to a low-income household to help with housing costs. The subsidy gives a household the freedom to choose where to live since it is not tied to a specific unit like most RGI social housing.

### **Update:**

We are pleased to bring the update that the County of Wellington has been successful in receiving funding through this pilot initiative in the amount of \$229,900 in fiscal year 2016-17 and \$229,900 in fiscal year 2017-18. County staff are currently working to implement the pilot programme.

### **Recommendation:**

That the Survivors of Domestic Violence Portable Housing Benefit Pilot Report be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ryan Pettipiere'.

Ryan Pettipiere  
Director of Housing



Ministry of Housing

Housing Programs Branch  
777 Bay St. 14th Flr.  
Toronto ON M5G 2E5  
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July 11, 2016

Mr. Ryan Pettipiere  
Director of Housing  
County of Wellington  
138 Wyndham Street North  
Guelph ON N1H 4E8

Dear Mr. Pettipiere:

**Re: Survivors of Domestic Violence – Portable Housing Benefit Pilot**

Thank you for your April 2016 submission in response to the Expression of Interest for the Survivors of Domestic Violence – Portable Housing Benefit (SDV-PHB) Pilot. I am pleased to advise that your proposal to provide portable housing benefits to survivors of domestic violence has been approved under the 2016 Social Infrastructure Fund (SIF).

Please note that this approval is contingent on signing a funding agreement with the ministry. Further details on the funding agreement will follow shortly. Your approved funding amounts are \$229,900.00 in 2016-17 and \$229,900.00 in 2017-18.

Four other Service Managers will be working with a consultant procured by the ministry to evaluate the Pilot. The County of Wellington will not be actively participating in the evaluation of this Pilot but will be required to collect certain data in accordance with the evaluation framework being developed by the consultant.

Communication activities related to the SDV-PHB are to be governed by the 2016 SIF Communications Protocol – details of which will be provided in your funding agreement.

Should you have any questions or concerns related to this approval, please contact Matt Ferguson, Senior Policy Advisor, at 416-585-6473, or by e-mail at [Matthew.Ferguson@ontario.ca](mailto:Matthew.Ferguson@ontario.ca).

I look forward to working with you on this very important initiative.

Sincerely,

Jim Adams  
Director

c: Tony Brutto, Team Lead, Regional Housing Services, Western Municipal Services Office

Applicant Services								
<b>CWL Composition</b> (These figures represent the Centralized Waiting List composition on the last day of the corresponding quarter)								
Total 2016 Q1 Applications on CWL:		1346	Total 2016 Q1 Household Members:		2594	Average members per application:		1.93
Total 2015 Q4 Applications on CWL:		1251	Total 2015 Q4 Household Members:		2359	Average members per application:		1.89
<b>CWL Activity</b> (Total Centralized Waiting List actions between January 1, 2016 & March 31, 2016)						<b>Housed By Priority</b> (transfers not included)		
	Total	RGI	Housing Allowance	Affordable	Transfers	Chronological		64.9%
Housed	66	47	10	0	9	Special Priority		29.8%
%	100%	71.2%	15.2%	0.0%	13.6%	Local Priority		5.3%
<b>Wait Times</b> (These figures represent the average CWL wait times for those housed between April 1, 2015 & March 31, 2016)								
CMSM* Chronological		All Units Types	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
Wait Times (years)		2.1 Years	2.1 Years	2.5 Years	1.2 Years	2.1 Years	0.5 Years	N/A**
*(CMSM - Consolidated Municipal Service Manager, encompassing the geographic region of the County of Wellington, including the City of Guelph)								
**(N/A - Not Applicable, as no units of this size were housed chronologically during the time period specified)								
<b>Housing Help Centre</b> (these figures show the number of supports provided from January 1, 2016 & March 31, 2016)								
Housing Help Centre supports provided:			272	Rent Bank supports provided:			145	
Properties and Unit Composition								
<b>CWHS Unit Breakdown</b> (as of March 31, 2016)					<b>Housing Provider Breakdown</b> (Service Level Standard)			
CWHS Owned Properties			31	Housing Providers			21	
CWHS RGI Units			1189	Total Number of Properties			31	
Rent Supplement Units			260	Rent-geared-to-income Units			1089	
Housing Allowance Programme (HAP) Units			120	Market Rent Units			476	
Community Agency Deliverd HAP Units			19	Total Number of Housing Provider Units			1565	
Total Units with Rental Support Provided			1588	*100% of federal units are under "market rent units"				
Housing Operations								
<b>CWHS Maintenance Activity</b> (between January 1, 2016 & March 31, 2016)								
Work Orders Scheduled			766	Move Outs			22	
Work Orders Closed			554	Move ins			29	
Affordable Housing								
<b>Affordable Housing New Rental</b>					<b>Affordable Housing Units In Development</b>			
Affordable Housing Projects Built since 2005			7	Affordable Housing in Development			169 Gordon St. Fergus	
Number of Affordable Housing Units			237	Number of Affordable Housing Units			55	
Affordable Units Directly Owned by CWHS			65	Projected Occupancy Date			May 19, 2017	

Applicant Services								
<b>CWL Composition</b> (These figures represent the Centralized Waiting List composition on the last day of the corresponding quarter)								
Total 2016 Q2 Applications on CWL:		1455		Total 2016 Q2 Household Members:		2806		Average members per application: 1.93
Total 2016 Q1 Applications on CWL:		1346		Total 2016 Q1 Household Members:		2594		Average members per application: 1.93
<b>CWL Activity</b> (Total Centralized Waiting List actions between April 1, 2016 & June 30, 2016)							<b>Housed By Priority</b> (transfers not included)	
	Total	RGI	Housing Allowance	Affordable	Transfers		Chronological	41.2%
Housed	60	50	1	0	9		Special Priority	56.8%
%	100%	83.3%	1.7%	0.0%	15.0%		Local Priority	2.0%
<b>Wait Times</b> (These figures represent the average CWL wait times for those housed between July 1, 2015 & June 30, 2016)								
CMSM* Chronological		All Units Types	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
Wait Times (years)		2.3 Years	2.3 Years	2.8 Years	1.4 Years	1.9 Years	N/A**	N/A**
*(CMSM - Consolidated Municipal Service Manager, encompassing the geographic region of the County of Wellington, including the City of Guelph)								
**(N/A - Not Applicable, as no units of this size were housed chronologically during the time period specified)								
<b>Housing Help Centre</b> (these figures show the number of supports provided from April 1, 2016 & June 30, 2016)								
Housing Help Centre supports provided:			221		Rent Bank supports provided:			109
Properties and Unit Composition								
<b>CWHS Unit Breakdown</b> (as of June 30, 2016)					<b>Housing Provider Breakdown</b> (Service Level Standard)			
CWHS Owned Properties			31		Housing Providers			21
CWHS RGI Units			1189		Total Number of Properties			31
Rent Supplement Units			261		Rent-geared-to-income Units			1089
Housing Allowance Programme (HAP) Units			118		Market Rent Units			476
Community Agency Deliverd HAP Units			16		Total Number of Housing Provider Units			1565
Total Units with Rental Support Provided			1584		*100% of federal units are under "market rent units"			
Housing Operations								
<b>CWHS Maintenance Activity</b> (between April 1, 2016 & June 30, 2016)								
Work Orders Scheduled			878		Move Outs			22
Work Orders Closed			822		Move ins			20
Affordable Housing								
<b>Affordable Housing New Rental</b>					<b>Affordable Housing Units In Development</b>			
Affordable Housing Projects Built since 2005			7		Affordable Housing in Development			169 Gordon St. Fergus
Number of Affordable Housing Units			237		Number of Affordable Housing Units			55
Affordable Units Directly Owned by CWHS			65		Projected Occupancy Date			May 19, 2017



**To:** Chair and Members of the Social Services Committee  
**From:** Stuart Beumer, Director of Ontario Works  
**Date:** Wednesday, September 07, 2016  
**Subject:** **2016 Ontario Works Service Plan**

---

### **Background:**

The Ontario Works division is pleased to present the 2016 Ontario Works Service Plan. The Service Plan provides analysis of service delivery in 2015 and identifies important priorities for 2016.

The Ministry of Community and Social Services (MCSS) requires that each Consolidated Municipal Service Manager (CMSM) complete an annual Ontario Works Service Plan that outlines the strategic plan for service delivery and the achievement of improved employment outcomes for participants in receipt of Ontario Works. MCSS and delivery agents work on a two year planning cycle and 2016 represents the second year of the cycle. As a result, the Service Plan for 2016 largely builds upon the priorities established in the 2015 plan with appropriate updates provided to caseload information and planned strategic actions.

Ontario Works supports the goal of helping people move towards employment by holding our service delivery accountable to two measured employment outcomes: Employment and Earnings. The Service Plan articulates our plan to meet our targets in these areas.

MCSS recognizes that the achievement of the employment and earnings outcomes is directly linked to the strategies that delivery agents have in place for increasing the employability of participants. Increased employability measures in the Service Plan emphasize a holistic approach to providing assistance that;

- helps participants in the development of relevant knowledge, skills and attitudes
- motivates participants to demonstrate individual responsibility for attaining their goals
- assists participants to obtain needed supports in partnership with our community partners
- moves participants forward along the employment continuum towards self-sufficiency

Another important factor in enabling us to achieve and track our outcomes with MCSS is having access to a case management and reporting system that is fully functional. The transition to the Social Assistance Management System (SAMS) technology in late 2014 has created a number of challenges for us related to defects in the system and poor functionality in areas such as outcome management and reports. Although the Service Plan anticipates that the adjustment to SAMS will be largely completed by the end of 2016, there are still significant issues related to reporting functionality that has made it challenging to establish and monitor client outcomes.

As a result, MCSS has demonstrated flexibility in negotiating service targets in recognition of the current data limitations and an acknowledgement that significant staff time in 2016 will still be dedicated to incorporating various elements of SAMS into our normal business.

The attached 2016 Ontario Works Service Plan has been negotiated and approved by MCSS as part of the annual service contracting process.

**Attachment:**

“Ontario Works Service Plan - 2016”, County of Wellington Ontario Works Division.

**Acknowledgement:**

Special thanks to Diane Tan, Social Planning and Policy Analyst for leading the development of the Service Plan and to all members of the Ontario Works Leadership Team that made contributions to its development.

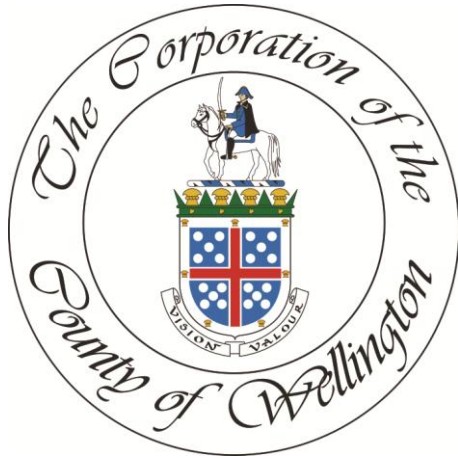
**Recommendation:**

That the 2016 Ontario Works Service Plan be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Stuart Beumer'.

