



	REPORT No.: 2019-32
MEETING DATE: JUNE 20, 2019	DATE PREPARED: JUNE 3, 2019
SUBJECT: ONTARIO WORKS SERVICE PLAN 2019-2020	

RECOMMENDATION

THAT with respect to Report No. 2019-32 (Client Services Division) we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the draft TBDSSAB Ontario Works (OW) Service Plan: 2019-2020, as presented;

AND THAT we direct the Chief Administrative Officer (CAO) to submit the approved TBDSSAB OW Service Plan: 2019-2020 to the Ministry of Community and Social Services.

REPORT SUMMARY

This report outlines the Ontario Works Service Delivery Plan for the planning cycle 2019-2020.

The report has four sections to report on.

The first is the Vision and Mandate of the OW program and the work that TBDSSAB has done in alignment with the Ministry's mandate.

The second section is the environment scan that illustrates target outcomes from the previous planning cycle 2018-2017 as well as caseload and District demographics.

The third section discusses the TBDSSAB strategies in order to strengthen target outcomes, and;

The final section outlines program delivery and management.

BACKGROUND

Service System Managers are required to submit an OW Service Plan to the Ministry for each two-year funding cycle.

COMMENTS

This Report includes internal data as well as external data obtained through research. The external data is an important component of service system planning as Administration endeavors to maintain a current understanding of environmental factors potentially influencing service delivery and client performance outcomes. Attached for the Board's approval is the draft OW Service Plan for 2019–2020. The draft Plan provides an overview of the Board's achievements over the 2017-2018 service cycle, the environmental factors influencing service delivery and client outcomes, and the service delivery strategy for 2019-2020.

FINANCIAL IMPLICATIONS



As prescribed.

CONCLUSION

It is concluded that the draft TBDSSAB OW Service Plan: 2019-2020 be approved as presented and submitted to the Ministry as TBDSSAB's official OW Service Plan for 2019-2020.

REFERENCE MATERIALS ATTACHED

Attachment #1: OW Service Plan 2019-2020

PREPARED BY:	Jennifer Lible, Manager, Client Services Division The District of Thunder Bay Social Services Administration Board
APPROVED / SIGNATURE:	 William (Bill) Bradica, Client Services Division The District of Thunder Bay Social Services Administration Board
SUBMITTED / SIGNATURE:	 William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board



**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

Ontario Works Service Plan

2019 & 2020



Table of Contents

Ontario Works Vision and Mandate.....	1
Section 1: Environmental Scan	6
Section 2: Strategies and Outcomes.....	42
Section 3: Program Management	48

ONTARIO WORKS SERVICE PLAN TEMPLATE

Note: This template includes items for delivery partners to consider when undertaking service planning. Delivery partners may submit Service Plans using this template or in an alternate format. Approval of the Service Plan requires that sufficient supporting information is presented to meet Ministry standards for approval.

Delivery Partner:

For the two-year period: 2019 & 2020

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 achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.

Mandate

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

- recognizes individual responsibility and promotes self-reliance through employment;
- provides financial assistance to those most in need while they meet obligations to become and stay employed;
- effectively serves people needing assistance; and
- 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, education and social services to create new opportunities for clients. The Service Plan provides an opportunity for delivery partners to demonstrate linkages between local service delivery and Ministry priorities.

Enter specific activities and strategies here to address the following key Ministry priorities in 2019-20:

As part of the Service Plan, Ontario Works delivery partners will articulate how they will undertake to address the following Ministry priorities for the current business cycle:

1. Improving Employment Outcomes – as outlined in the Ministry’s memo dated April 17, 2019, the Ministry is establishing more ambitious employment outcome targets with delivery partners to encourage continuous improvement within the program. Activities may focus on a combination of:

- a. Improvements to service design and delivery of employment supports.

The District of Thunder Bay Social Services Administration Board (TBDSSAB) has, and will continue to complete internal process reviews to ensure that resources are targeted to assisting participants in finding an employment path and building towards success. TBDSSAB has recently filled permanent caseworker vacancies to reduce the caseload of clients to caseworker ratio in order to ensure each client is supported towards employment.

- b. Enhanced coordination and communication between Ontario Works and Ontario Disability Support Program (ODSP) delivery offices within the service area, including transfers between programs, business protocols, shared case management when appropriate, and expanded and strengthened access to employment services for non-disabled ODSP clients, and people with disabilities.

TBDSSAB reviewed the Joint Implementation Procedure with the ODSP partners in the District to update the Referral Protocol to Ontario Works (OW) for applicants, non-disabled spouses and dependent adults. The review was completed and a new process was launched in November 2018. The new procedure ensures open communication and leads to appropriate referrals for employment support from OW.

