



The Corporation of the County of Wellington
Social Services Committee
Agenda

June 10, 2015

1:00 pm

County Administration Centre
Guthrie Room

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

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1. Call to Order	
2. Declaration of Pecuniary Interest	
3. Delegation:	
3.1 Mr. Shawn Armstrong, General Manager Emergency Services, City of Guelph Service Review Report	3 - 21
3.2 Mr. Lloyd Grinham, Grinham Architects Fergusson Place Phase 2 Presentation	
3.3 Ms. Adrienne Crowder, Manager, Wellington Guelph Drug Strategy Drug Strategy Annual Update	
4. Financial Statements and Variance Projections as of May 31, 2015	22 - 30
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7. Tender Award - Building Addition and Elevator Installation - 261/263 Speedvale Avenue East	37 - 40
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11.	Funding Request from Mount Forest Non-Profit Housing Corporation	149 - 166
12.	Closed Meeting	
13.	Rise and Report	
14.	Adjournment	
	Next meeting date September 9, 2015 or at the call of the Chair.	

STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Emergency Services / Paramedic Service

DATE June 1, 2015

SUBJECT 2014 Land Ambulance Ministry of Health Service Review

REPORT NUMBER PS-15-28

EXECUTIVE SUMMARY

SUMMARY OF REPORT

The Paramedic Services/Emergency Medical Services Division of Emergency Services recently underwent a Service Review conducted by the Ontario Ministry of Health and Long Term Care (MOHLTC). A final report of the findings of that review has now been received and is presented with this report.

KEY FINDINGS

Guelph Wellington Emergency Medical Service met the requirements of the MOHLTC Inspections and Certifications Branch, and the Certificate that authorizes the City of Guelph to provide ambulance services to the City of Guelph and County of Wellington will be renewed for an additional three years.

FINANCIAL IMPLICATIONS

There are no direct financial implications from this report, however the review did note that the Service is not always meeting its Response Time Performance Plan.

ACTION REQUIRED

To receive the report on the 2014 Land Ambulance Ministry of Health Service Review.

RECOMMENDATIONS

1. THAT the Public Services Report # PS-15-28 "2014 Land Ambulance Ministry of Health Service Review" dated June 1, 2015 be received
2. THAT the Service Review findings related to response time performance that have financial implications due to the need for enhanced staffing be forwarded for consideration in the 2016 budget process.

STAFF REPORT



BACKGROUND

Emergency Medical Services (EMS) is a division of the Emergency Services department in Public Services. The division is referred to as **Guelph Wellington Emergency Medical Service** and provides paramedic services to the City of Guelph and the County of Wellington.

The Ontario Ministry of Health and Long Term Care (MOHLTC) issues the Certificate that authorizes the City of Guelph to operate the Land Ambulance Service. The Certificate is renewable every third year. As part of the renewal process, the MOHLTC Inspections and Certification Branch conducts a thorough review of the service. This review was completed in December, 2014 and the final report from that review has now been received by the City (See ATT-1).

REPORT

A MOHLTC review team visited the Guelph Wellington EMS service on December 9 and 10, 2014. This was preceded by intensive preparations by staff to ensure that the service would meet the rigorous standards set for ambulance services.

The service review involved a thorough inspection of ambulance service vehicles, equipment and stations as well as an examination of Quality Assurance files and paramedic credential records. Review team members studied records of ambulance calls and equipment and vehicle maintenance records, and also rode in ambulances and observed paramedics in action to monitor patient care provided and paramedic adherence to policies and practices.

The Review Team noted five observations of areas where the service could improve. These observations are as follows:

- In a review of Ambulance Call Reports, 2% did not record patient care delivered to the relevant standard. These records have since been reviewed and do not represent significant errors or omissions.
- According to the records, one piece of equipment (a stretcher) was missed in one of the required quarterly inspections. A commitment has been made to improve tracking processes.
- The Review Team reminded us that the Communicable Disease Standard is changing in 2015 and that we will need to ensure that our records are updated. This is currently underway.
- The Review Team found that documentation completed by paramedics captured 17,287 of 17,859 possible data points, or 96.8%. Although this was not 100%, the Review Team did commend the service for this finding.

STAFF REPORT

- The Service Provider is not always meeting its Response Time Performance Plan. The Response Time Performance Plan for the Guelph Wellington coverage area is set by Council based on many factors including available resources, historical performance and call volumes, and recognized trends in call frequency and complexity. Guelph Wellington EMS has committed to continuing to strive to meet the targets set for the coverage area. Additional Paramedic resources were approved in the 2015 operating budget and are being added, but a request for more resources will be forwarded to the 2016 budget process for consideration.

The overall final report findings from this review are very positive. The Review Team commended the service for our Quality Assurance initiatives, training, vehicle conditions and overall operations. In presenting the initial findings of the review, the Review Team applauded the Guelph Wellington paramedics, recognizing their professionalism, compassion and dedication.

The inspection process includes a minimum threshold that must be met in order for the certificate to operate the ambulance service to be renewed. Guelph Wellington EMS surpassed this threshold and a Certificate will be issued for another three years.

CORPORATE STRATEGIC PLAN (delete those that don't apply)

Innovation in Local Government

2.2 Deliver Public Service better

City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

DEPARTMENTAL CONSULTATION

The City's Internal Auditor was present at key points of the Review process to understand the details and focus of the review team.

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 2014 Final Report, Guelph Wellington EMS

Report Author:

Stephen Dewar

EMS Chief – Guelph Wellington Emergency Medical Service

STAFF REPORT



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2014 Land Ambulance Ministry of Health Service Review



Introduction



Guelph Wellington EMS

- A division of Public Services within Emergency Services
- Provides paramedic services in response to 911 calls to the City of Guelph and the County of Wellington
- Certified by the Ontario Ministry of Health

Authority to Review

- 4. (1) The Minister has the duty and the power,
 - (a) to ensure the existence throughout Ontario of a balanced and integrated system of ambulance services and communication services used in dispatching ambulances;
 - (b) REPEALED: 1997, c. 30, Sched. A, s. 5 (2).
 - (c) to establish, maintain and operate communication services, alone or in co-operation with others, and to fund such services;
 - (d) to establish standards for the management, operation and use of ambulance services and to ensure compliance with those standards;
 - (e) to monitor, inspect and evaluate ambulance services and investigate complaints respecting ambulance services; and
 - (f) to fund and ensure the provision of air ambulance services. R.S.O. 1990, c. A.19, s. 4 (1); 1997, c. 30, Sched. A, s. 5 (1-4); 1999, c. 12, Sched. J, s. 3.

Service Review

- Confirms that the Municipality met compliance to all aspects of providing Land Ambulance Services.
- Identifies any shortcomings or concerns and collaborates on a time frame to correct the shortcomings.

Review Visit

- Intensive 2 day visit
- Random checks, answering questions, providing evidence, searching records
- Included review of files and facilities and maintenance records



Review Team

- Comprised of 7 members
- Focus on patient care, quality assurance measures and administration related issues
- Must be assessed at 90% for patient care and 90% overall to be successful

Inspections and Reviews



- Paramedic files
- QA files
- Mechanical records
- Policy and Procedure manual
- Inspected ambulances and stations
- Checked staff for ID, appropriate actions and attire
- Rode in ambulances to emergencies

Legislation and Standards

- Ambulance Services is a highly regulated service
- The team assured compliance with the Ambulance Act and Related Standards and Regulations

Initial and Final Report

- The team provided an initial report on their findings at the completion of the visit
- Followed by a draft report with the opportunity to comment
- Final report was received in April

Report Summary

- Overall Positive
- Noted our Professional, Compassionate and Dedicated staff
- Met the recertification requirements



Highlights of the Report

- The team found that we met the requirements of certification as an ambulance service
- The City's certificate to operate the service will be renewed for an additional 3 year term

Specific Findings – Patient Care

- Reviewed Ambulance Call Reports
- Reviewed Training Records
- Conducted Ambulance Call Ride-outs
- Inspected Vehicles and Equipment



Specific Findings – Quality Assurance

- Requirement to provide continuous oversight of the quality of Patient Care being delivered to the public
- Requirement to have records of all paramedic credentials, qualifications and immunizations

Specific Findings – Administration

- Requirement to have a current agreement with partner agencies such as our Base Hospital
- Requirement to produce and adhere to a Response Time Performance Plan, updated annually.

Questions?



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Ken DeHart, County Treasurer
Date: Wednesday, June 10, 2015
Subject: **Social Services Financial Statements and Variance Projections as of May 31, 2015**

Background:

This report is respectfully submitted in accordance with the County's Budget Variance Reporting policy, and provides a first projection to year-end based on expenditures and revenues to May 31, 2015 for Social Services.

Ontario Works

- Due to the implementation of the new Provincial SAMS software, caseload statistics cannot be split between County and City at this time.
- Ontario Works combined average monthly caseload for both the County and City has seen an increase of 2.4% over the 2014 average caseload at the end of April. The 2015 budget allowed for an increase of 4% over 2014 actual costs (3% caseload and 1% cost).
- For the County, gross savings in expenditures to date is approximately \$85,376 (\$7,342 net). If the caseload trends as anticipated, a net year end favourable County variance of approximately \$17,500 will remain.
- Ontario Works benefit costs for the City are over budget year to date by approximately \$250,736 gross or \$21,563 net. If caseload remains at the average currently experienced it is estimated that there will be a year-end net negative variance for the City of \$52,000.
- Other revenue has a positive variance in part related to LEAP Emergency Financial Assistance not yet expensed in the amount of \$10,000.
- Discretionary Benefits are below budget for the County by \$17,000 and the City by \$58,000 however no significant variance is expected by year end.
- Capital works include the renovations to the front lobby at 129 Wyndham Street. The project is currently in the design phase with construction anticipated for the fall.
- It is estimated that at year end the County will be close to budget with small year-end savings of approximately \$20,000. The City is also expected to end the year close to budget and could see a negative variance of approximately \$50,000.

Child Care

- Parent fees are tracking ahead of budget to this point in the year, if this trend continues – a positive variance of \$40,000 - \$50,000 may result
- 2015 Provincial funding allocation increased by approximately \$660,000 that was not known at the time of the approval of the County budget. This additional funding will be allocated \$60,000 for administration costs and the remaining \$600,000 for core services
- At this time capital retrofit funding appears underspent but this will be used for YMCA-YWCA and University of Guelph Infant space retrofits. Any unspent funding will be used in 2016 for a Schools First Capital project with the Wellington and Catholic District School Board.

- Willowdale operations currently have a positive variance of approximately \$70,000. The capital project remains open for the completion of site works and deficiencies. Staff anticipate the project will remain within budget.
- Overall childcare is very close to budget and a small positive variance of approximately \$25,000 for the County and \$75,000 for the City may result.

Housing

- Rent revenues are tracking slightly better than projected at this point in the year, if that trend were to continue, a positive variance of between \$50,000 and \$70,000 could be anticipated
- The Supplies, Materials and Equipment line is underspent by \$57,000, however at this time it is anticipated that these costs will come in close to budget at year end and no significant variance is expected.
- Purchased Services is tracking higher than budget at this point in the year, due to seasonally high utility costs (which should balance out over the course of the year) and higher than anticipated snow removal and move-out costs. If the trend were to continue, a small negative variance of \$30,000 to \$50,000 may result.
- Payments to non-profit and coop housing providers are tracking just under budget. This budget contains a contingency of approximately \$120,000 to deal with emergency repairs and expenses that come up throughout the year. A separate report on this agenda recommends using \$100,000 of this funding for an emergency roof repair at Mount Forest Non-Profit Housing Corporation. If the payments trends continue, a favourable variance in the range of \$50,000 to \$80,000 may result.
- The Community Homelessness Prevention Initiative (CHPI) funding appears to be under budget by approximately \$190,000 to date. The majority of these savings are related to the timing of payments made to providers – many of which are made in the fourth quarter.
- The Provincial government has approved the County's plan to spend the Investment in Affordable Housing for Ontario (IAH) funding allocation for years 2 – 6. Future allocations will be included in the upcoming 2016-2020 budget process. These funds will be used for the construction of Phase II of Fergusson Place and are addressed in another report on this agenda.
- Overall, housing is tracking close to budget with a small favourable variance of \$70,000 to \$100,000 projected (County - \$10,000 - \$20,000; City - \$60,000 to \$80,000)

Housing Capital

- The majority of the housing capital projects are underway or going out to tender. Work is substantially complete on the air make up units at 212 Whites Road and 51 John Street; however the projects remain open to deal with deficiencies. Balcony work at 130 Grange is now complete and will be closing with a minor negative variance. It is anticipated that there will be a small favourable variance overall at year end. The County's portion will be transferred to the Housing Capital Reserve.

Affordable Housing

- The Grants and Subsidies line shows a positive variance at this time but this is related to timing of payments from the Ministry and no surplus is expected at year end.
- The supplies, materials, and equipment line is over budget year to date. This is a result of higher than anticipated costs related to ongoing issues with newer energy efficient hot water, heating and cooling systems.
- Debt charges will be incurred later in the year – no variance is anticipated.
- No significant year end variance is expected at this time.
- The Investing in Affordable Housing capital project is a provincially-funded initiative intended for the construction of new rental housing. In 2012 the County issued a request for proposal and awarded the project to Michael House Pregnancy Care Centre for the addition of eight new rental units. The project is nearing completion and is proceeding within budget.

Summary

Overall, Social Services is tracking very close to budget, with a small favourable variance projected at this time (\$50,000 to \$60,000 to the County; and \$80,000 to \$100,000 for the City). In Ontario Works, County could achieve approximately a \$20,000 surplus at year end and the City could experience a negative \$50,000 deficit; in Child Care the County is looking at potentially a \$25,000 savings and the City \$75,000 favourable; and in housing up to \$20,000 favourable for the County and \$80,000 for the City.

Recommendation:

That the Financial Statements and Variance Projections as of May 31, 2015 for Social Services be approved.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer



County of Wellington
Ontario Works
Statement of Operations as of
31 May 2015

	Annual Budget	May Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$19,862,400	\$1,735,156	\$8,690,481	44%	\$11,171,919
Municipal Recoveries	\$3,576,300	\$231,212	\$1,195,836	33%	\$2,380,464
Other Revenue	\$52,300	\$0	\$44,383	85%	\$7,917
Internal Recoveries	\$10,300	\$0	\$5,819	56%	\$4,481
Total Revenue	\$23,501,300	\$1,966,368	\$9,936,518	42%	\$13,564,782
Expenditures					
Salaries, Wages and Benefits	\$5,955,200	\$480,146	\$2,369,620	40%	\$3,585,580
Supplies, Material & Equipment	\$179,300	\$7,490	\$81,827	46%	\$97,474
Purchased Services	\$406,900	\$25,729	\$147,762	36%	\$259,138
Social Assistance	\$17,330,600	\$1,441,862	\$7,374,936	43%	\$9,955,664
Transfer Payments	\$24,300	\$0	\$0	0%	\$24,300
Insurance & Financial	\$0	\$0	\$569	0%	\$(569)
Internal Charges	\$1,334,800	\$109,961	\$556,891	42%	\$777,909
Total Expenditures	\$25,231,100	\$2,065,188	\$10,531,604	42%	\$14,699,496
NET OPERATING COST / (REVENUE)	\$1,729,800	\$98,820	\$595,085	34%	\$1,134,715
NET COST (REVENUE)	\$1,729,800	\$98,820	\$595,085	34%	\$1,134,715



County of Wellington
Child Care Services
Statement of Operations as of
31 May 2015

	Annual Budget	May Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$11,117,700	\$604,619	\$4,331,958	39%	\$6,785,742
Municipal Recoveries	\$2,773,600	\$23,834	\$1,361,013	49%	\$1,412,587
User Fees & Charges	\$254,000	\$28,255	\$126,241	50%	\$127,759
Internal Recoveries	\$354,900	\$6,909	\$157,671	44%	\$197,229
Total Revenue	\$14,500,200	\$663,616	\$5,976,884	41%	\$8,523,316
Expenditures					
Salaries, Wages and Benefits	\$3,957,800	\$302,431	\$1,549,407	39%	\$2,408,393
Supplies, Material & Equipment	\$222,700	\$34,061	\$121,604	55%	\$101,096
Purchased Services	\$350,800	\$7,680	\$125,947	36%	\$224,853
Social Assistance	\$9,826,100	\$293,174	\$4,162,081	42%	\$5,664,019
Insurance & Financial	\$1,800	\$0	\$2,034	113%	\$(234)
Minor Capital Expenses	\$119,600	\$0	\$15,570	13%	\$104,030
Internal Charges	\$1,003,000	\$60,592	\$427,686	43%	\$575,314
Total Expenditures	\$15,481,800	\$697,938	\$6,404,329	41%	\$9,077,471
NET OPERATING COST / (REVENUE)	\$981,600	\$34,322	\$427,445	44%	\$554,155
NET COST (REVENUE)	\$981,600	\$34,322	\$427,445	44%	\$554,155



County of Wellington
Social Housing
Statement of Operations as of
31 May 2015

	Annual Budget	May Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$7,742,300	\$763,848	\$3,195,910	41%	\$4,546,390
Municipal Recoveries	\$15,117,700	\$861,716	\$6,053,273	40%	\$9,064,427
Licenses, Permits and Rents	\$5,200,000	\$460,566	\$2,244,053	43%	\$2,955,947
User Fees & Charges	\$52,500	\$3,348	\$23,983	46%	\$28,517
Other Revenue	\$0	\$0	\$483	0%	\$(483)
Total Revenue	\$28,112,500	\$2,089,478	\$11,517,702	41%	\$16,594,798
Expenditures					
Salaries, Wages and Benefits	\$3,617,300	\$286,141	\$1,404,983	39%	\$2,212,317
Supplies, Material & Equipment	\$362,400	\$36,869	\$93,757	26%	\$268,643
Purchased Services	\$6,365,600	\$383,247	\$2,867,624	45%	\$3,497,976
Social Assistance	\$18,004,300	\$1,488,064	\$6,982,256	39%	\$11,022,044
Transfer Payments	\$1,158,200	\$0	\$579,086	50%	\$579,114
Insurance & Financial	\$233,600	\$1,975	\$183,136	78%	\$50,464
Minor Capital Expenses	\$607,000	\$40,979	\$346,779	57%	\$260,221
Internal Charges	\$671,500	\$53,440	\$292,518	44%	\$378,982
Total Expenditures	\$31,019,900	\$2,290,716	\$12,750,138	41%	\$18,269,762
NET OPERATING COST / (REVENUE)	\$2,907,400	\$201,238	\$1,232,436	42%	\$1,674,964
Transfers					
Transfers from Reserves	\$(148,100)	\$0	\$0	0%	\$(148,100)
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
Total Transfers	\$1,351,900	\$0	\$1,500,000	111%	\$(148,100)
NET COST (REVENUE)	\$4,259,300	\$201,238	\$2,732,436	64%	\$1,526,864



County of Wellington
County Affordable Housing
Statement of Operations as of
31 May 2015

	Annual Budget	May Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$206,800	\$151,354	\$151,354	73%	\$55,446
Licenses, Permits and Rents	\$571,800	\$50,209	\$239,589	42%	\$332,211
User Fees & Charges	\$0	\$25	\$366	0%	\$(366)
Total Revenue	\$778,600	\$201,588	\$391,310	50%	\$387,290
Expenditures					
Salaries, Wages and Benefits	\$3,700	\$0	\$632	17%	\$3,068
Supplies, Material & Equipment	\$32,200	\$2,295	\$18,326	57%	\$13,874
Purchased Services	\$370,200	\$32,701	\$144,621	39%	\$225,579
Insurance & Financial	\$13,700	\$0	\$11,233	82%	\$2,467
Minor Capital Expenses	\$26,600	\$0	\$0	0%	\$26,600
Debt Charges	\$302,000	\$0	\$(9,398)	(3%)	\$311,398
Total Expenditures	\$748,400	\$34,996	\$165,414	22%	\$582,986
NET OPERATING COST / (REVENUE)	\$(30,200)	\$(166,592)	\$(225,896)	748%	\$195,696
Transfers					
Transfer to Reserves	\$530,200	\$0	\$500,000	94%	\$30,200
Total Transfers	\$530,200	\$0	\$500,000	94%	\$30,200
NET COST (REVENUE)	\$500,000	\$(166,592)	\$274,104	55%	\$225,896



County of Wellington

04-June-2015

Social Services

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending May 31, 2015

	Approved Budget	May Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Ontario Works							
129 Wyndham, Lobby Renovations	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Subtotal Ontario Works	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Child Care Services							
Willowdale Construction	\$2,375,000	\$0	\$12,522	\$2,283,372	\$2,295,894	97%	\$79,106
Subtotal Child Care Services	\$2,375,000	\$0	\$12,522	\$2,283,372	\$2,295,894	97%	\$79,106
Social Housing							
261-263 Speedvale Addition/Ele	\$1,340,000	\$2,091	\$20,362	\$0	\$20,362	2%	\$1,319,638
263 Speedvale Fire System	\$60,000	\$0	\$1,272	\$13,073	\$14,345	24%	\$45,655
51 John St Make up Air Unit	\$70,000	\$0	\$60,257	\$13,829	\$74,086	106%	-\$4,086
229 Dublin Roof	\$310,000	\$2,196	\$2,386	\$9,046	\$11,432	4%	\$298,568
130 Grange Balcony Waterproof	\$170,000	\$0	\$69,082	\$101,973	\$171,055	101%	-\$1,055
212 Whites Rd Make up Air Unit	\$50,000	\$0	\$54,864	\$0	\$54,864	110%	-\$4,864
212 Whites Rd Balcony	\$120,000	\$0	\$37,567	\$37,117	\$74,684	62%	\$45,316
Fire System Upg City Locations	\$360,000	\$0	\$20,861	\$0	\$20,861	6%	\$339,139
Fire System Upg County Locatn	\$238,000	\$0	\$0	\$0	\$0	0%	\$238,000
Elizabeth St. Roof	\$60,000	\$0	\$0	\$0	\$0	0%	\$60,000
229 Dublin Make Up Air Unit	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
32 Hadati Roof Design/Replace	\$20,000	\$0	\$0	\$0	\$0	0%	\$20,000
56 Mill St Front Entry Reno	\$100,000	\$429	\$429	\$0	\$429	0%	\$99,571
56 Mill St Roof	\$60,000	\$0	\$0	\$0	\$0	0%	\$60,000
450 Albert St Roof	\$100,000	\$0	\$0	\$0	\$0	0%	\$100,000
450 Albert Make Up Air Unit	\$70,000	\$0	\$0	\$0	\$0	0%	\$70,000
Mt. Forest Property Acquisition	\$1,300,000	\$0	\$0	\$0	\$0	0%	\$1,300,000
Subtotal Social Housing	\$4,478,000	\$4,716	\$267,079	\$175,039	\$442,118	10%	\$4,035,882



County of Wellington

04-June-2015

Social Services

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending May 31, 2015

	Approved Budget	May Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Affordable Housing							
Investing in Affordable Hsing	\$600,000	\$540,000	\$540,000	\$0	\$540,000	90 %	\$60,000
165 Gordon Generator	\$320,000	\$0	\$11,801	\$0	\$11,801	4 %	\$308,199
182 George St Capital Works	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Subtotal Affordable Housing	\$970,000	\$540,000	\$551,801	\$0	\$551,801	57%	\$418,199
Total Social Services	\$7,973,000	\$544,716	\$831,402	\$2,458,411	\$3,289,813	41 %	\$4,683,187



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Mark Bolzon, Manager, Purchasing & Risk Management Services
Date: Wednesday, June 10, 2015
Subject: **Tender Award – Roof Replacement and MUA at 450 Albert Street, Mount Forest**

Background:

Staff recently issued County of Wellington Project No. CW2015-018; a tender for replacement of a shingle roof and roof top Make-Up Air unit (MUA) at 450 Albert Street in Mount Forest, Ontario.

The intent of the work is to replace the shingle roof which is approximately 17,185 sq. ft. and replace the attic mounted MUA mounted from the underside of the roof trusses, which entails cutting into roof trusses and repairing the affected area.

On Wednesday, June 3, 2015 two (2) submissions were received as follows, with pricing shown exclusive of HST @13%–

COMPANY	TOTAL BID AMOUNT EXCLUDING H.S.T.
Wm. Green Roofing Ltd, Guelph	\$169,924.00
AAA Roofmasters, Mississauga	\$190,675.00

The submissions were all in order and staff are recommending awarding the tender to the lowest bidder meeting the specifications Wm. Green Roofing Ltd., of Guelph at the total tendered amount of \$169,924.00 excluding H.S.T. @ 13%.

The Capital Budget for this project is \$170,000.00.

Consulting and engineering fees for the project are approximately \$20,000.00.

Additional electrical work outside of the tender contract is estimated at approximately \$6,000.00.

Recommendation:

THAT Project No. CW2015-018 a Tender for replacement of a shingle roof and roof top MUA (Make Up Air unit) at 450 Albert Street in Mount Forest, Ontario, be awarded to the lowest bidder meeting the specifications Wm. Green Roofing Ltd., of Guelph at the total tendered amount of \$169,924.00 exclusive of H.S.T. @ 13%

That the funding for this project be approved as set out in the attached Funding Summary; and

That the County Treasurer be authorized to provide the additional funding for this project from the Housing Capital Reserve; and

THAT Warden and County Clerk be authorized to sign the required contract documents and staff issue the necessary purchase orders.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Mark Bolzon', with a long horizontal stroke extending to the right.

Mark Bolzon
Manager, Purchasing and Risk Management Services

FUNDING SUMMARY

COUNTY OF WELLINGTON CAPITAL PROJECT EXPENDITURE AND FINANCING SCHEDULE
--

Project name: 450 Albert Street Roof Replacement and Make Up Air Unit
 Project number : 21550071 & 21550081

PROJECT COSTS

	<u>Total</u>
Tendered Construction*	\$172,700
Engineering fees	\$20,000
Electrical Work	\$6,000
Contingency	\$17,300
<u>Project total</u>	<u>\$216,000</u>

* includes net cost to County of HST

PROJECT BUDGET APPROVALS AND FINANCING

	Gross cost	Social Services Reserve	Municipal Recovery	Housing Capital Reserve
2015 Capital Budget	\$ 170,000	\$ 42,000	\$ 128,000	
	\$ 170,000	\$ 42,000	\$ 128,000	\$ -
Funding Adjustment	\$ 46,000		\$ 34,600	\$ 11,400
<u>Revised cost and sources of financing</u>	<u>\$ 216,000</u>	<u>\$ 42,000</u>	<u>\$ 162,600</u>	<u>\$ 11,400</u>



COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Mark Bolzon, Manager, Purchasing & Risk Management Services
Date: Wednesday, June 10, 2015
Subject: **Tender Award – Fire Upgrades Multiple Locations**

Background:

Staff recently issued County of Wellington Project No. CW2015-023; a tender to Upgrade the Fire System at multiple Social Housing buildings throughout the City of Guelph and the County.

