



Municipal Liaison Committee

Regular Minutes

Paramedic Facility, 480 Douro St., Stratford

March 21, 2019

Where appropriate, motions contained in the Municipal Shared Services Committee Minutes are considered recommendations to the affected municipalities.

Committee Members Present:

Councillor Martin Ritsma, City of Stratford
Mayor Al Stratthdee, Town of St. Marys
Warden Walter McKenzie, County of Perth (Chairperson)
Councillor Robert Wilhelm, County of Perth
Councillor Jim Aitcheson, County of Perth
Councillor Bonnie Henderson, City of Stratford

Absent:

Mayor Dan Mathieson, City of Stratford
Councillor Margaret Luna, Town of St. Marys
Councillor Tom Clifford, City of Stratford

Staff Present:

Michael Humble – Director of Corporate Services, City of Stratford
Rob Horne – CAO, City of Stratford
Kim McIlroy, Manager of Ontario Works, City of Stratford
Renato Pullia – CAO, County of Perth
Blaine Lucas – Director of EMS, County of Perth
Linda Becker – Provincial Offences Coordinator, County of Perth
Betty Jo Belton – Archivist – Stratford-Perth Archives, County of Perth
Pauline Walkom – Administration Support Clerk, County of Perth

1. Call to Order

The Regular Meeting of Municipal Liaison Committee with Quorum present was called to order at 1:30 P.M.

2. Disclosure of Pecuniary Interest - None

3. Confirmation of the Agenda

Moved By: Councillor Aitcheson

Seconded By: Councillor Ritsma

THAT the Council Agenda for the March 21, 2019 be approved as amended to move Social Services Report to Item 6.

Carried

4. Adoption of the Previous Minutes

Moved By: Councillor Wilhelm

Seconded By: Councillor Aitcheson

THAT the Municipal Shared Services Committee Agenda for March 21, 2019 be approved.

Carried

5. Business arising from the previous minutes - None

6. Social Services

Kim McIlroy, Manager of Ontario Works, City of Stratford reviewed the report and was available for questions. Social Housing will now be smoke free as well as free of growth of cannabis. A discussion was held on the hiring of five staff. It was noted that the hiring is based on the anticipated funding.

Moved By: Councillor Henderson

Seconded By: Councillor Ritsma

THAT the Social Services report dated March 21, 2019 be accepted as circulated.

Carried

7. Stratford-Perth Archives

Betty Jo Belton, Manager of Archives Services/Archivist reviewed the report and was available for questions.

Moved By: Councillor Aitcheson
Seconded By: Councillor Wilhelm

THAT the Stratford Perth Archives report dated March 7, 2019 be accepted as circulated.

Carried

8. Provincial Offences

Moved By: Councillor Wilhelm
Seconded By: Councillor Ritsma

Linda Becker, Manager of Court Services reviewed the report and was available for questions.

THAT the Provincial Offences Administration report dated March 7, 2019 be accepted as circulated.

Carried

9. Paramedic Services

Moved By: Councillor Henderson
Seconded By: Mayor Strathdee

Blaine Lucas, Director/Chief of Paramedic Services reviewed the report and was available for questions.

THAT the Paramedic Services report dated March 7, 2019 be accepted as circulated.

Carried

10. New Business

1. Pay Remittances for Outside Committees to Council Members

Warden McKenzie advised that there are differences for payment to St. Marys; City of Stratford and County of Perth Councillors who attend Spruce Lodge and Perth District Health Unit meetings. A discussion was held regarding the difference in remittances to various Committee members.

It was concluded that the remittance to Committee member board members is up to the individual Committee or Board.

11. Next Meeting Date

2019 MSSC Meeting Dates:

June 20; (City of Stratford); September 19 (County of Perth) November 21, 2019
-2020 Budget Meeting (City of Stratford) (As per agreement)

12. Adjournment

Moved By: Councillor Wilhelm

Seconded By: Warden Robert Wilhelm

THAT the meeting adjourn at 2:06 p.m.

Carried

MANAGEMENT REPORT

Date: June 20, 2019
To: Municipal Shared Services Committee
From: Kim McElroy, Director of Social Services
Re: 1st Quarter Update for the Social Services Department (2019)

ONTARIO WORKS DIVISION

A one year analysis on outcomes for Ontario Works recipients participating in the Connect 2 Skills Program

Background: The Connect 2 Skills program was initiated through a Skills Advance Ontario Application by the Four County Labour Market Planning Board in 2017. This was a collaborative workforce development initiative for the manufacturing sector in the City of Stratford, County of Perth, and the Town of St. Marys. In May 2018, a report was submitted to Council that analyzed the program at the six month mark. (SOC18-008 "A six-month analysis on outcomes for Ontario Works recipients participating in the Connect 2 Skills Program")

As previously outlined; the manufacturing sector is the second highest employment sector in the Four County region employing over 22,000 people across Bruce, Grey, Huron and Perth Counties. In Perth County manufacturing represents 17% of jobs in the economy. The 2016 Employer One survey identified that 88% of manufacturing employers in Perth had hard-to-fill positions. 83% of these employers also reported the availability of qualified workers as fair or poor. This data indicated potential crises where employers are struggling to find the workers they need to sustain their current level of business.

The Connect 2 Skills Project focuses on both soft skills and technical competencies needed for success in the manufacturing sector in Perth County to address the acknowledged skills gap.

