



Conseil des Services du District de
Manitoulin-Sudbury
District Services Board

Ontario Works Service Plan

2013 - 2014

May 23, 2013

ONTARIO WORKS SERVICE PLAN

Delivery Agent: Manitoulin-Sudbury District Services Board

Section 1: Ontario Works Vision and Mandate the Manitoulin-Sudbury DSB recognizes the ongoing Economic Challenges that have developed in the past years. Our catchment area is one that relies heavily on resource based industries. Those have been affected greatly with the global economy. As a result, we see job losses, work shortages and downsizing. The Manitoulin-Sudbury DSB has noticed a steady caseload as clients apply for assistance for a variety of reasons and as well the equal amount who exit the system due to employment. We have also seen an increase of repeat clients who exhaust other financial resources (example: EIB, RRSP, etc.). The Manitoulin-Sudbury DSB is well positioned to address these factors. We also acknowledge that there will be a greater impact on our harder to serve clients that may be competing with a more “employment ready” work pool. We are dedicated to work diligently to tailor our programs to meet the needs of our clients and communities.

Section 2: Environmental Scan

Analysis

The Manitoulin-Sudbury DSB offers in house training and also refers clients to other community agencies for training and services. These services include life skill development, skills training, employment readiness workshops, employment assessment/counseling and training subsidy programs. Our integrated staffs are trained to offer the skills and training necessary to facilitate most of our employment programs. The Manitoulin-Sudbury DSB also provides funding for additional employment service program through other community agencies.

A successful program that we have developed in partnership with Community Agencies is *Focus for Change*. Focus for Change is designed to engage the harder to serve clientele and is comprised of an in class life skills training with a work placement component.

With the successful outcome of Focus for Change for our harder to serve clients, it was determined that there was a further need for a similar program to meet the needs of our more ‘job ready’ clients. Quick Start was piloted six years ago on a trial basis in partnership with Cambrian College and was determined to be very successful. We are continuing to provide Quick Start to the LaCloche and Manitoulin areas. Due to its proven success, in partnership with other community agencies, we expanded this service/program to our other catchment areas during the 2010-2012 business plan period.

Intensive Case Management has been an important component to assist hard to serve clients move towards employment. In the previous business plans, the Manitoulin-Sudbury DSB had targeted the following 2 groups:

- Participants who are marginally employable, and who have been on social assistance for more than 2 years, and are not deferred from participating for medical reasons.
- Participants who are starting employment for the first time after a long break from the labour market or individuals who have a history of short term employment that does not appear to attach them to the labour market.

The Manitoulin-Sudbury DSB has reviewed the past success of this practice. It was determined that some harder to serve clients who did not meet these two criteria could also benefit from this initiative. The following target group has been added:

- The Case Manager has the right to review any client that they feel would benefit from the Intensive Case Management Model.

This program will continue and will be expanded by way of case conferencing. Under the direction of the Ontario Works Program Supervisor, regular “Case Conferencing” will occur. This will allow Case managers to bring forward cases they feel would benefit from the “Intensive Case Management” practice. The ultimate goal of this practice will be to review and recommend appropriate interventions that will allow the client to move forward and assist in its development.

This program was not built to be a short term fix but in the long term, many of these clients continue to become successfully employed; or enroll in education/training programs; or become a more productive member of the community with evident increased self-confidence.

The Manitoulin-Sudbury DSB continues to provide the Community Placement Program as a tool to assist its clients in achieving their employment goals. Community Participation has been instrumental in assisting clients with learning new skills, assessing their current skills and assessing their barriers/needs to employment. Clients continue to be encouraged to utilize this program in order to build on their skills and experience to meet with their future employment goals.

The Employment Placement Training Subsidy continues to be a successful program. This program offers training subsidies and human resource services to employers that hire our ‘employment ready’ clients. This program assists in putting our participants on a level playing field with a growing, qualified and experienced labour pool. Our purpose is to use this program to assist clients who are ‘employment ready’ and who lack experience to find and maintain gainful employment. This program was successful in assisting the targeted group in achieving the above goals. It continues to be very successful in establishing partnerships with local businesses and community organizations.

The Manitoulin-Sudbury DSB continues to offer many of its own training programs. We offer a wide variety of skilled training courses. Our roster of courses include soft skills training such as Customer Service Excellence and Follow your True Colors and required training such as Safe Food Handling course, an Automated External Defibrillation course only to name a few. These courses are very successful in assisting our clients to attain basic job skills to increase their chances of finding gainful and meaningful employment. Our courses also help the clients address personal challenges and life skill issues. We continue to look for other training that would benefit our clients.

External Influences

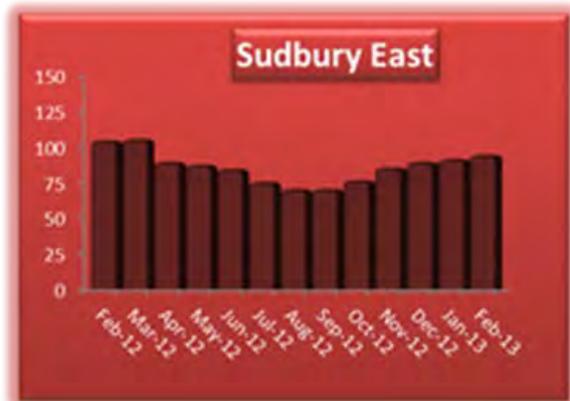
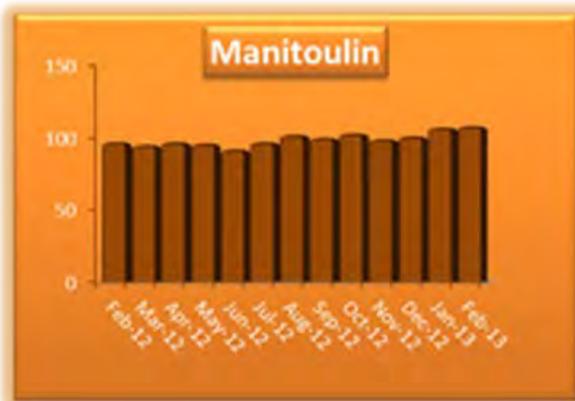
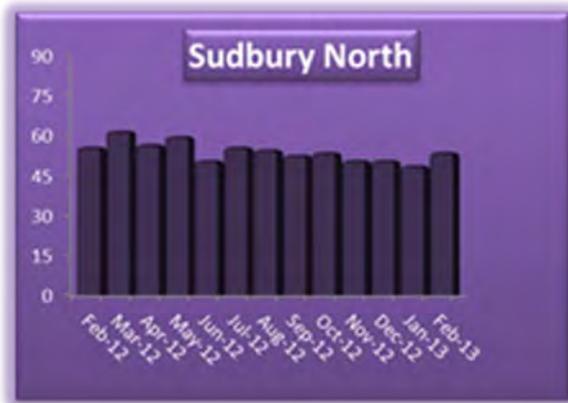
Forestry and tourism are the two main employers within our catchment area with many rural and often geographically isolated communities that all have very real and distinct characteristics and needs. The Mining Sector also has a strong influence on our communities as many of our residents commute to the large urban centers for employment in the mining and mining related fields. A major challenge in all of our communities is that none of them have public transportation which impacts every aspect of their lives. Each of our communities varies widely in their needs and community resources.