The intent of the work is to upgrade the life safety system conditions at 22 sites throughout Guelph and the County of Wellington. These systems consist of exit signs, emergency lighting, and fire alarm systems. The project was divided into three (3) Parts (A, B and C) in order to accommodate the size and complexity of the work to be performed. Each part represents a specific geographical area and in doing this it allows flexibility to schedule work and to ensure that work is completely in a timely manner.

Typical scope of work at each site includes:

1. Adding missing fire alarm, exit, and emergency lighting fixtures throughout the buildings.
2. Adding additional and respacing smoke detectors in the public corridors (reusing existing rough-in and wiring where practical).
3. Adding relay bases to smoke detectors at door hold open devices and rewiring the door hold open system for full code compliance.
4. Manual pull stations in a number of buildings will be lowered to 1.2m where they are significantly higher than current code requirements.
5. Replace and/or retrofit old addressable panels with new fire alarm panels at noted sites (existing conventional panels may be replaced with new panels where cost of adding existing compatible devices is more costly than new from any supplier).
6. Replace emergency lighting and battery units to provide 1fc average coverage (reusing existing rough-in and wiring where possible). Adding additional remote heads, exit/combination signs, and battery units for full building coverage.
7. At start of project, survey of existing wiring and component types to confirm voltages and system compatibilities with drawings and specifications. Site instructions will be provided to addresses any specific devices changes prior to commencing with work.
8. During construction, provide a fire watch at each site to maintain protection.

On Wednesday, June 3, 2015 four (4) submissions were received as follows, with pricing shown exclusive of HST @13%–

COMPANY	PART A BID AMOUNT (EXCL. H.S.T.)	PART B BID AMOUNT (EXCL. H.S.T.)	PART C BID AMOUNT (EXCL. H.S.T.)
Motion Electrical Contracting Ltd., Fergus	\$ 98,111.00	\$115,087.00	No Bid
Juno Electric, Guelph	\$113,200.00	\$150,500.00	\$502,500.00
Ansil Services, Vaughan	\$127,196.00*	\$199,561.00*	\$525,385.00*
Current Technologies Ltd, Toronto	No Bid	No Bid	\$846,810.00

*Note - after review of the submissions it was discovered that Ansil Services did not carry the contingency amount (Parts A, B and C), therefore their bid has been mathematically corrected to include it. This project has a total of \$85,000.00 for contingencies. (Part A - \$20,000, Part B - \$15,000.00 and Part C - \$50,000.00) The contingency has been built in to cover any unforeseen electrical issues that may arise during the course of the fire system upgrade.

Staff are recommending awarding the tender to the two lowest bidders meeting the specifications, Parts A & B – Motion Electrical Contracting Ltd., of Fergus \$213,198.00 and Part C – Juno Electric, of Guelph \$502,500.00. Total project bid amount for Parts A, B and C are \$715,698.00 excluding H.S.T. @ 13%.

Consulting and engineering fees for the project are approximately \$47,500.00.

Recommendation:

That Project No. CW2015-023; a tender for Fire System Upgrades at multiple locations, be awarded to the two lowest bidders meeting the specifications at the total tendered amount of \$716,698.00.00 exclusive of H.S.T. @ 13% broken down as follows: Parts A & B – Motion Electrical Contracting Ltd., of Fergus \$213,198.00 and Part C – Juno Electric, of Guelph \$502,500.00.; and

That the funding for this project be approved as set out in the attached Funding Summary; and

That the County Treasurer be authorized to provide the additional funding for this project from the Housing Capital Reserve; and

That Warden and County Clerk be authorized to sign the required contract documents and staff issue the necessary purchase orders.

Respectfully submitted,



Mark Bolzon
Manager, Purchasing and Risk Management Services

FUNDING SUMMARY

COUNTY OF WELLINGTON CAPITAL PROJECT EXPENDITURE AND FINANCING SCHEDULE
--

Project name: Fire System Upgrades Various Locations
 Project number : 21540022, 21550011 & 21550002

PROJECT COSTS

	<u>Total</u>
Tendered Construction*	\$728,100
Engineering fees	\$12,400
Previously incurred fees	\$35,200
Project total	<u>\$775,700</u>

* includes net cost to County of HST

PROJECT BUDGET APPROVALS AND FINANCING

	Gross cost	Tax levy	Municipal Recovery	Social Services Reserve	Housing Capital Reserve
2014 Capital Budget	\$ 60,000	\$ 14,800	\$ 45,200		
2015 Capital Budget	\$ 598,000		\$ 450,200	\$ 147,800	
	\$ 658,000	\$ 14,800	\$ 495,400	\$ 147,800	\$ -
Funding Adjustment	\$ 117,700		\$ 88,600		\$ 29,100
Revised cost and sources of financing	\$ 775,700	\$ 14,800	\$ 584,000	\$ 147,800	\$ 29,100



COUNTY OF WELLINGTON

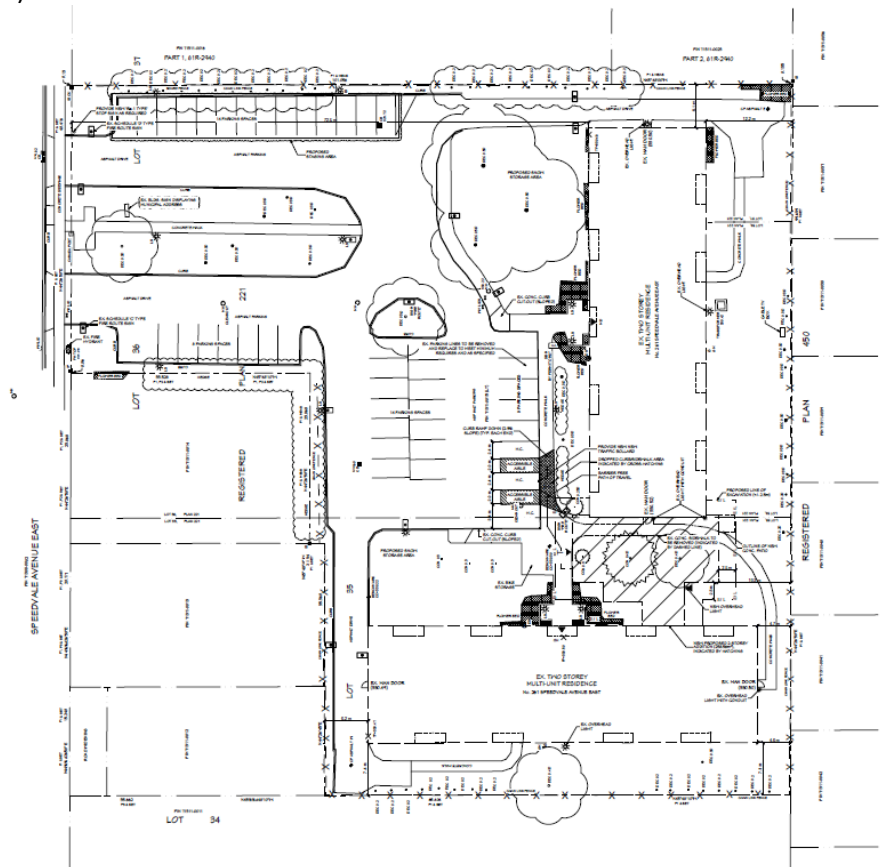
COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Mark Bolzon, Manager, Purchasing & Risk Management Services
Date: Wednesday, June 10, 2015
Subject: Tender Award – Building Addition and Elevator Installation – 261/263 Speedvale Avenue East, Guelph

Background:

Staff recently issued County of Wellington Project No. CW2015-021 a tender for a building addition and elevator installation at 261-263 Speedvale Avenue E., Guelph.

The intent of the work is to provide an addition joining the two existing buildings at this site. The new addition will include an elevator and all necessary incidentals to provide a fully functioning elevator, elevator hoist way, machine room, and related lobbies; new entrance vestibule to meet accessibility requirements; new scooter storage area, new common room and two (2) new barrier free accessible units, complete with all electrical, mechanical, etc. equipment related to these new elements at 261 & 263 Speedvale Avenue in Guelph, Ontario. (see site plan below)



Seven (7) Pre-qualified General Contractors were invited to tender the project. On Thursday, May 21, 2015 four (4) submissions were received as follows, with pricing shown exclusive of HST @13%–

COMPANY	TENDERED AMOUNT (excl. HST)	REVISED AMOUNT INCL. SEPARATE PRICES
TRP Construction General Contractors, Burlington	\$1,340,900.00	\$1,421,900.00
Dakon Construction Ltd., Waterloo	\$1,418,000.00	\$1,577,785.00
Reid and Deleye Contractors Ltd., Courtland	\$1,468,304.93	\$1,599,411.94
Devlan Construction Ltd., Guelph	\$1,543,386.00	\$1,680,386.00

Separate Prices were requested for the following options –

- Supply and install new storm water sump pit for weeping tiles if required.
- Supply and install tapered roof insulation system, including any parapet adjustments.
- Sandblast existing building corridor walls and supply and install new coating system as specified at all existing building corridors, stairwells, and common areas, including all preparations, hoarding, protection, etc.
- Remove and replace flooring at all existing building corridors, and common areas, as specified.
- Prepare existing building corridor walls by scraping existing paint finishes to the satisfaction of the coating manufacturer and supply and install new coating system as specified at all existing building corridors, stairwells, and common areas, including all preparations, hoarding, protection, etc.

Staff and consultants are recommending that the Separate Prices for the Sump Pit, Tapered Roof Insulation, Flooring Replacement and Painting of Corridors. The revised amounts as shown include these Separate Prices.

The submissions were all in order and staff are recommending awarding the tender to the lowest bidder meeting the specifications, TRP Construction, of Burlington, at the tendered amount of \$1,421,900.00

Consulting and engineering fees for the project are approximately \$150,000.00.

Work on this project will begin in August and carry through to 2016, as funding for the project is carried in both the 2015 and 2016 County Capital Budgets.

Recommendation:

That Project No. CW2015-021 a tender for a building addition and elevator installation at 261-263 Speedvale Avenue E., Guelph, be awarded to TRP Construction, of Burlington, at the tendered amount of \$1,421,900.00, exclusive of HST @ 13%.

That the funding for this project be approved as set out in the attached Funding Summary.

THAT Warden and County Clerk be authorized to sign the required contract documents and staff issue the necessary purchase orders.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Mark Bolzon', with a long horizontal line extending to the right.

Mark Bolzon
Manager, Purchasing and Risk Management Services

FUNDING SUMMARY

COUNTY OF WELLINGTON					
CAPITAL PROJECT EXPENDITURE AND FINANCING SCHEDULE					

Project name: 261 and 263 Speedvale Ave Building Connection, Elevator and Accessible Units Project
 Project number : 21540012

PROJECT COSTS

	<u>Total</u>
Building Addition*	\$1,446,700
Professional Fees	\$150,000
Previously incurred fees	\$18,300
Permits and Approvals	\$10,000
Contingency	\$145,000
<u>Project total</u>	<u>\$1,770,000</u>

* includes net cost to County of HST

PROJECT BUDGET APPROVALS AND FINANCING

	Gross cost	Tax levy	Municipal Recovery	Social Services Reserve	Accessibility Reserve
2014 Capital Budget	\$ 40,000	\$ 9,900	\$ 30,100		
2015 Capital Budget	\$ 1,300,000		\$ 978,900	\$ 148,200	\$ 172,900
2016 Capital Budget Forecast	\$ 700,000		\$ 527,100	\$ 172,900	
	\$ 2,040,000	\$ 9,900	\$ 1,536,100	\$ 321,100	\$ 172,900
Revision to 2016 Budget Forecast	\$ (270,000)		\$ (203,300)	\$ (66,700)	
<u>Revised cost and sources of financing</u>	<u>\$ 1,770,000</u>	<u>\$ 9,900</u>	<u>\$ 1,332,800</u>	<u>\$ 254,400</u>	<u>\$ 172,900</u>



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-15-04

Date: June 10, 2015

Subject: Request for Purchase of Service Agreements for Fee and Wage Subsidies - YMCA-YWCA of Guelph

Background:

The YMCA-YWCA of Guelph is a non-profit operator and currently has Purchase of Service Agreements for Fee and Wage Subsidies with the County of Wellington. The operator provides licensed child care and accredited recreation services for over 1000 spaces in the City of Guelph.

Update:

On May 25, 2015, the operator submitted a formal request to extend the current Purchase of Service Agreements for Fee and Wage Subsidy to include an additional before and after school programme for 20 JK/SK and 30 school age spaces located at Harris Mill Public School, 207 MacLennan Street in Rockwood as of September 2015.

The programme will be offered as a third party contract with the Upper Grand District School Board for the Full Day Kindergarten Early Learning Extended Day Programme. As such, the Ministry of Education requires for fee subsidies to be available to families as of the first day of the school year.

Due to the timelines, the operator has yet to obtain a license under the *Day Nurseries Act* nor can it be determined if they have met a significant portion of the County of Wellington Child Care Operating Criteria as it cannot be performed until the programme is operation.

Staff therefore recommend that the operator be given a *temporary* Purchase of Service Agreement for Fee Subsidy from September 1 to October 31, 2015 to allow for all requirements of Purchase of Service Agreements to be met. Subsequently, the temporary Agreement will be followed up with on-going Purchase of Service Agreements for Fee and Wage Subsidies provided that all requirements have been met.

Attachment: Letter dated May 25, 2015 from Jim Bonk, Chief Executive Officer, and, Marva Wisdom, Board of Directors, YMCA-YWCA of Guelph

Recommendation:

That the Clerk be authorized to amend Schedule B of the Purchase of Service Agreement for Fee Subsidy with the YMCA-YWCA of Guelph for the new site located at Harris Mill Public School, 207 MacLennan Street in Rockwood on a temporary basis for the period of September 1 to October 31, 2015, and

That the Clerk be authorized to amend Schedule B of the Purchase of Service Agreements for Fee and Wage Subsidy with the YMCA-YWCA of Guelph for the new site located at Harris Mill Public School, 207 MacLennan Street in Rockwood subject to the programme meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements by November 1, 2015.

Respectfully submitted,

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

Luisa Artuso
Director of Child Care Services



YMCA - YWCA of
Guelph
130 Woodland Glen Drive
Guelph, Ontario N1G 4M3
519-824-5150
www.guelphy.org

May 25, 2015

Luisa Artuso
Director
County of Wellington
Child Care Services
21 Douglas Street
Guelph, Ontario
N1H 2S7

Dear Luisa:

Please accept this letter as an official request for the YMCA-YWCA of Guelph to enter into a Purchase of Service Agreement for the purpose of wage subsidy and also fee subsidy for the opening of an Extended Day Program and a School age program at Harris Mill Public School. Harris Mill Public School is located at 207 MacLennan St, Rockwood, Ontario, N0B 2K0. We anticipate opening in Sept 2015, as YMCA-YWCA of Guelph-Harris Mill Y school age program and licensed for 20 Extended day children (JK/SK) and 30 after school children (grade 1-5). We will operate Monday to Friday 7-9 and 3-6 for before and after school as well as PD days and school breaks if the need is there.

Please feel free to contact me if you have any questions.

Sincerely,

James Bonk
Chief Executive Officer
YMCA-YWCA of Guelph
130 Woodland Glen Drive
Guelph, Ontario
N1G 4M3

Marva Wisdom
Board of Directors
YMCA-YWCA of Guelph
130 Woodland Glen Drive
Guelph, Ontario
N1G 4M3

Cc Laura Bovle. Controller



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Luisa Artuso, Director of Child Care Services CC-15-05
Date: June 10, 2015
Subject: Child Care Service Plan 2015-2018

Consolidated Municipal Service Managers (CMSMs) and District Social Services Administrative Boards (DSSABs) are the designated child care service system managers responsible for planning and managing licensed child care services at the local level. CMSMs and DSSABs are expected to manage the services through a service planning process that reflects current child care legislation, regulations and directives which include the Ontario Child Care Service Management and Funding Guidelines.

There has been and continues to be many significant changes to child care and family support systems at the provincial level. It is a critical time for municipal leaders to use their expertise in understanding the unique needs of their service delivery area, staying abreast of evidence based research, and continuing collaborative efforts with local service agencies and child care operators in order to meet the needs of all families in our service delivery area.

Now, more than ever, CMSMs and DSSABs have the flexibility for determining how funds are distributed to local child care operators to best address the child care system's responsiveness to children and families at the local level. The attached Child Care Service Plan meets the Ministry's requirement and is the foundation for us to make meaningful changes in the child care system to one in which children and families in our service delivery area come first.

Attached: County of Wellington Child Care Service Plan, 2015 to 2018

Recommendation:

That Committee and Council accept report CC-15-05, 2015-18 Child Care Services Plan for information.

Respectfully submitted,

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

Luisa Artuso
Director of Child Care Services

COUNTY OF WELLINGTON CHILD CARE SERVICE PLAN



2015 to 2018

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Child Care Services, about us

What we do

Child Care Services is a division of the Wellington County Social Services Department. As part of the provincial Local Service Realignment and Service Delivery Consolidation in 1998, the County of Wellington was designated the Consolidated Municipal Service Manager for the delivery of social services (Child Care Services, Ontario Works and Social Housing) for the geographic area of Wellington County and Guelph. The goal of municipal service system management is to support the social and economic development of the broader community. In order to support an available, accessible, affordable and accountable child care system, our responsibilities for child care service system management include accountability for planning and use of allocated public funding in order to provide the provincially mandated services associated with the Wellington service delivery area (Wellington and Guelph).

Who we are

Child Care Services is technically the only agency of the early childhood service continuum that is mandated to serve the whole Wellington service delivery area.

Our staff members include early childhood professionals, Early Childhood Educators registered with the [Ontario College of ECEs](#), and professionals with expertise in planning and research.

The Director of Child Care Services leads and oversees all of the activities of the Child Care Services teams and leads and manages the Community Services team directly. Child Care Services responsibilities include:

- Managing a \$15 million budget that is used to fund and plan for the child care and early years services system in the Wellington delivery area.
- The (incoming) Child Care Modernization Act defines Child Care Services' newly legislated responsibility to plan for better coordination and integration of early years programmes and services. These include licensed child care and other early years programmes including family support programmes.
- Having full discretion over the management and delivery of the major proportion of core public funding to licensed child care programmes. Core funding is used by child care operators to help cover the costs of early childhood staff wages, rent, educational materials, professional development, food, and other expenses of operating a programme. The wage subsidy programmes that are being transitioned into the general operating grant 2016 are an example of core funding.
- Leading the planning for and 100% funds Inclusion Support Services for children with special needs and disabilities in licensed child care.
- Growing Great Kids is the community planning table for integrated services for children ages birth to 6 years in Wellington's service delivery area. The Director of Child Care Services co-chairs Growing Great Kids.

- Managing and delivering the funding for service agencies that provide early identification and early intervention services through the Growing Great Kids system of care in Wellington's service delivery area.

The teams that comprise Child Care Services

The Child Care Administration team

The Child Care Administration team is a Manager, Programme Advisors, and a Child Care Clerk. This team is responsible for managing and delivering the General Operating Grants and one-time grants to licensed child care programmes; and for managing and delivering funding according to the municipal contracts that Child Care Services holds with community organizations.

- The Child Care Administration team monitors quality in every licensed child care programme and school age programme that receives Child Care Services core funding and/or fee subsidy funding. Child care programmes that cannot meet the minimum expectations for quality (determined by the [Child Care Programme Operating Criteria](#) process) lose their eligibility to receive core and fee subsidy funding from Child Care Services.
- The Child Care Administration team manages the distribution of and accountabilities for provincial funding programmes to which licensed child care programmes are entitled by virtue of being licensed. The Wage Enhancement Strategy is an example of such a programme.

The Intake and Eligibility team

The Intake and Eligibility team is a Manager, Inclusion Coordinator, Child Care Subsidy Workers, and Intake and Reception Workers. They manage and deliver the fee subsidy programme for the Wellington service delivery area. Fee subsidies provide families with financial supports to help pay for child care. Fee subsidy funding is provided directly to child care programmes, so it is considered a significant public funding source for the child care system.

- The Intake and Eligibility team organizes fee subsidy appointments, meets with families to determine their eligibility for fee subsidy, and helps support them in their search for a licensed child care programme.
- The Inclusion Coordinator supports families of children with disabilities and special needs by arranging inclusion services in licensed child care so that their experiences of child care will be positive and developmentally supportive.

The Directly Operated Programmes team

The Directly Operated Programmes team is a Manager, Supervisors, Early Childhood Education staff, Home Child Care Consultants, and Cooks of our four directly operated licensed child care programmes.



Child Care Services has directly operated licensed child care programmes for more than 40 years. As of 2015, we proudly directly operate three child care centres and a home child care agency:

Mount Forest Child Care and Learning Centre is located in Wellington North and is licensed for 6 spaces for Infants, 10 spaces for Toddlers and 16 spaces for Preschoolers.

Palmerston Child Care and Learning Centre is located in Minto and is licensed for 5 spaces for Toddlers and 8 spaces for Preschoolers.

Willowdale Child Care and Learning Centre is located in Guelph and is licensed for 6 spaces for Infants, 10 spaces for Toddlers, and 16 spaces for Preschoolers.

Private Home Child Care has contracts with home child care providers to deliver care with our programme in Guelph and across Wellington County. Our Home Child Care Agency is licensed for 80 provider homes.

The Community Services team

The Community Services team is the Child Care Policy and Research Analyst, the Children's Services Planning Coordinator, and (as of May 2015) the Early Years Data Analysis Coordinator for Wellington and Guelph. Their child care and early years system planning work is led by the Director of Child Care Services and involves on-going collaboration with partners, local school boards, and service providers for the development of an integrated continuum of high quality and accessible programmes and services for children and youth up to age 18.

A look inside the County of Wellington Directly Operated Child Care Programmes



In the infant room, extending what we know about our world happens one scoop at a time.



Ramps, cars, and innovation = construction of knowledge



Documentation provides an extraordinary opportunity for parents, as it gives them the possibility to know not only what their child is doing, but also the how and why, the meaning that the child gives to what he does, and the shared meanings with the other children. It is an opportunity for parents to see unknown aspects of their child, to see, in a certain sense, the 'invisible' child that parents are rarely able to see. Sharing the documentation means participation in a true act of democracy, sustaining the culture and visibility of childhood, both inside and outside the school: democratic participation, or 'participant democracy', that is a product of exchange and visibility (Rinaldi, 2005).

A high level of initial ECE professional preparation prior to working in Early Childhood Education programmes is connected to higher levels of quality in child care. Even after graduation from an Early Childhood Education programme, child care workers need to have continuous pedagogical support by specifically qualified early childhood mentors and work in conditions where there are coherent policies on professional development for high levels of professionalism to be sustained (Peeters, 2014).



When knowledge, meaning-making practices and learning dispositions are woven together across communities or contexts, young learners can be invited to explore what is the same and what is different between familiar and unfamiliar contexts; recognise and be curious about alternative perspectives; develop expertise and attention to relevant cues; personalise their experience in a range of innovative ways, and enjoy dialogues in which they puzzle over and share meaning (Carr, Clarkin-Phillips, Beer, Thomas, & Waitai, 2012).





Children's programmes are inclusive when:

- the programme is designed to meet the needs of all children and families (universal design);
- Planning is individualized and the goal of participation is explicit;
- Early Intervention goals for the child are accommodated and embedded within the programme (differentiation).

Staff in ECEC programmes can use the range of materials they have for multi-age programmes to adapt activities for all children. Programmes that are able to provide both quiet and active areas are good for children with a range of attention and sensory needs (Underwood, 2013).

The Ontario Context for Child Care

In Ontario Child Care is Education

Since 2011, provincial responsibilities for child care have been moved from the Ministry of Children and Youth Services to the Ministry of Education. This move in the governing ministry for child care was much more than a simple technical change. The goal was to position child care and early childhood education *within* Education. The most successful, accessible, and effective systems of early childhood education and care in the world manage child care through their education systems.

The recommendation for the change in governance of child care to education was Dr. Charles Pascal's, the Premier of Ontario's Special Advisor on Early Learning. Pascal's recommendation to integrate early childhood education and education was bolstered by the extensive research evidence which shows that when early childhood education and care is part of the education system, the cost for the system is outweighed by the substantial benefits experienced by children, families and society. In his report *With Our Best Future in Mind* (2009), Pascal recommends the consolidation of early childhood services into one less chaotic system. A "less chaotic system" would be a children's service system where there is improved goal definition for education and services for children, stronger governance of the system (that the public is better able to hold accountable), improved delivery of comprehensive sets of programmes in more communities across all of Ontario, and better focus of services on family-related issues and on childhood learning, health, and well-being.

For the child care system – which is our focus - most of the licensing, regulatory and guideline directions related to our work are produced and governed within the **Early Learning Division** of the Ministry of Education. Our tasks, at Child Care Services, are to be responsible for the planning, coordination, and transfer of provincial funding for licensed child care to child care programmes. Licensed child care programmes in Wellington's service delivery area include for-profit centres, not-for-profit centres, and (our own) municipally operated centres and municipally operated home child care agency. Each licensed child care programme is regulated under the *Child Care and Early Years Act*¹ to provide care and early childhood education for children birth 12 years.

Child Care Modernization

Child Care Modernization refers to all of the policies, funding strategies, and related activities involved in transitioning the existing child care service system to the new early learning and child care service system.

The Government of Ontario's long-term vision is to build a high-quality, accessible and coordinated early learning and child care system for children before they start school and for school-aged children. The early learning and child care system will:

- Focus on children learning in safe and caring play-based environments.

¹ This document was prepared April, May 2015, technically the *Day Nurseries Act* was the legislation in place during the writing of this document.

- Focus on children's healthy physical, social, emotional and cognitive development.
- Deliver early identification and intervention for children in need of supports faster.
- Wherever possible, early learning and child care services will be located in or linked with schools to enhance children's and families' experiences of a seamless education and care system.

The five major principles guiding the Government of Ontario's long term vision for early learning and child care are:

1. Support and choice for children and families
2. Commitment to quality programmes for children
3. Efficient funding formula
4. Supportive legislation and regulations
5. Evidence-based decision making and reporting²

The activities that are involved in the Government of Ontario's Child Care Modernization plan include:

- The completed rollout of full-day kindergarten in September 2014.
- Modernization of the legislative and regulatory framework for child care including strengthening oversight of the unlicensed child care sector, increasing capacity in the licensed child care sector and improving data and information available to parents and the public [Child Care Modernization Act: Royal Assent received Chapter Number: S.O. 2014 C.11].
- Increasing transparency in funding with a new funding formula for child care.
- Creating an effective approach to implementing Best Start Child and Family Centres.
- Enhancing programme quality and consistency in child care and early years programmes.
- Improving delivery of children's speech and language services.