A training program was developed in partnership with Conestoga College that addressed both of these aspects. Initially this was based on eight week cohorts including six weeks in the classroom and two weeks in a manufacturing facility. As the program evolved the classroom time was reduced to four weeks and two weeks in a manufacturing facility.

14 manufacturers in Perth County participate in this program. The manufacturer's had the participants complete a two week placement and if successful offered them continuous employment.

The Ontario Works division entered into a partnership with the Planning Board to identify participants from our client base who would benefit from this program. A caseworker continues to be assigned to this "special project" to provide wrap around supports such as transportation, housing supports, work clothing allowances, counselling and childcare for clients who wished to participate.

The Ontario Works Manager remains sitting on the Advisory Board attending bi-monthly meetings with project partners to provide guidance, feedback, and input and monitor progress.

Analysis: The Connect 2 Skills facilitated 10 cohorts from September 2017 until December 2018 in the City of Stratford. Throughout three cohorts the program graduated a total of 42 participants.

As of January 3, 2019 the following is a synopsis of the outcomes for the City of Stratford Ontario Works recipients in the Connect 2 Skills program:

- 45 Ontario Works clients started the program
- 31 of the Ontario Works clients completed the in-class training
- 19 Ontario Works clients completed the placement portion of the program and graduated successfully
- 15 Ontario Works clients are currently employed
- The range of months on assistance for these Ontario Works recipients prior to attending the program was 1 month to 104 months.
- 8 of the Ontario Works clients have exited the system as their earnings are in excess of entitlement.

The Ontario Works Division continues to work closely with the Four County Labour Market Planning board and other community partners in this initiative. This has been an essential employment support for the participants in the Ontario Works program. The Steering Committee continues to assess and evaluate the program to optimize the outcomes for the participants.

Financial Impact: There is no financial impact as this report is intended to provide information to the Social Services sub-committee about the outcomes the Ontario Works division achieved in collaboration with The Four County Labour Market Planning board and other community partners in regards to the Connect 2 Skills Program.

Outcome: At the February 11, 2019 Council meeting, City Council adopted the following resolution: That the report titled a one year analysis on outcomes for

Ontario Works recipients participating in the Connect 2 Skills Program be received for information

2018 Auditor General Report; Ontario Works Value-for-Money Audit Report

Background: The OAGO completed a Value-for Money audit of the Ontario Works program from January to November 2018. On December 5th, 2018 the OAGO Annual Report was released, their last audit was conducted in 2009. The report contains 19 recommendations, 13 are directed to the Ministry of Children, Community and Social Services, and 6 recommendations are at the Ontario Works service delivery agents.

Analysis: The key themes of the audit included:

- Oversight
- Program Effectiveness
- Program Administration
- Over Payments
- Special Diet Allowance
- And Service Manager Discretion

The offices that were chosen for the Audit were Toronto Employment and Social Services, Peel, City of Windsor, and the District of Thunder Bay Social Services Administration Board.

The recommendations from the audit align with the announcement made on November 22, 2018, by Ontario's Minister of Children, Community and Social Services Lisa MacLeod, in which she outlined the Province's plan for social assistance reform.

The 19 recommendations are as follows:

1. Implement a suitable process, to reinforce to service managers the need to comply with requirements of the Ontario Works Program.
2. Hold service managers accountable to ministry requirements.
3. Improve the effectiveness of the Ontario Works program in helping people to obtain employment and become self-sufficient, and to assess the effectiveness of the service managers it funds.
4. Assess the suitability of the program as it is currently designed, and take steps to improve its effectiveness in meeting the needs of recipients who have significant employment barriers and require extensive assistance to become employed.
5. Collect, analyze and compare service manager staffing and recipient caseloads, between service managers, and to Ministry guidelines, to follow-up on significant

differences in order to identify promising practices and instances that require corrective action to improve outcomes.

6. Reduce the number and size of overpayments to recipients.
7. Increase the rate at which service managers recover overpayments, and have the necessary information to assess service manager efforts to recover overpayments.
8. All Ontario Works recipients are treated fairly and only receive allowances for a special diet if they have a medical condition and require it. To identify, investigate, and address improbably high trends to reinforce with service managers the need to be diligent in providing the Special Diet Allowance.
9. Work with the College of Physicians and Surgeons of Ontario in approving questionable applications for a Special Diet Allowance; to share information with the Ministry that they are currently investigating and distribute to all service managers a list of doctors the Ministry suspects of approving questionable Special Diet Allowance applications.
10. Review and analyze the differences in discretionary benefits provided by service managers, and their impact on recipient outcomes; and establish guidelines for issuing these benefits to support local decision-making.
11. Implement a suitable process, to reinforce to service managers the need to comply with requirement of the Ontario Works program.
12. Confirm only those eligible receive benefits by exploring risk factors related to eligibility, improving information sharing with federal government.
13. Service Managers work with the Ministry of Children, Community and Social Services to confirm and formalize the requirements to use the third-party verification check that will be most effective; caseworkers review and document their review of all relevant information required by the Ministry when determining eligibility and reassess the ongoing eligibility of the Ontario Works recipients in the time period required by Ministry policy.
14. Service Managers complete the eligibility verification reviews assigned to them by the Ministry of Children, Community and Social Services on a timely basis.
15. Service Managers review and investigate allegations of fraud within the required timeframe and refer cases of suspected fraud to authorities for investigation and prosecution.