Stuart Beumer  
Director of Ontario Works



2016 Service  
Plan\_ FINAL.docx

2016

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County of  
Wellington

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## Executive Summary

The County of Wellington is one of the 47 Consolidated Municipal Service Managers (CMSM) in the Province of Ontario. The County manages and delivers the Ontario Works (OW) programme on behalf of the Province of Ontario to the residents of both the County of Wellington and the City of Guelph. The Ontario Works programme is joined by Child Care Services and Housing Services to form the County of Wellington Social Services Department.

Ontario Works (OW) service planning follows a two year planning cycle and 2016 is the second year of the current cycle. This planning cycle has focused to re-gaining stability and getting back to business as usual since the launch of a new Provincial technology system for social assistance in late 2014. The Social Assistance Management System (SAMS) has had major impacts on our business and we continue to work with the Province and with our staff to work through issues and update processes as a result of the new system. We have made good progress over the past year and we are now able to turn our focus to other important areas of work. As always, our core values of quality and timely service to clients and providing a positive workplace for our team continue to anchor our efforts through this time of change and transition.

As the second year of the planning cycle, the 2016 Service Plan is best viewed as an update to last year's document. The Service Plan has been updated throughout to reflect current caseload information, workload priorities for the year ahead and annual outcome targets. Our priority actions for 2016 have been organized under five priority areas, these areas are listed below with some examples of key actions.

Priority Area	Key Actions
Business Process Improvement and Modernization	<ul style="list-style-type: none"> <li>Supporting the roll out of the Social Assistance Client Portal and the elimination of the paper Drug Card</li> <li>Examining operational impact assessments and productivity reports post -SAMS in an effort to improve local business processes, eg. file management processes, document retention practices.</li> </ul>
Client Service Improvement	<ul style="list-style-type: none"> <li>Engaging clients through focus groups to seek feedback and evaluate satisfaction</li> <li>Planning and preparation for the increased integration of client help and intake services across Social Services</li> </ul>
Outcome Achievement and Programme Integrity	<ul style="list-style-type: none"> <li>Resumption of the Eligibility Verification Process (EVP)</li> <li>Further work with local Employment Ontario partners to better integrate local employment services</li> </ul>



Supporting and Engaging Staff	<ul style="list-style-type: none"> <li>• Piloting the Innovation Lab (i-LAB) process with staff in order to improve and address business process and services</li> <li>• Provide key training and learning opportunities to staff on an ongoing basis</li> </ul>
Partnerships and Community Engagement	<ul style="list-style-type: none"> <li>• Be an active leader in the 20,000 Homes campaign to end homelessness locally</li> <li>• Work in partnership with key community collaborations to help address the broader needs of OW clients. Examples of these groups include: the Poverty Elimination Task Force, Drug Strategy, Growing Great Generations and Toward Common Ground.</li> <li>• Connect Provincially to share and influence work related to Social Assistance reform and poverty alleviation, eg. sharing our work with the senior level MCSS staff (ADM, Directors) as we did in 2015.</li> </ul>

The Ministry of Community and Social Services (MCSS) has also requested that the 2016 Service Plan address three key Ministry priorities. These priorities are listed and discussed briefly below, with more details provided throughout the Service Plan.

**1. Improved Service Coordination between Ontario Works and the Ontario Disability Support Programme (ODSP) office.**

- Locally, the OW and ODSP offices meet regularly at both a staff and management level to discuss issues of common interest and improve business processes. These meetings will continue in 2016
- A joint all staff networking and learning event is planned between the two offices in June of 2016
- The OW office continues to ensure internally delivered employment programmes are open and accessible to ODSP clients

**2. Stronger collaboration with economic development organizations.**

- Continued collaborative work between our Employment Team and the County and City economic development offices will continue in 2016; this includes industry tours, job fairs, targeted job placements, sharing of data and participation on working groups.
- Continued involvement and collaboration with the local Workforce Planning Board.

**3. Establishing local partnerships with community organizations.**

- The OW office is heavily involved and is a leader in supporting community collaborations that support the needs of Ontario Works clients and other marginalized or disadvantaged groups. The local Poverty Elimination Task Force is an example of a group that the County funds and works closely with to address issues of income security, food insecurity, health equity, and housing and homelessness at a community level.
- Co-leading the Guelph Wellington 20,000 Homes Campaign, a community collaborative initiative to end homelessness in Guelph Wellington by July 2018.
- The County will continue to be involved in violence against women prevention through funding and close involvement with Women in Crisis and other partners through the Sexual Assault and Domestic Violence committee.

Finally, I would like to commend the continued effort and high quality work of our team. They have continued to provide excellent client service to our clients through a challenging period in 2015 and this is a testament to their commitment and competence. We are excited that 2016 will be about moving forward again, and we look forward to working with the Province and our community partners to improve and modernize the services and supports we are providing to our clients.



Stuart Beumer, Director of Ontario Works

June 2016

# 1 Ontario Works Vision and Mandate

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## County Of Wellington

The County of Wellington Ontario Works division has a vision and a service mandate that builds upon the vision and mandate for the Ontario Works programme that has been established by the Province.

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### Vision

*To inspire and support every client in achieving their goals.*

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### Service Mandate

We strive to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners, in accordance with the provincial Ontario Works programme.

## Province Of Ontario

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### Vision

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

---

### Mandate

To provide employment assistance and financial assistance to people in financial need. The Ontario Works programme:

- 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

## 2 Environmental Scan

### Analysis

This section of the OW Service Plan provides an analysis of 2015 outcomes, the current political climate, a description of the 2015 OW caseload, a summary of the local labour market, and information regarding community engagement activities.

Following the transition to SAMS in late 2014, local emphasis was on ensuring client service continued to meet established service standards. Moving forward, priority has been placed on employment-related outcomes as SAMS moves towards stabilization. To ensure integrity of service following this transition, there have been increased efforts in the area of file auditing and review. Although employment outcomes were achieved in 2015, the focus of the OW office was on maintaining daily operations and ensuring clients received the correct financial benefits in a timely manner

#### 2015 Outcome Funding Results and 2016 Baseline Forecasts

Measure	2016 Target	2015 Average	2016 Baseline
1 - Average Employment Earnings	\$ 736	\$ 729	\$ 729
2 - Percent of Caseload with Employment Income	9.5%	9.4%	9.4%

### Narrative

#### 1: Average Amount of Employment Earnings for Participants with Earnings

This number meets last year's target of \$729. The 2015 average will be used as the baseline for 2016, and a 1% improvement is forecast. This conservative target was selected in consideration of the significant needs that OW clients on average experience in achieving increased and sustained employment earnings. Unemployment is low in Guelph and Wellington and the small number of individuals and families that receive Ontario Works (approximately 1.6% of the total population) tend to have more profound barriers to obtaining and maintaining employment.

#### 2: % of Caseload with Employment Income

This number meets last year's target of 9.4%. The 2015 average will be used as the baseline for 2016, and a 1% improvement is forecast. This target is based upon performance as indicated on the SAMS Transition Report. Throughout 2016 the OW office will be working with the Province to understand how this outcome is captured in the SAMS system as we feel it consistently underrepresents the achievement of our clients that we track outside of the system.

## External Influences

The Ontario government's commitment to increase the minimum wage in line with inflation will continue in October of 2016 when the rate will increase from \$11.25 to \$11.40. We anticipate that these recent and continued increases will positively impact those on our caseload who are employed in positions paying minimum wage and will strengthen performance in the outcome measures associated with employment earnings.

The Liberal Government's agenda related to social assistance reform and modernization was further advanced in the 2016 provincial budget and has the potential to influence caseload levels, outcomes, and programme administration into the future. Throughout 2016, we will work to implement and monitor the impact of the following key reforms announced in the current and previous budgets:

- Rate increases to single clients of \$25 per month and of 1.5% for all other individuals effective October 2016
- Changes to the client requirements and treatment of income related to child support
- The expansion of self-serve options to OW clients through Social Assistance Online
- The consolidation of various employment benefits into a single, more flexible benefit
- Employment services integration efforts being led by the Ministry of Training, Colleges, and Universities

SAMS continues to require significant investments in planning, training, trouble-shooting, and local business process development. SAMS is a key ingredient to our success in achieving our outcomes and supporting our clients. The implementation of continued system improvements is critical to supporting our work (e.g. reports, data fixes). We remain largely dependent on the work of MCSS in this regard and we are working in collaboration with our provincial colleagues, OMSSA, and other service managers to support system improvements. One example of this work has been our active participation in the OMSSA Business Recovery Working Group as well as the provincial Claim Subsidy Pilot group.

## Caseload Description

The following table provides a description of the County of Wellington's OW caseload, including actuals from 2013, 2014, and 2015. A 3% increase in our caseload is predicted for 2016 as a result of the continued structural changes in the labour market and the mismatch between employer expectations of prospective employees and the skill level of many of our clients.

