
City of Kawartha Lakes Ontario Works Program Business Plan:

ONTARIO WORKS BUSINESS/SERVICE PLAN TEMPLATE FOR EST SITES

Note: This template includes items for Employment Services Transformation (EST) delivery partners to consider when undertaking service planning. EST delivery partners may submit a Business Plan for their 2021 service contract followed by a Service Plan at the start of 2022. EST sites may use this template or in an alternate format. Approval of a Business/Service Plan requires that sufficient information is presented to meet Ministry standards for approval.

Business/Service Plan template for 2021

Ontario Works Vision and Mandate

All Ontario Works delivery partners share the same vision and mandate. This serves as a common starting point for the service planning process.

Vision

To create an efficient, effective and streamlined social services system that focuses on people, providing them with a range of services and supports to respond to their unique needs and address barriers to success so they can move towards employment and independence.

Mandate

To provide life stabilization and financial assistance to people in financial need. The Ontario Works program:

- Recognizes individual responsibility and promotes self-reliance through participation in life stabilization activities
- serves people needing assistance by Providing financial assistance to those most in need while they meet obligations to become and stay employed
- Is accountable to the taxpayers of Ontario.

Ministry Priorities

Ontario Works delivery partners play a key role in delivering on many of the government's priorities and have the ability to leverage provincial investments in infrastructure, employment, education and social services to create new opportunities for clients. As part of the service plan, Ontario Works delivery partners will articulate the efforts they will undertake to address the following ministry priorities for the current business cycle:

Enter specific activities and strategies used to address the following key Ministry priorities in 2021, including any activities will be held for the start of 2022:

As part of the 2021 Business Plan, articulate how will the below activities be undertaken to address the following Ministry priorities:

1. Recovery and Renewal

- **Accelerated digital delivery solutions**, including the launch of a new and easy-to-use SA Digital Application and expansion of the MyBenefits digital platform to improve access for people receiving social assistance and allow two-way digital messaging between clients and caseworkers.
- **Centralized and automated delivery**, beginning with centralized intake pilots across several municipalities that reduce paperwork, giving caseworkers more time to support clients through crisis and helping them get back to work.
- **Risk-based eligibility review**, to be developed alongside the centralized intake pilots, that uses provincial, federal and third-party sources to make financial assistance processing faster, while strengthening program integrity.
- **Access to employment and training**, partnering with the Ministry of Labour, Training and Skills Development to support people to get back to work, including people with disabilities who have been particularly hard hit by job losses during the COVID-19 outbreak.
- **Collaborating with municipal partners**, by co-designing a renewed SA operating model following work with municipalities to design a new SA transformation vision; and engaging with key stakeholders, including staff, provincial bargaining agents and clients.

2. Improving Employment Outcomes

For the interim, while a SA performance management framework is being developed EST Ontario Works delivery partners will use the interim performance metric as outcomes for service planning.

As outlined in the Ministry's memo, the Ministry is requesting an outcome target to be set for each performance metric as part of the Budget Submission and contract negotiation, see **section 2 – Strategies and Outcomes**, for further information.

3. Develop and Maintain Local Community Service Partnerships

Build on and strengthen the range of supports available to Ontario Works clients, including long-term recipients of SA and marginalized or disadvantaged groups across service sectors, including health, developmental services, housing and child-care.

4. Strengthen Program Accountability

The ministry continues to refine program controls to support greater delivery and financial accountability. Delivery partners will need to consider how these controls impact their business processes and delivery approaches when constructing their service plans. Key elements include:

- Compliance with expectations related to completing the Eligibility Verification Process

- Participation in current, and prospective, Oversight Intelligence activities aimed at preventing and reducing financial losses
- Documentation requirements for Ontario Works benefits that are managed outside of SAMS

Section 1: Transition Plan

Service Delivery
<ul style="list-style-type: none">• A summary of outcomes achieved in relation to establishing targets for 2021, and a description of service system outcomes and delivery successes, client outcomes, challenges and lessons learned.

Enter specific strategies used for the transition to EST – below are some guiding questions:

1. *Strategies used to complete Module 1 of the Common Assessment Tool and Action Plan for new clients and existing clients? Include the target date to have the CAT and Action Plans completed for all existing clients*
 - A variety of methods are used to connect with new and ongoing clients to complete the CAT and action plan. This includes random phone calls as well as pre-booked phone appointments, emails, the use of MyBENEFITS and letters to communicate the need to complete these items. We also reach out to community partners (with appropriate consent) to see if they have had any recent contact when we are having trouble connecting with a client.
 - For new clients, the expectation is that the CAT and action plan are completed within the first 30 days however, the majority of these are completed upon first contact.
 - It was necessary to adjust our transition plan to ensure that meaningful assessments were being completed. To complete a CAT and Action Plan it takes an average of 1.5 hours per person in the benefit unit. This is a significant amount of time at a first appointment and does not include the time required for the financial administration piece. As our offices remain closed to the public, this work is all being completed via remote methods.
 - Jan – March 2021: Our initial strategy in the early stages of EST transition for completion of CATs and action plans was to focus on new applications, ongoing clients who were most recently connected to the work force, and the NDA referrals received.
 - April – July 2021: Next steps were to complete them on clients that we could most easily connect with, those who responded well to update requests, checked in often, or were interested in pursuing employment programs and supports.
 - Aug – Dec 2021: As of July 31, 2021 we have completed the CAT on 70% of all existing clients and action plans on 81% of all existing clients. As we are still closed to the public, this work has been entirely done over the phone. The remaining CAT's and action plans needed are composed of mostly our harder to serve clients that can be difficult to connect with regardless of the method. The majority of these clients left will not be appropriate for an EO referral at this time due to their complicated needs and multi-layered barriers.
 - With the exception of those who cannot be reached, we expect to have all CAT's and action plans completed by the end of 2021. We continue to regularly update the action plans already created, and to complete CAT's and action plans on all new clients and NDA referrals.
 - Action plans may be completed before the CAT is completed if there is a clear plan, clear identified need that must be addressed. We have provided direction that specific questions may be asked to determine immediate need and once the relationship is established and within the next two months, the full CAT must be completed.

2. *Provide a brief description of how referrals to EO are determined? Include the following:*

- a. Challenges or other lessons learnt*
- b. Quarterly target for EO referrals; and*
- c. Number of participants currently receiving employment services from existing EO providers*

- Clients capable of participating in any employment activities are referred to the Service Manager Employment Supports agency (i.e. EO Partners VCCS and Haliburton Fleming CREW)
- We have a long and successful relationship with our partners with existing processes and communication strategies already in place. We reviewed and adjusted these processes as necessary especially with the full transition to EST.
- We needed to especially redefine and work with the EO on the type and full spectrum of referrals that would now be coming their way. This included joint sessions with management staff to fully define the people we would be jointly serving and how case coordination would work. It also included extensive training on serving the hard to serve. It was an adjustment for our EO partners to now work with more complex needs.
- Initially our referral return rate was high based on our total number of referrals and we continue to work with our partners to address our referral rates.
- “Employment activity” exists on a spectrum and can include very basic work and life skills development workshops and activities all the way to job trials and placements
- Clients whose needs require further life stabilization or who may not be appropriate for participating in employment activities continue to work with their Client Service Worker (CSW) on Life Stabilization Activities and include clients who are working on physical health issues, mental health issues, substance use issues or who may be suffering from chronic and/or acute homelessness. Note these life stabilization needs alone do not indicate if an individual will be referred for Employment Services but are factors considering during the assessment process and taken into consideration for determining successful participation in employment activities.
- We have referred 58% of our current caseload as of August 31, 2021 and have the lowest return rate for the SSM area of 19%.

Figure 1 Kawartha Lakes Total Referrals and Returns August 31

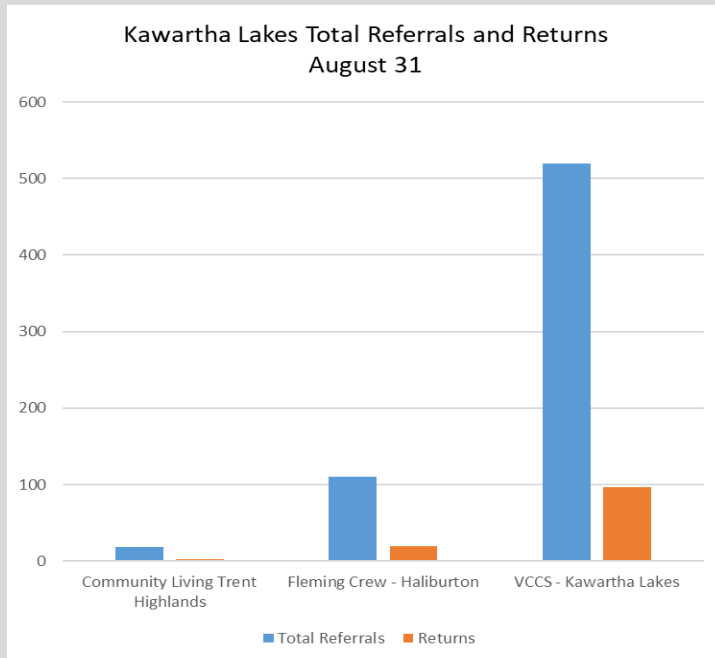
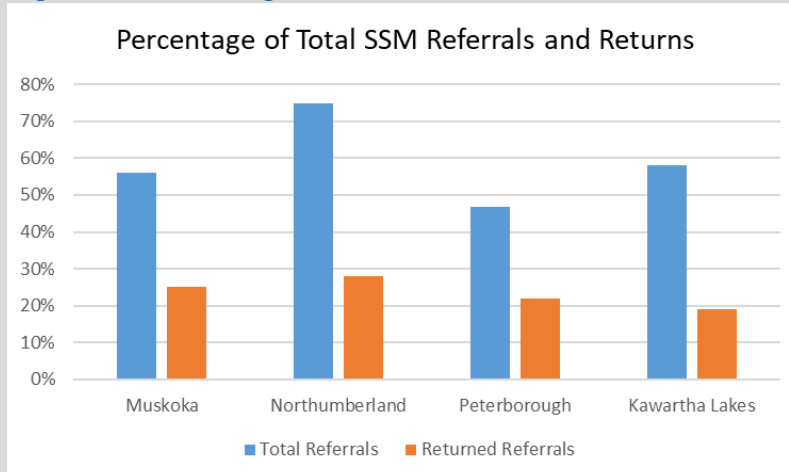


Figure 2 Percentage of Total SSM Referrals and Returns



- The legislation currently supports the option for participants to be deferred from participating as it still references deferrals from employment related activities. We do however continue to work with those we serve to encourage those eligible for participation to develop an action plan with activities so that we can work with them on life stabilization activities and participation benefits. It is understood the province is reviewing legislation in this area. Our current deferral rate is 4% of total caseload.
- ODSP NDA's who declare they are not able to participate as they are caregivers for the main applicant under the ODSP program, require specific medical verification to determine if a full-time caregiver is required – enhanced and improved communication between local ODSP office and our office has resulted

in better determination of which NDA's are to be considered for deferral and it continues to be a work in progress.

- We have completed Action Plans on 81% of our current caseload. Of our clients with action plans, a combined total of 64% have identified barriers to be addressed. The barriers range from simple to complex.
3. *Strategies used for determining which clients remain in Life Stabilization activities rather than referred to EO. Include details for revisiting cases in life stabilization activities to reconfirm readiness for employment, including those with earnings – both employed and self-employed.*
- The carry-over of the one-time funding from 2020 was to be directed to focused training to heighten and deeper staff understanding and expertise in serving people with significant barriers. Some training included trauma-informed case planning, mental health and wellness, substance use, homelessness and client-centered intensive case management training. Each training session was delivered with the intent to help staff best assess when clients are capable of moving from Life Stabilization-focused planning to planning that includes Employment-focused activities. We have determined that we are likely able to manage these expenses within our regular funding allocation. We are able to accommodate these costs within our existing allocation and will not require the carry over funding.
 - Assessing the needs of the people we serve is part of our overall process – it is an action and not an event – a verb and not a noun. While we do have assessment tools available to us (CAT, Life Stabilization Questionnaire, Budget and Financial Planning Tool), it is about the experience of assessing the needs of the individual WITH that individual that is key.
 - We have developed policies and procedures that specifically support our approach to life stabilization. One policy relates to ongoing service provision and includes recommended and required timeframes for assessments and re-assessments and what activities or events would trigger an assessment or re-assessment. This process is intended to provide direction for staff and to ensure minimum service levels are maintained but to indicate that the expectation is assessments will be designed to meet the needs of clients and not according to an arbitrary schedule. General speaking assessments and action plans are revisited at a minimum of 3, 4 or 6 months however may be reviewed as frequently as monthly.
 - Local EO Partners have developed a suite of services that cover the spectrum of employability that would include self-serve resources and assistance and those requiring more intense one on one support.
 - The assessment of a person's ability to participate in Employment Activities happens through a partnership between EO and our staff. To facilitate this, we have had joint training and meetings with our EO partners to develop and build on our existing relationships. This helps us to facilitate joint case conferencing via telephone or video conferencing. We work together to meet the needs of the people we serve.

- We have worked out a process with our local EO providers to continue to refer clients with less than 20 hrs. per week of paid employment with the goal of increasing hours of work or looking at opportunities to advance in a different field that would better meet their financial independence needs. We will also refer those fully employed but looking for opportunities to improve their financial independence as well.
- We also look for opportunities for referrals to the EO through other programs offered through our department (Fee Subsidy, Tenants in our local community housing)

4. *Explain some the case/change management activities related to Life Stabilization activities for ODSP Non-Disabled Adults?*

- We have an excellent relationship with our local ODSP partners and our communication continues to improve. We both work together well with the goal of simplify processes and managing any issues that come up for the benefit of people we serve and for staff
- Initially, we had established some guidelines around the expected number of weekly NDA referrals so both the OW and ODSP staff could adjust to the new processes. As the transformation continued, we had to amend those numbers to adjust to ODSP staff recruitment, the underestimated time required to meet with each NDA person and the number of NDA's who have been determined eligible for ODSP in their own right.
- We have ongoing, regular monthly meetings with OW and ODSP Supervisors/Managers to discuss and clarify processes, make adjustments, and ensure we are all on the same page
- We have shared communications to staff to ensure messaging to both OW and ODSP was consistent
- We are strong with encouraging OW and ODSP staff to connect with each other and case conference whenever needed
- There is regular and direct communication between Supervisors/Managers on specific cases so issues could be resolved
- We acknowledged that this process can be difficult for many NDA's and work hard to ensure they are prepared and educated by both OW and ODSP staff on the referral process and what we are asking of them (i.e. Not always asking them to look for work, but to here assist with overall life stabilization for all supports needed)
- We develop action plans with the people and encouraging NDA's to be an active participant in determining what their action plan goals are
- We have a process in place for how to handle deferrals, both new and ongoing NDA's
- We have a process in place for current OW spouses and dependent adults to continue to work with the same Client Services Worker for EST support when file is being granted ODSP.

5. *A brief description on the strategies used for Life Stabilization referrals (i.e. to other programs - housing, child care needs, etc.)*

- It is not really about a one door policy – whatever program or service people are receiving, directly or through our community partners, we streamline the process for linking other services. So whether a person is in receipt of Ontario Works financial assistance, child care fee subsidy or a tenant in housing, our staff are responsible to provide life stabilization supports and services.
- This would include referrals to any other programs and services in our community or offered internal and as system navigators, our staff would directly support or complete the necessary referral work. The vision is that the services are wrapped around that staff member who is providing service to the person in need.
- It is an expectation for all those currently in receipt of supports or services through our internal programs and services through the assessment process would have their needs determined.
- When a new request for service is received, the initial need is assessed by the appropriate person responsible for that program however it wouldn't stop referrals to other programs and services. For example, the waitlist for community housing currently sits at around 7 years so our staff would provide resources, determine financial eligibility for other services and provide support to meet life stabilization needs as appropriate.
- There is no one technology that connects all of our programs and services together – we are working on a manual system that would involve a person running reports from each system on a monthly basis and inputting the data into a single access point so that when we are providing service to a person, we would have a quick way to assess needs and determine what services they are already connected to.
- We continue to adjust internal processes and communication to ensure that clients who access Human Services are appropriately connected with all internal supports needed (i.e. Childcare, housing wait list, life stabilization benefits)
- To support the community, we held community meetings to provide an update on the full spectrum of services and changes related to financial assistance offered by our department. The focus was how we can continue to work together to support those in our community and how and what needs to be adjusted based on EST.
- Case conferencing will support accessing other services and supports and for the urgent or acute cases, we facilitate a number of community case conferencing opportunities (through HCRT or the Situation Table) to address immediate or urgent needs working together as a community.
- Our direction is to facilitate warm hand offs and connect both the person and the potential community service provider directly. This could include conference calls or physically meeting the person at the potential community service provider location.
- We continued to reinforce and develop our community relationships through our intense training plan.

6. *Include any other details or preparation supports that would have been helpful in advance of the EST prototype rollout.*

- In approaching this topic, it needs to be mentioned that as a prototype, it was understood that not all information, data, legislation was in place to support the implementation of EST and would not be able to be in place given the timelines.
- In a perfect world, we would have all the information we need however as we have learned through our own implementation of EST, that we do the best we can and that it is/still may be necessary to move forward. If we wait for everything to be in perfect alignment, we would not be moving at all.
- Legislation continues to be at odds with the intent and approach of life stabilization and there are parts of the legislation that will require final adjustment with the full implementation of EST.
- Our Staff continue to be responsible for the full financial administration of included in legislation, regulations and directives. However, we are also now asking staff to focus on this much more responsive and supportive life stabilization work. Having the centralized intake process fully operational would have been helpful in advance as it would better support that transition.
- It would be helpful to understand that during a transition time, staffing levels should be maintained. It would have been advisable to have provided a transition time for the funding change so that we would have had the capacity to meet our service needs while implementing the new program.
- Having the data and reports to complete and support fulsome planning would have helped with the completion of transition plans however having the flexibility to adjust in year and not have our data tied to our funding did acknowledge and recognize the impact this would have on all prototype communities.
- It would have been helpful to have been provided with the SSM plan and full expectations for their service. Our service plans are made available and shared with all of our community partners.
- It would be key to success to have all technologies be able to meet our needs and to have one technology that would provide access to all. Our EO providers have at least 6 different technologies they access to provide service.
- In terms of measurement and determining what category should be used as a “caseload” count, the current method of counting just the applicant in a benefit unit does not reflect or allow for the proper calculations to determine staff/demand. A better measure is a person count, a person being an individual served (in receipt of OW, ODSP or Low Income) receiving life stabilization support. It better supports the ability to determine the time required to provide service at each stage in the client pathway.

Caseload

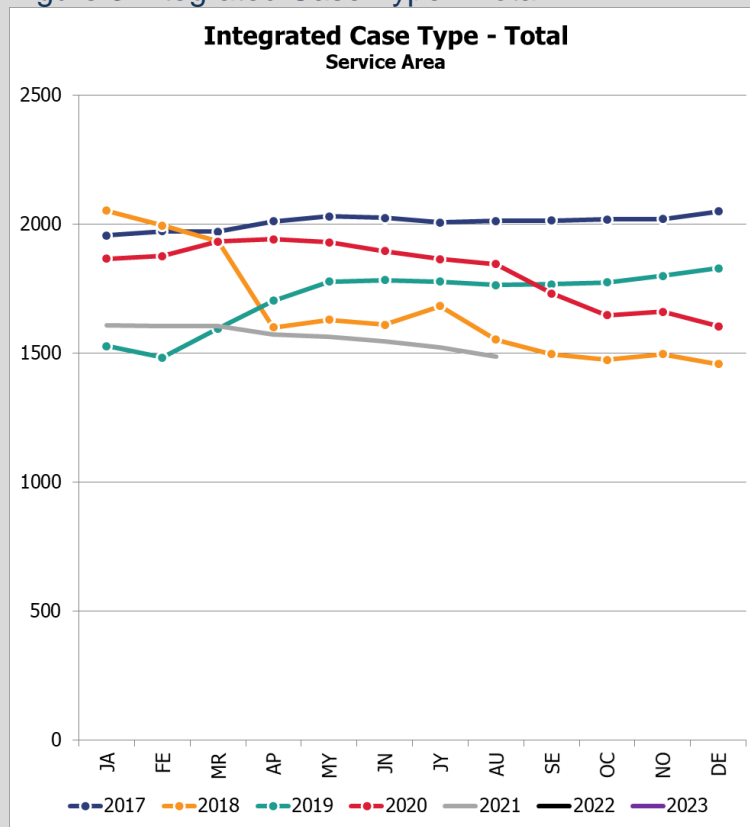
- An overview of the current composition of the caseload and anticipated changes over the next two years (i.e. projected growth/decline, shifts in demographics, COVID-19 etc.).

Note: A full assessment of impact barriers must be addressed as part of the service plan prepared at the start of 2022.

