



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

May 8, 2013

1:00 pm

County Administration Centre  
Guthrie Room

Members: Warden White; Councillors Tosh (Chair), Innes, Whale, L. White

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Pages

1. **Call to Order**
2. **Declaration of Pecuniary Interest**
3. **Delegations:**
  - 3.1. Mr. Shawn Armstrong, General Manager of Emergency Services, and Mr. Stephen Dewar, EMS Chief
  - 3.2. Mr. Rafael Silver, Manager, Wellington Guelph Drug Strategy  
re: Drug Strategy
4. **Social Services Financial Statements as of April 30, 2013** 2 - 6
5. **Child Care**
  - 5.1. Willowdale Childcare and Learning Centre Update (Verbal)
  - 5.2. Special Needs Resourcing Service Agreement - Trellis 7 - 19
6. **Ontario Works**
  - 6.1. Ontario Works Statistics 20 - 24
  - 6.2. 2013 Ontario Works Service Plan 25 - 53
7. **Closed Meeting**
8. **Rise and Report**
9. **Adjournment**

Next meeting date June 12, 2013 or at the call of the Chair.



**County of Wellington**  
**Ontario Works**  
 Statement of Operations as of  
 30 Apr 2013

	Annual Budget	April Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$16,662,200	\$1,376,634	\$5,796,049	35%	\$10,866,151
Municipal Recoveries	\$3,920,400	\$307,993	\$1,225,753	31%	\$2,694,647
Other Revenue	\$57,400	\$883	\$40,701	71%	\$16,699
Internal Recoveries	\$0	\$0	\$4,650	0%	\$(4,650)
<b>Total Revenue</b>	<b>\$20,640,000</b>	<b>\$1,685,510</b>	<b>\$7,067,153</b>	<b>34%</b>	<b>\$13,572,847</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$5,483,900	\$461,752	\$1,906,867	35%	\$3,577,033
Supplies, Material & Equipment	\$151,000	\$6,674	\$37,078	25%	\$113,922
Purchased Services	\$376,900	\$27,188	\$86,803	23%	\$290,097
Social Assistance	\$15,119,700	\$1,215,784	\$5,213,410	34%	\$9,906,290
Transfer Payments	\$105,200	\$23,901	\$39,269	37%	\$65,931
Insurance & Financial	\$0	\$0	\$522	0%	\$(522)
Internal Charges	\$1,167,900	\$98,516	\$400,006	34%	\$767,894
<b>Total Expenditures</b>	<b>\$22,404,600</b>	<b>\$1,833,815</b>	<b>\$7,683,956</b>	<b>34%</b>	<b>\$14,720,644</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,764,600</b>	<b>\$148,306</b>	<b>\$616,803</b>	<b>35%</b>	<b>\$1,147,797</b>
<b>NET COST (REVENUE)</b>	<b>\$1,764,600</b>	<b>\$148,306</b>	<b>\$616,803</b>	<b>35%</b>	<b>\$1,147,797</b>



**County of Wellington**  
**Child Care Services**  
 Statement of Operations as of  
 30 Apr 2013

	Annual Budget	April Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$9,833,200	\$1,536,772	\$3,921,191	40%	\$5,912,009
Municipal Recoveries	\$2,575,500	\$317,805	\$864,620	34%	\$1,710,880
User Fees & Charges	\$245,000	\$20,583	\$88,426	36%	\$156,574
Internal Recoveries	\$336,300	\$80,435	\$164,626	49%	\$171,674
<b>Total Revenue</b>	<b>\$12,990,000</b>	<b>\$1,955,595</b>	<b>\$5,038,863</b>	<b>39%</b>	<b>\$7,951,137</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,126,400	\$245,927	\$966,949	31%	\$2,159,451
Supplies, Material & Equipment	\$175,300	\$13,186	\$33,536	19%	\$141,764
Purchased Services	\$199,700	\$18,617	\$73,880	37%	\$125,820
Social Assistance	\$9,344,600	\$1,651,558	\$3,894,481	42%	\$5,450,119
Insurance & Financial	\$0	\$0	\$1,520	0%	\$(1,520)
Minor Capital Expenses	\$16,000	\$0	\$0	0%	\$16,000
Internal Charges	\$897,900	\$121,013	\$339,165	38%	\$558,736
<b>Total Expenditures</b>	<b>\$13,759,900</b>	<b>\$2,050,302</b>	<b>\$5,309,530</b>	<b>39%</b>	<b>\$8,450,370</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$769,900</b>	<b>\$94,707</b>	<b>\$270,668</b>	<b>35%</b>	<b>\$499,232</b>
<b>NET COST (REVENUE)</b>	<b>\$769,900</b>	<b>\$94,707</b>	<b>\$270,668</b>	<b>35%</b>	<b>\$499,232</b>



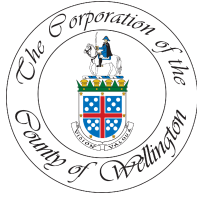
**County of Wellington**  
**Social Housing**  
Statement of Operations as of  
30 Apr 2013

	Annual Budget	April Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$7,407,100	\$842,255	\$2,479,589	33%	\$4,927,511
Municipal Recoveries	\$14,446,900	\$1,465,362	\$4,613,105	32%	\$9,833,795
Licenses, Permits and Rents	\$5,075,000	\$421,641	\$1,726,807	34%	\$3,348,193
User Fees & Charges	\$52,500	\$3,802	\$16,301	31%	\$36,199
Other Revenue	\$0	\$1,215	\$1,420	0%	\$(1,420)
<b>Total Revenue</b>	<b>\$26,981,500</b>	<b>\$2,734,275</b>	<b>\$8,837,221</b>	<b>33%</b>	<b>\$18,144,279</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,172,400	\$228,485	\$869,747	27%	\$2,302,654
Supplies, Material & Equipment	\$300,100	\$16,646	\$67,707	23%	\$232,393
Purchased Services	\$5,878,000	\$852,053	\$2,132,561	36%	\$3,745,439
Social Assistance	\$17,642,800	\$1,435,829	\$5,402,338	31%	\$12,240,462
Transfer Payments	\$1,232,000	\$308,021	\$616,043	50%	\$615,957
Insurance & Financial	\$204,000	\$6,789	\$164,019	80%	\$39,981
Minor Capital Expenses	\$675,000	\$52,911	\$143,776	21%	\$531,224
Internal Charges	\$540,100	\$44,909	\$180,865	33%	\$359,235
<b>Total Expenditures</b>	<b>\$29,644,400</b>	<b>\$2,945,643</b>	<b>\$9,577,055</b>	<b>32%</b>	<b>\$20,067,345</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$2,662,900</b>	<b>\$211,368</b>	<b>\$739,833</b>	<b>28%</b>	<b>\$1,923,067</b>
<b>Transfers</b>					
Transfers from Reserves	\$0	\$0	\$(1,067)	0%	\$1,067
Transfer to Capital	\$417,400	\$0	\$417,400	100%	\$0
<b>Total Transfers</b>	<b>\$417,400</b>	<b>\$0</b>	<b>\$416,333</b>	<b>100%</b>	<b>\$1,067</b>
<b>NET COST (REVENUE)</b>	<b>\$3,080,300</b>	<b>\$211,368</b>	<b>\$1,156,167</b>	<b>38%</b>	<b>\$1,924,133</b>



**County of Wellington**  
**County Affordable Housing**  
Statement of Operations as of  
30 Apr 2013

	Annual Budget	April Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$207,700	\$0	\$0	0%	\$207,700
Licenses, Permits and Rents	\$452,400	\$36,346	\$144,114	32%	\$308,286
User Fees & Charges	\$0	\$0	\$75	0%	\$(75)
<b>Total Revenue</b>	<b>\$660,100</b>	<b>\$36,346</b>	<b>\$144,189</b>	<b>22%</b>	<b>\$515,911</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,500	\$408	\$1,120	32%	\$2,380
Supplies, Material & Equipment	\$14,000	\$326	\$2,180	16%	\$11,820
Purchased Services	\$282,000	\$24,399	\$88,200	31%	\$193,800
Transfer Payments	\$3,500	\$0	\$0	0%	\$3,500
Insurance & Financial	\$8,600	\$0	\$8,626	100%	\$(26)
Minor Capital Expenses	\$25,800	\$28,468	\$30,427	118%	\$(4,627)
Debt Charges	\$303,000	\$0	\$(10,290)	(3%)	\$313,290
<b>Total Expenditures</b>	<b>\$640,400</b>	<b>\$53,601</b>	<b>\$120,263</b>	<b>19%</b>	<b>\$520,137</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(19,700)</b>	<b>\$17,255</b>	<b>\$(23,926)</b>	<b>121%</b>	<b>\$4,226</b>
<b>Transfers</b>					
Transfers from Reserves	\$(33,400)	\$0	\$0	0%	\$(33,400)
Transfer to Reserves	\$553,100	\$0	\$500,000	90%	\$53,100
<b>Total Transfers</b>	<b>\$519,700</b>	<b>\$0</b>	<b>\$500,000</b>	<b>96%</b>	<b>\$19,700</b>
<b>NET COST (REVENUE)</b>	<b>\$500,000</b>	<b>\$17,255</b>	<b>\$476,074</b>	<b>95%</b>	<b>\$23,926</b>



## County of Wellington

### Social Services

#### Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending April 30, 2013

	Approved Budget	April Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
Investing in Affordable Hsing	\$600,000	\$0	\$0	\$0	\$0	0%	\$600,000
Fergus Office Paving	\$65,000	\$0	\$0	\$54,224	\$54,224	83%	\$10,776
Mohawk/ Montana Kitchens	\$310,000	\$0	\$112	\$8,914	\$9,027	3%	\$300,973
500 Ferrier Roof and Siding	\$252,000	\$3,582	\$3,582	\$7,759	\$11,341	5%	\$240,659
450 Ferrier Roof and Air Unit	\$315,000	\$7,612	\$7,724	\$9,972	\$17,696	6%	\$297,304
51 John St Elevator	\$454,200	\$0	\$9,151	\$304,833	\$313,984	69%	\$140,216
221 Mary St Elora Balcony	\$70,000	\$0	\$0	\$0	\$0	0%	\$70,000
Mohawk/ Montana Furnace	\$100,000	\$0	\$112	\$0	\$112	0%	\$99,888
301-303 Edinburgh Kitchens	\$90,000	\$0	\$0	\$0	\$0	0%	\$90,000
263 Speedvale Balcony	\$60,000	\$0	\$0	\$0	\$0	0%	\$60,000
261 Speedvale Balcony	\$60,000	\$0	\$0	\$0	\$0	0%	\$60,000
Palmerston Kitchens	\$80,000	\$0	\$0	\$0	\$0	0%	\$80,000
Applewood / Sunset Furnace	\$125,000	\$0	\$0	\$0	\$0	0%	\$125,000
Palmerston Furnace	\$40,000	\$0	\$0	\$0	\$0	0%	\$40,000
387 Waterloo Balcony	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Hadati / McIlwraith Furnace	\$30,000	\$0	\$0	\$0	\$0	0%	\$30,000
411 Waterloo Balcony	\$90,000	\$0	\$0	\$0	\$0	0%	\$90,000
<b>Total Capital</b>	<b>\$2,891,200</b>	<b>\$11,194</b>	<b>\$20,682</b>	<b>\$385,703</b>	<b>\$406,384</b>	<b>14%</b>	<b>2,484,816</b>



# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

CC-13-11

**To:** Chair and Members of the Social Services Committee  
**From:** Luisa Artuso, Director of Child Care Services  
**Date:** Wednesday, May 8, 2013  
**Subject:** Special Needs Resourcing Service Agreement - Trellis

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### **Background:**

The County of Wellington currently has a service agreement with Trellis Mental Health and Developmental Services to provide inclusion support services for children with special needs in all licensed child care programmes throughout our service delivery area. These services were originally contracted to the Community Mental Health Clinic in 2005 that then changed their name to Trellis Mental Health and Developmental Services in 2008.

### **Update:**

On January 31, 2013 the Boards of Directors of Trellis Mental Health and Developmental Services and the Canadian Mental Health Association Grand River Branch unanimously agreed to amalgamate effective April 1, 2013. The amalgamated organization is now known as the Canadian Mental Health Association Waterloo Wellington Dufferin Branch.