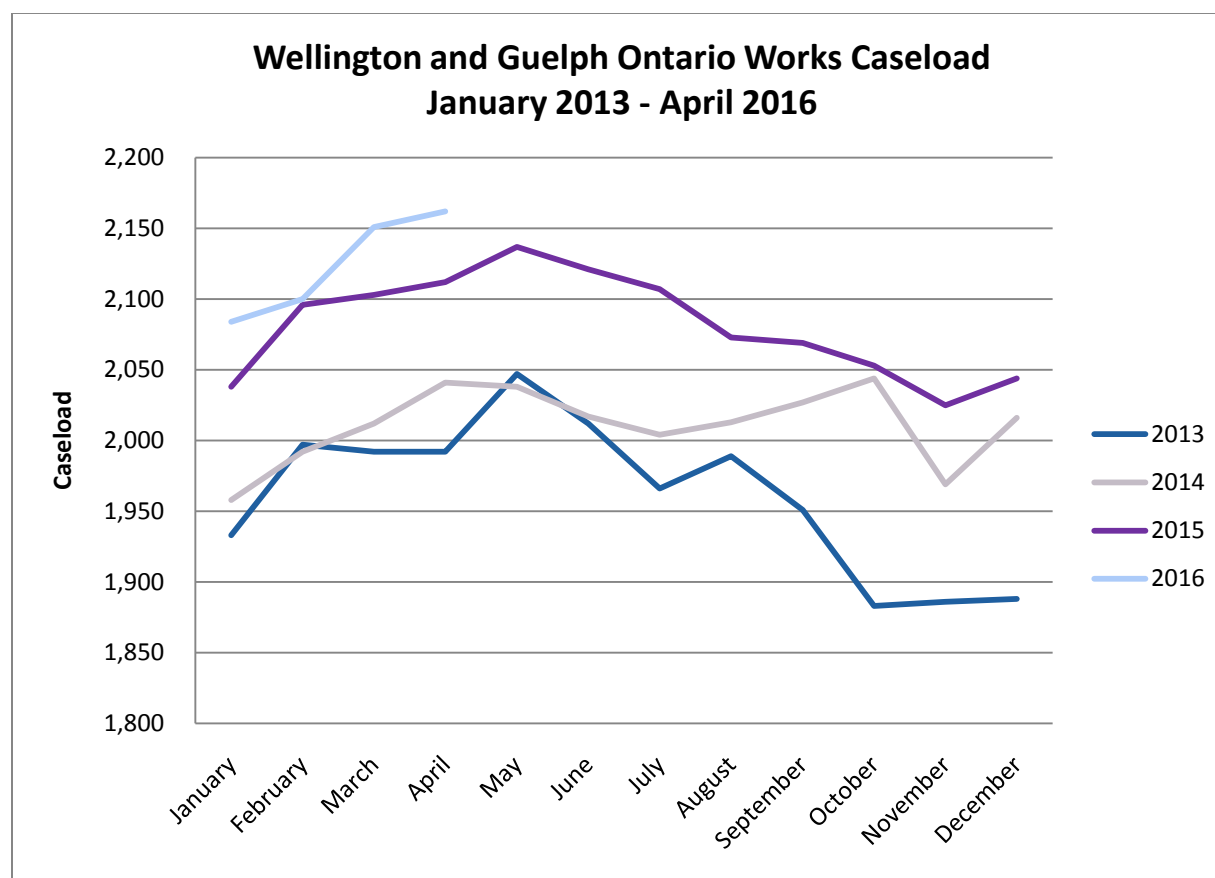
Caseload	2013 Actual	2014 Actual	2015 Actual	Source
Average monthly total caseload	1,961	2,011	2,082 <sup>1</sup>	Form 5
Average monthly number of Ontario Works participants with deferred participation requirements	572	N/A	N/A <sup>2</sup>	Form 5
Average monthly number of ODSP participants (voluntary)	13	N/A	N/A <sup>2</sup>	BUS
Demographic Variable	Dec 2013	Dec 2014	Dec 2015	% Change
Number of Cases	1888	2,016	2,044 <sup>1</sup>	1.4%
Total # of People	3864	N/A	3,459 <sup>1</sup>	N/A
# of Dependants Aged 0-6	648	N/A	719 <sup>3</sup>	N/A
Singles	63.65%	N/A	63% <sup>3</sup>	N/A
Sole Support Parents	31.77%	N/A	29% <sup>3</sup>	N/A
Couples with Dependants	5.61%	N/A	5% <sup>3</sup>	N/A
Couples without Dependants	2.61%	N/A	2% <sup>3</sup>	N/A
Average # of Dependants per Family	1.546	N/A	0.63 <sup>3</sup>	N/A
LEAP – Average Monthly Caseload	27.5	N/A	11 <sup>4</sup>	N/A
Months on Assistance – City of Guelph	22.5	N/A	23.3 <sup>3</sup>	N/A
Months on Assistance - County of Wellington	19.3	N/A	24.3 <sup>3</sup>	N/A
Average Monthly Earnings	\$721.97	N/A	\$764 <sup>1</sup>	N/A
Number of Recipients with Earnings	321	N/A	N/A <sup>2</sup>	N/A
Percent of Caseload with Earnings	9.3%	N/A	14% <sup>1</sup>	14%

<sup>1</sup> OW SAMS Transition Performance Report (Preliminary Caseload) – March 2016

<sup>2</sup> Caseload data through the provincial technology is unavailable for December 2014.

<sup>3</sup> SAMS Integrated Case Summary Report

<sup>4</sup> This number accounts only for September 2015. Data for the LEAP programme through SAMS was not available or unreliable for other months



The graph above indicates caseload trends for the County of Wellington and the City of Guelph (combined) since 2013 (Source: OW SAMS Transition Performance Report, March 2016)<sup>5</sup>. Although the caseload has been slowly increasing year over year, it tends to follow a typical pattern of increasing over the winter to a high point in the spring and then declining through the summer to a low point in the fall. This is most likely attributable to seasonal changes in the employment market.

## Local Labour Market

The unemployment rate for the City of Guelph began at 5.1% in January of 2015, falling to 4.2% in January of 2016. This positive change is further evidenced by an increase in overall employment, starting at 86,000 in January 2015 and growing to 97,000 by January 2016. This statistic includes both full-time and part-time workers. The unemployment rate for the County of Wellington including the City of Guelph has remained among the lowest in Canada for 2015 - 2016.

<sup>5</sup> Caseload data for November 2014 lacked integrity due to the transition to SAMS. As a result, data for October 2014 was used for November 2014 as well.

As part of the 2015 Wellington Business Retention and Expansion Project (BR+E), interviews conducted with local business owners have indicated a strong local economy and healthy job growth in the County. Job growth was also felt in the City of Guelph with 97,000 jobs, representing an increase of 9.9% over the same time period last year. This local growth favourably compares with a high labour force participation rate of 72%.

A significant skills mismatch continues to take place locally whereby unemployed workers with low skill sets either cannot find work or are caught in the ‘find employment only to lose employment cycle,’ while at the same time there exists a remarkable and unanswered demand for highly skilled workers<sup>6</sup>. This is particularly evident within the County of Wellington where employers have continued to note the difficulty they experience in attracting qualified workers from beyond the County. To complicate the skills mismatch, the lack of public transportation continues to present challenges for both employers and workers in the County.

The positive job growth locally is expected to continue, with 43% of employers interviewed as part of the BR+E project indicating they plan to expand into 2016. Sectors leading the job growth in Guelph Wellington include manufacturing, agriculture, health care, services and transportation<sup>7</sup>. In particular, local labour market growth is expected in the year ahead based on the following 2016 highlights:

- Musashi Auto Parts Canada Inc. in Arthur still in expansion mode, adding 25-40 new jobs
- With the 2015 subsidy support of the federal and provincial governments, Linamar is set to add 1,200 new high quality manufacturing jobs over the next decade
- Toyota Boshoku Canada of Elmira received \$1 million in funding, creating 73 new jobs
- A planning proposal was put forward to council for a new Lowe’s location in Guelph. If approved, Lowe’s could bring hundreds of new jobs to the area in the future.
- Construction has begun on the second Walmart location in Guelph and this is expected to attract 50-75 new part time and full time employment opportunities.
- The new site and expansion of the Groves Memorial Hospital in Fergus will attract employment for local skilled trades during the construction phase

In contrast to this positive growth, the retail sector is showing signs of a challenging market as of late, beginning with the loss of Target across Canada in 2015. Both the Guelph and Fergus Target locations are now closed, but have been replaced by Walmart in Guelph and Giant Tiger in Fergus. Dollarama will be sharing the old Target facility in Fergus in 2016. The Guelph Future Shop location has been renovated and rebranded as a Best Buy with minimal labour disruption and job loss. Guelph’s Stone Road Mall is currently under expansion attracting several large

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<sup>6</sup> Workforce Planning Board of Waterloo Wellington Dufferin. (2013). Labour Market Interim Report. Released February 2013

<sup>7</sup> County of Wellington (2014). County of Wellington Economic Profile. Released July 2014.



National retailers, such as Marshall's and Forever 21. This growth will potentially have a positive impact on the employment prospects of our caseload and where possible we will work with employers and our economic development colleagues to directly connect and support appropriate OW clients to these opportunities.

## Community Engagement

At every level of the organization, OW staff continues to be involved in the community through collaborative work and meaningful partnerships. Investing in these activities strengthens our connection to the local community, region and province, enabling us to stay informed on issues that impact the delivery of our services. These efforts also lead to client service improvements as we plan, coordinate and integrate human services at a community level. A few collaborative efforts are highlighted below.

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### Housing

The OW programme is highly integrated with the delivery of homelessness related programmes and supports, which have proved highly beneficial in helping OW and ODSP clients maintain or obtain housing. In 2015, the County of Wellington conducted the second annual Point in Time (PIT) Count to understand the extent of homelessness in the community with particular attention paid to relative homelessness. Data from the PIT Count helped to inform a number of programmes that came into development over the past year. In partnership with the Welcome In Drop In Centre, the Housing First programme began in 2015 with 15 participants over the year, assisting in life stabilization and overall skill building. At the beginning of 2016, the Diversion and Rapid Re-Housing programme was launched to support shelter operators and clients in coming to appropriate interventions. Finally, the County, in partnership with the local Poverty Task Force (PTF), has committed to join and co-lead the 20,000 Homes Campaign, a national effort to end homelessness. This will include a comprehensive PIT Count to identify the community's most vulnerable and acute homeless population with a commitment to housing a targeted number at year's end. The campaign involves a complete community effort to improve our service systems and responses so that homelessness can be eliminated locally.

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### Income

With the understanding that many individuals and families in Guelph Wellington, including those working full time, face challenges related to inadequate income, our staff have been supporting the living wage movement through involvement with the Income Security Action Group of the local PTF. By supporting the living wage, we can ensure that working individuals and families can meet their basic living expenses, support the healthy development of their children, and move towards financial independence.

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### Food Security

In partnership with the PTF, local townships, and Wellington Dufferin Guelph Public Health, the OW Department in Fergus took part in a Market Bucks Pilot Project where OW clients in Wellington North were provided farmer's market vouchers. These vouchers had monetary equivalents and were available to the public for purchase. This allowed OW clients the ability to purchase fresh and healthy food in a manner that maintains dignity and builds community. The pilot project showed positive results in participant abilities to purchase healthier food (particularly fresh produce) as well as connectedness to the community. With the success of this pilot, the County looks towards participating in an expanded Market Bucks programme for Ontario Works recipients across all areas of north Wellington County.

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## Health

In early 2015, three oral health programmes for low income children were integrated into one rebranded public oral health programme to simplify and streamline access. This integration included the social assistance dental programs for children. The OW office continues to be involved with the local Oral Health Action Committee in order to ensure the needs of our clients are understood and continue to be met through this transition period.

The OW office is also an active partner with the Wellington Guelph Drug Strategy. The Drug Strategy is a multi-stakeholder group that addresses issues related to substance misuse; in 2016 key priorities of the Drug Strategy include:

- Moving forward the recommendations of the “We Can Better” youth addictions report
- Advancing the need for a rapid response addiction medicine clinic locally
- Supporting the community response to crystal meth
- Continuing to support the work of the local Drug Treatment Court
- Connectivity Table

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## Integrated Service Planning

The County Social Services Department supports coordinated service planning at a community level. A key initiative in this area is the Toward Common Ground project. This Trillium funded project has brought together 12 key human and social service organizations in the community to build a sustainable model for integrated human service planning. This will include improvements to how we share and use data, identify key needs in the community and evaluate the impact of our work.

### 3 Programme Management

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#### Analysis of Resources + Service Delivery Rationale:

The organizational chart on page 15 provides an overview of the staffing resource allocations within Ontario Works. Major functions are described below with attention given to identifying potential risks, priority actions, and improvements.

Following a substantive shift to our case management model in 2014 where caseworkers manage both the income and employment aspects of OW cases, our caseloads have remained quite stable at approximately 100 households per caseworker. The focus for 2015 was learning and adapting to the SAMS technology. In 2016 we will be working to normalize operations with the new system and returning to other priorities such as making improvements to how we support the needs of clients.