Now, with Child Care Modernization, the formula for child care funding is transparent about how funds are distributed among the municipalities in Ontario – and the formula itself is clearly defined as based primarily on the populations in municipalities. Child Care Modernization has resulted in more equity – per capita - in child care funding across Ontario and it has also resulted in much needed funding enhancements for areas in Ontario where there are unique population characteristics that require more funding for effective and high quality programming to exist. Wellington's service delivery area benefits from enhanced funding for child care service delivery in rural communities.

Through modernization, Ontario has created the infrastructure for local flexibility at the municipal level so that, across Ontario, each CMSM and DSSAB has the ability to plan the local child care system and distribute funding according to the transformation goals of the Ontario Early Years Framework. This ultimately results in the County of Wellington having more flexibility in determining how we distribute funding to local child care programme operators to best address the child care system's responsiveness to families in our area.

² (Ministry of Education, Early Learning Division, 2012, p. 5)

Ontario Early Years Framework

In 2013, the Government of Ontario launched the Ontario Early Years Framework.³ The Early Years Framework supports the Ontario vision for the Early Years:

“Ontario’s children and families are well supported by a system of responsive, high quality, accessible, and increasingly integrated early years programmes and services that contribute to healthy child development today and a stronger future tomorrow.”

The Ontario Early Years Policy Framework priorities were identified in 2013 as:

- To continue with the implementation of full day kindergarten
- To create an approach for Best Start Child and Family Centres
- To improve the delivery of speech and language services
- To stabilize and transform the child care sector.⁴

Charles Pascal’s call upon municipal authorities (CMSMs and DSSABs) to play a key role in the new system has been echoed in the Ontario Early Years Framework, wherein an improved integrated system for children will depend on municipalities taking a lead role in working with partners, local school boards, and service providers to plan and sustain the vision of the Ontario Early Years Framework.

³ (Province of Ontario, 2014)

⁴ (Ministry of Education, Ontario, 2013)

County of Wellington Child Care Services

Our Plans for 2015 to 2018



Child Care Services uses the following principles to make decisions in service system management:

- Quality
- Affordability
- Availability
- Accessibility

Quality

Poor quality child care has an even greater impact (albeit negative) on child development than does high quality child care.

The Ontario Early Years Policy Framework document identifies quality in programmes to be those that respect diversity, equity, and inclusion, and that value the language and cultural needs of different communities. Child care settings should be inclusive of and accessible to children with a range of abilities. In addition, registered early childhood educators and child care providers in the licensed child care sector should be well trained and supported.⁵

While licenses issued to programmes under the Ministry of Education allow operators to provide licensed child care, the licenses only ensure that minimum requirements for safety and programming are being met. This is why operators wishing to enter in Purchase of Service Agreements with the County need to meet a significant portion of the Wellington County Child Care Programme Operating Criteria, our tool for measuring the quality of programmes in addition to using the supports that improve their quality levels through the Quality Child Care Initiative.

Child Care Services is committed to reducing the variability in quality among programmes in our service delivery area by transforming the child care system in a ways that support the viability of accountable and higher quality programmes, and that support programmes as they strive for improvements in quality. We are also committed to increasing awareness of unlicensed care among families and providers of care.

Affordability

An important part of the work that we need to do for improving affordability for families is ensuring that all of our children's services partners *and* all families are aware that fee subsidies are a fair, income-determined, public service available for families who qualify and want to use licensed child care, extended day kindergarten programmes and school-age care provisions.

The County of Wellington has a fee subsidy contract with 80% of the licensed child care programmes in our service delivery area. This means that the strong majority of licensed programmes in Wellington are available for use by families who receive fee subsidies to assist them in covering the cost of child care.

In 2015, 83% of the families who have access to fee subsidy supports have a family income of less than \$40,000 (48% of families have a family income of less than \$20,000). The majority of parents accessing

⁵ (Ministry of Education, Ontario, 2013)

fee subsidies are working (60%). Seventeen percent (17%) of parents accessing fee subsidies are attending school.⁶

Families of children who are experiencing disabilities and special needs or who are at risk for disability (because of developmental or environmental factors) are able to access fee subsidy supports provided they have a financial need. Child Care Services' data show that 19% of parents who receive fee subsidy supports are using child care because of their child's experience of disability and special needs or because their child is at risk of disability and special needs.

Eligibility for fee subsidies to families is standardized by the province based on family income. Managing the demand for fee subsidies in Wellington involves keeping a close watch on expansion of licensed child care spaces; rates that child care programmes charge to parents; and departmental service delivery data that can provide predictive statistics that are helpful for anticipating future demands on the fee subsidy budget.

Until fees are no longer charged for child care spaces (like Full Day Kindergarten), affordability (regardless of the amount) will be an important consideration in child care system planning.

Child Care Services is committed to plan and fund the child care system in ways that help to stabilize the current child care system first. To do this, we will continue to manage the fee subsidy portfolio so that funds are distributed as widely and as fairly as possible in order for families to participate in the workforce and in education opportunities as well as to support children with special needs and disabilities. We will also strive to put in place operational funding strategies that will minimize increased costs to families while sustaining the financial viability of operators. As low-waged labour in child care is highly connected to poor quality child care, the strategy will, most importantly, not depend on low-waged labour.

Availability

The availability of child care is defined by the number of child care spaces provided in relation to the population of children in the service delivery area. The County of Wellington Child Care Services plans for the child care system using the assumption that "need for child care" is a population-level social and economic need. It is also an individual-level family and child need.

In June 2015, there are 72 licensed child care centres in our service delivery area.⁷ A total count of every birth to 12 years available child care space in Wellington's service delivery area is 3,597.

Of these spaces, 32% are full time, full year licensed child care centre spaces for children ages birth to 4 years. Only full time, full year child care licensed child care has a measured positive impact on children's

⁶ April 2015 Intake and Eligibility *applicant* data, County of Wellington Child Care Services.

⁷ May 27, 2015

continued development and supports strong, consistent and economically viable parental engagement in the workforce or in education opportunities.⁸

- 1,137 child care spaces are part of the full time full year modernized child care system. This results in full time full year spaces for 9% of children ages birth to 4 years.
- There are 12,230 children ages birth to 4 years in Wellington's service delivery area. Labour force participation of mothers of children who are younger than 2 years is 69.7%.
- Of the full time full year spaces, only 873 are available for families in receipt of fee subsidies (70 infant spaces, 249 toddler spaces, and 554 preschool spaces).

Child Care Services is committed to planning for and managing funding to sustain available spaces with priority given to full time and full year spaces for children ages birth to 4 years. We are also committed to working with operators of school age programmes and with our school board partners to support the development of available full year out of school care provisions for children 4 to 12 years across Wellington's service delivery area.

Accessibility

An accessible high quality child care system in Wellington's service delivery is one in which all children and families are able to participate in programmes that meet their individual needs. When the high quality child care system is fully accessible other barriers that interfere with children being able to access early childhood education are mitigated.⁹ To be fully accessible child care centres have to be fully inclusive of children with disabilities and special needs.

The reality of our child care system here is that families experience different levels of access to child care depending on where they live in our community and depending on child and family characteristics including child disability, child behaviour and parent working or study schedules. This is why Child Care Services critically appraises the reality of the child care options that families have in our service delivery area.

Child Care Services is committed to strategically managing child care funding and resources in order to improve families' equitable access to child care in Wellington's service delivery area. We will continue to

⁸ (Barnett W. S., 1995; Heckman, 2000; Ferrao, 2010; Fairholm, 2011; Kohen & Hertzman, 1998; Kimmel, 2006; Sylva, et al., 2014; Nomaguchi, 2006; OECD, 2011; OECD, 2006)

⁹ Low family income and low parental education levels have been connected to lower rates of use of early childhood education programmes. New research from Norway – where there is a universal early childhood education policy – indicates that when high-quality ECEC is available and affordable, the potential barriers of low parental education and low family income are partially mitigated (Sibley, Dearing, Toppelberg, Mykletun, & Zachrisson, 2015, p. 20). See also: Barnett, W.S. (2011). Effectiveness of early childhood educational intervention. *Science*, 333:975-978; Coley, R.L., Votruba-Drzal, E., Collins, M.A., & Miller, P. (2014). Selection into early education and care settings: Differences by developmental period. *Early Childhood Research Quarterly*, 29 (3): 319-332. Ertas, N. & Shields, S. (2012). Child care subsidies and care arrangements of low-income parents. *Child and Youth Services Review*, 34 (1): 179-185. Geoffroy, M.C., Séguin, J.R., Lacourse, E., Boivin, M., Tremblay, R.E., & Côté, S.M. (2012). Parental characteristics associated with childcare use during the first 4 years of life: results from a representative cohort of Quebec families. *Canadian Journal of Public Health*, 103 (1): 76-80.

ensure that only high quality and fee subsidy supported spaces that are fully accessible to children with disabilities and special needs receive public funding over which we have discretion.

The primary sources of data that we use for informing our child care system planning are publicly available population and demographic statistics provided by the [Wellington-Dufferin-Guelph Coalition for Report Cards on Children's Well-Being](#). In the *Report Card* documents and on the website, there are “profile” [maps and charts](#) which show population, demographic, child and family well-being, and service delivery statistics at the Wellington service delivery area level, and at the Wellington municipalities and Guelph planning-neighbourhood level.

Child Care Services' Actions for 2015 to 2018

Sustainable quality by enhancing the workforce in Child Care

Qualified Early Childhood Educators are the *education* in child care. Research evidence shows that system level supports for low child to teacher ratios; small group sizes; and appropriate early childhood staff qualifications are a fundamental base for improving quality programming for children.¹⁰

Local data suggest that more than 1/3 of early childhood education personnel who work in child care programmes in Wellington's service delivery area are not-qualified in Early Childhood Education.

This presents a challenge for developing suitable professional development activities for improving quality¹¹ and shows that there are some potential weaknesses in the infrastructure of the early childhood education and care system that could have a negative and long lasting impact on child care services in Wellington. Early childhood education sector research literature consistently demonstrates that early childhood education and care quality depends on well-educated, experienced, competent staff that also have “higher levels of initial preparation” in formal early childhood education.¹²

County of Wellington Child Care Programme Operating Criteria data show that child care programmes struggle to make improvements to their quality levels that are sustainable over time. Despite efforts made to ensure that the Quality Child Care Initiative's (QCCI) professional development, consultations, networking, and other resources are available locally at no cost (or, very low cost) for all interested ECEs, supervisors, home child care providers and other child care programme staff, the County of Wellington's evaluations show that child care programmes tend to stay stuck at the same quality level over time.

The changes that child care programme operators make to address the problems identified by our quality evaluations tend to be those that require the least financial, physical, human, or time-demanding

¹⁰ (OECD, 2006; Barnett & Ackerman, 2006; Best Start Expert Panel on Quality and Human Resources, 2007)

¹¹ In Wellington, we want to avoid the phenomenon of “refresher course optimism” in the early childhood education sector that is connected to the policy paradox of higher expectations for quality, while professional expectations (including pre-service training) for ECEs are not also increased (Urban, Vandenbroeck, Van Laere, Lazzari, & Peeters, 2012). Refresher course optimism is the “prevailing conviction ... that the problems of lack of professionalism could be eradicated through short refresher courses” (Peeters, 2012, p. 133).

¹² (Urban, Vandenbroeck, Van Laere, Lazzari, & Peeters, 2012)

resources. For the most part, Child Care Services has found it difficult to hold child care programmes fully responsible for sustainable changes to their programmes. Our past mechanisms to help operators to improve quality were able to nudge programmes forward only slightly in improving their quality levels; but, overall, the operators seemed to be lacking the resources to make significant improvements to their programmes. Improving staff wages, providing paid planning time, and supporting meaningful staff engagement in professional development are a few of the essential ways to provide a high quality child care programme that is sustained over time.

As the CMSM, we do not have **direct** control on child care quality offered by community child care programmes. Now, however, with changes to the Ontario system for funding of child care, we have the potential for influencing higher quality child care in the Wellington service delivery area.

Our planning approach prioritizes a sustainable and high quality full time, full year child care system first. Our ability to support growth in the child care system in Wellington will require additional new funding and resources.

For the core funding that CMSMs have discretion over (such as general operating, fee subsidy, special needs resourcing) we will continue to exercise high expectations for quality and full inclusion of children with disabilities and special needs for programmes to be eligible for this set of funding.

Every licensed child care programme in Wellington's service delivery area will continue to have access to the County of Wellington funded Quality Child Care Initiative, regardless of whether the programme receives core funding from Child Care Services or not.

Findings from the County of Wellington Child Care Programme Operating Criteria will no longer be a primary tool for informing the planning of QCCI's activities. Child care quality is far too complex for "teaching to the test" approaches to be effective. Past practices that have involved QCCI acting in response to details of the operating criteria might have raised programme's scores temporarily, but were unlikely to have had a lasting impact on quality over time.

Child Care Services and QCCI are working together on improving overall (and longer lasting) system competence for high quality early childhood education and care.

The Quality Child Care Initiative

Wellington is one of a small handful of service delivery areas in Ontario where the CMSM has publicly funded and made widely accessible a professional development service for supporting quality improvements in early childhood education and care programmes. The Quality Child Care Initiative (QCCI) is a locally developed professional development service that fills a gap that would be otherwise unfilled by any other early childhood education and care system-structure in Ontario. Together with the County of Wellington Child Care Programme Operating Criteria (and other funding strategies that promote higher quality early childhood education and care), Child Care Services' decision to allocate public funding for the Quality Child Care Initiative is helping to develop and sustain a continuum of supports for child care quality that, otherwise, would not be available for early childhood education and care professionals working in our service delivery area. The 2013-14 review of QCCI proves that QCCI

delivers professional development services that are relevant, accessible, portable, and, meeting most of the learning expectations of the participants in QCCI's activities.

The QCCI review also discovered that not everyone who can is using QCCI for their professional development needs. And yet, licensed child care programme operators are direct financial beneficiaries of QCCI's services.¹³ Without QCCI, child care operators in our service delivery area could anticipate having to allocate funds directly from their centres' operational budgets in the range of 1% to 4% for professional development.

QCCI has established an Advisory Board of early childhood education professionals with expertise in pre-service training and professional development. The Advisory Board will provide objective and knowledgeable guidance to QCCI on how to support the early childhood education and child care sector in the changing child care context in Ontario.

Full inclusion of children with disabilities and special needs in Child Care

There is a fine balance to the equity issues involved in ensuring that parents of children with disabilities and special needs are able to choose from the same range of child care and early childhood education options as parents of children who do not have disabilities and special needs. Canadian statistics show that more than two thirds of 2 parent families of children with disabilities and special needs will resort to one parent leaving the labour force in order to provide care in the home.¹⁴

In Ontario, legislation and public policy are limited with respect to inclusive children's programmes and mandatory services for and inclusion of children with disabilities and special needs. The County of Wellington Child Care Services also does not have the authority to demand that child care programmes accept children with disabilities and special needs. Instead, we review all licensed child care programmes that want to be considered eligible to receive core child care funding to determine how inclusive they are of children with disabilities and special needs. Child Care Services uses the [SpecialLink](#) principles and practices for inclusion to help us in our planning and funding allocation role.

The SpecialLink principles for inclusion provide Child Care Services with a measure for public accountability when it comes to inclusive practices in child care.¹⁵ For more than a decade we have promoted an inclusive child care model that requires local child care programmes to deliver their care and education services according to this specific set of Inclusion Principles. As well, along with our child and family services partners, we have worked to develop a coordinated intake system for young children at risk for, or who are experiencing disabilities and needing additional therapeutic supports.

¹³ A recommended budget allocation for professional development for early childhood education and care programmes of the highest quality is 4% of their operational budgets. A not uncommon response to the suggestion that programmes might consider allocating this proportion of their budget for what is a variable, some consider non-essential expense like professional development that can otherwise be allocated to things that "directly impact children, like food" is that this is completely unreasonable. It is also notable that it would mean the equivalent to \$500,000+ for (approximately) every 1,000 full time, full year spaces in the Wellington service delivery area – that would have to be directly drawn from the individual budgets of the child care programmes themselves.

¹⁴ (Human Resources and Skills Development Canada, 2011)

¹⁵ (Lero, 2010)

Our inclusion model (*PLAY-FULL participation*) is based on the assumption that programming for children with disabilities and special needs is most effective when it takes place in groups. The scientific research this perspective relies on is the research that shows that all children (including children with complex disabilities) experience significant developmental gains by being with their peers in high quality early childhood education environments.¹⁶

As a CMSM we use principles of inclusion as a foundation for all of our service system expectations for special needs resourcing – and therefore it helps to define how we fund services. With this in mind, we see our funding allocation responsibilities in these terms:

- Public funding for children’s (special needs) services is to provide additional therapeutic supports for children who need those specific interventions to improve their development – however, to maintain our responsibilities to ensure that there are “enough” available special needs programmes for families in our service delivery area, the therapeutic supports that we support are, for the most part, expected to be delivered to specific children in programmes where the children are also gaining the benefits of being with their peers.
- Public funding is also used to ensure that children receive the supports that they need to be included in early childhood environments with their peers. Sometimes the supports needed are specifically connected to the child and their need for modifications to some aspect of the programme so that the child can participate; and, more often, this is connected to making sure that programmes have the supports for the staff who spend the most time with the children so that children with disabilities and special needs are included in all aspects of the day.

For children experiencing disabilities and special needs, Child Care Services provides funding to local early childhood programmes in ways that we are confident that the programming that we support will have the most impact on children with respect to their developmental needs; will be as available as possible to families; and will be accessible to the children who need it.

Special Needs Resourcing System Review: the Early Childhood Service System Project

The County of Wellington Child Care Services is working with Ryerson University on the [Inclusive Early Childhood Service System](#) research project. This is a longitudinal research project that functions as our special needs resourcing system review. This academically supported research project brings a whole team of researchers (representing Ryerson University, McMaster University, and the University of Guelph) who are ensuring that the project’s findings are robust, unbiased, and that they can be confidently applied to our early childhood service system design for supporting children with disabilities in our area. The research involves a detailed examination of the experiences of children and families from three unique lenses: 1) children who are accessing early intervention services, 2) children who are in child care and, 3) children who are accessing Aboriginal programmes and services.

¹⁶ (Underwood, 2013; Avramidis & Wilde, 2010; Guralnick, Neville, Hammond, & Connor, 2008; Hallam, Rous, Grove, & LoBianco, 2009; Irwin, Lero, & Brophy, Inclusion: the Next Generation in Child Care in Canada, 2004)

We will use the findings from this research to inform our local intake, early identification, and early intervention special needs resourcing strategies from a family and child experiences perspective; to better understand the real nature of access and availability of special needs services in our area; and to strengthen our child care model for inclusion, and make sure that we are being as effective as we can be in supporting children with disabilities in child care.

Home Child Care

As a Home Child Care Agency operator, Child Care Services recognizes that the unique nature of home child care can provide children with early learning opportunities that are as important as they are in any other regulated early childhood education environments. As the Child Care Service System Manager, Child Care Services recognizes that quality in licensed home child care is every bit as important as it is in centre-based care. This why – like it is in child care centres - child care quality in home child care should also be monitored. It is also why our Child Care Services Agency is introducing new strategies to reinforce high quality in our programme's home child care environments.

We view it as our responsibility to develop a comprehensive and high quality licensed child care system so that families are not forced to choose unlicensed child care just because there is no licensed care that meets their families' needs. Home child care can provide care that meets families' needs in ways that centre-based programmes have failed. For example, home child care is often used by families needing formal child care on weekends, evenings, and overnight because of their working and study schedules. Statistics show that families with non-traditional working schedules are mostly forced to default to unlicensed care due to the lack of a formal child care system that can meet their needs.¹⁷

Unlicensed child care, regardless of its delivery form (i.e., in the child's home, or in the home of the child care provider; and, provided by a relative or non-relative, etc.), is not held to the same legislative standards as formal licensed home child care is (even with the new Act that has intensified the laws dealing with unlicensed child care). Nor can data be consistently collected about informal child care, ever. It is a reality that even basic information about informal child care quality or service delivery is ambiguous at best.¹⁸

In order to offer a high quality child care environment, our home child care agency staff recognize that home child care providers need to have essential knowledge and skills, just like any other skilled occupation.^{19,20} Child Care Services views home child care as having high potential to be a rich learning environment. One reason for this is that home child care can offer children even more opportunities to

¹⁷ (Cryer & Burchinal, 1997; Cleveland, Forer, Hyatt, Japel, & Krashinsky, 2008; Nomaguchi, 2006; Torquati, Raikes, Huddleston-Casas, Bovaird, & Harris, 2011)

¹⁸ And should not be used for early years service system planning of any kind unless the methods for data collection are explicit and reviewed.

¹⁹ (Doherty, Lero, Tougas, LaGrange, & Goelman, 2001; Freeman & Vakil, 2007; McCain, Mustard, & Shanker, 2007 Moss, 2003)

²⁰ Doherty, Lero, Tougas, LaGrange, & Goelman (2001) You Bet I Care! Policies and Practices in Canadian Family Child Care Agencies.

engage in active learning through play.²¹ It also helps that in many home child care environments children are in mixed age groupings, creating a naturally occurring “mentoring for learning” system between the children who are being cared for, where children may be educational, skill and behaviour models for other children. Home child care is also a place where the division between care and education is less obvious (than in some of the more traditional centre-based child care programs) – and we value this because experimental research is continuing to show the contributions to learning by providing a caring and nurturing environment²² and home child care naturally has these attributes.

At the same time, Child Care Services operates our home child care agency under the essential assumption that there is a distinction between caring for a group of children who are not your own in your home that requires unique skills that are not the same as mothering. As professionals in caring for children, home child care providers, are engaging in processes that draw on their understanding of family and child theory, good practice, and knowledge about relationships and ethics²³ - but, without good monitoring practices and strategies for strengthening providers’ knowledge and practice, it is difficult to confidently say that the practices in home child care are consistent or of high quality.

The review of the Quality Child Care Initiative uncovered information indicating that a high proportion of home child care providers were not using the QCCI activities – despite that they are available for home child care providers at little or no cost. There are several factors that could be influencing the providers’ apparent lack of interest in professional development – all of which are being considered as QCCI and Child Care Services work to develop new processes for supporting home child care providers in engaging in meaningful and skill enhancing professional development.

Our home child care agency supervisor and home child care consultants are implementing a new model of screening and interviewing potential new home child care providers. It is important to balance the strategies for screening new providers: ensuring that they are skilled practitioners is our first priority and, yet, the population of people who are interested in this work is limited. We want the screening process to be rigorous, but not overly discouraging to providers who are going to be good at what they do with the support of our Agency and by engaging in continuous professional learning and development.

As operators of a Home Child Care Agency and as the Child Care Service System Manager we are committed to develop our organizational practices according to the most current research findings regarding licensed home child care. This is particularly important as we all move into this next stage of child care service delivery in Ontario, where there is renewed focus on the difference between a regulated child care system that includes licensed home child care and care that is provided in not-regulated child minding environments.

²¹ Freeman & Vakil (2007). The pedagogical experiences and practices of family child care providers. *Early Childhood Education Journal*, 33 (3): 269-276.

²² McCain, Mustard, & Shanker (2007). *Early Years Study 2: Putting Science into Action*.

²³ Moss (2003). *Whither Family Child Care*.

Single System Management for Early Years: the CMSM role in Best Start Child and Family Centres

Best Start Child and Family Centres are integrated early childhood education and care centres that serve children and their families. Planning for Best Start Child and Family Centres requires new models of system design. Best Start Child and Family Centres development will take place using research evidence that supports a single system management strategy for Best Start Child and Family Centres and shows that it is important for streamlined fiscal management of provincial and municipal funding; for improved system accountability; and for supporting programme quality.

Best Start Child and Family Centres will provide the core service of full time, full year licensed child care; prenatal and postnatal information and supports; home visiting; child and family play groups; family literacy, information and supports; food and nutrition counselling programmes; early identification and intervention resources; and links to specialized treatment services; and links to community resources, in a one-stop setting with a single administration of services and staffing.

Best Start Child and Family Centres are to be fundamentally different from how existing services are delivered for children. Best Start Child and Family Centres are highly organized at the administration level and are well-planned at the programming level (fitting within Ontario's Pedagogy for the Early Years), so that they are truly integrated centres for children and families. The activities of the Best Start Child and Family Centre are within a framework of Early Childhood Education and Early Childhood Development with a particular focus on the **social context**²⁴ of children and families.

The staffing model for Best Start Child and Family Centres that Pascal proposes is based on the body of research that identifies that most significant factor in the quality of care provision for young children is unequivocally the early childhood staff qualifications and training.²⁵ Staffing for Best Start Child and Family Centres whereby all early childhood staff are fully qualified registered early childhood educators, including staff members who have additional Ontario early childhood resource teacher certifications is connected to the expectation that Best Start Child and Family Centres function as fully inclusive environments in which all children and families who wish to participate are welcomed, including children experiencing disabilities and special needs.

The placement of Best Start Child and Family Centres in schools is about more than buildings. It is grounded in the principle of integration of care and education. It is part of system re-engineering that fulfills expectations of system rationalization that is: the planning and organization of children's education environments occur under a single structural framework. Education and child care as integrated entities provides better potential for continuity of children's experiences across environments. It includes reduction in daily transitions experienced by children and families; and

²⁴ Attending to the *social context* of early childhood development refers to the OECD recommendation that organization of children's services function in "a manner that serves important social and economic objectives, such as, ensuring labour supply, equality of opportunity for women, family well-being and social inclusion. Well-organised services will support parents in childrearing, provide opportunity to women to work and help to include low-income and immigrant families in the community and society" (2006, Starting Strong II: pages 206-207).

²⁵ (Barnett W. S., 2008; Belsky, Burchinal, McCartney, Lowe Vandell, Clarke-Stewart, & Tresch Owen, 2007; Best Start Expert Panel on Early Learning, 2006; Best Start Expert Panel on Quality and Human Resources, 2007; European Commission, Directorate-General for Education and Culture, 2011; Ishimine, Taylor, & Bennett, 2010)

optimizes the use of public buildings that are already designed for children and that are usually the first set of physical environments to have to meet provincial accessibility requirements.

It is likely that Best Start Child and Family Centres could be managed and operated by organizations holding a service agreement for delivering the core and extended services of the Centres. The County's responsibility would include the development and management of service descriptions for each operator of these Centres. With municipal governance, this would ensure that while there may be more than one independent operator of Best Start Child and Family Centres in this service delivery area, they would deliver a consistent set of services with clearly defined deliverables that are monitored annually. Additionally, as the municipality authority, the County of Wellington is in the best position to ensure system accountability and quality assurance for the Best Start Child and Family Centres.

