



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

# **Ontario Works Service Plan 2021 - 2022**

**September 30, 2021**

# **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 which have been greatly affected due to COVID 19 and its effects on the global economy. As a result of the decline of the global economy and the global pandemic, we have seen job losses, work shortages and downsizing. The Manitoulin-Sudbury DSB has noticed an 8% decrease in caseload since this time last year as clients have access to other financial resources at this time. The province is projecting an increase in caseloads once the Federal Benefits are no longer available, and the Manitoulin-Sudbury DSB is well positioned to respond. We acknowledge that there will be a greater impact on our clients as they may be competing with a more “employment ready” work pool. We are dedicated to working diligently to tailor our programs to meet the needs of our clients and communities.

All staff and managers of the Manitoulin-Sudbury DSB provide an integrated service approach whereby clients can access Community Housing, Child Care, Ontario Works, Healthy Communities Fund, Direct Shelter Subsidy, Our Kids Count and Employment Ontario (for Sudbury North citizens) all under one roof. This provides a seamless approach for clients when looking for support.

The Manitoulin-Sudbury DSB continues to work closely with its partners and stakeholders. Over the past twenty plus (20+) years, the DSB has developed strong relationships with community partners. We will continue to deliver employment / training programs and strategies that meet local demands.

## **Section 2: Environmental Scan**

### **Analysis**

The Manitoulin-Sudbury DSB refers clients to other community agencies for training and services. These services include life skills development, skills training, employment readiness workshops, employment assessment/counseling and training subsidy programs. The Manitoulin-Sudbury DSB also provides funding for additional employment service programs through other community agencies.

In partnership with Community Agencies, we have successfully developed Focus for Change and Boost/Quick Start. These programs were designed to support clients in making positive changes and are comprised of in-class skills training and a work placement component.

## Caseload Description Ontario Works/Temporary Care

The Manitoulin-Sudbury DSB's caseload consists of the following (April 2021):

<i>LaCloche:</i>	<i>266</i>
<i>Sudbury East:</i>	<i>52</i>
<i>Manitoulin Island:</i>	<i>106</i>
<i>Sudbury North:</i>	<i>70</i>
<b><i>Total:</i></b>	<b><i>494</i></b>

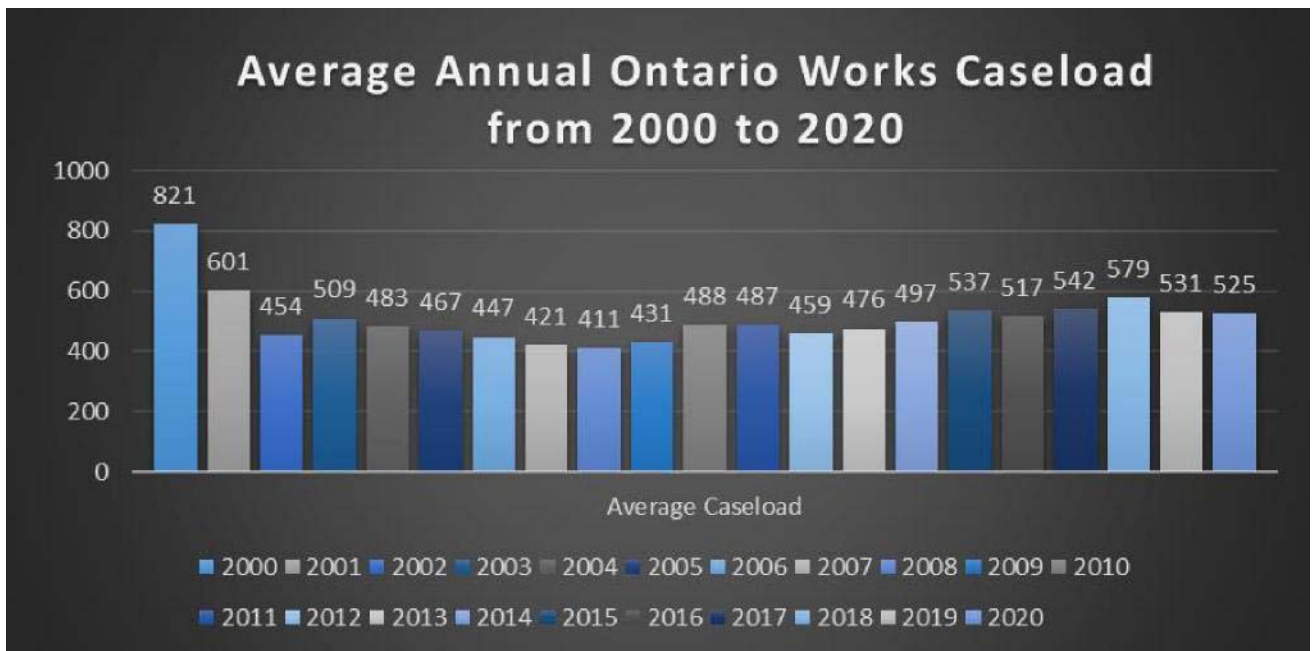
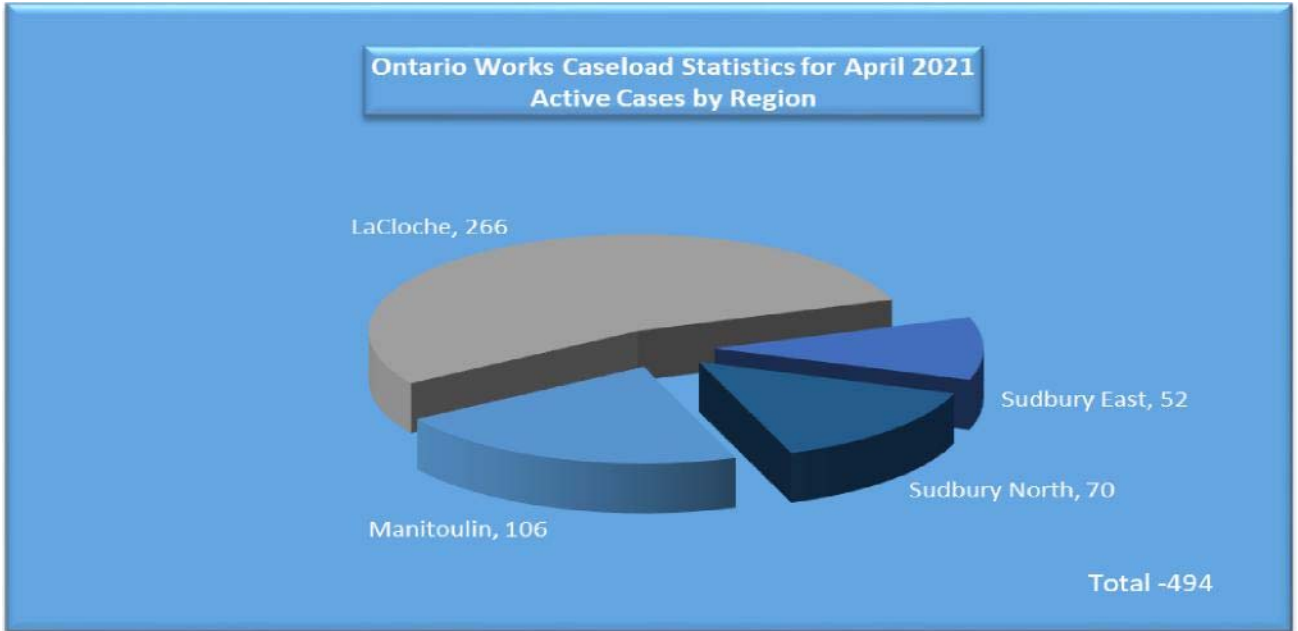
As of March 2021, 67% our caseload are singles without children; 29% are singles with children and 5% a couples (with and without children).

- *10% of our caseload has been on assistance 0-4 months*
- *11% of our caseload has been on assistance 5-12 months*
- *13% of our caseload has been on assistance 13-18 months*
- *66% of our caseload has been on assistance 19+ months*
- *79% of our caseload has been on assistance for more than 12 months*
- *59% of our caseload has been on assistance for more than 24 months*
- *46 months is the average Time on Assistance*
- *31% of our caseload have children on their benefit unit*
- *212 adults are without a grade 12 education*

## Outcomes/Participation

- *67% of our caseload are actively participating*
- *43% of our caseload do not have a Grade 12 Education*

## Manitoulin-Sudbury DSB Ontario Works Statistics



## Impact of COVID-19 on the Local Labour Market

All parts of Ontario started 2020 with low unemployment rates, hovering around 5% in January and February however, unemployment rates across Ontario have been deeply impacted by the pandemic.

The global pandemic has impacted all services and sectors, including employment services across the world. It is critical that local service providers continue to support clients during this period of uncertainty.

The federal benefits offered to the general population because of the pandemic had some individuals earning more than the minimum wage work available. Employers had difficulty finding employees because individuals were in receipt of the Canada Emergency Response Benefit (CERB) and the Canada Emergency Student Benefit (CESB). Employers faced unique challenges with staffing as a result of COVID- 19 closures and were expected to reopen with minimal notice. Due to layoffs, some employees found other jobs and were no longer available for their previous job when called back. The need to be adaptable, flexible, ready to change and willing to be trained, retrained or re-skilled is essential.

### **Local Labour Market**

The next four charts, data illustrates the number of businesses by employee size range for the District of Manitoulin and the District of Sudbury. The data also illustrates the change in number of employers by industry and by firm size in each District.