### Attachments:

Approved Application for Letters Patent of Amalgamation dated April 1, 2013

Letter dated May 1, 2013 from Fred Wagner, Executive Director, Canadian Mental Health Association Waterloo Wellington Dufferin Branch.

### **Recommendation:**

That the Warden and Clerk be authorized to terminate the current service agreement with Trellis Mental Health and Developmental Services and enter into a service agreement with the Canadian Mental Health Association Waterloo Wellington Dufferin Branch for the provision of special needs resourcing.

Respectfully submitted,

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

Luisa Artuso  
Director of Child Care Services



4. The address of the head office of the amalgamated corporation is:  
 Adresse du siège social de la personne morale issue de la fusion :

5420 HIGHWAY 6 NORTH J100 R.R.#5

(Street & No., or R.R. No., or Lot & Concession No., or Lot & Plan No., Post Office Box No. not acceptable; if Multi-Office Building give Room No.)  
 (Rue et numéro, ou R.R. et numéro, ou numéro de lot et de concession, ou numéro de lot et de plan; numéro de boîte postale inacceptable; s'il s'agit d'un édifice à bureaux, numéro du bureau)

GUELPH, ONTARIO

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(Name of Municipality)  
 (Nom de la municipalité)

(Postal Code/Code postal)

5. The persons who are to be directors of the amalgamated corporation are:  
 Les personnes appelées à devenir les administrateurs de la personne morale issue la fusion sont :

Name in full, including all given names Nom et prénoms au complet	Address for service giving Street & No., or R.R. No., or Lot & Concession No., or Lot & Plan No., and Postal Code (Post Office Box No. not acceptable) Domicile élu y compris la rue et le numéro, ou la R.R. et le numéro, ou le numéro de lot et de concession, ou le numéro de lot et de plan, ainsi que le code postal (numéro de boîte postale inacceptable)
ALAN COUGHLIN	66 COACH HILL DRIVE, KITCHENER, ONTARIO N2E 1P4
CRAIG DIETERLE	168 RENNIE DRIVE, KITCHENER, ONTARIO N2A 1J6
CHAD WALSH	108 LEMON STREET, GUELPH, ONTARIO N1E 2H6
PETER KASTNER	31-1550 GORDON STREET, GUELPH, ONTARIO N1L 1C7
SUSAN LEDGER	23 BURNETT CRT., R.R. #1, FERGUS, ONTARIO N1M 2W3
JANET KAUFMAN	32 DEVERE DRIVE, GUELPH, ONTARIO N1G 2S9
JACQUELINE MARSHALL	73 LEMON STREET, GUELPH, ONTARIO N1E 2H4
BEN SOUCIE	12 ROBINSON AVENUE, GUELPH, ONTARIO N1G 0B1

6. The following is a copy of the amalgamation agreement duly certified under corporate seal by the secretary of each of the amalgamating corporations:  
 Copie de la convention de fusion dûment certifiée et revêtue du sceau de la personne morale par le secrétaire de chacune des personnes morales qui fusionnent :

THIS AGREEMENT made this 31 day of January, 2013

BETWEEN:

CANADIAN MENTAL HEALTH ASSOCIATION  
GRAND RIVER BRANCH,  
a Corporation without share capital,  
incorporated by Letters Patent under  
the laws of the Province of Ontario;

Herein called "CMHA"

OF THE FIRST PART

- AND -

TRELLIS MENTAL HEALTH AND  
DEVELOPMENTAL SERVICES,  
a Corporation without share capital,  
incorporated by Letters Patent under the laws of the  
Province of Ontario;

Herein called "Trellis"

OF THE SECOND PART

WHEREAS CMHA and Trellis, the Parties to this Agreement, were incorporated under the *Corporations Act* (Ontario) and have similar objects; and

WHEREAS CMHA and Trellis, acting under the authority contained in the said Act have agreed to amalgamate upon the terms and conditions hereinafter set out; and

WHEREAS CMHA and Trellis have each made full disclosure to the other of all their respective assets and liabilities; and

WHEREAS it is desirable that the said amalgamation should be effected;

NOW, THEREFORE, THIS INDENTURE WITNESSETH as follows:

1. In this Agreement the expression "Amalgamated Corporation" means the Corporation continuing from the amalgamation of CMHA and Trellis, the parties hereto;

2. CMHA and Trellis do hereby agree to amalgamate under the provisions of Sections 113 and 133 of the *Corporations Act* and to continue as one corporation under the terms and conditions hereinafter set out.
3. The name of the Amalgamated Corporation shall be "Canadian Mental Health Association, Waterloo Wellington Dufferin Branch".
4. The objects of the Amalgamated Corporation shall include but not be limited to:
  - (a) To provide mental health, developmental and addiction services, and social services in the Regional Municipality of Waterloo and the Counties of Wellington and Dufferin (the "Territory");
  - (b) To provide and improve treatment and rehabilitation services for people in the Territory who experience disabilities or health challenges including but not limited to mental illness, substance use disorders, addictions, concurrent disorders, and dual diagnosis which includes developmental concerns;
  - (c) To work for the promotion of mental health and the prevention of mental illness in the Territory;
  - (d) To improve attitudes towards mental illness and foster community acceptance and understanding of, and responsibility for people who experience mental health challenges;
  - (e) To enter into any arrangements with any authorities, public or academic or otherwise, that may seem consistent with any rights, privileges and concessions which the Corporation may think are desirable and to carry out, exercise and comply with any such arrangements, rights, privileges and concessions in the Territory; and
  - (f) To receive, acquire and hold gifts, donations, legacies, bequests, grants and subscriptions and to invest and administer the monies and other property in accordance with the aforesaid objects and subject to the provisions of the appropriate Acts governing charities in the Territory.
5. The Amalgamated Corporation shall be a corporation without share capital and carried on without the purpose of gain for its members and any profits or other accretions to the corporation shall be used in promoting its objects.
6. The Special Provisions of the Amalgamated Corporation shall be:
  - (a) For the purposes of carrying out its objects, and as incidental and ancillary thereto, the Amalgamated Corporation be authorized to exercise any of the powers prescribed by the *Corporations Act*, or by any other statutes or laws from

time to time applicable, except where such power is contrary to the statutes or common law relating to corporations without share capital.

- (b) The corporation shall be subject to the *Charities Accounting Act* and the *Charitable Gifts Act*.
- (c) The directors shall serve as such without remuneration and no director shall directly or indirectly receive any profit from their positions as such, provided that directors may be paid reasonable expenses incurred by them in the performance of their duties.
- (d) The borrowing power of the corporation pursuant to any by-law passed and confirmed in accordance with section 59 of the *Corporations Act* shall be limited to borrowing money for current operating expenses, provided that the borrowing power of the corporation shall not be so limited if it borrows on the security of real or personal property.
- (e) If it is made to appear to the satisfaction of the Minister, upon report of the Public Guardian and Trustee, that the corporation has failed to comply with any of the provisions of the *Charities Accounting Act* or the *Charitable Gifts Act*, the Minister may authorize an inquiry for the purpose of determining whether or not there is sufficient cause for the Lieutenant Governor to make an order under subsection 317 (1) of the *Corporations Act* to cancel the letters patent of the corporation and declare them to be dissolved.
- (f) Upon the dissolution of the corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charities registered under the *Income Tax Act (Canada)*, in Canada.
- (g) To invest the funds of the corporation pursuant to the *Trustee Act*.

- 7. The Members of the Amalgamated Corporation shall consist of the Directors of the Amalgamated Corporation.
- 8. The head office of the Amalgamated Corporation shall be in the City of Guelph in the County of Wellington at a location determined by the Directors of the Amalgamated Corporation or at such other location in the Regional Municipality of Waterloo, or the Counties of Wellington or Dufferin as the Directors may determine from time to time.
- 9. The board of directors of the Amalgamated Corporation until otherwise determined by special resolution, shall consist of 11 members, and the first directors of the Amalgamated Corporation with their names and place of residence, shall be the following:

<u>Names</u>	<u>Residence Address</u>
Alan Coughlin	66 Coach Hill Drive, Kitchener ON N2E 1P4

Craig Dieterle	168 Rennie Drive, Kitchener ON N2A 1J6
Chad Walsh	108 Lemon Street, Guelph ON N1E 2H6
Peter Kastner	31-1550 Gordon St., Guelph, ON N1L 1C7
Susan Ledger	23 Burnett Crt, RR#1, Fergus ON N1M 2W3
Janet Kaufman	32 Devere Dr., Guelph, ON N1G 2S9
Jacqueline Marshall,	73 Lemon Street, Guelph, ON N1E 2H4
Ben Soucie,	12 Robinson Ave., Guelph, Ontario N1G 0B1

The remaining three directors first directors shall be elected by the Members at their first Meeting following the Amalgamation. The said first directors shall hold office until the first annual meeting of the Amalgamated Corporation, or until their successors are elected or appointed.

10. The subsequent directors of the Amalgamated Corporation shall be elected in accordance with the by-laws of the Amalgamated Corporation.
11. CMHA shall contribute to the Amalgamated Corporation all its assets subject to all the liabilities as more particularly set forth in the balance sheet of CMHA dated the 31<sup>st</sup> day of March, 2013 subject to changes since that date in the ordinary course of affairs.
12. Trellis shall contribute to the Amalgamated Corporation all its assets subject to all the liabilities as more particularly set forth in the balance sheet of Trellis dated the 31<sup>st</sup> day of March, 2013 subject to changes since that date in the ordinary course of affairs.
13. The Amalgamated Corporation shall possess all the property, rights, privileges and franchises and shall be subject to all the liabilities, contracts, disabilities and debts of CMHA and Trellis.
14. All rights of creditors against the property, rights and assets of CMHA and Trellis and all liens upon their property, rights and assets shall be unimpaired by such amalgamation and all debts, contracts, liabilities, and duties of CMHA and Trellis shall be thenceforth attach to the Amalgamated Corporation and may be enforced against it.
15. No action or proceeding by or against CMHA or Trellis shall abate or be affected by such amalgamation.

17. Upon the members of CMHA and Trellis respectively adopting this Agreement, such fact shall be certified upon the Agreement by the Secretary of each of the parties hereto under their respective corporate seals, and the parties hereto by their joint application shall, on or after the 31<sup>st</sup> day of January, 2013 apply to the Lieutenant Governor of the Province of Ontario for Letters Patent confirming this Agreement.

IN WITNESS WHEREOF this Agreement has been duly executed by the parties hereto under their respective corporate seals as witnessed by the signatures of their proper officers in that behalf, on the date indicated.

SIGNED , SEALED AND DELIVERED )  
IN THE PRESENCE OF )

) CANADIAN MENTAL  
) HEALTH  
) ASSOCIATION GRAND RIVER  
) BRANCH

On this 31<sup>st</sup> day of January 2013

Per: [Signature]  
Name: JEFF HENRY  
Office: President

Per: [Signature]  
Name: ALAN W. COUGHEEN  
Office: VICE - PRESIDENT

We have authority to bind the Corporation

TRELLIS MENTAL HEALTH AND  
DEVELOPMENTAL SERVICES

On this 31<sup>st</sup> day of January 2013

Per: [Signature]  
Name: Susan Ledger  
Office: Vice-President


Per: [Signature]  
Name: JANET KAUFMAN  
Office: DIRECTOR

We have authority to bind the Corporation

CERTIFICATE OF SECRETARY OF EACH OF THE  
AMALGAMATING CORPORATIONS

I, Jeff Henry, <sup>President</sup> Secretary of Canadian Mental Health Association Grand River Branch, hereby certify that the Amalgamation Agreement to which this Certificate is attached was adopted by the members of the Corporation in accordance with Section 113(3) of the Corporations Act, R.S.O. 1990, c. C. 38, as amended, on the 31<sup>st</sup> day of January, 2013.

Dated at Kitchener, Ontario, this 31<sup>st</sup> day of January, 2013.

 c/s  
Secretary, Canadian Mental Health Association Grand River Branch  
President

CERTIFICATE OF SECRETARY OF EACH OF THE  
AMALGAMATING CORPORATIONS

I, Susan Ledger, <sup>Vice-President</sup> Secretary of Trellis Mental Health and Developmental Services, hereby certify that the Amalgamation Agreement to which this Certificate is attached was adopted by the members of the Corporation in accordance with Section 113(3) of the Corporations Act, R.S.O. 1990, c. C. 38, as amended, on the 31<sup>st</sup> day of January, 2013.