Caseload Description

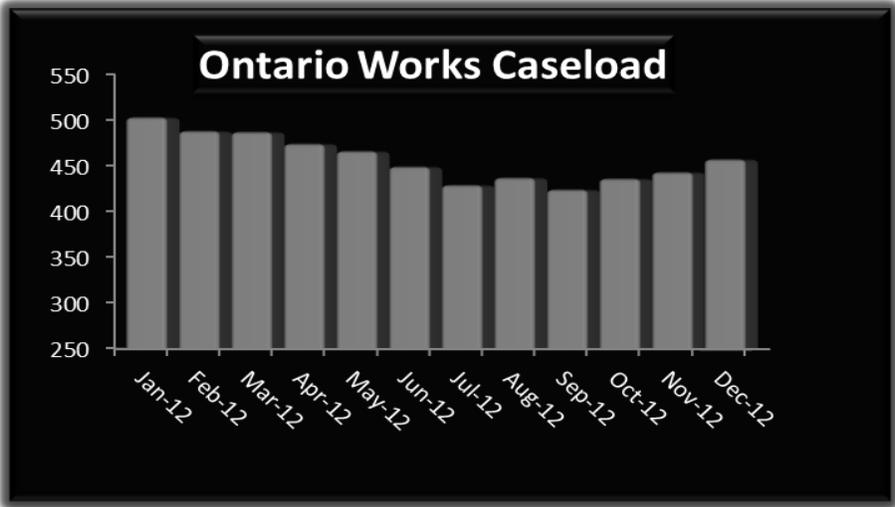
The Manitoulin-Sudbury DSB's caseload consists of the following (as of February 28, 2013):

LaCloche:	221
Sudbury East:	95
Manitoulin Island:	108
Sudbury North:	54
Total:	478

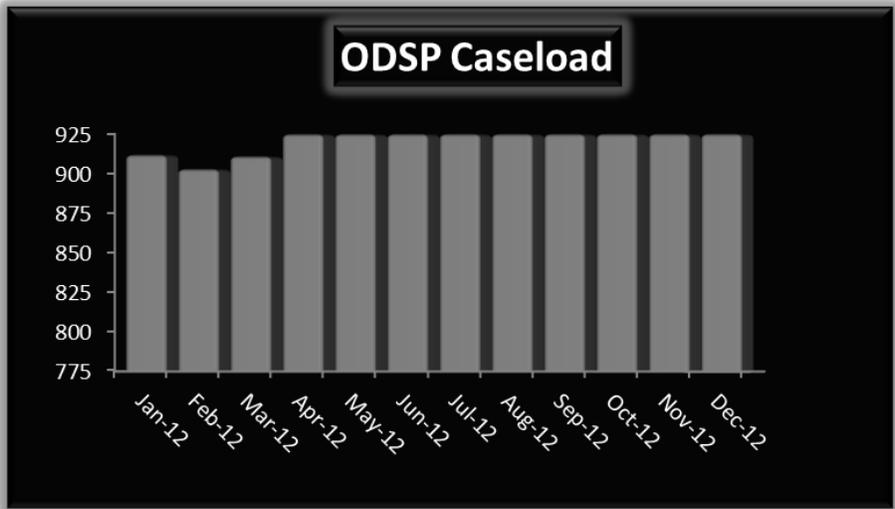
Manitoulin-Sudbury DSB Ontario Works Statistics

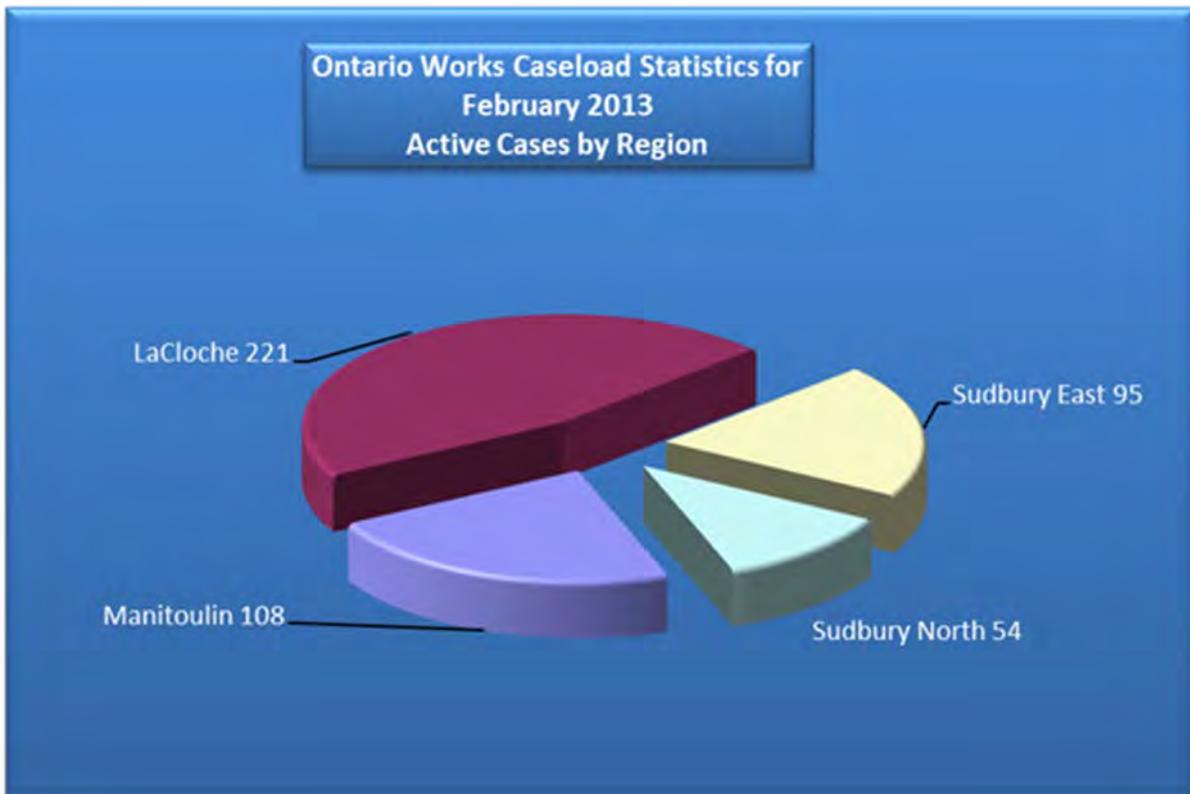
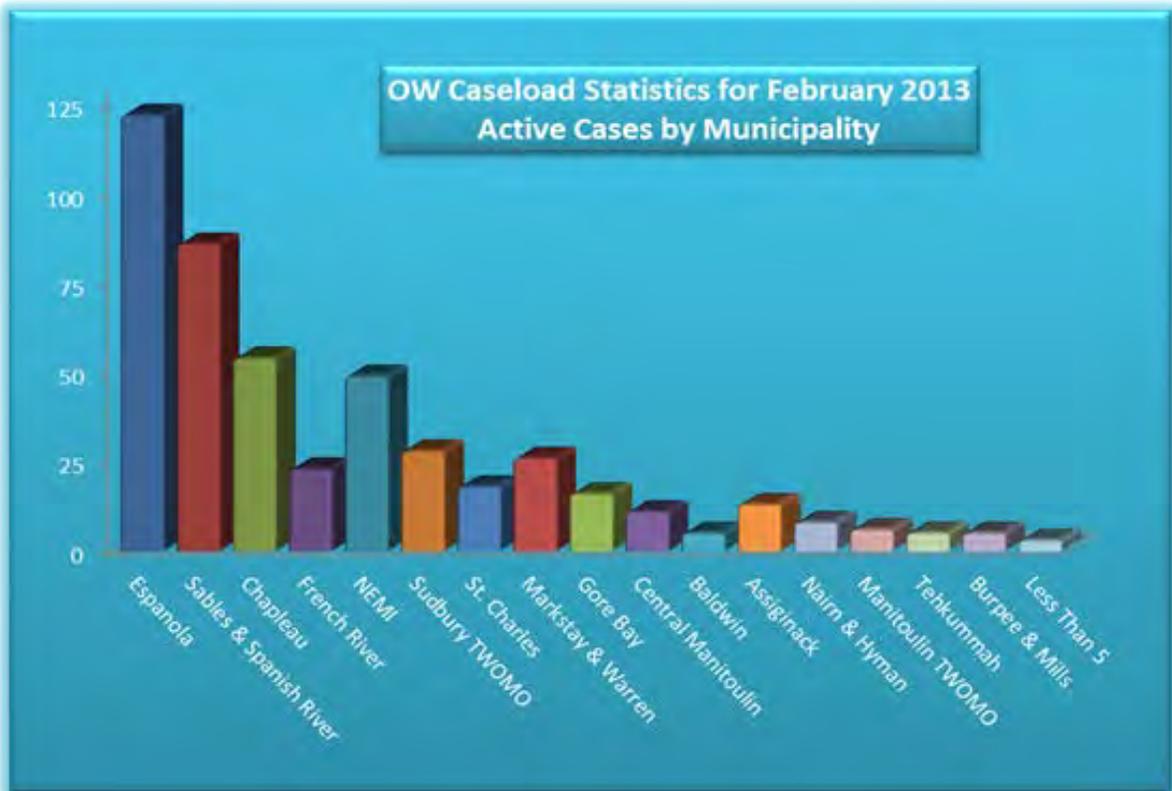


