

REPORT NO. 93 of the
**SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held July 11, 2012

Present: Councillor Ed Sleiman, Vice Chair
Councillor Percy Hatfield
Councillor Hilary Payne

Regrets: Councillor Ron Jones
Councillor Alan Halberstadt

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Hatfield, seconded by Councillor Payne,

THAT Council **APPROVE FOR DISTRIBUTION** the position paper, "*Integrating Income Support Programs & Employment Ontario at the Municipal Level is Good Business*", as prepared by Administration; and further,

THAT the Community Development and Health Commissioner **BE DIRECTED** to distribute the position paper to the Association of Municipalities of Ontario (AMO), the Ontario Municipal Social Services Association (OMSSA) and the five (5) municipalities which also administer the Employment Ontario Program in their community; and further,

THAT the Community Development and Health Commissioner **BE DIRECTED** to distribute the position paper to our three local Members of Provincial Parliament.

Carried.

Clerk's Note: The report authored by the Community Development and Health Commissioner dated June 4, 2012 entitled "Position Paper: 'Integrating Income Support Programs & Employment Ontario at the Municipal Level is Good Business'" is attached as background information.

LIVELINK #15990, GP2012



VICE CHAIRPERSON



DEPUTY CITY CLERK

NOTIFICATION:		
Name	Address	Email

THE CORPORATION OF THE CITY OF WINDSOR
Community Development and Health Services - Employment Social Services

**MISSION STATEMENT:**

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #: 15990 GP2012	Report Date: June 4, 2012
Author's Name: Wendi Eizenga, Executive Initiatives Coordinator	Date to Council: July 9, 2012
Author's Phone: 519 255-5200 ext. 5354	Classification #:
Author's E-mail: weizenga@city.windsor.on.ca	

To: Social Development, Health & Culture Standing Committee

Subject: Position Paper: "Integrating Income Support Programs & Employment Ontario at the Municipal Level is Good Business"

1. RECOMMENDATION: City Wide: Ward(s): _____

THAT Council **APPROVE FOR DISTRIBUTION** the position paper, "*Integrating Income Support Programs & Employment Ontario at the Municipal Level is Good Business*", as prepared by Administration; and further,

THAT the Community Development and Health Commissioner **BE DIRECTED** to distribute the position paper to the Association of Municipalities of Ontario (AMO), the Ontario Municipal Social Services Association (OMSSA) and the five (5) municipalities which also administer the Employment Ontario Program in their community; and further,

THAT the Community Development and Health Commissioner **BE DIRECTED** to distribute the position paper to our three local Members of Provincial Parliament.

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

A letter dated April 25, 2012 from Todd Kilpatrick, Acting Assistant Deputy Minister, Employment and Training Division, Ministry of Training, Colleges and Universities (MTCU) was received by the Employment & Social Services Department. This letter, **Appendix 'A'** to this report, requested feedback related to the exploration of options for integration, and was forwarded to City Council for information via the May 22, 2012 Communications Agenda and resulted in the following Motion:

“M241-2012 THAT communication No.5 regarding potential integration of employment and training services across the government with Employment Ontario **BE RECEIVED** for information; and further

THAT the Community Development and Health Commissioner **BE DIRECTED** to forward a copy of the position paper once completed to the Association of Municipalities of Ontario (AMO), Ontario Municipal Social Services Association (OMSSA) and the 6 municipalities who also have the Employment Ontario Program in their community.”

It should also be noted that a joint response from that Association of Municipalities of Ontario (AMO) and the Ontario Municipal Social Services Association (OMSSA) to the April 25, 2012 letter referenced above was issued on May 22, 2012 (**Appendix ‘B’** to this report). This letter emphasizes the significant investment and interest in employment services that municipalities have, and speaks of the experience and expertise that municipalities can bring to the table to support sound policy development and quality implementation with respect to employment services integration/transformation.

Since, Council has been supportive of advocacy efforts related to this item, this report provides an update to the discussion that occurred at the May 22, 2012 meeting of Council and an overview of next steps that are being taken by Administration.