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To: Chair and Members of the Social Services Committee
From: Heather Burke, Director of Housing
Date: Wednesday, June 10, 2015
Subject: ONPHA 2015 Waiting List Survey

Background:

The Ontario Non-Profit Housing Association (ONPHA) conducts an annual Waiting List Survey of the province's 47 Consolidated Municipal Service Manager's (CMSM) to determine the total number of households waiting for social or affordable housing in the province of Ontario. This survey helps to quantify one of the major indicators of need for social and affordable housing locally and across the province. Other measures of need, such as Core Housing Need and Persistent Core Housing Need, are not addressed in this report.

The Corporation of the County of Wellington is the CMSM for the purposes of administering the social housing Centralized Waiting List under the Housing Services Act, 2011 (HSA) and its Regulations for the geographic area that includes the County of Wellington and the City of Guelph. As the CMSM, we have been contributing waiting list data to the survey since its inception in 2003. The information reported in the most recent survey reflects basic point in time information from the Centralized Waiting List as of December 31, 2014.

The 2015 ONPHA Waiting List Survey found that 168,711 households were waiting for rent-geared-to-income housing across Ontario in 2013. Since this survey began in 2004, ONPHA has reported an overall increase of 40,000 households waiting for housing across Ontario. Locally, this survey shows an overall decrease of over 700 households on our Centralized Waiting List since the 2004 survey. The survey utilizes the same basic point in time waiting list information from the 2014 Q4 status and activity report provided by staff to the Social Services Committee on March 11, 2015.

Indicators

Here are some interesting waiting list survey facts presented in the 2015 report:

	<u>Ontario</u>	<u>Wellington</u> (entire CMSM area)
# of households waiting for housing(2014):	168,711	1,242
# of households waiting for housing(2013):	165,069	1,333
# of households waiting for housing(2003):	126,103	2,018
Average wait time for all chronologically housed (2014):	3.83 years	1.70 years
Average wait time for Seniors (2014):	3.55 years	1.90 years
Average wait time for Families (2014):	3.51 years	1.30 years
Average wait time for Single Adults & Couples (2014):	3.98 years	1.90 years
*2015 Waiting List Survey, ONPHA		

The Wellington CMSM has seen the waiting list numbers vary greatly over the past decade, and currently seems to be experiencing a downward trend in the number of households on the centralized waiting list. As reported to committee on May 13, 2015, this downward trend has continued with the total number of households waiting for housing falling to 1192 as of March 31, 2015. This supports one of our community's long-term goals for a reduction in the proportion of the population on the centralized waiting list, as per the 10 year Housing and Homelessness Plan. Various factors have influenced this trend. For example, the County has supported the development of 237 affordable housing rental units, 123 rent supplement and 122 housing allowance units, of which all have increased the supply of housing to low and moderate income households since 2004. County staff does not anticipate this trend to continue, as a lack of new private rental stock development, low vacancy rates, increased number of households paying more than 50% of their income on rent* and limited federal and provincial investments will continue to put pressure on our community's rent market.

*FCM, Built To Last: Strengthening the Foundations of Housing in Canada.

Challenges and Opportunities

In an effort to support those with an immediate need of housing in our area, the County of Wellington, Housing Services office does have the ability to offer rental support to households through the Rent Support Programme, as an alternative to being on the centralized waiting list. This programme can supply rent supplements or housing allowances to households that are already suitably housed with private market landlords, but are having trouble affording the ballooning average market rents in much of our area. This programme seems to be having a positive impact on the centralized waiting list, however, with average market rents continuing to rise and a vacancy rate of 1.2%* in the Guelph CMA (Census Metropolitan Area), this programme is becoming less attractive to private market landlords. (Note: the Guelph CMA includes the City of Guelph, the Township of Guelph/Eramosa and the Township of Puslinch; and its vacancy rate of 1.2% is the lowest of all CMAs in Ontario, with only Vancouver CMA(1.0%) and Kelowna CMA(1.0%) being lower across Canada.)**

**CMHC, Fall Rental Market Statistics, 2014 October

The information presented in this report shows that although our local waiting list numbers are lower than the provincial averages and appear to be decreasing, they still paint a vivid picture of the need for investment in social and affordable housing in Wellington and across the province. While a 1.70 years wait for housing is lower when compared to the province as a whole, it still represents an incredible delay in access to such a major social determinant of health. Many of the individuals applying for housing are doing so due to an unforeseen circumstance, are extremely vulnerable and are experiencing an immediate need for housing. In many of these cases, even a one month wait can be a barrier to our community vision that "everyone in Guelph Wellington can find and maintain an appropriate, safe and affordable place to call home."

With 2015 being a federal election year, it is assumed that the 2015 Waiting List Survey will be used by ONPHA and other housing affiliated associations to build up social and affordable housing as a major election issue. With continuous federal funding to the province and its CMSMs dropping from \$500 million per year to \$0 by 2033, this is an important opportunity to engage our federal partners and attempt to secure long-term stable federal funding for local housing initiatives.

ONPHA and FCM Report

The full 2015 ONPHA Waiting List report can be found at: <https://www.onpha.on.ca/onpha/web>

The full FCM report, Built To Last: Strengthening the Foundations of Housing in Canada, can be found at: [http://www.fcm.ca/Documents/reports/FCM/Built to Last Strengthening the foundations of housing in Canada_EN.pdf](http://www.fcm.ca/Documents/reports/FCM/Built_to_Last_Strengthening_the_foundations_of_housing_in_Canada_EN.pdf)

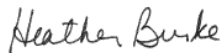
Acknowledgement

Special recognition is provided to Mark Poste, Housing Planning and Policy Analyst, for the preparation of the report.

Recommendation:

That the Report HS-15-05 ONPHA 2015 Waiting List Survey, be received for information.

Respectfully submitted,



Heather Burke
Director of Housing



To: Chair and Members of the Social Services Committee
From: Heather Burke, Director of Housing
Date: Wednesday, June 10, 2015
Subject: Housing Help Centre's Landlord Information Sessions

Background:

This report is to highlight the growing success of building relations with the community's private landlords to enhance their role in assisting people at risk of homelessness to remain housed. This supports the goals and targets of the Housing and Homelessness Plan (2014 – 2024).

The County's Housing Help Centre provides the Landlord Information sessions, which were started in 2009 in an effort to improve and build relationships with private landlords. The relationships we form with landlords assist clients in seeking accommodation through the Housing Help Centre and assist clients through the County of Wellington's Eviction Prevention Programme to maintain their accommodation due to landlord's knowledge and willingness to work with the Rent Bank. These sessions also give us the opportunity to educate landlords about the Rent Supplement and Rent Support programs to increase our inventory of Rent Supplement units in the private Market.

Another benefit to the Landlord Information Sessions is that landlords are educated by Lawyers, Paralegals and other professionals in their fields on such topics as Human Rights, Landlord/Tenant Relations, Legal Evictions and proper maintenance to ensure that best practices are being used in the rental market in the County of Wellington's service area of Guelph and Wellington.

During the 2014 – 2015 years to date where Landlord sessions were offered by the County, attendance has tripled and we now hold two sessions per year. Our recent May 2015 session was attended by 46 landlords (39 - Guelph, 7 - County). Feedback from these sessions has been overwhelmingly positive, and the list of landlords who have asked to be invited to future sessions continues to grow.

Acknowledgements:

Special recognition goes to Diane Laur, Manager of Applicant Services, and Kevin Priestly, Housing Help Centre, in the preparation of this report.

Recommendation:

That the Report HS – 15 – 06 on the Housing Help Centre's Landlord Information Sessions be received for information.

Respectfully submitted,

Heather Burke
Director of Housing



To: Chair and Members of the Social Services Committee
From: Heather Burke, Director of Housing
Date: Wednesday, June 10, 2015
Subject: **2014 Annual Report for the Housing and Homelessness Plan (2014-2024)**

Background:

This report provides the 2014 Annual Report for the Housing and Homelessness Plan (2014-2024) (HHP) as a snapshot of goals to actions to support the priorities and targets during the first year of the 10-year Housing and Homelessness Plan (HHP). The 10-year HHP, which represents a community service plan on Housing and Homelessness, is administered by the County of Wellington as the Consolidated Municipal Service Manager (CMSM).

Reporting Requirements

An important part of the County's Housing and Homelessness Plan (2014-2024) involves monitoring the plan's progress, measuring success, and reviewing the plan's effectiveness. Accountability requirements to achieve the multi-pronged solutions for the 8 goals and 38 actions in this community service plan are outlined in the 10-year HHP and under requirements in Provincial legislation.

Specifically, the 10-year HHP contains Goal # 8.3 which identifies an action to "monitor and communicate the outcomes of the HHP on a regular basis", with the success of this goal measured by an annual progress report released, and the HHP updated every 5 years or when major programme changes occur.

Under legislation, the Housing Services Act (2011) sets out the new regulatory requirements for the annual report as of January 1, 2014, and is found in Ontario Regulations 367/11, amended sections 8.1 and 9.1. These amendments essentially identify three requirements:

- An annual report to the public, starting in 2015, based on the previous calendar year activities, to be completed no later than June 30 of each year;
- Report to the public to include measures taken by the CMSM to meet objectives and targets in the HHP, and progress achieved towards meeting the same, as measured through the plan;
- Provide the Province with a report on the same information provided to the public and indicate how it was reported to the public no later than June 30 of each year.

Measuring Success

The County's 2014 Annual Report of the HHP demonstrates the outcomes achieved with community partners to reach the desired goals and actions (progress) and the objectives and targets applied locally (measures). This first annual report reflects the successes achieved to date towards meeting the short-term targets (2014-2017) as identified in the 10-year HHP, includes two profiles of these actions, and has next steps for 2015. To recap, the local priorities under the four short-term targets include:

- Additional allocations for rent supplements or housing allowances
- Increase in the availability of housing outreach/support services
- Shift in funding from emergency shelter beds to eviction prevention and outreach/ support programmes and services
- New funding leveraged and partnerships established to increase the supply and mix of affordable housing options for low-income residents.

Summary

This report seeks approval of the year-one 2014 Annual Report of the Housing and Homelessness Plan (2014-2024). The report will be distributed to the public and the Province by the deadline of June 30. The County will provide information to the Province on the method of reporting to the public (distribution of an annual report booklet, posting on the County website, etc.).

Attachment

2014 Annual Report of the 10-year Housing and Homelessness Plan (2014-2024)

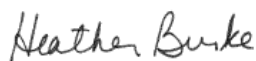
Acknowledgements

Special recognition is provided to staff team of Stuart Beumer, Director of Ontario Works, Mark Poste, Housing Planning and Policy Analyst, and Ashley Coleman, Social Planning and Policy Analyst, myself, and Communications staff for the leadership and preparation of the annual report.

Recommendation:

That Report HS – 15 – 07 on the 2014 Annual Report of the Housing and Homelessness Plan (2014-2024), and the attached 2014 Annual Report, be approved.

Respectfully submitted,



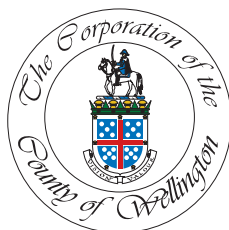
Heather Burke
Director of Housing

A Place to call **Home**

2014 Annual Report



A 10-year **Housing and Homelessness Plan** for Guelph Wellington



Message from the Warden

2014 Housing and Homelessness Plan Progress Report



At the County of Wellington, we are committed to providing safe and affordable housing. As Warden, I strongly believe it is fundamental in the development and creation of strong families and strong communities throughout our area of service in Guelph Wellington.

In 2013, the County joined with major community stakeholders to complete an extensive consultation and planning process that culminated in the release of our community's 10-year Housing and Homelessness Plan (HHP). This plan, built on the County's first Affordable Housing Strategy developed in 2005, sets out a community vision that I think everyone in Guelph and Wellington can support: **"Everyone in Guelph Wellington can find and maintain an appropriate, safe and affordable place to call home."**

This Report illustrates the progress that has been made towards achieving both our short and long-term targets. In fact, significant progress has been made on three points:

- Investment in affordable housing by the federal and provincial governments was extended in 2014
- Homelessness goals outlined in a five-year Homelessness Strategy are well on their way to being implemented, and
- New initiatives have been developed to assist vulnerable residents in our community such as the elderly and the chronically homeless

With the federal government's funding for housing in Ontario coming to an end by 2023, this is an important opportunity to come together as a community to engage our federal partners on the vital importance of affordable housing to our community, and the need to secure long-term federal funding for local housing initiatives.

This Report is part of the ongoing development and evolution of our community plan, and we look forward to providing these reports annually until a full update of the HHP is completed in 2019. Like the development of our plan, we need to approach our efforts by continuing to work together with our major community stakeholders as partners.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. Bridge'.

George Bridge,
Warden, County of Wellington



Year 1 Report

Background

In close consultation with the community, the County of Wellington developed a 10- Year (2014-2024) Housing and Homelessness Plan (HHP) entitled **"A Place to Call Home."** The HHP was approved by council in November of 2013 and subsequently released to the community in April of 2014. The community came together with a common vision that "Everyone in Guelph Wellington can find and maintain an appropriate, safe and affordable place to call home."



As the Consolidated Municipal Services Manager (CMSM) for Guelph Wellington, the County has an important leadership role related to system planning, coordination of services and the development of partnerships in the area of housing and homelessness. Accomplishing the goals of the HHP requires the support from all stakeholders within the housing and homelessness system.

Summary

This annual report highlights the measurement and progress that has been made on the targets and goals of the HHP in 2014. Municipal investment has been vital to many of these initiatives, and has been reinforced through Federal and Provincial funding under the Investment in Affordable Housing (IAH) (2014 Extension) and the Community Homelessness Prevention Initiative (CHPI) funding this past year.

This annual update is not intended to be an exhaustive account of all housing and homelessness actions that have taken place over the past year. Instead, the focus is on the most significant progress reflecting collaborative, system level initiatives. These actions are grouped under the 8 goals outlined in the HHP.

This update also includes two success stories which demonstrate innovative and collaborative programming, illustrating how the support from service providers, government and the community are all integral to ensuring everyone has a place to call home.

A two page infographic is included which summarizes the measures towards the short and long-term targets of the HHP. Finally, next steps for the year ahead are outlined as part of our commitment to monitor and communicate the progress of the HHP to the community on an annual basis.

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Success Story Profile

The Community Agency Delivery and Housing First Programmes

In early 2015, the County in collaboration with the Welcome In Drop-In Centre launched a Housing First Pilot (HF Pilot), providing immediate access to permanent housing and wrap-around supports to 20 individuals experiencing complex issues as a barrier to housing. The pilot is funded by the Community Homelessness Prevention Initiative, and has allowed the Welcome In Drop-In Centre to hire a dedicated housing first worker. During the same period, the County received funding from the Investment in Affordable Housing for Ontario Program (2014 Extension), enabling the intentional development of a housing first focused rent support programme that would be delivered by key agency partners in the community, including the Community Resource Centre, East Wellington Community Services, Wyndham House, and the Welcome In Drop-In Centre. The Community Agency Delivery (CAD) rent support programme, in collaboration with the HF pilot, has allowed for the integration of community based wrap-around supports and on-going rent support for individuals in an effort to help them find and maintain safe and affordable housing.

Prior to their involvement in the HF Pilot, participants were actively experiencing homelessness and had been accessing emergency systems (e.g. health/mental health, justice, shelter) on a regular basis. On average, HF Pilot participants stayed in an emergency shelter 64 nights in 2014. Based on extensive evaluation, we know that the Housing First model works as it significantly improves the quality of life for those supported and it is more cost-effective than on-going emergency responses. Not surprisingly, the HF Pilot and CAD programme are having an impact for individuals in our community like Ken, whose story we are glad to share below.

By the time he reached his early 30's, Ken had already spent 10 years of his life homeless. For decades Ken has struggled with addictions issues and a history of incarceration, making it difficult for him to secure and maintain housing. In 2014, Ken spent a total of 202 nights in emergency shelter and 37 days in residential treatment for his addiction. Since Ken's enrollment in the HF Pilot, his life has changed significantly. In March with the support of the housing first worker, Ken was able to find his own apartment and access a rent supplement through the CAD programme to make it affordable. For the first time since he was 15 years old, Ken has a stable and safe place to call home. Through a circle of care model, Ken is supported by an integrated group of community services to maintain his housing and work through his addictions issues. The housing first worker will continue to support and work with Ken and help him on his journey to a more stable and healthy future. While Ken's journey is only just beginning, his story illustrates the power that housing first can have in improving outcomes and transforming the lives of those involved.

Progress: HHP Goals and Actions Taken

Goal 1 - To help low-income households close the gap between their incomes and housing expenses

- 18 new rent supplements were created in 2014, in addition to the creation of 13 new rent supplement units and 103 new housing allowance units since 2013.
- Dunara Homes for Recovery and the County have partnered to provide rent top-ups and on-site supports to 13 individuals experiencing mental health challenges, in a shared living environment.
- The Low Income Energy Assistance Programme in partnership with Guelph Hydro has been expanded, saving low-income individuals over \$30,000 in utility deposits.
- Collaboration between social housing and hydro providers for the replacement of electrical appliances mainly owned by tenants, with safe and energy efficient alternatives.

Goal 2 - To provide a range of supports to assist people at risk of homelessness to remain housed

- The Housing Help Centre's rent bank has provided \$177,343 of funding and provided over 500 services and supports to community members for eviction prevention.
- The Housing Stability Programme provided \$458,682 in support to 841 individuals and families in receipt of social assistance to help obtain housing and/or remain housed.
- Essential Prevention Services that are delivered by community agencies have been identified and ongoing funding will be provided to support overall system stability and streamlined access.
- Three landlord information sessions have been hosted since January 2014 for the private market sector in our community to develop relationships and create a better understanding of landlord/tenant rights.
- Implemented early in 2015, The Community Agency Delivery (CAD) programme has engaged four Community Agencies to deliver rent support dollars for 19+ units to individuals at risk of homelessness.
- In January 2015, a partnership with the Drop-In Centre initiated the Housing First (HF) programme, providing up to 20 individuals with access to housing and wrap-around supports. (See CAD/HF Success Story).

Goal 3 - To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions

- The Victorian Order of Nurses is delivering the Senior Support Worker programme, facilitating the delivery of supports to 360 individual senior clients in our community (see VON Success Story).
- The Ontario Renovates programme assisted 8 home owners make their homes more accessible.
- Actively supported the development of the Welcome In Drop-In Centre's 2nd Floor, a project which has brought together a multi-disciplinary range of supports for clients.

Goal 4 - To increase the supply and mix of affordable housing options for low-to-moderate income households

- Continued province-wide advocacy work through affiliated associations for federal reinvestment of funding for social and affordable housing.
- Contributions were made to local affordable housing reserve funds in 2015 municipal budgets, which can support future affordable housing development opportunities.
- In October of 2014, an expression of interest request was released for all community organizations with an interest in the development of new affordable housing stock. This list of proposals has been compiled and will be updated in order to act on future funding opportunities as they emerge.
- The Investment in Affordable Housing programme has funded the development of the new Michael House building, which will provide 8 transitional/affordable housing units and supportive services to pregnant and parenting young women in our community.
- Using various funding sources, 7 affordable homeownership grants were funded in our community.
- Reduction of taxes on multi-residential properties has occurred due to reductions in the multi-residential tax ratio by the County of Wellington (over the past three years), and by the City of Guelph in 2015.

Goal 5 - To reduce the length of time and number of people that experience homelessness

- Two programmes were funded based on the Housing First (HF) philosophy, including the Community Agency Delivery (CAD) programme and the Housing First programme, resulting in the involvement of service providers from various sectors and the creation of a unique HF team for each participant.

Goal 6 - To promote practices that make the housing and homelessness system more accessible and welcoming

- The Housing Help Centre has provided 879 housing system navigational services and supports to community members.
- A partnership has been established to develop a rural transportation study to fully conceptualize the transportation needs across our service area.
- The centralized waiting list annual update process has been simplified for applicants.

Goal 7 - To preserve the existing social and affordable rental housing stock

- Purchased 182 George Street in Arthur from Matrix Affordable Homes in August 2014 to ensure the viability and continued affordability has been preserved for its 10 residential units.
- An on-going commitment to a robust and long term capital improvement plan for County owned social and affordable housing buildings in Guelph and Wellington, including approximately \$15.5 million invested over 5 years into capital improvements and \$2.5 million annually in general maintenance.



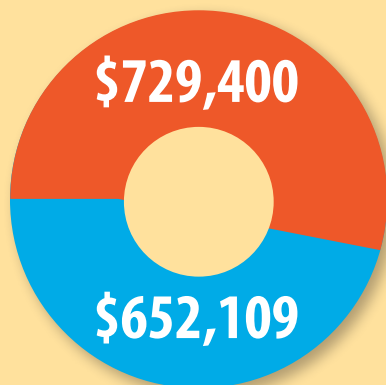
GOAL 8 - To seize opportunities to turn research knowledge into action

- Commissioned a Homelessness Strategy which outlined a 5 year plan to reduce homelessness through to 2018. The strategy was approved by council and released in June of 2014.
- Continued support of the work of the Wellington-Guelph Housing Committee and the Poverty Task Force to improve community awareness and understanding of housing and homelessness issues.
- Conducted a research-based Point In Time (PIT) count in 2014 to measure rural youth homelessness in the County, and a 2015 PIT count to measure homelessness across demographics in Guelph and Wellington.
- In collaboration with McMaster University, a research pilot has been initiated that offers tenants weekly health assessments, identifies health risk factors and promotes chronic disease prevention activities.
- Through a National Grant from Eva's Initiatives, the County, Wyndham House and the Community Resource Centre developed a youth-driven report focused on ending youth homelessness.

Measures: Short Term Impacts

HHP Short - Term Target 1: Additional allocations for rent supplements or housing allowances.

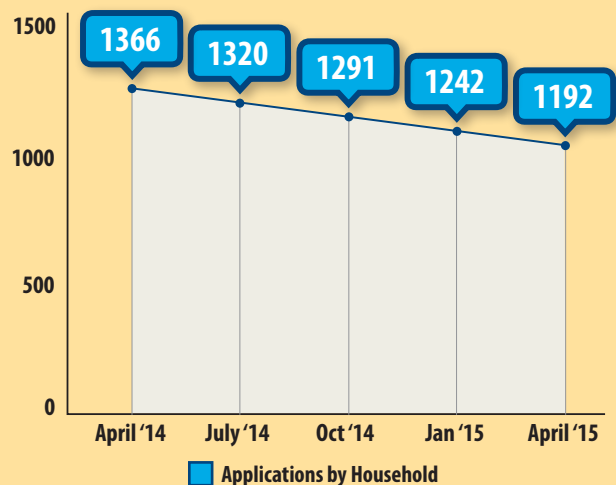
2014 Rent Support Funding Allocations



■ Housing Allowance (53%) ■ Rent Supplements (47%)

Total Investment by 2024 - \$1,381,509

Centralized Waiting List



2014 Rent Supported Units*

Rent Supplements - 231
Housing Allowances - 67

January 1, 2014*

2015 Rent Supported Units**

Rent Supplements - 242
Housing Allowances - 122

March 31, 2015**



HHP Short - Term Target 2: Increase in the availability of housing outreach/support services

1,700 

Services and supports provided through the Rent Bank and Housing Help Centre from January 2014 to March 2015

841 

Individuals and Families were supported in 2014 to remain housed through the locally established Housing Stability Programme, with total funding of \$458,682

89 

Individuals and Families were supported through the Emergency Energy Fund in 2014, with funding totalling \$67,090

10,972

Services and supports provided through the Victorian Order of Nurses (VON) Senior Support Worker Programme, resulting in 119 Emergency Department Diversions

HHP Short - Term Target 3: Shift in funding from emergency shelter beds to eviction prevention and outreach/support programmes and services

29 

People served through two new Support Programmes focused on Eviction Prevention and Shelter Diversion: The Housing First and Community Agency Delivery Programmes

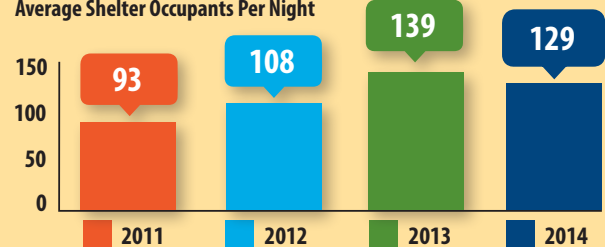
Emergency
Shelter
Beds



Eviction
Prevention

Guelph Wellington Shelter Usage 2011 - 2014

Average Shelter Occupants Per Night



359 

People were experiencing homelessness in Guelph and Wellington on April 15, 2015, including 55 Children Under 18 years of age



HHP Short - Term Target 4: New funding leveraged and partnerships established to increase the supply and mix of affordable housing options for low-income residents



New Transitional Affordable Housing Units with Supports for Pregnant and Parenting Women through Michael House in Guelph



Units converted by Guelph Independent Living into fully accessible units



Bachelor units converted by the County into fully one bedroom accessible units located in Guelph



Units in two residential buildings were made accessible through County funding which allowed the installation of a connecting elevator



Households were supported with Affordable Homeownership Grant Investments worth \$139,000

Success Story Profile

Victorian Order of Nurses, Senior Support Worker Programme

In 2014 the County of Wellington entered into an agreement with the Victorian Order of Nurses (VON) for an expansion of the existing Senior Support Worker programme being delivered by four partner organizations across the Waterloo and Wellington Local Integrated Health Network (WWLHIN). The expansion of this programme in the City of Guelph and the County of Wellington has resulted in the Victorian Order of Nurses operating 3.6 full-time employees in identified service areas of need. To address these areas of need, VON has partnered with the County to deliver their comprehensive range of supports for low to moderate income seniors in our buildings. Services available to clients include housekeeping, meal preparation, medication cueing, crisis intervention, emotional, social and recreational support, accompaniment, and referrals, among others.

The partnership between the County and VON has embedded these vital services in County-owned buildings for our tenants and members of the community to access. These services are accessible in multiple locations, including 2 buildings in Guelph and 12 buildings in the County, encompassing tenants in 329 social housing units and 55 affordable housing units in our service area. 90% of the clients served in the VON Senior Support Worker programme reside in County owned buildings, with the remaining 10% of clients living independently in the community.

Between April 1, 2014 and March 31, 2015, the VON Senior Support Workers provided 10,972 services to 360 individual clients in our service area, leading to 119 emergency department diversions (VON April 2015 Progress Report). The objective of this programme is to maintain the physical, mental and social health of seniors, increasing their ability to age in place. This programme is having an impact on individuals in our community like David, whose story we are glad to share below.