16. Service managers take steps to ensure that they only waive the requirements to participate in employment support activities in eligible circumstances when supported by the necessary documentation.
17. Service Managers meet with recipients regularly in accordance with Ministry requirements to review and update their participation agreements and assign appropriate employment support activities to all participants.
18. Service Managers take steps to identify opportunities to increase the proportion of recipients referred to employment supports that have successfully assisted recipient to obtain employment and investigate the possibility and assess the merits of becoming a delivery agent for Employment Ontario.
19. Work with the Ministry of Training Colleges and University to increase the portion of recipients who obtain employment.

A local review of our current practices has us well positioned with regards to the 6 recommendations for Service Managers:

- Service Managers work with the Ministry of Children, Community and Social Services to confirm and formalize the requirements to use the third-party verification check that will be most effective; caseworkers review and document their review of all relevant information required by the Ministry when determining eligibility and reassess the ongoing eligibility of the Ontario Works recipients in the time period required by Ministry policy.
- Service Managers complete the eligibility verification reviews assigned to them by the Ministry of Children, Community and Social Services on a timely basis.
- Service Managers review and investigate allegations of fraud within the required timeframe and refer cases of suspected fraud to authorities for investigation and prosecution.
- Service managers take steps to ensure that they only waive the requirements to participate in employment support activities in eligible circumstances when supported by the necessary documentation.
- Service Managers meet with recipients regularly in accordance with Ministry requirements to review and update their participation agreements and assign appropriate employment support activities to all participants.
- Service Managers take steps to identify opportunities to increase the proportion of recipients referred to employment supports that have successfully assisted

recipients to obtain employment and investigate the possibility and assess the merits of becoming a delivery agent for Employment Ontario.

Locally, we have strong partnerships with Employment Ontario, we are able to meet Ministry guidelines on file reviews, and as a proactive measure we are implementing a specialized caseload that will perform intensive case management on our long-term Ontario Works recipients. These practices will hold in our favor for the projected implementation target date of 2020 for these recommendations.

Financial Impact: At this time it is unknown what the financial impact will be to the City of Stratford, Perth County, and the Town of St. Marys as the funding models and accountability measures remain to be seen.

Outcome: At the March 4, 2019 Regular Council meeting, City Council adopted the following recommendation of the Social Services Committee: That the report "Office of the Auditor General (OAGO) Ontario Works Value-for Money (VFM) Audit" be received for information.

Province announces plan for "Social Assistance Reform"

Background: On November 22, 2018, Ontario's Minister of Children, Community and Social Services Hon. Lisa MacLeod announced details on the Province's plan for social assistance reform. The following details were summarized by the Ontario Municipal Social Services Association's (OMSSA) report "*Province Shares Plan for Social Assistance*." (November 22, 2018).

The announcement came with a broad framework and principles rather than a full implementation plan. The Minister announced that the Province is determined to move forward with reforms guided in the following principles and priorities:

- **Moving People to Employment:** Reducing administration and paperwork so people receiving Ontario Works and front-line staff can focus on individual action plans that set out a path to health, wellness and preparations to return to work.
- **Locally Focused Social Services:** Streamlining social assistance and employment programs and increase local responsiveness and flexibility to help all job seekers reach their potential.
- **Supporting People with Disabilities with Dignity:** Redesigning the Ontario Disability Support Program (ODSP) to provide annualized income support with fewer reporting requirements for Ontarians with severe disabilities.

Cutting Red Tape and Restoring Accountability: Eliminating barriers for people receiving social assistance and for those delivering support by simplifying rates, reducing

administration, cutting unnecessary rules, and restoring service accountability through a simplified system to better focus on improving outcomes.

Analysis: The report indicates that design and implementation of specific reforms will be phased in over the course of the government's mandate, predominantly towards 2020 and onwards. Although, details on specific program changes, implementation timelines, funding models and accountability frameworks remain to be seen, the Province did share the following initial details:

- **New Ontario Works earnings exemptions**, with recipients able to earn up to \$300 per month without reducing their assistance, up from the current \$200 flat rate. Twenty-five per cent of subsequent earnings would be exempt, and exemptions would start after one month on assistance, quicker than the current three month waiting period.
- **Incentivizing people on Ontario Works to find jobs**, particularly by allowing lower income workers to keep more of what they earn through the Low-Income Individuals and Families Tax Credit (LIFT).
- **Focusing on ensuring caseworkers are spending more of their time working directly with clients**, including developing individual action plans.
- **Launching a website**, [Ontario.ca/openforbusiness](https://ontario.ca/openforbusiness), to make matching job seekers with businesses easier.
- **Empowering municipal partners** with a modern approach to Ontario Works service delivery that focuses on increased local decision-making and reduced paperwork.
- **Simplifying rules around self-employment** to promote and encourage self-employment
- **Simplifying rates and benefits** and establishing a new, **flexible local discretionary fund** so Ontario Works delivery partners can tailor benefits to improve people's outcomes with a focus on employment.
- **Aligning Ontario's definition of 'disability'** more closely with federal government guidelines.
- **Financial eligibility for ODSP will be reviewed yearly**, instead of monthly.
- Introducing, for clients in receipt of ODSP, a **\$6,000 flat annual exemption plus a 25 per cent exemption for earnings above \$6,000** instead of the current approach which reduces support after monthly earnings exceed \$200.