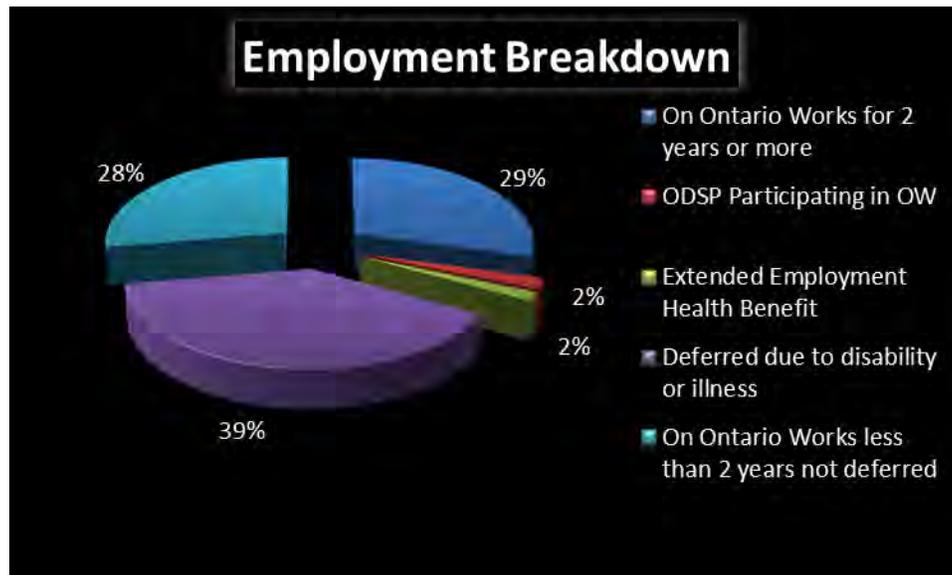
**Manitoulin-Sudbury DSB
OW Statistics**



**Manitoulin-Sudbury DSB
ODSP Statistics**







Of these 478 Ontario Works cases, 29% have been on for a period of 2 years or more; 39% of our caseload are deferred due to some type of disability or illness, some of which should qualify for ODSP; 2% are ODSP spouses and dependent adults (for employment purposes only); 2% are receiving Extended Employment Health Benefits only and the remaining 28% have been on for a period of less than 2 years and are not deferred from participating.

Local Labour Market

In the past, there has not been any labour market information specific for our area. Most of our statistics have been combined with the City of Greater Sudbury. As such, a committee was created in 2007 with service providers and economic partners to work with employers within our area to more accurately develop labour market information in the Manitoulin-Sudbury DSB catchment area.

In 2008, we successfully partnered with LAMBAC and they took the lead in contracting with several companies to collect data from local businesses for the Manitoulin Island and LaCloche areas. This information was gathered, organized and added to a web based program that is accessible by stakeholders and the general public. This program allows employers to enter their employment statistics online and indicate their future workforce needs, thus facilitating the dissemination of this information to the public. Such information allows educational institutions to plan their course offerings and curricula to meet the anticipated demand for skilled labour. This employer-demand information allows unemployed or underemployed individuals to target their job search to become employable with these employers. As identified in our last business plan, we expanded this program to our other two catchment areas in Sudbury East and Sudbury North. This web site is reviewed and updated yearly.

Labour market information that is current and accurate will be a useful tool for municipal and first nation economic developers as they recruit new business investment, and as they advise local business people on their hopes to expand or diversify their operations. The Manitoulin-Sudbury DSB continues to use this information to assist its clients in their future training needs that will complement the local labour market's needs. This information is available to other agencies and businesses for their own needs.

The Conference Board of Canada's *Metro Help Wanted Index* reported the City of Greater Sudbury's labour market activity is stable. Little change is predicted in the next year or two in the city. Thunder Bay was listed as one of the five cities in the country receiving a positive listing. (The Sudbury Star, Oct 1, 2012) The Conference Board of Canada predicts a 1.7% growth in Greater Sudbury for 2013. This is up from .6% in 2012. Over the next four years, the Board predicted the following real GDP: 2014 to 17 – 2% & 2018 – 1%.

This information is noted as we believe that having current urban information is crucial in order for Case Managers to properly plan and assist clients in developing sound and well informed employment plan. As much as this information is from an area outside our catchment, we feel it is important to note it as the City of Greater Sudbury is our closest urban neighbour.

Labour market conditions are dependent on many factors. The Sudbury and Manitoulin Districts are no stranger to these shifts and like many across Ontario, were affected by the recent recession and the influence of local industry. In particular, Greater Sudbury was impacted by a year long strike at Vale that rippled into other parts of the mining cluster and into the economy as a whole, but recovery is moving in the right direction. Housing start up, the population is slowly growing, and the economic outlook is strong.

Over the past year, there has been significant investment in mining exploration, and new mining developments in Greater Sudbury are equally significant. This has created what is being called, a "mining super-cycle" that will undoubtedly be of great economic benefit. The result, while very positive, has however increased the demand on various industries and the demand for skilled labour. Currently, many of those who have the skills, are nearing retirement and there is no one to fill their place. Although efforts have been underway through area school boards to encourage students to enter the trades to fill this foreseeable void, declining enrolment, low interest in the trades (as a viable career) and limited apprenticeship opportunities further exacerbates the problem. Many industries have not planned well for this increase in workforce demand and are beginning to recruit from outside the area and consider the importance of attracting internationally trained workers to meet their growing needs.

The outlook for Manitoulin, Killarney and the North Shore is somewhat different. The focus here continues to be on industries such as tourism, hospitality, design and agriculture. These industries also have their own set of challenges that need to be addressed and strengths that need to be capitalized on. As these industries grow, so does the need for skilled labour and people who are interested in and willing to do the

work. Regionally-based economic development strategies and pooling human resources in some of these more rural areas continues to be a viable and necessary model for future growth (Sudbury & Manitoulin Workforce Planning).

Community Engagement

One-time funding (OW Admin): It was confirmed by MCSS, that the Manitoulin-Sudbury DSB will receive additional funding for 2013 and 2014. Prior to this news, the Manitoulin-Sudbury had to make some hard choices in order to balance its 2013 budget. This welcome news will allow us to re-look at existing contracts and possibly extend the duration of each of them.

LaCloche Area:

- **Education / Training:** The Manitoulin-Sudbury DSB has partnered with Cambrian College -Espanola Campus to deliver life skills courses for hard to serve participants called Focus for Change and Quick Start. We have also partnered with Literacy agencies such as North Channel Literacy and Cambrian College, to ensure all participants who were unsuccessful in completing the Literacy test, are referred for an assessment. These assessments are used as part of the planning process for developing individual participation agreements. These agencies also deliver upgrading courses to our Ontario Works participants to assist them in obtaining their employment goals.
- **Employment:** The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies such as Employment Options, March of Dimes & LAMBAC for employment services. These employment services may offer a variety of services that may include resume writing, job search skills, interview skills, wage / training subsidies, self-employment, job retention skills and life skills.
- **Other services:** Many of our clients have multiple barriers that are personal in nature. The Manitoulin-Sudbury DSB relies heavily on referrals to local community partners for services such as Espanola Family Health Team, Espanola Hospital Crisis Intervention, Espanola Helping Hand Food Bank and Sudbury Community Credit Counselling.

Manitoulin Island Area:

- **Education / Training:** The Manitoulin-Sudbury DSB has partnered with Cambrian College –Little Current Campus to deliver life skills courses for hard to serve participants called Focus for Change and Quick Start. We have also partnered with Literacy agencies such as North Channel Literacy and Literacy Basic Skills program to ensure all participants who were unsuccessful in completing the Literacy test, are referred for an assessment. These assessments are used as part of the planning process for developing individual participation agreements. These agencies also deliver upgrading courses to our Ontario Works participants to assist them in obtaining their employment goals.

- **Employment**: The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies such as Employment Options, March of Dimes & LAMBAC for employment services. These employment services may offer a variety of services that may include resume writing, job search skills, interview skills, wage / training subsidies, self-employment, job retention skills and life skills.
- **Other services**: Many of our clients have multiple barriers that are personal in nature. The Manitoulin-Sudbury DSB relies heavily on referrals to local community partners for services such as Sudbury Mental Health and Addictions Centre-Manitoulin Site, Manitoulin Child Poverty Task Force, Family & Children S, Manitoulin Health Centre Crisis Interventions and Sudbury Community Credit Counselling.