David moved to the Town of Minto a short time ago and had no possessions with him. In partnership with the local community, he now has proper furniture and some clothing. He uses VON transportation services to visit his specialist in Toronto and VON has helped him secure a family doctor in the Town of Minto. David has access to the services he requires and is now on the road to living independently in our community. The VON Seniors Support Worker programme represents an incredible opportunity for many seniors in our community like David, to access services and improve their quality of life.

The stories of David, Ken and the many others in our community who have been supported by the programmes and initiatives described here illustrates the impactful work being undertaken to ensure,

"Everyone in Guelph Wellington can find and maintain an appropriate, safe and affordable place to call home."

Housing and Homelessness Plan

Year 2 - Next Steps:

Strategic/System Planning

- As an extension to the 10 year HHP, the County plans to develop a comprehensive 5 year Social and Affordable Housing Strategy to inform future required actions to fully address the goals and targets of these areas.
- The Province has committed to the renewal of the Ontario Long Term Affordable Housing Strategy (LTAHS) and has requested input from local Service Managers for short and medium term housing system improvements. The County will work with the community to submit a local response for the July 2015 deadline.
- Continued involvement with the City of Guelph towards the development of its Affordable Housing Strategy.
- Working towards the completion of a 5-year update at the mid-point of the HHP.

New and Ongoing Affordable Housing Supply Development

- The development of new affordable rental options in our community through the IAH 2014 extension programme.
- Engaging with federally supported housing providers whose operating agreements are coming to an end, and working to develop options to maintain their 246 units as affordable rent opportunities in our community.

Housing Initiatives

- Explore options to remove barriers from people with arrears and/or credit issues experience when trying to access social and affordable housing.
- CMHC mental health training for Housing Services Staff to address the needs of our tenants, clients and members.

Homelessness Initiatives

- Establish a Shelter Diversion and Rapid Exit Programme at all emergency shelters to prevent homelessness and to assist individuals and families in stabilizing their housing situation.
- Evaluate the impact of the Housing First Pilot programme and provide funding to continue the programme through 2016, including hiring a second housing first worker.
- Implementing the supporting infrastructure for the coordinated use of the Homeless Individuals and Families Information System (HIFIS) across all CHPI-funded programmes in order to make evidence based decisions.
- Develop an action plan to implement the recommendations from the Rural Youth Homelessness Project.

Research and Collaborations

- Continued advocacy to upper level governments through our affiliated associations for additional provincial and federal funding that would support the creation of long-term affordable rental and homeownership in our area. This step holds particular importance in 2015 with a federal election slated for the fall.
- Continued collaboration with the Waterloo/Wellington Local Health Integration Network to coordinate the delivery of new supported rent supplements through community agencies, as funded by the Ministry of Health and Long Term Care.
- Conduct annual Point in Time Counts to inform local efforts to end homelessness.



Acknowledgements

We would like to thank the County of Wellington, Warden George Bridge, Council and Social Services Committee, both past and present, for the ongoing support provided for Housing in our community. The development of the Housing and Homelessness Plan, our success stories and many of the actions taken in the past year could not have happened without the strong commitment and support from community agencies and key stakeholders in our community. We hope the partnerships developed through the creation of the Housing and Homelessness Plan will help the residents of Guelph and Wellington see the positive impacts that having a place to call home can have on a household.

We would also like to recognize **Eddie Alton** - Social Services Administrator, **Heather Burke** - Director of Housing, **Stuart Beumer** - Director of Ontario Works, **Ashley Coleman** - Social Planning and Policy Analyst, **Mark Poste** - Housing Planning and Policy Analyst and **Chris Piccinetti** - Graphic Designer for all their efforts to build and bring this important document to the public.

Contact Us

We would like to hear from you.

For any questions or feedback, please contact the Housing and Homelessness Plan Progress Report project team.

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ALTERNATE FORMATS AVAILABLE UPON REQUEST

Prepared by the County of Wellington Social Services Department
www.wellington.ca
June 2015



To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: Wednesday, June 10, 2015
Subject: **Homelessness Strategy – Annual Progress Report**

Background:

The County of Wellington, in close consultation with the community, launched a 10 year (2014-2024) Housing and Homelessness Plan (HHP) in April of 2014 entitled “A Place to Call Home.” As an extension of the HHP, the County subsequently developed a comprehensive 5 year (2014-2018) Homelessness Strategy which was approved by County Council in June of 2014.

This Strategy provided an operational plan to fully address the goals and targets of the HHP within the scope of local homelessness funding and programming and as the Consolidated Municipal Services Manager (CMSM) for Guelph Wellington, the County has worked diligently to implement the Strategy with our community partners. This document marks the first in a series of planned annual updates focusing on the progress achieved on the recommendations and targets of the Homelessness Strategy.

The Annual Report primarily focuses on programmes, services and initiatives that are supported by homelessness funding provided by the County. The report demonstrates that we have made significant progress in year 1 on implementing the recommended strategies and we are making good progress against the established targets and goals of the Strategy.

Finally, the report includes priority actions planned for the year ahead. This demonstrates our commitment and accountability to implementing the Strategy as approved and it also ensures that we are being open with our community partners on the directions we are taking related to addressing homelessness in our community.

Attachments:

“Homelessness Strategy: Annual Report”, June 2015. Prepared by Ryan Pettipiere, Manager of Special Services and Ashley Coleman, Social Planning and Policy Analyst.

Recommendation:

That report OW-15-07 and the attached Homelessness Strategy Annual Report be received for information.

Respectfully submitted,

Stuart Beumer
Director of Ontario Works

Homelessness Strategy

Annual Report – June 2015



Year 1 Annual Report:

Introduction

The County of Wellington, in close consultation with the community, launched a 10 year (2014-2024) Housing and Homelessness Plan (HHP) in April of 2014 entitled “A Place to Call Home.” As an extension of the HHP, the County subsequently developed a comprehensive 5 year (2014-2018) Homelessness Strategy which was approved in June of 2014. This Strategy informed the required actions to fully address the goals and targets of the HHP within the scope of local homelessness funding and programming. As the Consolidated Municipal Services Manager (CMSM) for Guelph Wellington, the County has an important leadership role related to system planning, coordination of services and the development of partnerships in the area of homelessness.

This document marks the first in a series of planned annual updates focusing on highlighting the progress achieved on the recommendations and targets of the Homelessness Strategy. The Annual Report primarily focuses on programmes, services and initiatives that are supported by homelessness funding provided by the County. There are three primary sources of homelessness funding that are administered by the County; the provincial Community Homelessness Prevention Initiative (CHPI), the federal Homelessness Partnering Strategy (HPS) funds, and key additional municipal investments that support programme delivery and administration. Finally, the report includes priority actions planned for the year ahead as part of our commitment to communicate directions moving forward.

Current State of Homelessness in Guelph and Wellington

The Homelessness Strategy was developed from a detailed review of the current state of homelessness in Guelph and Wellington using several data sources and metrics. A summary of recent and available data on homelessness locally, including data outlining emergency shelter usage since 2010, and 2015 Point-in-Time (PIT) Count data, is included below.

Emergency Shelter Utilization

The County has Purchase of Service Agreements with operators that provide emergency shelter to those experiencing homelessness at 3 different physical locations, each providing support to a different population of people experiencing homelessness. Emergency shelter data is one of the most frequently cited metrics available for monitoring the size and composition of the homeless population. However, since not all individuals and families experiencing homelessness access the emergency shelter system, it should not be considered a comprehensive measure of homelessness in our community.





Unique Shelter Occupants

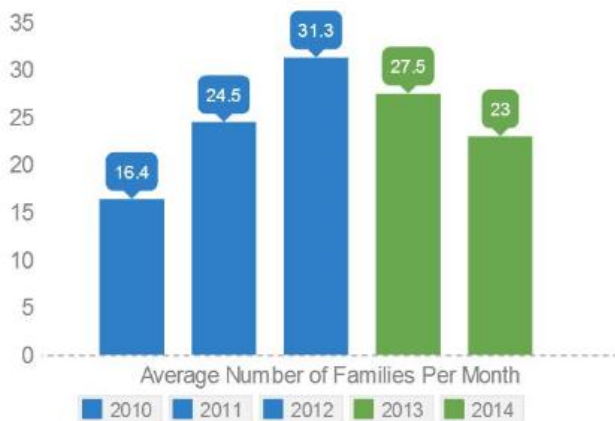
The chart to the left illustrates the number of unique individuals that accessed the emergency shelter system in Guelph from 2010-2014. This measure factors out readmissions during that time period. In 2013, the number of unique individuals accessing the emergency shelter system began to decline for the first time since 2010, with 937 unique individuals accessing the emergency shelter in 2013 and 874 in 2014.

Average Individuals per Night

Another measure of overall shelter use that can inform progress is the average number of individuals that are accessing the emergency system on any given night. The number of shelter occupants fluctuates throughout the year with typical highs in the spring, and lower numbers recorded over the winter months. In 2014, for the first time in four years, a decline in this measure was recorded with fewer individuals accessing emergency shelter per night than in the previous year.



Average Families per Month

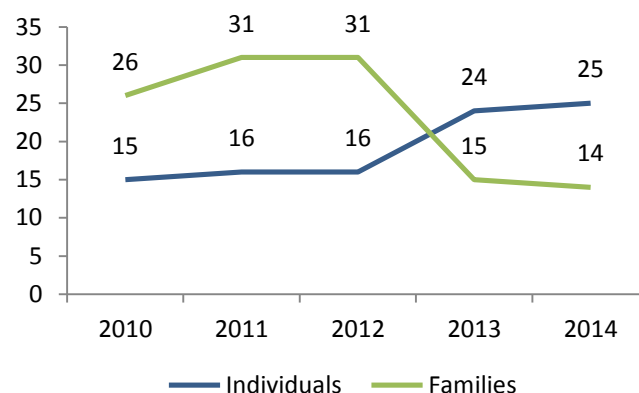


Like many areas across Canada, families are representing a growing proportion of shelter admissions in our community. As illustrated in the chart to the left, for the second year in a row a decline in this measure was recorded, a change from 28 families per month in 2013 to approximately 23 in 2014. The sustained increases in the number of families per month from 2010 to 2012 was of particular concern, as there is not permanent shelter bed capacity within the existing emergency shelter system to support this demographic. Families are instead placed directly into the overflow system, which is more expensive and lacks the support of dedicated, on-site staff.



Length of Stay

Length of stay data is an important indicator of how quickly episodes of unsheltered homelessness are resolved, allowing individuals and families to move out of shelter. From 2012 to 2013 the length of stay for families reduced dramatically, paralleled by a matching increase in the length of stay for individuals. This is attributed to the concern regarding the growing length of stays for families in the system, and targeted efforts shifting towards moving this demographic out of the system sooner.



With the increased success experienced in keeping individuals housed and having fewer residing in the shelter compared to previous years, a higher proportion of individuals experiencing complex and challenging barriers to stable housing remained in the shelter system, which resulted in a longer average length of stay as reflected in the chart above.

That being said, the majority of those occupying the emergency shelter system do so infrequently and for short periods of time. In looking at shelter use in terms of number of nights stayed per individual over the year, 20% of the total 874 occupants accounted for almost 50% of the total nights used in the year. The remaining 80% of occupants accounted for the other 50%. It is the intent of the Housing First pilot programme launched in 2015 and discussed in more detail later, to address this segment of shelter occupants.

Geographic Origin of Shelter Occupants

Consistent with previous years, the majority of people occupying the emergency shelters are from the City of Guelph or from outside the service area, approximately 90% when combined. The remaining approximate 10% of shelter users report previously residing in the County of Wellington, or are unable to provide a previous address. The low usage rate of shelters by the residents of Wellington County is not surprising given the findings in the 2011 Rural Homelessness Study regarding rural life and social connections. For individuals and families who have local support networks and employment, traveling to a distant urban centre for shelter services is considered unsafe and overwhelming.



2015 Point in Time (PIT) Count

In April of 2015, the County administered a Point in Time (PIT) count across Guelph and Wellington for the first time in an effort to further measure the extent of homelessness in the community beyond emergency shelter use, as well as to capture some key demographic information of this population. PIT counts are completed on a particular day within a specified time frame, and are designed to provide a snapshot of the numbers and demographics of those experiencing homelessness during that window of time. While the data yielded by PIT counts have recognized limitations, the local count provides valuable information regarding the scope and magnitude of homelessness beyond shelter usage, while providing a benchmark to measure progress towards the goal of ending homelessness.

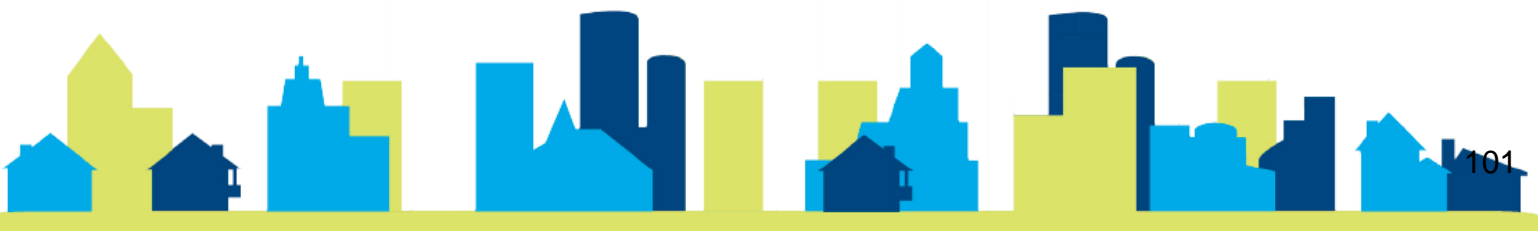
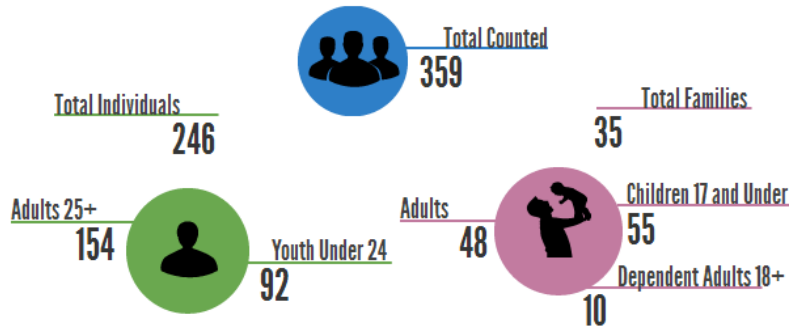
On a single night in April 2015, 359 individuals in Guelph and Wellington were experiencing homelessness. This total includes 154 adults, 92 youth, and 35 families (representing 113 family members), based on data from the 25 individual service providers that participated in the count. Included in the 35 families counted are 48 adults, 10 dependent adults aged 18 and older, and 55 children under 17 years of age.

The large majority of people (72% or 257) were experiencing relative homelessness, meaning they were living sheltered in precarious, informal or transitional spaces, or living in sub-standard conditions and at-risk of housing loss (e.g. couch surfing, staying with a friend). In contrast, 102 people (28%) were experiencing absolute homelessness, meaning they were staying in emergency shelter or living unsheltered in spaces not intended for living (e.g. on the street).

Completing this PIT count represents an opportunity to turn research knowledge into action as well as improving community awareness and understanding of homelessness, thus meeting an important goal of the HHP. Through conducting annual PIT counts, we will continue to yield information about the scope of homelessness locally and will be equipped to turn this knowledge into strategies that will assist us in more effectively meeting the needs of this population.

2015 PIT COUNT RESULTS

APRIL 15-16, 2015 GUELPH WELLINGTON



Year 1 Progress: Prevention, Shelter Diversion & Support Services

RELEVANT HHP GOALS

1. To help low-income households close the gap between their incomes and housing expenses
2. To provide a range of supports to assist people at risk of homelessness remain housed.

Homelessness Strategy Targets

- By 2018 the number of accommodation supports and services provided to households at risk of homelessness helping them to retain their housing has increased by 10%.
- Increase shelter diversions.
- The percentage of diverted households that are successful in retaining their housing at 12 month follow ups has increased.

Actions Taken on Recommended Strategies

- ✓ Maintained support to existing supportive and transitional housing programmes through funding agreements which provide accommodation and supports to specialized population groups.
- ✓ Continued support of the work of the Poverty Task Force in advocating for improvements to the income security system.
- ✓ Streamlined the application process for Emergency Energy and Rent Banks, including the coordination of all County funded utility and energy banks.
- ✓ Essential prevention services that are delivered by community agencies have been identified and ongoing funding provided to support overall system stability and streamlined access.
- ✓ Creative use of rent top-ups and on-site supports to provide supportive housing environments

Summary

In the first year of the Homelessness Strategy implementation, fewer individuals and families have accessed the emergency shelter system, indicating that efforts to divert people from the emergency shelter system and supporting people to retain their housing are having an impact. Ontario Works staff have been working closely with staff at the Welcome In Drop-In Centre by attending weekly shelter meetings and assisting with individual case plans for emergency shelter occupants. Efforts will continue in this area over 2015 with a focus on establishing a formal diversion programme and policy.



Annualized funding to existing supportive and transitional housing programmes along with essential community services has been established, providing stability to the system and streamlining the budgeting process. Additionally, success was achieved in streamlining the application process for rent and energy bank funding, enhancing the client experience by ensuring that ‘every door is the right door.’

Year 1 Progress: Housing First

RELEVANT HHP GOALS

1. To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions.
5. To reduce the length of time and number of people that experience homelessness.

Homelessness Strategy Targets

- By 2018, 40 individuals with complex issues have been registered in the HF Programme and have been given permanent housing with wrap-around supports.
- By 2018, 80% of HF clients are successful in retaining their housing at 3-months follow-up.
- By 2018, 70% of HF clients are successful in retaining their housing at 12-month follow-up.
- By 2018, 75% of HF clients report good or improved quality of life (satisfaction with life and services received).

Actions Taken on Recommended Strategies

- ✓ Established a Housing First (HF) Programme to support individuals with complex and chronic issues as a barrier to housing. The programme provides housing and wrap-around supports, effectively reducing the length of time that homelessness is experienced and improving participant reported quality of life.
- ✓ Conducted a two-year review of HIFIS data to identify the top occupants of the shelter system. These individuals have been targeted for the HF Programme.
- ✓ Provided funding to support a community-based Intensive Case-Management position and a Housing First Worker has been hired through the Welcome In Drop-In Centre as a result.
- ✓ Established coordinated circle of care plans for all Housing First participants to promote wrap-around supports and participant choice.
- ✓ Leveraged Community Homelessness Prevention Initiative (CHPI) and Investment in Affordable Housing (IAH) funding to provide additional rent supplements to the community.



Summary

One of the main areas of focus in the early stages of this implementation phase has been the establishment of the Housing First Programme pilot. Significant effort was directed into establishing a robust evaluation framework for the programme as well as coordinating the logistics of hiring a Housing First Worker through a third party agreement with the Welcome In Drop-In Centre. The HF Programme is currently in place and operational with early results providing cause for optimism. It is hoped that achievements through this initiative will also impact other areas around length of stay and the number of individuals accessing the emergency shelter system. Results of the programme evaluation will be monitored closely throughout the year and if successful should result in the support for a second HF worker to support an additional 20 clients.

Year 1 Progress: Emergency Accommodation

RELEVANT HHP GOALS

5. To reduce the length of time and number of people that experience homelessness

Homelessness Strategy Targets

- By 2018, there is a 40% reduction of clients in the shelter system per night (10% reduction per year starting in 2015)
- By 2018, there is a 40% reduction of sheltered clients placed in motels per night (10% reduction per year starting in 2015)
- By 2018, 80% of sheltered clients are successful in retaining their housing at 3-months
- By 2018, 70% of sheltered clients are successful in retaining their housing at 12-months
- By 2018, the average length of stay at local emergency shelters has been reduced and is holding steady at no more than 15 days for individuals and 30 days for families

Actions Taken on Recommended Strategies

- ✓ Implemented and annualized block funding for emergency shelters, providing increased stability and flexibility to the emergency shelter system.
- ✓ Reclassified Michael House and Ramoth House as transitional housing in order to better align funding and performance indicators.



Summary

Many of the recommendations contained in this section have yet to be advanced to implementation. Some of the work is close to being accomplished and requires formalization while other areas have yet to be addressed. Reorganizing programme classification to better align with the services provided and the standards they are managed under has been achieved. This along with the implementation of block funding for the emergency shelters has resulted in an alignment of services internally, and provided some stability for the system overall.

Work is being done to formalize a process where social assistance can be leveraged to pay for emergency shelter stays past 30 days for clients in receipt of Ontario Works, recognizing that some individuals and families may require longer shelter stays in order to realize their housing outcomes. Developing a Rapid Exit Programme at all emergency shelters will be a focus in the year ahead, as will the continued work to implement the supporting infrastructure for the coordinated use of the Homeless Individuals and Families Information System (HIFIS).

Despite the work remaining in this section, progress has been achieved on the homelessness strategy targets, specifically those related to the number of clients in the shelter system per night and average length of stay. In 2014, the average number of individuals accessing emergency shelter per night was 129, a decrease from 139 in 2013, representing a 7% reduction of clients in the shelter system per night. Additionally, our work towards an average length of stay target of 15 days for both individuals and families has yielded some initial positive results for families, where the average length of stay held steady at 14 days in 2014. With the implementation of a Rapid Exit Programme, it is hoped that a noticeable reduction in the average length of stay for individuals will be achieved in 2015.

Year 1 Progress: System Navigation

RELEVANT HHP GOALS

6. Promote practices that make the housing and homelessness support system more accessible and welcoming

8. Seize opportunities to turn research knowledge into action

Homelessness Strategy Targets

- By 2015, 100% of CHPI-funded programmes are contributing data to HIFIS, and using it to make evidence based decisions.
- At least one professional development session for service providers related to improving the effectiveness and delivery of homeless-supported programmes is held per year.
- Community awareness of the issue has been raised (a 10% increase in traditional and social media activities and/or speaking requests related to homelessness)



Actions Taken

- ✓ Continued to provide leadership to cross-sectoral community collaborations, including the Guelph Wellington Task Force for Poverty Elimination, the SEED Food Hub, the Wellington Guelph Housing Committee, Enterprise Situation Table and several supportive housing tables.
- ✓ Conducted a research based Point in Time (PIT) count in 2014 to measure rural youth homelessness in the County of Wellington, and a 2015 PIT count to measure homelessness across demographics in Guelph and Wellington. These reports have been presented at community tables and been made available publicly.
- ✓ Reviewed and aligned organizational policies with the Housing First Philosophy
- ✓ Actively supported the development of the Welcome In Drop-In Centre's 2nd Floor, a project which has brought together a multidisciplinary range of supports for clients.

Summary

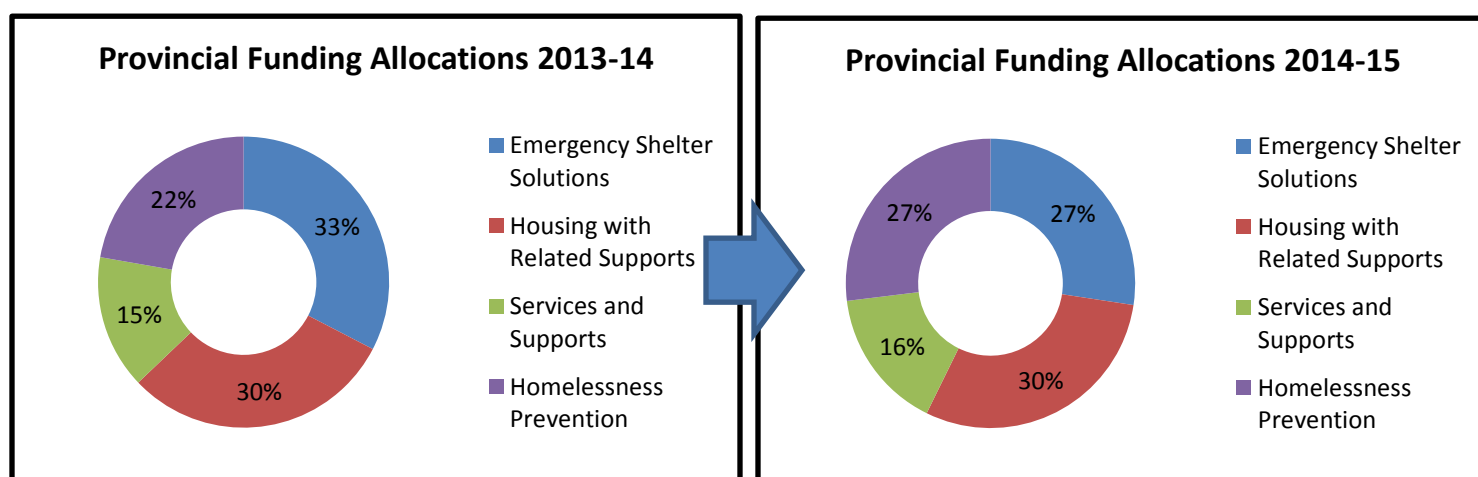
Some early achievements related to system navigation have been realized, including the completion of a 2015 PIT Count based on researched best practices, raising community awareness through delivering presentations and published reports, and aligning organizational policies and procedures with the Housing First philosophy.

Aligning performance monitoring and reporting systems among all CHPI-funded programmes using the Homeless Individuals and Families Information System (HIFIS) is largely dependent upon the release of the web based version of HIFIS 4.0 set to be released later in 2015. We remain committed to raising community awareness of the issue of homelessness by communicating through speaking engagements, hosting educational and/or professional development events, publishing reports, and in sharing the progress of the HHP and the Homelessness Strategy on an annual basis.



Leadership and Action

The economic cost of homelessness in Canada, in terms of health care, social services, income support and corrections has been estimated to be \$7 billion a year. The strategies put forward in this report will mean fewer dollars spent on short-term, emergency responses to homelessness. Through the County's leadership role in the area of homelessness, the allocation of provincial CHPI funding has been shifted to support an increase in prevention and shelter diversion activities, as illustrated in the graphs below.



CHPI funding is organized in four categories: 1) Emergency Shelter solutions, which includes block funding to Stepping Stones Men's Shelter, Elizabeth Place Women's and Children's Shelter, and the Youth Emergency Shelter; 2) Housing with Related Supports, comprised of supportive housing funding, the Housing First initiative and rent supplements for transitional purposes; 3) Services and Supports, which includes community grants for homelessness prevention and innovative solutions to homelessness; and 4) Homelessness Prevention, which involves the Housing Stability Programme, the Rent Bank and the Emergency Energy Fund.