An ‘all hands on deck’ approach was used after SAMS go-live which saw the movement and adaptation of staff to various supporting roles. This included a combination of temporary staffing, secondments, and assigning staff to supporting roles. Ensuring that client service continued to meet established service standards was and continues to be our key focus. In 2016, temporary positions, assignments, and workload modifications are anticipated to end, with all staff returning to normal duties. Despite the approval of MCSS to re-deploy resources and suspend activities in the areas of Family Support, Eligibility Review, and overpayment collection, the County has continued to perform these functions throughout SAMS implementation. We are also prepared to resume EVP activities in the fall of 2016 as planned by the Ministry.

In 2016, work will continue with managers and staff to normalize operations with the SAMS system. This will include ongoing work to update and modify business processes and service delivery approaches. More specifically we plan to complete the following actions:

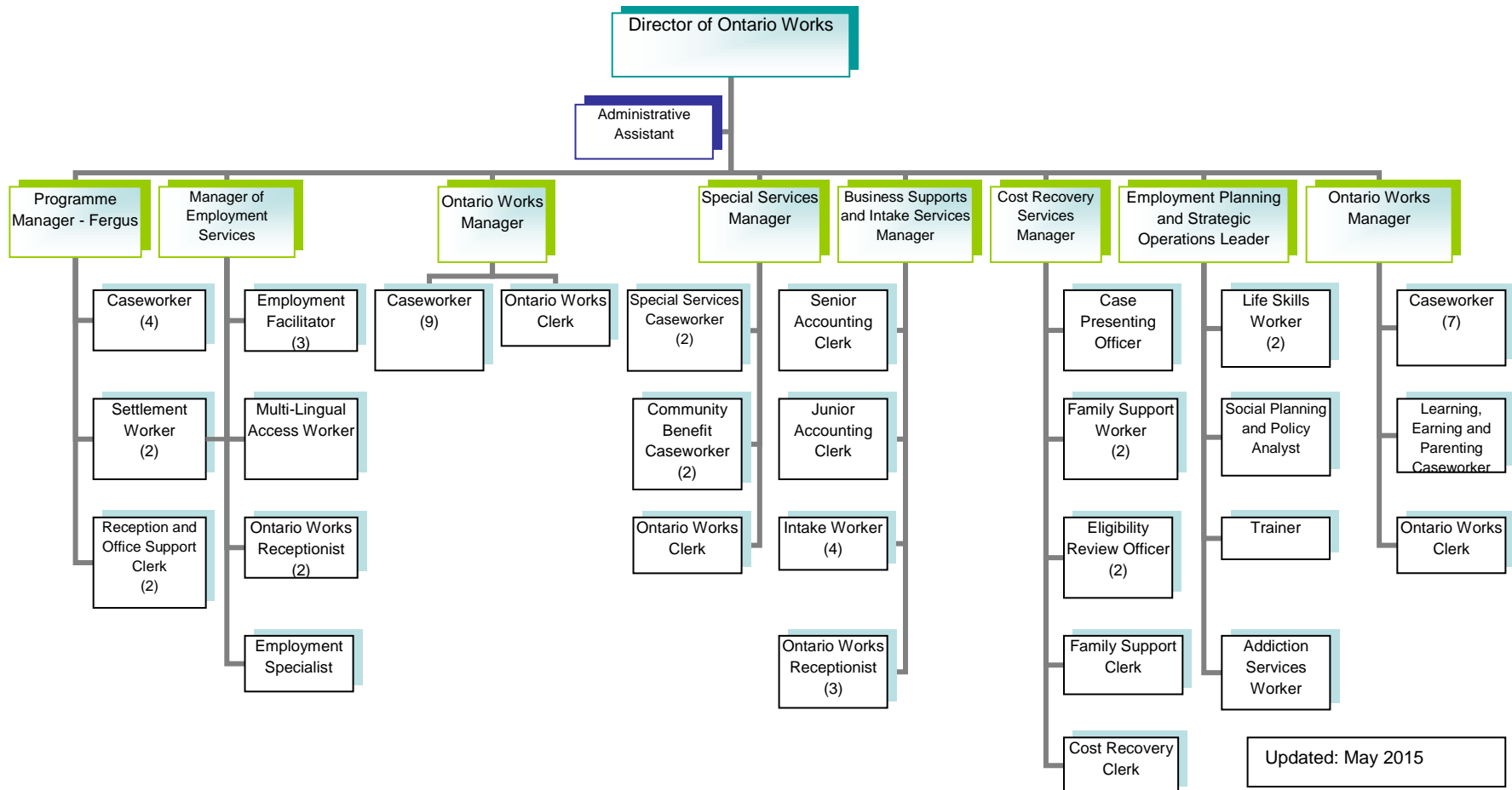
- Support caseworkers in fully satisfying file management expectations in SAMS through a targeted training and file auditing process
- Engage staff through an Innovation Lab (I-LAB) process to redesign key areas of work in the interest of improving client service and gaining administrative efficiencies (e.g. documentation and filing standards, reapplication processes)
- Complete an update with IT services for our secondary CAPPS technology system to support case management, especially in the area of outcome plans
- Examine the Operational Impact Assessments and SAMS Productivity Study released by the Province with the intent of learning best practices that will improve the overall functioning of the office

Currently, our Trainer and other expert staff continue to deliver SAMS training to both new and returning staff. Refresher sessions are also offered, with the goal of ensuring all staff are well-equipped and comfortable working in SAMS while we continue to meet the established service standards. In 2016, this training will become increasingly targeted to key areas where staff are requiring additional support (e.g. managing overpayments).

The 2016 provincial budget included an announcement that significant changes would be coming in relation to how child support is treated under Ontario Works. These changes are anticipated to have impacts on our Family Support team. We will work with the Province and our staff to support the transition and determine how roles and functions may need to be adjusted in the interests of supporting clients and meeting the programme expectations of the province.

In 2016 the Social Services Department will be reviewing client reception, help services, and intake functions across programmes. The intention is to move towards the integration of these services in the interest of improving service to clients. This is a significant undertaking that will take a phased approach. Consultation and communication at all levels of the organization, along with clients and the community will occur throughout the process. It is hoped that by the end of 2016, an integration plan will have been developed and work will have begun towards these changes.

## County of Wellington Ontario Works Organizational Chart



## Intake Services

Applicants for Ontario Works have three options to apply for assistance:

**Call:** 1.800.265.7294 x 3390 or 519.837.2670 x 3390

**Click:** [www.ontario.ca/socialassistance](http://www.ontario.ca/socialassistance)

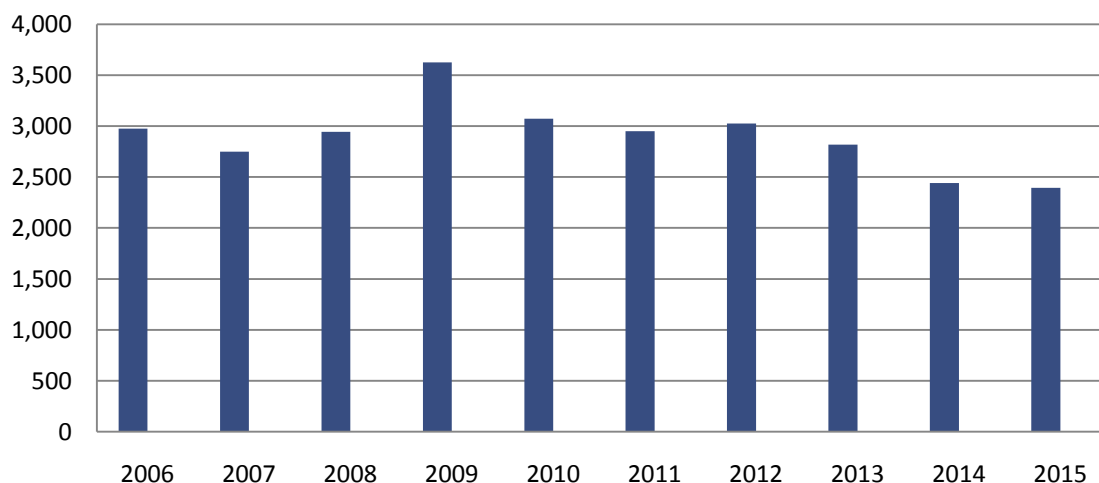
**Visit:** Our main office at 138 Wyndham St N. Guelph ON

We continue to promote the online application for Ontario Works through various channels including our website, voice message system, and through community partners. In 2015 we saw an increase in the number of applications being received through the online channel at a yearly average of 16.8%. This is up from the yearly average of 12% in 2014, 9% in 2013 and 7% in 2012. This upward trend in online applications has occurred despite very little promotion of this service. This demonstrates the increasing desire of our clients to utilize electronic service channels.

The majority of intakes continue to be completed over the telephone. Additionally, clients who have completed an online application are also contacted by telephone to confirm information and schedule a Verification Interview (VI) as appropriate. In an effort to streamline access, enhance customer service, and provide efficient responses to callers, we are exploring changes to the phone system that would see an increase in the percentage of calls answered directly by our intake unit.

In 2015, the Intake Team responded to 3,757 requests for assistance, representing an approximate 7% decrease from 2014. Of the total number of requests received, 2,395 (64%) were scheduled for a Verification Interview (VI). The remaining requests were either deemed ineligible, the client voluntarily withdrew their application, or the individual was seeking general information only.

## Yearly VI's Booked



## Case Management Services

We are seeing signs of returning to some normalcy with respect to case management. Late in 2015, there has been more emphasis on assisting participants with employment supports. Caseworkers were encouraged to work with our clerical staff to schedule participants for Outcome Planning sessions and Two Year Reviews. We have also begun the preliminary work to better set up the provider management areas of SAMS. This will enable us to track the services that participants are engaged with to obtain a better understanding of what interventions are successful. In early 2016, we returned to more regular auditing files which will ensure that all caseworkers are following consistent practices.

Caseworkers continue to benefit from utilizing the Comprehensive Assessment and Action Plan System (CAAPS) to capture and monitor employment activities for OW clients. Caseworkers have identified some additional functionality that would enhance abilities to capture relevant data and monitor caseloads. In addition to the current administrative functions of the CAAPS system, we have added functionality to identify participants who may benefit from employment interventions such as workshops, job fairs, and assessments. To ensure that this additional case management tool will be able to provide effective support to caseworkers, we are currently working with our IT department to make the necessary revisions. Working with the current extracts from SAMS has been a challenge, however we continue to move forward and hope to complete the revisions by 2017.

To support a more participant focused LEAP programme, we have purchased the required technology to allow us to complete Verification Intakes from remote locations. We have been establishing secure locations, where our technology is able to function, to allow us to meet participants. We have also been consulting other CMSM'S to learn their successes with the

LEAP programme and are hopeful that some of these interventions will have the same positive effect. We also look towards increasing our direct involvement with schools and service delivery partners who support clients in this programme.

## Life Skills Programmes

The Addictions Services Initiative (ASI) is an intensive case management programme for clients struggling with substance abuse issues that prevent them from obtaining and maintaining employment. Clients who are interested in working on their addiction issues are referred to the ASI Life Skills Worker, who, in collaboration with Community Addiction Services (CADS), Stonehenge, and other addiction service providers, assists clients to get the treatment and support they need throughout their recovery journey. Once the client reaches the maintenance stage and has not relapsed for a substantial period, they are ready to be referred back to a general OW Caseworker to seek employment.