3. DISCUSSION:

Administration has been advised by the Ministry of Training, Colleges and Universities (MTCU) that it is exploring the possible integration of employment and training services across the government with Employment Ontario, as announced in the 2012 Ontario Budget.

It is important to note that, a move toward the transformation/integration of services is one that has been considered in depth by the Commission for the Review of Social Assistance in Ontario, a process that was launched in 2010. That work is now in its final phase and the report to the government is nearing completion, with a September 2012 target for release. The City of Windsor forwarded two submissions to the Commission in response to each request for feedback. The latter response was presented to the Social Development Health and Culture Committee in March 2012. The ultimate goal is to create a roadmap for a better system and, since the problems facing the system are both varied and complex, solving them will require systemic transformational change.

Therefore, the recent communication from MTCU was expected with consideration for the extensive change being contemplated in terms of different approaches to reform.

No decisions have yet been made, in terms of which employment and training services could be integrated with Employment Ontario. It is unknown what community organizations or transfer payment agencies will be chosen to deliver Employment Services in the future. It is anticipated that MTCU will make available opportunities for input in terms of which approaches are best suited to the needs of clients and most effective in terms of service delivery, to a wide range of stakeholders.

The City of Windsor is one of six municipalities that were given the responsibility to deliver Employment Ontario services in addition to Ontario Works, with a close attachment of the Ontario Disability Supports Program (ODSP). Through the use of an integrated approach, employment supports are offered for persons on OW, Employment Ontario, for ODSP participants as appropriate and for ODSP dependent adults.

Recognizing the potential impacts for service delivery restructuring across the province, as articulated in the April 25, 2012 letter from MTCU, Administration has taken the lead on preparing a position paper that speaks to the strengths of a municipal service delivery model, *Integrating Income Support Programs & Employment Ontario at the Municipal Level is Good Business (Appendix 'C')*. The position paper articulates the City of Windsor experience in the provision of employment services, from the vantage point of being one of the few municipalities in Ontario which offers both Ontario Works and the Employment Ontario suite of services.

The focus of the position paper is on community partnerships and promoting the linkages between employment services and the economic development of this community. The position paper supports an integrated approach and makes sense on many levels, as it:

- Is a viable and practical approach to assisting unemployed persons
- Maximizes the use of public funds
- Offers seamless and high quality customer service
- Provides a supportive environment for investors and employers to access a skilled workforce and assistance with training

The intention is to formally share this position paper with OMSSA for the purpose of garnering support for this model across the 47 CMSM's delivering social assistance, and to eventually engage with provincial representatives to further discuss the merits of this service delivery model. In addition, at the same time the position paper is shared with OMSSA, it will be shared with AMO and the other five (5) municipalities that are currently involved in the delivery of Employment Ontario programs. To this end, attached as **Appendix 'D'** to this report, is the memorandum from the Community Development and Health Commissioner that will accompany the position paper at the time of distribution, with Council's approval.

The recommendation is also made that this paper be distributed to our three local MPP's, so as to raise awareness for this service delivery model.

4. RISK ANALYSIS:

While there are no financial risks at this time as this initiative is still in the consultation stage, there are foreseeable financial and social implications for municipalities if Employment Ontario and Ontario Works are delivered through alternate providers. The most critical financial implication for municipalities could be loss of the ability to control the costs related to service delivery. The societal cost would be the loss of services which are developed to meet local needs and offered at a local level. The blended model provides a viable mechanism for municipalities to retain an active involvement in the delivery and cost control of social assistance and more importantly, allows the municipality to ensure that the needs of its vulnerable residents are addressed.

5. FINANCIAL MATTERS:

The City of Windsor will receive just over \$6.55 million in annualized funding from the Ministry of Community and Social Services to help people in receipt of social assistance benefits find employment. This amount represents the 82.8% provincial share of Ontario Works employment costs. The remaining municipal contribution, \$1.36 million, is shared with the County.

The City of Windsor also receives \$1.97 million of 100% annualized funding from the Ministry of Training, Colleges, and Universities for the delivery of Employment Ontario to assist people who are unemployed and underemployed. In addition, this year MTCU provided Windsor with \$811,700 (one-time, 100% funding) for the Targeted Initiative for Older Workers program to assist older workers with re-entering the workforce. This initiative is jointly funded by the Federal and Provincial governments.