# District of Manitoulin

## 1 PLOYEE SIZE RANGE

TABLE 2a — MANITOULIN DISTRICT  
NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE  
(JUNE 2020)

INDUSTRY SECTOR 2-DIGIT NAICS	NUMBER OF EMPLOYEES							TOTAL		
	0	1-4	5-9	10-19	20-49	50-99	100+			
11 Agriculture	105	14	3	3	0	0	0	125	12	2
21 Mining	3	1	0	0	0	0	0	4	0	20
22 Utilities	14	0	1	0	0	0	0	15	1	15
23 Construction 31-	62	37			0	0	0	119	11	
33 Manufacturing 41					0	0	0	26	2	12
Wholesale Trade 44-			1	0	0	0	0	12	1	17
45 Retail Trade		32	26	12	5	3	0	127	12	1
48-49 Transportation/Warehousing	28	13	2	4	4	1	1	53		
51 Information and Cultural	4	7	1	1	0	0	0	13	1	16
52 Finance and Insurance	23	9	6	0	0	0	0	38	4	10
53 Real Estate, Rental, Leasing	96	9				0	0	106	10	4
54 Professional Scientific Tech	49	27	0			1	0	77	7	
55 Management of Companies		1	0	0	0	0	0	9	1	19
56 Administrative Support		10	4	0	0	2	0	28	3	11
61 Educational Services		3	2	0	0	0	1	10	1	18
62 Health Care, Social Assistance		14	8	9	7	3	3	65	6	
71 Arts, Entertainment, Recreation	18	6	1	0	1	0	0	26	2	12
72 Accommodation & Food	55	19	18	6	3	2	0	103	10	
81 Other Services	44	28	6	2	1	3	0	84	8	6
91 Public Administration	0	0	1	2	8	4	2	17	2	14
CLASSIFIED BUSINESSES	617	239	93	52	30	19	7	1057		
Percentage of all classified and unclassified businesses	59%	22%	9%	5%	3%	2%	1%	101%		
Cumulative percentage	59%	81%	90%	95%	98%	100%	101%			
ONTARIO percentage of classified and unclassified businesses	70%	18%	5%	3%	2%	1%	1%			

SOURCE: Statistics Canada, Canadian Business Counts June 2020

Highlighted cells: indicate the 3 largest industries (by number of businesses) for each employee-size category  
Classified businesses are businesses for which the industry classification is known

## CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE

TABLE 2b – MANITOULIN DISTRICT CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE (JUNE 2019 – JUNE 2020)							
NAICS	INDUSTRY SECTOR	FIRM SIZE (# OF EMPLOYEES)					TOTAL # OF FIRMS
		0	1-19	20-99	100+	TOTAL	
11	Agriculture, forestry, fishing and farming	-8	0	0	0	-8	125
21	Mining and oil and gas extraction	0	0	0	0	0	4
22	Utilities	0	1	0	0	1	15
23	Construction	-3	1	0	0	-2	119
31-33	Manufacturing	1	3	-2	0	2	26
41	Wholesale trade	-7	1	0	0	-6	12
44-45	Retail trade	5	1	-1	0	5	127
48-49	Transportation and warehousing	-3	0	0	0	-3	53
51	Information and cultural industries	-2	1	0	0	-1	13
52	Finance and insurance	0	1	0	0	1	38
53	Real estate and rental and leasing	-5	-4	0	0	-9	106
54	Professional, scientific and technical services	-4	3	0	0	-1	77
55	Management of companies and enterprises	0	0	0	0	0	9
56	Administrative and support	0	1	-1	0	0	28
61	Educational services	2	0	0	0	2	10
62	Health care and social assistance	-1	-1	-2	1	-3	65
71	Arts, entertainment and recreation	0	1	0	0	1	26
72	Accommodation and food services	-3	-3	1	0	-5	103
81	Other services	-2	-3	0	0	-5	84
91	Public administration	-1	-1	2	0	0	17
<b>TOTAL NET CHANGES 2019-2020</b>		<b>-31</b>	<b>2</b>	<b>-3</b>	<b>1</b>	<b>-31</b>	<b>1057</b>
<b>TOTAL NET CHANGES 2018-2019</b>		<b>22</b>	<b>2</b>	<b>11</b>	<b>-2</b>	<b>33</b>	<b>1088</b>

SOURCE: Statistics Canada, Canadian Business Counts, June 2018 – June 2020

Green indicates an increase in number of firms; red indicates a decrease; "0" indicates no change

Overall, for the Manitoulin District, there has been very limited change between 2019 and 2020. While the total number of firms have dropped 31, that is equal to the number of fewer firms with "0" employees. By removing these from the calculation, there is no net difference in the number of firms. Among the 60 cells in columns 1-19, 20-99 and 100+ employees, 37 cells have a "0", which means no net change. In comparison, the net changes between 2018 and 2019 are illustrated in the last row of Table 2b. While there was a larger change among firms with "0" employees, there also was a notable growth of 11 firms in the 20-99 employee category. On the basis of the 2019-2020 data, it would be hard to infer any net employment changes, even though it is clear from labour market data that job losses did occur during this period as a result of the pandemic.

# District of Sudbury

## NUMBER OF BUSINESSES

**TABLE 3a — SUDBURY DISTRICT**  
NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE  
(JUNE 2020)

INDUSTRY SECTOR 2-DIGIT NAICS	NUMBER OF EMPLOYEES							TOTAL		Z
	0	1-4	5-9	10-19	20-49	50-99	100+			
11 Agriculture	88	30	4	4	1	2	0	129	9	
21 Mining	3	4	0	0	0	1	3	9	1	19
22 Utilities	9	0	1	1	0	0	0	11	1	18
23 Construction	88	46	19	9	4	0	0	166	12	
31-33 Manufacturing	12	5		4	5	3	1	34	2	12
41 Wholesale Trade	14	5		0	2	0	0	22	2	14
44-45 Retail Trade	56	20	38	24	9	4	0	151	11	
48-49 Transportation/Warehousing	45	20	5			2	2	77	5	
51 Information and Cultural	6	6	0	2	1	0	0	15	1	16
52 Finance and Insurance	41				3	0	0	54	4	
53 Real Estate, Rental, Leasing	198	19	5	1	2	0	0	225	16	
54 Professional Scientific Tech	50	11	4	3	1	0	0	69	5	
55 Management of Companies	8	0	0	0	0	0	0	8	1	20
56 Administrative Support	26	5	5	1	1	1	0	39	3	11
61 Educational Services	11	2	1	1	0	0	0	15	1	16
62 Health Care & Social Assistance	26	25	5	10	9	0	2	77	5	
71 Arts, Entertainment, Recreation	18	6	2	4	0	0	0	30	2	13
72 Accommodation & Food	72	35	21	11	6	4	0	149	10	
81 Other Services	67	41	13	2	0	0	0	123	9	5
91 Public Administration	0	2	5	1	8			21	1	15
<b>CLASSIFIED BUSINESSES</b>	<b>838</b>	<b>282</b>	<b>139</b>	<b>82</b>	<b>53</b>	<b>20</b>	<b>10</b>	<b>1424</b>		
Percentage of all classified and unclassified businesses	60%	20%	10%	5%	4%	1%	1%	101%		
Cumulative percentage	60%	80%	90%	95%	99%	100%	101%			
ONTARIO percentage of classified and unclassified businesses	70%	18%	5%	3%	2%	1%	1%			

SOURCE: Statistics Canada, Canadian Business Counts June 2020

Highlighted cells: indicate the 3 largest industries (by number of businesses) for each employee-size category

Classified businesses are businesses for which the industry classification is known



## CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE

TABLE 3b – SUDBURY DISTRICT CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE (JUNE 2019 – JUNE 2020)							
NAICS	INDUSTRY SECTOR	FIRM SIZE (# OF EMPLOYEES)					TOTAL # OF FIRMS
		0	1-19	20-99	100+	TOTAL	
11	Agriculture, forestry, fishing and farming	-17	2	0	-2	-17	129
21	Mining and oil and gas extraction	1	1	0	0	2	9
22	Utilities	-2	-2	0	0	-4	11
23	Construction	-9	-12	0	0	-21	166
31-33	Manufacturing	-4	2	1	-2	-3	34
41	Wholesale trade	-3	1	0	0	-2	22
44-45	Retail trade	9	-8	3	0	4	151
48-49	Transportation and warehousing	-9	1	0	0	-8	77
51	Information and cultural industries	1	1	0	0	2	15
52	Finance and insurance	-6	-2	2	0	-6	54
53	Real estate and rental and leasing	9	-4	1	0	6	225
54	Professional, scientific and technical services	-9	1	1	0	-7	69
55	Management of companies and enterprises	0	0	0	0	0	8
56	Administrative and support	-1	1	1	0	1	39
61	Educational services	3	-3	0	0	0	15
62	Health care and social assistance	2	7	-1	0	8	77
71	Arts, entertainment and recreation	-3	-2	0	0	-5	30
72	Accommodation and food services	-4	3	-2	0	-3	149
81	Other services	-9	5	-1	0	-5	123
91	Public administration	0	-2	-1	1	-2	21
<b>TOTAL NET CHANGES 2019-2020</b>		<b>-51</b>	<b>-10</b>	<b>4</b>	<b>-3</b>	<b>-60</b>	<b>1424</b>
<b>TOTAL NET CHANGES 2018-2019</b>		<b>16</b>	<b>21</b>	<b>6</b>	<b>0</b>	<b>43</b>	<b>1484</b>

SOURCE: Statistics Canada, Canadian Business Counts, June 2018 – June 2020

Green indicates an increase in number of firms; red indicates a decrease; "0" indicates no change

The Sudbury District experienced slightly more change, although most was among the smallest firms, with a net loss of 51 firms with “0” employees and a net loss of 10 firms with 1-19 employees. Among larger firm categories, the gains/losses cancel each other out - for example, an increase of four firms in the 20-99 employees range and a decrease of three firms in the 100+ employees range. Among firms with employees, almost half experienced no net change. In comparison to the net totals highlighting changes between 2018 and 2019, the growth in the number of firms apparent last year has stalled and declined. Between 2019 and 2020, there are losses of large firms in Agriculture, Forestry, Fishing and Farming, as well as in Manufacturing. Construction appears to have experienced the largest net losses, followed by Agriculture, Forestry, Fishing and Farming. This should be a concern given that these two sectors are among the top five sectors by number of establishments in the Sudbury District.