- Providing people receiving assistance with **more options to access information and service by computer or smartphone**, which will mean front-line staff, can spend more time working with people to address complex needs.
- **The Province will be accountable for designing a simplified system that focuses on outcomes**, helps people instead of trapping them, and uses risk-based approaches to ensure that those who receive assistance are eligible.
- **Municipalities will be held accountable for helping people achieve their goals and public reporting of outcomes**

Financial Impact: At this time it is unknown what the financial impact will be to the City of Stratford, Perth County, and the Town of St. Marys; as the funding models and accountability measures remain to be seen.

Outcome: At the March 4, 2019 Regular Council meeting, City Council adopted the following recommendation of the Social Services Committee: That the report "Province announces plan for Social Assistance Reform" be received for information.

EARLY YEARS AND CHILDCARE DIVISION

Restoring Ontario's Competitiveness Act, Bill 66 proposed changes to the Child Care and Early Years Act, 2014

Background: The Provincial government proposed and completed the First reading on Dec 6, 2018 of Bill 66, titled, Restoring Ontario's Competitiveness Act. The goal of the proposed Act is to restore Ontario's competitiveness by amending or repealing specific Acts.

Analysis: Bill 66 has twelve (12) Schedules with each Schedule related to a specific Ministry and Legislation. The full proposed Bill is available on line <https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-66>.

Schedule 3 contains the proposed amendments to the Child Care and Early Years Act, 2014. This Act governs Child Care centre based and home based programs and services. The proposed changes were reviewed by the Children's Services Network and comments submitted to OMSSA to consider as the Association prepared a submission to the Minister, Todd Smith. Attached is the submission by OMSSA.

The common ground from all discussions is that families need access to spaces and affordable child care. The submission from OMSSA details the concerns for safety of

children and a willingness to continue following the identified four provincial priorities that early learning and child care be responsive, affordable, high quality and accessible.

The release of the Provincial Child Care plan with the 2019 Budget will give direction for early learning and child care in Ontario.

Financial Impact: There is no financial impact.

Outcome: At the March 4, 2019 Regular Council meeting, City Council adopted the following recommendation of the Social Services Committee: That the letter "Re: Bill 66, Restoring Ontario's Competitiveness Act, 2018 submitted by OMSSA, January 17, 2019" be received for information.

HOUSING DIVISION

City of Stratford Social Services Department's Participation in the National 20,000 Homes Campaign Collaborative

Background: The 20,000 Homes Campaign is a national change movement focused on ending chronic homelessness in 20 communities and housing 20,000 of Canada's most vulnerable homeless people by July 1, 2020. The City of Stratford Social Services Department joined the campaign in 2017, making a commitment to end chronic homelessness locally. In November 2018, the Social Services Department renewed its pledge to the campaign and, along with 25 other communities across Canada, signed on to be a part of the 20,000 Homes Campaign Collaborative. This collaborative model combines and adapts elements of collective impact and quality improvement science to provide a structured learning/action framework. This framework includes in-person and virtual coaching that walks communities through a structured process to achieving and sustaining Function Zero chronic homelessness. This process includes adopting proven best-practices, using real-time data, and learning how to distribute resources more efficiently to increase local capacity.

Analysis:

Expectations of a Participating Community

1. Establish a Local Team:

The Local Team determines and prioritizes projects and activities that enable the community to reach the goal of ending chronic homelessness and guides the work necessary for successfully implementing them. The team must consist of a Campaign Lead, a Data Lead, and other members who provide expertise and knowledge in the area of homelessness response. Locally, this includes:

- Jeneane Fast, Housing Stability Policy & Program Coordinator (Campaign Lead)
- Calvin Mackenzie, Research & Data Analyst (Data Lead)

- Grant Martin, Housing Stability Policy & Program Coordinator/SHOPP Team Lead
- Eden Grodzinski, Manager of Housing

2. Attend In-Person Learning Sessions:

Between November 1, 2018 and June 30, 2020, five in-person learning sessions have been organized by the 20,000 Homes Campaign. These sessions are an opportunity for participating communities to share ideas, projects, tools, and lessons learned with each other and with subject matter experts from across Canada and the USA. During this time, communities will also be identifying goals and developing tangible work plans for improvement projects to be implemented during the subsequent action cycles. Communities will receive support to do this in the form of coaching and mentoring from expert 20,000 Homes Campaign staff and partner organizations.

In 2019, the learning sessions will all occur in Toronto:

- March 6 & 7
- June (dates TBD)
- October 2 & 3

3. Implement Improvement Projects during Action Cycles:

Action cycles occur in between the learning sessions. The local team will return to the community to share their learning and implement their work plans for the improvement projects. Follow-up coaching as well as robust data and performance management support will continue during this time.

4. Report Monthly:

Throughout the process, communities are required to submit monthly reporting on housing-move-ins, actively homeless numbers and other measures which enable us to better understand homelessness in our community and to track our progress towards ending it.