Together these contracts represent an investment of \$10.7 million for employment services delivered at the municipal level.

6. CONSULTATIONS:

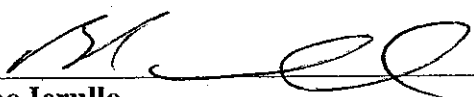
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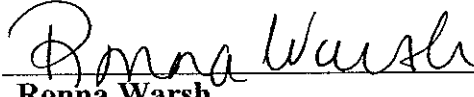
7. CONCLUSION:

The time is now for Municipalities to advocate to the Provincial Government that the best way to improve outcomes for people on social assistance and to maximize the use of public resources is through the local delivery of a comprehensive set of employment and training services. The blended model of service provision used by the City of Windsor provides a glimpse of how a fully integrated system of employment and training services could be a logical next step in the evolution of social assistance for residents of Ontario.


Wendi Eizenga
Executive Initiatives Coordinator


Mary Ellen Bernard
Acting Manager, Social Policy & Planning


Bruno Ierullo
Executive Director of Employment &
Social Services


Ronna Warsh
Community Development and Health
Commissioner and Corporate Leader Social
Development, Health, Recreation and
Culture

/we

APPENDICES:

'A' - MTCU Letter (April 25/12)

'B' - AMO/OMSSA Letter (May 22/12)

'C' - Position Paper: "Integrating Income Support Programs & Employment Ontario at the Municipal Level is Good Business"

'D' - Memorandum from Community Development & Health Commissioner

DEPARTMENTS/OTHERS CONSULTED:

Name: Linda Higgins, Manager of Intergovernmental Subsidies & Financial Administration

Phone #: (519) 255-5200 ext. 5222

NOTIFICATION :

Name	Address	Email Address	Telephone	FAX

Ministry of Training,
Colleges and Universities

Mowat Block
Queen's Park
Toronto ON M7A 1L2

Ministère de la Formation
et des Collèges et Universités

Édifice Mowat
Queen's Park
Toronto ON M7A 1L2



April 25, 2012

Dear Employment Ontario Partner,

I am writing to inform you about the potential integration of employment and training services across the government with Employment Ontario that was announced in the 2012 Ontario Budget.

In the Budget, the government committed to examining opportunities to improve the efficiency and quality of employment and training services by integrating government-wide services in a carefully sequenced manner, as recommended by the Commission on the Reform of Ontario's Public Services (Drummond Commission).

Specifically, the Budget noted that Ontario will be looking at opportunities to integrate employment and training services across the government with Employment Ontario. As a result, the Ministry of Training, Colleges and Universities will be working with other ministries and partners with a view to better integrating these services while improving outcomes for all Ontarians and making the best use of resources.

Decisions have not yet been made about which employment and training services could be integrated with Employment Ontario. Currently, dozens of employment and training programs exist across eleven different ministries, targeting different client groups and using a variety of delivery networks and methods.

Exploring options for integration will require feedback from a wide range of stakeholders to capture the diversity of perspectives on the ground and to consider which approaches are best suited to the needs of our clients and which are the most effective in delivering services.

I appreciate the partnership we have with our service providers and will continue to seek your input as we continue to explore ways to better integrate employment and training services with supports for Ontarians.

Sincerely,

A handwritten signature in black ink, appearing to read "T.A. Kilpatrick".

Todd Kilpatrick
Acting Assistant Deputy Minister
Employment and Training Division



May 22, 2012

Sent via email
Glen.R.Murray@ontario.ca

Honourable Glen Murray
Minister of Training, Colleges and Universities
Mowat Block, 3rd Floor
900 Bay Street
Toronto, ON M7A 1L2

Dear Minister,

Recent communications from your Ministry as well as the Ministry of Community and Social Services suggest the first steps in the policy development process of employment services integration will be under way shortly. On behalf of the Association of Municipalities of Ontario (AMO) and the Ontario Municipal Social Services Association (OMSSA), we are writing you today to explore an opportunity to establish a forum for early, open and informed discussions to support your policy efforts in this initiative.