Current Caseload:

Average total caseload numbers for 2021 are at the lowest they have been in many years – likely contributed to the Federal Covid response related benefits. In 2020 caseload numbers dropped significantly in August. Caseload numbers also show the impact of the implementation of Basic Income in March of 2018 and the resulting caseload increase in February of 2019 when the program was cancelled.

Figure 3 Integrated Case Type - Total



Our caseload composition has remained steady for many years. Caseloads are predominantly single with the highest percentage overall under the age of 39.99 although we do see an increase between 55 and 59 years of age. The average years on assistance remains highest for couples at 8.7 and lowest for singles at 3.6 years. Years on assistance for each age group increases until it peaks between the ages of 45 to 49.99.

Figure 4 – Integrated Case Type - Percentage

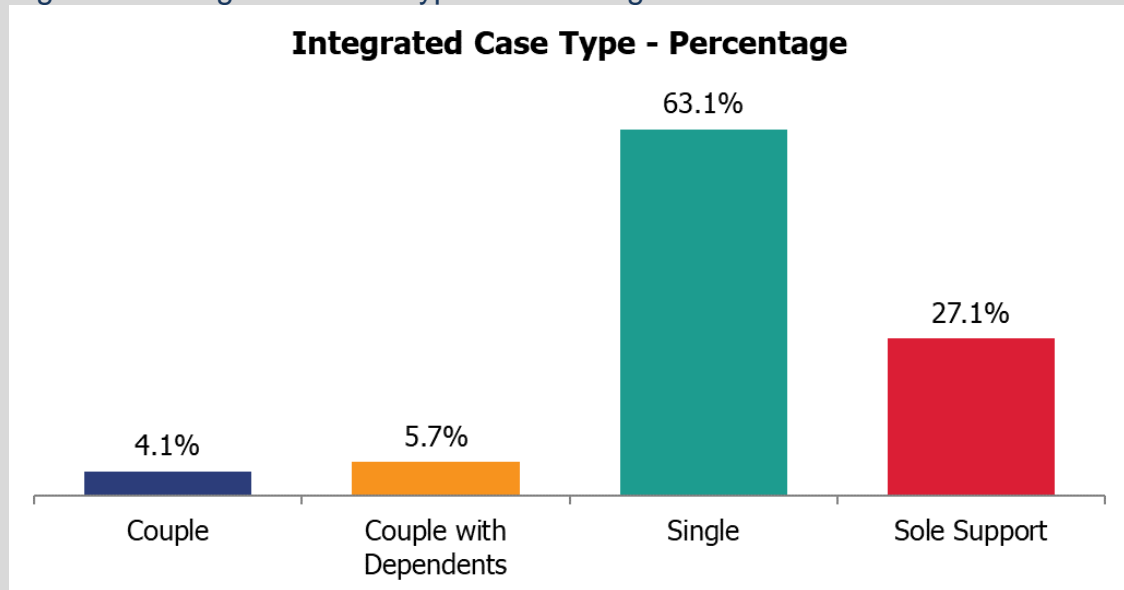


Figure 5 – Average Years on Assistance Integrated Case Type

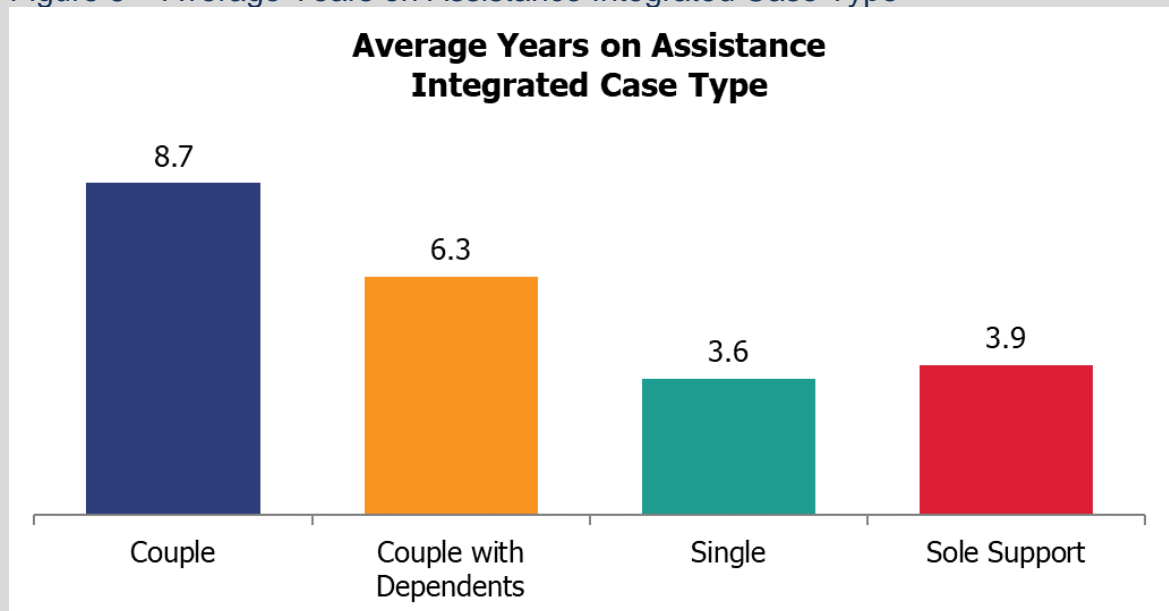


Figure 6 Participate Age - Percentage

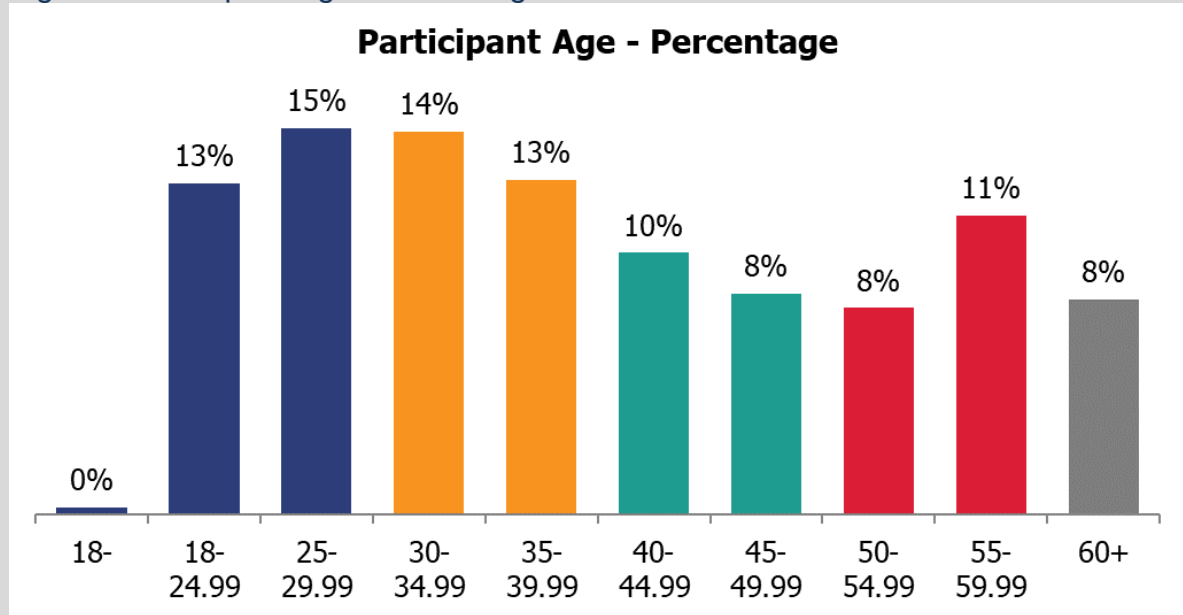
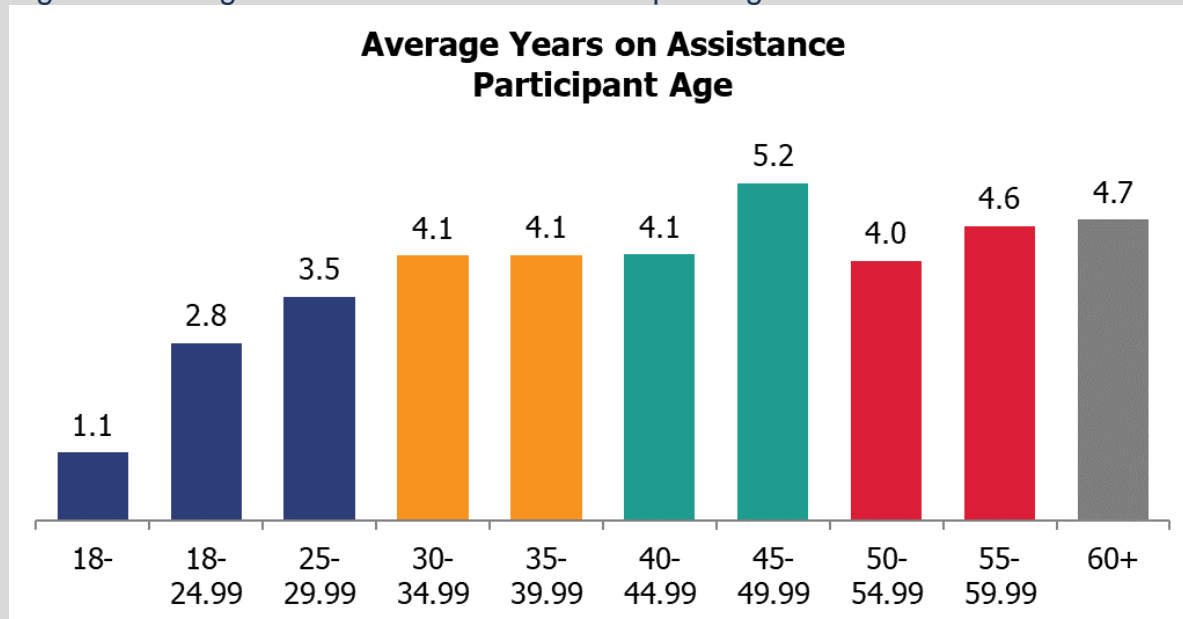


Figure 7 Average Years on Assistance Participant Age



Forty-six percent of females are predominantly sole support units who remain on assistance an average of 4 years while 87.7% of males are single and remain on assistance for an average of 3.5 years. Female and male led couples continue to rate the highest for average number of years sitting at 8.7 years. Singles continue to remain on for the shortest amount of time for both females and males. The highest average years on assistance for both female and males age is between 45 and 49.99.