TBDSSAB has worked closely with its ODSP partners to ensure that the transfer of files for applicants deemed disabled, occurs in a timely manner. Where a transfer is not possible due to missing client information, communication is ongoing between the OW program staff and the ODSP program staff in order to problem solve.

- c. Enhanced coordination and communication with Employment Ontario service delivery offices to support Ontario Works recipients in accessing an expanded range of employment and training services.

With regards to employment delivery, TBDSSAB has access to “supply” (employee). In order to understand and access the “demand” (employer), a partnership with the Ministry of Training, Colleges and Universities (MTCU) has begun. Currently explorations into MTCU’s role vs. TBDSSAB role is happening.

As well, The Northwest Employment Works (NEW), an Employment Ontario (EO) provider, provides on-site individual employment services bi-monthly to our participants. This allows Social Assistance Participants the chance to meet at the local OW office with an employment counsellor. Referrals are also made for participants to the EO office site. The YES Employment Services office also partners with TBDSSAB and offers Career Fairs one day a month on site (at TBDSSAB headquarters). This allows clients the ability to connect with EO Services and review the available job postings.

2. Leverage Local Economic Development – activities/approaches to collaborate with local economic development organizations, employers and other stakeholders to identify opportunities for Ontario Works clients to access available skills training, work experience, and new jobs.

TBDSSAB is working in partnership with OW Administrators and economic advisors in First Nations communities who are in close proximity to the District’s communities in order to capitalize on training and employment opportunities.

TBDSSAB is a member of the Central Planning Table of the Local Employment Planning Council (LEPC). The Central Planning Table is the advisory body of the LEPC, and representative of the varied community and stakeholder interests within the region of Thunder Bay. Participation at this table links TBDSSAB to other employment delivery services, educational and literacy partners and employment and labour market groups. These include groups such as the Thunder Bay Chamber of Commerce, the Thunder Bay Community Economic Development Commission, the Northern Policy Institute, the Ministry of Training Colleges and Universities, the Thunder Bay Indigenous Friendship Centre and the Thunder Bay Multicultural Association. Ongoing participation at this table allows TBDSSAB to remain current with economic changes and economic trends.

The TBDSSAB participates in the Employment Plus subject matter working group that brings together all local employment, literacy and educational service providers to share updates in programming for participants.

TBDSSAB is presently in discussions with MTCU and examining a potential partnership through the Ontario Labour Market Partnership Program, with the goal of increasing the labour potential of OW recipients.

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 social assistance and marginalized or disadvantaged groups across service sectors including: health, developmental services, housing and child care.

The Transitional Outreach and Support Workers (Transition Outreach - formerly Emergency Hostel Outreach Workers) connect with applicants, participants and those who identify as homeless (clients), in the community. A Service Prioritization Determination Assessment Tool (SPDAT) is used to assess one's ability to obtain and maintain housing without intervention. The outcome of the tool is used to rank clients for possible placement on TBDSSAB High Needs Homeless wait list for Rent Geared to Income (RGI) housing. As well, the outcome of the tool is used to identify needed community supports and a referral for intensive case management through the TBDSSAB Home for Good Program in partnership with St. Joseph's Care group and Dilico Anishinabek Family Care. The Transition Outreach Worker then connects the client to the identified community supports. In 2018, TBDSSAB expanded this service to clients in receipt of ODSP, as well as non-social assistance recipients throughout the District who identify as homeless. As well, the service has expanded outreach to other community resources in addition to the City shelters.

June Steeve Lendrum Court / Family Resource Centre provides housing and support services to young mothers on OW, between the ages of 16-24 years who are pregnant or who have a child less than six years of age. Many of the mothers are referred by Dilico Anishinabek Family Care who provides a range of responsive individual, family and community programs for Indigenous people. Mothers are also referred by The Children's Aid Society of Thunder Bay with a vision to develop, through collaboration, a community where all children grow up with a sense of belonging, in a safe and nurturing environment. The Centre is comprised of a partnership between TBDSSAB and Dilico Anishinabek Family Care Children's Mental Health Services. This 24 unit, 100% RGI building has an on-site Coordinator, Intensive Child & Family Worker, Daycare facility, and access to the Property Management Officer and Tenant Support Coordinator who collectively work together to see thriving tenancies and thriving families. Families are empowered to value their strengths and contribute to their community.

TBDSSAB refers participants who qualify to Single Adolescent Mothers/Mothers in Search of Learning (SAM/MISOL) through the Lakehead District School Board. The Thunder Bay District Health Unit (TBDHU) coordinates the pre-natal program geared to teens.

After a student delivers her baby, she continues her studies using facilities present in the room to care for her infant. Upon completion of the semester, the student is encouraged to re-enter her home school, however, if the student prefers to remain in the program, she is then transferred to the MISOL program where daycare may be provided by TBDSSAB. Daycare is provided for infants and children on a limited basis. A caseworker from TBDSSAB provides on-site support to OW participants.