We pointed out the challenges that we had been seeing as a result of the pandemic but have always acknowledged that no one can predict what will happen. Countries across the world are now trying to find ways to balance public health restrictions with reopening the economy. A closed economy means job and revenue losses, but an out-of-control virus means illness, an overwhelmed healthcare system and significant loss of life. Going forward, it will be critical that we remain flexible and adaptable to any changes that may be forthcoming.

## **Community Engagement**

### **LaCloche Area:**

- **Education / Training:** The Manitoulin-Sudbury DSB has partnered with Cambrian College Espanola Campus to deliver life skills courses. We also work with Cambrian College Espanola Campus 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. This agency also delivers upgrading courses to our Ontario Works participants to assist them in obtaining their employment goals. As part of the provincial investment to train and support Personal Support Workers, Cambrian College received funding to run an accelerated PSW program. The Manitoulin-Sudbury DSB has successfully referred clients to the Espanola campus to attend this program. Ten clients were referred to the program with two individuals being accepted to the program. Six individuals declined to attend the program after being referred and two individuals were waitlisted.

The provincial government is also investing funds to support skills training and upgrading for individuals who work in Early Years Settings to encourage them to obtain their ECE diploma in hopes of recruiting more registered ECE's. The Manitoulin- Sudbury DSB is committed to supporting individuals in this field and providing resources for individuals to access this assistance.

- **Employment:** The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies such as Employment Ontario, March of Dimes & LAMBAC for employment services. These agencies 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 on referrals to local community partners for services such as but not limited to, Espanola Mental Health and Addiction, Espanola Family Health Team, HSN Crisis Intervention, Espanola Helping Hand Food Bank,

Manitoulin Family Resources, Child Care and EarlyON providers throughout the LaCloche area and Sudbury Community Credit Counselling.

- The DSB also partnered with our Paramedic Services to deliver First Aid/CPR training for all clients, municipalities, and child care providers.
- In recent years, the Manitoulin-Sudbury DSB has partnered with our Paramedic Services in the LaCloche and Manitoulin area to provide preventative health screenings by hosting Wellness Clinics in our Social Housing buildings, extending to the community.
- The DSB has also partnered with the Espanola Family Health Team who have a suite of Health Care professionals providing care a few times per week in our Webbwood Social Housing building for that community.
- The DSB continues to be involved with local service providers. The DSB has partnered with the Espanola Health and Community Services Planning Network. Through this group, a grant was approved in partnership with the Espanola Police Services Board and the Canadian Mental Health Association for flow through of funds for a Rapid Mobilization Table/Situation Table. A subcommittee of community partners representing key sectors in the human services system was formed. Each partner agency has a proven ability and mandate to serve, support and respond to individuals and families who are experiencing challenges and assist in preventing negative outcomes and improving community well-being.
- The Manitoulin-Sudbury DSB, in partnership with Canadian Mental Health Association has hired a Housing Case Manager in our LaCloche area to work with tenants in our Community Housing buildings to prevent evictions, reduce the number of calls for Police and Paramedic Services as well as to reduce the number of tenant complaints. The Housing Case Manager provides essential support services to help support a successful tenancy and prevent homelessness.
- The DSB has partnered with Health Sciences North Emergency Department to provide funding to homeless individuals that are presenting to the hospital in crisis. This funding can provide temporary support for accommodations and/or food until individuals can be connected to longer term supports.

### **Manitoulin Island Area:**

- ***Education / Training:*** The Manitoulin-Sudbury DSB has partnered with Cambrian College Little Current Campus to deliver life skills courses. We also work with Cambrian College Little Current Campus 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. This agency also delivers upgrading courses to our Ontario Works participants to assist them in obtaining their employment goals. As part of the provincial investment to train and support Personal Support Workers, Cambrian College in Little Current and Kenjegin Teg received funding to run an accelerated

PSW program. The Manitoulin-Sudbury DSB referred five clients to Kenjgewin Teg and three clients to Cambrian College. Unfortunately, both programs were full, and the referred clients were not able to attend the program.

The provincial government is also investing funds to support skills training and upgrading for individuals who work in Early Years Settings to encourage them to obtain their ECE diploma in hopes of recruiting more registered ECE's. The Manitoulin- Sudbury DSB is committed to supporting individuals in this field and providing resources for individuals to access this assistance.

- **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 agencies 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 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 Services, Manitoulin Family Resources Child Care and EarlyON providers on Manitoulin Island, Manitoulin Health Centre Crisis Interventions and Sudbury Community Credit Counselling
  - In recent years, the Manitoulin-Sudbury DSB has partnered with our Paramedic Services in the Manitoulin area to provide preventative health screenings by hosting Wellness Clinics in our Social Housing buildings, extending to the community.
  - The Manitoulin-Sudbury DSB, in partnership with Canadian Mental Health Association has hired a Housing Case Manager in our Manitoulin area to work with tenants in our Community Housing buildings to prevent evictions, reduce the number of service calls for Police and Paramedic Services as well as reduce the number of tenant complaints. The Housing Case Manager provides essential support services to help support a successful tenancy and prevent homelessness.
  - Along with many other agencies in the Manitoulin area, the Manitoulin-Sudbury DSB is also a partner at the Gchi Mino Naadmaadwin Teg (GMNT) High Risk Situation Table. This is a collaboration across agency mandates to respond rapidly to emerging crisis situations, find solutions, identify needs and gaps, working together to reduce risk and improve community well-being.
  - The DSB also partnered with our Paramedic Services to deliver First Aid/CPR
  - The DSB has partnered with Health Sciences North Emergency Department to provide funding to homeless individuals that are presenting to the hospital in crisis. This funding can provide temporary support for accommodations and/or food until individuals can be connected to longer term supports.

## 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, Working at Heights, Safe Food Handling & 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. As part of the provincial investment to train and support Personal Support Workers, College Boreal received funding to run an accelerated PSW program. The Manitoulin-Sudbury DSB referred two clients to College Boreal. Unfortunately, both individuals were ineligible for the program.

The provincial government is also investing funds to support skills training and upgrading for individuals who work in Early Years Settings to encourage them to obtain their ECE diploma in hopes of recruiting more registered ECE's. The provincial government is investing funds to support skills training and upgrading for individuals who work in Early Years Settings to encourage them to obtain their ECE diploma in hopes of recruiting more registered ECE's. The Manitoulin- Sudbury DSB is committed to supporting individuals in this field and providing resources for individuals to access this assistance.

- **Employment:** The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies such as Employment Ontario / Options Emplois, Sudbury Vocational Resource Centre, YMCA employment services & Economic Partners for employment services. These agencies 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 on referrals to local community partners for services such as Sudbury East Mental Health & Addictions, Univie and Aide aux Séniors Child Care and EarlyON providers throughout Sudbury East.
  - The DSB also partnered with our Paramedic Services to deliver First Aid/CPR training for all clients, municipalities, and child care providers.
  - The Manitoulin-Sudbury DSB, in partnership with Canadian Mental Health Association has hired a Housing Case Manager in our Sudbury East area to work with tenants in our Community Housing buildings to prevent evictions, reduce the number of service calls for Police and Paramedic Services as well as reduce the number of tenant complaints; only to mention a few. The Housing Case Manager provides essential support services to help support a successful tenancy and prevent homelessness.

## Sudbury North Area:

- **Education / Training:** In the Sudbury North Area, we have partnered with, Formation Plus, Contact North and the Chapleau Learning Centre. We have 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. As part of the provincial investment to train and support Personal Support Workers, College Boreal received funding to run an accelerated PSW program. The Manitoulin-Sudbury DSB referred 14 clients to this program. Two individuals were placed on a waitlist and 12 individuals declined or were not accepted to the program.

The provincial government is also investing funds to support skills training and upgrading for individuals who work in Early Years Settings to encourage them to obtain their ECE diploma in hopes of recruiting more registered ECE's. The provincial government is investing funds to support skills training and upgrading for individuals who work in Early Years Settings to encourage them to obtain their ECE diploma in hopes of recruiting more registered ECE's. The Manitoulin- Sudbury DSB is committed to supporting individuals in this field and providing resources for individuals to access this assistance.