Figure 8 Integrated Case Type Percentage Females

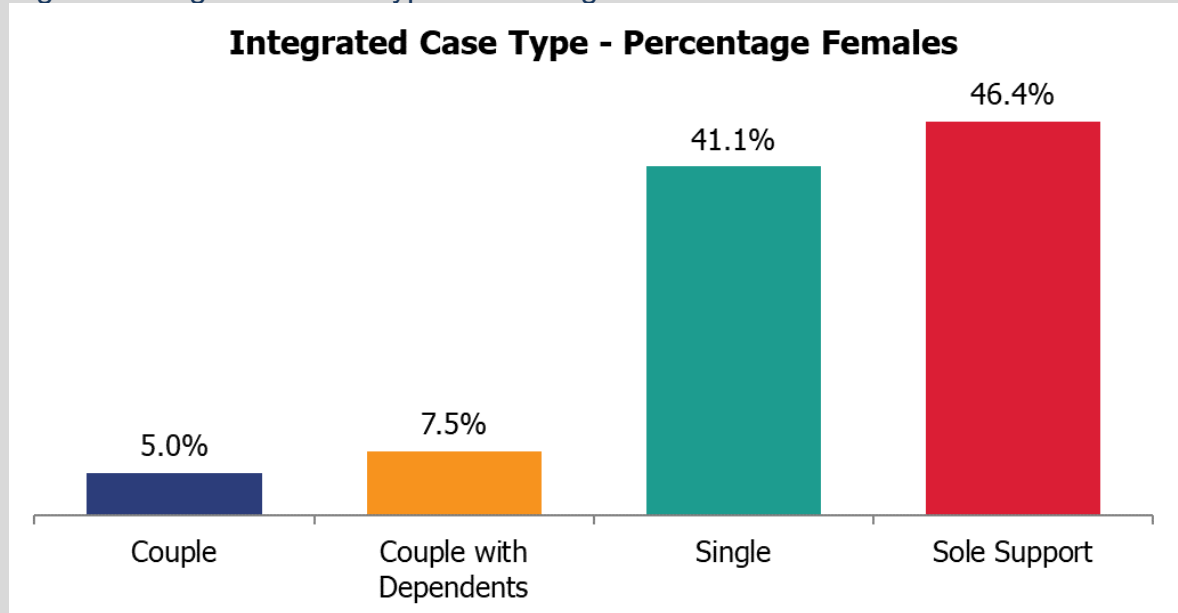


Figure 9 Average Years on Assistance - Females

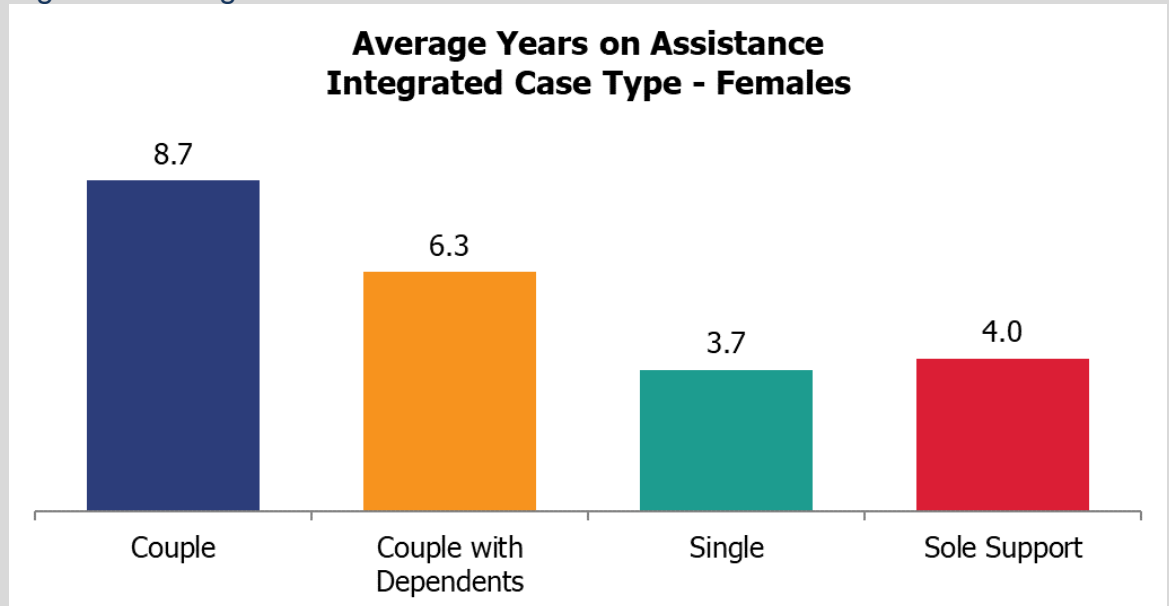


Figure 10 – Participant Age Percentage Females

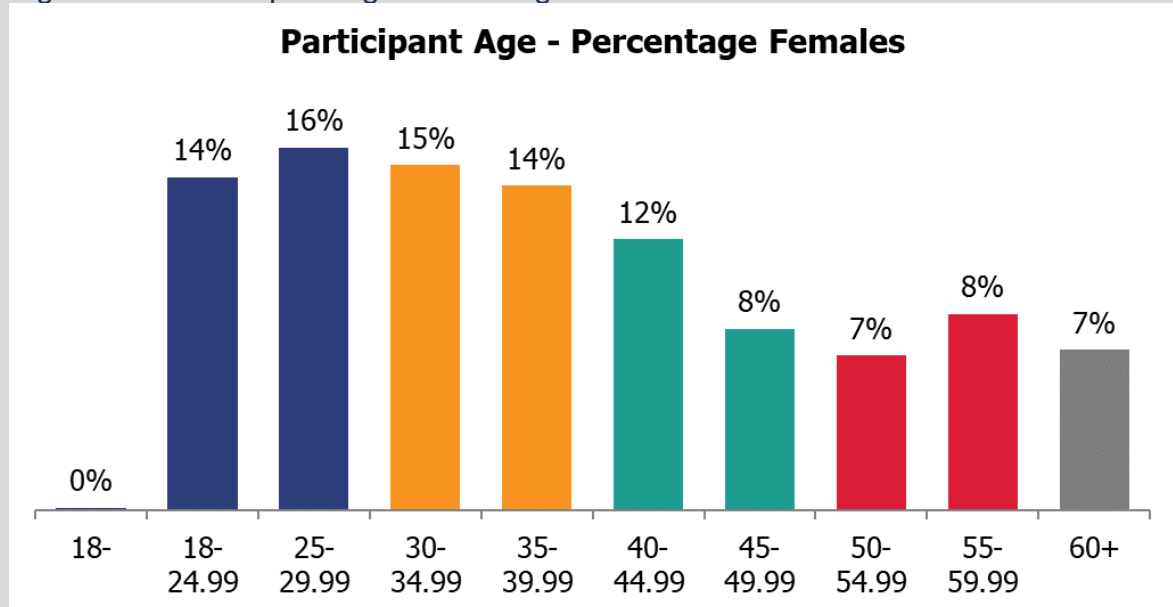


Figure 11 – Average Years on Assistance – Age – Females

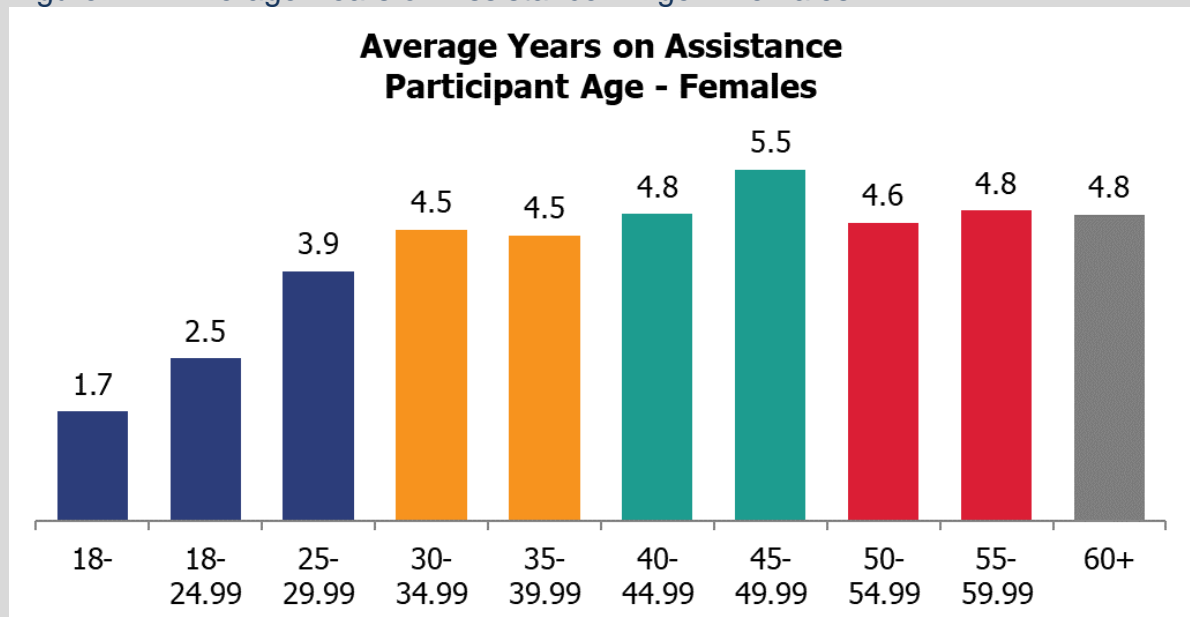


Figure 12 – Integrated Case Type Percentage Males

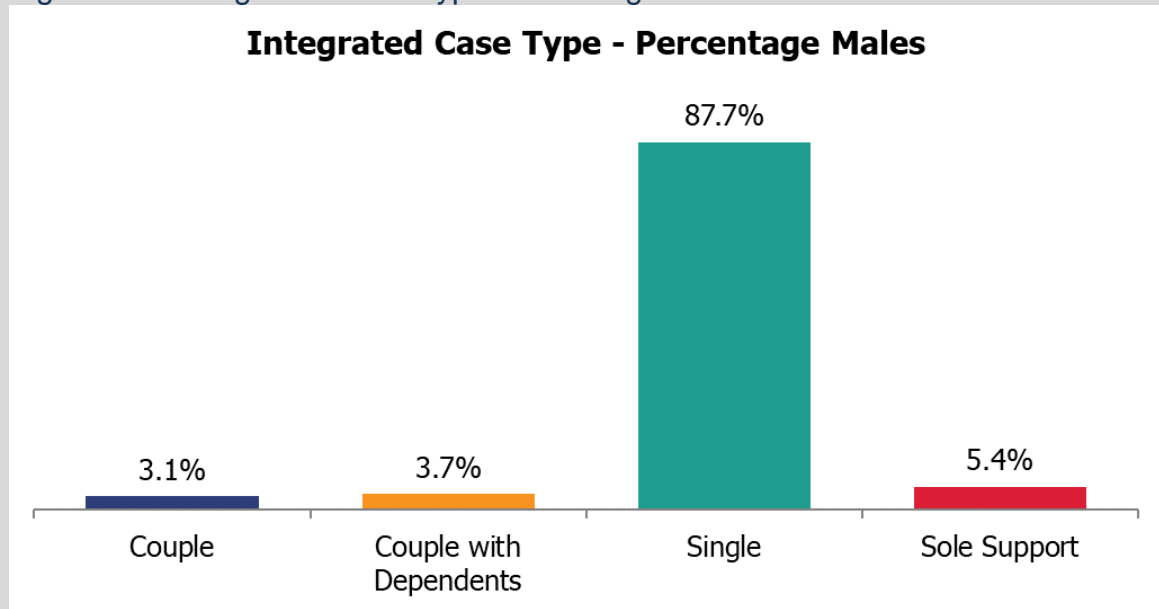


Figure 13 Average Years on Assistance Males

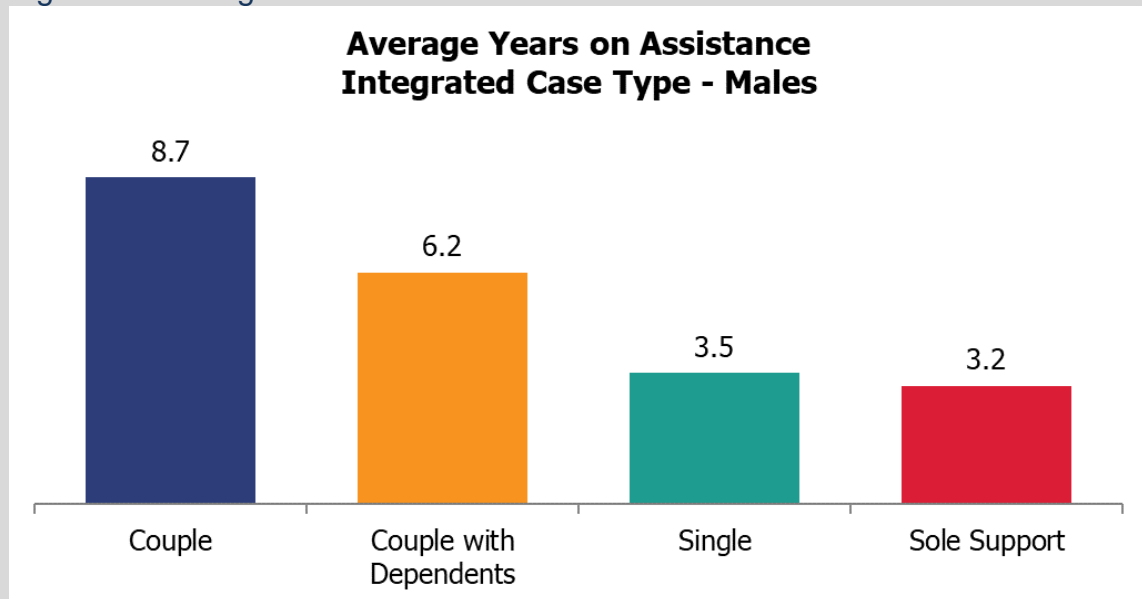


Figure 14 Participant Age Percentage Males

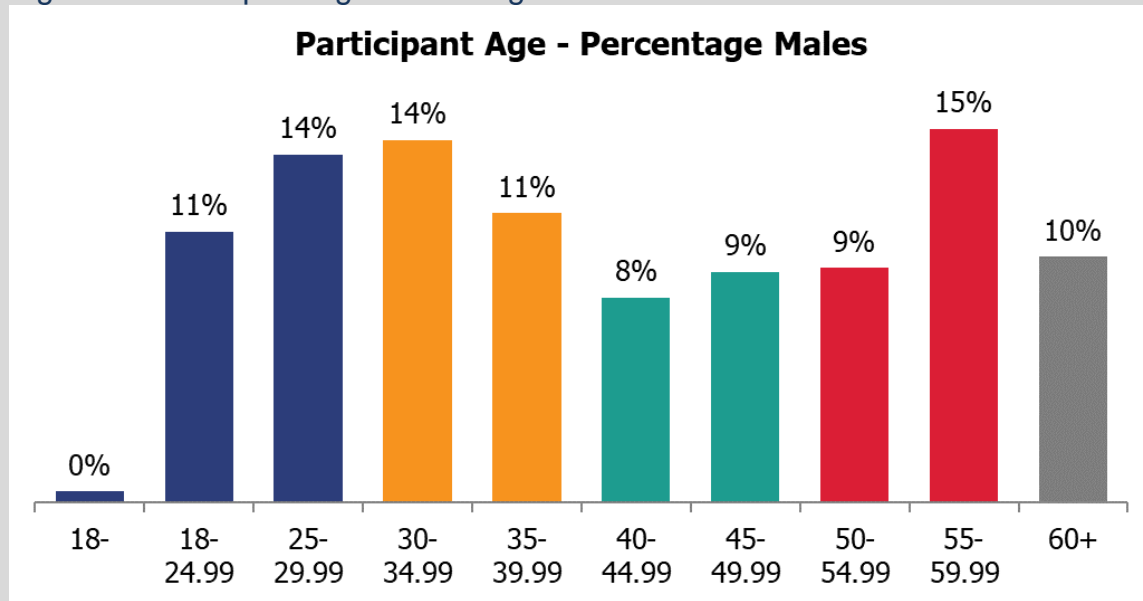
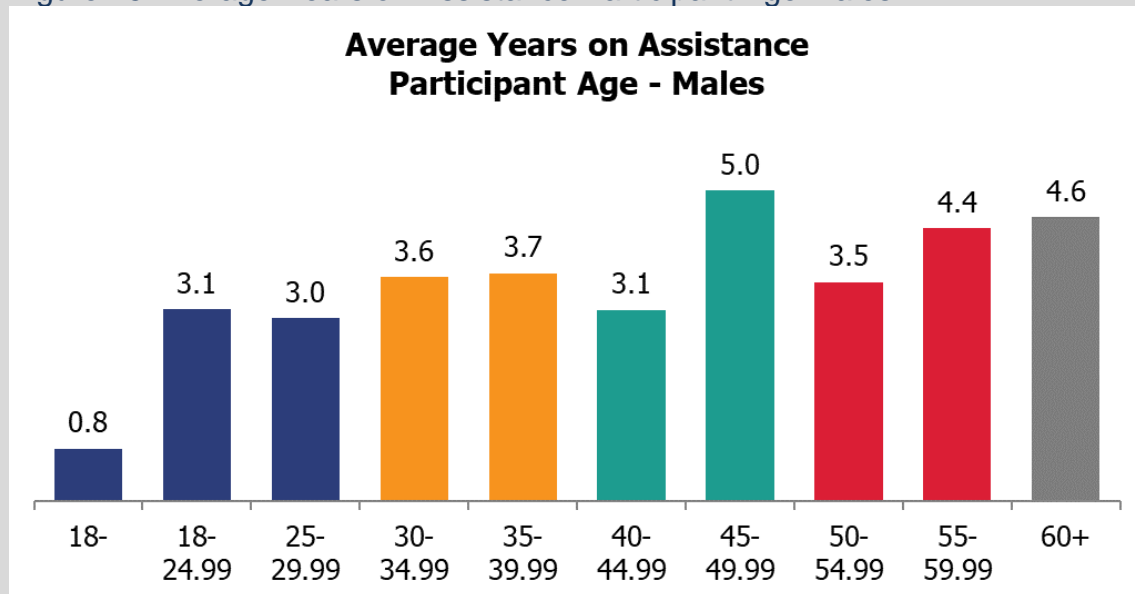


Figure 15 Average Years on Assistance Participant Age Males



Due to the uncertain nature of the impacts of the COVID-19 pandemic going forward, all predictions about future OW caseloads or about the state of the economy itself should be used with caution. Our local communities, the province, the country and the world have not experienced a health crisis like the COVID-19 pandemic since the early 20th century. The way the economy operates in 2021 is much different than how it functioned in 1921. Both short term and long term impacts of the pandemic on the economy and how they may impact the needs for social assistance in Kawartha Lakes and Haliburton County is not clear. Ongoing monitoring is necessary in order to meet the social assistance needs of our community as we all emerge from the challenging years of 2020 and 2021.

The Ministry of Children, Community and Social Services (MCCSS) has predicted that the Ontario Works (OW) average monthly caseload will increase to 1,829 by 2022-23 in the County of Haliburton and the City of Kawartha Lakes. In June 2021 the Kawartha Lakes (CMSM) OW caseload was 1,545. The MCCSS has predicted this increase in the OW caseload in the coming months based on the ongoing impacts of the COVID-19 pandemic.

Figure 16 – Kawartha Lakes Caseload Prediction per Service Area

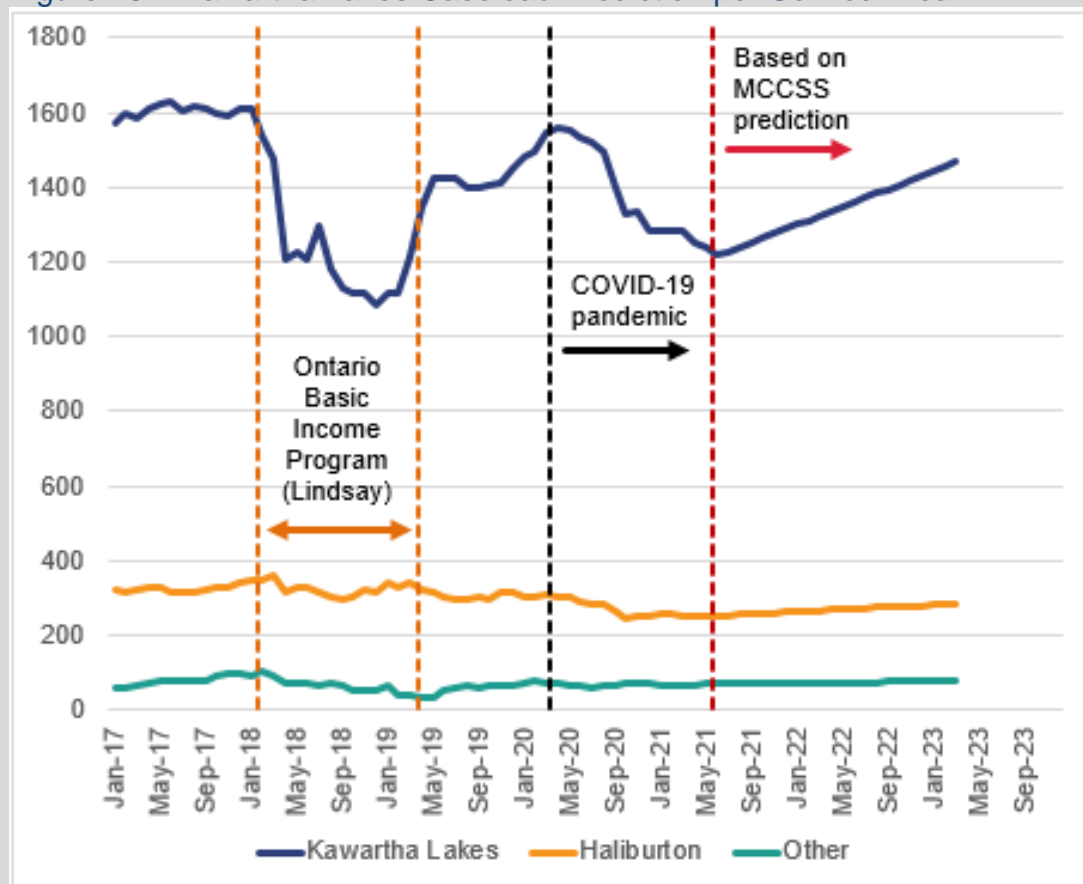
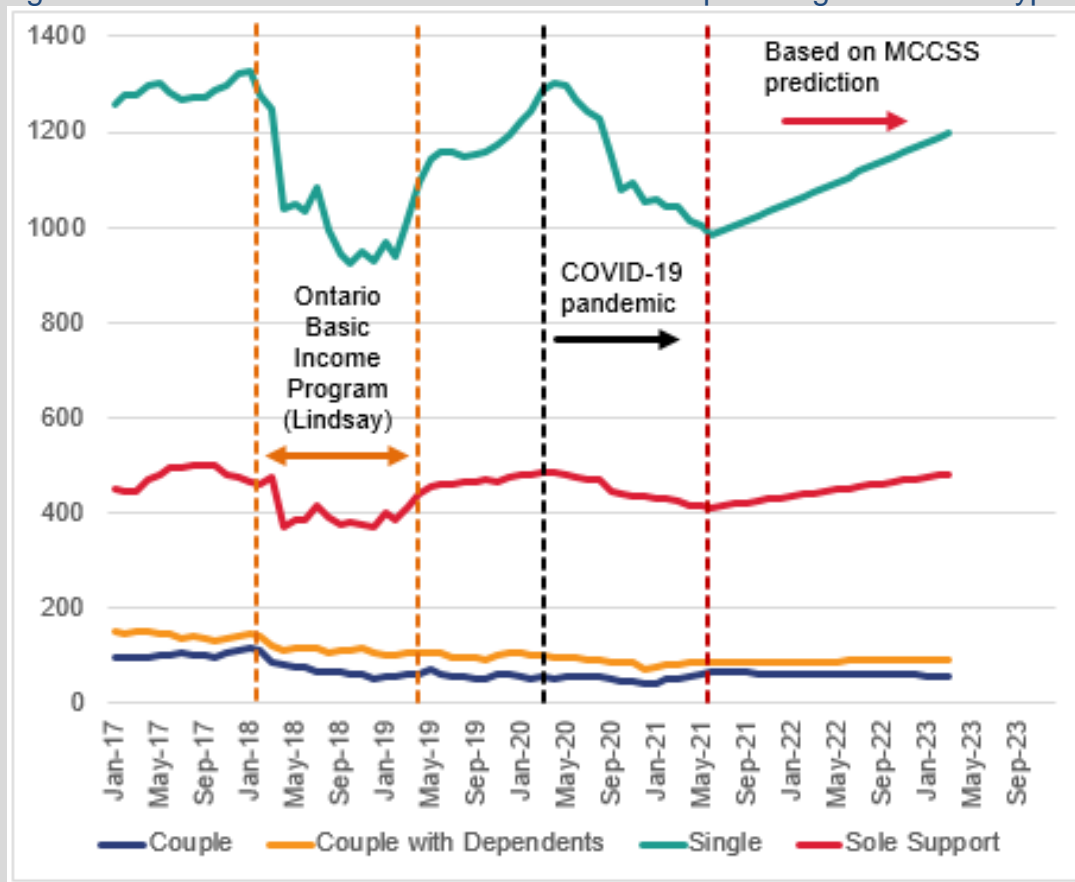


Figure 17 – Kawartha Lakes Caseload Prediction per Integrated Case Type



Local Service Delivery Landscape and Community Partnerships

A description of how delivery partners have developed, maintained and plan to grow relationships with local community stakeholders that enhance access to services and support for clients and that may impact life stabilization outcomes for participants. This includes (if details are unknown, the completion of this section can be held until the development of a service plan):

- Current and future socioeconomic factors that may influence employment and employability:
- Education and skills required to obtain available jobs
- Access to transportation, health, housing and other services
- Regional and local demographic trends (e.g., shifts in population size, age groups, and increases or decreases in immigration).

Key Community Partnerships – to enhance life stabilization services for clients include a list of stakeholders (e.g. community agencies, mental health providers, including other human social service providers).

Enter SSM, ODSP office and community engagement here.

7. Local service delivery landscape and community partnerships – including how they are developed, maintain and plan for growth especially services that impact support for clients – this section will include:

- Current and future socioeconomic factors that may influence employment and employability*
- Education and skills required to obtain available jobs*
- Access to transportation, health, housing and other services*
- Regional and local demographic trends (e.g. shifts in population size, age groups, and increases in decreases in immigration)*

Population

The Ontario Ministry of Finance publishes population projections for all 49 census divisions across Ontario on a yearly basis. The latest projections were released on June 23, 2021 and predict a steady population increase in both Kawartha Lakes and Haliburton County over the coming decades (see figure 20). However, the increase in the population may not be the same for different age groups. Figures 21, 22, 23 and 24 demonstrate that while the overall populations in the Kawartha Lakes and Haliburton County will be increasing, the proportion of the population 65 years of age and older will increase relative to the proportion of the population 40 to 64 years of age which will decrease over time. Similarly, the percentage of the population under 40 will remain approximately the same.

The population make-up and population predictions have important implications on the future OW caseload and the local economy in Kawartha Lakes and Haliburton County. For the OW caseload, as MCCSS has predicted, the OW caseload locally should return to pre-pandemic levels in the next two years. Beyond the immediate next few years, it does become extremely difficult to anticipate. Will an aging population lead to more opportunities for those seeking employment? There continues to be evidence that more people are exiting the work force than joining it in Kawartha Lakes and Haliburton (see figure 25). The migration patterns in and out of Kawartha Lakes and Haliburton County between 2014 and 2019 indicate that with the exception of the 18 to 24 years' age group, there has been a net migration gain (see figures 26, 27, 28 and 29). Will these population trends create more opportunities for employment? Or, will the post-pandemic economy change in such a way that more people will require OW assistance? Ongoing monitoring will be necessary to respond to the needs of the residents in Kawartha Lakes and Haliburton County.