Sudbury East Area:

- **Education / Training**: In the Sudbury East Area, we have partnered with Alpha en Partage to deliver Literacy and upgrading more specifically the ACE (Academic and Career Entrance) and ILC (Independent Learning Centre), Focus for Change, Quick Start & Computer courses. The Manitoulin-Sudbury DSB ensures that all participants who were unsuccessful in completing the Literacy test are referred for an assessment. These assessments are used as part of the planning process for developing individual participation agreements. It is noted that the Manitoulin-Sudbury DSB has provided Alpha en Partage with additional funds to replace the loss in funding to support ACE and ILC courses. While this will keep the services for the residents in the Sudbury East Region for the next year, a long term permanent solution is required.
- **Employment**: The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies such as Employment Options / Options Emplois, Sudbury Vocational Resource Centre, YMCA employment services & Economic Partners for employment services. These employment services may offer a variety of services that may include resume writing, job search skills, interview skills, wage / training subsidies, self-employment, job retention skills and life skills.
- **Other services**: Many of our clients have multiple barriers that are personal in nature. The Manitoulin-Sudbury DSB relies heavily on referrals to local community partners for services such as Sudbury East Mental Health & Addictions, Centre de Santé and Aide aux Séniors.

Sudbury North Area:

- **Education / Training**: In the Sudbury North Area, we are partnered with College Boreal, Formation Plus, Contact North and the Chapleau Learning Centre. We have also partnered with these agencies to ensure all participants who were unsuccessful in completing the Literacy test, are referred for an assessment. These assessments

are used as part of the planning process for developing individual participation agreements. It is noted that the Manitoulin-Sudbury DSB has provided the Chapleau Learning Centre with additional funds to replace the loss in funding to support ACE courses. While this will keep the services for the residents in the Sudbury East Region for the next year, a long term permanent solution is required.

- **Employment:** The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies. As of August 1, 2010 the Manitoulin-Sudbury DSB has been offering all services offered by Employment Ontario. The Chapleau office, through an integrated approach, ensures that all Employment Ontario services are offered to this specific area. We ensure that Ontario Works participants take advantage of the EO services. This employment service offers a variety of services that includes resume writing, job search skills, interview skills, life skills and job specific training, self-employment, job matching and job retention skills. This relationship is very unique. We are 1 of only 6 DSSAB / Municipalities that have contracts with MTCU to offer Employment Ontario.
- **Other services:** Many of our clients have multiple barriers that are personal in nature. The Manitoulin-Sudbury DSB relies heavily on referrals to local community partners for services such as Turning Point, PARO Centre for Women's Enterprise family & local School Boards and Chapleau Children Services.

Section 3: Program Management

Service Delivery Rationale

Intake and Emergency Assistance

Where applicants approach a local office they are encouraged to apply on line, by telephone or person contact. If by walk in they are given an intake application form to complete. Where an applicant calls in to apply for assistance, they are directed to an Integrated Program Assistant who will input their basic information in the provincial database. Applicants can also apply for assistance by printing the application on the Manitoulin-Sudbury DSB web site. All applicants will be contacted within 48 hrs for an appointment and will be seen within 4 working days. Where an applicant is in need of emergency assistance they will be seen on the same day where appropriate.

- In instances where individuals require services other than Ontario Works financial or employment assistance, we have staff that are knowledgeable on the resources and services that are unique in each of our communities. A wide range of other information is also available in our Resource Centers and on our web site that can direct individuals to the nearest service provider.
- In emergency situations, the Manitoulin-Sudbury DSB's Healthy Communities Fund can be accessed. The HCF is a result of the consolidation of funding from five provincial homelessness-related programs.

- The Manitoulin-Sudbury DSB's Healthy Communities Fund is comprised of four separate service components:
 1. Emergency Shelter Solutions
 2. Housing With Related Supports
 3. Other Services and Supports
 4. Homelessness Prevention

Local non-profit community organizations such as food banks can access the Manitoulin-Sudbury DSB's homelessness funding to assist individuals in emergency situations. By funding these organizations, we assist in helping to fill a local gap in service.

The Manitoulin-Sudbury DSB's in-house program provides both the financial security to support individuals and families' basic needs in emergency situations, and the tools to assist them develop transitional solutions to their circumstances.

Eligibility determination / review and eligibility verification

- In determining eligibility, Case Managers are required to complete a Verification Interview (as per Ontario Works directives). The interview consist of verifying:
 - Personal information
 - Income and expenses
 - Support issues
 - Assets
 - Accommodations
 - Additional information
 - Participation requirements
- The Manitoulin-Sudbury DSB participates in the Eligibility Verification Process (EVP). As per the EVP process, we ensure that all participants that require EVP are completed within the allowed timed. All Case Managers and our Eligibility Review Officer (ERO) are involved in the EVP process.

Family Support

- Upon application, an applicant will be required to complete a 2212 (Declaration of Support and Maintenance) for each absent person that may have an obligation to provide support.
- The Family Support Worker continues to monitor the support activities which may include attending Family Court, determining support adequacy, negotiating private agreements and working with other "family" agencies.

- In cases of the absent person (payor) having no ability to provide support; or there is a history of family violence, a temporary waiver may be considered. In certain cases a permanent support waiver may be necessary.

Participation Management

- Upon application for Ontario Works several mandatory documents are explained to the participant and signed. One of the documents is a Participation Agreement. This document is essentially a plan for participant to meet effective integrated supports that help them prepare for finding and keeping employment. The document is tailored to each individual participant's needs.
- Part of the application process requires that each client complete an Employment Information Session. This session informs the client in detail of all the participation requirements and employment services offered by the Manitoulin-Sudbury DSB and its partners.

Employment Services, Training and Workshops

- The Manitoulin-Sudbury DSB offers a fully equipped Resource Centre in each of its office locations. This includes resources such as job banks, access to computers with various software programs, internet access, telephones, photocopiers, fax machines, printers and other related tools. Our Resource Centers also offer books on resume writing, job search skills, job boards, and newspapers; however, these services are primarily utilized by our more independent participants.
- The Manitoulin-Sudbury DSB ensures that appropriate referrals to other community agencies are made. These referrals include a variety of services such as resume writing, job search skills, interview skills, job retention skills and life skills. While participating in these workshops, clients may be assessed as to their literacy and numeracy skills.
- The Manitoulin-Sudbury DSB also offers numerous courses such as First Aid/CPR, Automated External Defibrillation, Safe Food Handling, WHMIS (Workplace Hazardous Materials Information System), Chainsaw Certification, Smart Serve, Follow your True Colors, Boater Safety, Traffic Control, and Service Excellence. These courses are offered free of charge to all Ontario Works and Ontario Disability Support Program recipients. Referrals for additional employment services/training can also be made to local organizations such as Cambrian College, College Boreal and Alpha en Partage.
- Participants who are currently working continue to receive earnings exemptions as outlines in the legislation. They will continue to be assessed by their Case Manager as to the best fit in order to move them forward from Ontario Works to becoming totally independent of social assistance.

Basic Education

The Manitoulin-Sudbury DSB is committed to raising the level of education and has developed partnerships with local educational institutions to meet the needs of our clients. As part of the Ontario Works Act, all clients that do not have a grade 12 are required to complete a Literacy Assessment.

Clients are strongly encouraged to use the services of local educational institutions to upgrade their level of education. This may include Literacy and Numeracy, Upgrading, High School, Adult Education, Correspondence courses, College and University courses.

Of the 559 adults/dependent adults on the caseload there was an average of 222 participants attending basic education, upgrading or Literacy programs for the first 3 months of 2013.



Employment Placements

The Manitoulin-Sudbury DSB will continue to provide assistance to local employers in the recruitment, matching and job retentions. The participants are carefully matched by Case Managers to ensure long-term successful employment. Staff will be available to monitor placements and offer placement services for employer (i.e. screening participants, and offering interviewing space).

- The Manitoulin-Sudbury DSB uses Enhanced Job Placement Program (EJP) to assist clients who could benefit from gaining work experience, who may not otherwise be able to obtain employment. Our main goal is to find a placement that will ensure the participant's long-term attachment to the labour force without any need for further or future social assistance. It is imperative that the

participants who participate in the EJP program are carefully screened to ensure the success of the placement.