The Mental Health Life Skills programme also utilizes an intensive case management model for clients. Referrals to the Mental Health Life Skills programme are made by caseworkers when a client identifies that they are struggling with significant mental health issues that prevent them from gaining financial independence. Clients receive assistance with appropriate referrals to community mental health resources or for medical and psychiatric assessments that may assist the person in stabilizing their situation. Assistance is also provided to clients for completing ODSP applications where appropriate.

In an effort to standardize the referral process as well as track the progress of clients within each of these programmes, the County is exploring various tools and strategies to measure client needs and development. One part of this strategy includes an evaluation of the larger OW caseload to determine the level of need/functioning of clients and develop appropriate interventions to respond to these needs through ASI, Life Skills, or employment supports programming. The second part of this strategy includes implementing an ongoing evaluation tool to capture relative progress of clients within the ASI and Mental Health Life Skills programmes. Both parts of this programme will assist the County in better understanding the level of need of our clients, and stream our caseloads to appropriate, evidence based interventions.

An annual ASI Service Plan is completed and submitted to the ministry. The service planning process gives us an opportunity to outline our service strategies, programme management functions, outcome monitoring, and partner linkages.



## Fergus Social Services Office

The Social Services office in Fergus has been open since April 2012, providing County residents access to a variety of social services, including OW and Settlement as a primary focus. The office continues to house other social services including child care, social housing, and ODSP supports. Specialized workers who complete functions such as family support, eligibility review, addiction and mental health services, and LEAP travel to the Fergus office to meet with their clients that reside in the office catchment area. The addition of this office location has made a significant improvement to our ability to provide excellent customer service, making our services far more accessible to those living in the central and northern areas of Wellington County.

All applications for social assistance are received and processed centrally via the Intake Team at the Guelph office. Verification Interviews and on-going case management for clients, who reside in one of the four townships of Centre Wellington, Mapleton, Minto and Wellington North, take place out of the Fergus office.

In addition, the Fergus office is also the primary location of the Settlement Services programme. Funded through Immigration, Refugees and Citizenship Canada (IRCC), the mandate of this programme includes assisting newcomers to Canada to access community services and adjust to life in their new communities. Recent announcements by the Federal government to accept large numbers of refugees, namely from Syria, to Canada as Permanent Residents, have greatly increased the need for Settlement Services and supports in the County of Wellington.

These refugees are entering Canada through sponsorship via the Government Assisted Refugees (GARs) programme, Private Sponsorships, or Blended Visa Office Referred (BVOR) programmes. Although the County of Wellington is not one of the six designated GAR destinations, secondary migration occurs from bordering GARs. Our Ontario Works programme has also witnessed a slight increase of in-land claims via the United States. No active sponsorship exists in these cases, and applications have been taken for Ontario Works and Housing subsidies. The County of Wellington has also witnessed a great increase in Privately Sponsored refugees. Many hours have been dedicated to sharing information, communication, and coordination of resources in assisting these groups with their sponsorship efforts.

Settlement Services supports are available at no cost to those with Permanent Resident, Convention Refugee, or Live-In Caregiver status in the County of Wellington and City of Guelph. Experienced Settlement Workers help newcomers in the areas of accessing interpreters/translators, finding housing and affordable child care, registering children in school, language training, finding a family physician, seeking employment and navigating government and community services. Information sessions are provided to educate newcomers about labour laws in Canada, their rights, responsibilities, and safety in the

Canadian workplace, and how to navigate the numerous options with Canadian banking institutions. Collaboration with Economic Development has also ensured the movement towards growing local rural communities by successfully integrating newcomers.

## Cost Recovery Unit

The Cost Recovery Unit is responsible for four primary programmes: Eligibility Review, Case Presenting, Family Support, and the Eligibility Verification Programme (EVP).

The Eligibility Review programme continues to operate in an efficient manner by addressing allegations and complaints early. We have a team of two EROs and one clerical support that manages complaints and referrals from various sources inside and outside of Ontario Works. The EROs continue to work with intake staff, who advise of an open allegation in SAMS when scheduling a verification interview in anticipation of resolving the outstanding issue. Our Case Presenting officer (CPO) works with members of the cost recovery team in completing internal reviews. The CPO completes and defends subsequent submissions to the Social Benefits Tribunal. There is an open communication between the local legal clinic and the CPO in an effort to resolve outstanding issues for clients. The CPO manages assignments and reviews overpayments in accordance with policy and uses system generated reports to ensure that established overpayments are accurate.

The Family Support Programme assists clients in obtaining child and spousal support orders through the Ontario Court of Justice at which time a court order for custody, access, and support is resolved. Family Support Workers (FSW) will assist clients in setting up private agreements if an application in court is not necessary. The FSWs will assign court orders or agreements that are not in pay. Accordingly, they continue to defend municipal arrears that are owed to the County of Wellington or other municipalities when a variation has been filed by the support payer residing in this jurisdiction. Following the Provincial budget announcements, significant changes are anticipated to this area in 2016 and we will work with the province, staff, clients, and community to implement these changes.

The EVP continues to remain in suspension due to SAMS, however, it is expected to be operational this year. There will subsequently be a required training session for the Cost Recovery team to re-initiate the programme.

## Special Services Unit

The Special Services Unit delivers homelessness prevention and support programmes, as well as discretionary benefits. Below is a list of special services programmes:

- Housing with Related Supports
- Community Grants Programme
- Emergency Shelter Solutions
- Municipal Discretionary Benefits
- ODSP Discretionary Benefits
- Public Funerals and Burials
- Housing Stability Programme
- Emergency Energy Fund

In relation to OW case management, Special Services staff work directly with individuals and families residing in both supportive housing environments and Emergency Shelters. Staff dedicated to clients at these sites facilitate OW applications, assess eligibility, and provide support in transitioning out of shelter and support programmes and into longer term housing solutions.

The Municipal Discretionary Benefits Programme is exclusively funded by the municipality. This programme assists individuals and families on low and fixed incomes with various needs ranging from urgent dental care to assistive devices and medical needs. This programme also assists individuals and families with health related needs while they are staying in emergency shelter as well as start-up costs in some instances to secure housing and utilities when leaving a shelter. ODSP clients in need of discretionary benefits access this service through the Special Services Unit. Staff determine eligibility and provide assistance in a timely manner. Key benefits to ODSP clients include dentures, incontinence supplies, surgical supplies, and other health related items.

A Housing First Pilot Programme ('HF Pilot') was launched in January 2015 in collaboration with the Welcome In Drop-In Centre, a local Emergency Shelter Provider, with funding and administrative support provided by the County of Wellington through CHPI. The goal of the 12-month HF Pilot is to provide immediate access to permanent housing and wrap-around supports to 15 individuals experiencing chronic/complex issues as a barrier to securing and maintaining housing. The initial results of this pilot initiative were very promising, resulting in the removal of the pilot status and the investment in a second HF Worker to take on an additional caseload of chronically and episodically homeless individuals.

Public funeral and burial requests remain at a high level and show signs of continuing to increase. The combination of an increasing population in the City of Guelph and the County of Wellington, an aging population, and rising social assistance caseloads will likely result in a continued increase in the number of publically funded funerals and burials for the foreseeable future.

Administration of the Emergency Energy Fund (EEF) and the Low Income Energy Assistance Programmes (LEAP) as well as the Housing Stability Programme (HSP) by the Special Services Unit has continued a streamlined access point for all low income applicants requiring assistance with obtaining or retaining housing. Also added into this area in early 2016 was administration of the Ontario Electricity Support Programme (OESP) which additionally provides support to low income individuals in reducing their electricity costs.

## Oversight Strategy

Programme integrity and risk management are high priority areas for the delivery of Ontario Works and play a significant role in our oversight strategy. By ensuring that decision making occurs in a consultative and proactive manner, possible areas of risk are identified and mitigated to promote effective operations and prevent any negative outcomes. Ongoing improvements to the SAMS system in 2016 should allow us to make continued improvements to our ability to track and monitor our work in relation to back-end financial management, overpayment management and file auditing.

Our oversight strategy consists of a number of on-going activities wherein programme risks and areas for improvement are identified. Key activities are listed below:

- Comprehensive file reviews by managers of all caseworkers, ensuring that they are properly utilizing the SAMS technology and meeting service expectations
- Regular team and all staff meetings to discuss issues and seek staff input
- Bi-weekly management meetings to discuss issues, approve policy, review outcome performance and suggest ideas for improvement
- Daily review by staff of all payments
- Quarterly meetings between the local office and the Provincial Programme Supervisor to review programme expenditures, performance, emerging issues, and outcomes

Our organization continues to work with the Province on the implementation of the Integrated Social Assistance Management Framework (ISAMF). The County supports the overarching goal of ISAMF to ensure that the Ontario Works programme is being effectively delivered and managed by service managers. County staff will continue to actively participate with MCSS as they roll out more information in relation to ISAMF, and will work to make the necessary modifications to operations as elements of the framework begin to be implemented. A key area of focus for 2016 will be the planned resumption of EVP activities by our Cost Recovery Team.

The Training Team is responsible to assist with interpretation, communication, and tracking of legislative changes, policies and procedures. All provincial legislation is forwarded through to this department to be reviewed and disseminated to staff in a timely manner. All local business practices are uploaded to our intranet for easy access by all staff. More complex questions related to policy interpretation are resolved through the Provincial Clearinghouse process.

Since the transition to SAMS, Treasury staff has been unable to prepare and submit subsidy claims. We are working closely with provincial staff as part of the provincial pilot project to initiate an automated subsidy claims process through the SAMS technology in 2016. In the interim, we continue to follow a process of monitoring our monthly expenditures and adjusting our cash-flow with the Province as required. Additionally, separate caseload statistics for the City of Guelph and Wellington County have been unavailable since SAMS go-live, presenting challenges in monitoring caseload data. Provincial staff has been working with us on resolving this issue as well.

Additionally, the County is working to better understand the outcomes as indicated in the SAMS Transition Report. In certain areas this Report seems to under-report performance as compared to information provided by the Province historically (e.g. percentage of exits to employment) and this represents a risk to our ability to meet our outcome targets. We continue to work collaboratively with the Province to validate and understand SAMS reporting and then to adjust tracking and case closure practices with our staff to ensure that outcomes are captured appropriately. Overall Working relationships between OW staff, Treasury staff, and provincial MCSS staff have been very positive, leading to open and pro-active communication and problem solving as we adjust to changes tied to the SAMS implementation.

## Overview of Learning Supports

Our organization remains committed to facilitating professional development and lifelong learning experiences for all of its employees. The provincial training curriculum, Supportive Approaches through Innovative Learning (SAIL), continues to form the foundation upon which other experiences are built. We completed a full SAIL training in 2015, and offered some limited seats at the sessions to other CMSM's, community partners, and staff from other areas of Social Services to deepen our positive partnerships.

In addition to offering SAIL modules, we take concrete action to ensure that the principles of the SAIL training are lived out by our staff throughout the organization. SAIL principles are applied through various initiatives and means, including self-care groups, lunch and learn sessions, job shadowing, a resource library, an intranet, and staff learning events. A further support for staff is the Trainer, who is a resource regularly used by staff in an advice and guidance capacity to assist them with policy interpretation and decision making.