- **Employment:** The Manitoulin-Sudbury DSB ensures that appropriate referrals are made to community agencies. The Manitoulin-Sudbury DSB is the Service Provider for Employment Ontario. The Chapleau office, through an integrated approach, ensures that the full suite of Employment Services (Employment Ontario) is offered to this specific area. We ensure that Ontario Works participants take advantage of the full suite of Employment Ontario. We offer 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 full suite of services includes the Employment Services, Youth Job Connection and Youth Job Connection-Summer. This relationship is very unique as we are one (1) of only six (6) DSSABs/CMSMs that have contracts with Ministry of Labour, Skills and Development to offer the full suite of employment services
- **Other Services:** Many of our clients have multiple barriers that are personal in nature. The Manitoulin-Sudbury DSB relies on referrals to local community partners for services such as Turning Point, PARO Centre for Women's Enterprise family & local School Boards, Chapleau Child Care Centre (EarlyON and Child Care) and the Child Youth and Family Centre.
  - The DSB also partnered with our Paramedic Services to deliver First Aid/CPR for all clients, municipalities, and child care providers.
  - The Manitoulin-Sudbury DSB, in partnership with Canadian Mental Health Association has hired a Housing Case Manager in our Sudbury North area to work with tenants in our Community Housing buildings to prevent evictions,

reduce the number of service calls for Police and Paramedic Services as well as reduce the number of tenant complaints. The Housing Case Manager provides essential support services to help support a successful tenancy and prevent homelessness.

## **Section 3: Program Management**

### **Service Delivery Rationale**

#### Social Assistance Vision

The province has been working towards developing a new vision for Social Assistance which includes the launch of a new SA Digital Application and the expansion of MyBenefits digital platform. This new vision is focused on creating a streamlined social services system that focuses on people by connecting them with a range of local services and supports that respond to individual's unique needs. This vision will include a new division of labour which will see the province assuming primary responsibility for the financial administration function. Municipal governments will focus frontline caseworkers to work with people to meet their life stabilization needs and help them navigate the community and health services available to them.

The Manitoulin-Sudbury DSB is hoping to have the opportunity to become a Human Services Integration delivery pilot site to work towards the Ministry's Social Assistance Vision Goals. The Manitoulin-Sudbury DSB is in a great position to leverage the integration of all programs to deliver a person-centered casework approach within the new Social Assistance vision. DSB staff have an extensive knowledge of local services and can support individuals on their pathway to greater independence. Our integrated model expands Case Management beyond Social Assistance and enables early intervention which provides a better support system for clients.

#### **Ontario Works Intake and Emergency Assistance**

There are numerous ways in which applicants can apply for Social Assistance. Applicants are encouraged to apply on line through the new provincial online application for Social Assistance, by telephone through the provincial call centre (IBAU), by telephone through the local office or in person at the local office where possible. Clients can apply for Social Assistance through the new Online Application called SADA. This application allows some of the manual parts of the application to be done automatically. Information that Case Managers have previously asked clients to provide, may be verified electronically and automatically using a Risk- based eligibility review through SADA. If clients do not wish to apply online through the province, they may apply through the provincial call centre. If individuals are not eligible to apply through the provincial channels, they can be given an intake application form to complete or they can complete an application by phone

with 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 to each of our communities. A wide range of other information is also available in our Resource Centres 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 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 in developing transitional solutions.

The Manitoulin-Sudbury DSB has provided Health Sciences North Crisis with funding through the Healthy Communities Fund to assist with homeless individuals presenting to the emergency department in crisis with funding for meals and accommodations on a one-time basis.

The Manitoulin-Sudbury DSB has a partnership with the Manitoulin Family Resources whereby they provide thrift store items to the most vulnerable population through Food Banks across the District. A van has been purchased for this service.

### **Ontario Works - Eligibility determination / review and eligibility verification**

Individuals applying through SADA or the IBAU may be eligible to have their information verified electronically and automatically. If a client chooses to apply through the local



office, Case Managers are required to complete a Verification Interview (as per Ontario Works directives). The interview consists of verifying:

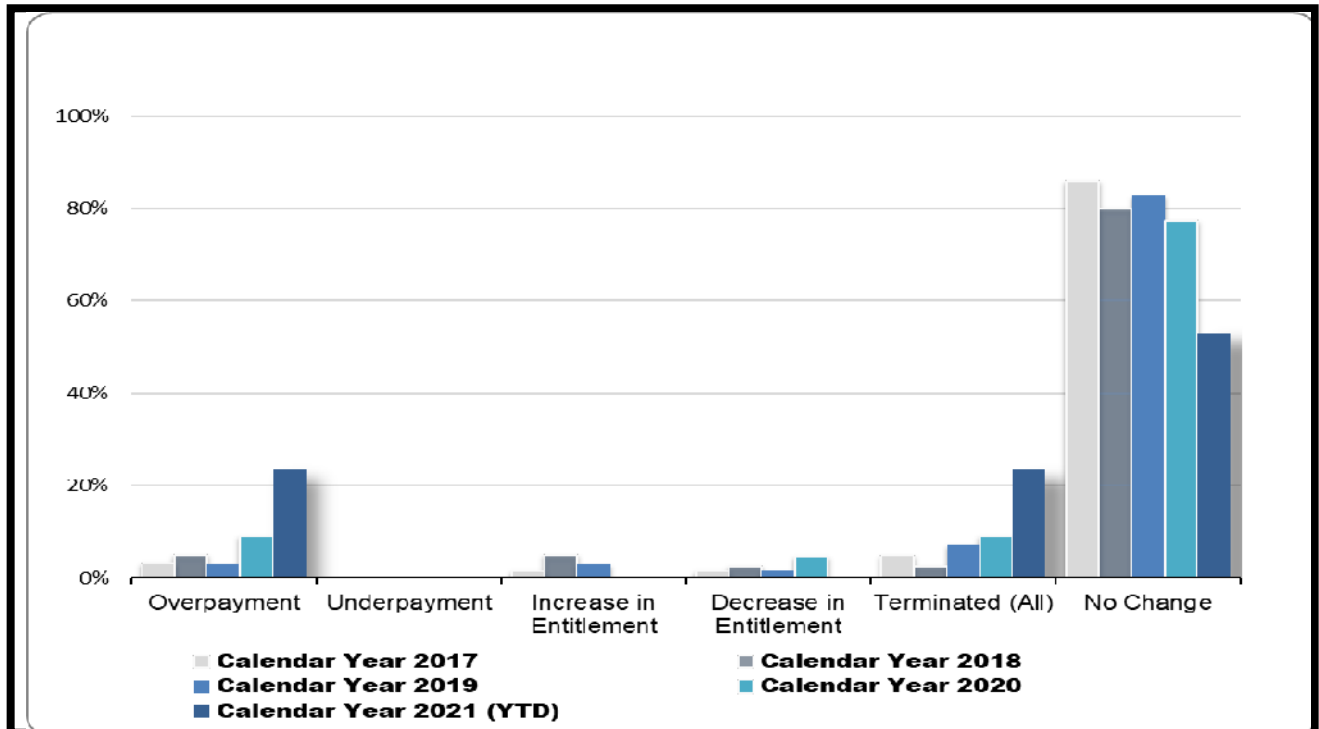
- Personal information
- Income and expenses
- Support issues
- Assets
- Accommodations
- Additional Information
- Participation requirements

**Benefits Managed Outside of SAMS**

**EVP**

Eligibility Verification Process (EVP) is the ministry’s key oversight activity which uses a risk-based case audit process to ensure client eligibility for social assistance is determined based on accurate financial and personal information.

In 2020, the Manitoulin-Sudbury DSB was assigned a total of 22 cases for EVP. Of those 22, 1 case saw a decrease in entitlement, 2 cases resulted in an overpayment, 2 cases resulted in termination and 17 cases resulted in no change. As a result of the COVID-19 global pandemic, a pause was put on EVP’s therefore they were only conducted in January and November.



The Manitoulin-Sudbury DSB's focus will be tied to employment using a new database system to help ensure that the focus remains on helping multi-barriered individuals reach their potential as well as improve employment outcomes. The ministry will be enhancing performance management measures with delivery partners to support greater accountability for achieving outcomes. The priority will be to focus on outcome measures and getting clients employed, so EVP will not be a priority.

### **Family Support**

- Upon application, individuals will be required to complete a 2212 (Declaration of Support and Maintenance) for each absent person who has been determined to have an obligation to provide spousal support.
- 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.
- Due to recent changes with child support income exemption, the 2212 (Declaration of Support and Maintenance) is no longer mandatory to pursue child support. Staff are encouraged to complete the form to assist those clients who elect to pursue child support.
- 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 SAMS. As part of this process, subsidy claims are completed in the Social Assistance Management System. They submit a complete and accurate Subsidy Claim Form to the Ministry of Community Social Services by the 20th day of the following month.

### **Outcome Management**

- Part of the application process requires that clients complete an Employment Information Session. This session informs the client of 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, computers with various software programs, internet access, telephones, photocopiers, fax machines, printers, and other related tools

- 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 for literacy and numeracy skills.
- Through referrals, the Manitoulin-Sudbury DSB provides numerous courses such as First Aid/CPR, Automated External Defibrillation, WHMIS (Workplace Hazardous Materials Information System), Safe Food Handling, Smart Serve and Working at Heights. These courses are offered free of charge to all Ontario Works and Ontario Disability Support Program recipients
- Participants who are currently working continue to receive earnings exemptions as outlined in the legislation. They will continue to be assessed by their Case Manager in order to move them forward from Ontario Works to becoming 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, clients that do not have a grade 12 are required to complete a Literacy Assessment. Clients are strongly encouraged to access local educational institutions to upgrade their education. This may include literacy and numeracy courses, upgrading, high school, adult education, correspondence courses, or post secondary courses.

In July 2021, of the 582 active participants, a total of 80 participants were involved in an education activity.