As illustrated in the graphs above, of the total \$2,983,847 CHPI funding in 2014-15, 27% was invested in the delivery of homelessness prevention services. With the initial investment in the Housing First Programme pilot and rent supplements in the past year combined with the planned development of Shelter Diversion and Rapid Exit Programmes at all emergency shelters, the shift in allocating a growing percentage of funding to homelessness prevention should continue to become increasingly evident in the 2015-2016 year.

Municipal investment has been integral to the substantial progress achieved to date on implementing the recommendations of the Homelessness Strategy, totalling \$583,865 in 2014-15. This investment has largely supported programme delivery and administration, ensuring the success of homelessness initiatives across Guelph and Wellington. Over the same time period, \$65,000 in funding through the Federal Homelessness Partnering Strategy (HPS) ensured the delivery of three projects focused on providing individualized services to



prevent homelessness and promote self-sufficiency. These projects were selected through a community advisory board, and are being delivered through community agencies.

Homelessness Strategy

Year 2 Next Steps

Throughout the first year of strategy implementation, considerable progress has been made with positive results. This signals that the strategy is working and as a community we need to remain committed to accomplishing the remaining actions of the homelessness strategy. The following points outline planned next steps, which will comprise much of the focus in year 2 of the implementation of the strategy.

- Establish a Shelter Diversion Programme at all emergency shelters to assist households in stabilizing their housing situation, and to prevent and reduce the number of people entering the shelter system.
- Evaluate the impact of the Housing First Programme pilot and provide funding to continue the programme through 2016, including hiring a second HF worker.
- Continue to work with County IT in implementing the supporting infrastructure for the coordinated use of the Homeless Individuals and Families Information System (HIFIS) across all CHPI-funded programmes in order to make evidence based decisions.
- Establish Rapid Exit Programmes at all emergency shelters to create individualized plans to help people secure permanent housing, and connect with appropriate services so that stays in the shelter system is as short as possible.
- Develop an action plan to implement the recommendations from the Rural Youth Homelessness Project.
- Conduct a 2016 Point in Time (PIT) Count to inform local efforts to end homelessness.

Contact Us

For any questions regarding the Homelessness Strategy and this Annual Report, or to offer feedback, please contact:

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To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: Wednesday, June 10, 2015
Subject: **2015 Ontario Works Service Plan**

Background:

The Ontario Works division is pleased to present the 2015 Ontario Works Service Plan. The Service Plan provides analysis of service delivery in 2014 and identifies important priorities for 2015.

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 2015 represents the beginning of the cycle. The Service Plan for 2015 builds upon the priorities established in the 2014 plan with appropriate updates provided to caseload information and strategic priorities.

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. These areas of concern have been identified as priorities by the Province and we anticipate all major areas of concern (reports, subsidy claim processing, and outcome data) to be addressed by the fall of 2015.

As a result, we do not have access to current data related to client outcomes and this has made it challenging to establish meaningful targets with MCSS as part of the 2015 service contract. MCSS has demonstrated flexibility in negotiating service targets in recognition of the current data limitations as well as recognition that much of our time of our staff is still focused on clean-up activities related to SAMS, versus working more intensively with clients to support them in meeting programme outcomes.

Recommendation:

That the 2015 Ontario Works Service Plan be approved.

That the Service Plan be forwarded to the Ministry of Community and Social Services for provincial approval.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Stuart B', written over a horizontal line.

Stuart Beumer
Director of Ontario Works



Ontario Works Service Plan

2015

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 service planning follows a two year planning cycle and 2015 is the beginning of the current cycle. This planning cycle will focus 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 are working diligently with the Province and with our staff to work through issues and get comfortable with the new system. This change has created stresses across the organization and this service plan discusses how we are responding to these challenges by ensuring that the appropriate resources and business processes are put in place. 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.

The 2015 OW Service Plan has identified a number of key areas of priority:

- Business recovery and normalization of operations post SAMS implementation
- A resumption and expansion of professional development for staff through the provincial SAIL (Supportive Approaches to Innovative Learning) curriculum
- Continued engagement at the provincial level in social assistance and employment services reform and integration activities
- Participation in the provincial Addiction Services Initiative (ASI) renewal initiative
- Continued leadership and participation in local community initiatives as they relate to employment services, poverty alleviation and interventions that address the complex needs of many of our clients

The 2014 caseload remained high and does not show signs of decreasing significantly in 2015. Local and provincial caseload data were reviewed as part of the budget process and as such, we forecast a 3% increase in the caseload for 2015. As of March 2015, the total caseload was at 2,050 slightly higher than the level it was one year ago. The continued high caseload (60% higher than 2008) demonstrates the ongoing failure of the economic recovery since the economic downturn to translate into a reduction in the number of households relying on Ontario Works.

Our office continues to support the provincial Supportive Approaches through Innovative Learning (SAIL) training programme. This year, we will be offering a full programme of SAIL learning modules to staff that have not received the training and we will also be looking to offer some limited training spaces to internal and external partners in an effort to further deepen positive working relationships and understanding. SAIL is an extensive client centered training approach and it enhances the competencies of our staff and provides them with the tools for effective intervention strategies with clients.

We continue to see positive results from our transition in early 2014 to a single caseworker model. This change allowed us to reduce caseloads and better enable our staff to manage through the transition to SAMS. In 2015 we hope to build on the advantages of this change in our client service approach and support caseworkers in spending more time working with clients on reaching their goals and less time

on system administration. This will be accomplished through ongoing staff training and support, improvements to administrative processes, and supportive and engaged management.

In 2014 we also completed a comprehensive caseload profile that provided us with important demographic information about our caseload. This information continues to help us make decisions related to adjusting service delivery to better respond to the needs of our clients. In 2014 we hosted an employment forum with local employment service providers to discuss the employment needs and challenges of Ontario Works clients. The outcome of the forum was the development of an integration strategy that we will be working to implement over the course of 2015 and 2016.

Involvement in the community remains an important priority for the OW office. Our staff is involved with a wide range of community activities, groups, committees and Boards. Our active involvement on groups such as the Local Immigration Partnership Council (LIP), Guelph & Wellington Taskforce for Poverty Elimination, the Wellington-Guelph Drug Strategy as well our leadership related to the Circles programme are some examples of our commitment to working with our partners and clients to improve the well-being of our community.

Finally, as part of this Service Plan we are introducing a renewed vision statement for our division. It is a straightforward and hopeful statement. Our vision is to inspire and support every client in achieving their goals. This vision demands that we build respectful relationships with clients; learning about their story and what they are hoping to achieve. Once this is established we can work in partnership with clients, providing them with the resources and supports that they need to successfully move forward.

Our OW team has demonstrated excellent commitment to providing high quality service to our most vulnerable citizens through a challenging period in late 2014 and early 2015. We will maintain our focus through the next planning cycle on ensuring that our clients receive the vital supports and services that they need to overcome their barriers to employment.



Stuart Beumer, Director of Ontario Works

June 2015

Section 1: Ontario Works Vision and Mandate

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.

Vision

To inspire and support every client in achieving their goals.

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

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

Section 2: Environmental Scan

ANALYSIS

This section of the OW Service Plan provides an analysis of 2014 outcomes, the current political climate, a description of the 2014 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 has been on ensuring client service is provided in keeping with established service standards. This shift away from prioritizing employment-related outcomes coupled with the unavailability of prior year outcome funding results has led to the establishment of conservative baseline forecasts for 2015.

2014 Outcome Funding Results and 2015 Baseline Forecasts

Measure	2014 Target	2014 Average	2015 Baseline
1A - Average Employment Earnings	\$ 729	N/A ¹	\$ 722
1B - Average Amount of Earnings at Exit	\$ 1094	N/A	\$ 1084
2A - Percent of Caseload with Employment Income	9.1%	N/A	8%
2B - Percent of Caseload Exiting to Employment	26.3%	N/A	25%
2C - Job Retention Rate	7.1 months	N/A	7 months
2E - Average Length of Time to Employment	12.9 months	N/A	13 months

NARRATIVE

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

Labour market trends continue to indicate an increase in individuals relying on part-time, precarious earnings to sustain themselves. As a result, increases in the number of participants with employment earnings have not translated into increases in the average amount of employment earnings. As a result of this trend and the irregularity of this measure in previous years, we have predicted a conservative baseline for 2015.

1B: Average Amount of Employment Earnings at Exit

Given the small size of our caseload, one or two income statements in any given month has the potential to significantly impact monthly outcome figures in this measure. Further, often participants who are exiting OW due to employment fail to submit a final income statement. Inadvertently, this has the ability to lower our performance on this outcome measure, making it increasingly difficult to predict this measure into the future. Given the volatility of this measure

¹ Provincial data on Prior Year Actuals is unavailable for the 2014 year.

in previous years and the lack of data for 2014, the 2015 baseline was set using the 2013 average.

2A: % of Caseload with Employment Income

Due to fluctuations in this measure and the low performance of it for the majority of 2013 coupled with the unavailability of outcome data for the 2014 year, the 2015 baseline was set conservatively at 8%.

2B: % of Caseload Exiting to Employment

Those on our caseload continue to be affected by the skills mismatch locally whereby a significant demand for highly skilled workers exists, and is coupled with a population of unemployed workers with low skill sets who either cannot find work or who obtain short-term, precarious employment as noted in our high rates of recidivism. Given our inability to meet our outcome target in 2013, our 2015 baseline has been set conservatively at 25%.

2C: Job Retention Rate Determined by Average Length of Time from Exit due to Earnings and/or Employment to Re-entry into Social Assistance

A trend of recidivism after increasingly shorter periods of time following exit appears to be especially present as of late, where we are noticing a greater reliance of businesses on shorter term contracts as provided by temporary agencies. This increased reliance on temporary agencies to fill positions has resulted in more of those on our caseload obtaining employment through these temporary agencies, leaving them vulnerable to job loss and subsequent re-entry into social assistance. As a result of the continual poor performance of this measure, the 2015 baseline was set at 7 months which is consistent with the 2014 baseline.

2E: Average Length of Time to Employment

In recent years, our caseload data confirms that the length of time individuals and families spend in receipt of social assistance is growing. As a result of the growing distance of individuals from the labour market and the skills mismatch noted above, those on our caseload continue to require greater intervention and support to obtain and maintain employment. The established baseline for 2015 is consistent with the 2014 baseline.

EXTERNAL INFLUENCES

In June of 2014, the Ontario government increased the minimum wage from \$10.25 to \$11, representing the first increase to minimum wage since 2010. In addition to this increase which came into effect on June 1, 2014, annual increases reflecting the rate of inflation are set to begin in October of 2015. We are likely to see this increase positively impacting those on our caseload who are employed in positions paying minimum wage while strengthening the outcome measures associated with income, particularly in the year following the increase.

With the provincial election granting the governing Liberals a majority, the projects they had initiated are likely to move forward, including further social assistance reform, which has the potential to influence caseload levels as well as the earnings of participants on our caseload. Additionally, the new Employment Related Benefit (ERB) coming out of social assistance reform is set to be introduced in the fall of 2015. The ERB will replace seven different employment benefits, each with varying rules and amounts. It is hoped that the ERB will provide greater flexibility to support clients with their employment needs, thus improving our outcomes.

The consolidation of employment services by the Ministry of Training, Colleges and Universities has the potential to impact our role in delivering employment services and our ability to achieve our outcomes. Further, this realignment may also have a significant bearing on how we work with our Employment Ontario (EO) colleagues to support Ontario Works (OW) participants to prepare for, find and maintain employment. In anticipation of this change, we have developed an integration strategy for the provision of employment services grounded in the shared desire to further coordinate the employment related services delivered by OW and EO in Guelph and Wellington. This integration strategy outlines an approach to collaborative service delivery that strives to deliver comprehensive, wrap around supports that are sensitive to the unique needs of those we support while reducing duplication of similar services where appropriate. It is our hope that this approach will increase opportunities for employment-ready OW participants to connect seamlessly with EO programs in order to achieve the best possible employment outcomes. Our OW employment efforts will increasingly focus on life skills and supports to individuals that are further away from the labour market and require more extensive supports to achieve their employment goals.

The Social Services Solution Modernization Project (SSSMP) continues to be an important priority for OW staff, particularly with the introduction of the Social Assistance Management System (SAMS) in November 2014. SAMS continues to require significant investments in planning, training, and local business process development. Ultimately, our success in achieving our outcomes is directly related to the performance of SAMS and the implementation of improvements that promise to support 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 the Ministry, OMSSA and other service managers to support system improvements. One example of this work has been our active participation in a business recovery working group a joint OMSSA-Ministry effort to assess impacts and suggest improvements to SAMS.

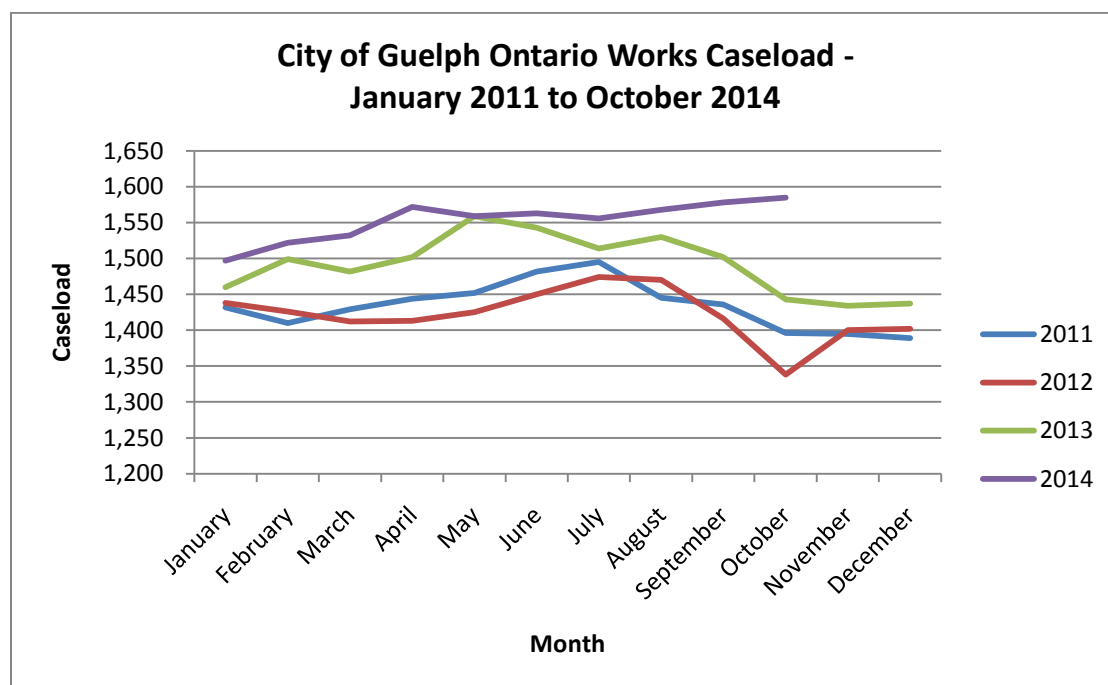
CASELOAD DESCRIPTION

The following table provides a description of the County of Wellington's OW caseload, including actuals from 2013 and 2014, and a forecast for 2015. A 3% increase in our caseload is predicted for 2015 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.

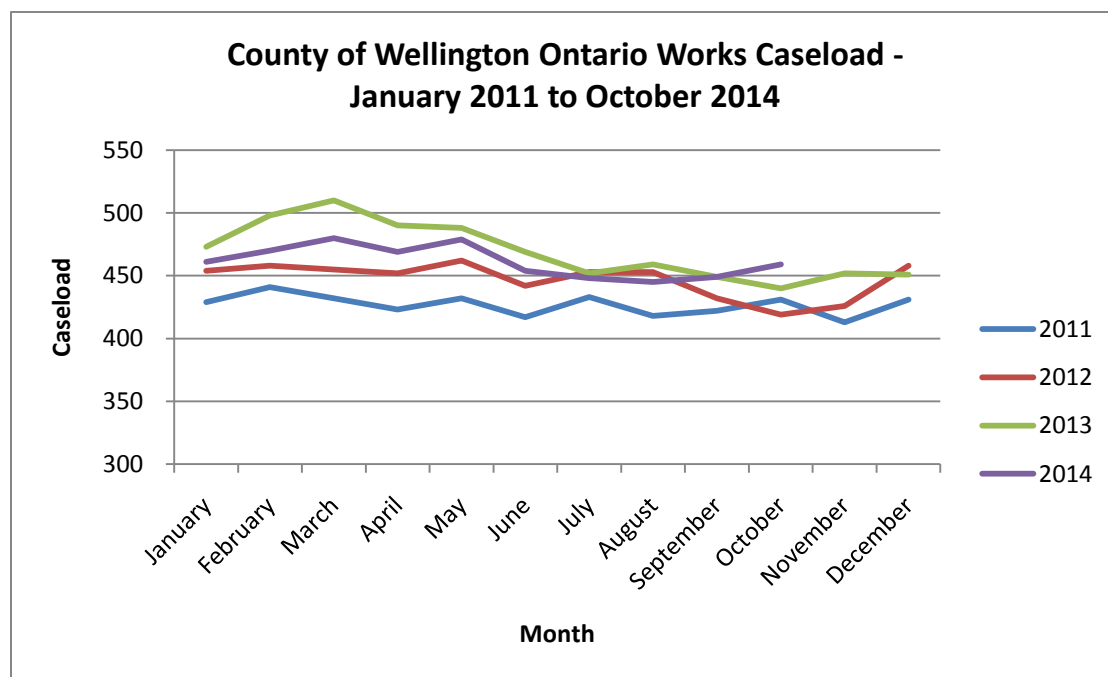
Caseload	Source	2013 Actual	2014 Actual	2015 Forecast
Average monthly total caseload	Form 5	1,961	2,020	2,102
Average monthly number of Ontario Works participants with deferred participation requirements	Form 5	572	N/A ²	
Average monthly number of ODSP participants (voluntary)	BUS	13	N/A	
Demographic Variable	Dec 2013	Dec 2014	% Change	
Number of Cases (form 5)	1888	2050	8.6%	
Total # of People (form 5)	3864	N/A ³	N/A	
# of Dependants Aged 0-6 (form 5)	648	N/A	N/A	
Singles (BUS)	63.65%	N/A	N/A	
Sole Support Parents (BUS)	31.77%	N/A	N/A	
Couples with Dependants (BUS)	5.61%	N/A	N/A	
Couples without Dependants (BUS)	2.61%	N/A	N/A	
Average # of Dependants per Family	1.546	N/A	N/A	
LEAP – Average Monthly Caseload (Service Contract Report)	27.5	N/A	N/A	
<u>Months on Assistance</u>		N/A	N/A	
City of Guelph (BUS)	22.5	N/A	N/A	
County of Wellington (BUS)	19.3	N/A	N/A	
Average Monthly Earnings	\$721.97	N/A	N/A	
Number of Recipients with Earnings (Average Time Average Income Report)	321	N/A	N/A	
Percent of Caseload with Earnings	9.3%	N/A	N/A	

² Caseload data through the provincial technology is unavailable for December 2014.

³ Ibid.

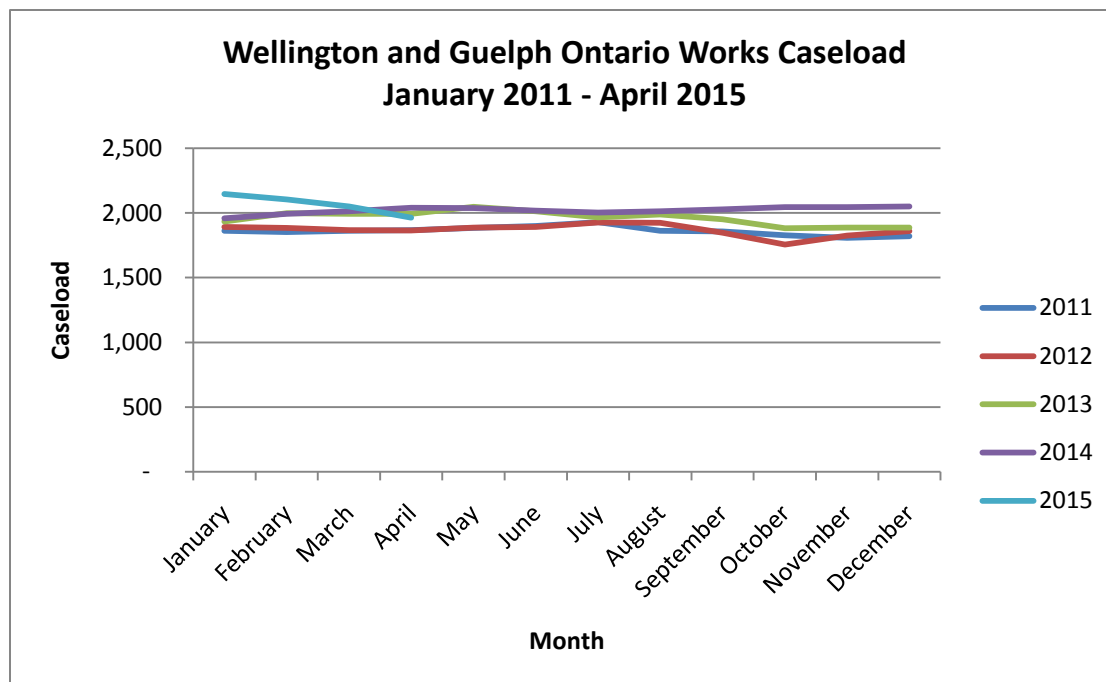


The Above Graph Indicates Caseload Trends for the City of Guelph Since 2011⁴



The Above Graph Indicates Caseload Trends for the County of Wellington Since 2011

⁴ Following the transition to SAMS in November 2014, we have been unable to obtain caseload statistics for the City of Guelph and the County of Wellington separately.



The Graph Above Indicates Caseload Trends for the County of Wellington and the City of Guelph (Combined) Since 2011⁵

LOCAL LABOUR MARKET

The unemployment rate for the City of Guelph began at 6.7% in January of 2014, falling to 5.1% in January of 2015⁶. This positive change is further evidenced by an increase in overall employment, starting at 72,600 in January 2014 and growing to 86,000 by January 2015⁷. This statistic includes both full-time and part-time workers. The unemployment rate for the County of Wellington was reported to be 5.7% as of December 2013⁸, a decrease from the 2011 rate of 6.1%⁹. The unemployment rate for the County of Wellington including the City of Guelph has remained consistently low in the last several years, sitting at 6.7% in May of 2014¹⁰.

As part of the Wellington Business Retention and Expansion Project (BR+E), interviews conducted with local business owners have indicated a strong local economy compared to the local economic region. Despite the economic downturn, the County of Wellington has experienced healthy job growth with 42,593 local jobs in 2014, representing an increase of

⁵ 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.

⁶ Statistics Canada (2015). Labour Force Characteristics by Census Metropolitan Area (seasonally adjusted). Statistics Canada Catalogue no. 71-001-XE. Ottawa. Released March 2015.

⁷ Ibid.

⁸ Gillespie, Adam (2014). County of Wellington Upgraded to 'AA+' From 'AA' on Very Strong Budgetary Performance and Exceptional Liquidity. Released September 2014.

⁹ Statistics Canada (2012). Wellington, Ontario (Code 3523) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 2014.

¹⁰ County of Wellington (2014). County of Wellington Economic Profile. Released July 2014.

12.7% since 2009¹¹. Job growth was also felt in the City of Guelph with 88,430 jobs, representing an increase of 11.8% over the same time period. This local growth is compared with a modest job growth of 6% across the province¹².

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 workers¹³. 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 within the next 18 months. Sectors leading the job growth in Guelph Wellington include manufacturing, agriculture, health care, services and transportation¹⁴. In particular, local labour market growth is expected in the year ahead based on the following 2015 highlights:

- Musashi Auto Parts Canada Inc. in Arthur set to expand, adding 25 new jobs
- With the support of the federal and provincial governments, Linamar will add 1,200 new high quality manufacturing jobs over the next decade
- Toyota Boshoku Canada of Elmira receives \$1 million in funding, creating 73 new jobs
- Following the merger of the Guelph Food Technology Centre and NSF International, a major facility is under construction in Guelph with the capacity to create 85 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

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 earlier this year. Both the Guelph and Fergus Target locations are now closed, resulting in the loss of hundreds of positions that relate to the skill-set of our caseload. These challenges have revealed themselves once again in the loss of numerous Future Shop locations across Canada. Fortunately, the Guelph Future Shop location will be renovated and rebranded as a Best Buy with minimal labour disruption and job loss. However, these persisting retail sector challenges have the potential to have some direct negative impact on the employment prospects of our caseload.

¹¹ County of Wellington (2014). County of Wellington Economic Profile. Released July 2014.

¹² Ibid.

¹³ Workforce Planning Board of Waterloo Wellington Dufferin. (2013). Labour Market Interim Report. Released February 2013.

¹⁴ County of Wellington (2014). County of Wellington Economic Profile. Released July 2014.

COMMUNITY ENGAGEMENT

At every level of the organization, OW staff continue 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.

Housing – Following the loss of the Community Start-up and Maintenance Benefit (CSUMB) in January of 2013, staff have been involved in exploring the impact of this loss on furniture needs in Guelph Wellington, as well as the effectiveness of new initiatives put into place by service providers in response. A resource to support system navigation – a *Guelph-Wellington Furniture & Household Goods Guide* – was developed out of this work, along with a number of recommendations. Our involvement with this initiative will help to ensure that social assistance recipients are able to meet their needs for furniture and household goods. The OW programme is also integrated with the delivery of homelessness related programmes and supports and this has proved highly beneficial in helping OW clients maintain or obtain housing.

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 an action group of the Poverty Task Force locally. 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 allow them to fully participate in work, family life, and community activities.

Food Security – Over the past couple of years, staff have been working with community partners to address the increasingly challenging issues experienced by providers and clients within the local emergency food system. Stemming from this work, the Seed Community Food Hub Committee was formed with the aim to create a space to bring people together with food to improve health, community, access and advocacy efforts. Our involvement with the Seed ensures the provision of emergency food access in a dignified setting that allows people to regain their self-worth, find their voices on the issues that matter to them, and find friends and support.

Health – In early 2016, three oral health programs for low income children will be integrated into one public oral health program to simplify and streamline access. The three programs for integration include Children In Need Of Treatment (CINOT), the social assistance dental programs for children, and Healthy Smiles Ontario. In preparation for this positive change, OW staff have been involved with an Oral Health Action Committee in order to ensure the needs of our clients are understood and continue to be met beyond the change.

Section 3: Programme Management

SERVICE DELIVERY RATIONALE

Analysis of Resources:

The organizational chart on page 14 provides an overview of the staffing resource allocations within Ontario Works. Major functions are described below and attention is given to identifying potential risks and 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. As a result, caseworkers have been permitted the time to work more proactively with clients and to better manage the transition to the new SAMS technology. The service improvement focus for 2015 has been on efforts to examine and enhance our application and intake processes, in addition to providing efficient client service throughout the transition to SAMS phase. Additionally, with the launch of SAMS and the promise of the launch of an online client portal later this year, it is our hope that we will be equipped to increase the promotion of electronic communication methods given the growing preference of our clients to communicate through technology.