Benefits of Participation

Being a member of the 20,000 Homes Campaign Collaborative provides significant benefits to the work we are doing to address homelessness locally including:

1. Access to resources

Being a member of the 20,000 Homes Campaign Collaborative allows us access to coaching and mentoring from experts in the field as well as networking opportunities with key government officials and funding partners. We also receive the benefit of using exclusive tools and training materials. As a smaller community, these are resources we would not otherwise have the opportunity to tap into.

2. Support with achieving the provincially mandated goal of ending chronic homelessness by 2025

Ontario's Long-Term Affordable Housing Strategy Update (2016) clearly outlines the province's expectation that Service Managers work towards ending chronic homelessness in their communities by the end of 2025.¹ As a 20,000 Homes Campaign Collaborative community, and the resources and supports that come with that participation, we are well positioned to achieve this provincial goal.

3. Access to funding opportunities

On April 1, 2019, the Federal Government will officially launch **Reaching Home: Canada's Homelessness Strategy** which replaces the existing Homelessness Partnering Strategy. This funding program is a partner with the 20,000 Homes Campaign meaning that opportunities for further funding related to ending homelessness locally may be available, in addition to the funding we currently receive from the province.

Current Implementation Projects

The idea of ending homelessness is a substantial task that can seem overwhelming. The 20,000 Homes Campaign Collaborative approach breaks down the issue into a series of smaller tasks. As a participating community, the Social Services Department has already undertaken the following initiatives to support our goal of ending chronic homelessness locally:

- **Establishing a Quality By-Name-List**

A By-Name-List is a real-time, dynamic list of all individuals experiencing homelessness in a community. Having this tool enables us to understand homelessness on a systems and community level so that decisions about allocating funding and resources, as well as developing or enhancing programming, is based on reliable data. This tool also allows us to know all individuals experiencing homelessness 'by-name'. A Quality By-Name-List is fundamental in developing a Coordinated Entry System for responding to homelessness in a community.

- **Tracking and connecting with unsheltered individuals**

With support from the Collaborative, the Social Services Department is testing a way to identify and track individuals experiencing homelessness who are unsheltered (i.e. sleeping outdoors, public spaces, makeshift shelters, vehicles, etc.). This provides us with a more fulsome picture of homelessness locally and also improves our ability to connect individuals with appropriate services and supports.

- **Working towards a Coordinated Entry System**

Developing a Coordinated Entry System enables communities to bring consistency and efficiency to the process by which individuals experiencing homelessness access housing and services. It is a system which ensures that individuals are connected to the appropriate supports and services based on their acuity. Similar to triaging in a hospital, it also ensures that the individuals with the greatest needs are prioritized

¹ Ontario Ministry of Housing (2016). *Ontario's Long-Term Affordable Housing Strategy Update*, pp. 31-38.

for services first. A Coordinated Entry System relies on coordination and collaboration with community stakeholders from a variety of sectors.

Financial Impact: Due to the smaller size of our service area there is no membership fee for the City of Stratford to participate in the Collaborative, (although there is for larger centres such as Hamilton, Peel Region, and Edmonton). The costs to the Social Services Department only include travel related expenses for the learning sessions, and would be covered through the Consolidated Homelessness Prevention Initiative and Home for Good; under the 100% provincially funded programs.

Outcome: At the March 4, 2019 Regular Council meeting, City Council adopted the following recommendation of the Social Services Committee: That Council support the Social Services Department's involvement in the 20,000 Homes Campaign Collaborative in order to move the community's goal of ending chronic homelessness forward.

New Digital Community Engagement Platform – letstalksocialservices.ca – provided by the software company, Bang the Table

Background: The City of Stratford's Social Services Department understands the importance of reaching, informing, and involving residents in strategy development and the implementation of programs and services that affect their lives. In 2018, the Social Services Department contracted "Bang the Table" (a company that specializes in digital engagement services for municipalities) to help design, implement and moderate a new on-line engagement system that will improve our ability to consult with clients, tenants, service providers, and other interested community members.

A new website – letstalksocialservices.ca –launched February 2019, with an initial focus on engaging community members in the five year review and refresh of the 10-Year Housing and Homelessness Plan for Stratford, St. Marys and Perth County.

Analysis:

What is Bang the Table?

Bang the Table is a software company that specializes in on-line stakeholder engagement services. Their mission is to improve the quality of public debate and level of community involvement in public life, and to ensure that people have accessible opportunities to learn about and contribute to the decisions that affect their daily lives. Bang the Table brings together the latest web technologies and best practice stakeholder engagement to deliver interactive communications solutions.

The company has successfully worked with numerous municipalities in Ontario, for example, The Corporation of the County of Perth, Township of Perth East, Municipality of West Perth, Municipality of North Perth, City of Burlington and City of Guelph.