In June 2017 TBDSSAB partnered with the TBDHU to offer families with children referrals to the Ontario Healthy Smiles Program. Once a family agrees to a referral, the TBDHU follows up with the family and arranges appointments for children from infant to 18 years of age. There were 92 referrals from June to December 2017, 159 for 2018, and 41 to April 30, 2019.

TBDSSAB joined the Thunder Bay Situation Table in the fall of 2017. The Table is a community-led initiative that brings together more than 42 representatives from across sectors including mental health, addiction, justice, social services and education to help those at “acutely-elevated risk of harm or victimization. Ontario Situation Tables use a Risk-Driven Tracking Data Base (RTD) that align with other jurisdictions across Canada to allow for National comparatives. The RTD provides a standardized means of gathering de-identified information on situations of elevated risk for communities implementing multi-sectoral risk intervention models, such as Situation Tables. As of March 2019, 47 sites across Ontario have been on-boarded to the RTD with 55 expected by December of 2019. Recently, the Northshore Situation Table and the Nipigon Situation Table have been on-boarded to the RTD. This data will be very useful in identifying priority risks and planning strategies to reduce prioritized risk factors. TBDSSAB is a member of the Thunder Bay Situation Table, the Northshore Situation Table, Nipigon Situation Table, and is looking into becoming a member of the Greenstone Situation Table.

TBDSSAB is also a partner in the Thunder Bay Coordinated Housing Access Table (CHAT) in order to ensure all residents have the same access to housing and housing supports.

TBDSSAB is exploring potential partnerships with health organizations within the District to ensure full support is available to participants. The Norwest Health Clinic is home to a Safe Injection site. TBDSSAB intends to collocate a Transition Outreach staff on site.

4. Strengthen Program Accountability – as outlined in the Ministry memo dated April 17, 2019, the Ministry will be introducing new 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.

TBDSSAB is continuing its internal process reviews in order to ensure resources are allocated to the most value added activities to assist the client. Recently, the intake and Verification Interview (VI) processes were reviewed and changed to make it easier to apply for OW and to refocus VI activities on strengthening employment plans.

An additional process review for part 2 of the application process is exploring how to engage applicants in employment activities upon their first meeting. It is expected that participants will enjoy greater employment outcomes in a timelier manner if they are dealing with one caseworker and are only referred to the employment team with a specific goal in mind.

Process reviews examining outcome plans, the timing and use of the Employment Readiness Scale (ERS) and referrals to the employment team is also in progress and as a sub process review to the Employment and Training Services process review.

Section 1: Environmental Scan

Service Delivery

- An analysis of the previous service planning cycle focusing on whether or not outcome targets were achieved, the strategies that seemed to work well, and those that did not.
- Focus on both internal organizational and identification of external influences such as political climate, social and economic environment, demographic trends, geographic and climate-induced influences that may impact service delivery over the next two years.

For the planning cycle of 2017 – 2018 TBDSSAB set targets and achieved the following results.

Average Monthly Employment Earnings Per Case 2017					
	Q1	Q2	Q3	Q4	Avg.
Target	727	727	753	777	746
Actual	742	732	769	779	755

Percentage of Caseload with Employment Earnings 2017					
	Q1	Q2	Q3	Q4	Avg.
Target	10.12%	9.90%	12.00%	11.94%	10.99%
Actual	10.17%	10.07%	10.98%	11.48%	10.68%

Average Monthly Employment Earnings Per Case 2018					
	Q1	Q2	Q3	Q4	Avg.
Target	746	739	777	787	762
Actual	741	711	724	776	738

Percentage of Caseload with Employment Earnings 2018					
	Q1	Q2	Q3	Q4	Avg.
Target	10.27%	10.17%	11.09%	11.59%	10.78%
Actual	10.81%	10.67%	11.59%	11.79%	11.22%

2017 TBDSSAB exceeded the target for Average Monthly Earnings for case, and while falling short of target for percentage of Caseload with Employment Earnings, exceeded in Qs 1 and 2.