Dated at Kitchener, Ontario, this 31<sup>st</sup> day of January, 2013.

Susan Ledger c/s  
Secretary, Trellis Mental Health and Developmental Services  
Vice President

The corporations named below apply jointly for letters patent confirming the agreement and amalgamating the said corporations.  
Les personnes morales nommées ci-dessous demandent conjointement des lettres patentes confirmant la convention et les fusionnant.

This application is executed in duplicate./La présente requête est faite en double exemplaire.

Names and seals of the amalgamating corporations and signatures and descriptions of office of their proper officers.  
Dénomination sociale et sceau des personnes morales qui fusionnent, signature et fonction de leurs dirigeants régulièrement désignés.

CANADIAN MENTAL HEALTH ASSOCIATION  
GRAND RIVER BRANCH

PER: [Signature]  
Name: Jeff Henry  
Office: President

PER: [Signature]  
Name: ALAN W. COUGHLIN  
Office: VICE - PRESIDENT

We have authority to bind the Corporation

TRELLIS MENTAL HEALTH AND DEVELOPMENTAL  
SERVICES

PER: [Signature]  
Name: Susan Ledger  
Office: Vice President

PER: [Signature]  
Name: JANET KAUFMAN  
Office: DIRECTOR

We have authority to bind the Corporation



Canadian Mental  
Health Association  
Waterloo Wellington Dufferin

Association canadienne  
pour la santé mentale  
Waterloo Wellington Dufferin

Luisa Artuso  
Director of Child Care Services  
County of Wellington  
21 Douglas St.  
Guelph, ON N1H 2S7

May 1st, 2013

Dear Ms. Artuso,

On January 31, 2013 the Boards of Directors of the Canadian Mental Health Association Grand River Branch and Trellis Mental Health & Developmental Services unanimously agreed to amalgamate effective April 1, 2013. The amalgamated organization is now known as the Canadian Mental Health Association Waterloo Wellington Dufferin Branch (CMHA WWD).

The Board of Directors made the decision that the new organization be a chartered member of the Canadian Mental Health Association. This will ensure that the new organization has a strong relationship with a recognized and influential provincial and national mental health association known for its leadership in promoting the mental health of Canadians and supporting the resilience and recovery of people experiencing mental illness.

By combining the resources and strengths of both organizations, a more integrated service system will be created which will be easier for people to access and navigate services across Waterloo, Wellington and Dufferin. More residents will be served and provided the right service, at the right time in the right place – enabling them to live successfully in the community.

All of the services formerly provided by Trellis Mental Health and Developmental Services, including those funded by the County of Wellington, will continue to be delivered by CMHA WWD with the same commitment, enthusiasm and high level of quality. All of the partnerships and system commitments that Trellis made will not only be maintained, they will be strengthened. We are working on developing a specific identity for our children and developmental services so that parents and caregivers recognize that there are particular services under the umbrella of CMHA WWD that have a focus beyond just mental health.



**Canadian Mental  
Health Association**  
Waterloo Wellington Dufferin

**Association canadienne  
pour la santé mentale**  
Waterloo Wellington Dufferin

CMHA WWD will be a strong community health organization that residents can turn to in times of need. By working with our partners and our funders we will ensure that the best possible services are available to the residents of Guelph and Wellington County.

In light of this amalgamation, I am requesting that the service agreements that Trellis Mental Health and Developmental Services has with the County of Wellington be amended to reflect the new organizational name of Canadian Mental Health Association Waterloo Wellington Dufferin.

Sincerely,

Fred Wagner  
Executive Director

# County of Wellington - Ontario Works



## 2010-13 County / City Caseload

Wellington County					Change From Previous Month		Change From Previous Year	
	2010	2011	2012	2013	Cases	%	Cases	%
January	428	429	454	473	15	3.3%	19	4.2%
February	435	441	458	498	25	5.3%	40	8.7%
March	434	432	455	510	12	2.4%	55	12.1%
April	416	423	452	490	(20)	-3.9%	38	8.4%
May	411	432	462					
June	401	417	442					
July	410	433	453					
August	409	418	453					
September	400	422	432					
October	405	431	419					
November	410	413	426					
December	419	431	458					
<b>Total</b>	4,978	5,122	5,364	1,971				
<b>Average</b>	415	427	447	493			46	10.2%

City of Guelph					Change From Previous Month		Change From Previous Year	
	2010	2011	2012	2013	Cases	%	Cases	%
January	1,492	1,432	1,438	1,460	58	4.1%	22	1.5%
February	1,463	1,410	1,426	1,499	39	2.7%	73	5.1%
March	1,506	1,429	1,412	1,482	(17)	-1.1%	70	5.0%
April	1,507	1,444	1,413	1,502	20	1.3%	89	6.3%
May	1,465	1,452	1,425					
June	1,467	1,482	1,450					
July	1,466	1,495	1,474					
August	1,479	1,445	1,470					
September	1,474	1,436	1,416					
October	1,419	1,396	1,338					
November	1,382	1,395	1,400					
December	1,393	1,389	1,402					
<b>Total</b>	17,513	17,205	17,064	5,943				
<b>Average</b>	1,459	1,434	1,422	1,486			64	4.5%

# County of Wellington - Ontario Works

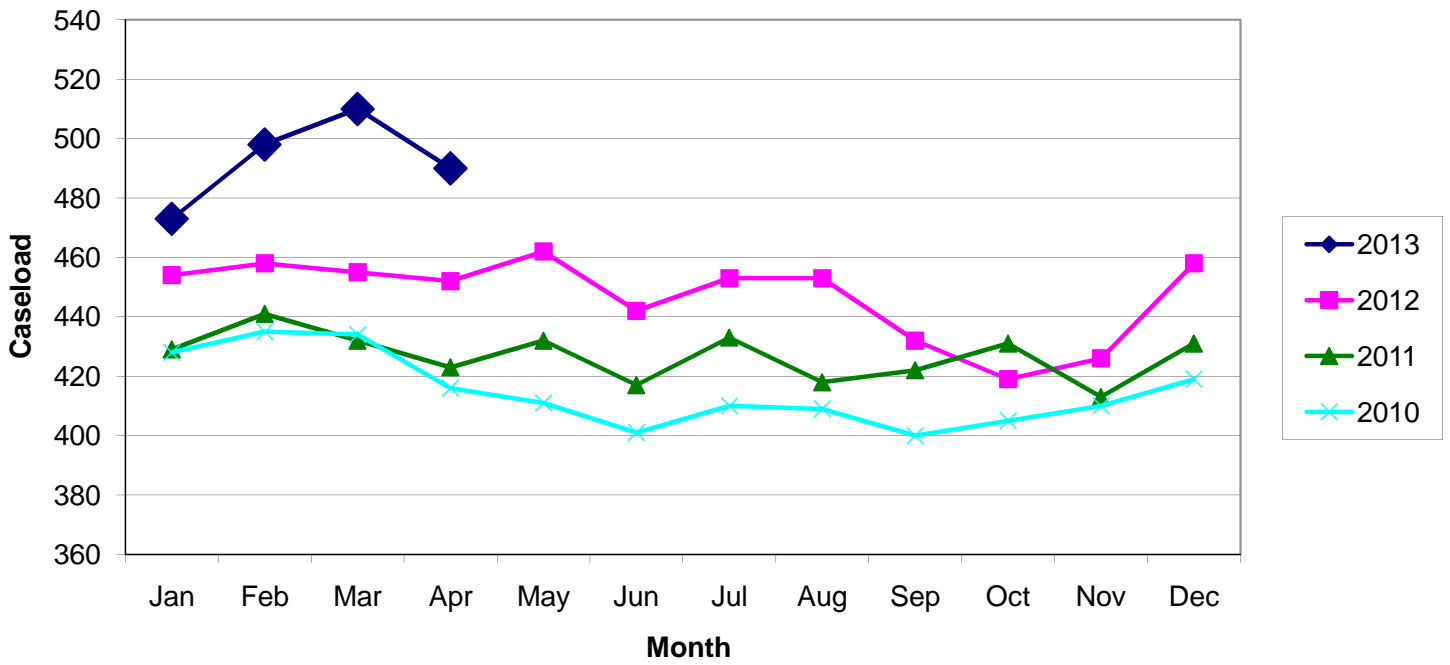


## 2010-13 County / City Caseload

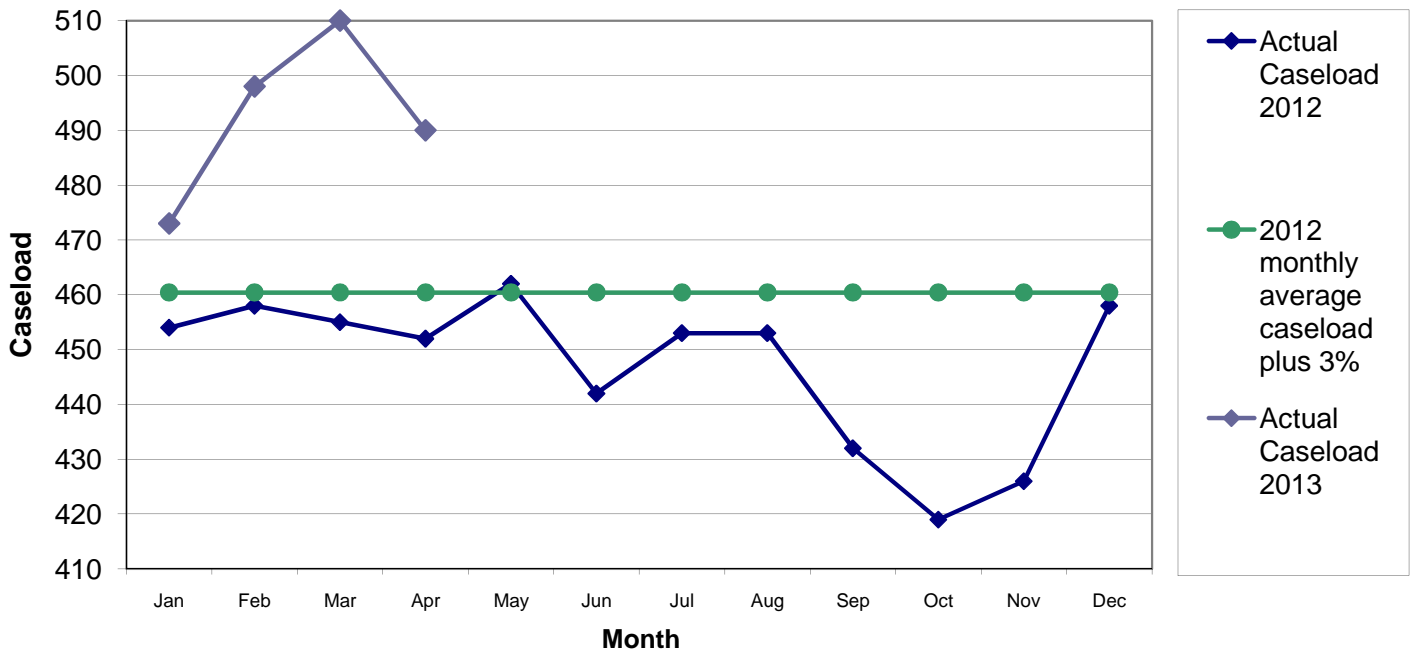
Total caseload					Change From Previous Month		Change From Previous Year	
	2010	2011	2012	2013	Cases	%	Cases	%
January	1,920	1,861	1,892	1,933	73	3.9%	41	2.2%
February	1,898	1,851	1,884	1,997	64	3.3%	113	6.0%
March	1,940	1,861	1,867	1,992	(5)	-0.3%	125	6.7%
April	1,923	1,867	1,865	1,992	-	0.0%	127	6.8%
May	1,876	1,884	1,887					
June	1,868	1,899	1,892					
July	1,876	1,928	1,927					
August	1,888	1,863	1,923					
September	1,874	1,858	1,848					
October	1,824	1,827	1,757					
November	1,792	1,808	1,826					
December	1,812	1,820	1,860					
<b>Total</b>	22,491	22,327	22,428	7,914				
<b>Average</b>	1,874	1,861	1,869	1,979			110	5.9%