In an effort to enhance our delivery of employment services and resources to clients, renovations to our current office space are being planned to allow for the creation of a quieter, more comfortable employment resource area for clients as they job search, communicate with employers and receive support from our employment staff. The new space will also provide required new staff workstations to be used in working one on one with clients. A new full time Employment Facilitator has also been added to allow for the provision of enhanced employment services to 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 secondments and assigning staff to supporting roles. Ensuring client service continued to be provided in keeping with established service standards was and continues to be our key focus. The following changes to our Service Delivery Model were implemented from November 2014 through to March 2015.

Our SAMS implementation team consisting of 10 staff members representing each team in our division have been supporting staff with software navigation and troubleshooting since go-live, in addition to fulfilling their own responsibilities in the positions they occupy. Three staff members including our Trainer, Senior Accounting Clerk and Policy Analyst, were seconded from their positions to be our local SAMS experts with a focus on supporting staff through triaging and troubleshooting major issues, logging tickets, creating internal job aids and

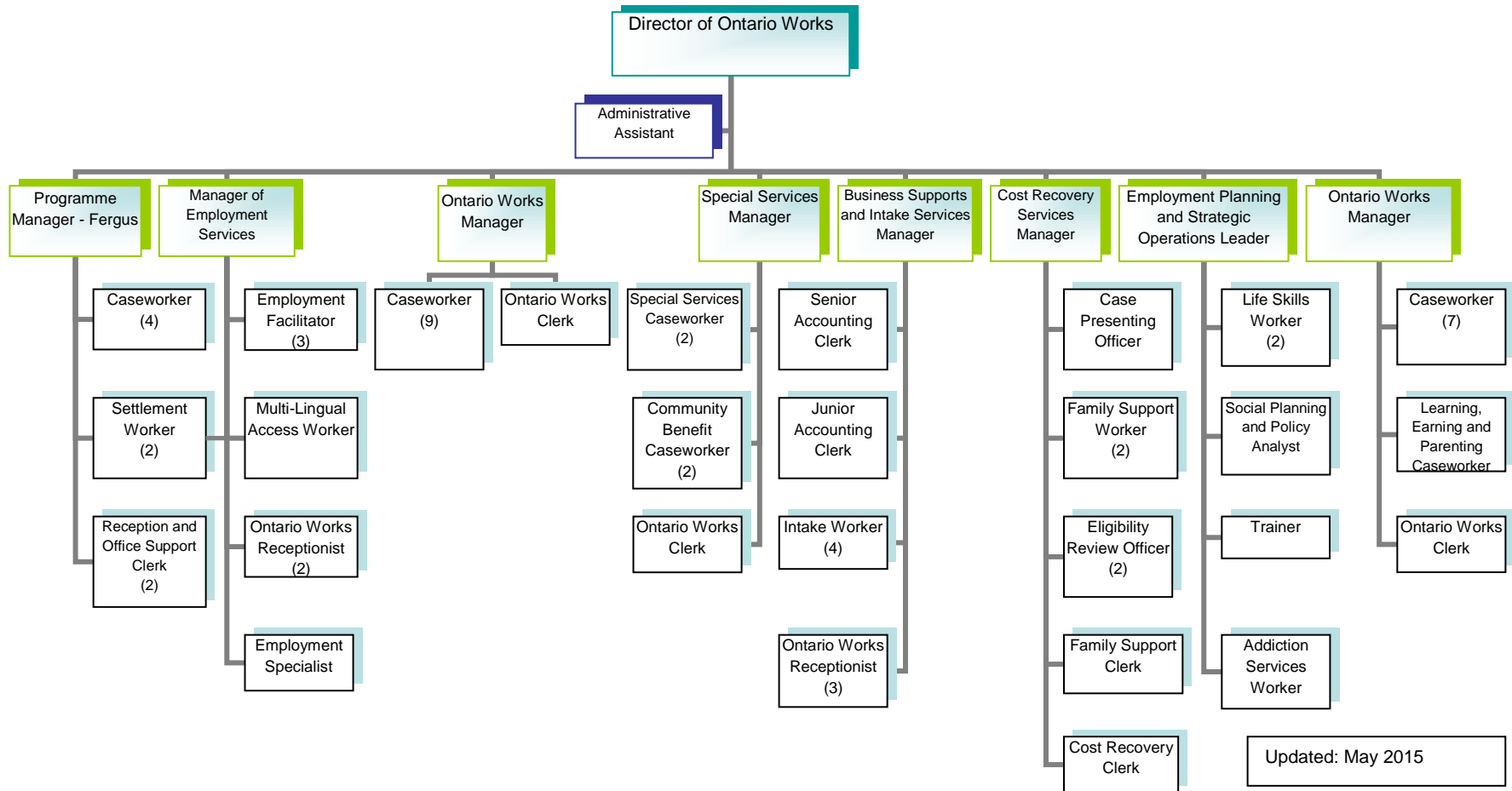
resources for staff, and monitoring the changes coming through from the project and province. Our SAMS site lead and OW Director provided oversight, management and prioritization to the support offered to staff by our SAMS experts and implementation team.

Additionally, during the months of November and December, our cost recovery and special services units also supported the transition to SAMS, contributing assistance to other staff where a need was identified. This included the completion of intakes and manual forms, troubleshooting and data entry.

Currently, our Trainer and other expert staff continue to deliver SAMS training to both new and returning staff, and to offer refresher sessions for staff with the goal of ensuring all staff are well-equipped and comfortable working in SAMS while we continue to meet the established service standards. Our Policy Analyst, Trainer and SAMS implementation team members continue to support case management and through reviewing and updating local business practices, which has involved considerable staff time and resources. Additionally, an effort to ensure our intranet remains streamlined and contains the relevant, updated SAMS information for staff has been a key priority area.

Given staff absences, the need to manage vacation requests over the summer months, and to deal with workload backlogs, four new six month temporary caseworkers have been hired and began training in late May of 2015. Two of these positions represent additional, temporary positions to support the delivery of case management services, while the other two positions will provide coverage for workers who are off and on extended illness related leaves. Additionally, a student caseworker position has been created for a four month (May-August) period to support the completion of verification interviews over the summer months. These additional staffing resources are being supported through additional funding provided by the Province to support SAMS implementation.

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

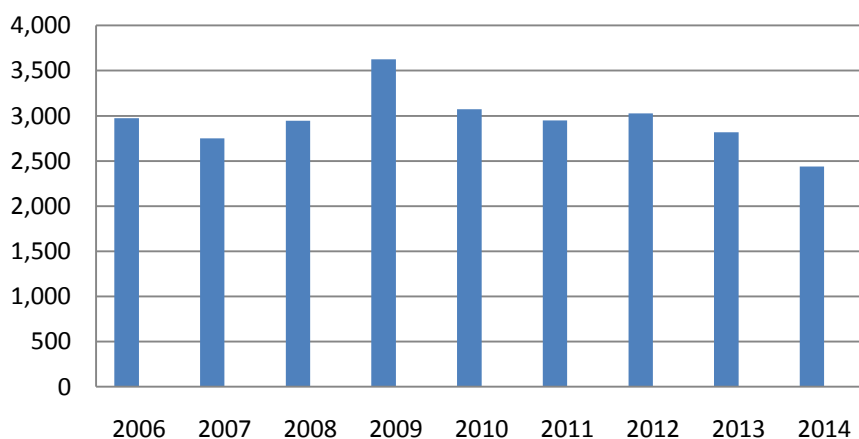
Visit: Our main office at 138 Wyndham St N. Guelph ON

We continue to promote the online application for Ontario Works through various channels including our website, voice message system and through community partners. In 2014 we saw an increase in the number of applications being received through the online channel at a yearly average of 12%. This is up from the yearly average of 9% in 2013 and 7% in 2012. We will continue to promote the online application, especially given the increased functionality of the online application represented by SAMS.

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 2014, the Intake Team responded to 4,036 requests for assistance, representing an approximate 21% decrease from 2013 which saw 5,130 requests for assistance. Part of this decrease can be accounted for by a change in tracking the number of calls whereby duplicate calls from the same caller were only counted once. Of the total number of requests received, 2,440 (60%) 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

The benefits of the recent shift from the dual caseworker model to the one caseworker model have become evident over the past year, particularly during the shift to the SAMS technology. While these changes required substantial training and orientation, they have resulted in the provision of more seamless and efficient client service experience, and have allowed the size of caseloads to remain lower and cleaner lines of responsibility for each case. To support case management responsibilities following the implementation of SAMS, local business practices continue to be reviewed and updated by the SAMS team. This work continues to involve considerable staff time and resources, especially with the persistent changes to SAMS in light of the high number of fixes and enhancements that are being implemented.

Based on the positive results of the Income Exception Reporting Programme (ERP) pilot, we expanded ERP to include our entire caseload in July of 2013. The chart below illustrates the continued efforts of our staff in the implementation of ERP, and we hope to build on this positive momentum through 2015.

Date	Number of Clients on ERP	% of Caseload on ERP
July 2013	161	8%
December 2013	419	23%
February 2014	468	24%
September 2014	686	34%

In the fall of 2015, a three month Employment Readiness Scale Pilot is planned in order to determine the usefulness of the tool in measuring and documenting the progress of clients towards self-sufficiency and ultimately employment. Five caseworkers will complete the tool with approximately 60 clients, following which the tool will be assessed to determine possible future use. It is our hope that the ERS will provide an easy-to-use action plan for increasing client commitment, a framework for designing successful interventions, and support for making appropriate referrals to Employment Ontario and other employment related service providers.

Caseworkers continue to utilize the Comprehensive Assessment and Action Plan System (CAAPS) to capture and monitor employment activities for OW clients. CAAPS enables Caseworkers to capture relevant data and monitor outcomes pertaining to a client's activities, skills, barriers, goals and accomplishments. The on-going usefulness of the CAAPS system continues to be evaluated in light of the SAMS technology and the functionality that it is able to provide in relation to employment case management.

The Learning Earning and Parenting programme for young parents on OW remains stable in terms of total participants on the caseload. Enhanced literature and promotional efforts have been produced but have resulted in no significant increase to overall caseload.

Other Income Stream – 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.

As part of the measuring and monitoring process for ASI renewal, the ministry is putting in place three new tools, including the *University of Rhode Island Change Assessment (URICA)*, the *Global Appraisal of Individual Needs Short Screener (GAIN-SS)*, and the *Employment Readiness Scale™ (ERS)*. The URICA is a screening tool designed to determine eligibility for ASI, according to the stages of change model, while the GAIN-SS measures change over time in behavioural health. The ERS, which as we have indicated will also be implemented locally on a pilot basis to the general OW caseload, measures participant progression along the employment readiness continuum. We are optimistic that these tools will allow for the proactive identification of barriers to employment, enabling the making of effective referrals to community supports earlier in the treatment process.

An annual ASI Service Plan is completed and submitted to the ministry, beginning with the 2014-2015 year. The service planning process gives us an opportunity to outline our service strategies, programme management functions, outcome monitoring, and partner linkages, inviting us to think about the programme in highly strategic ways.

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.

Fergus Social Services Office

The Social Services office in Fergus has been open since April 20, 2012, providing County residents' access to a variety of social services of which OW is 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 client 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.

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 a timely manner and addresses complaints early on before they escalate. Eligibility Review Officers work closely with intake staff to review any open eligibility review cases at the time of intake, scheduling for a verification interview in order to resolve the outstanding issue.

Our Case Presenting officer (CPO) works with internal reviews and subsequent submissions to the Social Benefits Tribunal. There is open communication between the local legal clinic and the CPO in an effort to resolve outstanding issues for clients. We adhere to the provincial policies regarding portability of overpayment processes and continually utilize system generated reports and case notes to ensure that established overpayments are accurate. Currently, local business processes are being reviewed and adjusted in an effort to streamline overpayment management, which would see an increase in the involvement of the CPO in this regard.

The Family Support Programme assists clients in obtaining support agreements and orders, either for child or spousal support. We continue to perform strongly in the area of assisting sole support parents with sole support provisions despite the increased workload presented by the implementation of SAMS.

The Eligibility Verification Programme (EVP) remains suspended until late August of 2015 as a part of the administrative relief measures related to the SAMS implementation.

Special Services Unit

The Special Services Unit delivers the following programmes:

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

Special Services staff work directly with individuals and families residing in both Housing with Related Supports Homes and Emergency Shelters. Staff dedicated to clients at these sites facilitate OW applications, assess eligibility, and provide support in transitioning out of shelter programmes and into longer term housing solutions. Special Services staff involvement with residents of the emergency shelter system continues to be high following the funding and legislative changes of January 2013 related to the Community Homelessness Prevention Initiative (CHPI), which resulted in residents of emergency shelters being considered eligible to receive OW.

The Discretionary Benefits Programme is exclusively municipally funded and continues to grow moderately in terms of the number of individuals accessing support and dollars spent. 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 to secure housing and utilities when leaving a shelter.

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 20 individuals experiencing chronic/complex issues as a barrier to securing and maintaining housing.

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.

As of 2013, the Special Services Unit assumed responsibility for delivery of the Emergency Energy Fund (EEF) and the Low Income Energy Assistance Programmes (LEAP) from the Cost

Recovery Unit. Taking on these programmes has helped to streamline the access point for all low income applicants requiring assistance with obtaining or retaining housing. Additionally, the Special Services Unit continues to deliver the Housing Stability Programme (HSP), which was introduced to fill the need left by the loss of the Community Start-up and Maintenance Benefit in January 2013. The range of eligible costs under the HSP is more restrictive compared to the former CSUMB, while client eligibility remains targeted at social assistance recipients.

OVERSIGHT STRATEGY

Program 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. However, given the significant administrative burden presented by the transition to SAMS, our ability to manage overpayments, file reviews, the eligibility verification programme and other aspects of our oversight strategy continues to be challenging.

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:

- Randomized file reviews by managers, with specific attention to new caseworkers, recent changes to legislation, identified issues, etc.
- Regular team and all staff meetings to discuss issues and seek staff input
- Bi-weekly management meetings to review issues, outcome performance and ideas for improvement
- Pay lists are reviewed and approved by staff on a daily basis
- Quarterly meetings between the local office and the Provincial Program 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.

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. Given the recent transition to the SAMS technology, the Training Team has been working in collaboration with management and the SAMS Implementation Team to develop local business practices to support the delivery of Ontario Works, streamline processes and preserve quality assurance in

this new environment. All local business practices are uploaded to our intranet for easy access by all staff.

Since the transition to SAMS, Treasury staff has been unable to prepare and submit subsidy claims, and are working closely with provincial staff to initiate an automated subsidy claims process through the SAMS technology. 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. Working relationships between OW staff, Treasury staff and provincial MCSS staff is very positive and this leads to open and pro-active communication and problem solving.

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 are looking to offer a complete set of SAIL modules in 2015, and we are also looking at the possibility of offering 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, an OW newsletter 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 2015 has been the transition to SAMS. This project continues to require significant investments in planning, organizing and training as we adapt to working in a new technological environment. Our SAMS Implementation Team consists of 10 staff members representing each team in our division, and has been responsible for supporting staff with software navigation and troubleshooting since go-live. Additionally, our Trainer and other expert staff continue to deliver SAMS training to both new and returning staff, and to offer refresher sessions for staff 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 were awarded for completing a Certificate in Leadership program offered through the University of Waterloo. This program aims to create good managers by training people in leadership skills like coaching for success, how to lead people, team building, and managing opportunities for conflict.

Section 4: Outcome Strategies

OUTCOME FUNDING TARGETS FOR 2015

The outcome projections for 2015 remain conservative due to continued labour market uncertainty and the 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.

The chart below outlines our 2015 outcome targets which are reflective of a 1% increase over the 2015 established baselines.

Measure	2015 Baseline	2015 Target
Average amount of employment earnings for participants with earnings	\$ 722	\$ 729
Average amount of employment earnings at exit	\$ 1084	\$ 1095
Percentage of the caseload with employment income	8%	8.1%
Percentage of the caseload exiting to employment	25%	25.3%
Job retention rate as determined by average length of time from exit due to employment to re-entry to social assistance (months)	7 months	7.1 months
Average length of time to employment (months)	13 months	12.9 months

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 that do not the required needs. Additionally, those who are unemployed with a low skill set may not have the resources necessary to upgrade their skills and education 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
Wellington Centre for Continuing Education	Grade 12 General Educational Development (GED) Preparation Literacy and Numeracy Step Into a New Life Academic Upgrading Give Yourself Credit
St. George's Centre for Adult ESL	English as a Second Language
Conestoga College	General Diploma General Educational Development (GED) Preparation
Action Read	Literacy

Training

Organization	Programme
Conestoga College	Focus for Change Discover Your Future Targeted Initiative for Older Workers
Wellington Centre for Continuing Education	Individual Computer Training Computer Skills for the Workplace
Action Read	Computer Training
St Louis Adult Learning and Continuing Education	Personal Support Workers Hairdressing Chef Training
Workforce Planning Board	Skills Link
Second Chance Employment	Ways to Work

Ontario Works Internal Programmes

Organization	Programmes/Services
County of Wellington Ontario Works	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 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 reception staff where required.

The Employment Services Team also includes three Employment Facilitators that 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 of the Employment Facilitators is being dedicated to more in-depth life skills and goal setting programmes for our clients, such as Getting Ahead.

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 2014, the County of Wellington saw 1624 Ontario Works participants exit from assistance, of which 404 participants had secured full or part time employment, which equates to 24.9% employment successes.

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 use of job developers and local employment postings in regions closer to their homes.

As in 2013 and 2014, we continue to see an increase in the temporary employment contracts and employers working through staffing agencies. As a result of this trend, we continue to initiate and develop working relationships with local temp agencies. We have had some success working with Task Force, Express, Liberty and Premium HR Solutions, along with two new agencies, Pivotal Staffing and Labour Ready. In 2015, we will continue to foster these relationships in an effort to identify more opportunities that would be a suitable match for our clients.

In our effort to partner with organizations that support economic development in the community, the ES has worked to develop a great working relationship with the County of Wellington's Economic Development Office. Through this relationship, the ES has accompanied the Economic Developer Officer to several events and planning meetings, thereby accessing the economic development community, and in several instances these relationships have successfully provided employment leads. These relationships have also led to the development

of a virtual online job board within our own County web site and links to many of the municipalities within the County. This opens up access to previously unknown employment opportunities in a much wider area of the County. The virtual site also now includes many of the services and workshops that are available to those we serve.

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. Although client numbers are relatively small, the programme has had success with some clients starting businesses. In other cases, our clients were able to receive important information through GWBEC that helped them re-focus their action plan for successfully exiting OW.

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.

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.

STAKEHOLDER LINKAGES

In order to maximize the employment attainment potential of our clients, we have linked our services with reputable community stakeholders in order to connect our clients with their services or programmes. 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 program 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 learn the academic skills.

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

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 the 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.

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 Program 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.

As informed by our service model evaluation and client survey feedback, changes were made to Case Management Services and the related service delivery model in recent years, strengthening our ability to monitor outcome results and service strategies moving forward.

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 Ashley Coleman, Social Planning and Policy Analyst, for leading the development of the 2015 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:

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OR

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www.wellington.ca

Alternate formats of this document available upon request





To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: Wednesday, June 10, 2015
Subject: **Wellington North Farmers' Market Voucher Programme – Pilot Project**

Background:

The County as a funder and supporter of the work of the Guelph and Wellington Task Force for the Elimination of Poverty (PTF) has been working closely with the PTF to advance priority actions related to addressing food insecurity issues faced by low income individuals in Guelph and Wellington.

This work began with two extensive research projects involving the University of Guelph. The research focused on the experiences of low income individuals accessing emergency food assistance. The research led to a series of recommendations that were endorsed by the PTF. The recommendations focused on the key areas of concerns and suggestions for improvements that came from people accessing the emergency food services, including stigma, consistent and transparent eligibility criteria, accessibility, and food quality and choice.

Out of these recommendations the PTF came together with Township of Wellington North, Wellington Dufferin Guelph Public Health and the County Ontario Works office to develop a pilot project to provide Ontario Works clients residing in the immediate Mount Forest area with increased access to the Wellington North Farmers' Market.

The program is called "Market Bucks" and is modelled from two similar programmes that operate in London-Middlesex and Windsor. The attached programme proposal explains in detail the objectives of the pilot project, a project description, roles and responsibilities of the partners and the commitment for the PTF to ensure a complete evaluation of the pilot is completed.

The Role of the Ontario Works Office:

As described in the attached proposal, the Ontario Works office will serve as a distributing organization for the Market Bucks to clients. In this role Ontario Works Caseworkers will identify clients who reside in Mount Forest and will offer them participation in the pilot project. Interested Ontario Works clients will receive vouchers at no cost that they can redeem for produce at the Wellington North Farmers' Market.

Analysis of the caseload shows that approximately 60 households in Mount Forest rely on Ontario Works assistance. The Township of Wellington North has been identified as an area of higher concentration of Ontario Works caseload within the County and was therefore a good choice for this pilot project. The willingness of the Township of Wellington North to participate also helped immensely in moving this project forward.

In order to ensure that the programme operates as intended the following measures are being put in place:

- Participating clients will receive vouchers at two intervals (June and August). This will reduce the amount provided at any one time and will ensure that they are being used before any additional vouchers are provided
- Vouchers contain security features such as serial numbers, stamp, signature and will be returned and tracked by the Township of Wellington North and Ontario Works
- Evaluation efforts will take place during the project and present an opportunity to identify any issues and to assist with decisions about continuing or expanding this type of programme in the future

In addition to the subsidized vouchers provided to Ontario Works clients, the Market Bucks vouchers are going to be made available for purchase by other agencies and the general public at full face value. This is intended to reduce any potential stigma associated with the voucher program.

Financial Implications:

The Ontario Works office administers a number of municipally funded discretionary benefits to individuals and families in the community. This pilot project is an extension of these services and will be funded through the approved budget for these services. Although it is difficult to determine the number of clients that will follow through on participation in the pilot, total funding through Ontario Works to fund vouchers on behalf of participating clients will not exceed \$5000 as part of the pilot.

Attachment:

“PROPOSAL: Market Bucks (Farmer’s Market Voucher Program)”, June 2015.

Recommendation:

That report OW-15-09 Wellington North Farmers’ Market Voucher Programme – Pilot Project be received for information.

Respectfully submitted,



Stuart Beumer
Director of Ontario Works

PROPOSAL: Market Bucks (Farmer's Market Voucher Program)

Background/Statement of Need:

From 2010 – 2013, the Guelph & Wellington Task Force for Poverty Elimination worked in partnership with emergency food providers and clients, as well as key community stakeholders, to address challenges within the local emergency food system. This included two extensive research projects with the support of the Institute for Community Engaged Scholarship/Research Shop at the University of Guelph.

In 2013, the Poverty Task Force (PTF) endorsed a set of recommendations based on this research, which aimed to tackle the significant barriers that exist for those accessing and providing emergency food assistance. Included were a series of short-term recommendations that largely reflect the main areas that people feel need improvement, including stigma, consistency and transparency of eligibility criteria, accessibility, and food quality.

In the past two years, considerable work has been invested in implementing these recommendations. However, much of this work, led by members of The Seed Community Food Hub Committee, has focused on the city of Guelph.

In late 2014, Lisa Needham (Wellington Dufferin Guelph Public Health), Ryan Pettipiere (County of Wellington), Randalin Ellery (PTF), and April Marshall (Township of Wellington North), began meeting to discuss strategies that could be implemented in the County to improve food insecurity. In particular, their discussions focused on reducing stigma, which was identified as the biggest barrier to accessing service in the County in earlier research (34% of respondents from the County identified it as the most important barrier to accessing emergency food, compared to 19% in the City).

This program proposal is based on learning's from two existing farmers' market voucher programs, *Harvest Bucks* in London-Middlesex, and *Market Dollars* in Windsor.

Program Objectives:

- Increase access to healthy, nutritious food in a manner that maintains dignity, builds health and community, and challenges inequality
- Create opportunities for residents on low or fixed incomes to establish self-reliance, and empowerment over their own food procurement
- Increase connection to community by some of our most vulnerable residents
- Increase awareness, knowledge and comfort/familiarity with farmers' market
- Increase exposure and revenue for local farmers

Program Description:

The Farmers' Market Voucher Program allows consumers to purchase products from farmers' market vendors using vouchers. Market Bucks equivalent to a monetary value of \$5 will be printed and allocated for distribution in bundles of no less than \$20. Market Bucks will be distributed to social assistance recipients (100% funded). To reduce the possibility of stigma attached to the use of the Market Bucks, and ensure that vendors cannot identify the source of the vouchers, they will also be sold at full price to any interested party or individual.

1. Target population

- Residents of Wellington North¹ who struggle with food security and access to affordable, fresh, healthy local food. In particular, the program focuses on recipients of Ontario Works, with opportunities to support other low-income community members and include those in other income brackets through direct-purchase.

2. Rules

- Vouchers can be exchanged only for products sold at the Mount Forest Farmers' Market
- Vouchers cannot be redeemed for cash and vendors are instructed to round up and not provide change.
- No refunds on vouchers. Unredeemed vouchers are considered a reinvestment into the program.

3. Tracking

- Market dollars are numbered to allow for tracking
- The Market Manager is responsible for tracking which vendors submit redeemed vouchers
- Vouchers expire at the end of the season

4. Vendor reimbursement

- See Market Manager under 'Roles & Responsibilities

5. Distribution of vouchers

- Vouchers are distributed in three ways:

a. Ontario Works Recipients

- i. Ontario Works recipients receive vouchers for free (100% funded by County of Wellington)

¹ Wellington North was selected based on data provided by the County of Wellington, *2014 Ontario Works Caseload Profile*, and Wellington Dufferin Guelph Public Health, *Addressing Social Determinants of Health in Wellington-Dufferin-Guelph*. Both reports identify Wellington North as an area of the Wellington County with high rates of low income and Ontario Works caseloads. It was also identified as an area that is often underserved in terms of available resources and programs that support those in low income. Finally, a newly established farmers' market in Mount Forest seemed to present the opportunity to try something new and innovative.

- ii. Vouchers are provided in June and August 2015. The minimum amount provided is \$40 and the maximum is \$200 (dependent on family size).
- iii. Vouchers are received directly from caseworkers.

b. Distributing Organizations

- i. Local agencies that service low-income individuals and households are encouraged to purchase vouchers dollars for dollar and distribute them to their clients at no cost.

c. Direct Purchase

- i. Individuals or organizations can purchase dollar for dollar in bulk bundles (\$20) at the Mount Forest Farmer's Market and Township of North Wellington.