### **Employment Placements**

The Manitoulin-Sudbury DSB will continue to provide assistance to local employers in recruitment, matching and job retention. Participants are matched by Case Managers to ensure long-term success. Staff will monitor placements and offer placement services for the 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. Our goal is to find a placement that will ensure the participant's long-term attachment to the labour force. It is imperative that the participants who participate in the EJP program are screened to ensure the success of the placement.

- The Manitoulin-Sudbury DSB recognizes that some participants may need additional support when transitioning into the workforce. We can support individuals by providing additional coaching, mentoring or additional training. Once placed with employers, Case Managers will follow up with the employer and the participant to determine if additional supports are required. If the need for additional support is identified, participants and employers can be provided with peer coaching and mentoring, more frequent follow ups, ongoing employment counseling and access to other community supports where required.

## **Community Placements**

The Community Placement Program is a tool / option that can be used to assist participants in gaining valuable skills and experience.

## **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 participants are registered with local employment agencies to obtain summer employment.

The Manitoulin-Sudbury DSB will focus on enhancing the participation in this activity by encouraging voluntary participation from individuals over 18 years old.

## **Child Care**

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

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

Consistent with Manitoulin-Sudbury DSB policy, parents can determine whether their children will attend formal or informal childcare; 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:

- Be expected to access the OW formal and informal dollars in order to cover their childcare costs.

- In cases where earnings exceed 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 childcare is available, the OW child care exemption will be utilized to ensure economic stability for the family unit. Our intention is not to deny OW childcare exemptions but rather to use them as a last resort; thereby promoting attachment to the public childcare system and the labour force as opposed to an attachment to the Social Assistance system. These cases will be monitored, and additional support can be provided to encourage and maintain attachment to the main stream labour force.

Individuals 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**

- The Manitoulin-Sudbury DSB offers referral services for victims of domestic violence to organizations such as YWCA Genevra House, Manitoulin Family Resources, Mental Health Clinics and Social Housing. Each office has a directory of local resources available within their communities.
- The Manitoulin-Sudbury DSB can temporarily defer Participation requirements for up to twelve months to allow victims of domestic violence to access supports before entering a job search or educational program.

Through the Healthy Communities Fund and discretionary benefits participants can access funds for moving expenses, rent deposits, hydro deposits and household furnishings with verification of need.

The Housing Services Act, 2011 prescribes priority rules for households who are or have experienced domestic or family abuse. Applications for Special Priority are reviewed immediately, and the applicant advised of their eligibility within 7 days of receipt of the application. Applications for Special Priority are reviewed and approved by a Case Manager.

### **Oversight Strategy**

The Manitoulin-Sudbury DSB staff abides by the OW Directives and regulations. The DSB also has local policies and procedures that enhance and clarify directives. Supervisors review the cheque register daily to ensure that payments are being processed correctly and the appropriate information is being recorded in SAMS. File audits are completed regularly to ensure file reviews are being completed and that clients are receiving

appropriate benefits. When files are terminated, the Manitoulin-Sudbury DSB has an integrated termination checklist that staff complete to ensure continuity throughout our programs. The termination checklist is reviewed and verified by a supervisor from each integrated department.

The Manitoulin-Sudbury DSB staff 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 SAMS. As part of this process, subsidy claims are completed in the Social Assistance Management System. They submit a complete and accurate Subsidy Claim Form to the Ministry of Children, Community and Social Services by the 20<sup>th</sup> day of the following month.

The Manitoulin-Sudbury DSB staff complete and review third party checks for all new grants and file reviews to verify information provided. Third party checks can include Equifax, CIVRS, Employment Insurance, OSAP and MTO. We are accountable to the ministry for users on a yearly basis

## **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 regarding job postings etc.

### **Community**

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

**Operation Indicators:** *Note: The most current Operational Indicators provided by the Ministry are dated April 2021.*

**April 2021**

<b>Description</b>	<b>Provincial</b>	<b>Northern</b>	<b>DSB</b>	<b>DSB% Province</b>	<b>DSB% North</b>
Caseload	200,377	13,759	493	0.25%	6.87%
Applications	7,501	669	14	0.19%	8.92%
Applications Granted	4,605	374	8	0.17%	8.12%
Screening date to Grant (calendar days)	4	7	4	100.00%	170.45 %
Exit due to Employment	1,204	73	4	0.33%	6.06%
Number of cases reporting earnings	15,065	976	39	0.26%	6.48%
Number of cases Terminating	6,258	492	14	0.22%	7.86%
Average monthly earnings per case	\$929	\$832	\$844	90.88%	89.63%
ODSP recipients participating in Ontario Works Employment Assistance	10,262	605	57	0.56%	5.90%

**April 2020**

<b>Description</b>	<b>Provincial</b>	<b>Northern</b>	<b>DSB</b>	<b>DSB% Province</b>	<b>DSB% North</b>
Caseload	261,758	17,348	576	0.22%	6.63%
Applications	13,038	768	22	0.17%	5.89%
Applications Granted	9,501	560	16	0.17%	5.89%
Screening date to Grant (calendar days)	3	2	3	100.00%	57.58%
Exit due to Employment	1,391	110	3	0.22%	7.91%
Number of cases reporting earnings	24,074	1748	48	0.20%	7.26%
Number of cases Terminating	9,503	698	19	0.20%	7.35%
Average monthly earnings per case	\$868	\$834	\$822	94.76%	96.15%
ODSP recipients participating in Ontario Works Employment Assistance	12,343	702	55	0.45%	5.69%

The Manitoulin-Sudbury DSB will continue to strive and attempt to meet priorities. It is important to note that regular reports provided by the Ministry would assist in reviewing and ensuring that provincial standards are met if not exceeded.

## **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 to provide quality service to clients.

Management and staff have attended the comprehensive Supportive Approaches to Innovative Learning (SAIL). Modules were offered to all staff and 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 continues to engage its staff in training to improve client service. In the past two years, staff have been trained on issues such as addictions and mental health, essential communication, Motivational Interviewing and cultural competency. Most recently, staff had the opportunity to attend virtual training sessions through The Ontario Municipal Social Services Association (OMSSA) on a variety of topics including Stress Management, Emotional Intelligence, Mindfulness, and Time Management.

The Manitoulin-Sudbury DSB believes in providing a softer approach in dealing with its clients. Administrative functions have been streamlined within our offices to allow Case Managers to spend more time working with their clients. The Manitoulin-Sudbury DSB encourages participation in the Exception Based Income (EBI) reporting. Currently 90% of the case load is on EBI. This is reviewed at every Participation Agreement review.

The Manitoulin-Sudbury DSB uses service providers when it is more cost effective and recognizes the expertise of individuals and organizations. We are continuously looking for ways to improve current services.

## **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.

## **Business Practices**

The Manitoulin-Sudbury DSB has moved toward electronic filing. All documents are scanned and filed electronically in a system called Worldox. Mandatory or Ministry required forms are kept on file as well as scanned into Worldox. This software is available and can be viewed by all staff at all locations. This practice is acknowledged and approved by MCCSS.

## **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 to gain knowledge about the programs and services that are available to them through the Manitoulin-Sudbury DSB and community partners.

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.

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 for their literacy and numeracy skills.

Through referral service, the Manitoulin-Sudbury DSB provides numerous courses such as First Aid/CPR, Automated External Defibrillation, WHMIS (Workplace Hazardous Materials Information System), Safe Food Handling, Smart Serve and Working at Heights. These 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, Mental Health and addictions, Ontario Federation of Indigenous Friendship Centers, Chapeau Adult Learning Centre, all local Economic Development Corporations along with numerous others.

For Sudbury North, since 2010 the Manitoulin-Sudbury DSB has been the Service Provider for Employment Ontario –Employment Service. The Chapleau office, through an integrated approach, ensures that the full suite of Employment Services (Employment Ontario) is offered to this specific area. We ensure that Ontario Works participants take advantage of the Employment Ontario Programs. These employment services offer 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 for youth and adults in the community. This suite of services includes Employment Services, Youth Job Connection and Youth Job Connection-Summer programs. This relationship is unique as we are one (1) in 6 CMSM/DSSAB in Ontario that delivers 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 programming to support our clients educational needs. The Manitoulin-Sudbury DSB staff meets with the service providers regularly to ensure that client needs are met. A series of new life skills / job preparation workshops have been developed and are being offered to all Ontario Works and ODSP Participants residing in the LaCloche and Manitoulin Island areas.

The Manitoulin-Sudbury DSB partnered with the Clark Marketing Communications in 2019. The Clark system is a web-based SAMS companion tool that helps staff match Ontario Works clients' skills and abilities to the needs of local employers. Designed in concert with front-line staff of multiple social services organizations, CLARK is intuitive and easy to use. It creates a budget between staff and SAMS, providing features that make it easier to assess, track and match people with opportunity. This cuts down on the time it takes to make quality matches while still allowing for a human to evaluate and ensure a proper fit.

Case Managers can take on the role of coaching participants towards specific goals and work with clients to develop Employment Plans. The assessment tool helps to evaluate clients job readiness – while the statistical data from the assessments determine which of the following groups the clients go into.

There are three groups to this tool:

- Job ready – these are clients who don't need very much support to get into the job market
- Preparing for Employment – these are clients that need further supports
- Life Stabilization – are clients with multiple needs and barriers, who require a range of supports and services for a job to be a viable option

The tool will also better assist us in getting demographic information to be able to plan for future employment programming.