Caseload Split								
	2010		2011		2012		2013	
	City	County	City	County	City	County	City	County
January	77.7%	22.3%	76.9%	23.1%	76.0%	24.0%	75.5%	24.5%
February	77.1%	22.9%	76.2%	23.8%	75.7%	24.3%	75.1%	24.9%
March	77.6%	22.4%	76.8%	23.2%	75.6%	24.4%	74.4%	25.6%
April	78.4%	21.6%	77.3%	22.7%	75.8%	24.2%	75.4%	24.6%
May	78.1%	21.9%	77.1%	22.9%	75.5%	24.5%		
June	78.5%	21.5%	78.0%	22.0%	76.6%	23.4%		
July	78.1%	21.9%	77.5%	22.5%	76.5%	23.5%		
August	78.3%	21.7%	77.6%	22.4%	76.4%	23.6%		
September	78.7%	21.3%	77.3%	22.7%	76.6%	23.4%		
October	77.8%	22.2%	76.4%	23.6%	76.2%	23.8%		
November	77.1%	22.9%	77.2%	22.8%	76.7%	23.3%		
December	76.9%	23.1%	76.3%	23.7%	75.4%	24.6%		
<b>Average</b>	77.9%	22.1%	77.1%	22.9%	76.1%	23.9%	75.1%	24.9%

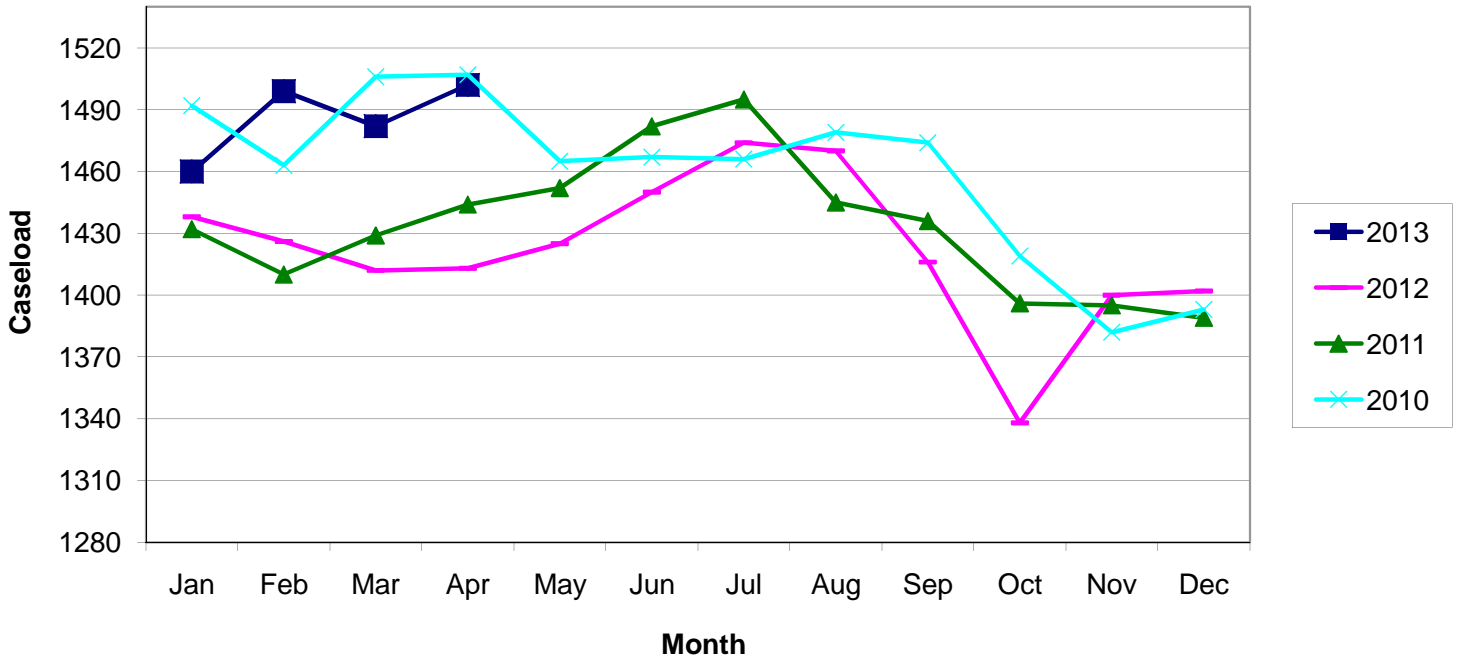
County of Wellington Ontario Works Caseload - January 2010 to April 2013



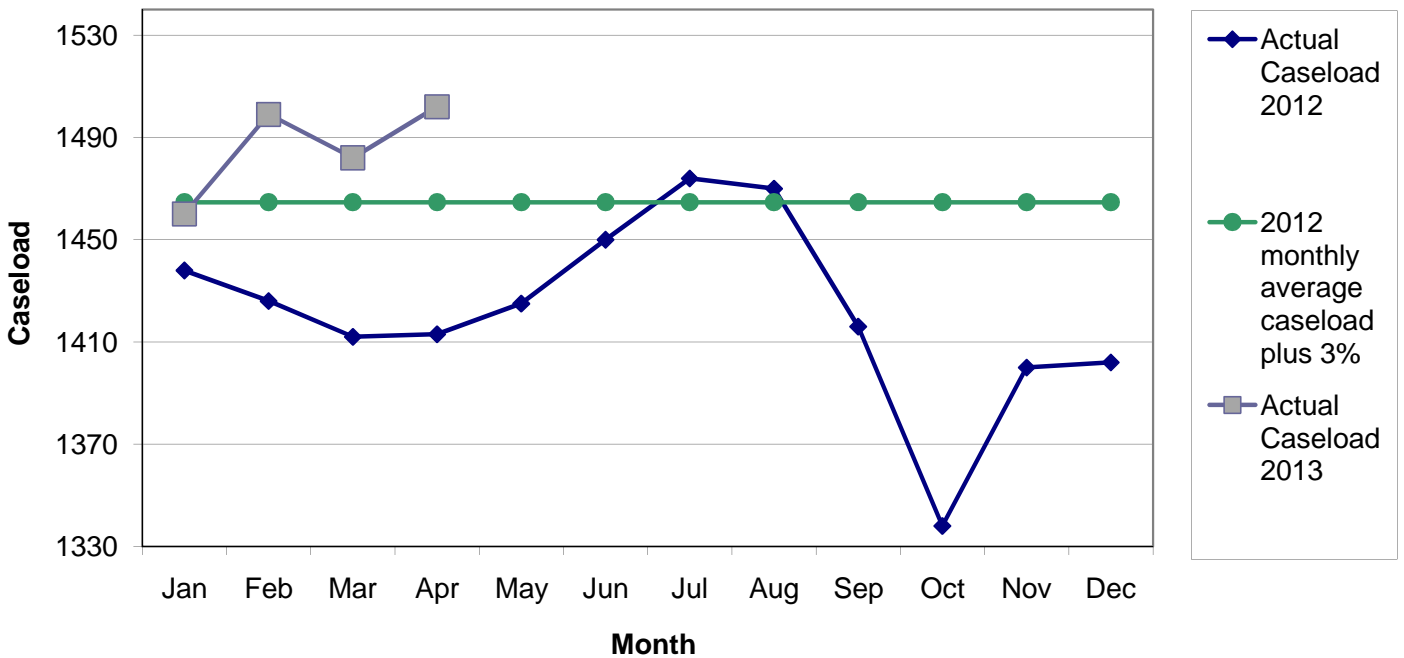
County of Wellington Ontario Works Caseload Budget/Actual Comparison



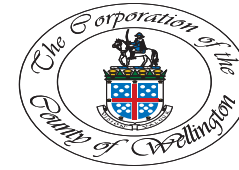
City of Guelph Ontario Works Caseload - January 2010 to April 2013



City of Guelph Ontario Works Caseload Budget/Actual Comparison



**WELLINGTON COUNTY SOCIAL SERVICES  
2013 County and City Caseloads and Services**



Programmes	1st Quarter			Total 1st Quarter
	Jan	Feb	Mar	
<b><u>Intake</u></b>				
Number of calls received	684	553		1237
Number of applications completed	335	240		575
Number of cases deemed to be eligible	223	229		452
Number of terminated cases	150	150		300
<b><u>Consolidated Verification Process</u></b>				
Number of Support Agreements/Orders	9	0		9
Number of Internal Reviews	4	0		4
Number of Social Benefit Tribunal Hearings	0	1		1
Number of Eligibility Review Interviews	11	9		20
Number of Eligibility Review Interviews Resulting in Terminations	2	1		3
Emergency Energy Funds Issued (Allotment \$32,120)	\$ 604.00	\$ 2,649.00		\$ 3,253.00
<b><u>Special Services</u></b>				
Number of People Accessing Dom Hostel Beds	144	151		295
Number of People Accessing Emergency Hostel Beds	236			236
Number of Indigent Burials	3	2		5
Number of L.E.A.P. Cases	34	33		67
Temporary Care Cases	49	47		96
Number of Students	51	55		106
<b><u>Employment Services</u></b>				
Number of Employment Services Cases with Participation Agreements	1577	1623		3200
Average Caseload for Employment Services Caseworkers	225.28	231.85		457.13
<b><u>Employment Workshops</u></b>				
Number of Workshops provided	4	7		11
Number of Individuals attending workshops	19	26		45
Number of Facilitators One on One Appointments	70	53		123
<b><u>Employment Resource Centre</u></b>				
Employment Resource Centre Traffic	3849	3273		7122
<b><u>Life Skills</u></b>				
Number of participants on Life Skills caseloads	116	116		232
Average Caseload for Life Skills Caseworkers	38.67	38.67		38.67



**To:** Chair and Members of the Social Services Committee  
**From:** Stuart Beumer, Director of Ontario Works  
**Date:** Wednesday, May 8, 2013  
**Subject:** **2013 Ontario Works Service Plan**

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### **Background:**

The Ontario Works division is pleased to present the 2013 Ontario Works Service Plan. The Service Plan provides important analysis of service delivery in 2012 and identifies important priorities for 2013.

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 2013 represents year one of this cycle. The Service Plan for 2014, year two of the planning cycle, is anticipated to build upon the priorities established in this 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

### **Recommendation:**

That the 2013 Ontario Works Service Plan be approved.

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

Respectfully submitted,

Stuart Beumer  
Director, Ontario Works

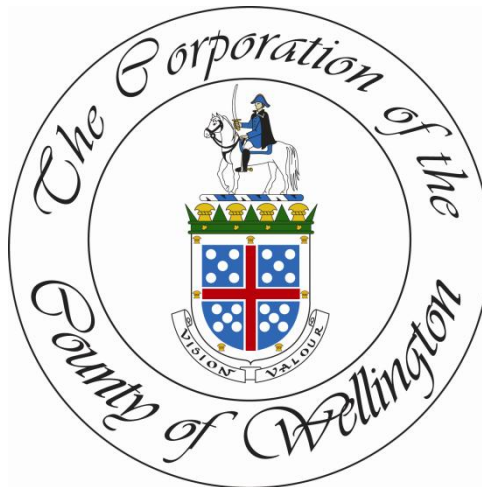
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**The County of Wellington  
2013 ONTARIO WORKS SERVICE PLAN**

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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.

In 2013, we are preparing for a year of significant transition and training as we introduce the Social Assistance Management System (SAMS) into our case management process. With the application of SAMS and a service model evaluation, we anticipate improved strategies for implementing the OW programme.

The 2013 OW Service Plan has identified a number of key areas of priority for 2013:

- SAMS technology implementation
- Active engagement in provincial social assistance reform activities
- Development of an exception based income reporting policy, based on evaluation of current practices and considers client service, programme accountability and administrative considerations
- Strengthening the Cost Recovery Unit's role in integrity programming , with specific enhancements to their role in file auditing and eligibility verification
- Leading collaborative initiatives with the community as they relate to employment services and innovative approaches such as Bridges out of Poverty

The 2013 Service Plan reviews changes in our community and caseload over 2012 as well as outlines targets for 2013 and identifies current priorities and future plans to improve services to our clients.

The onset of a recession that began in the latter half of 2008 resulted in a significant increase to the OW caseload. Although the recession has ended, the caseload remains high and does not show signs of decreasing. 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 2013. As of March 2013, the total caseload was at 1,992.