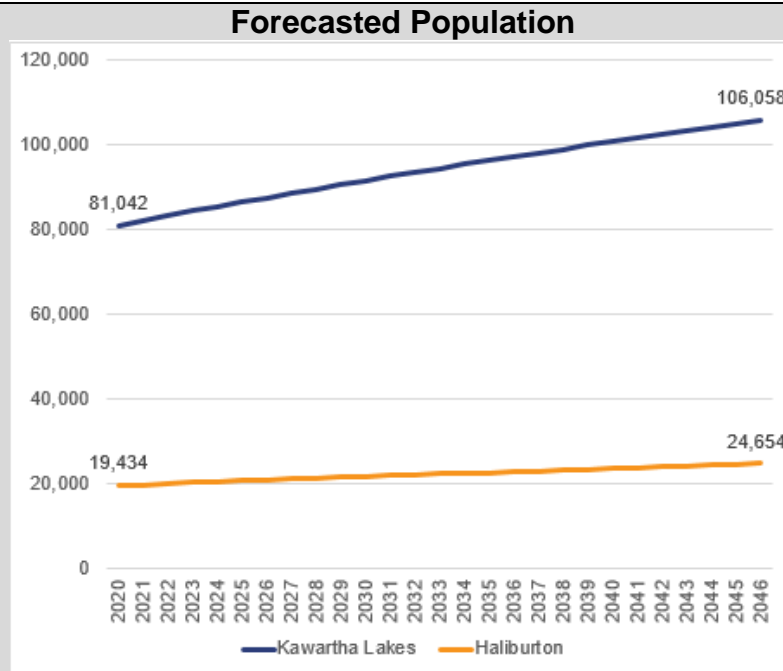


Figure 18: Forecasted population of the City of Kawartha Lakes and the County of Haliburton to 2046. (*Statistics Canada and Ontario Ministry of Finance, 2021 (Spring)*)

Percentage of the Forecasted Population in Haliburton by Age Group

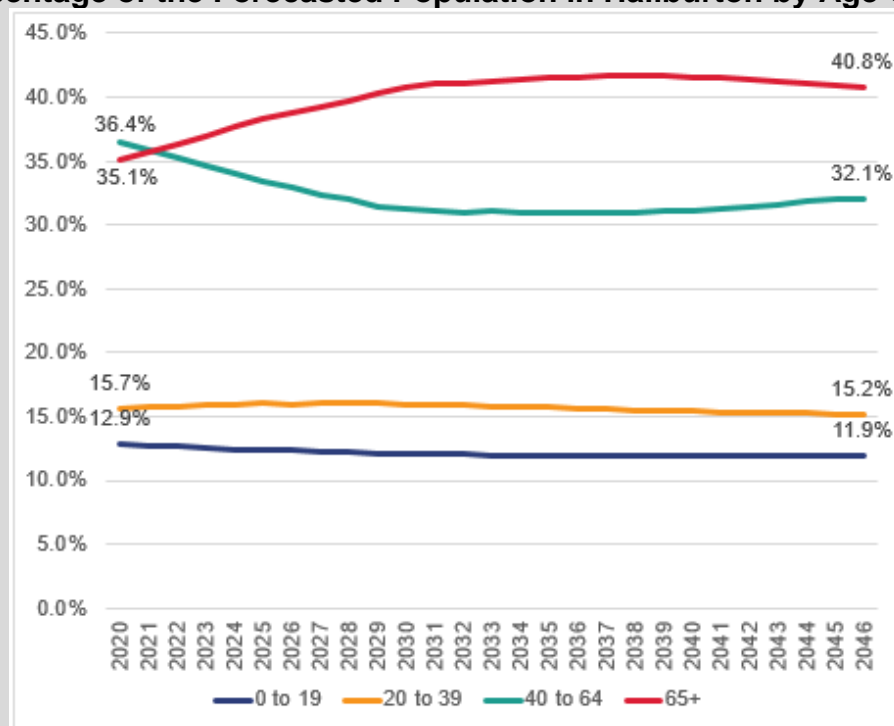


Figure 19: Percentage of the forecasted population of the County of Haliburton to 2046 in four age groups, 0 to 19 years of age, 20 to 39 years of age, 40 to 64 years of age and those 65 years of age and older. (*Statistics Canada and Ontario Ministry of Finance, 2021 (Spring)*)

Forecasted Population in Haliburton by Age Group

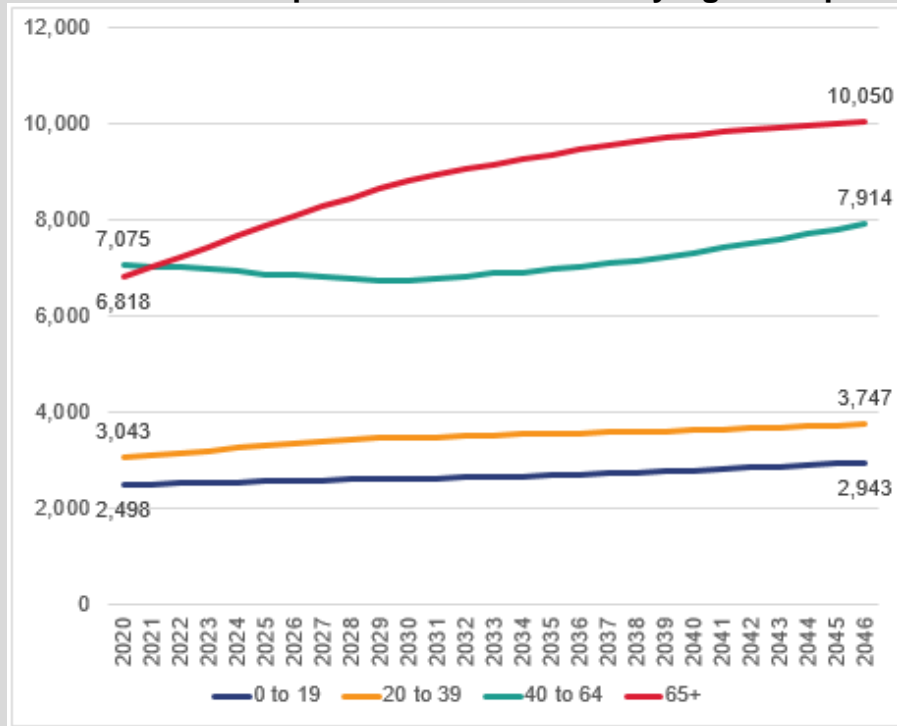


Figure 20: Forecasted population of the County of Haliburton to 2046 in four age groups. (Statistics Canada and Ontario Ministry of Finance, 2021 (Spring))

Percentage of the Forecasted Population in Kawartha Lakes by Age Group

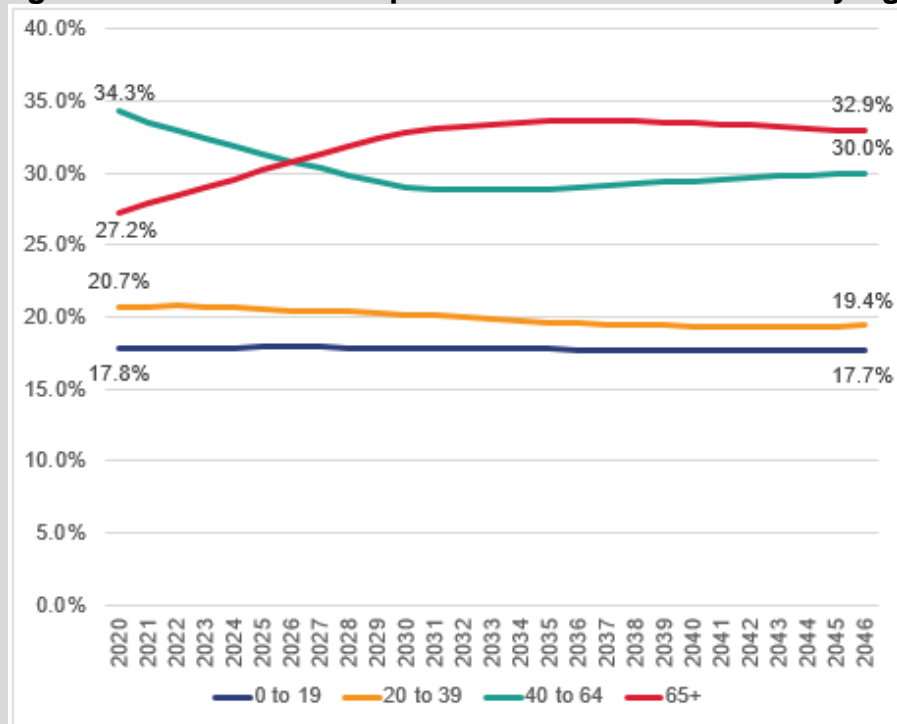


Figure 21: Percentage of the forecasted population of the City of Kawartha Lakes to 2046 in four age groups, 0 to 19 years of age, 20 to 39 years of age, 40 to 64 years of age and those 65 years of age and older. (Statistics Canada and Ontario Ministry of Finance, 2021 (Spring))

Forecasted Population in Kawartha Lakes by Age Group

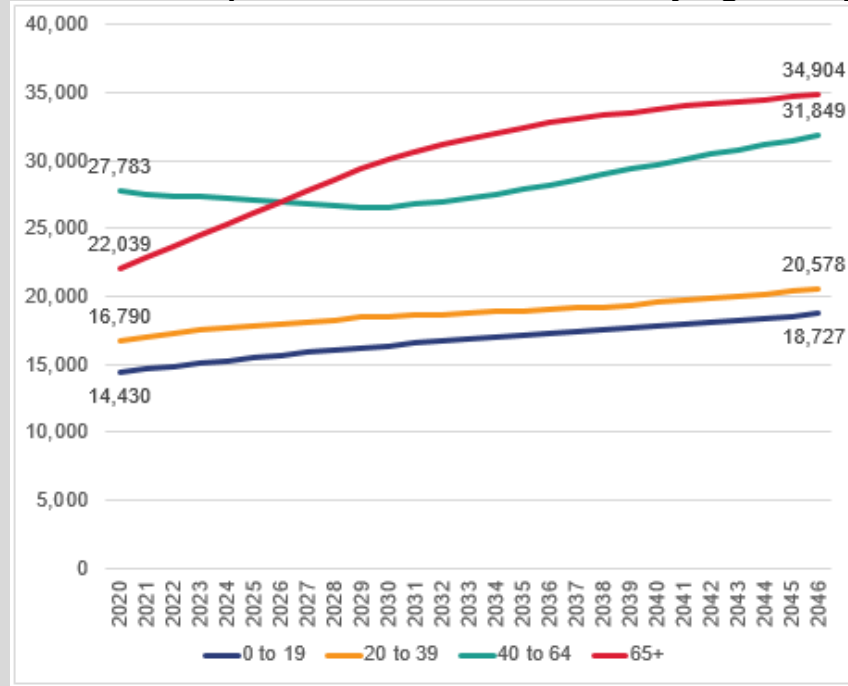


Figure 22: Forecasted population of the City of Kawartha Lakes to 2046 in four age groups. (Statistics Canada and Ontario Ministry of Finance, 2021 (Spring))

Entry Into / Exit From Labour Force Ratio

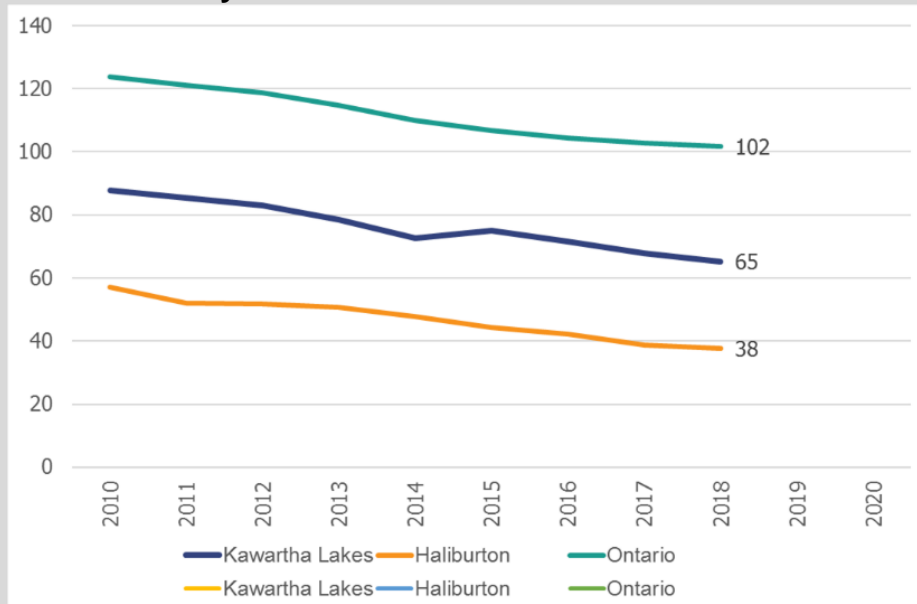


Figure 23: Entry Into / Exit From Labour Force Ratio. The number of people entering the workforce for every 100 leaving the workforce. This ratio is the number of people 15 to 19 years of age divided by the number of people 60 to 64 years of age multiplied by 100. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Reference 20044-985310. I-11: Tax filers and

dependents 15 years of age and over with labour income by sex and age groups, 2010 to 2018., 2010 to 2018)

Net Migration 2014 to 2019 by Age Group

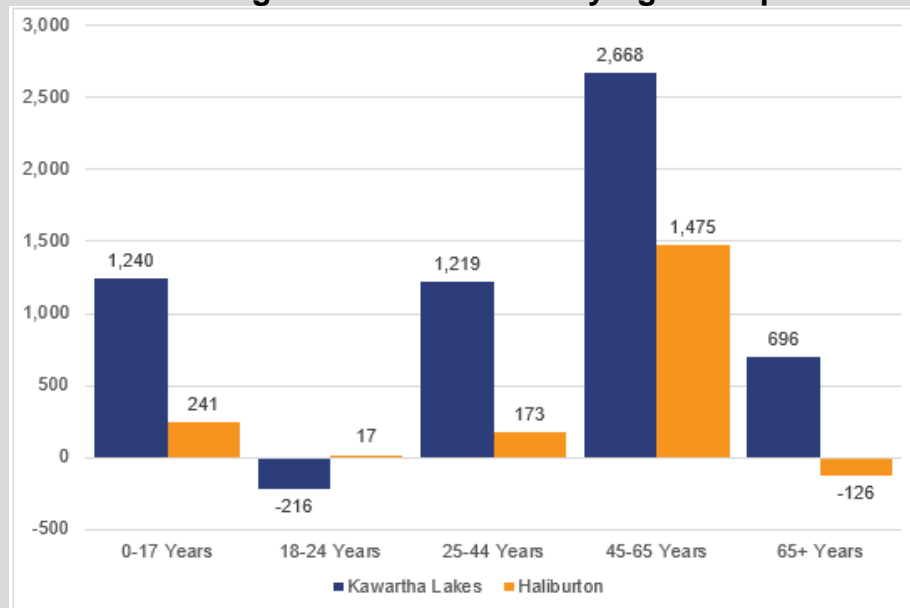


Figure 24: Net migration between 2014 and 2019 by age group. A positive number indicates that there were more people that came to our area than left it and a negative number indicates that more people left our area than came to it. (Statistics Canada. Income Statistics Division. MIG: Migration Estimates, Tables A-D., 2021)

Net Migration Inside and Outside of Ontario

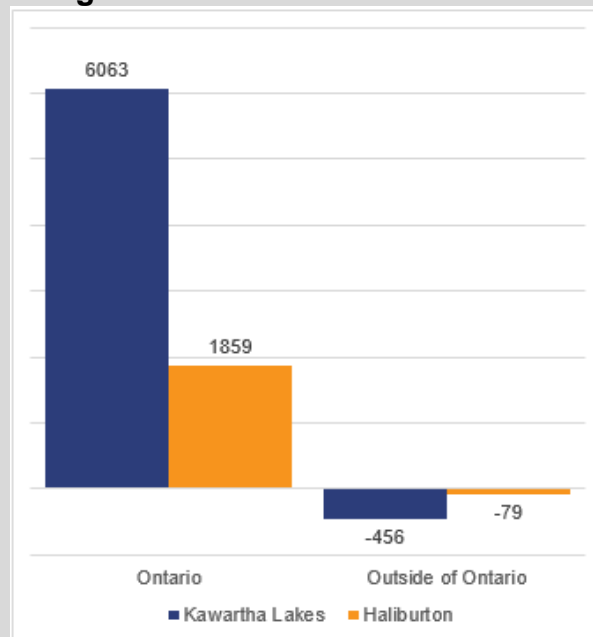


Figure 25: Net migration inside and outside of Ontario between 2014/15 and 2018/19 by age group. A positive number indicates that there were more people that came to our area than left it and a negative number indicates that more people left our area than came to it. (Statistics Canada. Income Statistics Division. MIG: Migration Estimates, Tables A-D., 2021)

Net Migration in Kawartha Lakes within Ontario

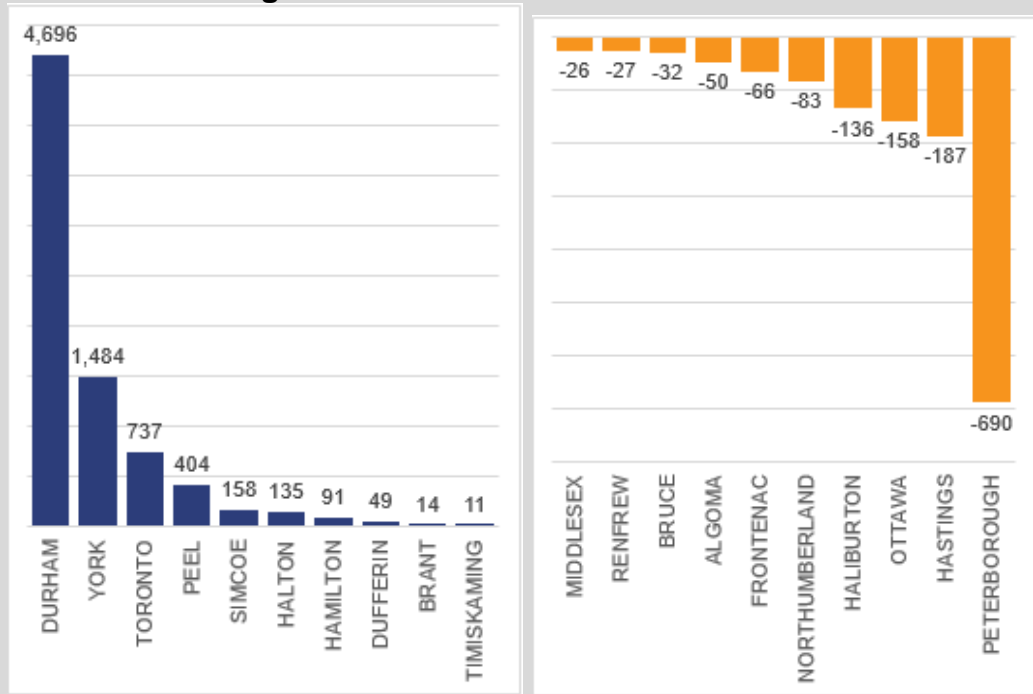


Figure 26: Net migration in Kawartha Lakes within Ontario between 2014/15 and 2018/19. Only the top 10 census divisions for in-migration and out-migration is shown. (Statistics Canada. Income Statistics Division. MIG: Migration Estimates, Tables A-D., 2021)

Net Migration in Haliburton County within Ontario

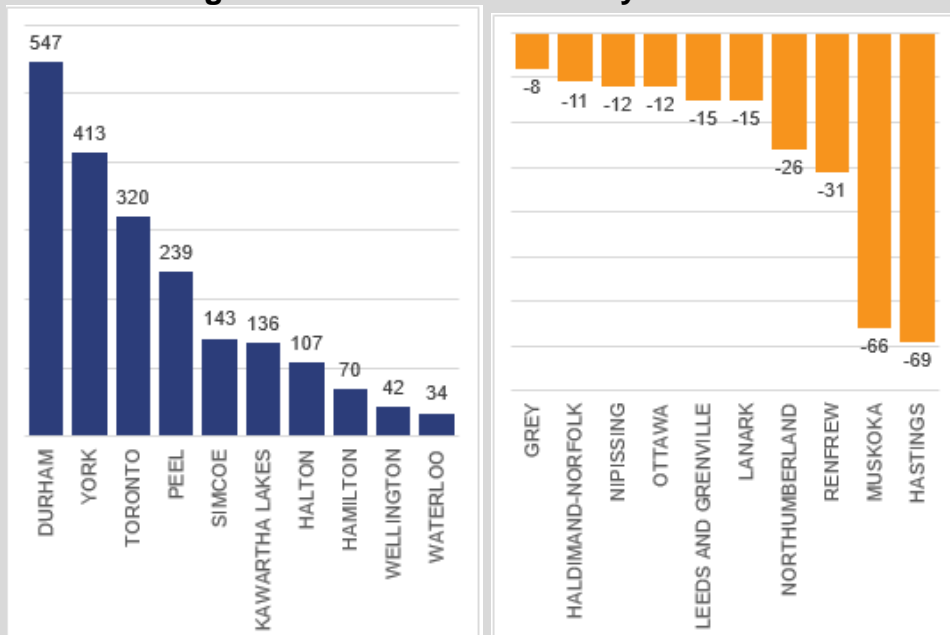


Figure 27: Net migration in Haliburton County within Ontario between 2014/15 and 2018/19. Only the top 10 census divisions for in-migration and out-migration is shown. (Statistics Canada. Income Statistics Division. MIG: Migration Estimates, Tables A-D., 2021)

Housing

Housing availability and affordability are a problem in Kawartha Lakes and Haliburton County and remain a barrier to life stabilization for some people. Over the past several years both rent costs and home purchase costs have increased dramatically. In the past three years the average monthly rent for rooms and one bedroom units in Kawartha has increased over \$100 and \$300 respectively (see figures 30 and 31). These increases far outpace the Bank of Canada inflation calculations (<https://www.bankofcanada.ca/rates/related/inflation-calculator/>) for that time.

As of July 2021 there are over 2,200 individual applications on the community housing wait list in Kawartha Lakes and Haliburton County. Applicants are expected to wait 5 to 7 years for an opportunity to move into a community housing unit. We also know that people who rent rather than own the space where they live spend much more on shelter. Figure 32 shows that those that 50% of households that rent in Kawartha Lakes and Haliburton are spending more than 30% of their income on shelter costs, this compares to less than 20% of owner households.

Even those people in Kawartha Lakes and Haliburton who are trying to purchase a home in the area are facing unprecedented increases to prices. Figures 33 and 34 show the average home price increases since 2019 in Kawartha Lakes. The average home price has increased 78% in less than three years from \$406,202 in January 2019 to \$724,152 in July 2021. Along with the increase in home prices, the number of listings has decreased too (see figure 35).