- The Manitoulin-Sudbury DSB recognizes that some participants may need the support of additional coaching and mentoring to maintain employment or complete training or make that important next step on their career path. Once placed with employers, Case Mangers regularly follows up with the employer and the participant to determine what level of intervention is required if any. Where the need for Job Retention support is indicated, participants and employers are provided with peer coaching and mentoring, more frequent or long follow-up, ongoing employment counseling during and after employment and placement and access to other community supports if required.

Community Placements

- The Community Placement Program is an excellent tool that can be used to assist participants in gaining valuable skills and experience.
- The Manitoulin-Sudbury DSB encourages clients to find a Community Placement in the clients' field of interest or towards an established employment goal. Community Placements assist participants to gain new skills to update to their resume. This also gives them the opportunity to work within their community and feel productive while networking and gaining valuable references.
- Some of our Community Placements are Self-Declared. These Self-Declared Community Placements allow for participants to remain anonymous regarding their financial status with employers/volunteer organization. Self-Declared Placements are often found by clients i.e.: a hockey coach.

LEAP

All participants involved in LEAP are enrolled in a secondary education within their local communities. In addition, our LEAP participants are required to complete a mandatory parenting program. This can be accomplished through the existing parenting programs that are available at local secondary schools. At the end of each school year the Manitoulin-Sudbury DSB ensures that all participants are registered with the local employment agencies in order to obtain summer employment.

The Manitoulin-Sudbury DSB will focus on enhancing the participation in this activity by strongly encouraging voluntary participation its' over 18 (year old) LEAP clients.

Child Care

The Manitoulin-Sudbury DSB is the Service System Manager for Child Care services within the District of Sudbury and Manitoulin.

The Manitoulin-Sudbury DSB is funded under Ontario Works employment to provide formal and informal child care to eligible Ontario Works participants. The Manitoulin-Sudbury DSB is committed to the strategic management of its child care allocation to support clients' transition from Ontario Work to employment.

Consistent with Manitoulin-Sudbury DSB policy, parents will be allowed to determine the child care option of their choice, be it informal or formal care. The Manitoulin-Sudbury DSB will allow parents to determine which child care setting they wish to place their children in; however, the Manitoulin-Sudbury DSB will encourage the use of formal childcare where feasible.

OW participants who are gainfully employed or receiving training allowances will:

- Initially be expected to access the OW Formal and Informal dollars in order to cover their child care costs.
- In cases where earnings exceeds OW entitlement and the participant becomes ineligible for social assistance; their application and income test will be processed in the same manner as any other individual seeking formal child care subsidy assistance.
- In cases where no formal child care system is available, the OW child care exemption will be utilized to ensure economic stability for the family unit. The intent here is not to deny OW child care exemptions but rather to use them as a last resort; thereby promoting attachment to the public child care system and the labour force as opposed to an attachment to the Social Assistance system. These cases will be monitored closely and there will be assistance provided for participants with additional needs or benefits in order to encourage and maintain attachment to the main stream labour force.

Participants who are participating in OW Employment measures but not receiving any income from their participation will be covered by formal or informal funds available in the OW Employment Child Care allocation.

Victims of domestic violence

- Presently the Manitoulin-Sudbury DSB offers referral services for victims of domestic violence to organizations such as; Genevra House, Haven House, Mental Health Clinics and Social Housing. Each office has a directory listing of local resources available in their communities.
- The Manitoulin-Sudbury DSB has a policy to temporarily defer Participation requirements for up to twelve months in order to allow these participants to attend counseling sessions and meet with their local professionals to enable them to heal both mentally and/or physically before entering a job search or educational program.

Through the Healthy Communities Fund and possible Discretionary benefits the participant can access monies for moving expenses, rent deposits, hydro deposits and household furnishings with some type of verification from a professional that the participant is required to move. In many cases, a counselor will simply issue a letter to the Case Manager supporting the move of the participant.

Oversight Strategy

The Manitoulin-Sudbury DSB staff abides by the OW Directives and regulations first and foremost. The DSB also has local policies and procedures that enhance and clarify directives.

The Manitoulin-Sudbury DSB staff accurately track and maintain records and supporting documentation for all social assistance related expenses and recoveries. They also ensure that information input on monthly claim forms is accurately captured in SDMT. As part of this process, subsidy claims submissions are reconciled to the accounting software through banking reconciliations. They submit a complete and accurate Subsidy Claim Form with appropriate supporting documentation to the Ministry of Community Social Services by the 20th day of the following month.

Analysis of Resources

Financial

The Manitoulin-Sudbury DSB goes through vigorous financial audits exercises on a yearly basis. These are completed by outside accredited bodies. Monthly financial reports are prepared and reviewed by staff.

Staffing

The Manitoulin-Sudbury DSB has a human resources specialist that over sees all staffing and human resources issues. The DSB has a Human Resources manual that is posted on SharePoint for all staff. The DSB also abides by the CUPE Collective Agreement in regards to job posting etc.

Community

The Manitoulin-Sudbury DSB recognizes the importance of community resources, networking and partnerships. The DSB is in constant contact with its local partners. A detailed community resources repertoire is updated regularly to ensure to most recent information is available. This information is shared with staff, clients and participants.

Integrated Social Assistance Monitoring Framework (ISAMF)

The Manitoulin-Sudbury DSB will be an active member in the ISAMF. ISAMF will focus on accountability, performance reporting, risk management and monitoring. Through the Operational Indicators Reports, the Eligibility Verification Process and Ontario Works

Subsidy claims preparation, the Manitoulin-Sudbury DSB will focus on and measure work to organizational excellence, service excellence as well as accountability.

Overview of Learning Supports

The Manitoulin-Sudbury DSB continues to provide a range of services to support the key employment outcome strategies, including administrative supports to staff, the streamlining of administrative functions and the cost effective use of goods and services.

Staff training has always been a priority of the Manitoulin-Sudbury DSB to ensure that they are always up to date on the continued changes to Ontario Works programming. Our staff is also educated on the most recent best practices in order to provide quality service to clients.

Management and staff have all attended and successfully completed the comprehensive Supportive Approaches to Innovative Learning (SAIL). All modules were offered to all staff, including staff from other departments and as well service providers. The Manitoulin-Sudbury DSB ensures that the SAIL approach continues to be a focus when dealing with clients and the community.

The Manitoulin-Sudbury DSB staff has been involved and continues to actively participate in all related activities that pertains the Social Services Solution Modernization Project. It is to be noted that one of our staff has been seconded to the project as one of the Local Change and Implementation Coordinator. The Manitoulin-Sudbury DSB has also been selected as one of the sites for the "SAMs Parallel Pilot".

Staff have also been trained in Non Violent Crisis Prevention/Intervention, Suicide Prevention/Intervention, Communication Workshop, Accessibility Training and Dealing with difficult clients. The Manitoulin-Sudbury DSB continues to engage its staff in training in order to improve client service.

The Manitoulin-Sudbury DSB believes in providing a softer approach in dealing with its clients. Ontario Works is a very paper oriented program. In order to give Case Managers more quality time to work closer with their clients, the administrative functions have been streamlined within our offices. Two of these tasks transferred to the Integrated Program Assistant are the input of the Income Reporting Statements and the completion of the Discretionary Benefit requests. These, along with other tasks assigned to the Integrated Program Assistant allow the Case Managers to spend more time directly with their clients.

The Manitoulin-Sudbury DSB also uses service providers when it is more cost effective. The Manitoulin-Sudbury DSB also recognized the individual and organizations expertise. For example, the service providers provide a series of structured skills training such as Focus for Change and a Quick Start program. The clients are also benefiting from this as the program is an offsite program. We continue to look for ways that will improve current services by being open-minded.

Strategy to Deliver French Language Services

The Manitoulin-Sudbury DSB has developed an intensive, fully comprehensive plan to deliver French Language services in our catchment areas. An analysis of our current services has proven that the Manitoulin-Sudbury DSB currently has enough bilingual staff to adequately service the entire DSB area. The Manitoulin-Sudbury DSB will continue to monitor our French Language services to ensure compliance with the French Language Service Act.