An important priority for training and development in 2016 will be a concerted effort to update and support the implementation of business processes post SAMS implementation. This will involve analysis of workload impact assessments, reports and the productivity studies, and significant engagement with staff to make improvements to our operations. Additionally, our Trainer and other expert staff will continue to deliver SAMS training to both new and returning

staff, and to offer refresher sessions with the goal of ensuring all staff are well-equipped and comfortable working in SAMS while we continue to meet the established service standards.

Staff are offered a variety of training opportunities appropriate to their roles during the course of the year. The County's Performance Appraisal process allows staff, with the support of their manager, to identify their own learning and personal development goals. Throughout the year, the training unit provides 'refresher' sessions based on feedback received from staff and management as well as information received from the Province related to programme updates and changes. In addition, staff are supported in attending conferences and courses throughout the year through the Association for Municipal Employment Services (AMES); Ontario Municipal Social Services Association (OMSSA); as well as local workshops related to issues such as addictions, mental health, youth services and other inter-agency learning events.

Additionally, Ontario Works managers are offered a variety of learning opportunities, and over the past year, a group of managers completed a Certificate in Leadership offered through the University of Waterloo. This programme aims to build the capacity of managers by offering training in leadership skills such as coaching for success, how to lead people, team building, and managing opportunities for conflict.

## 4 Outcome Strategies

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### Outcome Funding Targets for 2016

The outcome projections for 2016 remain conservative due to continued labour market uncertainty, the employment barriers experienced by OW clients (e.g. skills mismatch), both of which point to continued OW caseload growth. Additionally, the implementation of SAMS has required significant staff time and attention, which we anticipate will continue to create challenges in achieving our outcomes.

Strategies to address the employment needs and challenges of clients in 2016 will represent a continuation and expansion of efforts started in 2015, including:

- An increased focus on life stabilization and life skills interventions with clients
- Planning and goal setting activities with clients, e.g. the Getting Ahead programme
- Targeted job placement efforts by our Employment Specialist
- Increased integration with Employment Ontario in the interests of better supporting clients (e.g. targeted referrals to Youth Job Connect, shared delivery of services)
- Work with Economic Development partners to connect OW clients to emerging employment opportunities

The chart below outlines our 2016 outcome targets which are reflective of a 1% improvement over 2015 actuals that have been used as the baselines..

Measure	2016 Baseline	2016 Target
Average amount of employment earnings for participants with earnings	\$729	\$736
Percentage of the caseload with employment income	9.4%	9.5%

## Action Steps and Resources

Labour market trends locally continue to indicate a significant and unanswered demand for highly skilled and educated employees, countered by a significant number of unemployed individuals with lower skill sets. Additionally, those who are unemployed with a low skill set may not have the resources necessary to upgrade their skills and/or require upgrading that will require a significant investment in time before they are able to compete for sustaining employment.

The chart on the following page identifies the array of employment activities available for a client pertaining to basic education or training.

### Basic Education

Organization	Programme
<b>Wellington Centre for Continuing Education</b>	Grade 12 General Educational Development (GED) Give Yourself Credit Business Essentials Training
<b>St. George's Centre for Adult ESL</b>	English as a Second Language Language Instruction for Newcomers (LINC) Writing Classes Conversation Classes
<b>Conestoga College</b>	General Diploma Academic Upgrading GED Preparation ACE – Academic and Career Entrance Essential Skills
<b>Action Read</b>	Literacy and Writing Math GED Preparation

## Training

Organization	Programme
<b>Conestoga College</b>	Focus for Change Discover Your Future Targeted Initiative for Older Workers Corporate Training
<b>Wellington Centre for Continuing Education</b>	Individual Computer Training Computer Skills for the Workplace Skills Upgrading
<b>Action Read</b>	Computer Training Receptionist Training
<b>St Louis Adult Learning and Continuing Education</b>	Personal Support Workers Hairstyling Chef Training
<b>Workforce Planning Board</b>	Skills Link
<b>Second Chance Employment/Lutherwood</b>	Youth Job Connection Ways to Work RISE (Second Chance Employment) ACE Second Career

## Ontario Works Internal Programmes

Organization	Programmes/Services
<b>County of Wellington Ontario Works</b>	Employment Workshops Employment Placement Self-Employment Community Placement Addiction Services (ASI) Life Skills/Mental Health Learning Earning and Parenting (LEAP) Getting Ahead

The County of Wellington continues to operate an Employment Resource Centre (ERC) in Guelph with resources also available at the Fergus office location. The ERC provides clients with an opportunity to access the internet to perform career /labour market research and to view and apply to available job postings. Clients also have the ability to update their resume and cover letters, make photocopies, and obtain assistance from facilitation and reception staff where required.

The Employment Services Team also includes three Employment Facilitators who lead monthly workshops on employment topics, and meet with clients one on one to offer more in-depth



assistance related to resumes, job searching, interview skills, etc. An increasing amount of time is being dedicated to more in-depth life skills and goal setting programmes for our clients, such as Getting Ahead (GA).

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## Employment Placement

The Employment Specialist (ES) works with both the client and the employer to ensure the success of the placement and subsequent employment retention. In 2015, the County of Wellington saw 1,223 Ontario Works participants exit from assistance, of which 351 participants had secured full or part time employment, which equates to a 29% employment success rate. These numbers are derived from internal tracking and represent a 4.1% improvement.

The ES continues to host an informal job search club two days a week for an hour in length. This club was an initiative that began in 2013, and has given the ES the opportunity to develop a rapport with motivated job seekers while providing them with current employment opportunities and offering suggestions on effective job search strategies. The ES is now also working in conjunction with a local Employment Ontario service provider, Northern Lights Canada, by utilizing their facilities in the northern areas of the County. This is done to facilitate the programme to clients that do not have access to transportation to our offices in Guelph or Fergus. It also allows for a broader base of job developers and local employment postings in regions closer to their homes.

As in 2013 and 2014, we saw an increase in the temporary employment contracts and employers working through staffing agencies. As a result of this trend, we initiated and developed working relationships with local temporary employment agencies. We have had success working with Task Force, Express, Liberty, and Premium HR Solutions, along with two new agencies: Pivotal Staffing and Labour Ready. In 2016, we continue to foster these relationships in an effort to identify more opportunities that are suitable matches for our clients.

In our effort to maintain and create new community partnerships for 2016, the ES continues to work side by side with the County's Economic Development office. This will foster greater relationships along with attracting new employers and people to the County, while filling employment opportunities. This collaboration has also lead to the implementation of a new online employment posting board that is anticipated to link to other municipalities within the County. The ES also works in conjunction with Employment teams from other regions including Waterloo Region, Niagara Region, and Dufferin County to share best practices and continue to create supportive programmes that will lead to employment and business opportunities.

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## Self-Employment

The County of Wellington continues to partner with Guelph Wellington Business Enterprise Centre (GWBEC) on a per client basis to provide a comprehensive self-employment programme to clients that are approved as having an appropriate business plan. In early 2016, referrals to GWBEC have increased, and in order to continue this momentum we will be working with GWBEC to design an information workshop for participants to have an opportunity to learn more about the benefits to self-employment.

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## Community Placement

We continue to support clients who have identified that volunteering could enhance their overall employability by maintaining a formal partnership with the Volunteer Centre of Guelph-Wellington. This coordinated effort continues to enable Caseworkers to receive feedback concerning the types of volunteer placements that the participant is seeking. This has supported case management strategies by ensuring that placements are matching the desired skills and experiences that are connected with the participant's employment goals.

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## Increased Earnings

Caseworkers continue to support clients who are in part time positions while promoting the benefits of full time employment. Caseworkers will continue to promote the use of the Full-Time Employment Benefit (FTEB), informal and formal child care benefits, OW earnings exemptions, and the Extended Employment Health Benefits (EEHB) in this effort.

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## Integrated Employment Services

In the fall of 2015, Circles® Guelph-Wellington transitioned to a new programme structure with the County of Wellington Social Services (COW Social Services) holding the Circles contract on behalf of the Guelph Wellington community. Also at this time, COW Social Services took on a coordinating role for the overall initiative (in addition to ongoing GA delivery) to ensure programme stability and sustainability going forward. Circles® Guelph-Wellington is a community-based initiative, which began in 2014, with a focus on building relationships across socio-economic boundaries as a means of assisting low-income individuals and families to access skills, networks, and resources necessary to move them out of poverty and towards financial self-sufficiency.

On behalf of our Circles® Guelph-Wellington partner agencies, COW Social Services successfully applied for \$ 138,800 from the Local Poverty Reduction Fund (LPRF) over the 2016-2018 period to complete a comprehensive evaluation of our Circles initiative. As part of the LPRF, we will

also implement a part time evening version of Getting Ahead. We will do this to offer the programme to a wider group of people in financial hardship (underemployed, precarious employed etc.) We have an agreement with 2nd Chance, a community employment agency, to begin this GA evening programme in the fall of 2016.

Guided by the shared desire to further coordinate the services delivered by Ontario Works and Employment Ontario in Guelph Wellington, we have collaborated with Lutherwood and 2nd Chance Employment Agencies to run one hour information sessions for our clients at our location for the Youth Job Connection Programme. The Youth Job Connection programme was designed to assist youth in securing long term employment and meaningful careers. The programme is intended to address the gaps in youth employment programming for young people who are not in education, employment or training (NEET); and experiencing employment barriers.

Employment Services is also working to develop an online community employment workshop calendar that community members could use to view and sign up for any Employment agency workshops in Guelph Wellington. Developing technology to facilitate client enrollment in programs and to manage workshop signups will ensure enhanced, streamlined client service through collaborative efforts.

## Stakeholder Linkages

In order to maximize the employment attainment potential of our clients, we have linked our services with reputable community stakeholders to connect our clients with their services. As indicated, an integration strategy for the provision of employment related services has been undertaken collaboratively by Ontario Works and Employment Ontario, and has been a key focus of this area. This work represents our efforts to increase opportunities for employment-ready Ontario Works participants to connect seamlessly with Employment Ontario providers and programs in order to achieve the best possible employment outcomes for those we serve.

The Give Yourself Credit (GYC) programme remains an important part of our employment strategy in assisting youth clients and meeting our programme outcomes. The GYC programme is an accredited alternative high school programme for youth at risk who have demonstrated that they are unable to continue in the regular high school system. Since 2013 when our office completed a new service agreement with GYC, efforts to strengthen the link between the GYC programme and employment outcomes have been a key focus area. Additionally, we have continued to improve the relationship with the Wellington Centre for Continuing Education, Step into a New Life programme. This programme allows clients to identify the required skills for specific employment goals and subsequently provides the client the opportunity to obtain the academic skills.