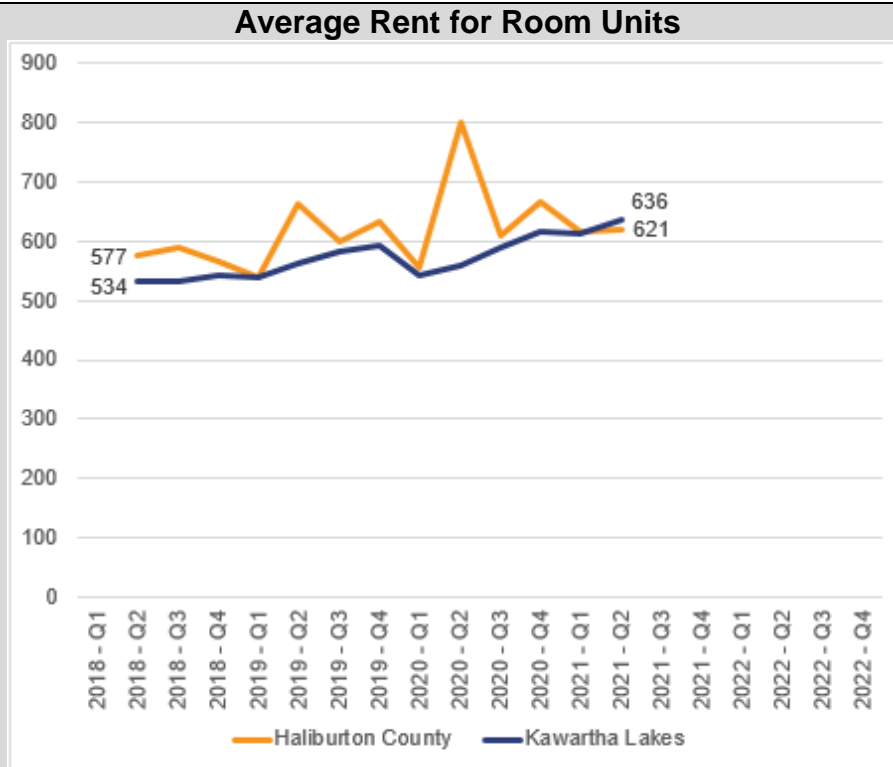


Figure 28: Average Rent by Quarter for Room Units. (City of Kawartha Lakes, Human Services, 2021)

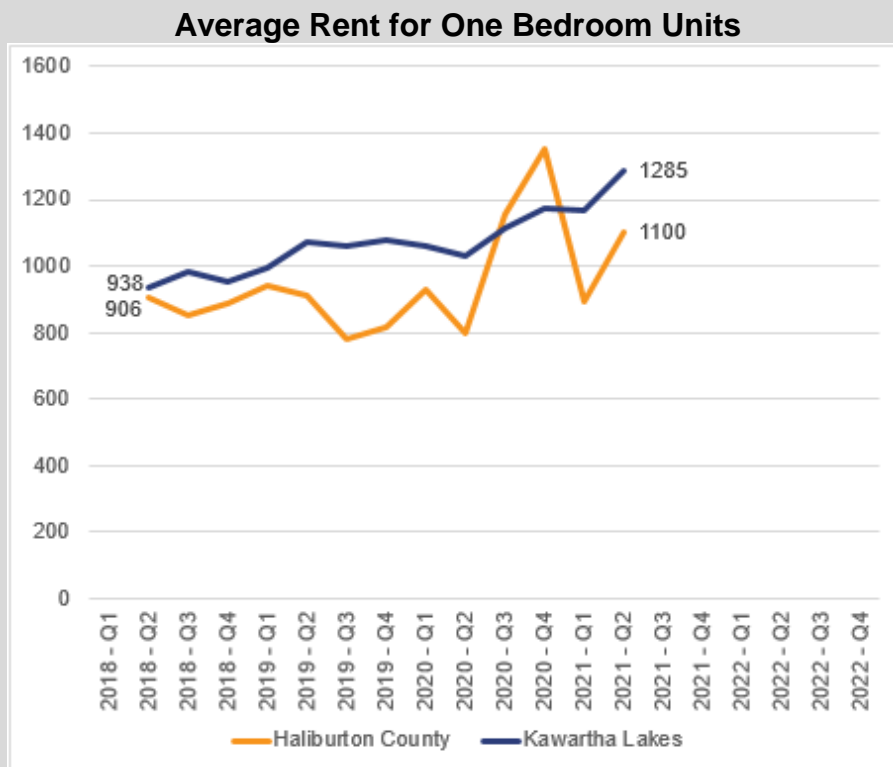


Figure 29: Average Rent by Quarter for One Bedroom Units. (City of Kawartha Lakes, Human Services, 2021)

Households Spending 30% or More of Household Income on Shelter Costs

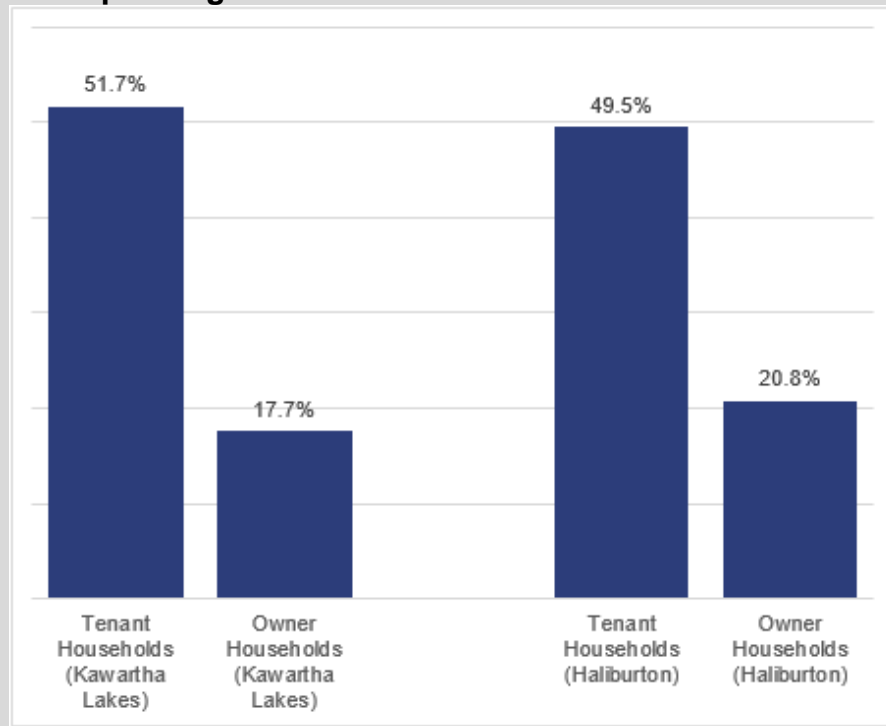


Figure 30: Households spending 30% of household income or more on shelter costs. (Statistics Canada, 2016)

Average Home Prices in Kawartha Lakes

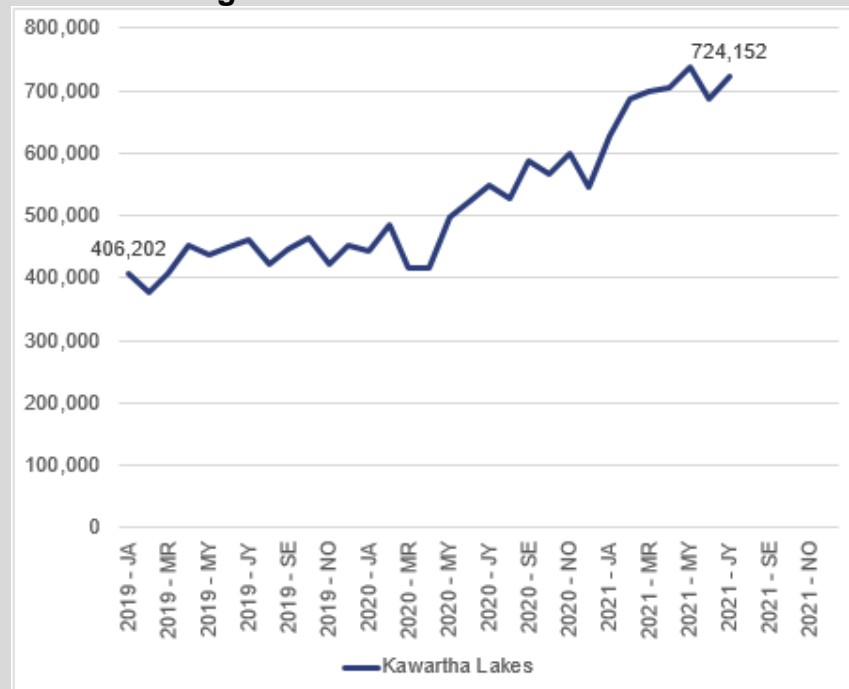


Figure31: Average housing prices in the City of Kawartha Lakes from January 2019 to July 2021. (Canadian Real Estate Association, Kawartha Lakes Real Estate Association, 2021)

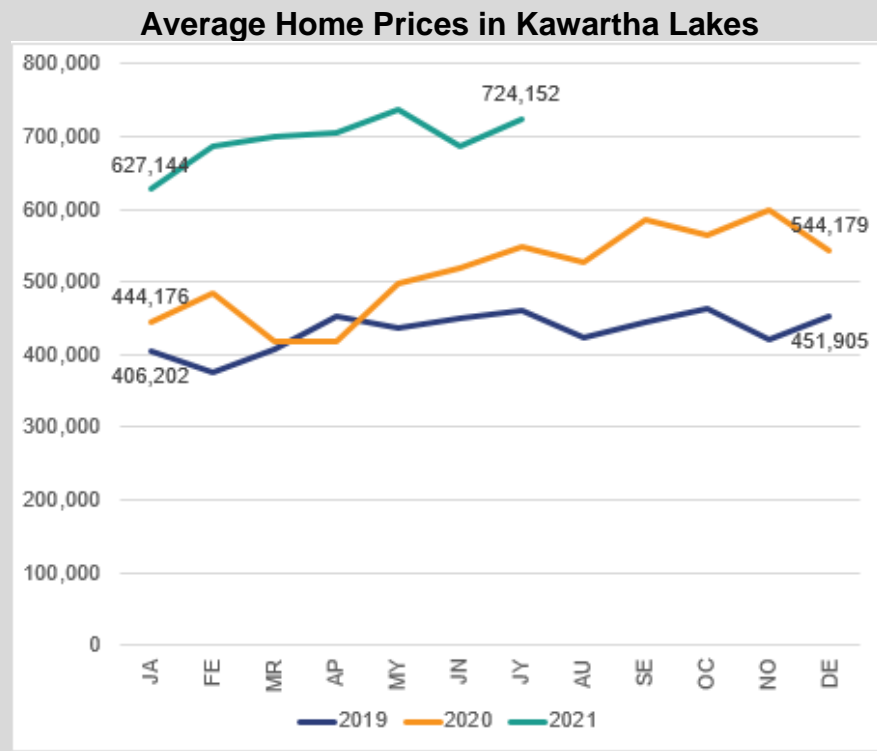


Figure32: Average housing prices in the City of Kawartha Lakes from January 2019 to July 2021. (Canadian Real Estate Association, Kawartha Lakes Real Estate Association, 2021)

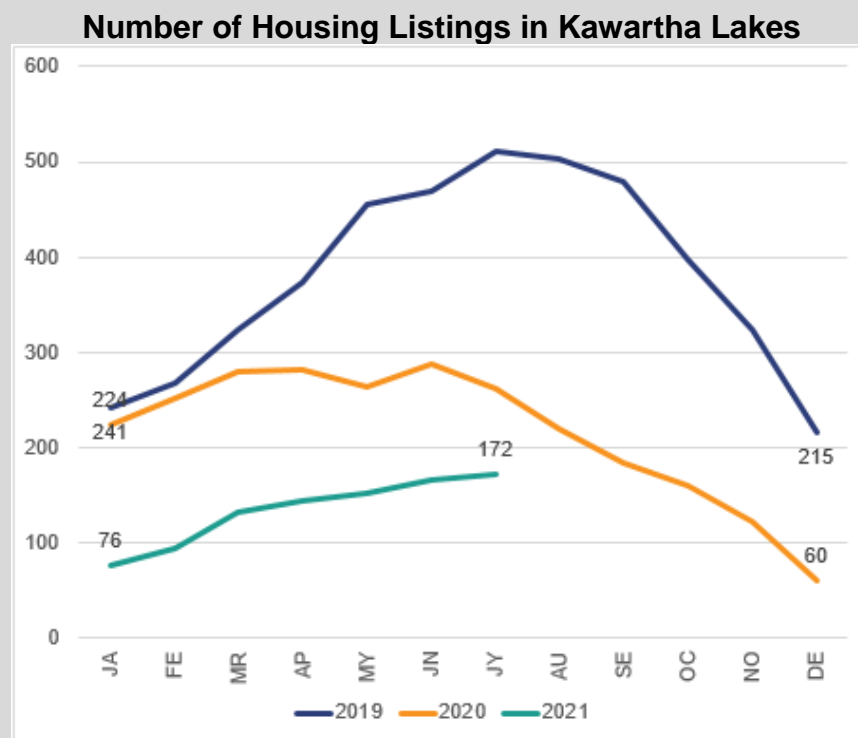


Figure 33: The inventory of housing listings in the City of Kawartha Lakes from January 2019 to July 2021. (Canadian Real Estate Association, Kawartha Lakes Real Estate Association, 2021)

Income

Another barrier to life stabilization in Kawartha Lakes and Haliburton County is income. Median income levels in Kawartha Lakes and Haliburton County are consistently lower than the median income across Ontario (see figure 36).

With regard to income, there is a potential misconception in regard to the labour participation rate in Kawartha Lakes and Haliburton County. From the 2016 census, the labour force participation rate for Kawartha Lakes and Haliburton County was 56.9% and 49% respectively. These are much lower rates than the provincial rate of 64.7% (2016 census). An immediate response is to say that if only the labour participation rate was higher, even closer to the provincial rate this would improve the economy in Kawartha Lakes and Haliburton County. However, this overall labour participation rate does not take into account the age of the population. As shown in earlier figures, people 65 years of age and older make up a significant portion of the population. The labour force participation rate for older individuals is always lower than younger people. Reviewing the labour force participation rate within age-group bands from figures 20 to 29 shows that the labour force participation rate is very similar between Kawartha Lakes, Haliburton County and Ontario within each age group. The main difference in the overall labour force participation rate between Kawartha Lakes, Haliburton County and the province is the age of the population.

The small amount of funding available to OW participants may be another barrier to OW participants meeting their life stabilization goals. Figure 47 compares and contrasts the yearly amount of a single person on OW receiving basic needs and the max shelter amount versus the market basket measure, the low income measure, the minimum wage and the living wage in our area. The present OW rate is far below any of the other poverty measures, minimum wage and living wage thresholds.

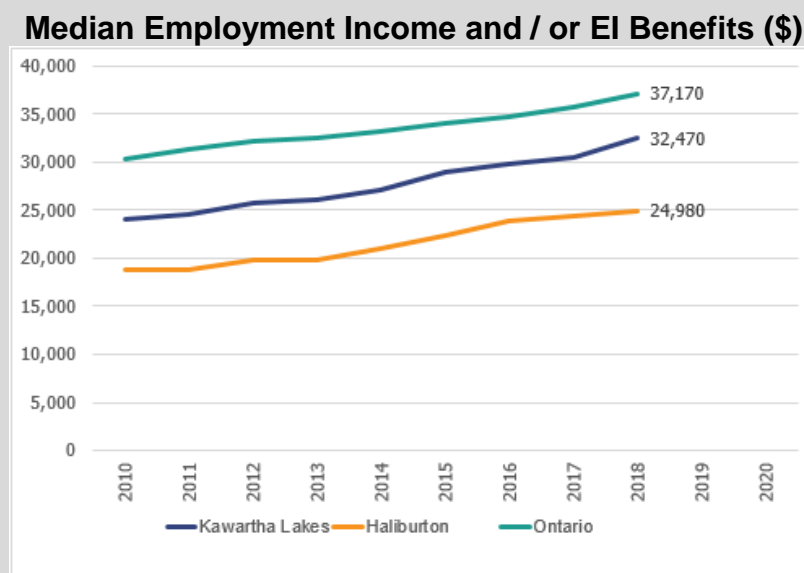


Figure 34: Median Employment Income and / or EI Benefits (\$) – Total. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File.

Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

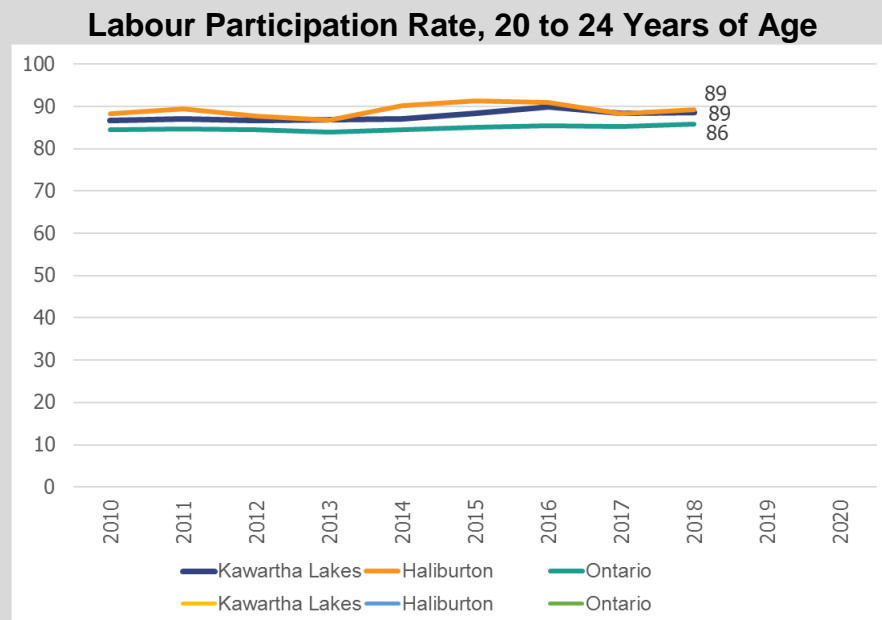


Figure 35: Labour participation rate, 20 to 24 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

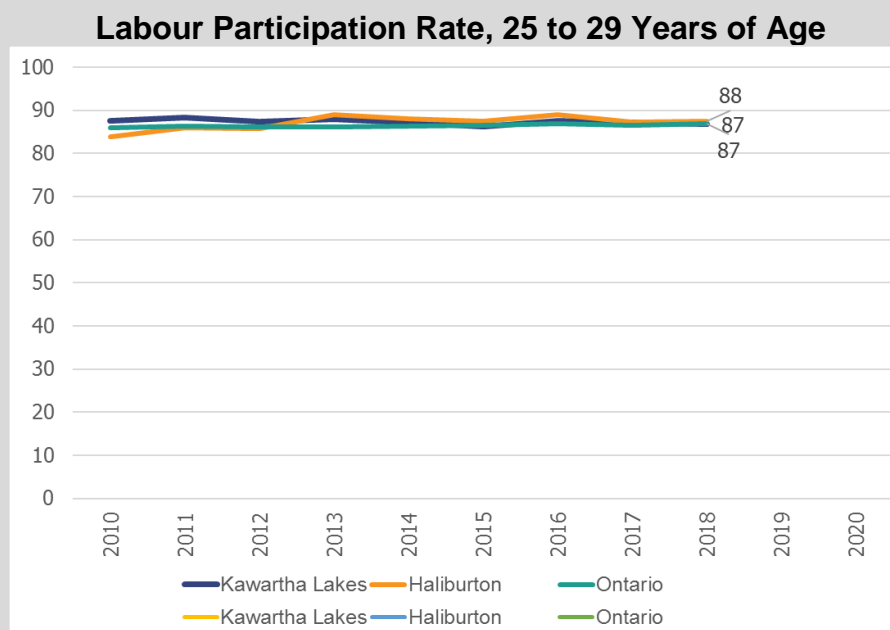


Figure 36: Labour participation rate, 25 to 29 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

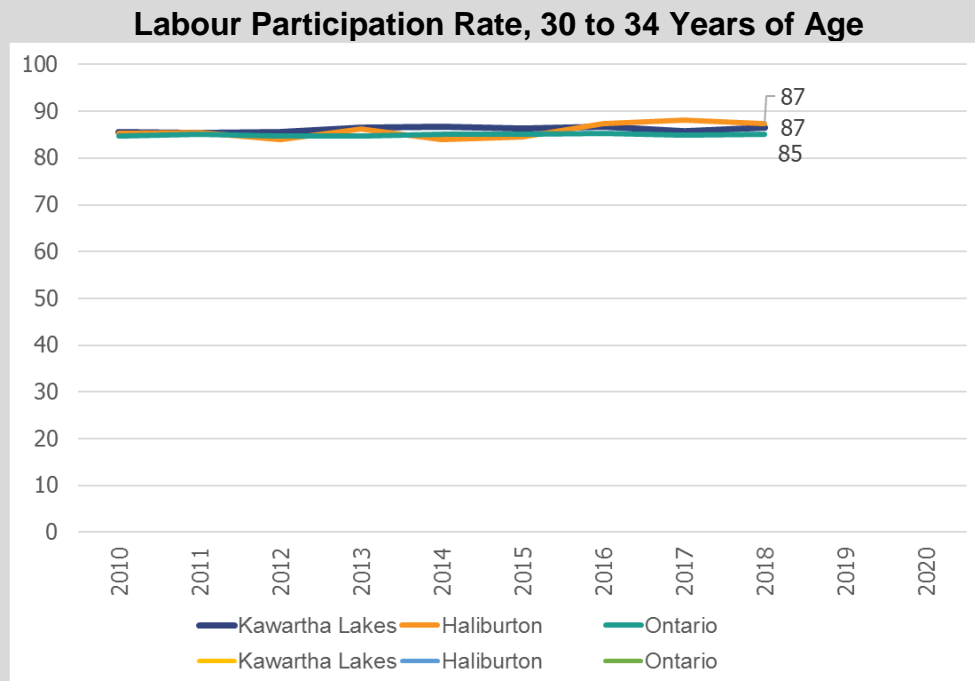


Figure 37: Labour participation rate, 30 to 34 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