Bang the Table offers eight different on-line engagement tools:

- **Forums** - Forums, or discussion boards, are nearly as old as the internet but they remain to this day, the simplest, most transparent and most democratic tool for engaging communities online. The difference between Bang the Table's forums and other social media sites is that the company acts as a moderator, to ensure that discussions are courteous and productive.
- **Guest Book** – The guest book is a moderated way to gather community feedback and ideas transparently. It is perfect for situations that do not require or would not benefit from public debate. Community members are welcome to post thoughts, feelings, advice, congratulations, suggestions, tips and tricks.
- **Ideas** - Ideas is a tool for the early, or divergent, stages of a community engagement program. It is used to gather lots and lots of ideas quickly from as many people as possible, and then to carry out a preliminary prioritization (or sifting) of those ideas.
- **Places** – Places are spatial surveys, and can be used to capture community input about places and spaces, however large or small (e.g., places you take visitors to town, places you like to read and drink coffee, places you go to watch birds in the snow, etc.)
- **Polls** – Quick polls are mini surveys, such as votes. They are a simple and fast way to capture a community's mood and sentiment towards a range of issues. They can be used to show the community instant results.
- **Questions & Answers (Q&A)** - Q&A is an issues management and communication risk mitigation tool. It is a managed space for communities to ask questions and for organizations to respond either publicly (to create a Q&A library) or privately.
- **Stories** - Stories is a safe way to gather personal narratives. The idea being that, particularly in more emotional and potentially psychologically fraught contexts, you do not want to encourage disparagement or destructive debate of one person's perspective. You simply want to honour the individual's experience. The stories we tell ourselves and the stories we share determine who we are and contextualize how we respond to the world around us. Sharing stories affects both the story teller and the listener (or reader) profoundly at both an emotional and cognitive level. Emotional resonance that creates some form of empathy or understanding is a critical element in creating an "engaged" community, rather than simply a "consulted" community.
- **Surveys** - Surveys are really consultation tools, rather than engagement tools, but they have two benefits. First, people are generally used to filling them in, so they

generate high response rates. And secondly, they can provide users with quantifiable data for analysis.

How Bang the Table differs from social media?

Bang the Table strives to ensure that on-line posts and discussions are respectful and civil. The company provides a 24/7 moderation service, whereby the company's staff review all publicly accessible community contributions to on-line forums and guest books according to the company's site moderation rules. Public comments are either allowed or removed, but are never edited by Bang the Table staff.

Benefits of Community Engagement

Collaborating with the Bang the Table provides significant benefits to the work that the Social Services Department is doing to engage community members locally, such as:

- Increasing the likelihood that community plans will be widely accepted - Citizens who participate in these processes show significant commitment to help make the projects happen.
- Creating more effective solutions - Drawing on local knowledge from a diverse group creates solutions that are practical, achievable and effective.
- Improving citizens' knowledge - Participants are able to learn about the issues in-depth. Greater knowledge allows them to see multiple sides of the problem.
- Empowering and integrating people from diverse backgrounds - Groups that feel ignored can gain greater control over their lives and their community. When people from different areas of the community work together, they often find that they have much in common.
- Creating local networks of community members - The more people understand what is going on, the more likely they are to help contribute to activities to assist the City in reaching its goals.
- Creating several opportunities for discussing concerns - Regular, on-going discussions allow people to express concerns before problems become too big or out of control.
- Increasing trust in the City of Stratford - Working together improves communication and understanding. Knowing what government, community citizens and leaders, and organizations can and cannot do may reduce future conflict.

Initial Community Engagement Project

As per Management Report #SOC18-007 (May 16, 2018), the Social Services Department has embarked on a **five-year review of the 10-Year Housing and Homelessness Plan for Stratford, St. Marys and Perth County**, to be submitted to the Ministry of Municipal Affairs and Housing by June 30, 2019. This plan will provide us with an up-to-date picture of affordable housing and homelessness locally, will identify current and emerging issues and needs, and will determine the Department's priorities and objectives

over the next five years. Community consultations are a critical component of the development of this plan.

We are currently at the “community listening” phase of the project. As such, we have been gathering data, information, and ideas to inform the 10-year plan update. A series of in-person discussions have been taking place between November 2018 and February 2019, with key stakeholder groups identified in the provincial policy guidelines, including:

- Housing providers – private sector landlords, non-profit housing providers, and housing co-operatives
- Municipal partners - planners and economic development representatives of all municipalities in the service area of Stratford, St. Marys and Perth County
- Health and social service providers (e.g., members of The Stratford, Perth County, and St. Marys Alliance to Prevent Homelessness and Enhance Housing Solutions)
- Individuals with lived experience of social housing and homelessness (e.g., tenants of the Perth & Stratford Housing Corporation)
- Other interested community members (e.g., faith community)

With the support of Bang the Table, we will be taking the public engagement process on-line for the “validation” phase of the project. This will include publishing Q&A information on the new provincial policy requirements, informing citizens of the project timeline and ways to get involved (in person and on-line), and offering opportunities to provide input through stories, polls, surveys, and forums.

For more information, visit letstalksocialservices.ca.

Financial Impact: The annual fee of \$17,500 plus HST for Bang the Table was covered in the 2018 operating budget. It was cost shared between Ontario Works and Child Care Divisions of the Social Services Department, through 100% provincially funded programs.

Outcome: At the March 4, 2019 Regular Council meeting, City Council adopted the following recommendation of the Social Services Committee: That the report of the Social Services Department’s launch of letstalksocialservices.ca be received for information.

Respectfully Submitted,



Kim McElroy,
Director of Social Services – Consolidated Municipal Service Manager Stratford

Click here to enter text.
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To: Warden McKenzie and Members of Council
Date: Thursday, June 20, 2019
Prepared By: Betty Jo Belton, Manager of Archives Services / Archivist
Subject: MSSC Report for Stratford-Perth Archives – (CS – 2019)

Recommended Action:

THAT Perth County Council receives the “MSSC Report for Stratford–Perth Archives (CS – 2019)” report; and

THAT Council approve the report for submission to the MSSC Meeting of June 20, 2019.