Roles & Responsibilities:

1. Steering Committee:

- a. Lisa Needham, Public Health Nutritionist, Wellington-Dufferin-Guelph Public Health
- b. Ryan Pettipiere, Special Services Manager – Ontario Works, County of Wellington
- c. Randalin Ellery, Coordinator, Guelph & Wellington Task Force for Poverty Elimination
- d. April Marshall, Tourism, Marketing & Promotion Manager, Township of Wellington North

2. Administrator:

- Who holds the money and reimburses the market?
- Who tracks the vouchers? County
- Who does the evaluation? PTF Research & Knowledge Mobilization Committee

3. Township of Wellington North:

- Collect vouchers redeemed
- Submit monthly invoice with vouchers redeemed to County of Wellington
- Receive monthly reimbursement from County of Wellington for vouchers redeemed
- Reimburse produce vendors for full value of vouchers redeemed based on process and schedule agreed upon with produce vendors
- Educate all produce vendors about the program
- Distribute signs to participating vendors and ensure they are posted at participating vendors
- Provide monthly communication to all vendors about the program
- Provide informal feedback as needed to the program administrator when opportunities or issues arise
- Complete annual evaluation survey

4. Distributing Organizations (recommendations):

- Use vouchers in your program to address the needs of your clients
- Track distribution of vouchers (including some demographic information)

- Increase client comfort with the program and the market

Evaluation:

- To be developed by the Poverty Task Force Research & Knowledge Mobilization Committee.
May include measurable outcomes such as:
 - Increased affordability and availability of food
 - Increased access to and consumption of fresh foods
 - Increased stability and regularity of healthy food use
 - Increased consumption of local farm products

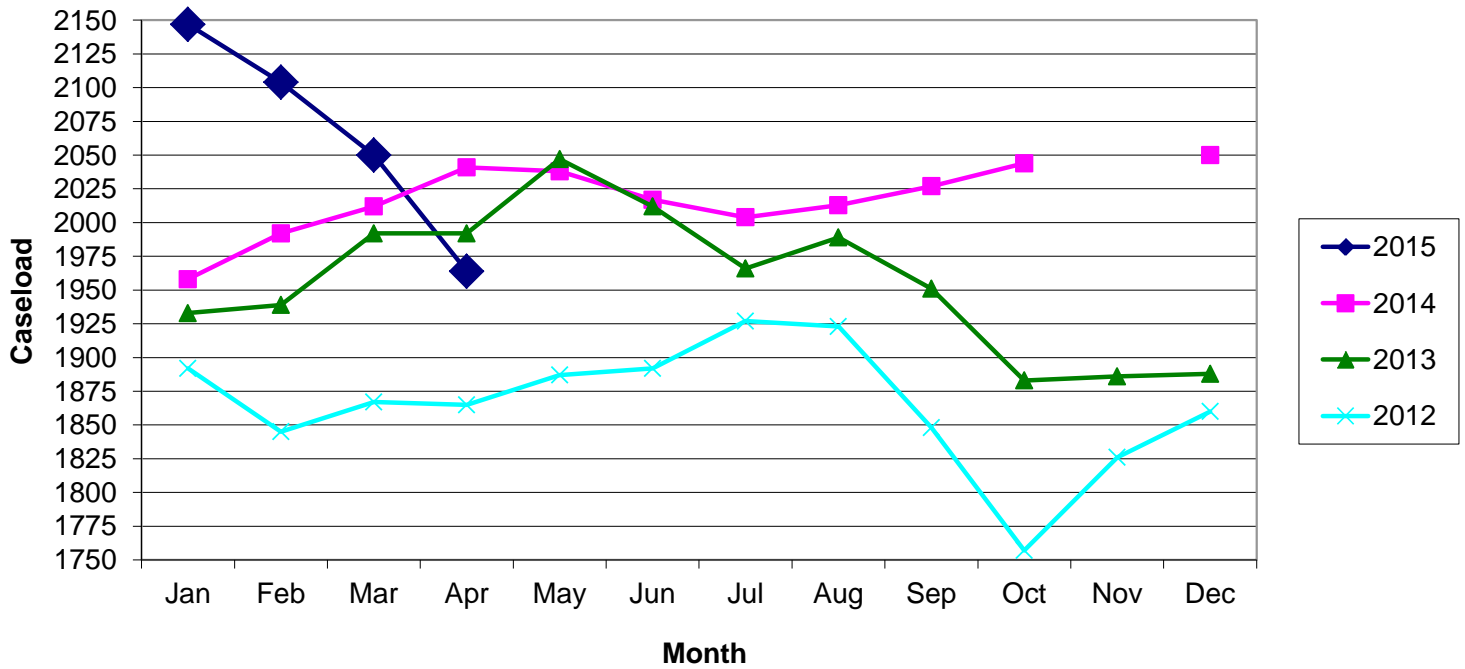
County of Wellington - Ontario Works



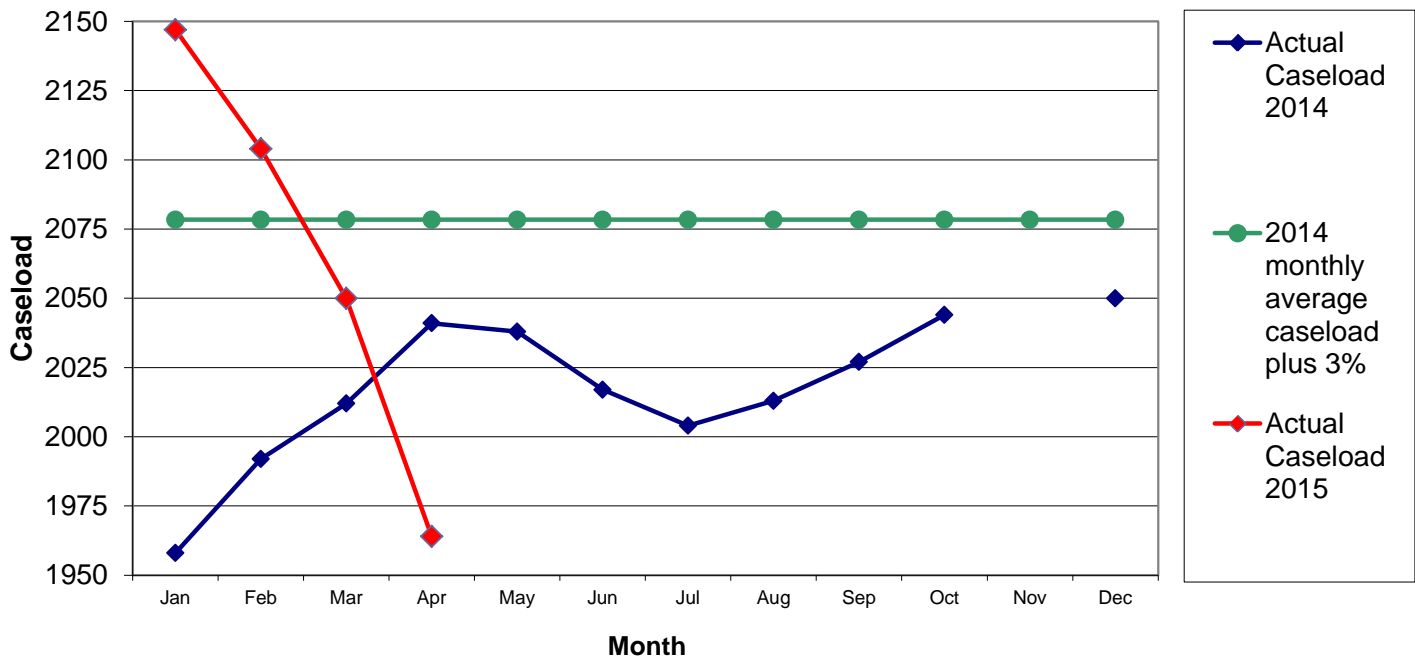
2012-15 County / City Caseload

Total caseload					Change From		Change From	
	2012	2013	2014	2015	Cases	%	Cases	%
January	1,892	1,933	1,958	2,147	97	4.7%	189	9.7%
February	1,884	1,997	1,992	2,104	(43)	-2.0%	112	5.6%
March	1,867	1,992	2,012	2,050	(54)	-2.6%	38	1.9%
April	1,865	1,992	2,041	1,964	(86)	-4.2%	(77)	-3.8%
May	1,887	2,047	2,038					
June	1,892	2,012	2,017					
July	1,927	1,966	2,004					
August	1,923	1,989	2,013					
September	1,848	1,951	2,027					
October	1,757	1,883	2,044					
November	1,826	1,886	N/A					
December	1,860	1,888	2,050					
Total	22,428	23,536	22,196	8,265				
Average	1,869	1,961	2,018	2,066			48	2.4%

Total County and City Ontario Works Caseload - January 2012 to April 2015



Total County and City Ontario Works Caseload Budget/Actual Comparison





COMMITTEE REPORT

AD-15-06

To: Chair and Members of the Social Services Committee
From: Eddie Alton, Social Services Administrator
Date: Wednesday, June 10, 2015
Subject: **Capital Funding Request from Mount Forest Non-Profit Housing Corporation**

Background:

As previously reported to committee, the Mount Forest Non-Profit Housing Corporation Board of Directors all submitted their resignations effective January 31, 2014. In order to ensure the continued operation of the project, the County as service manager commenced exercising all of the powers and performing all of the duties of the housing provider effective February 1, 2014 and appointed a Board of Directors.

As you will recall, the Mount Forest Non-Profit Housing Corporation is row housing consisting of 1 one bedroom unit, 17 two bedroom units and 17 three bedroom units and is the only 2 and 3 bedroom RGI units in Mount Forest. The service level standard for the building shows 22 units as RGI and 13 as being market rent units and the mortgage ends in 2024.

Funding Request

On May 29, 2015 a Funding Request was received from the President and Chair of the Mount Forest Non-Profit Housing Corporation. The shingles are in need of replacement for all four blocks and their capital reserve is not sufficient enough to cover all of the costs. Mount Forest Non-Profit Housing Corporation has retained Brown & Beattie Building Science Engineering who have conducted an assessment and concluded that in their opinion the replacement of the shingles is necessary.

Mount Forest Non-Profit Housing Corporation currently has approximately \$120,000 in its Capital Reserve Fund. The engineer's estimated cost for the replacement of the shingles including professional fees is approximately \$125,000 to \$160,000.

In the letter to the County from Mount Forest Non-Profit Housing Corporation they are requesting capital funding of \$100,000 to assist with the costs of the shingle replacement and a copy of the letter is attached for your information.

Staff Review

The County has a policy that addresses these types of requests, namely the Extraordinary Funding for Social Housing Providers policy. This policy established the authority and process for approving extraordinary funding to social housing providers. This policy states that the County of Wellington, as the Consolidated Municipal Service Manager (CMSM), may pay an additional subsidy to a housing provider if the CMSM is satisfied that it is appropriate by reason of the housing provider's financial situation.

Staff have met with the Mount Forest Non-Profit Corporation Board on the shingle replacement and financing issue and agrees that the shingles need to be replaced quickly. In addition, staff agrees that the Capital Reserve is insufficient to cover the costs of remediation and that providing financial assistance is required.

Staff is recommending that the County approve funding of \$100,000 for the contracting costs for the shingle replacement and that Mount Forest Non-Profit Housing Corporation be responsible for funding the consultant fees plus any costs in excess of the \$100,000.

Attachments

Brown & Beattie Report Regarding Technical Assessment of Asphalt Shingle Condition
Mount Forest Non-Profit Housing Corporation Funding Request
Extraordinary Funding for Social Housing Providers Policy

Financial Implications

The County includes a contingency in the annual budget allocation for non-profit and co-op housing providers to deal with emergency situations that may arise. The annual contingency budget for 2015 is approximately \$120,000.

The Social Services variance report provided to committee on this agenda projected a savings of \$50,000 to \$80,000 in non-profit and coop housing subsidies. This savings excludes the \$120,000 contingency indicated above.

It is expected that this request can be accommodated within the existing 2015 budget allocation. The County has a Housing Emergency Capital Reserve, which was made up of one-time provincial funding to be shared on City and County projects, with a balance of approximately \$490,000. Any funds in excess of any projected savings could be funded from this Reserve.

No overall variance to the 2015 budget is expected based on this request.

Recommendation:

That the County approves funding of up to \$100,000 towards the cost relating to the shingle replacement at Mount Forest Non-Profit Housing Corporation under the following conditions:

That the funding requests be considered a loan secured by a collateral mortgage and fully repayable if Mount Forest Non-Profit Housing Corporation sells the project or no longer provides affordable housing;

That interest charges on the loan and repayment begins when the Service Manager determines that the housing provider has the financial capacity to pay or at the latest upon the end of the mortgage/operating agreement within such period at the discretion of the CMSM. During the repayment period agreed to by the CMSM, Mount Forest will be required to continue to provide affordable housing;

That interest rates and repayment terms will be determined in consultation with the Social Services Administrator and County Treasurer;

That Mount Forest Non-Profit Housing will be required to sign such security agreements as may be determined necessary by the County solicitor;

That the Service Manager will provide a lump sum payment of \$100,000 and will require copies of all project related invoices when the work is completed. The amount will be reconciled and any funding adjusted, if necessary, upon project completion.

Respectfully submitted,

Eddie Alton,
Social Services Administrator

REPORT REGARDING TECHNICAL ASSESSMENT OF ASPHALT SHINGLE CONDITION

**AT
440 KING STREET EAST
MOUNT FOREST, ONTARIO**



Prepared for:

Rodney Werden
of
Mount Forest Non Profit Housing

February 6, 2015
Ref: rfg/r

February 6, 2015

Ref. King440.rfg/r

Mount Forest Non Profit Housing
Unit 4B – 440 King Street East
Mount Forest, ON N0G 2L2

Attention: Rodney Werden

Rodney.werden@gmail.com

**Re: Technical Assessment of Asphalt Shingle Condition
440 King Street East, Mount Forest, Ontario**

As requested, we visited this residential development to review engineering aspects of the condition of the asphalt shingles of all of the units. Specifically, we understand we were requested to review the condition of the shingles in relation to a warranty claim with the manufacturer.

We have the following summary comments.

1. INVESTIGATION

As requested, we visited this residential development on January 22, 2015 in order to review the condition of the shingles. We have not reviewed environmental or concealed conditions.

The photographs included with this report were taken during our site visit. Additional photographs can be provided as considered necessary.

2. INTRODUCTION

Mount Forest Non Profit Housing is a residential townhome complex located at 440 King Street East in Mount Forest, Ontario. It includes 35 units in 4 blocks of two-storey residential units. We understand the units to be about 25 years old with the current asphalt shingles installed about 13 years ago.



This complex includes four blocks which are identified as A, B, C, and D as shown in the Google Satellite image included below. The asphalt shingled roofing is continuous between units within these blocks (not separated by fire walls). This report applies to each block.



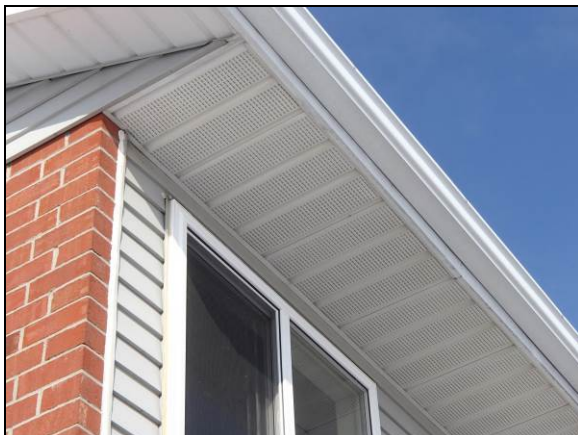
For the purposes of this report, it is assumed that King Street East runs east-west and the development is on the south side of the street.

Many of the north facing roof slopes were covered in snow at the time of our inspection, concealing underlying conditions from ready assessment.

3. OBSERVATIONS AND ASSESSMENT

1. Relevant building components of the units include concrete or concrete block masonry foundations supporting conventional wood stud walls and floor joists assemblies. The upper main roofs include pre-fabricated roof trusses at 24" o/c spanning primarily front-to-back with plywood sheathing where checked forming primary gable style roofs. The lower shed style roofs construction along the front and rear of the units was concealed at the time of our inspection but is assumed to also include prefabricated mono-trusses or rafter and ceiling joist framing. The upper and lower roofs include asphalt shingle rain barrier with prefinished aluminum soffits and fascia.
2. We understand the roof shingles are in the order of 13 years old; however, we understand that information regarding the shingle manufacturer or contractor who installed them was not available at the time of this report.

3. Ventilation to the roof is provided by low profile metal rooftop vents as well as prefinished aluminum continuously perforated soffits. Where checked, each unit includes three roof top vents for the main upper roofs which are located along the rear slope near the peak, which in our experience provides the greatest amount of airflow for this type of ventilation system. The units also include smaller lower shed style roofs above single storey sections along the front and rear of the townhouses. The attic space for these roofs were inaccessible for inspection, however also evidently includes soffit and one roof top vent per unit.



Where checked at Unit D3, the attic includes Styrofoam baffles between every other truss along each of the roof slopes to keep the batt insulation down and provide unobstructed soffit ventilation.



Although we have not reviewed environmental conditions, evidence of the formation and collection of condensation within the attic space accessed or other evidence of attic ventilation performance issues in the form of discoloured sheathing or frost (as the exterior temperatures were below freezing at the time of our inspections) was not noted at the time of our inspection.



4. Significant deterioration of the asphalt shingles was observed on all units in each block of this development in the form of cracked shingles with significant localized granular loss (in many instances to exposed cores). Significant deterioration was observed on all of the visible roof slopes, however it was more pronounced on the south and west slopes.

5. The following photographs depict a sample of the general conditions of the shingles throughout the complex noted during our inspections. Additional photographs can be provided as requested.

Block A



Block B



Block C



Block D



Several shingle tabs were also noted to have broken off along the west gable end of Block D at the time of our inspection. In our experience, it is not uncommon for shingles in this deteriorated condition, which become brittle, to be torn off by wind exposure that would not result in damage to sound shingles. We recommend the roofs be monitored for damage such as this to limit potential for leakage which may result.



6. Although the shingle manufacturer and brand name are currently unknown, it should be noted that there have been several large Class Action Lawsuits related to premature aging and deterioration of asphalt shingles manufactured by large companies such as BP Building Products. In our experience, it may be possible for the manufacturer to identify the shingles based on the pattern of the seal strip along the underside of the shingles to determine if these shingles may be eligible for a warranty application, however this would require the removal of a sample shingle.
7. Unrelated to the deteriorated condition of the shingles. It was noted at the time of our inspection that where checked on Block C, the drip edge along the eaves of the upper roof had been installed incorrectly on top of the sheathing underlay. This drip edge should be installed below a bonded underlay to direct water into the eavestrough and limit leakage potentials related to ice damming conditions. We recommend this be addressed as part of future shingle replacements.



4. CONCLUSIONS AND RECOMMENDATIONS

Based on the information available, it is our opinion that the asphalt shingles on all of the units forming the residential townhouses at 440 King Street East have deteriorated in our experience more severely than their age should indicate. In our opinion, the shingles have prematurely aged as a result of some form of defect in the shingles. As we understand that all of the units have been equipped with the same shingles and show similar types of premature deterioration to varying degrees, it is our opinion that the replacement of the shingles is now necessary.

In our experience, if it can be determined that these shingles were manufactured by a company with an applicable warranty program (such as BP), consideration should be made to submitting an application related to the deterioration of these shingles. Please let us know if you would like for us to start this warranty application process on your behalf.

Due to the advanced deterioration along particularly the south and west slopes of many of the units, we recommend the shingles be replaced in the short term to limit leakage related potentials.

We recommend specifications be prepared for the replacement of the shingles to solicit competitive bids from suitably qualified contractors and to serve as the contract and Permit documentation for the Work going forward.

We can prepare a further report with additional photographs and comment or specifications as considered necessary. Should you wish to review matters further in the interim, or review additional information that becomes available, please contact us at 905-737-0111.

Yours truly,

BROWN & BEATTIE LTD.



Stephen MacDougall, P.Eng.



Tim Beattie, P.Eng.

Please note this report was based on a visual assessment of the accessible areas only. Unless noted specifically, no intrusive or destructive testing was completed during this assessment. Technical specifications should be prepared for any work decided upon as a result of this report. The material in this report reflects best judgement in light of the information available and does not imply fitness for a particular purpose and should not be considered a verification of past or present regulations. Brown & Beattie Ltd. cannot be held responsible for any deficiencies that may be found within inaccessible areas by others, which have not been documented in this report. Copies of this report are subject to authentication from the writer. Brown & Beattie Ltd. accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

MOUNT FOREST NON-PROFIT HOUSING CORPORATION

519 323 4178 fax 519 323 3262

Unit B9--440 KING ST. E.
MOUNT FOREST ON N0G 2L2

May 29, 2015

Eddie Alton
Social Services Administrator
County of Wellington
138 Wyndham St
Guelph, ON
N1H 4E8

RE: Request for Extraordinary Capital Funding for Roofing Shingle Replacement

Dear Eddie:

On behalf of the Board of Directors of the Mount Forest Non-Profit Housing Corporation, I would like to thank you and your staff for your assistance and guidance throughout the past year while the new board has taken control of the social housing corporation.

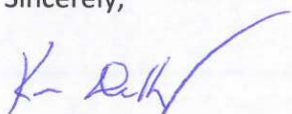
At the most recent board meeting, the Board discussed problems discovered with the asphalt shingles at the four blocks of buildings at 440 King Street East. The shingles are approximately 13 years old and have deteriorated more severely than their age would indicate. The engineer's report (as attached) indicates that they aged prematurely because of a defect in the shingles. The engineer is recommending the replacement of the shingles at this time to avoid leakage related damage.

The engineer has been instructed to initiate a warranty claim for the shingles for premature failure, but at this time it is likely to be nothing or very limited return based on the current age vs life expectancy of the shingles. The board will keep the County informed, if successful on a warranty claim.

The engineer's estimated cost for the replacement of the shingles (inclusive of professional fees) is \$125,000 - \$160,000. Mount Forest Non-Profit Housing currently has just under \$120,000 in its capital reserve fund.

The Mt Forest Board respectfully requests \$100,000 from the County in extraordinary capital funding to assist with the emergency replacement of the shingles. The board will refund the County with any successful warranty claim, if any is achieved.

Sincerely,



Ken DeHart, CPA, CGA
President and Chair



Social Services Department Housing Services

Policy Name:	Extraordinary Funding	Policy Catalogue #	HS 2014-PA17.0
Department:	Administration	Approved by:	Committee and Council
Approval Date:	October 30, 2014	Signature:	<i>Harry Blinkhorn</i>

1.0 PURPOSE

To establish the authority and process for approving extraordinary funding requests for capital or operating expenditures, between housing providers and the County of Wellington in its role as Consolidate Municipal Service Manager(CMSM).

2.0 REVISION HISTORY

June 25, 2003 - Extraordinary Funding for Social Housing Providers (remove/replace)

3.0 POLICY

The County of Wellington in its role as CMSM, reserves the right to approve or deny one time funding to its housing providers in amounts above those prescribed by the province, by way of a loan that may or may not be repayable, in times where such extraordinary funding is required to maintain the housing providers financial stability.

3.1 Extraordinary Capital Funding

Pursuant to the Housing Services Act, 2011 (HSA) and Ontario Regulation 367/11 section 98, if additional funding is provided for capital requirements by the CMSM by way of an extraordinary funding request, the housing provider may use the amounts only in accordance with the conditions or requirements imposed by the CMSM at the time the additional amounts were provided.

All requests for extraordinary capital funding made by housing providers must be submitted directly to the Social Services Administrator and the Director of Housing in a form that may be prescribed; with final approval authority coming from the County of Wellington, Social Services Committee and County Council.

3.2 Extraordinary Operational Budget Funding

If amounts in a housing provider's operational budget are provided by the CMSM by way of an extraordinary funding request, the housing provider may use the amounts only in accordance with the conditions or requirements imposed by the CMSM at the time the amounts were provided.

All requests for extraordinary operational budget funding made by housing providers must be submitted directly to the Social Services Administrator and the Director of Housing in a

form that may be prescribed; with final approval authority coming from the County of Wellington, Social Services Committee and County Council.

3.3 Exception for Timing of Approvals

In extraordinary circumstances, where time does not permit submission to Committee and Council due to the nature, timing or circumstance of the emergency funding request; final approval authority may be at the discretion of the Social Services Administrator, County of Wellington Treasurer and the County Warden. Housing providers are expected to meet all deadlines for submission as required by the CMSM.

4.0 DEFINITIONS

- (1) “Extraordinary Capital Funding” means any subsidy request which is over and above the funding indicated by the funding model and its benchmarks, and represents application for additional capital subsidy that may be unaffordable to the housing provider due to exceptional circumstances brought upon by an emergency situation and not by poor financial or management planning;
- (2) “Extraordinary Operating Funding” means any subsidy request which is over and above the funding indicated by the funding model and its benchmarks, and represents application for additional operating subsidy on a one-time or exceptional basis brought upon by an emergency situation and not by poor financial or management planning;
- (3) “CMSM” means Consolidated Municipal Service Manager. The Corporation of the County of Wellington is the Consolidated Municipal Service Manager for the geographic area that includes The County of Wellington and the City of Guelph for the purposes of the Housing Services Act, 2011;
- (4) “Housing Provider” means all landlords in the County of Wellington CMSM service area that fall under Ontario Regulation 368/11, Schedule 35;
- (5) “Geared-to-Income housing assistance” means any subsidy request which is over and above the funding indicated by the funding model and its benchmarks, and represents application for additional subsidy;
- (6) “Housing Subsidy” means any funds flowed by the CMSM to housing providers enabling them to provide geared-to-income housing assistance to resident households. The housing subsidy, together with revenues (rents and other shelter related income) collected by the housing providers, covers all the operating costs of the provider including the payment of mortgage and property taxes. The subsidy also includes an amount that the provider is required to set aside for future capital requirements.
- (7) “Policy Approval Date” means the date this policy received final approval by County Council.

5.0 APPLICATION

This Extraordinary Funding policy is an update of the “Extraordinary Funding for Social Housing Providers” which was passed into use by County Council on June 26, 2003. The

updated policy comes into effect on the policy approval date and will replace and remove from use the “Extraordinary Funding for Social Housing Providers” policy.

5.0 PROCEDURES

N/A

7.0 RELEVANT LEGISLATION & POLICY

Extraordinary Funding for Social Housing Providers - June 25, 2003

Housing Services Act, 2011

Ontario Regulation 367/11



Alternative Formats Available Upon Request