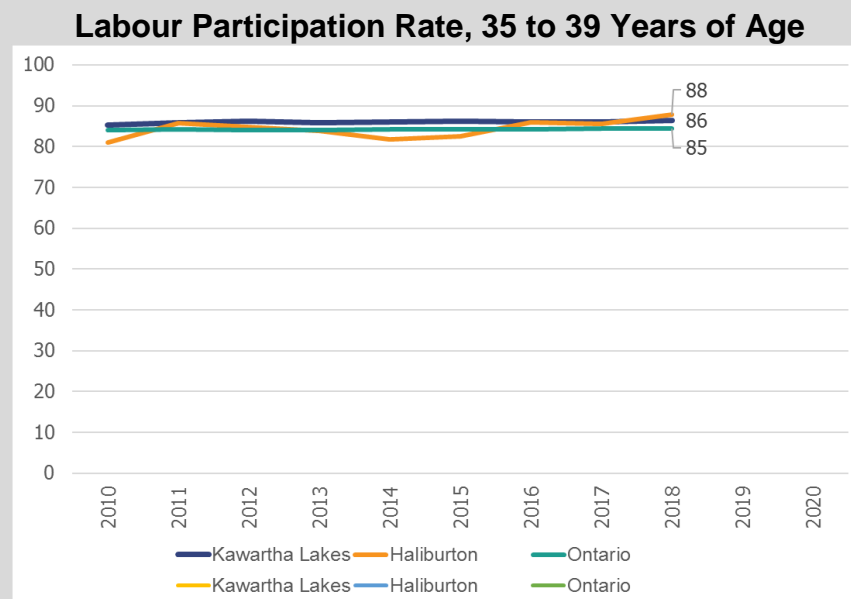


Figure 38: Labour participation rate, 35 to 39 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

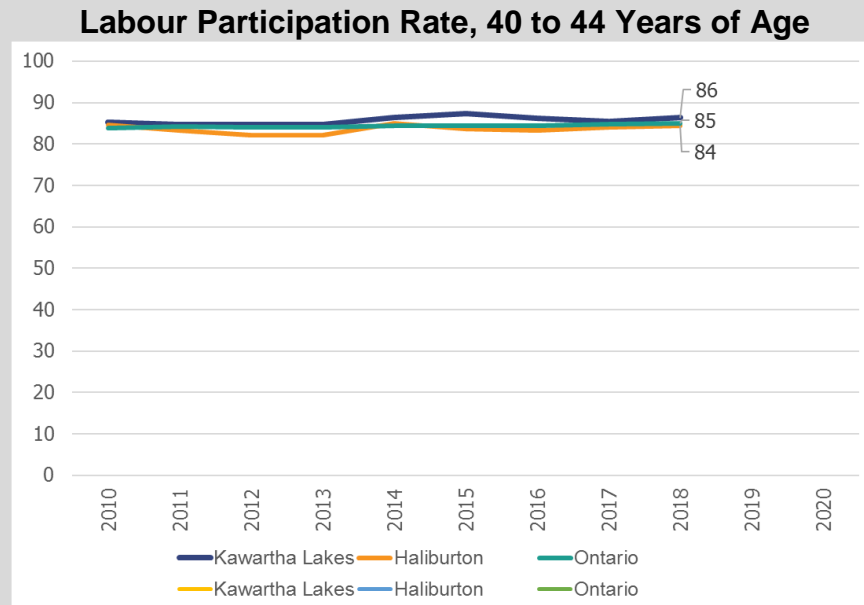


Figure 39: Labour participation rate, 40 to 44 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

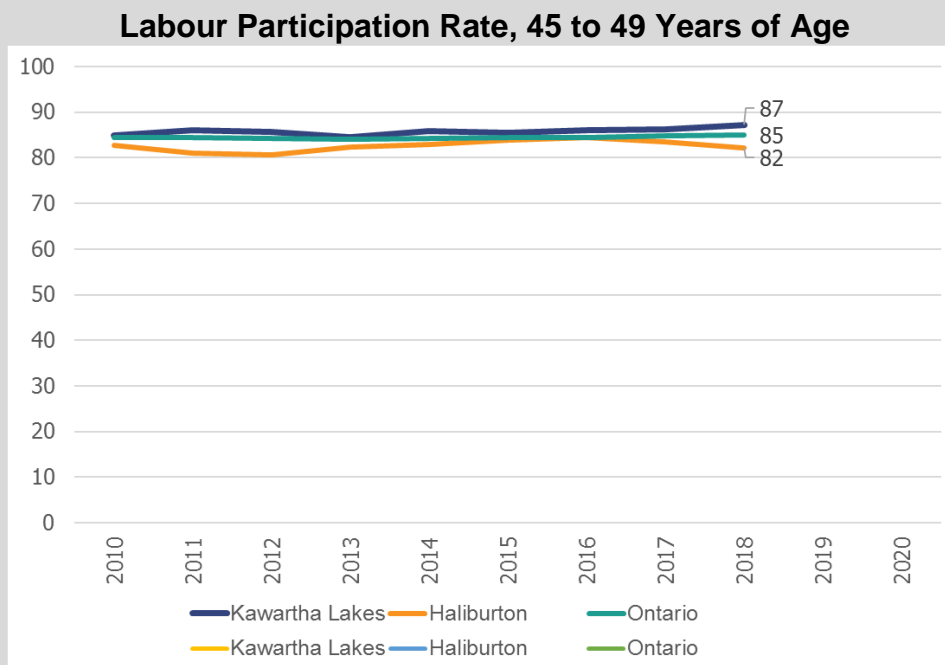


Figure 40: Labour participation rate, 45 to 49 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

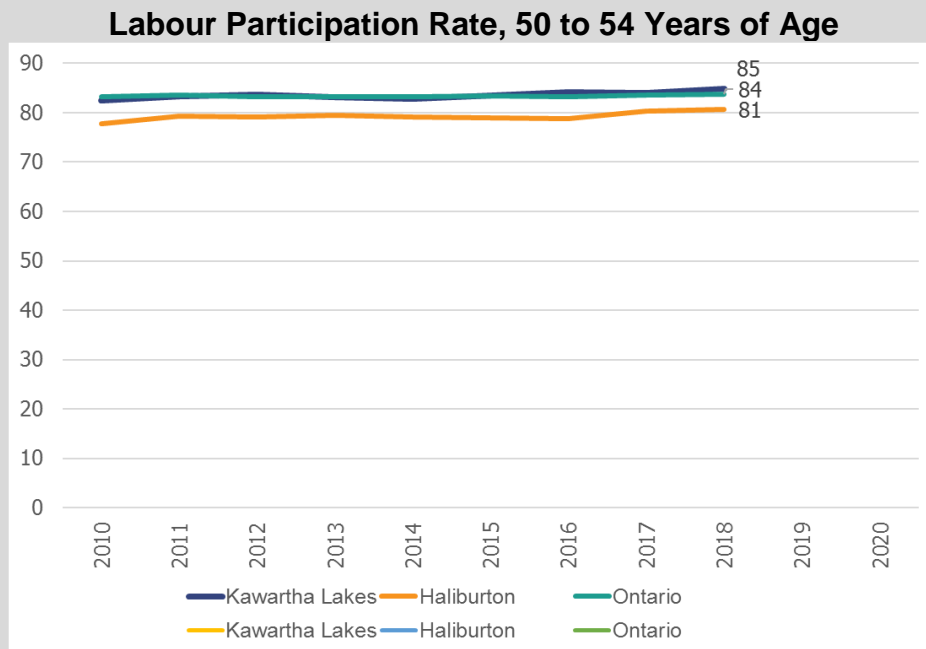


Figure 41: Labour participation rate, 50 to 54 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

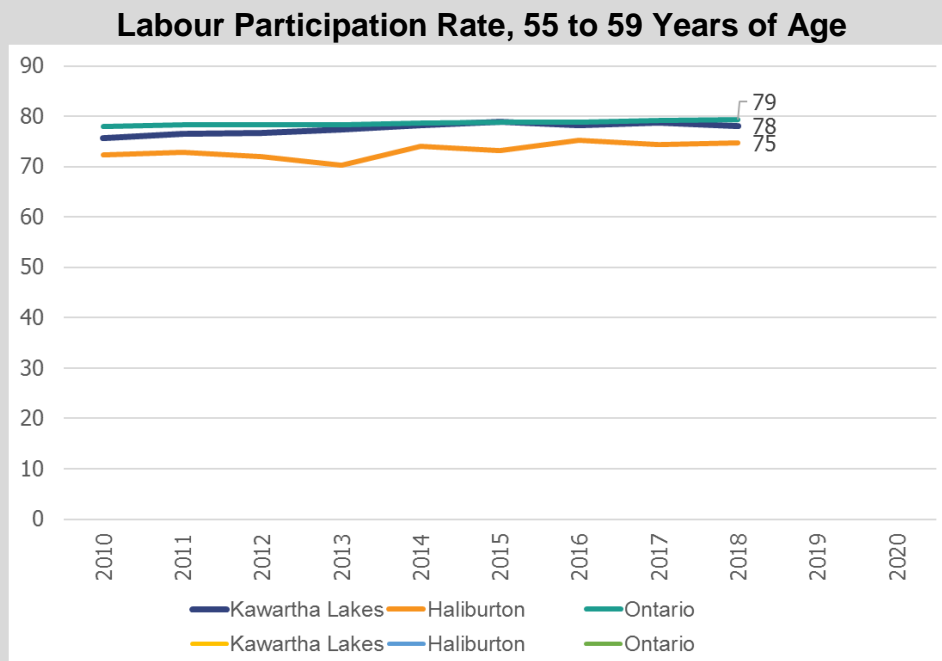


Figure 42: Labour participation rate, 55 to 59 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

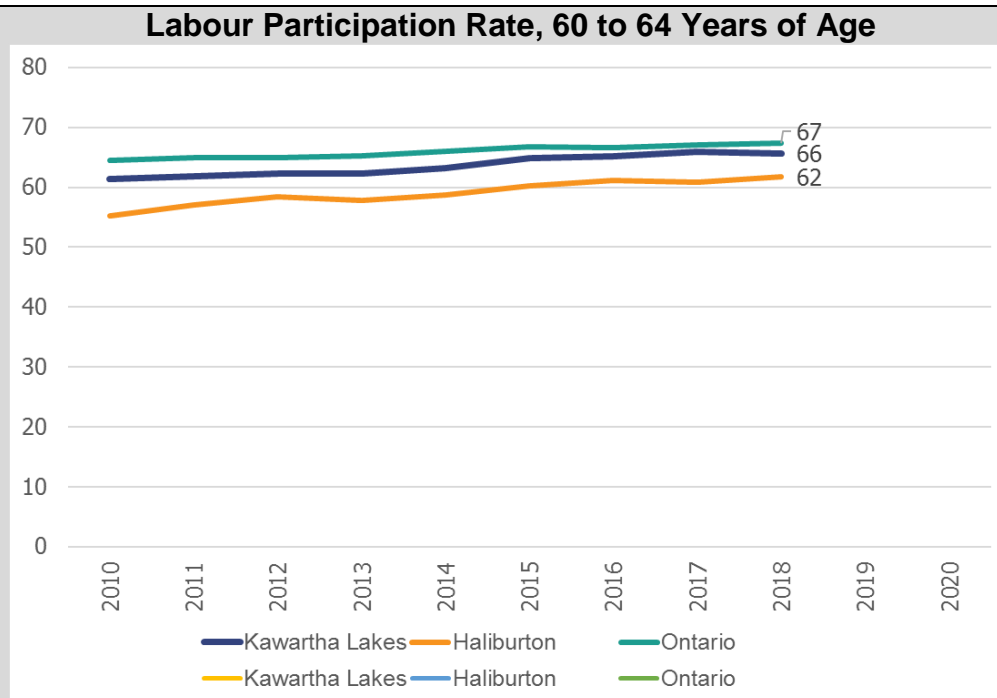


Figure 43: Labour participation rate, 60 to 64 years of age. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

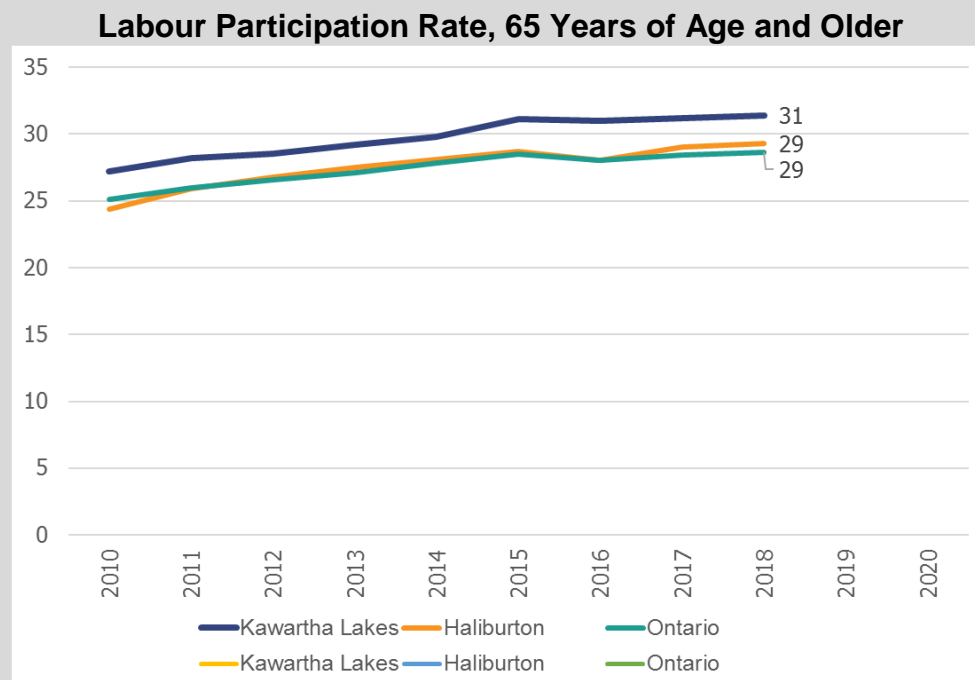


Figure 44: Labour participation rate, 65 years of age and older. (Statistics Canada. Centre for Income and Socioeconomic Well-Being Statistics. T1 Family File. Tax filers and dependents, summary table, income and demographics of individuals, 2010 to 2018., 2010 to 2018)

Yearly OW Rate in 2021 Compared to Various Low Income Measures

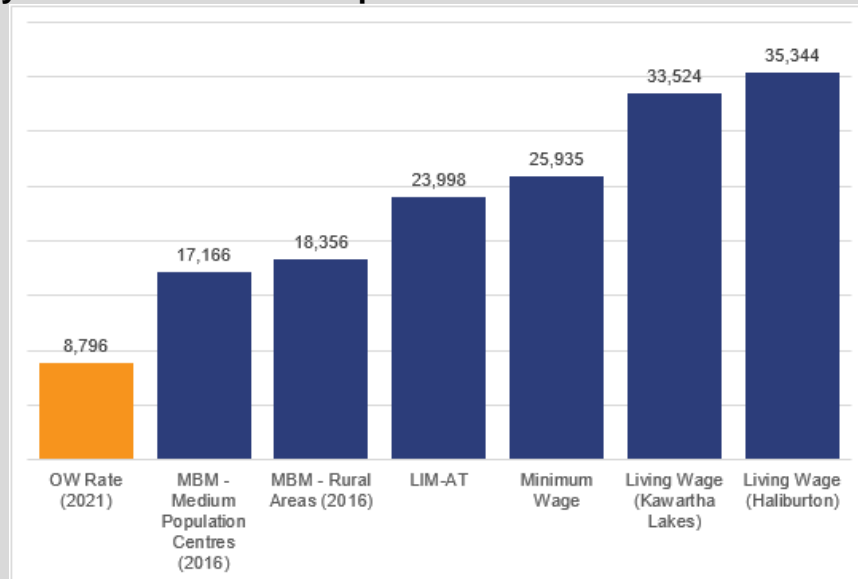


Figure 45: Yearly OW Rate for a Single Person in 2021 Compared to Various Low Income Measures from 2016.

- 8,796 = (343 (OW basic needs for a single person) + 390 (OW max shelter for a single person)) X 12 (*Income Security Advocacy Centre, n.d.*)
- 17,166 – Ontario, medium population centres with a population between 30,000 and 99,999 persons for persons not in economic families (Statistics Canada. Table 4.5 Census of Population, 2016. Market Basket Measure (MBM) thresholds for economic families and persons not in economic families, 2015., 2016)
- 18,356 – Ontario, rural areas for persons not in economic families (Statistics Canada. Table 4.5 Census of Population, 2016. Market Basket Measure (MBM) thresholds for economic families and persons not in economic families, 2015., 2016)
- 23,998 – 2016 low income measure, after-tax (LIM-AT) threshold for a one-person household. (Statistics Canada. Table 11-10-0232-01., 2021)
- 25,935 – 14.25 x 35 hours per week X 52 weeks per year. (Ontario Ministry of Labour, Training and Skills Development, n.d.)
- 33,524 – 18.42 (living wage for Kawartha Lakes) X 35 X 52 (Ontario Living Wage Network, n.d.)
- 35,344 – 19.42 (living wage for Haliburton) X 35 X 52 (Ontario Living Wage Network, n.d.)

Public Transit

Figures 46 and 47 break down the main mode of commuting in the City of Kawartha Lakes and the County of Haliburton from the last census in 2016. A very small 1% of commuting is via public transit. Outside of the urban community of Lindsay there is no public transit available in rural Kawartha Lakes and the County of Haliburton. The lack of public transit options for residents in Kawartha Lakes and the County of Haliburton is a barrier to employment and social inclusion for all. The obstacles to employment and social inclusion become even greater for those participating in Ontario Works when public transit is not available.

Main Mode of Commuting in Kawartha Lakes

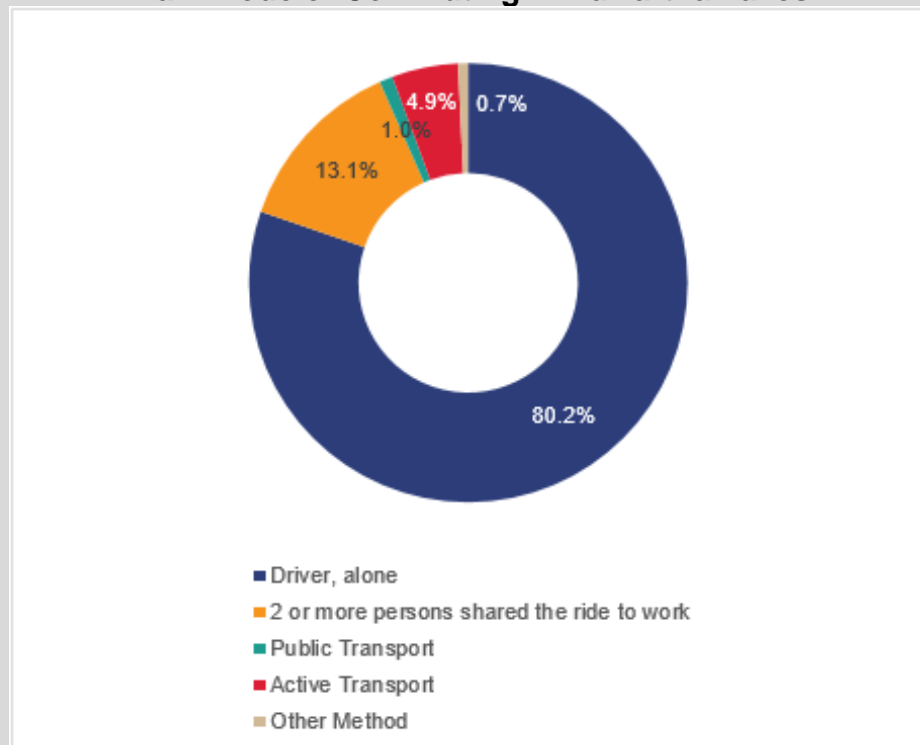


Figure 46: Main mode of commuting in the City of Kawartha Lakes from the 2016 census. (Statistics Canada. *Main Mode of Commuting*, table 98-400-X2016332. *Census of Canada (database)*., n.d.)