Background:

This report provides an update on activities of the Collections and Reference teams, as well as public outreach, at the Stratford-Perth Archives to the end of April 2019.

Comments:

Collections Management and Development

Arranging and describing the Gaffney Construction records continues. The oversized, rolled plans have been reboxed and listed. Cataloguing of the entire collection is on track to be completed this year.

All accessions of the Canadian Federation of University Women (Stratford branch) have been listed in detail and are ready to be catalogued by the end of this year.

The Perth County family photos digitization project continues. The donor has brought in 5 sets of family photos. He has numbered, arranged, listed, and donated digital copies along with the original photographs.

The Women’s Institute Tweedsmuir History Books digitization project continues. 5 of 11 branches are now done. 2 are being digitized now, leaving 4 branches from the Perth South District to be completed. It is anticipated that the Woman’s Institute Federation will digitize Tweedsmuir from the Perth North district as well as a separate project.

Research and Reference

Archives has returned to “summer hours” and will be open six days a week until the end of September.

	2018 (12 months)	2019 (1 st 4 months)
Researchers	1,042	253
Visitors	1,149	146
In-person Total	2,191	399
Mail	224	59
Telephone	653	172
Website & history pin	4,967	1,075
Other Total	5,844	1,306
Annual Total	8,035	1,705

Research and data collection to inform a client service strategy is underway.

After some test drives with researchers, Archives can now send large scanning orders via email using the free on-line service WeTransfer. With a few exceptions, this replaces the need to sell researchers USB sticks for large paid orders. Researchers working in the Reading Room can also request staff email them their scans from newspaper microfilms on the day(s) that they visit. For those who prefer this free delivery method, it replaces paying for paper copies or buying a USB stick.

Public Outreach

56 local history articles written by all staff were published in County newspapers in January – April. Condensed versions of the articles have been posted to the County's Facebook page each week. Installation of the Archives annual exhibit is well underway.

Connection to Strategic Plan:

GOAL 1: Ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

Reviewed by:

Lori Wolfe, Director of Corporate Services/County Clerk

Renato Pullia, Chief Administrative Officer

This document is available in alternate formats, upon request.

To: Warden McKenzie and Members of Council
Date: June 20, 2019
From: Linda Becker, Manager of Court Services
Subject: POA Report for MSSC Meeting of June 20, 2019

Recommended Action:

THAT Perth County Council receives the "POA Report for MSSC", and
THAT Council approve the report for submission to the MSSC Meeting of June 20, 2019.

Background Information:

This report provides an update on activities at the Court Services (POA) office to the end of April 2019.

Comments:

The Provincial Offences court office is operating normally. Statistics to the end of April are as follows for each year:

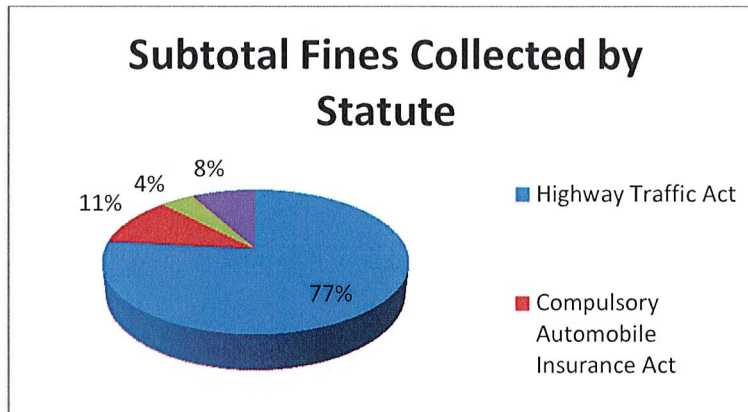
Year	Charges Filed	Fines Collected
2019	3,572	\$439,612
2018	3,080	\$497,469
2017	3,531	\$525,034
2016	3,923	\$531,345

Fine Revenue Distribution by Jurisdiction:

Fine revenue has been calculated to show the actual breakdown for each municipal partner.

Municipal Partner	2019 Budget Projection	Actuals as Calculated
Town of St. Marys	3.45 %	5.46%
City of Stratford	40.14%	30.78%
County of Perth	56.41%	63.76%

Fine Revenue Distribution by Statute:



Municipal Court Managers Annual Conference:

The Ministry of Attorney General sent representatives to the annual MCMA conference. The following steps are being taken to bring about the changes as legislated in Bill 177:

- New ICON Codes needed to track
 - Early Resolution meeting requests and outcomes, and
 - Clerk vs Justice of the Peace approval of applications for extension and reopening.
- New process to help ensure that all scheduled Early Resolution discussions result in a recorded outcome.
- Need for a communications protocol with the Ministry of Transportation for convictions with demerit points following Early Resolution meetings and related cooling off period.
- Excellent forms advice to support the clerk review of fail to respond dockets, fail to appear matters and screening of applications to extend the time to pay a fine and reopen a conviction.

Financial Implications:

There are no financial implications in receipt of this report as it is for information purposes.