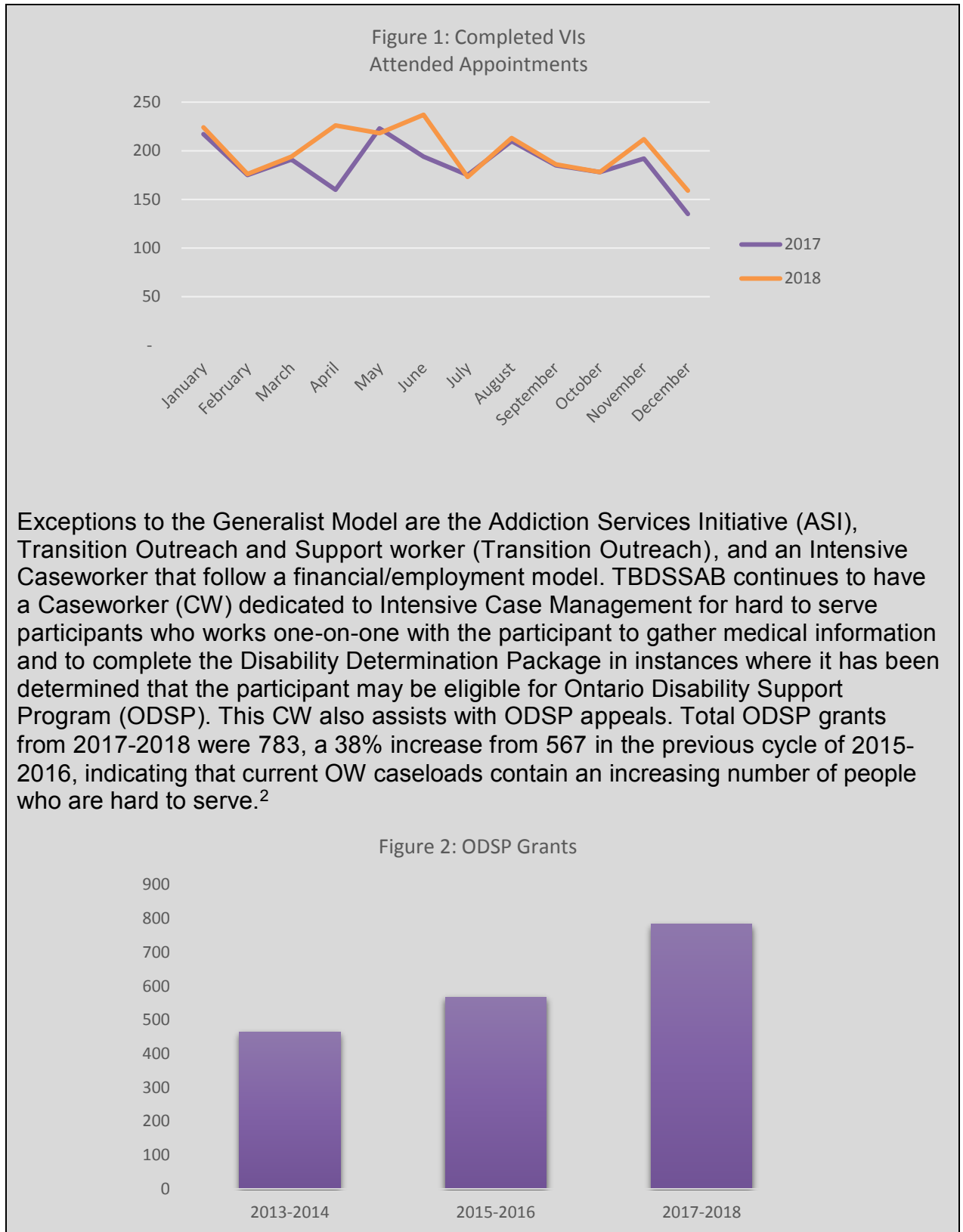
2018 TBDSSAB exceeded the target for Percentage of Caseload with Employment Earnings and fell short in Average Monthly Earnings.

In 2016, TBDSSAB implemented new employment tools:

1. Modified University of Rhode Island Change Assessment (M-URICA) which assisted with determining a possible employment path that would lead to assessing the participant's employment readiness, through the Employment Readiness Scale™;
2. Employment Readiness Scale™.

TBDSSAB employs a Generalist Model of Case Management in which each caseworker manages the case from VI to exit/case closure. Once a case is assigned, caseworkers are responsible for booking daily appointments (other than VIs), allowing them to manage Participation Agreements (PAs) and increasing flexibility to maintain a participant focused approach to service delivery. In total, caseworkers completed 4,631 VIs in 2017 and 2018.¹

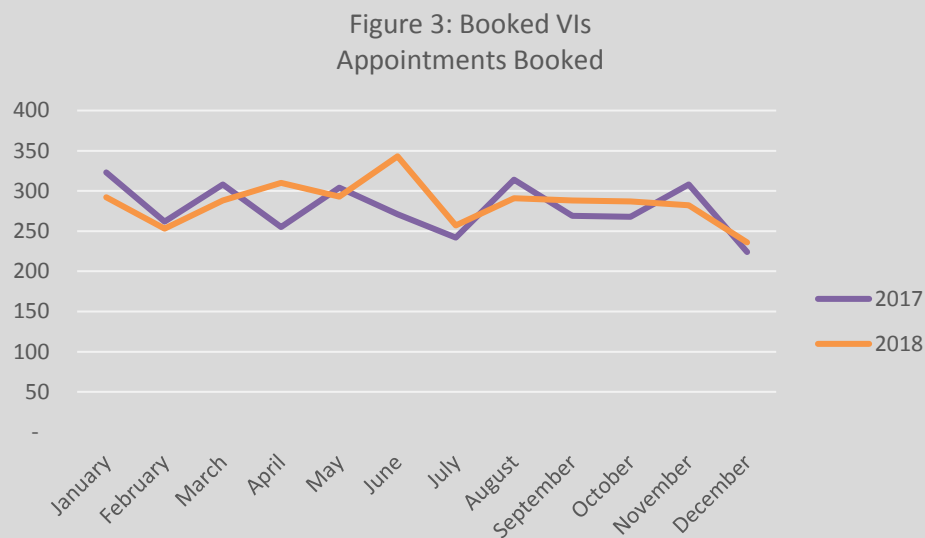
¹ From TBDSSAB Scheduling Software Reports