The following numbers reflect the impact of the global recession and the failure of the economic recovery to translate into a reduction in the number of households relying on Ontario Works:

Caseload	City	County	Total
March 2008	1,001	260	1,261
March 2009	1,291	348	1,639
March 2010	1,506	434	1,940
March 2011	1,429	432	1,861
March 2012	1,412	455	1,867
March 2013	1,482	510	1,992

Our office continues to support the provincial Supportive Approaches through Innovative Learning (SAIL) training programme. This year, all staff will be extending their training as they complete the Narrative

Interventions model. The extensive client centered training approach enhances and refreshes management and staff competencies and provides tools for effective intervention strategies.

As a key achievement in 2012, we successfully reduced accessibility barriers and opened an office in Fergus to better serve our County clients. As we expected, feedback has been tremendously positive from clients now being served out of our Fergus office.

At the end of 2012, we began to prepare for significant consolidations and cuts to various OW programmes. The Community Start Up and Maintenance Benefit (CSUMB) funding ended December 31, 2012 and as a result we reorganized our programmes to fill the gap and meet the needs of our clients. In order to best serve the community, we created the Housing Stability Programme (HSP) in January 2013. Also in January 2013, five MCSS funded programmes were consolidated into one new programme, the Community Homelessness Prevention Initiative (CHPI). These programmes are successfully being managed by our Special Services Unit as well as our colleagues in Housing Services. 2013 represents a transition year for the CHPI programme and we will continue to monitor service delivery and consult with the community as we make adjustments to the programme in an effort to best meet community needs.

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 and the Wellington-Guelph Drug Strategy demonstrates our commitment to working with our partners and clients to improve the well-being of our community.

Our OW team has demonstrated excellent commitment to providing high quality service to our most vulnerable citizens. We focus our efforts 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

April 2013

## 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

We promote and support self-reliance and responsibility with respect and compassion.

#### 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 2012 outcomes, the current political climate, a description of the 2012 OW caseload, a summary of the local labour market and information on community engagement activities.

#### 2012 Outcome Funding Results and 2013 Baseline Forecasts

Outcome	2012 Target	2012 Average	2013 Baseline	Narrative
1A - Average Employment Earnings	\$694.25	\$726.94	\$726.94	Throughout the year, earnings held above \$700 and peaked in July at \$793. The 2013 base line has been set by taking the 2012 average.
1B - Average Amount of Earnings at Exit	\$1089.33	\$1,182.25	\$1,148.98	The average employment earnings fluctuated slightly throughout 2012, with its greatest peak in April. The 2013 base line has been set by averaging the final 2 quarters of 2012.
2A - % with Employment Income	9.1%	8.85%	8.85%	Although slightly below target, the percentage of clients with employment earnings remained relatively stable in 2012 between 8-10%, and did increase above the target in the last quarter. The 2013 base line has been set by taking the 2012 average.
2B - % Caseload Exiting to Employment	29.0%	29.15%	29.15%	While the caseload exiting to employment fluctuated quarterly, it peaked in the 2 <sup>nd</sup> quarter. The 2013 base line has been set by taking the 2012 average.
2C - Job Retention Rate	7.9 months	9.6 months	9.6 months	The Job Retention Rate averaged 9.6 months in 2012. The 2013 base line has been set by taking the 2012 average.
2E - Average Length of Time to Employment	10.4 months	11.07 months	11.07 months	The economy has improved in some sectors, but greater employment opportunities for our clients have not materialized. The average for this measure in 2012 was 11.07 months. The 2013 base line has been set by taking the 2012 average.

**Average Amount of Employment Earnings for Participants with Earnings**

In 2012 we exceeded our outcome target by \$32.69. The average amount of employment earnings is calculated by adding all the declared employment earnings and dividing it by the number of people reporting earnings. This represents people with ongoing part time positions and clients who have just received their first full-time pay cheque and are going to be exiting from OW in the subsequent month.

In 2012, we saw a decline in the number of individuals with employment earnings and significant improvement in this outcome area. Therefore, clients that did maintain employment were earning more on average. This reinforces our assumption that those clients who retain employment are the most employable on OW and the most capable of working greater numbers of hours at higher rates of pay. The 2012 monthly average in this category of \$726.94 has been used to establish the 2013 baseline.

**Average Amount of Employment Earnings at Exit**

In 2012, we exceeded this outcome target by \$92.92, and were able to increase this indicator slightly above the 2011 monthly average. This measure is volatile given the relatively small size of our caseload; one or two results in a given month can significantly impact the monthly outcome. Often participants who are exiting OW due to employment fail to submit a final income statement and this has the impact of lowering our performance in this outcome measure and skewing the overall accuracy of this measure. Having caseworkers employ more effective follow-up techniques with clients exiting OW may serve to improve our performance in this area. The final quarter of 2012 showed a general decline in this outcome category. As a result, the last 2 quarters of 2012 have been averaged to set a realistic 2013 baseline.

**% of Caseload with Employment Income**

In 2012, we fell just short of our outcome target. Each month fluctuated between 8-10% with only the fourth quarter exceeding the outcome target. In 2013, we will focus on increasing the number of clients that are reporting employment income as this has been trending downward over the past year. The 2012 monthly average outcome has been used to establish the 2013 baseline.

**% of Caseload Exiting to Employment**

In 2012, we were able to achieve our target. The caseload exits to employment fluctuated throughout the year with the best results in the second quarter and fourth quarter of the year. The continued efforts and strategies of our Employment Specialist will be critical to achieving continued success in this area. The 2012 monthly average outcome has been used to establish the 2013 baseline.

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

In 2012, we achieved our outcome target. The average length of time from a client exiting Ontario Works to employment and subsequently returning to Ontario Works was 9.6 months, up from 7.9 months in 2011. Outcomes fluctuated throughout the year between 8 and 13 months. The 2012 monthly average has been used to set the 2013 baseline.

**Average Length of Time to Employment**

In 2012, we did not achieve our outcome target of 10.3 months. The average for this measure in 2012 was 11.07 months. There continues to be significant fluctuation from month to month in this measure that is difficult to explain and seems to be due to the nature of how this measure is calculated. We hope to stop the increase in this area in 2013 and start to see a decline in length of time to employment.

Connecting clients with employment opportunities as early as possible after granting assistance will be reinforced as an important practice. The 2012 monthly average has been used to set the 2013 baseline.

## EXTERNAL INFLUENCES

Key documents released in 2012 informed the anticipated direction of social services in Ontario. The first released was 'Public Services for Ontarians: A Path to Sustainability and Excellence' or commonly referred to as the Drummond Report in February 2012. The report was commissioned to find new ways to address Ontario's debt by reforming Ontario public services. Pertaining to social services, the report recommended 'Hold growth in social programs spending to 0.5 per cent per year'<sup>1</sup>. The report also recommends moving aggressively towards a more integrated and centralized social assistance system including the consolidation of the Ontario Works and Ontario Disability Support Program (ODSP) programmes and certain programmes of Employment Ontario (EO).

The Commission for the Review of Social Assistance in Ontario released their report in October 2012, 'Brighter Prospects: Transforming Social Assistance in Ontario'. This report echoed many of the recommendations found in the Drummond Report, advocating increased integration and consolidation of services. Further, the report recommends an increase in base rates and income allowances. Although support for many of these recommendations is broad-based, it is anticipated that the current fiscal and political environment will make it difficult for the Government to move forward with many of the recommendations of the Commission.

Additionally, should a provincial election occur in 2013 and the current Liberal minority government not maintain their leadership position, it would lead to a shift in government priorities and could lower the likelihood of the Province moving forward on implementing the recommendations of these recent reports. The significant nature of the changes being considered, at the provincial level and the minority status of the current Government will translate into some uncertainty among municipal service managers in 2013.

The County of Wellington will continue to work actively with our provincial colleagues to inform and influence decisions where possible and to ensure that the Province understands the needs of the local community. We will also continue to work closely with other service managers and through organizations such as OMSSA and AMO to advocate for improvements to the social assistance system.

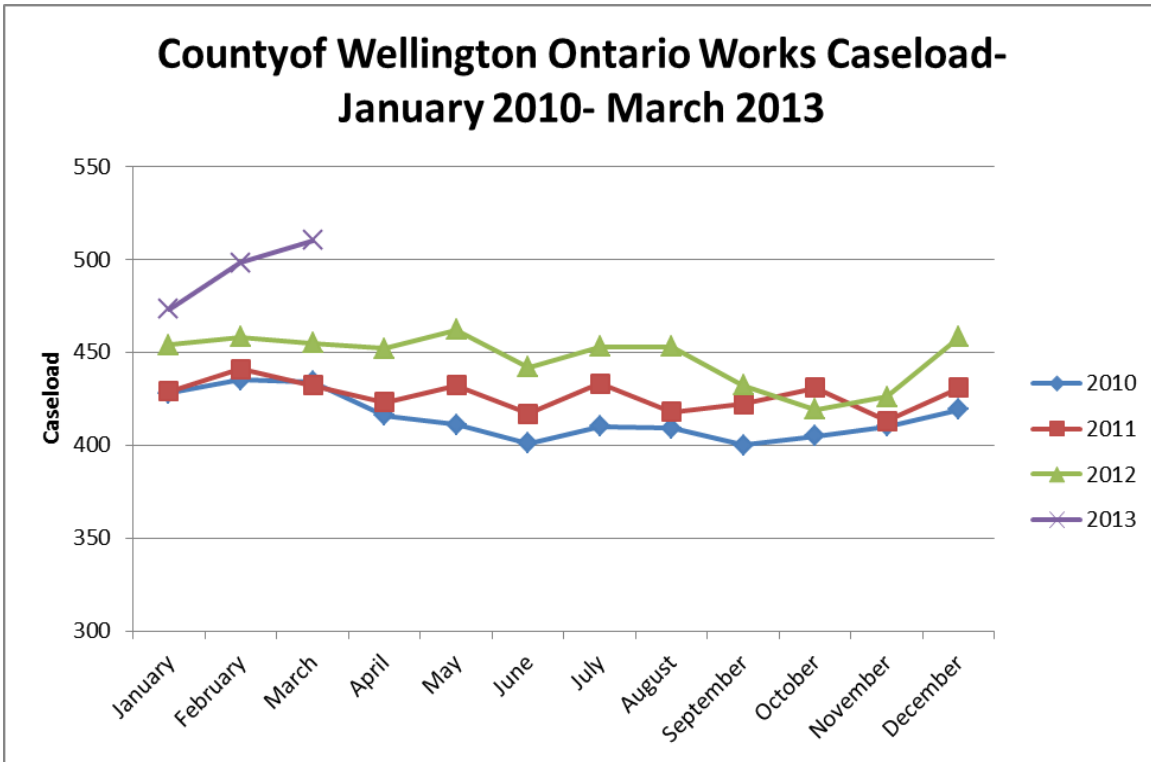
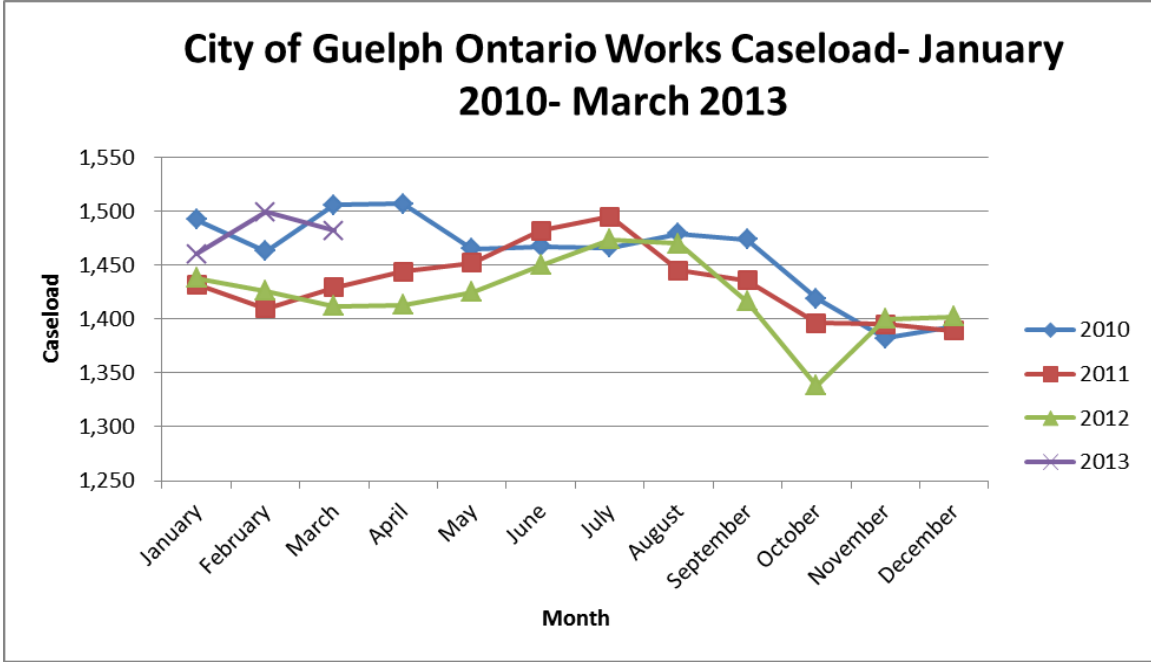
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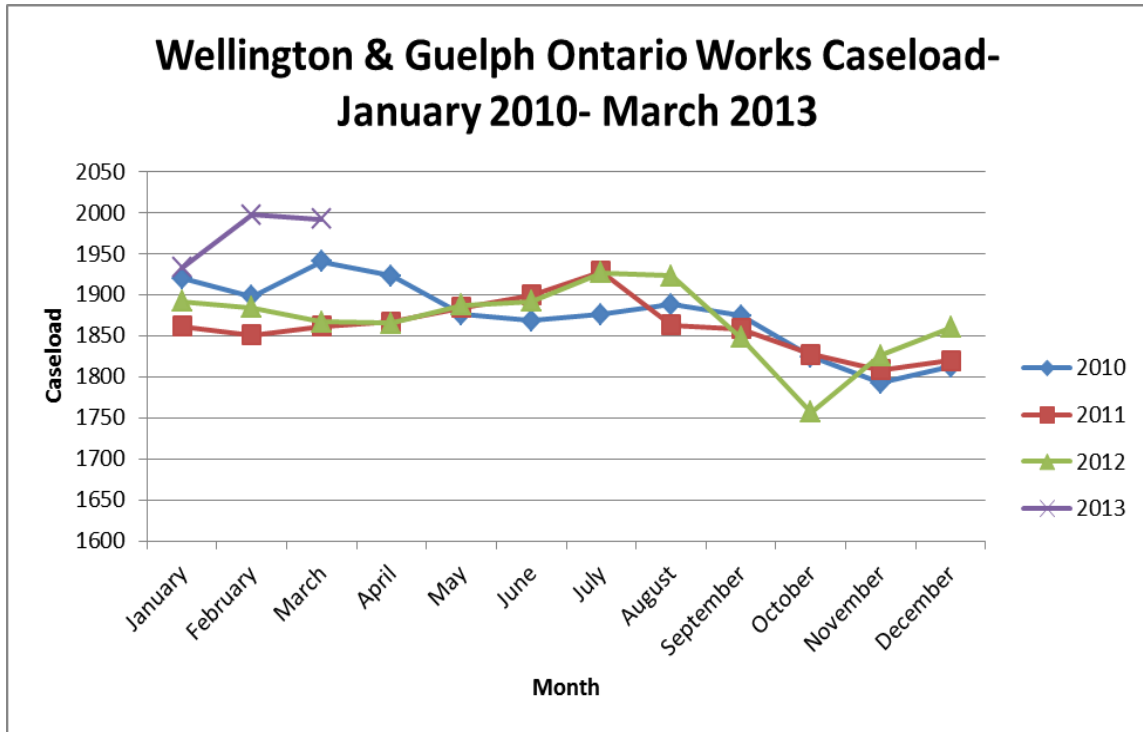
<sup>1</sup> Ontario. Ministry of Finance. Public Services for Ontarians: A Path to Sustainability and Excellence. Commission on the Reform of Ontario's Public Services. Donald Drummond, Chair (Ontario, 2012), 260.