The chart below lists a number of community partners that we actively work with as part of our employment programming:

Employment Programming Community Partners	
2nd Chance Employment	Self Help Alliance
Lutherwood	Women in Crisis
Anishnabeg Outreach	Community Care Access Centre
Onward Willow	Volunteer Centre of Guelph-Wellington
Canadian Mental Health Association	Stonehenge Therapeutic Community
University of Guelph Couple & Family Therapy	Homewood Health
Trellis Mental Health & Development Services	Northern Lights Canada
Community Resource Centre in Fergus & Mt Forest	Guelph Wellington Business Enterprise Centre

In addition to the partners noted above, Ontario Works staff members have direct links to their colleagues in the Child Care Services division of Social Services in order to ensure that participants are supported in accessing a fee subsidy if they require licenced child care. Child Care Subsidy Staff works closely with the client and the OW Caseworker to support the client through this process. The OW Caseworker can also provide a participant with support to cover the cost of informal childcare if this is determined to better meet their needs.

The Ontario Works office also works closely with the local ODSP office to meet the needs of our common clients. These connections include supporting ODSP destined clients through the application period, file transfers, the provision of employment services to non-disabled ODSP adults and supporting ODSP clients with vital discretionary health and housing benefits.

There are two established working groups between the OW and ODSP office; one at a front-line staff level where business processes and operational information and issues are developed and shared and another at a manager level where issues of a more strategic or broader nature can be discussed. In addition an all staff networking and learning event is planned between the two offices in 2016; it is hoped that building a personal connection between the staff of the two offices will work to improve how we work together.

## Monitoring Service Strategies

The Provincial update of target achievements is reviewed with all OW managers as part of bi-weekly Leadership Team meetings. Outcome results and related issues are discussed with the MCSS Programme Supervisor as part of quarterly review meetings. If outcome targets must be adjusted, a business case with a clear rationale is presented to Provincial staff. As described in other areas of the Service Plan, staff are provided with a number of on-going engagement opportunities which include regular all-staff meetings, working groups, and feedback surveys

related to various elements of the County's OW service model. Additional feedback opportunities have been provided to staff recently given the transition to SAMS.

The OW management team also reviews local labour market information to understand our local environment, outcome performance and required action. This information includes local unemployment rates, Workforce Planning Board reports, reports and information from our Economic Development colleagues and local business news.

Our most recent client service survey completed in 2013 illuminated client satisfaction levels, opportunities for improvement, and areas where we are performing well, related to the delivery of OW services. The survey demonstrated that 85% of clients reported that their caseworker's communication with them is good or excellent, with 73% reporting being treated with fairness and respect. A large majority of respondents (86%) felt that their caseworker provided them with knowledgeable assistance. In terms of office location, 81% of respondents were satisfied with the office location, and over half of all respondents reported being 'very satisfied.' More clients from Fergus were satisfied in this area, likely attributed to the addition of our office location in Fergus which has resulted in improved access for County clients. Overall, this survey illustrated that client satisfaction remains quite high, with over 4/5 clients reporting a high level of satisfaction.

In 2016, the OW office plans to engage clients in a service evaluation. It is hoped this process will provide us with important feedback on how we can improve service delivery into the future. In addition we will be working with our employment staff to evaluate the satisfaction of employers with our services, this will be a formalization and tracking of the feedback process in this area.

## Acknowledgements

We would like to express our appreciation to all Ontario Works managers for their contributions and participation in the drafting of this Service Plan. Special thanks to Diane Tan, Social Planning and Policy Analyst, for leading the development of the 2016 Service Plan. We would also like to extend our thanks to the entire OW team for their sincere commitment to our vision, and to delivering high quality services and supports to our community.

### Contact Information

For additional information on the County of Wellington's OW programme please contact:

Stuart Beumer, Director of Ontario Works

T: 519.837.2670 x 3065 E: [stuartb@wellington.ca](mailto:stuartb@wellington.ca)

OR

Sean Farrelly, Strategic Planning and Operations Leader

T: 519.837.2670 x 3180 E: [seanf@wellington.ca](mailto:seanf@wellington.ca)

[www.wellington.ca](http://www.wellington.ca)

Alternate formats of this document available upon request





## COMMITTEE REPORT

**OW-16-07**

**To:** Chair and Members of the Social Services Committee  
**From:** Stuart Beumer, Director of Ontario Works  
**Date:** Wednesday, September 07, 2016  
**Subject:** **Ontario Works Rate Increase and Exemption of Child Support Payments**

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### **Background:**

The provincial government committed through its 2016 Budget to increase Ontario Works rates as well as make changes to the treatment of child support so that individuals receiving Ontario Works and child support payments could further benefit from this income. In late June the Ministry of Community and Social Services (MCSS) announced the details of these changes following the approval of regulatory amendments.

### **Ontario Works Rate Increases:**

The following is a summary of the increases to Ontario Works rates that will be effective October 1, 2016:

- The maximum basic needs amount for singles will increase by \$25, from \$305 to \$330 per month.
- The board and lodge rate for singles will increase by \$25, from \$489 to \$514 per month.
- The basic needs and shelter maximums for Ontario Works families will increase by 1.5%.
- The adults living with parents rate will increase by 1.5%.
- The board and lodge rate for families will increase by 1.5%.
- There will be no change to the maximum shelter amount for singles.
- A number of additional special benefits under Ontario Works will also increase by 1.5%.

Ontario Works recipients will be notified of the rate increase through an insert with their October 2016 payment statement.

### **Exemption of Child Support and CPP Orphan Benefit:**

The provincial government has approved regulatory amendments to fully exempt child support and CPP Orphan Benefit payments as income under social assistance (Ontario Works and Ontario Disability Support Program) effective February 1, 2017 (OW) and January 1, 2017 (ODSP).

Currently child support payments are considered income for the purposes of determining eligibility for social assistance and are deducted dollar-for-dollar from social assistance payments. This change follows a trend by the Provincial and Federal government to increasingly support children's basic needs outside of the social assistance system through tax benefits.

In addition to child support payments not being deducted from social assistance, the provincial changes also mean that clients will no longer be required to pursue child support as a condition of eligibility for social assistance.

This new income exemption does not apply to spousal support payments. Clients who are entitled to receive spousal support will continue to be required to pursue this support and it will be deducted from their social assistance payments.

### **Impact of the Exemption of Child Support:**

This change will mean that families on social assistance that are receiving child support payments will now have an increased amount of money available to them to support their family. It also means that some families, previously deemed ineligible for social assistance due to the amount of child support they received, will now be eligible to receive social assistance.

This change is anticipated to reduce the amount of administrative work for staff and will directly impact the current family support functions within Ontario Works. As we approach the implementation of this change in February 2017, the County is working with MCSS to better understand specific aspects of these changes so that a transition plan can be developed around changes to work processes and the allocation of resources.

### **Financial Implications:**

The province will fully fund the cost of the OW rate increase between October and December of 2016, as a result there is no impact on the County budget.

The changes to the exemption of child support payments will result in an increase to benefit payment costs starting in 2017, however due to the continued upload of Ontario Works benefit payments the vast majority of these increased benefit costs will be paid by the province (97.2%). The minor impact on municipally paid benefit costs in 2017 will end in 2018 when the province assumes payment of 100% of OW benefits. The province has also indicated that there is no intention to change OW administrative funding allocations as a result of this regulatory change.

### **Recommendation:**

That report OW-16-07 Ontario Works Rate Increase and Exemption of Child Support Payments be received for information.

Respectfully submitted,



Stuart Beumer  
Director of Ontario Works





## COMMITTEE REPORT

OW-16-08

**To:** Chair and Members of the Social Services Committee  
**From:** Stuart Beumer, Director of Ontario Works  
**Date:** Wednesday, September 07, 2016  
**Subject:** Increase to Homelessness Partnering Strategy Funding

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### Background:

Guelph-Wellington is a designated community under the federal Homelessness Partnering Strategy (HPS). As a result the community received funding to support work to address the issue of homelessness locally. The current annual allocation for Guelph-Wellington under the HPS funding stream is \$65,202.

The County serves as the “Community Entity” responsible for the administration of this federal funding on behalf of the community. A local Community Advisory Board (CAB) is convened and supported by the County to make decisions on local HPS funding decisions.

### Funding Increase for 2016/17 and 2017/18:

As part of the Government of Canada’s 2016 Budget an additional \$111.8 million was committed across the Country to enhance services to address homelessness over the next 2 years. For Guelph-Wellington this means that we will receive an additional \$32,601 in 2016/17 and in 2017/18 under the HPS programme.

The local CAB has been consulted about this funding increase and has approved a decision to increase funding under the HPS programme to Wyndham House in order to address youth homelessness locally. Wyndham House has committed to increasing their Housing First work with youth across our service area who are experiencing chronic homelessness and have been identified as having high vulnerability. Increased work in this area directly supports a priority area identified through the recent 20,000 Homes Campaign Registry Week data.

### Financial Implications:

The Ontario Works office administers HPS funding on behalf of the community and all funds received under this Federal programme are provided to community agencies to support their work to address homelessness. The additional funding received by the County from the federal Government over the next two year period will be off-set by a corresponding increase in the amount of grant funding provided to community agencies.

### Attachment:

Letter from Service Canada dated June 8, 2016 detailing additional funding under the HPS for 2016/17 and 2017/18.

**Recommendation:**

That Report OW-16-08 Increase to Homelessness Partnering Strategy Funding be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Stuart Beumer'.

Stuart Beumer  
Director of Ontario Works

25 St Clair Ave East  
Suite 301  
Toronto, Ontario  
M4T 3A4

County of Wellington  
Social Services Department  
138 Wyndham Street North  
Guelph, Ontario  
N1H 4E8

June 8, 2016

Dear Lori Richer,

One of the Government of Canada's priorities is to empower all Canadians to build better lives for themselves and to enable them to contribute to and share in the prosperity of our society. In order to meet this commitment, the Government recognizes that it must respond to the pressing and unmet needs of communities across the country with regards to homelessness.

As part of the Government of Canada's support for social infrastructure, Budget 2016 is investing an additional \$111.8 million to enhance services to address homelessness through the Homelessness Partnering Strategy over two years, starting in 2016/17. The additional investment will provide communities across Canada with the flexibility and support they need to help prevent and reduce homelessness.

As the Community Entity responsible for the administration of the Homelessness Partnering Strategy's Designated Communities funding stream in Ontario, Corporation of the County of Wellington plays an instrumental role in supporting the development of solutions to homelessness in your community. To enhance the ongoing work to combat homelessness, an additional \$32,601 per year for 2016/17 and 2017/18 has been allocated to the Designated Communities funding stream in Guelph through Budget 2016. Investment of the incremental funding will require an amendment to your funding agreement #012714341.

In order to make this funding available for investment, I ask that you confirm your interest in proceeding with the proposed amendment by June 19, 2016. Following your confirmation, Service Canada will proceed with the amendment process and prepare an amended agreement to be signed by Corporation of the County of Wellington. Should you have any questions, I encourage you to communicate with John Halblander by telephone at 647-252-0174 or by email at [john.e.halblander@servicecanada.gc.ca](mailto:john.e.halblander@servicecanada.gc.ca).

Thank you for your continued efforts and dedication in the fight against homelessness in Ontario.