² Social Assistance Management System. 2017-2018.

In 2018 TBDSSAB undertook a process review to ensure that the VI process was client-centered. From this review, a new VI process was launched in 2019 in which our integrated Intake team schedules appointments for applications and gathers basic information if the person is known to the Social Assistance Management System (SAMS). If they are unknown, Intake staff register them. The applicant then completes a face to face application appointment directly with a CW in which they only need to “tell their story once”.

Between 2017 and 2018, an average of 282 VIs were booked per month.³

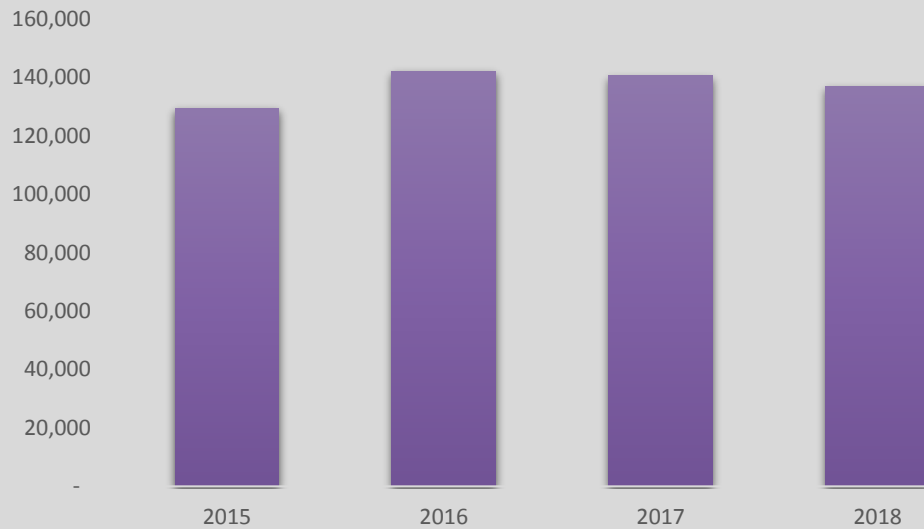


TBDSSAB continues to excel with a holistic and integrated Intake that assists participants with navigating computers, and with applications for TBDSSAB programs. Between 2017 and 2018, the TBDSSAB main office saw an average of 11,569 individuals through the doors each month.⁴

³ From TBDSSAB Scheduling Software Reports.

⁴ From TBDSSAB Foot Traffic Counter Reports.

Figure 4: People Through the Doors at TBDSSAB Main Office
2015 to 2018



TBDSSAB continues to offer the Housing Security Fund (HSF) under the Community Homelessness Prevention Initiative (CHPI). The HSF is geared towards the needs of individuals residing within our service area, and is accessible to individuals who meet income threshold limits, including those in receipt of OW, ODSP, and also non-social assistance recipients.

Political

In accordance with the *District Social Services Administration Board Act 1990*, TBDSSAB represents 15 member municipalities and the unincorporated areas. The Board is comprised of 13 board members appointed by the municipalities, and one elected member representing the Territories without Municipal Organization (TWOMO).