**CASELOAD DESCRIPTION****Summary of Caseload Profile Data****Planning Assumptions in establishing 2013 Caseload Forecasts**

The County of Wellington predicts a 3% increase in the caseload for 2013 due to continued economic uncertainty. This caseload forecast is in line with the provincial forecast and comparable service managers in our region. Despite a low unemployment rate locally, OW clients in Wellington and Guelph continue to struggle to obtain employment opportunities, in a competitive market up against those with higher skills and closer connections to the labour market. As such, we maintain a relatively high caseload, approximately 500 Benefit Units higher than it was at the start of the recent recession in late 2008. The following table provides 2012 actual caseload data and projected data for 2013.

Caseload	Source	Year 2 (2011) Actual	Year 1 (2012) Actual	2013 Forecast
Average monthly caseload (number of singles and families including temporary care assistance recipients)	Form 5	1861	1,848	1,903
Average monthly number of Ontario Works participants with deferred participation requirements	Form 5	553	517	532
Average monthly number of ODSP participants (voluntary)	BUS	10	11	12
Demographic Variable	December 2011	December 2012	% Change	
Number of Cases (Form 5)	1820	1861	2.25%	
Total # of People (Form 5)	3750	3830	2.13%	
Number of Depends aged 0-6 (BUS)	697	680	-2.44%	
Singles (BUS)	56.55%	59.91%	3.36 (diff)	
Sole Support Parent (BUS)	34.71%	32.13%	-2.58 (diff)	
Couple with Dep. (BUS)	5.80%	5.64%	-.16 (diff)	
Couples without Dep. (BUS)	3%	2.26%	-.74 (diff)	
Average # of Dep. Per Family (BUS)	1.6	1.682 (year ave.)	5%	
LEAP – Average monthly caseload (Service Contract Report)	28	29	2.6%	
Months on Assistance				
City of Guelph (BUS)	19.5	20.3	4.1%	
County of Wellington (BUS)	19.1	19.1	0%	
Average Monthly Earnings (Average Time Average Income Report)	\$471.50	\$510.00	8.17%	
# of Recipients with Earnings (Average Time Average Income Report)	288	264	-8.33%	
% of caseload with Earnings	15.48%	13.82%	-1.66 (diff)	





#### LOCAL LABOUR MARKET

Both the County of Wellington and the City of Guelph perform well with regard to employment and low unemployment rates. In 2012, unemployment in the County of Wellington was 4.2% and Guelph entered the new year with unemployment at 5.8%, both under the provincial average of 7.7%. Although Guelph continues to maintain low unemployment rates, it has risen from its 2011 rate of 4.2%.

The County of Wellington and Guelph have continued to grow in the past year. Since 2001, the population of Wellington grew by 12.7%. The city of Guelph is also growing in population, up roughly 6% from 2006 to 2011. With this growth, the labour force also grew significantly in Wellington since 2001, up 17.7%. However it is important to note that many of the jobs are outside the County of Wellington and upwards of 55% of inhabitants in certain regions commute outside the County for employment. This trend indicates a growing and sustainable labour force in the County, yet insufficient employment opportunities. Like the City of Guelph, the County’s labour force remains largely centered around manufacturing, agriculture, and construction. Despite this, the greatest growth in the County’s economy has been cultural and information industries, such as the arts, recreation, finance and insurance.

Risks to the local labour market were identified by the Workforce Planning Board of Waterloo Wellington and Dufferin in the Report ‘Local Labour Market Plan 2012’. It was noted that although manufacturing jobs increased in 2011, overall employment in this sector is still 10,000 less than 2006 levels. Surprisingly, the service sector experienced small employment losses when job gains were anticipated. The Report also noted that there was a slight fall in the number of businesses operating in the City of Guelph and County of Wellington.

Our OW office continues to identify trends and specific circumstances that are likely to impact the OW overall caseload and the employment prospects of our clients. Some highlights for 2013 are highlighted below:

- Last year, Hitachi Construction Truck Manufacturing Ltd announced plans to double their workforce within the next six years. Hitachi currently employs approximately 400 employees
- In April 2013, A.O Smith announced that they will be closing their doors of their Fergus heater manufacturing operation in July 2013. OW has connected with the company to offer employment support to laid-off staff
- In November 2012, Wal-Mart opened the new store in Fergus, employing 165 people
- In March 2013, Target had “soft openings” at the Fergus location and the Guelph location. The two Zellers stores in Guelph that have since closed employed approximately 200 people in total and the new Target in Guelph employs 167 people

We continue to look at labour market trends to align our services, however, it is recognized that the demands of the local labour market do not necessarily relate to the skill-set and experience of our caseload.

## **COMMUNITY ENGAGEMENT**

OW staff at all levels of the organization remain committed to strong and meaningful partnerships and collaborative work within our community. Investing in these activities strengthens our connection to the local community, region and the 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 social services at a community level.

### **Community Outreach and Fundraising Support**

- United Way staff fundraising
- Christmas hamper programme coordination and packing with Salvation Army
- Special events to fund-raise and collect items for various local charities
- Onward Willow BBBF Management Board membership

### **Community Service Planning, Coordination and Advocacy**

- Guelph & Wellington Task Force for Poverty Elimination
- Wellington Guelph Drug Strategy Committee
- Local Immigration Partnership Council
- Guelph/Wellington Housing Committee
- Growing Great Generations – Children and Youth Planning Table
- Employment Coordination Committee
- Guelph Emergency Planning Committee

- Wellington Emergency Planning Committee
- The Workforce Planning Board of Waterloo, Wellington, Dufferin
- Social Planning Council (United Way sponsored)
- OW – ODSP Staff Working Group

**Community Information Sharing and Special Projects**

- Guelph Inclusiveness Alliance (multicultural issues)
- The Guelph, Wellington Education and Training Committee
- HIFIS Working Group (Homelessness Information System)
- Guelph Working Group on Hoarding
- Wellington Seniors Committee
- Waterloo Wellington Geriatric Network
- Sexual Assault and Domestic Violence Committee

**Collaborative Service Delivery Efforts**

- Bridges out of Poverty
- Strengthening Families for the Future

**Professional Associations and Groups**

- The Guelph Chamber of Commerce
- Wellington/Guelph Bar/Bench Committee
- Local Ontario Legal Aid Committee

**Provincial Associations and Groups**

- Ontario Municipal Social Services Association (OMSSA): Conferences, Committees, Information Sharing, Training Courses.
- Association of Municipalities of Ontario (AMO)
- Association of Municipal Employment Services (AMES): Conferences, Committees.
- Provincial Addiction Advisory Committee

**Service Manager and Ministry of Community and Social Services (MCSS) Partnerships**

- Ontario Works Networking Group
- Social Assistance Directors Forum
- Ontario Works Director-Administrator Reference Group
- Ontario Works Outcomes Measures Working Group