The Manitoulin-Sudbury DSB will continue to provide assistance to local employers in the recruitment, matching and job retentions. Participants are carefully matched by Case Managers to ensure long-term successful employment. Staff are available to monitor placements and offer placement services for the 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. Our goal is to find a placement that will ensure the participant's long-term attachment to the labour force. 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 additional support when transitioning into the workforce. We can support individuals by providing additional coaching, mentoring or additional training. Once placed with employers, Case Managers will follow up with the employer and the participant to determine if additional supports are required. If the need for additional supports are identified, participants and employers can be provided with peer coaching and mentoring, more frequent follow up, ongoing employment counselling and access to other community supports where required.

It is the policy of the Manitoulin-Sudbury DSB to not interfere with current employment unless it is assessed that this is hindering individuals from obtaining financial independence. Individuals who are working will continue to meet 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 who are working will be assisted in updating their resumes and skills to improve their likelihood of total independence from Ontario Works assistance.

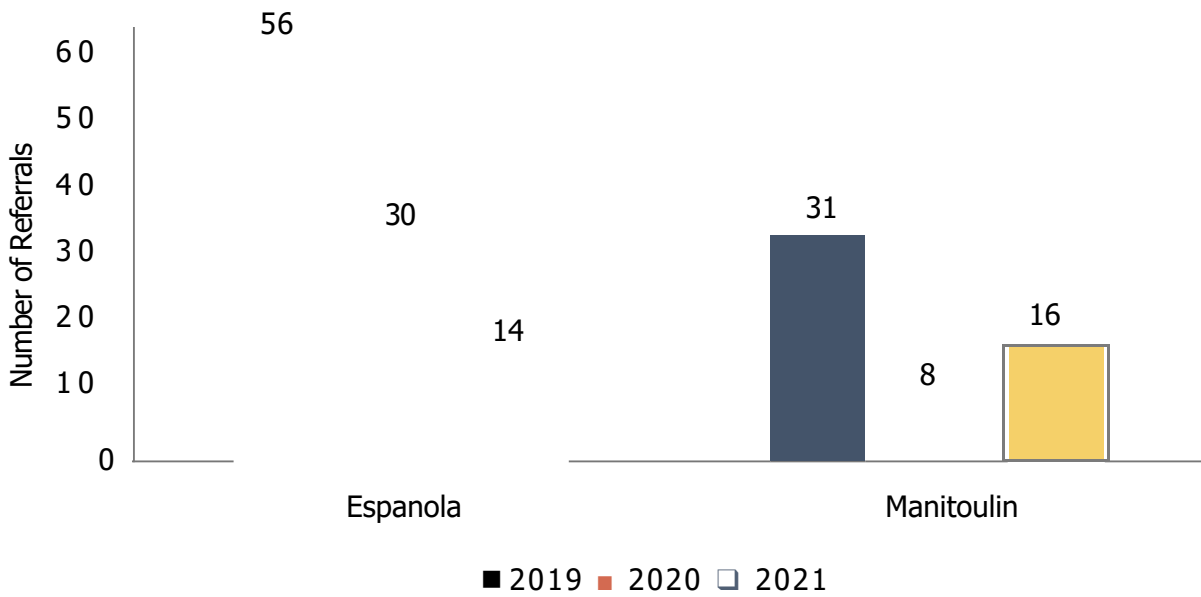
Working participants are required to job search for better paying positions or supported with further training if needed to become totally independent of social assistance.

### **Link Strategies to Outcome Measures**

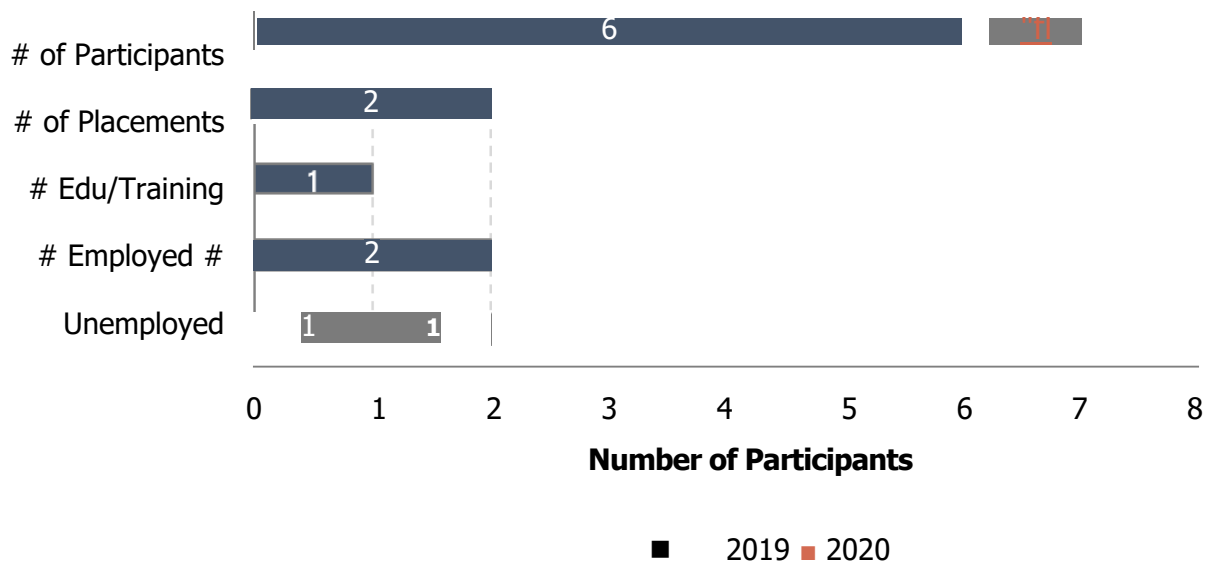
The Manitoulin-Sudbury DSB staff review the Operational Indicators reports regularly.

The Manitoulin-Sudbury DSB captures data for its outcome measured activities. An example of this can be seen on the chart below.

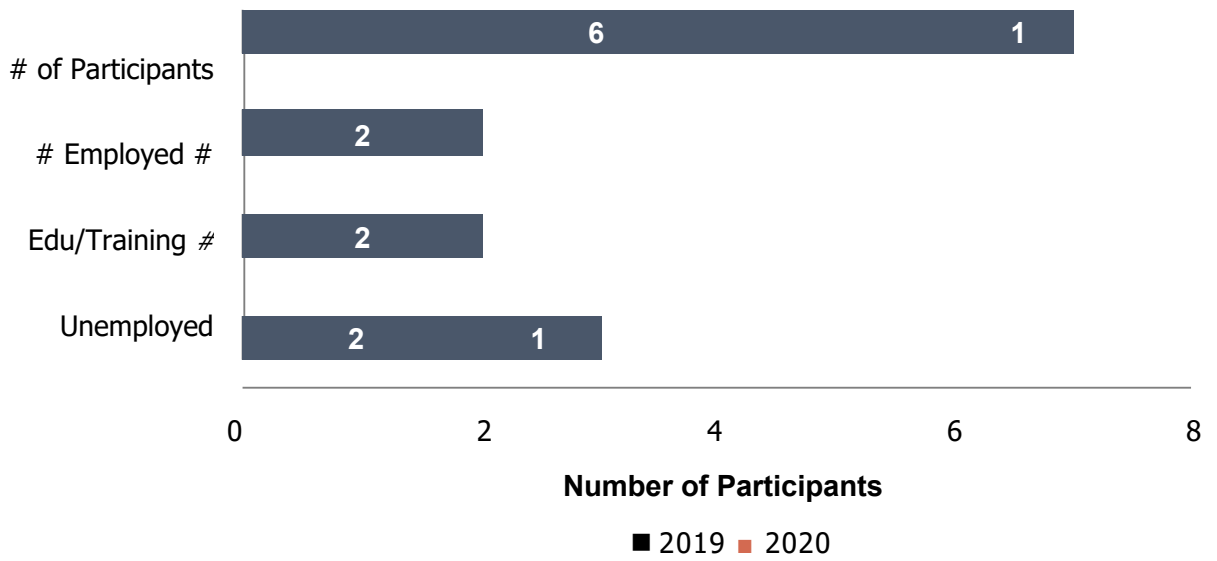
### Number of Referrals to Cambrian College Training



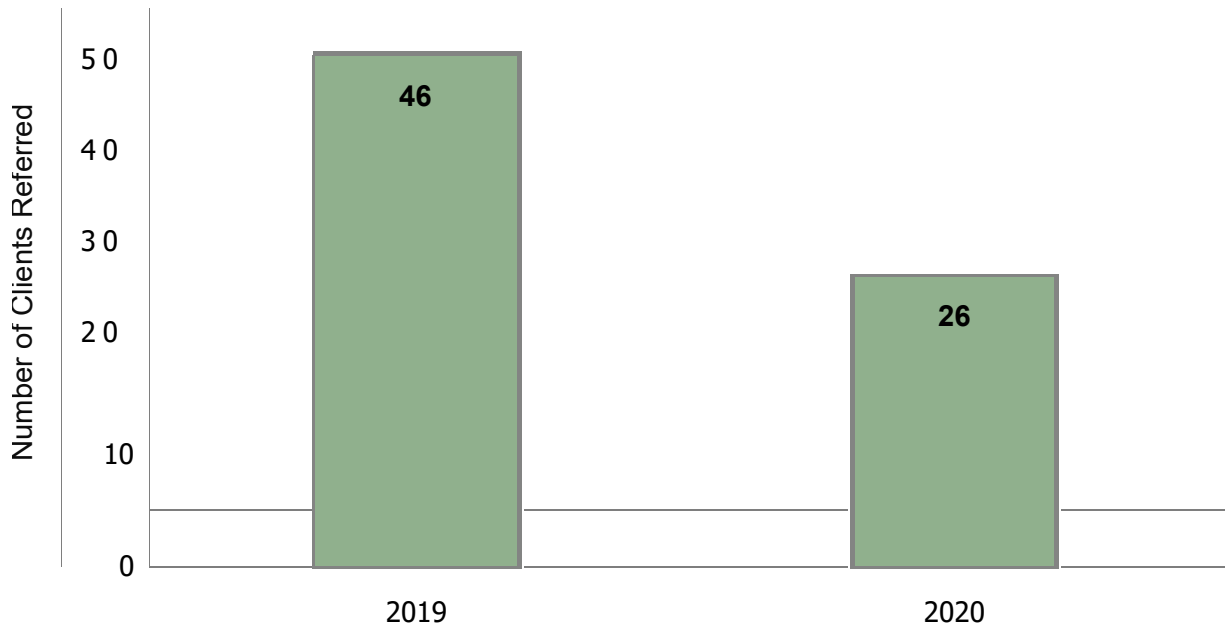
### Outcomes at Exit From Cambrian Training