Demographic Shifts in Population

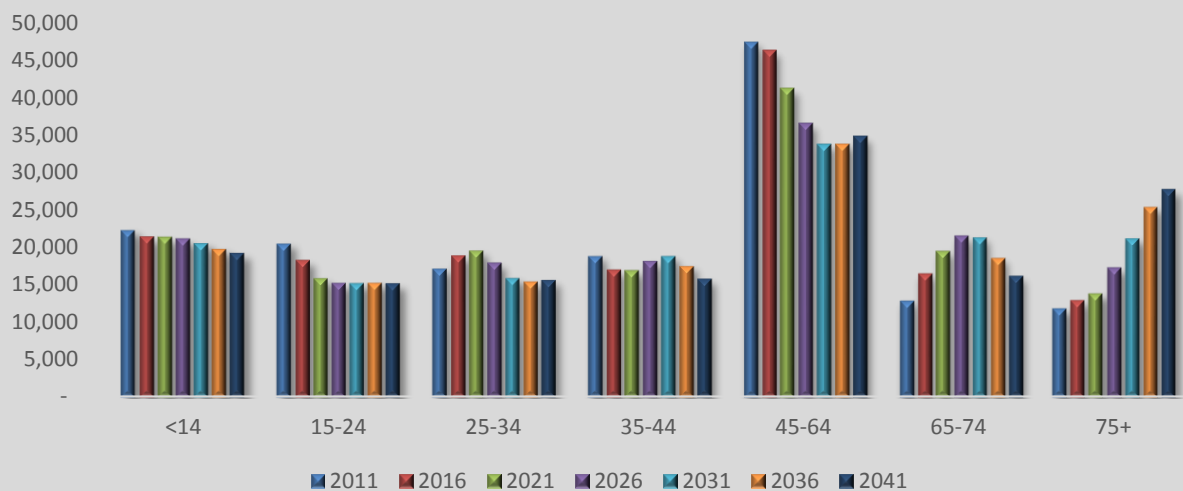
TBDSSAB's service area spans a geographic area of 103,723 square km and covers a population of 146,048 persons. According to 2016 Census data, the District of Thunder Bay's population remained stable, with a decline of only nine (9) individuals between 2011 and 2016, while the population of Ontario during the same period increased by 4.6%.⁵

Census information shows an aging population for the North. The percentage of the population aged 65 and older in Ontario was 16.7% in 2016, while in the District of Thunder Bay this demographic represented 19.4% of the population, which is a 2.8% increase from 2011. The Ministry of Finance projects the senior population will continue to grow into 2041 with the aging of the boomers.⁶

⁵ Source: Census profiles 1996-2016

⁶ Ibid.

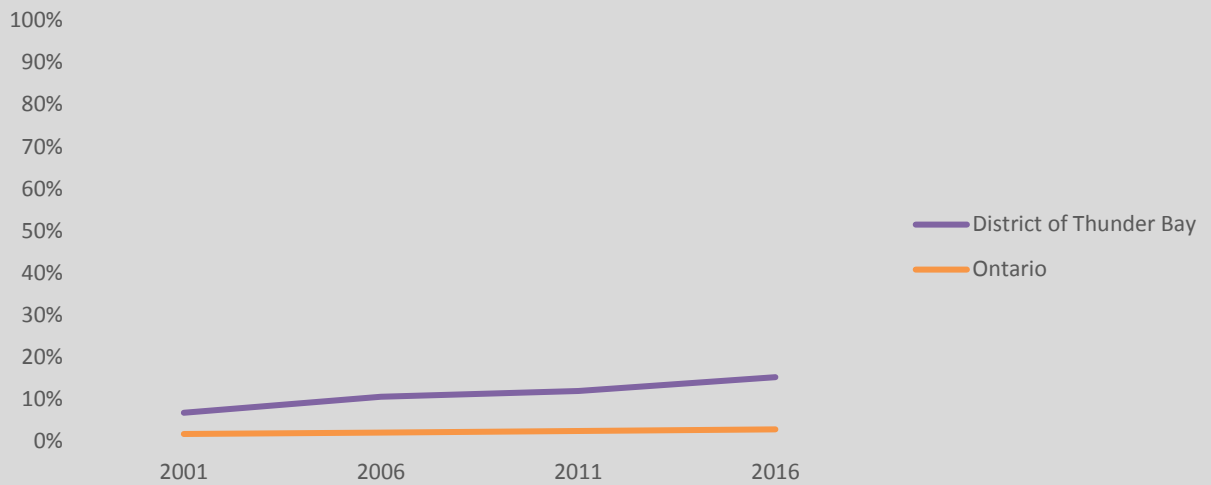
Figure 5: Population Projections by Age Group for the District of Thunder Bay



Although the population in Northwestern Ontario is stable overall, the Indigenous population is increasing, is younger than the overall population in the District of Thunder Bay, and represents a considerable percentage of Northwestern Ontario's population. The percentage of persons in the District of Thunder Bay reporting Indigenous Identity was 15.2% in 2016, significantly higher than the overall Ontario percentage of 2.8%. It is important to note that while the number of people with Indigenous Identity has increased in the District of Thunder Bay, it is possible that could be attributed to more participation in the census or more people identifying as Indigenous. "Two main factors have contributed to the growing Aboriginal population: the first is natural growth, which includes increased life expectancy and relatively high fertility rates; the second factor relates to changes in self-reported identification. Put simply, more people are newly identifying as Aboriginal on the census—a continuation of a trend over time."⁷

⁷ Statistics Canada, Aboriginal Peoples in Canada: Key Results from the 2016 census.