**Section 3: Programme Management**

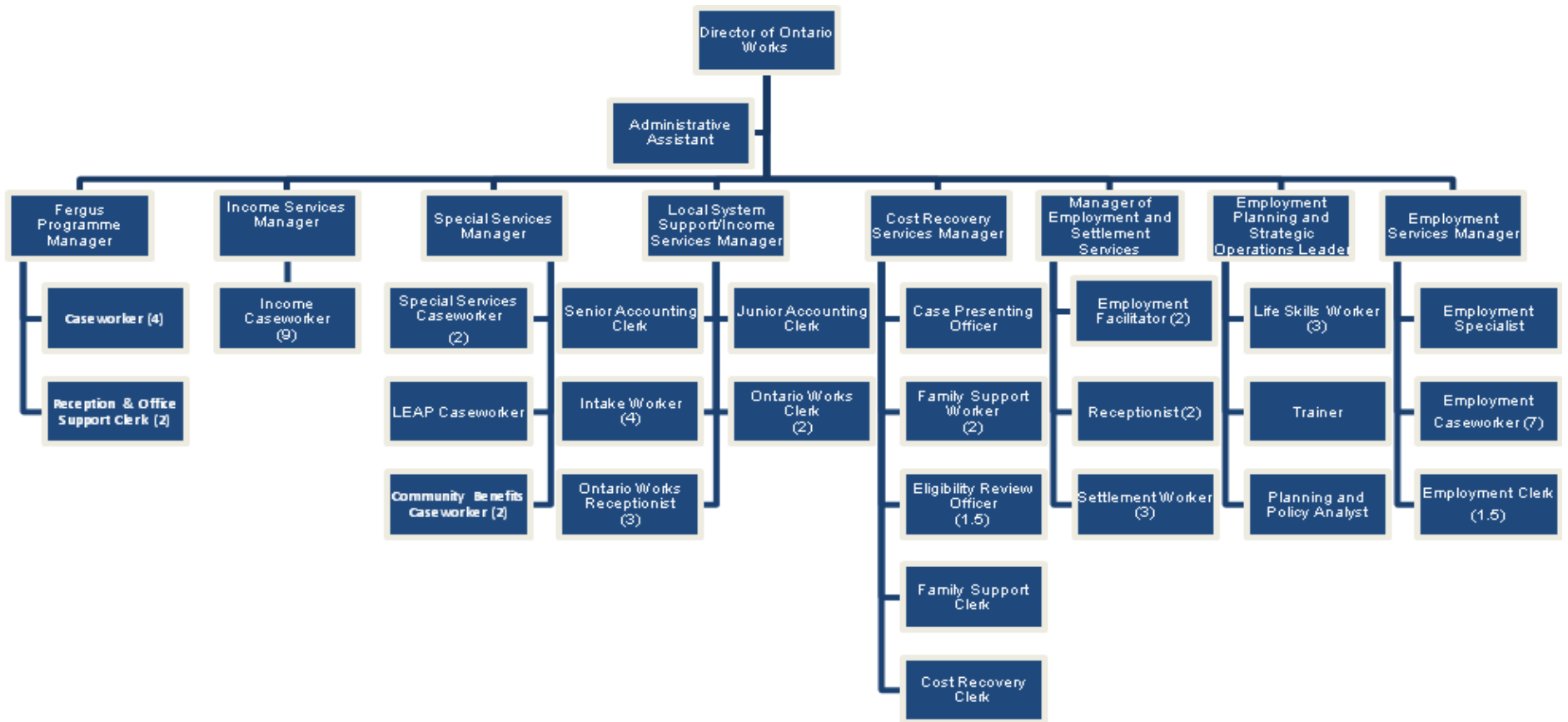
**SERVICE DELIVERY RATIONALE**

**Analysis of Resources**

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

It is anticipated that over the next two-year planning cycle the County will undertake an evaluation of its OW service delivery model, involving community partners, staff as well as OW participants. A client service survey is being completed in the spring of 2013 as a starting point for these efforts. Major initiatives such as the implementation of the SAMS technology and possible provincial reforms to social assistance will also heavily factor into this evaluation of the service model and recommendations for improvement. It is anticipated that this evaluation will lead to shifts in how financial and staffing resources are allocated in the delivery of programmes and services.

COUNTY OF WELLINGTON ONTARIO WORKS ORGANIZATIONAL CHART



## Intake Services

Applicants for Ontario Works now have three options to apply for assistance.

**Call:** 1-800-265-7294 ext 3390 or 519-837-2670 ext 3390

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

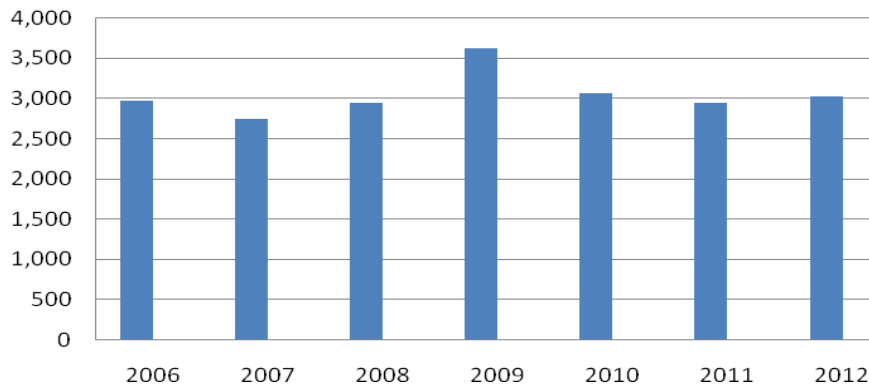
**Visit:** In person at our main office at 129 Wyndham St N. Guelph, ON

The online application for Ontario Works is an initiative launched by the Province in May of 2011. We continue to promote the online application through our website, voice message system as well as through community partners. Currently between 6% and 8% of all applications are being received through the online channel. Starting in early 2014, we will increase promotion of the online application, when the new SAMS technology also allows for a client portal where OW clients can view and make changes to their information.

The majority of intakes are completed over the telephone and all SDMT screens are completed. Clients who have completed an online application are also contacted by telephone to confirm information and schedule a Verification Interview as appropriate. In cases where it appears that the applicant is ineligible for assistance, the applicant always retains the right to have a Verification Interview completed. Inappropriate circumstances, ineligible cases are referred to the Special Services unit for possible discretionary benefits or to other community resources. Intake Workers also request verbal consents from applicants in order to conduct third party checks in advance of the Verification Interview (VI). Intake Workers can also issue Emergency Assistance to clients when deemed appropriate.

In 2012, the Intake Team responded to 6,747 requests for assistance, representing an approximate increase of 2% from 2011. Of the total number of requests received, 3,025 (44%) were scheduled for a Verification Interview. The remaining requests were either deemed ineligible, the client voluntarily withdrew their application or the individual was simply seeking resources or general information.

### Yearly VI's Booked



## **Income Services**

The OW programme at the County of Wellington utilizes a specialized caseworker model in the Guelph office; the Income Caseworker determines and monitors financial eligibility, while the Employment Caseworker focuses on assisting clients to obtain financial independence. The Income Services Team is comprised of nine Income Caseworkers and one Manager. Income Caseworkers determine eligibility, grant financial benefits and verify the ongoing eligibility of clients. The Incomes Services Team provides assistance to clients who reside in the City of Guelph as well as the Townships of Erin, Guelph/Eramosa and Puslinch.

The Income Services Team continues to have two Caseworkers designated as Self Employment Specialists to manage cases where recipients have declared themselves to be self-employed or have expressed an interest in pursuing this as a career option.

Income Caseworkers have the following case management responsibilities:

- Completing Verification Interviews
- Determining initial and monitoring ongoing Ontario Works eligibility
- Referring to appropriate resources (both internal and external)
- Maintaining individual caseloads in relation to financial matters
- Processing monthly Income Reporting Statements and benefits
- Reviewing system generated letters and tasks
- Issuing mandatory and discretionary benefits to Ontario Works recipients
- Reviewing overpayments and arrears eligibility calculations
- Completing EVP interviews and follow-up (until May 2013)
- Maintaining availability during office hours to speak with recipients

The Income Exception Reporting Program (ERP) continues to be piloted on a small scale with two Income Caseworkers. Other caseloads included in ERP are from the Special Services and the Life Skills Team. This project remains under review with positive initial results being experienced. In 2013, the results of the pilot will be evaluated and an on-going policy will be established.

## **Employment Services**

Employment Services is dedicated to offering compassionate, creative and client centered services to meet the needs of our diverse community. The first step in the employment process is to complete a Skills Assessment and Planning Session (SAPS). This leads to an employment action plan which is based on the goals and level of employability of the client. Throughout the employment process, referrals may be completed to either internal or external resources.

### **Employment Strategies and Outcomes**

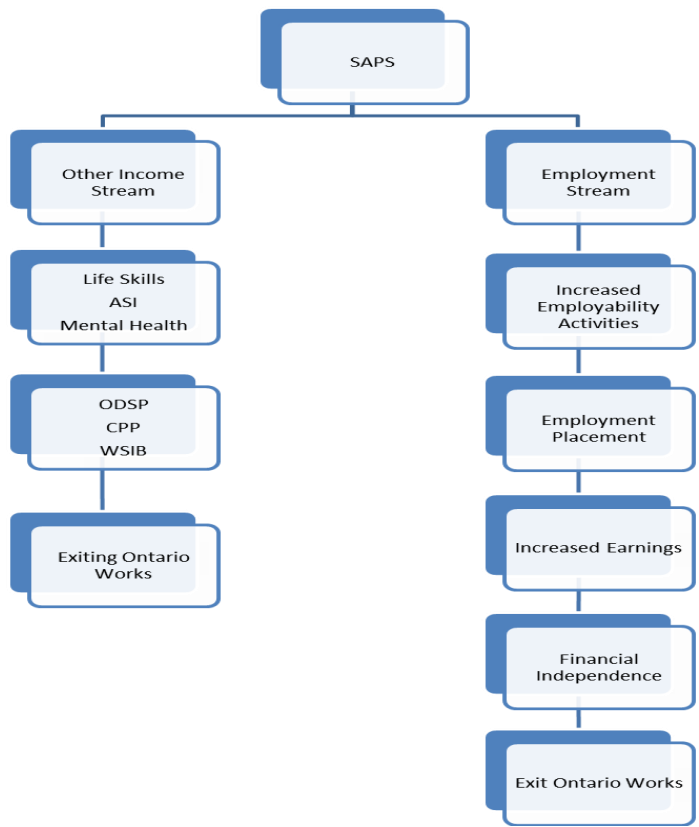
Once a client has been granted ongoing OW eligibility status, they complete a Skills Assessment and Planning Session (SAPS). During this interview, the client's employability is assessed through a review of

their employment and volunteer history, an assessment of transferable skills, a review of education levels and an identification of barriers to employment. The SAPS interview is a collaborative planning session with the client where short and long-term goals are established.

During the SAPS, clients are provided with information on community programmes and services as well as additional financial and programme supports that are available to assist them in reaching their goals. The intent is to assist clients in overcoming barriers and attaining their goals. We strive to ultimately help clients become financially independent.

The steps necessary to reach particular goals are listed on the mutually agreed Participation Agreement (PA). The development of the PA will lead clients into one of two primary streams; 1) Other Income or 2) Employment. Currently, the cases that are managed in Other Income is roughly 6.5% of total caseload with marginal monthly fluctuations. A client may move between the streams dependent upon their circumstances.

**County of Wellington Ontario Works Employment Service Path**



The Employment Services Team utilizes 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. In 2013, the on-going usefulness of the CAAPS system will be evaluated in light of the launch of the SAMS technology and the functionality that it is able to provide in relation to employment case management.

## **Employment Stream**

### Increased Employability Activities – Employment Supports

Employability can be broadly defined as the ability of an individual to search for, obtain, maintain and progress in a job. A number of factors impact or influence an individual's employability also known as their "job-readiness". Clients who are involved in the increased employability stream will have an opportunity to identify programmes that will assist them in increasing their level of employability. The caseworker will make appropriate referrals to programmes and services in accordance with the goals of the client and programme regulations. The majority of our caseload will be involved in increased employability activities.

We continue to see progress with participants completing their educational goals through 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 then gives the client the opportunity to learn the academic skills. In 2013, we will start connecting the participants who are nearing completion of their programme with possible volunteer options or with the Employment Specialist to explore employment options. Section 4 of the Service Plan, Outcome Strategies, discusses in further detail the approaches utilized by the Employment Services Team to help achieve our client outcomes of increased employment and earnings.

## **Other Income Stream - Life Skills Programmes**

### Addictions Services Initiative (ASI)

The Addictions Services Initiative 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 to an Employment Caseworker to seek employment. Assistance is also provided to clients for completing ODSP applications where appropriate.

### Mental Health

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**

After months of planning, renovating and staff training, the social services office in Fergus, Ontario successfully opened its doors April 30<sup>th</sup> 2012. This office provides access to County residents with a variety of Social Services of which OW is the primary focus for residents in the townships of Centre

Wellington, Mapleton, Minto and Wellington North. While the office is primarily focused on the needs of OW recipients, the office space is also being utilized by child care, social housing and ODSP to assist clients. Specialized workers who complete functions such as family support, eligibility review, addiction and mental health services and LEAP will normally travel to the Fergus office to meet with their clients that reside in the office catchment area. This new office location is a major improvement to 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 in Guelph. Verification Interviews and on-going case management for clients, who reside in the aforementioned four townships, take place out of the Fergus office. Caseworkers at the Fergus office are responsible to manage both the financial and employment aspects of a client's case. The one worker model has proven to be an advantage to both staff and client. Because staff is seeing all aspects of the client's situation, from their financials to employment barriers, they have a greater understanding of the client's needs and therefore better able to assist in achieving their employment goals and financial independence. The responses from clients served thus far have been overwhelmingly positive. A client satisfaction survey is currently being distributed to seek feedback from clients.