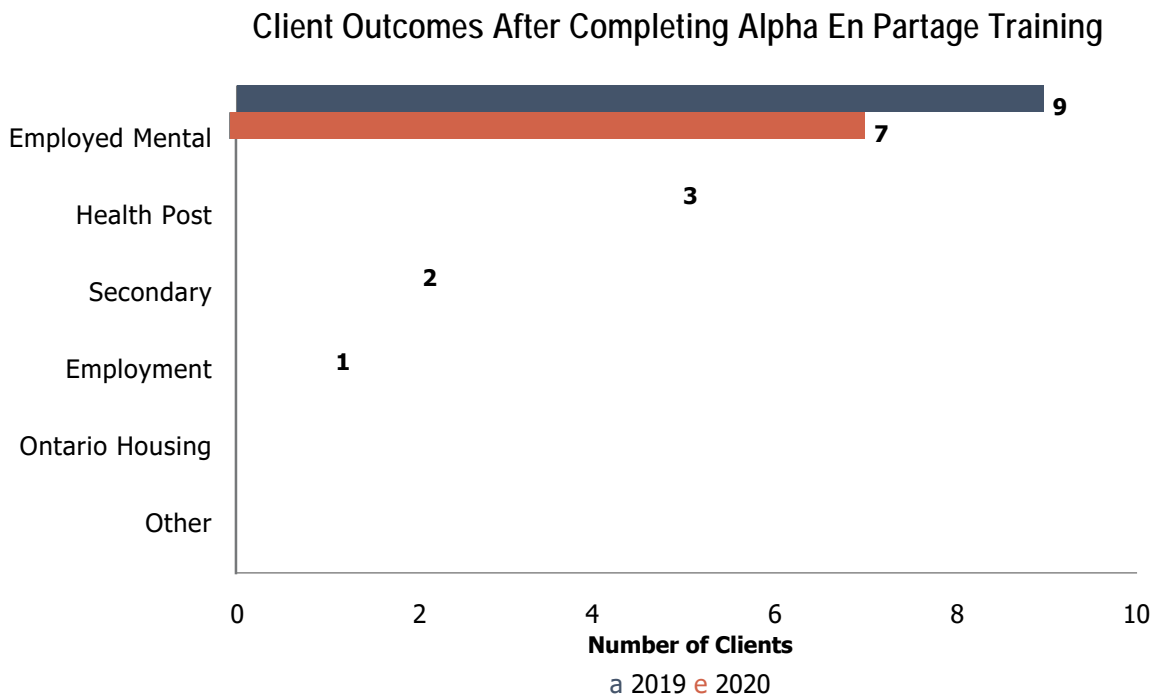
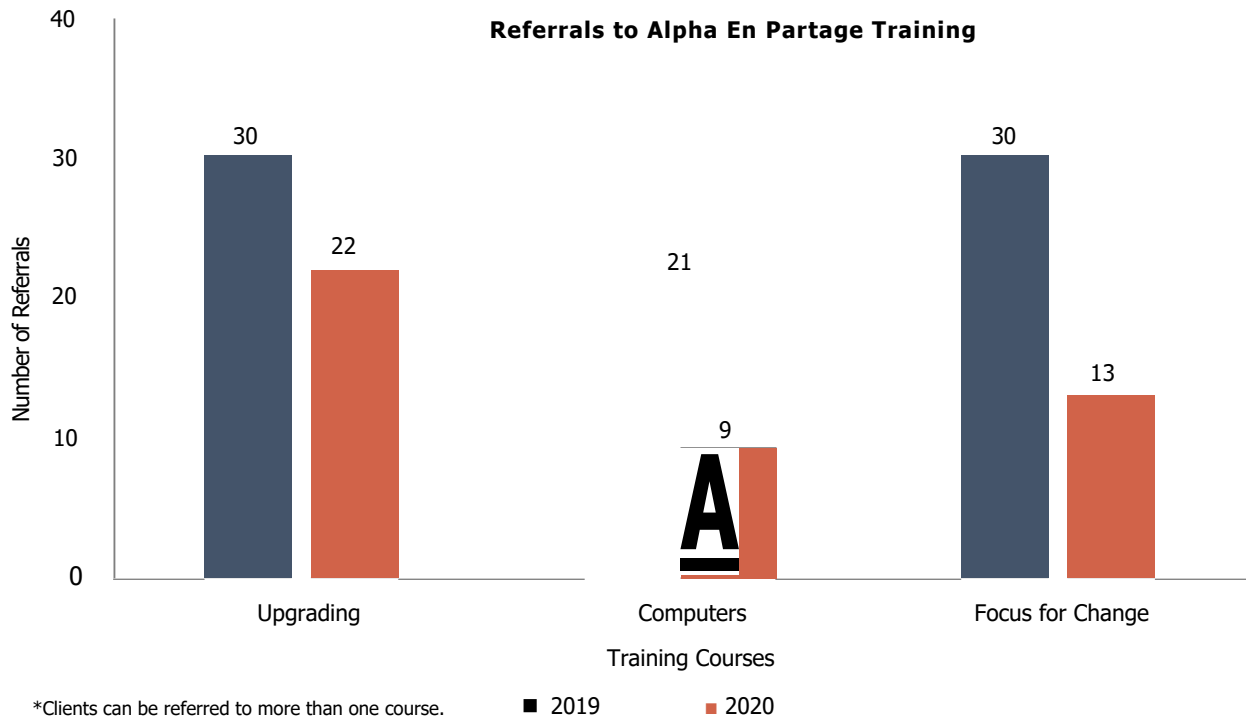


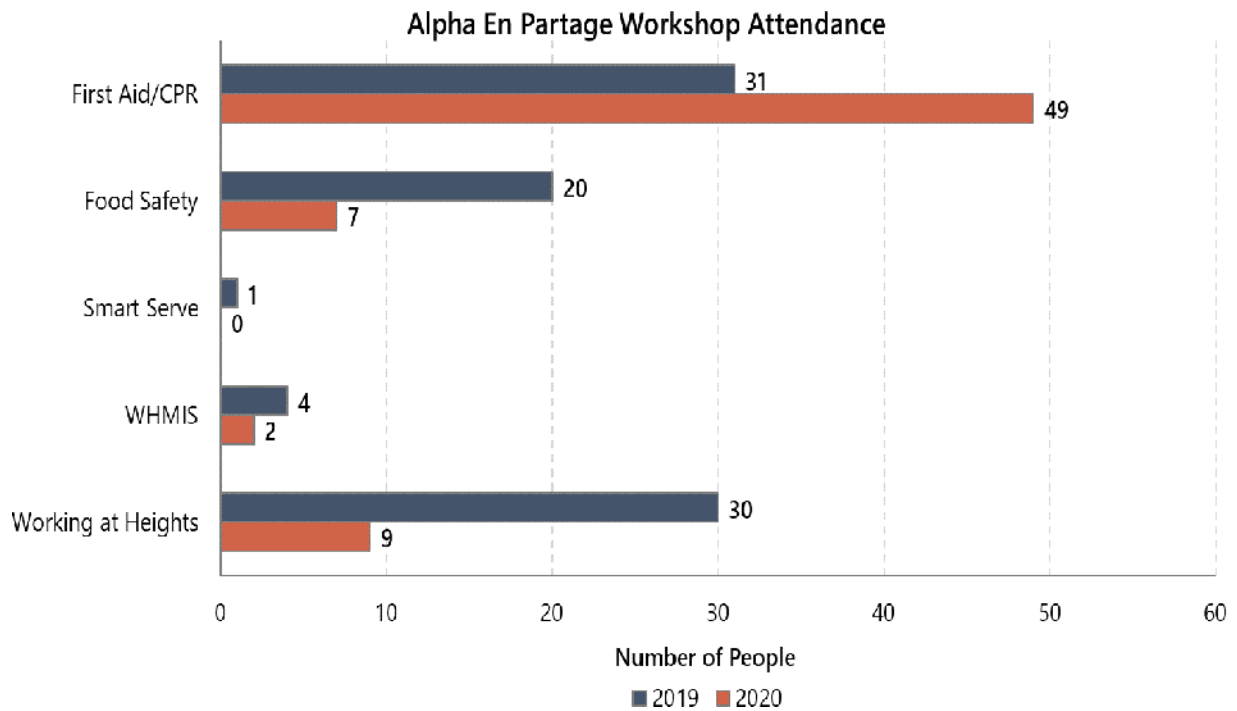
### Outcomes at Follow-up After Cambrian Training



### Number of Clients Referred to Alpha En Partage Training







The Manitoulin-Sudbury District Services Board offers training to eligible Social Assistance clients to help improve skills to gain employment through contracted services with Cambrian College and Alpha En Partage. Some of the more commonly accessed programs are Upgrading, Computers, Focus for Change, Quick Start, First Aid/CPR, Food Safety, Smart Serve, WHMIS and Working at Heights, offered through Alpha En Partage.