Business Practices

In light of all the changes to Social Assistance such as the removal of the Community Start Up and Maintenance Benefits, Home Repairs and the new funding formula for Discretionary Benefits, the Manitoulin-Sudbury DSB has recently reviewed their current local policies and procedures. This was a necessary exercise in order to ensure that service gaps within our programs were addressed. The Manitoulin-Sudbury DSB has a fiscal and moral responsibility to ensure that its most vulnerable citizens can access services in a respectful and conscience manner.

The Manitoulin-Sudbury DSB has moved toward electronic filing. This started several years ago with a pilot project. The project was successful and therefore moved to full integration. All documents are scanned and filed electronically in a system called DOCU Explorer. This software is available to all staff at all locations. This practice is recognized and approved by MCSS.

Section 4: Outcome Strategies

Service Strategy Rationale

It is the policy of the Manitoulin-Sudbury DSB that all Ontario Works recipients are required to attend an Employment Information Session in order to gain knowledge about the programs and services that are available to them through the Manitoulin-Sudbury DSB and community partners.

A current resume is required for each participant. If the participant is not able to provide one, a referral can be made to an organization in order to assist the participant with the task of completing their resume.

The Manitoulin-Sudbury DSB expects to offer its participants several different services. The Manitoulin-Sudbury DSB offers a well-supplied Resource Centre in each of its office locations. This includes resources such as job banks, access to computers with various software programs, internet access, telephones, photocopiers, fax machines, printers and other related materials. Our Resource Centers also offers books on resume writing, job search skills, job boards, and newspapers; however, these services are primarily utilized by our more independent participants.

The Manitoulin-Sudbury DSB ensures that appropriate referrals to other community agencies are made. These referrals include a variety of services such as resume writing, job search skills, interview skills, job retention skills and life skills. While participating in these workshops, clients may be assessed as to their literacy and numeracy skills.

The Manitoulin-Sudbury DSB offers numerous courses such as First Aid/CPR, Automated External Defibrillation, Safe Food Handling, WHMIS (Workplace Hazardous Materials Information System), Chainsaw Certification, Smart Serve, Follow your True Colors to the work you love, Boater Safety, Traffic Control, Service Excellence, The courses are offered free of charge to all Ontario Works and Ontario Disability Support Program recipients.

The Manitoulin-Sudbury DSB will continue to build and maintain relationships with community stakeholders for the benefit of our participants. These relationships can be used as a resource or tool to assist our clients in establishing a better quality of life. Linkages have already been developed with local organizations such as Cambrian College, Sudbury Vocational Resource Centre, College Boreal, Alpha en Partage, North Channel Literacy, Mental Health, Chapleau Adult Learning Centre, all local Economic Development Corporations along with numerous others.

For Sudbury North, since August 2010, the Manitoulin-Sudbury DSB has been offering all services offered by Employment Ontario. The Chapleau office, through an integrated approach, ensures that all Employment Ontario services are offered to this specific area. We ensure that Ontario Works participants take advantage of the EO services. This employment service offers a variety of services that includes resume writing, job search skills, interview skills, life skills and job specific training, self-employment, job matching and job retention skills. This relationship is very unique. We are 1 of only 6 DSSAB / Municipalities that have contracts with MTCU to offer Employment Ontario.

The Manitoulin-Sudbury DSB offers life skills training through referrals to community agencies. We are the funding source for these programs. In the next 2 years, we will continue to offer Quick Start and Focus for Change programs. The Manitoulin-Sudbury DSB staff meets with the services providers regularly to ensure that client needs are met.

The Manitoulin-Sudbury DSB continues to offer Intensive Case Management services for our hardest to serve clients. Participants who have been on social assistance for more than two years and not deferred from participating for medical reasons and are marginally employable. This group may include sole support parents who have children that are not attending school full time but will be in the near future. The Case Managers will focus on the Asset Base Approach in order to empower clients in making sound and informed decision. They involve meetings on a bi-weekly basis or as warranted in order to work through the participant's employment history in order to develop the best plan of action for them. The Case Manager also focuses on their family situation and determines what influences they have at home that affect their success and failures in their endeavours. Case Managers work closely with these individuals in order to

establish and monitor an action plan. The Case Manager also works closely with any community agencies that may be involved with the participant or the participant's family unit such as Children's Aid, Mental Health Clinic, Probation, etc. The intent here is to ensure that all community agencies involved, are working collaboratively in the best interests of the participant and the participants family.

The Manitoulin-Sudbury DSB encourages Community Placements where appropriate in the participants' field of interest or towards an established goal. Community Placement assist participants to gain new skills, updates to their resume, to try new and different experiences, the opportunity to work within their community and feel productive while networking and gaining valuable references.

The Manitoulin-Sudbury DSB will continue to provide assistance to local employers in the recruitment, matching and job retentions. The participants are carefully matched by Case Managers to ensure long-term successful employment. Staff will be available to monitor placements and offer placement services for employer (i.e. screening participants, and offering interviewing space).

The Manitoulin-Sudbury DSB will continue to use Enhanced Job Placement Program (EJP) to assist clients who could benefit from gaining work experience, who may not otherwise be able to obtain employment. Our main goal is to find a placement that will ensure the participant's long-term attachment to the labour force without any need for further or future social assistance. It is imperative that the participants who participate in the EJP program are carefully screened to ensure the success of the placement.

The Manitoulin-Sudbury DSB recognizes that some participants may need the support of additional coaching and mentoring to maintain employment or complete training or make that important next step on their career path. Once placed with employers, Case Mangers regularly follow up with the employer and the participant to determine what level of intervention is required if any. Where the need for Job Retention support is indicated, participants and employers are provided with peer coaching and mentoring, more frequent or long follow-up, ongoing employment counselling during and after employment and placement and access to other community supports if required.

As for participants who are working, it is the policy of the Manitoulin-Sudbury DSB to not interfere with their current employment unless it is assessed that this is hindering them from ever obtaining total financial independence. Working participants will continue to work with their Case Managers to further enhance their skills and their abilities thereby improving their prospects of becoming financially independent. This may include job searching, workshops, training or participating in a Community Placement. All participants working will be assisted in updating their resumes and skills in order to improve their likelihood of total independence from Ontario Works assistance.

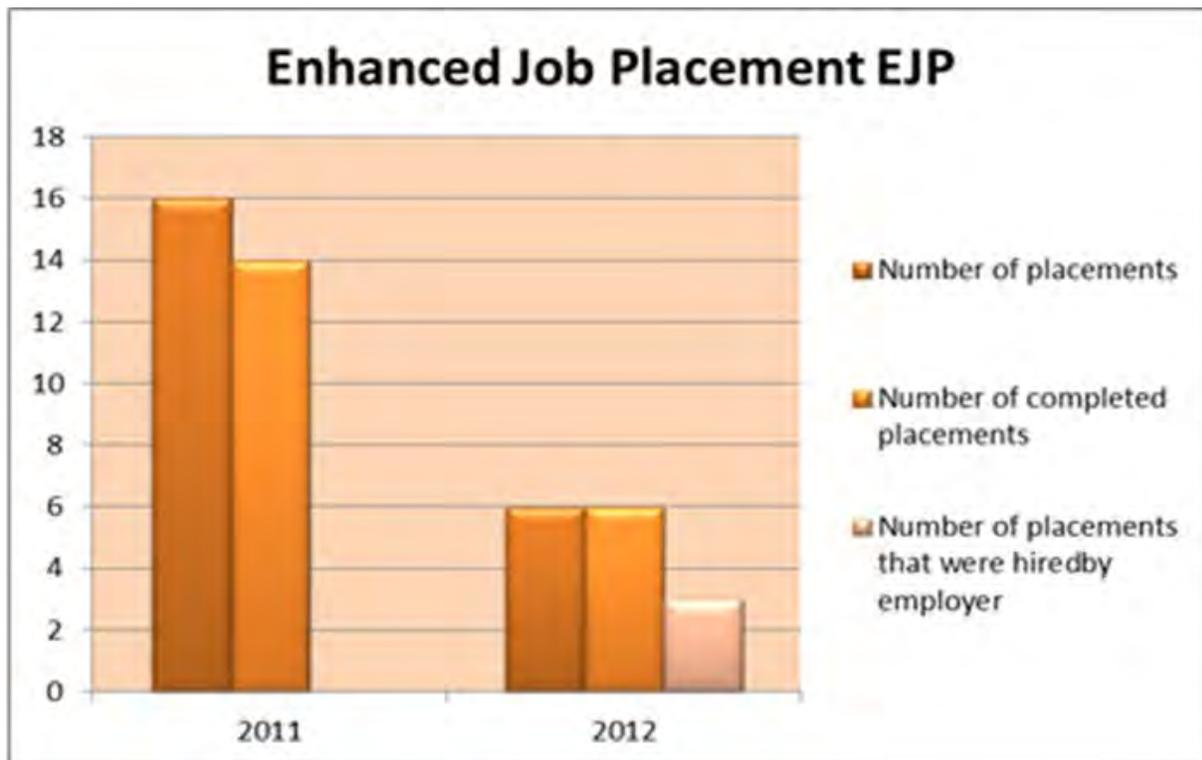
Working participants are required to job search for better paying positions or supported with further training if needed to become totally independent of social assistance.