Connection to the Strategic Plan:

GOAL 1: Ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

Reviewed by:

Lori Wolfe, Director of Corporate Services/County Clerk

Reviewed by the CAO:

Renato Pullia, Chief Administrative Officer

To: Warden McKenzie and Members of Council
Date: Thursday, June 20, 2019
Prepared By: Blaine Lucas, Director / Chief, Paramedic Services
Subject: Paramedic Services Municipal Shared Services
Committee Report – (PS - 2019)

Recommended Action:

THAT Perth County Council receives the “Paramedic Services Municipal Shared Services Committee Report”; and

THAT Council approves the report for submission to the June 20, 2019 meeting of the Municipal Shared Services Committee.

Operational Review

One of the incoming priorities for the new Director/Chief of Paramedic Services was to conduct an Operational Review of the department to ensure it was functioning as efficiently as possible, was positioned to successfully meet its mandated goals, and was aligned with the Corporate Strategic Plan. The Operational Review focused on three deliverables:

- (a) Creation of a sustainable administrative structure; and
- (b) Re-allocation of existing resources (within current funding envelope); and
- (c) Assessment of any capital enhancements in response to service delivery pressures.

There were 20 challenges found that impacted the efficient administration of the department. The issues included position vacancies, limitations in clinical oversight, paramedic education, a 2.3% increase in response times, a 25% increase in call volume (2016-2018), and resource pressures for optimal emergency coverage.

The following improvements to direct-service delivery parameters were made:

Logistic Support Enhancements

New - Logistical Supports	Budget Allocation
Information Technology Costs (computers etc.)	\$30,000
Vehicle Preventative Maintenance / Gas / Insurance	\$60,000
Uniform Requirements	\$15,000
	\$105,000

Primary Care Paramedic & Administrative Positions

New Positions	Hrs. / Week	No. Positions
Manager / Deputy Chief, Program Development	37.5	1
Human Resources Generalist	35.0	1
Logistics & Procurement Assistant	35.0	1
Commander, Professional Standards & Logistics	40.0	1
Commander, Quality Practice & Education	40.0	1
Superintendent, Education & Community Programs	40.0	1
Superintendent, Community Paramedicine	42.0	1
Superintendent, Operations	42.0	1
Primary Care Paramedic (Full-Time)	42.0	8
		16

Service Hours & Training Enhancements

New - Service Hours & Training	Annual Hrs.
Milverton Ambulance Staffed on Designated Holidays	432
Ambulance Enhancement (24/7 x 365)	8,760
Certification & Training for new positions	144
Contract Psychologist	156
Peer Support Team Annual Training (paid)	273
	9,765

Program, Vehicles & Technology Enhancements

New - Programs, Vehicles & Technology	Implementation
Community Paramedic Program - Mental Health & Wellness Focus	2019 - 2020
Ambulance Type III	2020
Emergency Response Vehicle, Hybrid	2019
Wi-Fi Modems & Data Plans in Ambulance Units	2019 - 2020
Lifepak Monitor/Defibrillators x 16	2019
LUCAS Chest Compression System x 2	2019
Public Access Defibrillator x 30	2019
Note: A new Type III Ambulance will be purchased in 2019. This will be an additional vehicle added to the fleet (24/7 x 365) to assist with call volume pressures. The ambulance slated for replacement this year will be retained for an additional 12 months and subsequently replaced with a new unit in 2020.	

Service-Delivery Summary

The department will be converting part-time hours to 8 new Primary Care Paramedic (PCP) full-time positions, adding an 24/7 transport ambulance to the fleet, increasing

This document is available in alternate formats, upon request.

service hours for the transport ambulance in Milverton, implementing a Community Paramedic program, expanding our first response capabilities, moving towards the digital ambulance concept and reallocating administrative positions. The additional 24/7 ambulance will be deployed for the Headquarters in Stratford with start times of 05:00 & 17:00 hours as of July 15, 2019.

The department was able to secure the funds required for the enhancements from reallocation of existing positions and cost efficiencies. This is an example of how municipal paramedic services can meet provincial standards of care, maintain costs and provide locally designed emergency response programs specifically for the community they serve.

Provincial Grant Funding

On May 7, 2019 the County received correspondence from the Ministry of Health & Long Term Care (MOHLTC) that the provincial cost sharing for land ambulance services would be allocated based on the 2018 funding model. The 2018 operating budget was reflecting of the costs for land ambulance services in 2017. This resulted in a budgetary reduction of \$256,000. In response to the correspondence, a report was provided to Perth County Council on May 16, 2019 and authorization was provided to offset the funding reduction. The funding was secured from a reduction in the operating budget related to professional development, transfer to the Workplace Safety & Insurance Board (WSIB) reserve and the general reserves. There has been communication with the Association of Municipalities of Ontario (AMO) that the province has since rescinded the budget adjustment to the 2018 levels for the current year. There has been no further communication on the funding allocation for 2020.

Operational Update – Business Analytics

Perth County Paramedic Services responded to 5,323 requests for paramedic assistance during the period January 1 to April 31, 2019. During the same period in 2018, the total calls were 5,085. The first quarter of 2019 represents a 4.68% increase in the volume of paramedic responses. The transports to hospital represent 41% of the call volume which has increased over the same period in 2018 by .28%.

There has been an increase in the on-scene times, hospital off-load intervals and total call time over the same period in 2018.

Connection to the Strategic Plan

Goal 1: ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

Reviewed by:

Renato Pullia, Chief Administrative Officer