As you are aware, municipalities have significant investment and interest in employment services. Municipalities share your government's commitment to the quality and availability of employment services in communities across the province.

We are important partners who should be engaged in each step of this important and significant transformation. As you know, municipalities, through our experience and expertise can bring ideas to the table that support sound policy development and quality implementation.

We look forward to hearing from you on how we can work together to successfully move this initiative ahead.

Sincerely,

Pat Vanini
AMO Executive Director

Kira Heineck
OMSSA Executive Director

cc. Hon. John Milloy, Minister of Community and Social Services
Hon. Kathleen Wynne, Minister of Municipal Affairs and Housing
David Carter-Whitney, Assistant Deputy Minister, Social Policy Development Division, MCSS

Association of Municipalities of Ontario (AMO)
200 University Avenue, Suite 801, Toronto, ON M5H 3C6 • Tel: 416-971-9856 • Fax: 416-971-6191 • email: amo@amo.on.ca

Ontario Municipal Social Services Association (OMSSA)
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INTEGRATING INCOME SUPPORT PROGRAMS &
EMPLOYMENT ONTARIO AT THE MUNICIPAL LEVEL IS
GOOD BUSINESS

The concept of integrating and delivering multiple programs at the local level reflects a vision for the provision of a seamless service through the efficient use of public resources. This vision can be realized through the integration and delivery of Ontario Works (OW), the Ontario Disability Support Program (ODSP) and Employment Ontario (EO), all at the local level. The model was implemented in the City of Windsor in 2010 when it was one of six municipalities to be given the responsibility to deliver Employment Ontario services in addition to OW, with a close attachment to ODSP. The other municipalities are Ottawa, Waterloo Region, Manitoulin-Sudbury, Region of Halton, and Cochrane District.

The focus of the Windsor model is on community partnerships and promoting the linkages between employment services and the economic development of this community. In spite of going through a period where we experienced the highest unemployment rate in the country coupled with the permanent erosion of its primary source of employment (the automotive sector), the City of Windsor has built an employment services program which has successfully achieved up to 25% of its social assistance participants exiting to employment as a percentage of total terminations. The addition of Employment Ontario programs into the 'tool kit' of available employment incentives and supports have proven to be an enhancement for employers and participants alike.

City of Windsor Model:

Intended Goals & Objectives:

1. Staff must have the time to focus on helping participants find jobs;
2. Employers and potential investors must have access to enhanced services and incentives;
3. Match the right individual with the right employer.

Targeted outcomes or objectives include:

1. An increased number of clients in education or training programs;
2. Increased percentage of exits to employment from social assistance;
3. Reduced social assistance caseloads;
4. Reduced costs for Municipality and Province.

Why Municipal Delivery Makes Sense:

The model relies on key principles:

1. Investors approach the office of local elected officials or the Economic Development office of the municipality to pursue business opportunities. An employment delivery program needs to be a member of that conversation from the outset to provide local workforce data and support the needs of prospective employers;
2. An integrated 'took kit' of employment programs and incentives derived from OW and EO, maximizes opportunities to engage and meet the needs of employers and investors;

3. Municipal government is already the local 'connector'. As a significant financial contributor to social and recreational programming, their overall purpose and goal is to ensure a high quality of life for its residents; and
4. Municipal service delivery is built on community partnerships, every type of program or service which will help participants acquire the skills they need to get a job.

To implement a successful integrated employment model, municipalities must be able to use an array of tools to attract new investors and get people jobs, including the following:

1. Meeting the needs of the community by re-evaluating the number of employment-support services which are required within a municipality. Currently there are too many Employment Ontario sites in local municipalities which cause confusion for job seekers and duplication of resources.
2. Meeting the needs of employers and/or investors through the provision of local economic data, facilitate introductions between prospective investors to local businesses and industries, assist with the recruitment process through resume gathering, pre-screening, job ads, job fairs or applicable training incentives;
3. Meeting the needs of participants through the use of personal and employability assessment tools, case planning for education and employment skill training, effective resume writing, interview preparation and the provision of employment-related expenses and other supports;
4. Meeting the needs of employers and employees by offering post-hiring supports such as coaching and mentoring, especially to small and medium sized businesses that may not have the internal structure or capacity to offer those services;
5. Meeting the needs of municipalities by the allocation of adequate and stable funding with no additional costs to the local municipal tax base;
6. Embracing a "culture of collaboration" among the various community sectors that will support the model. Foster partnerships with organizations such as the Economic Development Corporations, Chambers of Commerce, Workforce Development Boards, Post Secondary and Training Institutions and other community support agencies.