### **Cost Recovery Unit**

The Cost Recovery Unit is responsible for three primary programmes; Eligibility Review, Case Presenting and Family Support. New in 2013, the Cost Recovery Unit will be taking over responsibility for the Eligibility Verification Programme from Income Services.

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. We will be updating our Memorandum of Understanding related to information sharing and policies with the local police services in 2013.

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.

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. Achieving a rate of 45% for cases with support provisions, we have the second highest rate in the province.

**Special Services Unit**

The Special Services Unit delivers the following programmes:

- Domiciliary Hostels - 15 agreements
- Community Grants Programme
- Emergency Hostels – 3 Emergency Shelter Agreements
- Municipal Discretionary Benefits
- Learning Earning and Parenting programme
- Student and Youth Assistance
- Temporary Care Assistance
- Public Funerals and Burials
- Housing Stability Programme
- Emergency Energy Fund and LEAP Energy Programmes

In January 2013, several MCSS funded programmes were consolidated into one new programme, the Community Homelessness Prevention Initiative (CHPI) administered through the Ministry of Municipal Affairs and Housing (MMAH) and delivered through the Special Services Unit. The consolidated programmes include the Consolidated Homelessness Prevention Program (CHPP), Emergency Energy Fund, Emergency Hostel Services, Domiciliary Hostel Program, and the Provincial Rent Bank.

Special Services staff works directly with people residing in both Domiciliary and Emergency Hostels. Staff dedicated to these sites assists clients on site to facilitate OW applications and determine initial and ongoing eligibility. Additionally, staff works with these clients to assist them in transitioning out of shelter programmes and into longer term housing solutions. Special Services staff involvement with residents of the emergency shelter system has increased significantly with the funding and legislative changes of January 2013, resulting in residents of emergency shelters now being considered eligible to receive OW. This has increased the need for a presence in the shelters to facilitate OW applications, monitoring of ongoing eligibility and provision of information.

The Discretionary Benefits Programme is solely municipally funded and continues to grow moderately in terms of the number of individuals accessing support and dollars spent. This programme assists low and fixed income individuals and families 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 in emergency shelter as well as startup costs to secure housing and utilities when leaving a shelter.

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.

Public funeral and burial requests remain at a high level and show signs of continuing to increase. The combination of an increasing population in 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. Over the past two years, approvals have been received to increase funeral rates by 20% each year in order to compensate providers more in line with the actual cost of funeral related services.

With the implementation of CHPI and the elimination of the Community Start Up and Maintenance Benefit (CSUMB), the County of Wellington worked to develop a replacement programme to meet the demands of the community. This new initiative was created with the collaborative work of Social Services and community agencies recognizing the need for a similar programme in the community and understanding that it would have to be implemented with significant funding cuts in comparison to the previous CSUMB. This resulted in the creation and implementation of the Housing Stability Programme (HSP) 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.

New in 2013, the Special Services Unit will take over 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.

## **OVERSIGHT STRATEGY**

The County of Wellington employs a variety of measures to ensure proper oversight of the OW system. A most recent improvement to such strategy is the absorption of the EVP into the Cost Recovery Unit. In bringing the programme out of the hands of Income Caseworkers and into the Cost Recovery Team, cases are then reviewed with a 2<sup>nd</sup> set of 'fresh eyes', offering greater objectivity and scope for the file review. The Cost Recovery unit will take over execution of the EVP in May 2013. This process uses a risk based approach of reviewing 3% of OW cases monthly that have been flagged for further revision and investigation. The process involves an analysis and assessment of third party information to determine client eligibility and whether a change in financial assistance is required.

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. If necessary, local policies will be developed to assist in the interpretation/implementation of any legislated changes. Currently, the training department has initiated a Policy and Procedure Committee which is comprised of managers and caseworkers to review all current local policies for accuracy and necessity. All local policies are uploaded to our intranet for easy access by all staff.

Subsidy claim preparation is the responsibility of specifically trained Treasury staff in accordance with the Subsidy Claims Preparation Guide. Treasury staff members communicate closely with provincial staff at the MCSS Regional Office to clarify any questions and to ensure that monthly submissions are accurate and supported by all required documentation. 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.

Additionally, programme risks and areas for improvement are identified through a number of on-going activities including:

- Randomized file reviews by managers, with specific requirements and attention to new caseworkers
- Regular team meetings to discuss issues and seek staff input
- Bi-weekly management meetings to review issues, outcome performance and ideas for improvement
- Quarterly meetings between the local office and the Provincial Program Supervisor to review programme expenditures, performance, emerging issues and outcomes

## OVERVIEW OF LEARNING SUPPORTS

Our organization is committed to professional development and lifelong learning experiences. The cornerstone of our work in this area is the provincial training curriculum, Supportive Approaches through Innovative Learning (SAIL). In 2010 we completed our core training of all OW staff and the ongoing process of implementing the lessons and approaches of SAIL continues each year. In 2013, all staff will complete the latest SAIL module, Narrative Interventions.

We are taking concrete action to ensure that the principles of the SAIL training are promoted and demonstrated by our staff throughout the organization. SAIL Principles are applied throughout many initiatives and tools, 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 2013 will be the transition to the Social Assistance Management System (SAMS). This project continues to require significant investments in planning, organizing and training as we move closer to our implementation date in the fall of 2013. Our SAMS Implementation Team consists of 10 staff members representing each team in our division. This team is responsible for completing the activities in our site readiness plan like: engagement; data cleansing; training; communication; and business review. The Trainer participated in Train the Trainer through the province to deliver SAMS training to all staff in preparation for the November conversion to SAMS. The trainer will be conducting and analyzing a needs assessment for staff to determine the most effective SAMS training methods. Our goal will be to ensure staff is prepared for the change to SAMS while we continue to meet the established service standards.

Staff is 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 will provide '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 is 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.

**Section 4: Outcome Strategies****OUTCOME FUNDING TARGETS FOR 2013**

The outcome projections for 2013 continue to be conservative due to ongoing uncertainty in the labour market and an expected growth in the OW caseload. Global economic forecasts are projecting very slow growth in the short and medium term and they continue to identify major potential risks to recovery.

The below chart outlines our 2013 outcome targets, which is a 1% increase over 2012.

<b>Measure</b>	<b>2012</b>	<b>2013 Target</b>
Average amount of employment earnings for participants with earnings	\$ 726.94	\$ 734.21
Average amount of employment earnings at exit	\$ 1,182.25	\$ 1,194.07
Percentage of the caseload with employment income	8.85%	8.93%
Percentage of the caseload exiting to employment	29.15%	29.44%
Job retention rate as determined by average length of time from exit due to employment to re-entry to social assistance (months)	9.6 months	9.7 months
Average length of time to employment (months)	11.07 months	10.96 months

**ACTION STEPS AND RESOURCES**

Recent labour market trends continue to indicate that employers are looking to hire more skilled and educated employees. In an effort towards increased employability, the Employment Services Team has strengthened relationships with basic education and training providers in response to the need for more skilled employees in the labour market.

The following two charts identify the array of employment activities available for a client pertaining to basic education or training:

**Basic Education**

<b>Organization</b>	<b>Program</b>
<b>Wellington Centre for Continuing Education</b>	Grade 12 General Educational Development (GED) Preparation Literacy & Numeracy Step Into a New Life Academic Upgrading Give Yourself Credit

<b>St. George's Centre for Adult ESL</b>	English as a Second Language
<b>Conestoga College</b>	General Diploma General Educational Development (GED) Preparation
<b>Action Read</b>	Literacy

**Training**

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

**Ontario Works Internal Programmes**

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

The County of Wellington continues to operate an Employment Resource Centre (ERC) in Guelph and self-service resources are also available at the Fergus office location. The ERC provides clients with an opportunity to access the internet to perform labour market research, view and print job postings and apply to available postings. Clients can also update their resume and cover letters and make copies, while reception staff is available to assist.

The Employment Services Team also includes two 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... In 2012, we reduced our number of Employment Facilitators from four to two as a result of a decision by Employment Ontario to end their funding support to the Employment Resource Centre. As a result, we have relied more heavily upon cooperative efforts with our local Employment Ontario (EO) partners including; increased referrals to EO funded providers, coordinating workshop delivery with EO providers at a community level, allowing EO providers to use our space for workshop delivery. We will continue to monitor the impacts of this staffing reduction over 2013 and determine if adjustments to resource levels are required.

### **Employment Placement**

Employment Placement assists clients in obtaining and retaining employment opportunities. The Employment Specialist (ES) works with both the client and the employer to ensure the success of the placement. In 2012, the ES developed 213 positions with 85 employers and has been able to place 49 of the 280 clients referred into employment, up 5.5% from last year. New in 2013, the ES will be hosting and informal job search club two days a week for an hour in length. This club is will provide an opportunity for the ES to develop a rapport with motivated job seekers, providing them with current employment opportunities and offering suggestions on effective job search strategies.

We continue to see an increase in the temporary employment contracts and employers working through staffing agencies. As a result of this trend in 2012, we initiated working relationships with local temp agencies. We have had some success working with Task Force, Express, Liberty and Premium HR Solutions. In 2013, we will continue to foster these relationships in an effort to identify more opportunities that would be a suitable match for OW participants.

In our effort to partner with organizations that support economic development in the community, we have been able to develop a great working relationship with the County of Wellington Economic Development Office. The ES has been able to accompany the Economic Developer Officer to several events, and thereby accessing the economic development community. In several instances these relationships have successfully provided employment leads.

### **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. In doing so, we have formally partnered with the Wellington Guelph Volunteer Centre. This coordinated effort will enable the caseworkers to receive feedback as to the types of volunteer placement that the participant is seeking. This will help in case management to ensure that the placements are matching the desired skills that are connected with the participant's employment goals. This process was rolled out in April 2013.

### Increased Earnings

Employment 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. 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 then gives the client the opportunity to learn the academic skills. The new tracking mechanisms developed in 2011 are working well and we have now revised the referral process to ensure those clients are being referred to the right programme.

Employment caseworkers work closely with a number of community partners through referrals to appropriate programmes and services as noted in the chart below. As mentioned above, a key priority is working more closely with full-suite providers of EO programmes and services to ensure that they are able to meet the needs of our mutual clients. The chart below lists a number of community partners that we actively work with as part of our employment programme.

### Community Partners

<b>2<sup>nd</sup> Chance Employment</b>	<b>Self Help Alliance</b>
<b>Lutherwood</b>	<b>Women in Crisis</b>
<b>Anishnabeg Outreach</b>	<b>Community Care Access Centre</b>
<b>Onward Willow</b>	<b>Volunteer Centre</b>
<b>Canadian Mental Health Association</b>	<b>Stonehenge</b>
<b>University of Guelph Couple &amp; Family Therapy</b>	<b>Homewood</b>
<b>Trellis Mental Health &amp; Development Services</b>	<b>Northern Lights Canada</b>
<b>Community Resource Centre in Fergus</b>	<b>Guelph Wellington Business Enterprise Centre</b>

As a further enhancement to our life skills programming, and new in 2013, is the implementation of a new workshop entitled "Getting Ahead in a Just-Gettin'-By World: Building Your Resources for a Better Life". We are delivering this workshop approximately 4 times per year in partnership with community partners such as, Wellington Dufferin Guelph Public Health and with the support of the local Poverty

Task Force. It is based on the Bridges Out of Poverty educational programme, an approach that helps employers, community organizations, social-service agencies, and individuals address and reduce poverty in a comprehensive way. The workshop is three weeks in duration and “investigators” (participants) examine their own situation and develop an individualized plan that will move them out of poverty and allow them to achieve their long-term goals.

### **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 any associated issues, are discussed with the MCSS Program Supervisor as part of quarterly review meetings. As appropriate, a business case is presented to provincial staff if the targets must be adjusted. As described in other areas of the Service Plan, staff is provided with a number of on-going engagement opportunities, including regular meetings, working groups, feedback surveys, etc... with regards to various elements of the County’s OW service model.

Our monitoring system is expected to be further strengthened as we move forward with our service model evaluation, which will include feedback from the spring 2013 client survey, and recommendations from the Province. It is anticipated that the evaluation will be completed in time to inform the development of next year’s Service Plan update and year two targets.