Main Mode of Commuting in Haliburton

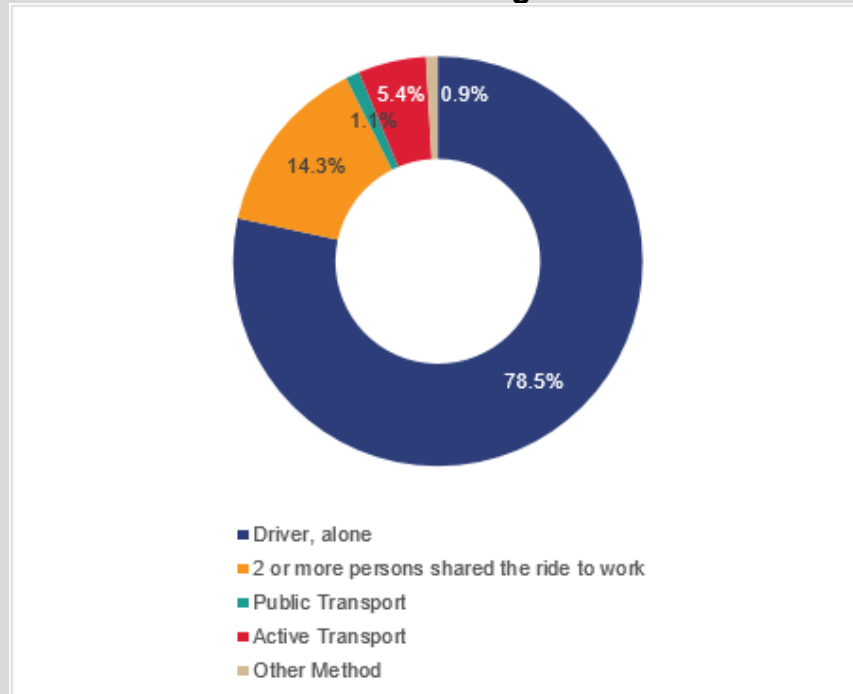


Figure 47: Breakdown of the main mode of commuting in the County of Haliburton from 2016 census. (*Statistics Canada. Main Mode of Commuting, table 98-400-X2016332. Census of Canada (database)., n.d.*)

Education

A majority of residents in Kawartha Lakes and Haliburton County have a post-secondary certificate, diploma or degree (figure 50). Just over 10% do not have a high school diploma though and those individuals will face greater barriers in finding employment. Figure 51 is a visual of the OW caseload by education in the City of Kawartha Lakes and the County of Haliburton. While the overall population in the area lacks a high school diploma at just over 10%, for OW participants that rate increases to over 40% and those with a post-secondary certificate, diploma or degree is 16%.

There are still many opportunities for OW participants without a high school diploma. The Job Demand Report from the Workforce Development Board for July 2021 (figure 53) shows that 15% of job postings in the area were for positions that didn't necessarily require a high school diploma. Supporting OW participants to complete their high school education would unlock additional opportunities for employment. Someone with a high school diploma will often have the capability to meet the necessary skill level for more than 50% of the posted jobs in the area (NOC skill level C and D). Also, the top 10 in-demand skills from the July 21 Workforce Development Board Eye on the Labour Market Newsletter (figure 56) list many skills that are not necessarily related to the highest level education, but much more related to soft skills.

Unfortunately, most of the jobs listed in the top 10 job postings by occupation in Kawartha Lakes and Haliburton County in 2020 (figures 57 and 58) have median

wages less than the living wage. So while more than 50% of jobs are potentially accessible to people with only a high school diploma, many of these jobs are low paying.

Education of the Population 25 to 64 Years of Age

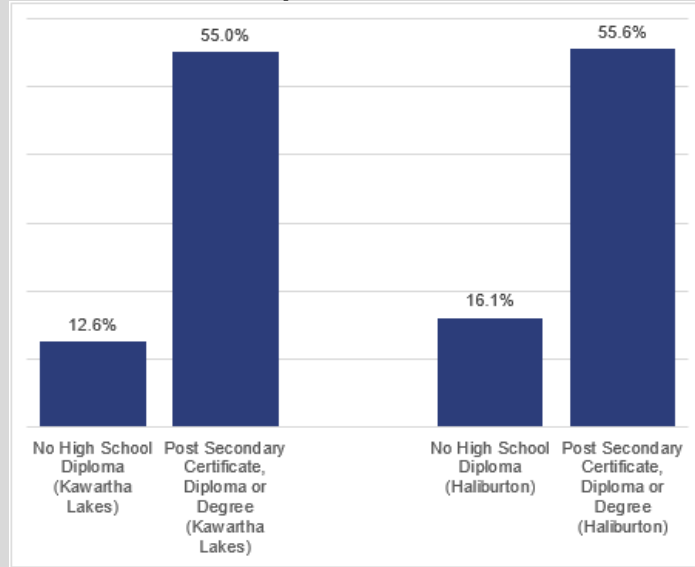


Figure 48: Education of the population 25 to 64 years of age from the 2016 census. (Statistics Canada, 2016)

Number of Integrated Cases by Education Level

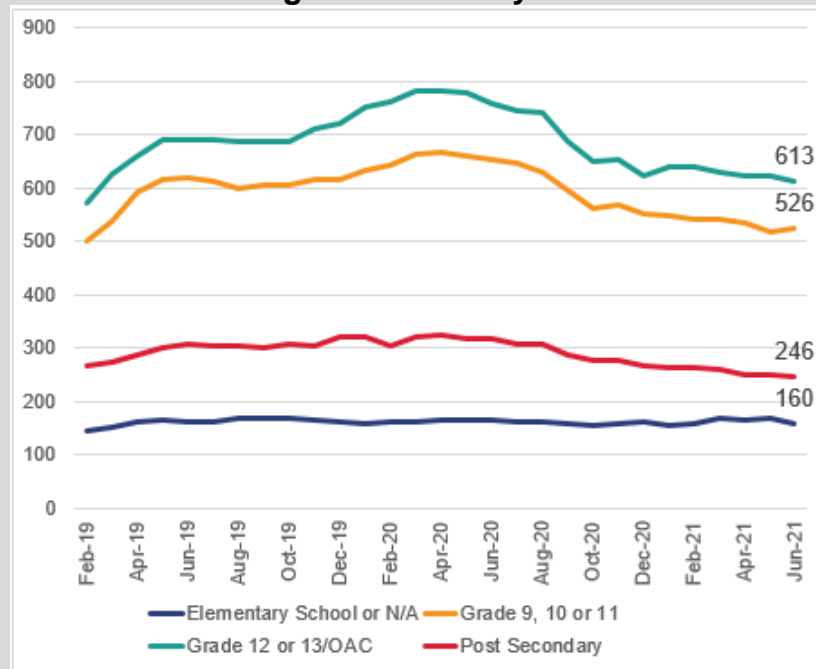


Figure 49: Number of integrated cases in Kawartha Lakes and Haliburton County by Education level. (Ontario MCCSS, 2021)

Job Postings by Skill Level

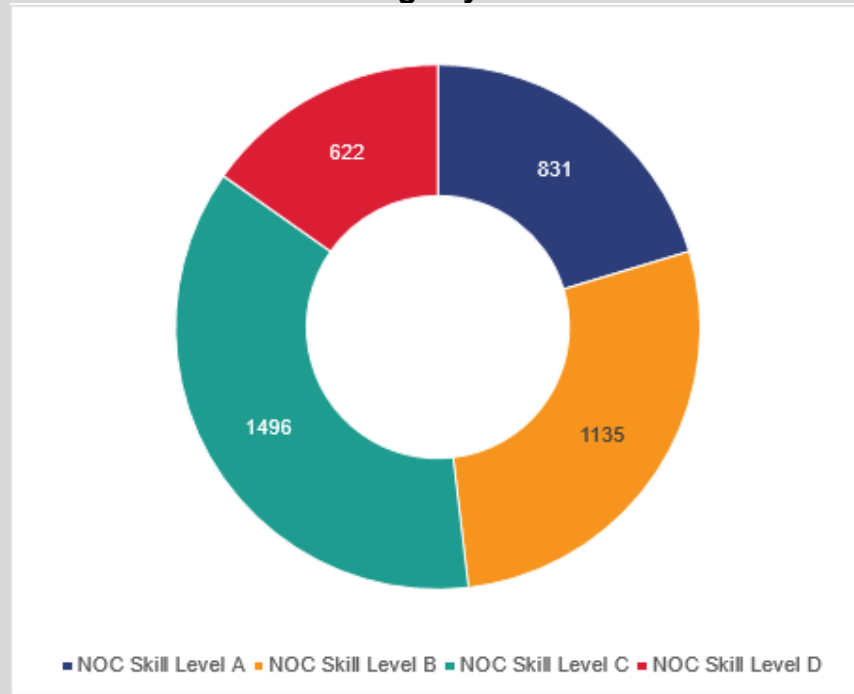


Figure 50: Job Postings by Skill Level in July 2021 in Peterborough, Northumberland, Kawartha Lakes and Haliburton from the July 2021 Workforce Development Board Job Demand Report. (Workforce Development Board, 2021)

1. NOC Skill Level A: professional jobs that usually call for a degree from a university
2. NOC Skill Level B: technical jobs and skilled trades that usually call for a college diploma or training as an apprentice
3. NOC Skill Level C: intermediate jobs that usually call for high school and/or job-specific training
4. NOC Skill Level D: labour jobs that usually give on-the-job training (Government of Canada, 2021)

Top 10 Skills in Demand

	Kawartha Lakes	Haliburton
1	Customer Service	Customer Service
2	Written Communication	Work Independently
3	Attention to Detail	Attention to Detail
4	Teamwork	Teamwork
5	Microsoft Office	Organization
6	Organization	Planning
7	Oral Communication	Microsoft Office
8	Work Independently	Written Communication
9	Time Management	Oral Communication
10	Management Skills	Time Management

Figure 52: Top 10 Skills in Demand in July 2021. (Workforce Development Board, 2021)

Top 10 Job Postings by Occupation in Kawartha Lakes

	Occupation	Number of Postings	Median Wage
1	4412 - Home support workers, housekeepers and related occupations	205	\$ 17.72
2	6421 - Retail salespersons	136	\$ 14.25
3	6552 - Other customer and information services representatives	86	\$ 18.74
4	6711 - Food counter attendants, kitchen helpers and related support occupations	85	\$ 14.29
5	7514 - Delivery and courier service drivers	73	\$ 18.26
6	6564 - Other personal service occupations	67	N/A
7	6731 - Light duty cleaners	61	\$ 15.74
8	4212 - Social and community service workers	59	\$ 23.55
9	3414 - Other assisting occupations in support of health services	58	\$ 17.47
10	6322 - Cooks	55	\$ 14.25
	<div> <div></div> <div>Median wage is less than the living wage in Kawartha Lakes</div> </div> <div> <div></div> <div>Median wage is greater than or equal to the living wage in Kawartha Lakes</div> </div>		

Figure 53: Top 10 Job Postings by Occupation in Kawartha Lakes in 2020. (Workforce Development Board, 2021)

Top 10 Job Postings by Occupation in Haliburton

	Occupation	Number of Postings	Median Wage
1	7452 - Material handlers	34	\$ 18.13
2	4412 - Home support workers, housekeepers and related occupations	30	\$ 17.72
3	6421 - Retail salespersons	19	\$ 14.25
4	6564 - Other personal service occupations	18	N/A
5	6711 - Food counter attendants, kitchen helpers and related support occupations	16	\$ 14.29
6	6731 - Delivery and courier service drivers	14	\$ 15.74
7	7514 - Light duty cleaners	14	\$ 18.26
8	1241 - Administrative assistants	13	\$ 22.91
9	7611 - Construction trades helpers and labourers	10	\$ 21.47
10	6552 - Other customer and information services representatives	10	\$ 18.74
	<div> <div></div> <div>Median wage is less than the living wage in Haliburton County</div> </div>		
	<div> <div></div> <div>Median wage is greater than or equal to the living wage in Haliburton County</div> </div>		

Figure 54: Top 10 Job Postings by Occupation in Haliburton in 2020. (*Workforce Development Board, 2021*)

Internet Access

Internet access is necessary to be connected to the economy in 2021. The Canadian Radio-television and Telecommunications Commission (CRTC) “wants all Canadian homes and businesses to have access to broadband internet speeds of at least 50 Mbps for downloads and 10 Mbps for uploads.” Shown as 50/10 Mbps in figure 37. Again residents of Haliburton County and the City of Kawartha Lakes face an economic disadvantage, lacking access to the necessary internet access as identified by the CRTC. In order to participate in online schooling, banking, employment and business activities, a functional internet connection is required. Another barrier to OW participants meeting their life stabilization goals is unsatisfactory internet infrastructure in Haliburton County and the City of Kawartha Lakes.

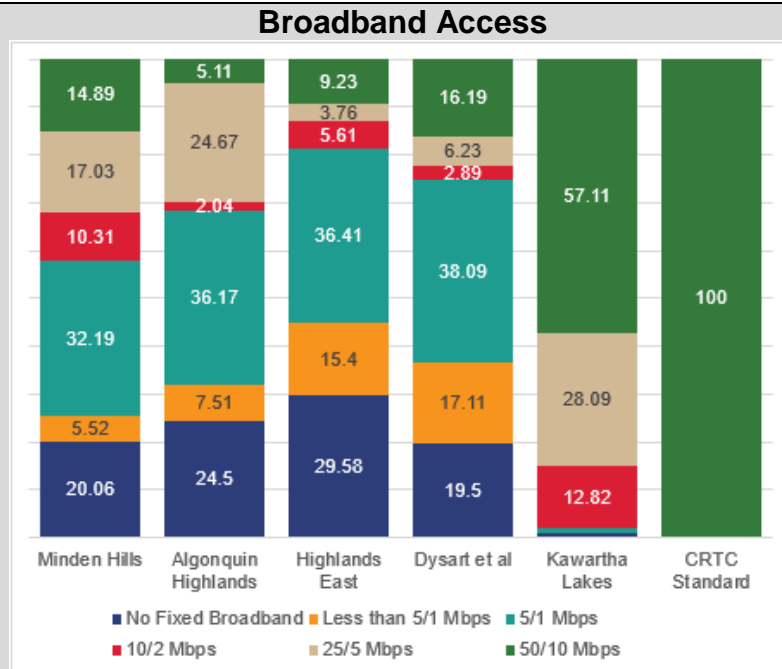


Figure 55: The percent of dwellings based on broadband access. (*Connected North, n.d.*) (*Canadian Radio-television and Telecommunications Commission, 2021*)

Community Partnerships

People who remain on Social Assistance are more distant from the labour market, remain on social assistance longer and require more intensive life stabilization supports and service. Partnerships and participating with community agencies and services are essential in our ability to meet the needs of the people we serve. We need to have the right people providing the right service and ensure we are both aware of and connected to these services.

We have a strong working relationship with our local Ontario Disability Support Program Office Staff.

- We hold regular monthly meetings with management staff and meetings cover service systems, policies and procedures, plans and operational systems.
- We jointly sit on a variety of community committees that support overall service for our community and people we serve
- Our Client Service Workers and Caseworkers are to connect to support case coordination as we serve NDA's and housing supports and services for those in receipt of ODSP.
- We have a File Transfer Standard Operating Procedure to ensure all required information is provided within the expected number of days.

We have a working relationship with our local Service System Manager and Employment Ontario Service Providers

- We hold regular meetings on a variety of levels depending on the purpose or intent of the meeting:
 - Senior Managers
 - Management

- Clients Services Workers to Employment Caseworkers

- We participate in joint training opportunities
- We jointly sit on a variety of community committees that support overall service for our community and people we serve
- Our Client Services Workers and Employment Caseworkers are to connect to support case coordination and address any issues or concerns with respect to referrals, returned referrals
- We share service objectives, information and analysis that supports service planning

We work with a number of service providers in our communities and participate in a number of associations, committees and working groups.

Human Services

- Central East Region Training Table
- Muskoka/Kawartha Leaders Table
- Directors and Administrators Reference Group
- Provincial/Municipal Social Assistance and Employment Committee – Life Stabilization and Employment Sub-Committee
- Provincial Eastern Region 2 Network
- Provincial Employment Services Transformation Community of Practice
- OMSSA 47
- SAMS Business Technology Working Group
- Data Consortium for Kawartha Lakes and County of Haliburton

Housing Stability

- Housing and Homelessness Coordinating Committee
- Homelessness Coordinated Response Team
- Regional, Provincial and OMSSA networks
- A Place Called Home
- Fourcast
- Built for Zero

Employment

- Community Employment Resource Partnership
- Regional and OMSSA Working Groups
- Provincial Community of Practice Groups
- Service System Manager
- VCCS
- Fleming Crew
- Job Quest
- Skills Advance Ontario
- Workforce Development Board

Early Learning and Child Care

- Kawartha Haliburton Community Planning Table for Children Youth and Families (CPT)

- CPT Executive Steering Committee
- Early Learning Network
- Regional, Provincial and OMSSA networks
- Child Care and Early Years Technical Table

Health and Well-Being

- Community Partnerships Leaders Committee
- Situation Table
- Community Safety and Well Being Steering Committees for both Haliburton and Kawartha Lakes
- Kawartha Lakes Haliburton Domestic Violence Coordinating Committee
- Municipal and OMSSA Emergency Services Networks
- Youth Wellness Hub
- Literacy Ontario Central South

Poverty Reduction

- Haliburton/Kawartha Roundtable for Ending Poverty Roundtable

Section 2: Strategies and Outcomes

Performance

- The interim performance metrics are to be used by EST prototype municipalities starting in 2021.
- For determining targets and tracking achievement, the ministry has released a new interactive report which tracks Ontario Works Service Contract metrics for EST sites. The report provides interactive visualizations of relevant metrics to help establish targets for the 2021 service contract and to identify emerging trends over time.

The report currently features data for:

- Ontario Works clients and ODSP non-disabled adults with a completed Common Assessment Module 1
- Ontario Works clients and ODSP non-disabled adults with an active Life Stabilization Action Plan and length of time to create an action plan
- Ontario Works clients and ODSP non-disabled adult referrals to Employment Ontario that were accepted (i.e., ready for employment) by Service System Managers

- Amount of time from Ontario Works intake, or referral to Ontario Works for ODSP non-disabled adults, to referral to employment services.

Enter service strategy and details on setting 2021 targets.

Note: Please use the Supplementary Reporting template (made available in TPON) for identifying a target for each performance metric. The completed supplementary reporting template, including a completed business plan is to be submitted along with the 2021 TPON Budget Form.

Given this is a prototype, EST sites will have the opportunity to adjust targets midway through the year (in October), to reflect the shift in strategies and/or monitoring of outcomes.

The targets and performance described in this Service Plan are completed to the best of staff's ability at the time of review and based on analysis of available data. As this is a transition year and the full transfer of responsibilities have not yet been realized, performance targets are based on our best guess. It is not likely that until the full transition of duties has occurred and we have a full year of performance to measure against, will we be able to more accurately determine our performance metrics.

We use an evidence informed approach to assist with determining service performance levels and the policies and procedures that direct the how and why of our service provision. This transition year it is understood that we do not have the evidence and/or data to make informed decisions or even guesses in some cases. Our service performance for 2021 is completely based on our performance year to date however, as 2021 was a transition year during a pandemic the data cannot accurately be used to predict our performance expectations for 2022.

2022 will likely be a better year to be able to gather service performance metrics on which to set our performance targets for 2023 based on performance and dependent on the ability to be provided with reports that include all ministry required performance related metrics.

Our SSM provides monthly reports and data on the total number of referrals received, number of returns, and the returns per service provider. Kawartha Lakes consistently has the lowest returns for referrals of the total number of referrals for the entire area at 19%. As of August 31, we have referred 58% of our total caseload.