Figure 6: Indigenous Identity - District of Thunder Bay and Ontario



% of Population Identifying as Indigenous			
Municipality	2006	2016	% chg. from 2006-2016
Conmee	3.4%	4.3%	26.3%
Dorion	26.7%	16.4%	-38.6%
Gillies	0.0%	7.6%	-
Greenstone	20.1%	31.8%	58.7%
Manitouwadge	5.7%	10.9%	92.7%
Marathon	7.8%	12.7%	63.4%
Neebing	3.2%	4.1%	29.1%
Nipigon	23.5%	28.3%	20.2%
O'Connor	3.5%	1.6%	-54.3%
Oliver Paipoonge	4.2%	8.4%	102.4%
Red Rock	13.7%	18.3%	33.7%
Schreiber	1.1%	7.6%	586.1%
Shuniah	2.1%	4.9%	135.5%
Terrace Bay	3.7%	9.1%	145.5%
Thunder Bay City	10.5%	12.8%	44.3%
TWOMO	8.2%	10.5%	55.4%
District of Thunder Bay Total	9.3%	15.2%	13.1%
Ontario	2.0%	2.8%	40.0%

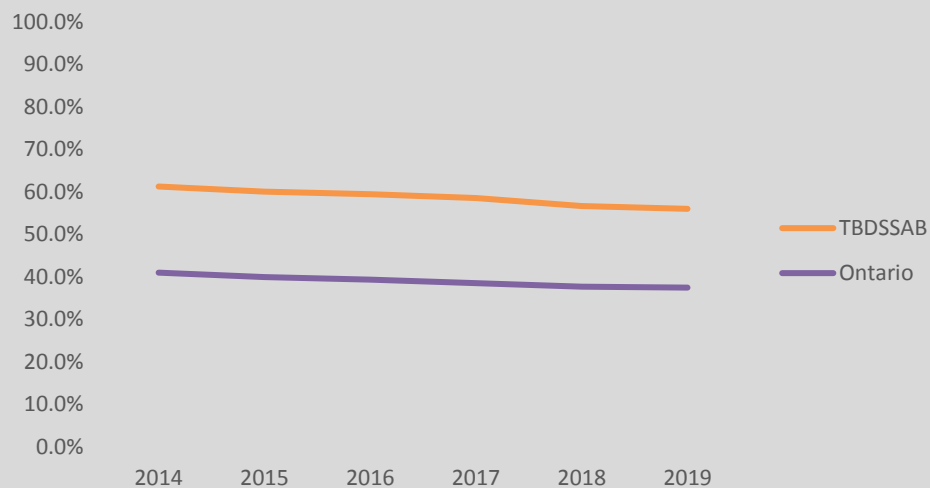
46% of Northwestern Ontario's Indigenous population is under the age of 25, compared to 27% in Ontario overall.⁸ It is expected that the number of Indigenous applicants will continue to increase due to the high in-migration of persons from First Nation communities into urban centres across the District.

The education levels of Northern Ontario residents tend to be lower than Ontario residents as a whole as there are more job opportunities in trades than in the south; Northern Ontario residents have a higher percentage of people with less than a high school diploma as 21.2% of people in the District of Thunder Bay have no certificate, diploma or degree, compared to 17.5% of people within Ontario, and a lower percentage of people with a university degree (18% in the District of Thunder Bay compared to 26% in Ontario as a whole). Given the increasing pool of persons looking for work, there is a tendency for employers to look beyond basic qualifications, causing people without basic education to have limited opportunities and to face the greatest barriers to accessing the work force.

⁸ Source: Census Profiles 1996–2016.

Since 2014, an average of 58% of the recipients of OW have not achieved their secondary school diploma, which demonstrates a need to upgrade education, social, and job skills to be able to secure sustainable employment. As a result, at the City of Thunder Bay delivery site, TBDSSAB continues to partner with the Lakehead Board of Education, to assist participants in obtaining their high school diploma, and Confederation College for an equivalency diploma and/or to obtain basic to intermediate computer skills. Throughout the other areas of the District, participants are referred to the nearest education or literacy program, as appropriate. As of March 2019, the District of Thunder Bay's OW caseload without a secondary school diploma was 18.5% higher than the OW provincial average.