Due to lack of enrollment, program offerings have been low for both Cambrian College and Alpha En Partage. In an effort to try and attract OW clients to participate in training sessions, individual workshops were scheduled in the fall of 2019 and early winter of 2020 at Cambrian College. These workshops included:

- Living with Stress and Mental Health Issues
- Customer Service & Workplace Behaviour
- Communication and Assertiveness Skills

These courses were offered twice and had a total of 7 OW participants. Food Handlers and Smart Serve training was also made available to OW clients. In 2019, there were 9 participants from Cambrian and 20 from Alpha En Partage in the Food Handlers training in 2020, there were no participants from Cambrian and 7 from Alpha En Partage.

Due to the COVID-19 pandemic, there was very limited programming available in 2020. In order to adapt to the pandemic, Cambrian purchased 10 laptops that were made available to loan to OW clients that were participating in virtual programs. Once in-person is available again, the laptops will be made available for hands-on computer training.

As of 2021, programs continue to be offered, though enrollment remains low. Currently, there are a number of sector-specific training modules being developed in the Work Ready series for OW clients, using feedback received from caseworkers and Employment Consultants. In addition, the Basic Computer training program has been re-developed as the Digital Literacy program and is available for virtual delivery.

In Manitoulin, LaCloche and Sudbury East, the number of referrals for training with Cambrian College and Alpha En Partage has decreased since 2019.

- LaCloche: In 2019, there were 56 referrals, compared to 30 made in 2020
- Sudbury East: In 2019, there were 81 referrals, compared to 44 made in 2020
- Manitoulin: In 2019, there were 31 referrals, compared to 8 referrals made in 2020

The majority of referrals were made between January and March, before the COVID-19 closures and restrictions.

## **Action Steps and Resources**

The Manitoulin-Sudbury DSB recognizes the importance of capturing appropriate data 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 has been in place since September 2018.

Questions we ask:

- *What services did you receive?*
- *Which office did you have an interaction with?*
- *Did you receive the assistance you were looking for?*
- *Did we discuss our other programs with you?*
- *On a 1-5 scale, how was the service you received?*
- *Where did you hear about our services?*



Overall, the information received from our surveys is very positive. Surveys are reviewed by all Program Supervisors and the Director of Integrated Social Services. Any issues or concerns are reviewed and addressed as soon as possible.

As a result of the global pandemic, the surveys have been put on hold. The Manitoulin-Sudbury DSB plans to resume this work once it is safe to do so.

### **Stakeholder Linkages**

The Manitoulin-Sudbury DSB continues to work closely with its partners and stakeholders. Over the past nineteen plus (19+) 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.

### **Service coordination and communication between Ontario Works and Ontario Disability Support Program**

The Manitoulin-Sudbury DSB Management team has developed a strong rapport with ODSP Managers and City of Greater Sudbury Managers, meeting on a quarterly basis to review protocols, processes, and efficiencies to benefit all clients. ODSP non-disabled adults are currently being supported by Manitoulin Sudbury DSB Case Managers. Case Managers meet with these individuals to assist them with developing goals through a Participation Agreement and with support through OW Employment Assistance programs. Manitoulin-Sudbury DSB staff review files, conduct third party verification checks, and provide updates to ODSP staff before transferring files to ensure that clients have a seamless transition between programs. A strong relationship is present between the Manitoulin-Sudbury DSB and Employment Ontario in the LaCloche area along with Manitoulin Island. Sudbury East clients can access employment services through Alpha-en-Partage. The clients from Chapleau have access to Employment Ontario programs in the DSB office as we deliver the full suite of employment services in that location.

Also, upon requests by ODSP, Case Managers at the Manitoulin-Sudbury DSB will meet with ODSP clients to act as a Commissioner and witness to signed Form 1, Consents and Rights and Responsibilities. The Manitoulin-Sudbury DSB also assists ODSP clients in obtaining training certification for First Aid/CPR, Smart Serve, Safe Food Handling and other courses. We have also met with the City of Greater Sudbury OW in an effort to align cross jurisdiction Discretionary Benefits.

### **Service Collaboration**

A relationship is established with the Economic developer in each delivery areas. Case Managers continue to seek committees that are pertinent to this priority to build relationships with local businesses and employers.

Some clients are receiving assistance through the Employment Job Placement through Ontario Works to develop their skills and abilities. The Manitoulin-Sudbury DSB will continue to aid local employers in the recruitment, matching and job retentions. Participants are matched by Case Managers to ensure successful and long-term employment opportunities. Staff are available to monitor placements and offer placement services for employers.

## **Local Partnerships**

The Manitoulin-Sudbury DSB invites community agencies to present programs and resources to staff during the monthly staff conference calls. Staff will also bring forward information that they have obtained in the community from attending presentations that address these gaps to further support clients. The Manitoulin-Sudbury DSB, in partnership with Canadian Mental Health Association have expanded programming and supports to the Sudbury East and Sudbury North regions by hiring two additional Housing Case Managers. The Housing Case Managers, now available for all Community Housing units across the portfolio assist client's and provide referrals to community agencies to ensure that clients receive the proper level of care.

## **Addressing**

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 two (2) of our municipalities also have Taxi service (Espanola and Chapleau). 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 eight (8) 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 concern.

The shortage of family doctors in the Manitoulin-Sudbury DSB catchment area has been a concern in recent years. Recipients with medical concerns that needed to see a physician were not able to do so which was resulting in set backs for clients looking to work towards independence from Social Assistance. In recent years, the Manitoulin-Sudbury DSB has partnered with our Paramedic Services in the LaCloche and Manitoulin area to provide preventative health screening by hosting Wellness Clinics in our Social Housing buildings, extending to the community. We are considering extending the service to our full catchment area. The DSB has also partnered with the Espanola Family Health Team who have a suite of Health Care professionals providing care a few times per week in our Webbwood Social Housing building for that community.

### **Increased Employability Strategies**

All staff and managers of the Manitoulin-Sudbury DSB provides an integrated service approach 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 clients when looking for support.

We can also assist individuals through Enhanced Job Placement, Extended Employment Health Benefits, and Human Resources related assistance to ensure client's job retention.

### **Employment Outcomes**

In January 2020, the ministry has made is very clear that they will continue to establish more ambitious employment outcomes targets with Service System Managers to encourage the continuous improvement of the program. 2019 actuals for the OW employment outcomes measured are the forecasted baseline for 2020.

Negotiated 2020 targets are to be set at a minimum of 3% higher than the 2020 baseline. Similar to 2019, in exceptional circumstances, the ministry will consider demonstrated evidence (i.e., local demographics; delivery partner being significantly above the provincial median) for increases less than 3%.

For the Manitoulin-Sudbury DSB, this means:

### ***Outcome Measure 1A – Average Monthly Employment Earnings per Case***

Overall, for 2020, the average monthly earnings for employed Ontario Works participants was \$850 per month. The highest month being June 2020 at \$1122 and the lowest being May 2020 at \$739. The target for 2021-22 will be automatically increased by 3%.

In 2019, the number of earners on Social Assistance fluctuated from 60 to 77 throughout the year with an average of 67 earners. In 2020, there was a decrease of earners on Social Assistance with a fluctuation of 21 to 66 with a year average of 40.

At this time, our caseloads have a higher population of individuals with multiple barriers, as such we feel that setting a 3% increase on this baseline is unrealistic. We are optimistic however, that with the new Clark system, we will be better positioned to move clients along their continuum.

### ***Outcome Measure 3A – Percentage of Terminations Exiting to Employment***

For the calendar year 2020, the percentage of clients employed while receiving Ontario Works was 21.39%. The highest month being January, at 57.14% and the lowest being October at 5%. This target for 2021-22 will be automatically increased by 3%.

The Manitoulin-Sudbury DSB staff review the employment outcomes, actuals vs targets monthly with the performance indicator report. In instances where we feel that we are not able to achieve that target, we may need to consider asking the Ministry for an in-year adjustment to ensure that we achieve the target and continue to receive the funding associated with employment outcomes. To this date, we have not had to do so.

### **Monitoring Service Strategies**

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 SAMS Cognos reports, Provincial Operational Indicators, as well as local system generated reports to ensure the integrity and success of the program.

The Manitoulin-Sudbury DSB will continue to monitor clients to assess their needs on an individual basis so that we can provide the proper training and services to help individuals to become independent of Social Assistance. Case Managers follow up with clients who find or exit Social Assistance for employment to review their need for additional supports in order to support 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 related assistance for retaining employment
- 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 vast 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 has partnered with local agencies to develop a local labour market database specific to this area. This database has been expanded throughout our catchment areas and 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 two (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 over 20 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 542 cases. The Manitoulin-Sudbury DSB now faces the challenge of assisting barriered who may require more intervention 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 two (2) year plan is a to achieving our goals and supporting the individuals we serve.