Link Strategies to Outcome Measures

The Manitoulin-Sudbury DSB reviews the Operational Indicators reports regularly. Any issues or concerns are addresses immediately.

We continue to meet our quarterly outcome measure targets and review them regularly with staff.

The Manitoulin-Sudbury DSB captures data for its outcome measured activities. The following charts show the outcome of each activity:

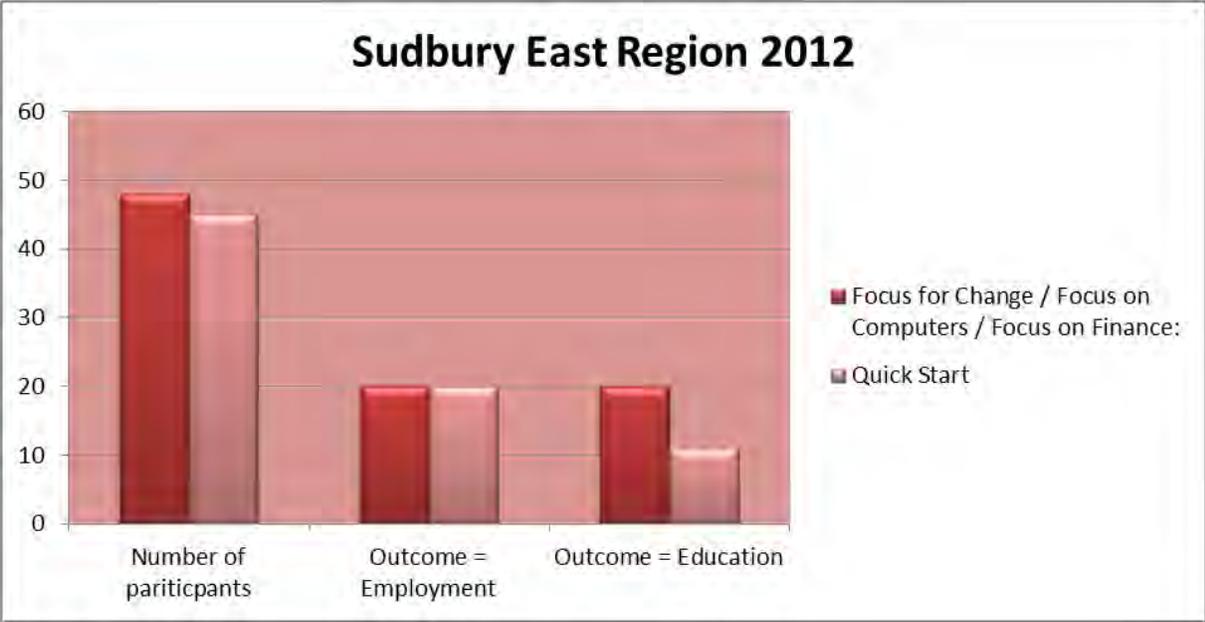
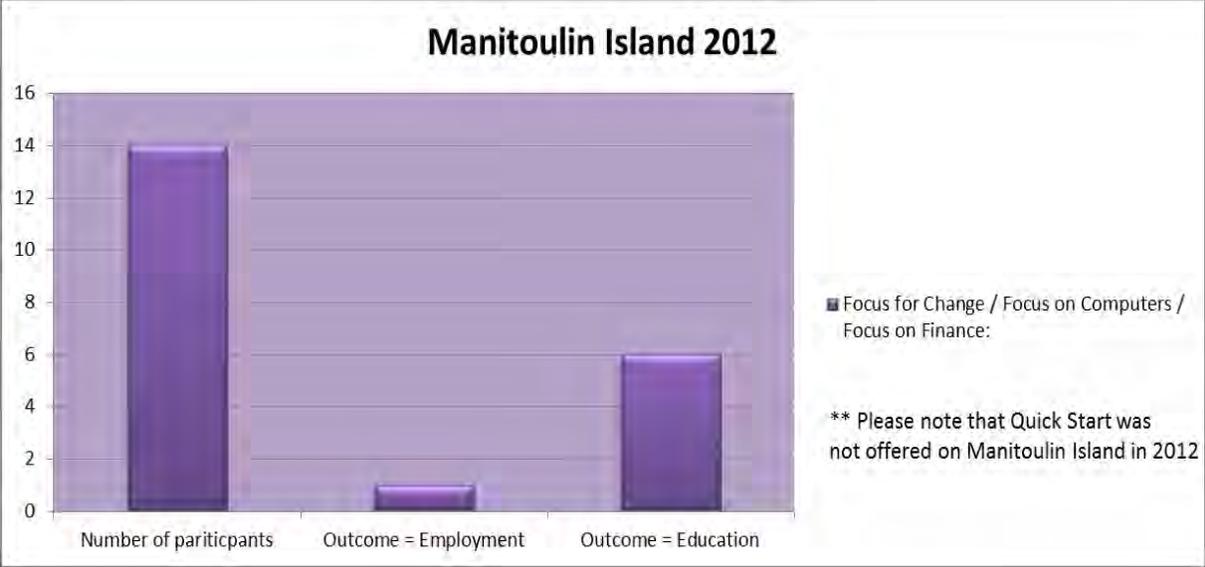


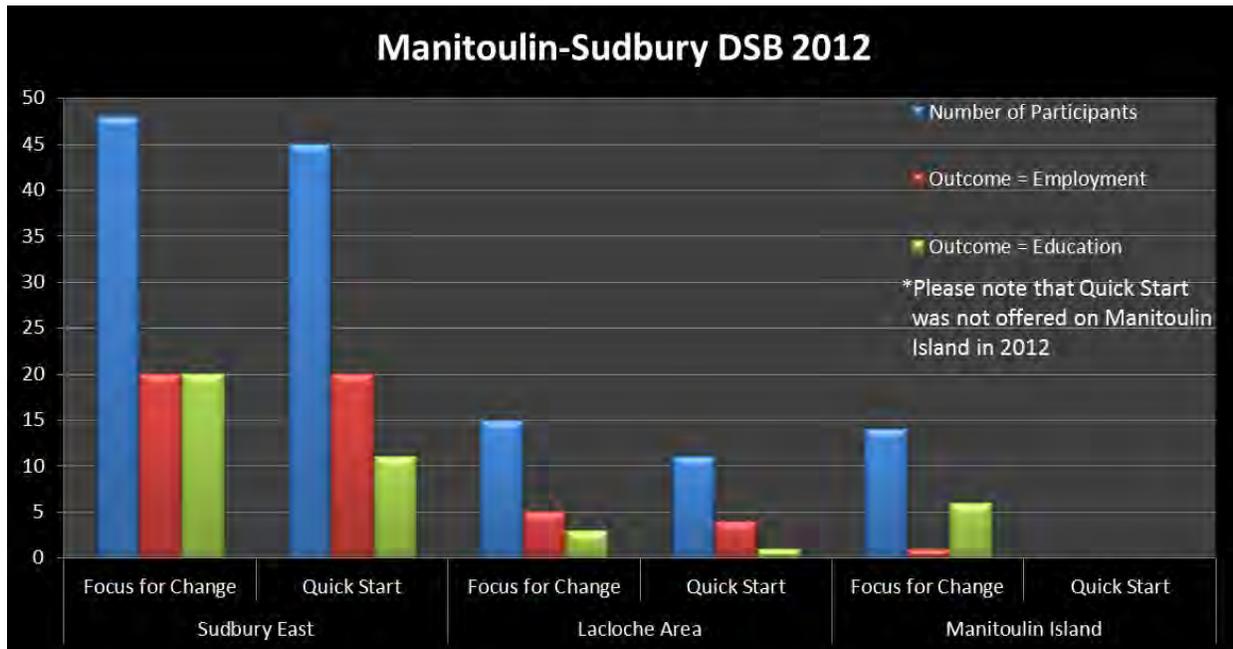
Job Specific Skills Training



LaCloche Area 2012







Action Steps and Resources

Operational Indicators reports are reviewed regularly. Any issues or irregularities are identified and corrected. We ensure that staff are properly trained and informed in order to ensure targets are met.