Sincerely,



Melanie Wyke  
Service Manager

c.c. Jane Londerville, Chair

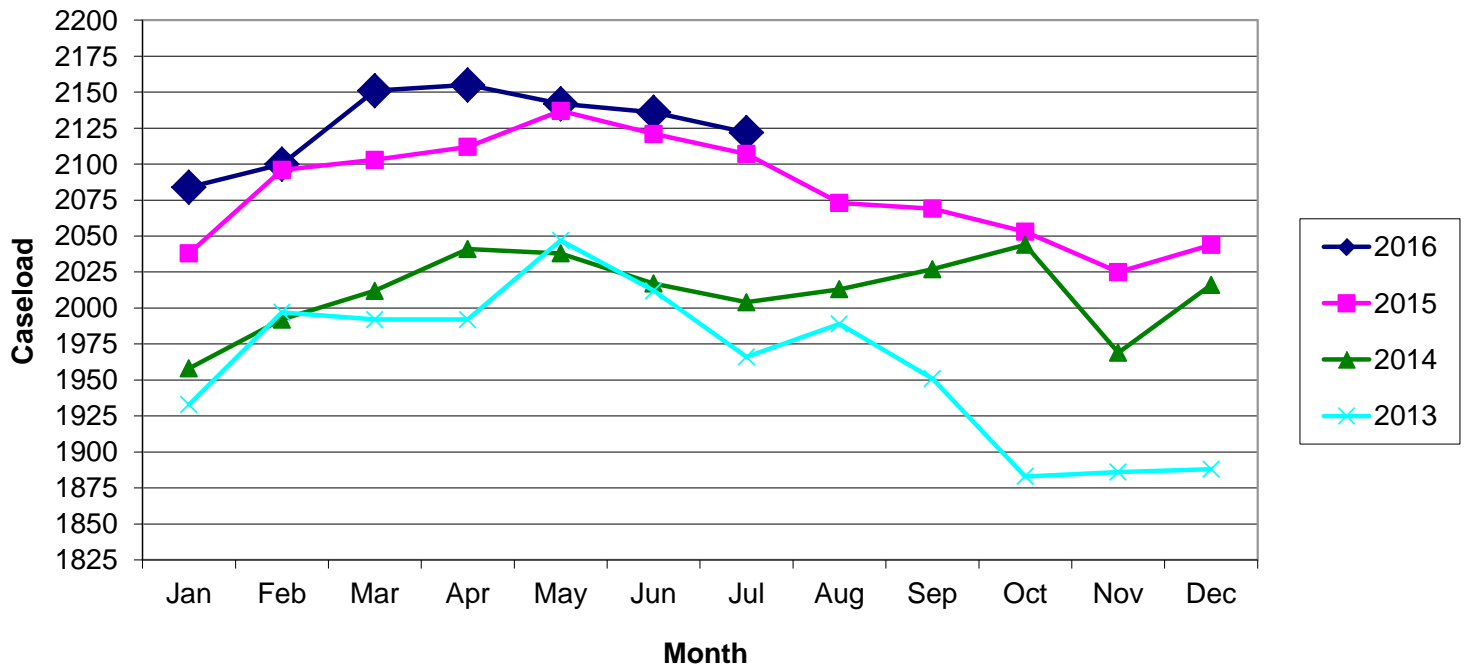
# County of Wellington - Ontario Works



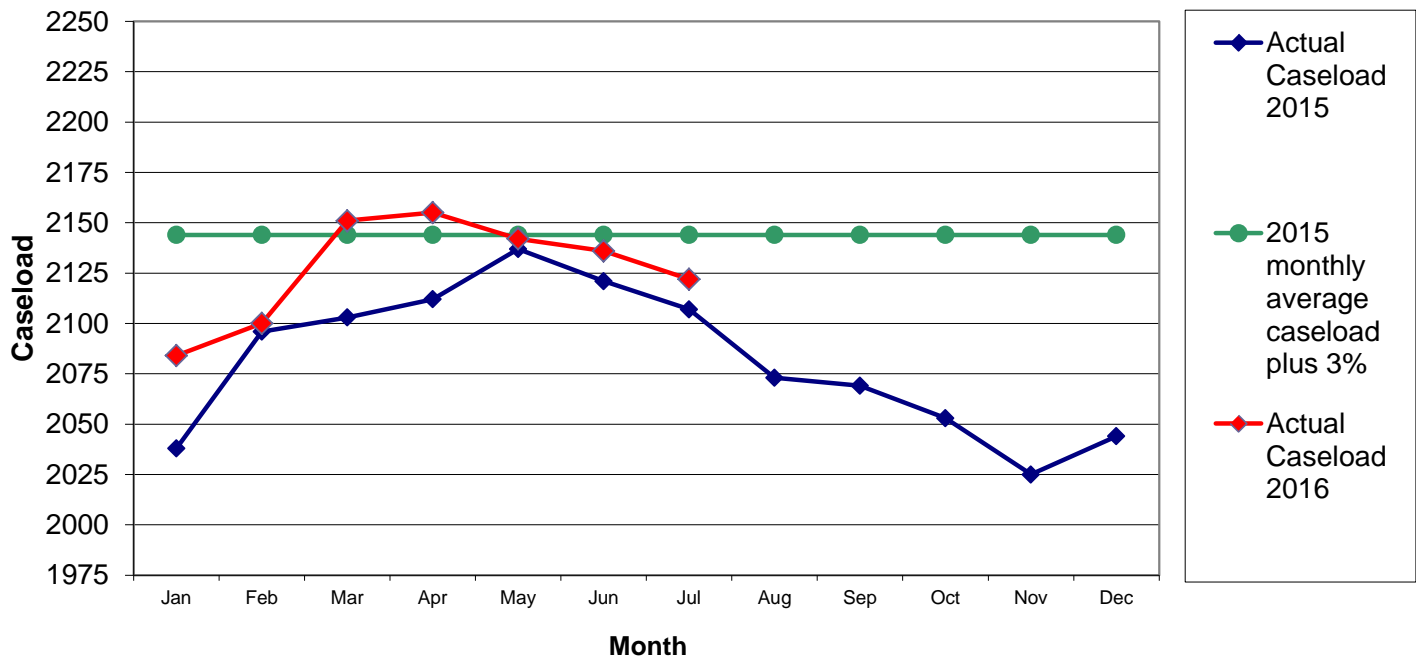
## 2013-16 County / City Caseload

Total caseload					Change From Previous Month		Change From Previous Year	
	2013	2014	2015	2016	Cases	%	Cases	%
January	1,933	1,958	2,038	2,084	40	2.0%	46	2.3%
February	1,997	1,992	2,096	2,100	16	0.8%	4	0.2%
March	1,992	2,012	2,103	2,151	51	2.4%	48	2.3%
April	1,992	2,041	2,112	2,155	4	0.2%	43	2.0%
May	2,047	2,038	2,137	2,142	(13)	-0.6%	5	0.2%
June	2,012	2,017	2,121	2,136	(6)	-0.3%	15	0.7%
July	1,966	2,004	2,107	2,122	(14)	-0.7%	15	0.7%
August	1,989	2,013	2,073					
September	1,951	2,027	2,069					
October	1,883	2,044	2,053					
November	1,886	1,969	2,025					
December	1,888	2,016	2,044					
<b>Total</b>	23,536	24,131	24,978	14,890				
<b>Average</b>	1,961	2,011	2,082	2,127			46	2.2%

**Total County and City Ontario Works Caseload - January 2013 to July 2016**



**Total County and City Ontario Works Caseload Budget/Actual Comparison**





## COMMITTEE REPORT

**AD-16-04**

**To:** Chair and Members of the Social Services Committee  
**From:** Eddie Alton, Social Services Administrator  
**Date:** Wednesday, September 7, 2016  
**Subject:** **2016 National Housing Strategy**

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### **Background:**

The federal government has committed to developing a National Housing Strategy with provinces and territories as primary partners to address housing and homelessness issues in Canada. On June 28, 2016 federal, provincial and territorial ministers responsible for housing met to discuss key priorities for housing in Canada. At this meeting, ministers agreed that a long term vision is essential for meeting the housing needs of Canadians.

### **Report:**

As part of the process for gathering information, Canadians are able to have their say online and through other consultations on a National Housing Strategy. The federal government has released "Let's Talk Housing, Join the conversation" (<https://letstalkhousing.ca>) where individuals can share their thoughts and submit their ideas. In addition, the federal and provincial governments are holding roundtable discussion with key stakeholders and housing experts in order to gather information to be brought back to ministers when they meet at a National level in the fall.

Social Services staff have attended several community meetings on the Housing Strategy and provided input. I recently attended a meeting with MPP Chris Ballard, Minister of Housing and Minister Responsible for the Poverty Reduction Strategy along with a small group of key stakeholders and housing experts provided input on the new strategy. In September, Ryan Pettipiere, Stuart Beumer and I will be meeting with MP Lloyd Longfield along with a small group of local community members to provide input on the strategy as well. Staff will continue to provide input on the strategy but it clear from the meetings attended to date that the suggestions and ideas being brought forward are wide ranging and diverse.

### **Recommendation:**

THAT report AD-16-04 be received for information.

Respectfully submitted,

Eddie Alton  
Social Services Administrator



**To:** Chair and Members of the Social Services Committee  
**From:** Eddie Alton, Social Services Administrator  
**Date:** Wednesday, September 7, 2016  
**Subject:** **2016 Social Infrastructure Fund – Investment in Affordable Housing**

---

### Background:

At the June 8, 2016, Social Services Committee Meeting, report AD-16-03 was presented indicating that there was a potential of a funding announcement that would require a quick response in order to secure the funds for our service area. The report requested that the CAO be authorized to approve any documents required by the Ministry in order to meet the timeframes.

### Report:

On June 21, 2016 the Warden received a letter indicating that the County's notional funding allocation for the Social Infrastructure Funding (SIF) for affordable and social housing had been determined. The County of Wellington's allocation is:

Programme	Fiscal Year 2016-17	Fiscal Year 2017-18
Increase to IAH/Seniors (IAH)	\$2,271,000	\$1,641,500
Social Housing Improvement Programme (SHIP)	\$2,402,700	

The increase to IAH/Seniors can be used for new builds of rental housing or operating funds for creating additional rent supplements and housing allowances. The SHIP funding is to be used for renovation and retrofit of social housing.

Social Housing staff in conjunction with Purchasing and Risk Management issued a RFP for the IAH funding and received four proposals, all within the City of Guelph. After reviewing the proposals and communicating with the City of Guelph, a project at 75 Dublin St. N. in the City of Guelph is being recommended for funding. This project is requesting \$3.0 million (\$1.5 million in each of the two years) and the project will have a total of 42 units with 20 units being affordable. The remainder of the IAH funding (approximately \$912,500) will go into operating.

For the SHIP funding, staff contacted the Non-Profit Housing providers and we received proposals that exceeded the funding allocation. Staff have reviewed the proposals and have recommended an allocation of the funds that will be communicated to the providers over the next few weeks.

For both funding allocations, the County of Wellington must submit a Programme Delivery and Fiscal Plan to the Province by September 1, 2016 including cash flow statements for their approval. Once approval is obtained, a further report will be brought to committee.



**Recommendation:**

THAT report AD-16-05 be received for information.

Respectfully submitted,

Eddie Alton  
Social Services Administrator