Evidence of Success – The Bottom Line

1. A blended approach to employment service delivery allows for the streaming of all participants who have a recent employment history or employability skills directly into EO services, therefore creating an environment which focuses on the participants' training, skills and motivation to move back into the workforce. An increase in the number of participants moving permanently to employment reduces the number of people on social assistance. Reductions in caseload size do result in reductions in staffing levels which results in additional cost-savings.
2. A blended OW/EO approach used by the City of Windsor for the delivery of employment services has resulted in 1,422 benefit units exiting from OW to employment in 2011. For each month that employment is maintained for these participants, approximately \$1 million in gross expenditures are saved. This is a good business model for the Province and the Municipality even when considering the fluctuations in expenditures caused by an average of 9.26% of participants who return to social assistance within a 24 month period.
3. Additional social assistance costs are avoided by assisting EO participants, not currently on assistance, in finding employment. During the last fiscal year, approximately 430 non-Ontario Works participants found employment through Employment Ontario. Preventing the need for social assistance results in additional savings of over \$3.6 million annually if employment is maintained for the year.

OMSSA and the 47 CMSM's delivering social assistance offer the Windsor experience as a viable and practical approach to assisting unemployed persons across Ontario. This model maximizes the use of resources and offers seamless and high quality customer service. A blended model of service provision such as the one used by the City of Windsor, illustrates the benefits of a more comprehensive system for the delivery of social assistance and employment programs in Ontario. A meeting with provincial representatives to further discuss this service delivery model would be welcomed.

FOR INFORMATION CONTACT:

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RONNA WARSH, COMMUNITY DEVELOPMENT & HEALTH COMMISSIONER

TEL.: (519) 255-5200 EXT. 5232

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**THE CORPORATION OF THE CITY OF WINDSOR****Memorandum**

To: Gary McNamara, President, Association of Municipalities of Ontario (AMO)
David Landers, CAO & Director, Ontario Works & Children's Services, Cochrane
District DSSAB & President of Ontario Municipal Social Services Association
Aaron Bury, General Manager Community & Social Services, City of Ottawa
Donna Moroso, Director of Integrated Social Services, Manitoulin-Sudbury DSSAB
Sheldon Wolfson, Commissioner of Social & Community Services, Halton Region
Mike Shuster, Commissioner of Social Services, Waterloo Region

From: Ronna Warsh, Community Development & Health Commissioner

CC: Pat Vanini, Executive Director, AMO
Kira Heineck, Executive Director, OMSSA

Date: July 10, 2012

Subject: Economic Development Model for Service Delivery

At its July 9, 2012 meeting, Windsor City Council was asked to support the attached position paper , *"Integrating Income Support Programs & Employment Ontario at the Municipal Level Is Good Business"*. This paper was developed in response to a letter dated April 25, 2012 from the Acting Assistant Deputy Minister, Employment and Training Division, Ontario Ministry of Training, Colleges and Universities which indicated that changes may be afoot with respect to the delivery of employment and training services in Ontario.

As one of the 6 municipalities in Ontario which delivers both Ontario Works and Employment Ontario, the City of Windsor- Community and Health Services has prepared a response which outlines its experiences in providing a blended model of employment programming at the local level. It is our recommendation to AMO and OMSSA that this is a model worthy of support as it represents the business and social case for municipalities to serve as the service system manager for the entire suite of social assistance and employment support services.

The changes being considered by MTCU in conjunction with the Social Assistance Review Commission and the Drummond report all signal significant transitional change is coming in the delivery of social support services. The role of AMO and OMSSA in representing the municipalities could not be more important as we move towards a new future in service delivery.

/meb