The Manitoulin-Sudbury DSB recognizes the importance of capturing appropriate data in order to properly assess the effectiveness and deficiencies of outcome measured activities. To that effect, the Manitoulin-Sudbury DSB has engaged with a review of all its current outcome measured activities. As a first strategy, the Manitoulin-Sudbury DSB has developed a client / customer survey. This survey will be in place by the middle of 2013. The full review will be completed by the end of 2013. Once a proper data reporting is developed, the Manitoulin-Sudbury DSB will be able to assess on an on-going basis the value of each of its measures. Any identified issues / recommendations will be reviewed and remedied through the review of local process and practices.

Stakeholder Linkages

The Manitoulin-Sudbury DSB continues to work closely with its partners and stakeholders. Over the past 14 years, the DSB has developed strong relationships with

its local community members. We will continue delivering employment / training programs and strategies that meet local demands. Our clients who need such interventions will continue to be referred and encouraged to move to full independence.

Addressing Service Gaps

Duplication or overlap of programs and services does not appear to be a significant issue in any of catchment areas.

There were a number of gaps reported across all communities including:

- Transportation services both public and private
- After hours mental health crisis services
- Substance abuse and addiction services
- emergency shelter services
- Food security services
- Recreation services
- The reality that specialized services cannot be based in every community due to resource issues
- Access to health services

The Manitoulin-Sudbury DSB continues to participate in all local services groups. We continue to support local initiatives to address on-going service gaps. Through its “Integrated services” approach, the DSB has developed internal processes and services.

The Manitoulin-Sudbury DSB is unique in that there is no public transportation available other than regional Grey Hound services, CN train and 2 of our municipalities also have Taxi service. The DSB’s local policy offers 41 cents per km (tied to the Northern Health and Travel Grant) to those participants who do have access to transportation for their participation expenses. For those who do not have transportation, the Manitoulin-Sudbury DSB has 7 vans to assist clients in getting to training and education opportunities. The Manitoulin-Sudbury DSB offers these vans to community organizations to assist them in bringing participants into their programs. The Manitoulin-Sudbury DSB further assists the organization in recruiting volunteer drivers through our Community Placement Programs. Even though there are major transportation barriers within our district, the Manitoulin-Sudbury DSB has made efforts to address this dilemma.

Lack of licensed child care continues to pose a real barrier in our remote communities. Many of our clients struggle with finding adequate, reliable child care so that they can go to work or participate in work related activities that will help them find future employment. It is hoped that through the Best Start Program and funding through the Ministry of Education this will alleviate some of the issues that continue to arise.

The shortage of family doctors in the Manitoulin-Sudbury DSB catchment area continues to be another major area of concern. This means that recipients with medical

problems that need to see a physician cannot do so. This limits their possibilities to deal with their medical issue so that they can move themselves on a path to gainful employment. Another key concern is those participants that should be deferred from participating in Ontario Works or referred to ODSP, are not able to get the proper assessments needed as there are no doctors available.

In regards to “housing” related issues, the Manitoulin-Sudbury DSB has revised its “Healthy Communities Fund” program. This came about due to the removal of the CSUMB, Home repairs and funding formula for Discretionary Benefits. The changes were necessary in order to continue to meet the needs of our most vulnerable population.

Increased Employability Strategies

The Manitoulin-Sudbury DSB provides an integrated service whereby clients can access Housing, Child Care, Ontario Works and Employment Ontario (for Sudbury North citizens) all under one roof, thus making it easier for client when finding employment.

Other strategies we use are Enhanced Job Placement and Extended Employment Health Benefits, Human Resources to ensure our client’s job retention.

Outcome Measure 1A – Average Employment Earnings

For the calendar year 2012 the average monthly earnings for employed Ontario Works participants was \$770.04 per month. The highest month being October at \$869.55 and the lowest being March at \$660.26.

Additionally the number of earners on Social Assistance has dropped from a high of 73 earners to 54 in 2012. July 2012 had 73 earners on Social Assistance. Due to the fact that our caseloads are showing a higher population of ‘harder to serve’, we feel that setting the 2013 target at **\$690.10** is a realistic and attainable goal.

Outcome Measure 1B – Average Employment Earnings at Exit

For the calendar year 2012, the average amount of earnings at exit for employed Ontario Works participants was \$1,335.56. The highest month being March at \$2,233.14 and the lowest being June at \$947.66.

The average for this measure is extremely volatile and is based on actual number of exits each month where the participant exited with earnings on the budget.

For the calendar year 2013 we have set the average target at **\$1,249.50**. We feel this figure is warranted as a majority of our earners are sole support parents and if they exit with earnings, the maximum OW entitlement was restructured and therefore the amount of earnings reported at exit will also be lower.

Outcome Measure 2A – Percentage of caseload with Employment Income

For the calendar year 2012, the percentage of clients employed while receiving Ontario Works was 11.96% and the highest month being July at 14.08% and the lowest being December at 9.39%.

The number of earners on Social Assistance was 76 in 2011 and dropped to 64 in 2012. With the increase in caseload for the last quarter of 2012, there will be less ongoing cases with earnings. For the calendar year 2013 we have set the average target at **10%**. This target is based on 2012 figures and 2013 projections. We feel this target is realistic and manageable.

Outcome Measure 2B – Percentage of Caseload exiting to Employment

For the calendar year 2012, the percentage of caseload exiting to employment was 23.31%. The lowest month was April 2012 at 11.43% and the highest month was July 2012 at 46%.

This target is based on the number of cases exiting social assistance each month and how many of the cases that exited, did so for employment reasons. During 2012, the total number of exits ranged from a low of 26 cases in December to a high of 47 cases in July. Since the number of earners has declined from a high of 76 in 2011 to 64 in 2012 that also means that the number of cases that will possibly exit due to employment will also be reduced. For the calendar year 2013 we have set the average target at **10%**.

Monitoring Service Strategies

In order to be successful, we need to measure the success of our clients and measure the changes in the labour market. The Manitoulin-Sudbury DSB will use SDMT reports as well as local system generated reports to ensure the integrity and success of the program.

The Manitoulin-Sudbury DSB will continue to monitor their clients to assess their needs on an individual basis so that we can provide the proper training and services to help them become self-reliant. Case Managers follow up on all clients who find or exit to employment to review their need for any employment related assistance for job retention. In order to assist them in maintaining their employment, some of the services that we may offer are:

- Enhanced Job Placement Programs to employers
- Extended Employment Health Benefits (providing clients with health benefits as well as mandatory benefits)
- Human Resources
- Further training relating to their employment

The second part of maintaining a successful program is to monitor the local Labour Market conditions. This has been a challenge as the Manitoulin-Sudbury DSB's

catchment area is wide spread and most of our statistics include the Greater City of Sudbury and other CMSM areas. In the LaCloche/Manitoulin Island area, the Manitoulin-Sudbury DSB, partnered with local agencies to develop a local Labour Market database specific to that area. This database has been expanded to our catchment areas. This database is monitored and updated yearly. By monitoring the success of our clients and the changes in local Labour Market trends, we will be able to ensure the success of this 2 year Work Plan. This will also assist us if needed to adjust our Outcome Measures Targets as we see fit.

Summary

The Manitoulin-Sudbury DSB has now delivered the Ontario Works program for 13 years. The Manitoulin-Sudbury DSB has managed to adapt to all the changes in programming, technology and funding. The Ontario Works caseload has decreased from a high of approximately 900 cases to its current level of 478 cases. The Manitoulin-Sudbury DSB now faces the challenge of assisting the harder to serve participants who require more in-depth assessment, training and time commitment on the part of the Ontario Works staff in order to see them reach their full potential. The Manitoulin-Sudbury DSB is prepared for the challenge and this 2 year plan is a step in the right direction to achieving our goals and those of the participants.