Figure 56 Percentage of Total SSM Referrals and Returns

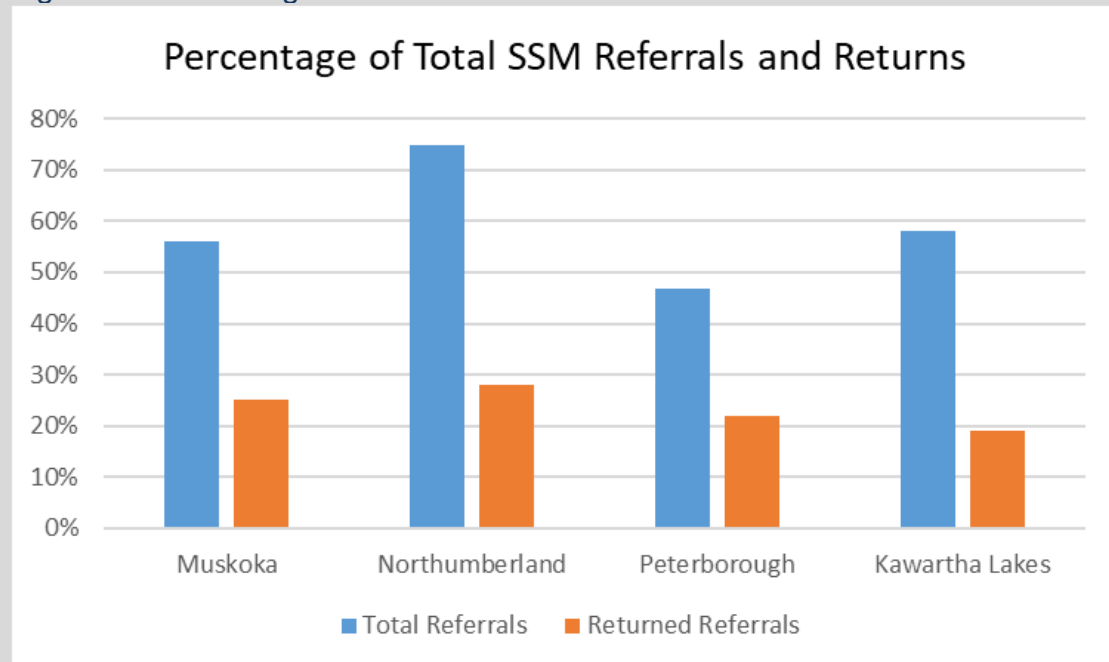


Figure 57 Percentage of Total Caseload Referred as of August 2021

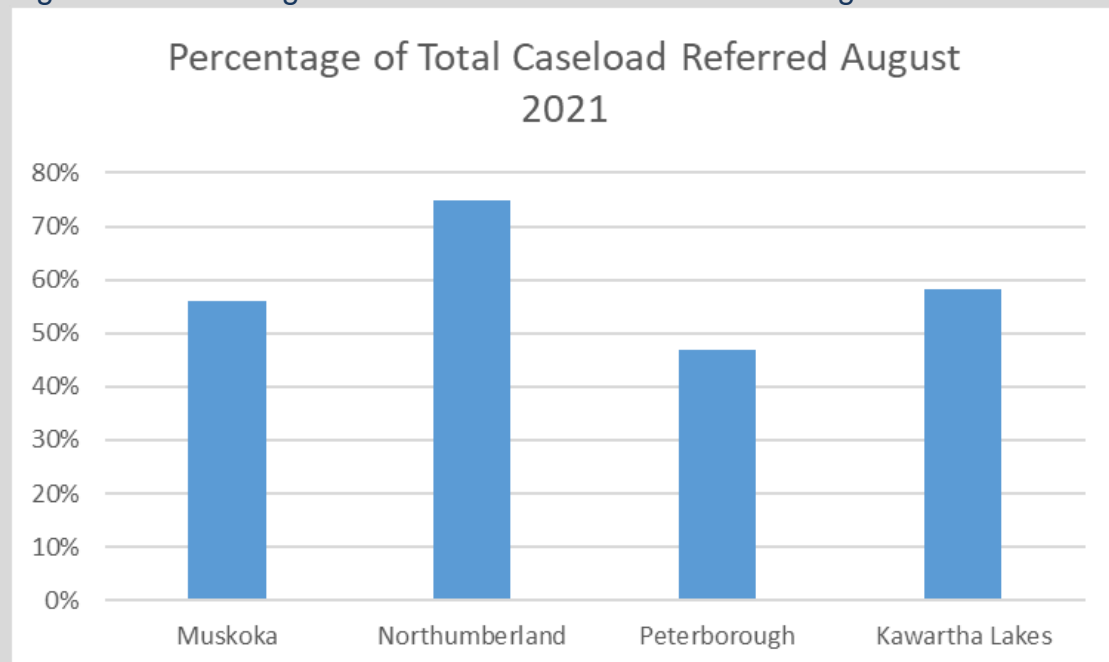
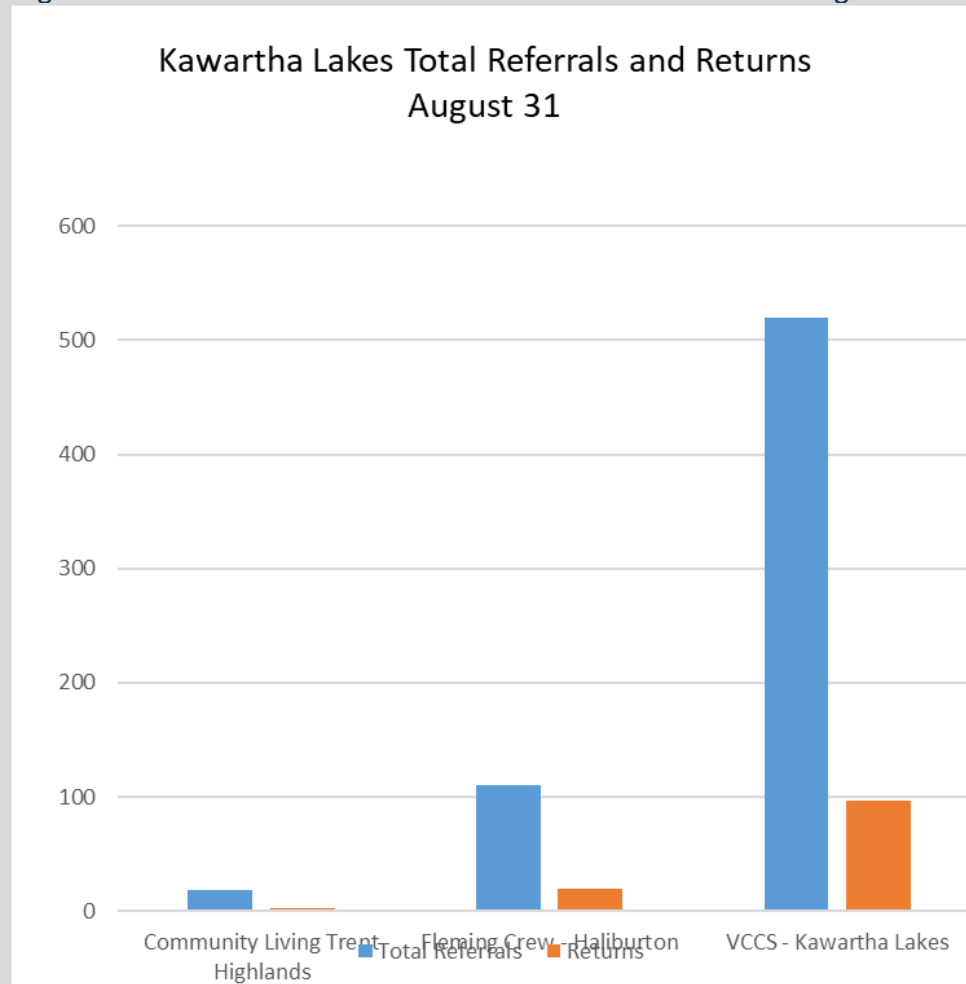


Figure 58 Kawartha Lakes Total Referrals and Returns August 31



Action Steps and Resources

- Outline the key strategies that will be used to achieve 2021 targets. Describe how the proposed strategies will be monitored to determine progress towards the achievement of outcome targets.

Enter monitoring strategies, action steps and resource alignment here.

Note: Details on the strategies used that align with findings from Action Plans and Ministry's priorities can follow in 2022.

The City continues to offer integrated reception services for Human Services programs including housing, homelessness, children's services and Ontario Works. In each of

our two locations, we have staff from multiple programs co-located in order to provide a more coordinated approach to service. Additionally, we revised two separate caseworker roles to a single Client Services Worker role responsible to respond to, provide service for, meets the needs of the people we serve – including those in receipt of social assistance (OW, ODSP, NDA) and low income families and individuals. A main function of this role is service navigation and providing intense and hands on support and services.

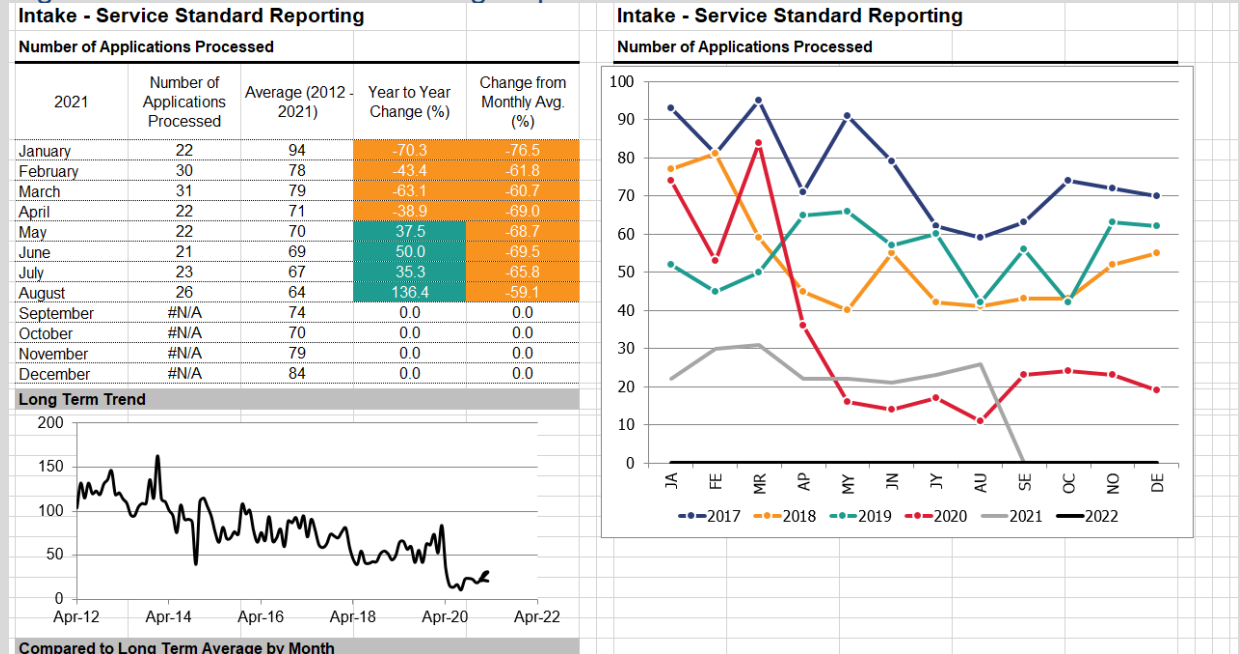
Staff Communication and Information Sharing:

- Revised electronic access and storage of information to support a simplified way to access, search and store information combining all divisions within Human Services
- Monthly Department wide staff meetings
- Monthly CSW technical team meetings
- Weekly CSW case conferencing, system navigation support meetings
- Monthly EO/ODSP/OW related staff meetings and training
- Monthly Management Team Meetings
- Weekly electronic communication and process for storing and locating messages

We have an established process for downloading all relevant performance reports available through SAMS and the SA Extranet. The separation of Caseworker and Supervisor reports continues to require additional administration work as we require several people to access Cognos each month to download the reports. Our preference would be to have the option to determine at a CMSM level, which position/role has access to the reports and the ability to download all reports.

Clerical staff will download reports and do a data drop into an established spreadsheet that will then populate a variety of analysis based reports. For example, data from the operations report is entered into a spreadsheet and each individual section of data is analyzed and includes areas like current year performance, average over past 10 years, year to year change, monthly average change and long term trend (See figures below). These reports are reviewed monthly by the management team and used to support our planning process.

Figure 59 Intake Service Tracking Report



Based on the initial analysis, additional audits and service performance reviews will be completed. The reviews may be qualitative or quantitative in nature and use a variety of tools and approaches for the reviews through a Lean Six Sigma approach. We have a full-time position who will complete the reviews as directed by management staff. The observations made during these reviews will be processed and analyzed by management staff. As a result of these reviews, policies and procedures, training plan or individual staff performance training and direction may be completed.

In May of 2021, we completed a full performance review of our transition plan. The review was both quantitative (number of CAT's completed, Action Plan with Goals and Barriers, etc.) and qualitative (action plans, goals meet direction in management directive, notes are clear, service will have an impact to make a difference, etc.) As a result of that review, additional training was identified for both all staff and individual staff members, management directives were updated and communication and meetings provided to provide clarification and clear direction.

Kawartha Lakes actively participates in activities the support accelerated digital delivery solutions as it supports increasing access and improving service to the people we serve. Participating in the Reloadable Payment Cards (RPC) made it easier for people to receive payment in a timely and effective way. One local bank indicated they will not process or cash Social Assistance cheques unless the person has an account with them causing many people to use cheque cashing businesses each month. With RPC this step is eliminated and the VISA card used does not distinguish people as a person in receipt of assistance. We actively promote Direct Bank Deposit or RPC for all people we serve.

To support ease of access to information for staff, Kawartha Lakes implemented Electronic Document Management in 2020. This supports staff having access to all

client information electronically which supported CSW's while working from home and ensured that staff had access to and referencing the same documentation received. Our process is to have the most recent information uploaded and available which supports client service.

While we do promote the MyBenefits application, over 80% of those we serve do not have access to a phone or have internet services to benefit from this application.

Kawartha Lakes has been participating in Centralized Intake since February 16, 2021. The process has been slow to complete the full transfer and we average under 30% of intakes being completed via IBAU at the end of August. As per provincial roll out, the IBAU was intended to process 70% of all applications. Our service planning for 2021 included and depended upon the IBAU functioning fully as promised.

We expected to only be responsible for processing 30% of all intakes, that the intakes that were processed by the IBAU would be completed fully, include all steps and require no further action from our office. This has not been the case and has negatively impacted our capacity to provide service and implement life stabilization as per our transition plan. Processes and staff deployment continue to have to be adjusted to accommodate both the transfer of full intakes and the need to correct work completed by IBAU. Additionally, it has impacted overall morale as we are continuing the financial administrative tasks, fully responsible for life stabilization and reduced staffing as a result of the reduction in our funding for 2021.

Section 3: Program Management

Note: Details on the service delivery approach, analysis of resources and key program management activities can follow as part of the Service Plan, to be submitted at the start of 2022.

Overview of Learning Supports

- An overview of other strategic learning plans to train staff in the delivery of life stabilization, to achieve program objectives and improve program outcomes (i.e. Supportive Approaches through Innovative Learning (SAIL)).

Please indicate if details are unknown at this time. Further details can follow in 2022.

Enter overview of learning supports here.

- We offer ongoing training to our staff on a variety of topics that supports the transition to new approaches and processes while also refreshing and strengthening the knowledge and experience they have already developed
- Training is determined by the needs and recommendations of staff and in preparation for upcoming transition, specifically for 2021 to the Life Stabilization model

- In addition to staff training, we value and prioritize the ongoing learning of our clients. We continue to look at new ways we can engage clients in SAIL Training which incorporates the Rent Smart Program. This will include a variety of options on how to effectively deliver these programs in a post-Covid environment.
- In 2021, Human Services offered a significant amount of training to support staff in the transition to the Life Stabilization approach. The following training took place in 2021 and will continue throughout the year with specific sessions noted below:
- Mental Health and Addictions:
 Trauma Informed Care
 Mental Health and Substance Use
 Mental Health First Aid
 Impacts of Cognitive Impairment on Participation
 Impacts of Family and Intimate Partner Violence
- Housing and Homelessness:
 Coordinate Access System/VI SPDAT Training
 Private Rental Housing Search
 Residential Tenancy Act
 Community Housing Waitlist and Rent Café
 Homelessness and Housing Stability
 Landlord Engagement
 Homelessness Diversion
 Canada-Ontario Housing Benefit
 Kawartha Haliburton Renovates Program
- Diversity and Other Topics:
 Anti Oppression and Anti-Racism Training
 Rainbow Youth Workshop
 Indigenous Awareness – “Life’s Journey”
 Anti-Human Trafficking and Victim’s Services Supports
- Soft Skills:
 Self Care and Compassion Fatigue
 Motivational Interviewing
 Case Management Standards and Practices
- SAMS/OW Program Specific
 Directive Training – 3 sessions
 Common Assessment and Action Plans
 Centralized Intake - rollout

Strategy to Deliver French Language Services

- A strategy to ensure active delivery of French Language Services within designated communities.

We are not French Language Services designated community.

Business Practices
<ul style="list-style-type: none">• A description of how any changes, if required, will be made to business practices to meet standards for performance to comply with program policy (e.g. developing local policies to support program delivery).

Enter changes to business practices here.

Note: Details on Business Practices that align with findings from lessons learnt and Action Plans can follow in 2022.

It is the responsibility of the Department to review Ministry priorities, legislations and regulations and determine and define the overall approach to service, develop business practices. The following are a number of tools used that communicate the departments vision and plan and provide direction for staff – the intent is to ensure service provided aligns with the Department's vision, Ministry priorities and is evident in all aspects of the department's service.

Management Directives, Policies and Procedures:

- Service Principles – It was important to provide clarity on our service principles that both set performance standards and provide clear direction for staff on the why behind what we do.
- Request for Service Management Directive – In order to meet our service and performance expectations, direction is provided on the process for responding to incoming requests for service including intakes from IBAU
- The Assessment Process – The purpose of the assessment is to gather evidence and information that will assist and support both the person and CSW in identifying and discussing key life stabilization goals that the person wants to address. The CSW role is a facilitator of coordinated service and delivery as a system navigator supported by a responsive and achievable action plan developed based on the person's needs and circumstances and developed by/with the person. A variety of tools are available to support the assessment process. Note assessment is about a process which occurs over time – it is not about a single tool or point in time.
- Action Plan – Based on the results of the detailed assessment, the Action Plan will identify and track the individuals' goals, strengths and barriers using the life stabilization framework. Goals are established as a step towards improving life circumstances, including, but not limited to, employability, housing stability, health and employment readiness. These must be linked to the results of the assessment process.
- Life Stabilization Benefits – Life stabilization focuses on enabling individuals to gain self-sufficiency, addressing preparatory and/or urgent needs through referrals to health, legal, crisis response, social supports, family support and other human services. Supports and benefits are aligned with evidence informed, strength-based and person-centred strategies, practices and approaches.

Supports and benefits offered through life stabilization are:

- Aligned with evidence informed, strength-based and person-centred strategies, practices and approaches
- Transparent and consistent approach to the provision of client-centred support and services to provide the opportunity for improved life stabilization for all
- Benefits are not intended to address ongoing expense or need that is not being met because of income level. They are not a response to systemic poverty.

- Life stabilization benefits adopt a more holistic view of opportunities to understand and enhance stability. The following diagram represents one example of a comprehensive view of Life Stabilization and activities, support, activities and resources may be provided to support any of the identified areas below:



- The range of benefits that may be considered under Life Stabilization include, but are not limited to the following.
 - necessary transportation (that is not medical related for social assistance recipients; or employment-related and eligible for consideration through Employment providers) to support stabilization and enhance access to community programs/supports and housing search;
 - short-term (3 months) reasonable broadband / telephone expenses for homeless to support access to the By Name List;
 - minor fees or registration or tuition fees (e.g. certification charges, short training costs) that directly supports life stabilization (not employment related);
 - mandatory secondary school supplies (excluding dependent children);
 - shelter cost arrears or deposits (may include rent, mortgage, utilities, heat, taxes);
 - moving costs;
 - critical home appliance / furnishing expenses to establish a new residence obtaining mandatory government identification – birth certificate, photo ID;
 - Social inclusion and specialized intervention activities
- Other expenses related to the achievement of stabilization action planning
- For any life stabilization benefit or need that is specifically health-related, staff may access as per the Discretionary Benefit Management Directive.

Additionally, the following business processes were revised/adjusted to support the new priorities while building on lessons learned and increasing staff capacity to deliver the programs and services as designed (additional details on topics below may be found in the responses provided in the other response categories above):

- Staff Capacity – intense training and direction provided, support required for staff to navigate this fast paced transition and work through the difficult transition from a strong compliance based financial administration approach to an intense, responsive and support individualized service approach. It is about supporting staff moving from a state of conscious incompetency (that feeling of no longer being sure of what one is doing) to unconscious competency again.
- Revised and updated referral process with EO/ODSP partners
- Adjusted intake process as a result of reduction in expected IBAU completed intakes and adjusted to continue to include time to process applications completed by IBAU (processing and signing of forms, gathering additional information, completing data entry in SAMS)
- Revised NDA referral process
- Provided training, direction and information for changes to process for completing notes in technology, redefining action plans, goals, barriers and participation benefits issued at completion of May audit
- Reviewed and revised approach for deferrals from action planning
- Intense training to support staff – provided training on additional more trauma informed training
- Updated and revised clerical duties and responsibilities
- Reviewed and combined previous Caseworker and Community Housing Support Worker duties and responsibilities to Client Services Workers
- Set up, designed and implemented manual reports to capture services provided and captured new performance metrics
- Revised process and policies around case conferencing and relationships with our community partners
- Revising how we determine staff/demand based on a “Person Count”
- Revising the process for how requests for service are received and processed