Figure 7: % of Caseload with No Secondary School Diploma



Crime

Challenges in obtaining employment are significant for those with criminal records and this challenge is compounded by the presence of substance use issues or concurrent disorders. According to the 2017 statistics, the census metropolitan area (CMA) of Thunder Bay saw a 1.1% increase from 2016 in its Crime Severity Index (CSI) value. The crime severity index includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes, and is weighed based on severity of crimes. The census metropolitan area of Thunder Bay CSI value is 30.4 points higher than the overall province of Ontario and 12.8 points higher than the national score. Thunder Bay recorded the eighth highest violent CSI among Canadian CMAs in 2017.⁹

⁹ Statistics Canada. Statistics Canada. [Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas](#)

Within the context of family violence, in 2016 the Thunder Bay CMA had a rate of 283 victims of police-reported family violence per 100,000 residents, which is above the Canadian average of 241 victims per 100,000 and the third highest rate in Canada. Broken down, these figures reveal that this rate is 411 per 100,000 women and 152 per 100,000 for men, demonstrating that women are 2.7 times more likely to be the victims of police-reported family violence in Thunder Bay.¹⁰

In 2016/2017, Indigenous adults were overrepresented in admissions to provincial and territorial correctional services, as they accounted for 28% of admissions to provincial/territorial correction services and 27% of the federal correction services, while representing about 4.1% of the Canadian population.¹¹ There are two provincial correctional facilities in Thunder Bay. In the 2016 census, the census metropolitan area of Thunder Bay had 12.8% of the population that identify as Indigenous,¹² which is less than half the rate Indigenous adults admissions rates to correction facilities.

Access to Health Care and Healthy Food

The Canadian Public Health Association defines the social determinates of health as, “the social and economic factors that influence people’s health.”¹³ According to the World Health Organization, “social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status seen within and between countries.”¹⁴ Social determinates of health typically include income, education, employment/unemployment, early childhood development, food insecurity, housing, social exclusion, social safety net, health services, Aboriginal status, gender, race and disability. The District of Thunder Bay’s residents face many health inequities due to numerous and interconnected issues including access to health care.

Health services are provided primarily by the North West Local Health Integration Network (NWLHIN). There is 1 regional hospital, and 1 rehabilitation hospital in Thunder Bay, and 5 community hospitals located in Geraldton, Manitouwadge, Marathon, Nipigon, and Terrace Bay.¹⁵

¹⁰ Statistics Canada, Canadian Centre for Justice Statistics, Incident-based Uniform Crime Reporting Survey.

¹¹ Statistics Canada, Canadian Centre for Justice Statistics, Adult Correctional Services Survey, Integrated Correctional Services Survey and Canadian Correctional Services Survey, 2016/2017.

¹² Source: Census profiles 1996-2016

¹³ <https://www.cpha.ca/what-are-social-determinants-health>

¹⁴ https://www.who.int/social_determinants/sdh_definition/en/

¹⁵ <http://www.northwestlhin.on.ca/>

In the NWLHIN service area, only 22.9% of people 16 years or older were able to see their family doctor (or someone else in the office) on the same day or the next day when sick; this is 17% lower than the provincial average. 91.5% of people 16 years or older have access to a family doctor or other primary care provider; 2.6% lower than the provincial average. Both of these measures are the lowest in the province of Ontario.¹⁶ The NWLHIN had reported 7.02 practicing psychiatrists per 100,000 people, compared to 15.2 per 100,000 for Ontario as a whole, and Toronto with 61 per 100,000 people in 2013.¹⁷

According to the NWLHIN's Integrated Health Services Plan 2016-2019, in the NWLHIN boundaries, mortality rates from all causes are the second highest in the province. Smoking rates are 5.6% higher than the provincial average, alcoholic consumption rates of those who are categorized as 'heavy drinkers' are 8% higher than the provincial average, and suicide is the leading cause of death among Aboriginal youth and adults up to 44 years of age.¹⁸

Caseload

- A description of the local caseload (i.e. who is on the caseload) including Prior Year Actuals and Forecasts for Year 1, 2, and if applicable Year 3.
- Labour force participation rate relative to population aged 25-64 and the unemployment rate relative to the provincial average.
- Forecasts should consider caseload trends and anticipated demographic or economic changes (e.g. increased immigration, population changes in the community, seasonal employment, increased youth (ages 18 to 29) in receipt of Ontario Works).
- Note: Potential sources of caseload information may include:
 - Ontario Works Caseloads at a Glance;
 - Social Assistance Operations Performance Reports;
 - Local Case Management System Reports;
 - 2016 Census Data; and
 - Other caseload information compiled locally by the delivery partner.

¹⁶ <https://www.hqontario.ca/System-Performance/Primary-Care-Performance>

¹⁷ Thunder Bay District Health Unit. "Opiate Use and Impacts in Thunder Bay District."

¹⁸ <http://www.northwestlhlin.on.ca/goalsandachievements/IntegratedHealthServicesPlan.aspx>

Caseloads decreased 3.25% in 2018 from 2017, with an average caseload of 2,828 in 2018 compared to 2,923 in 2017. The average caseload has increased 1.7% through the first quarter of 2019¹⁹. These fluctuations can be at least partially attributed to the end of the Basic Income Pilot, with about 50 people returning to OW to date (May, 2019).

Figure 7: TBDSSAB Average OW Caseload

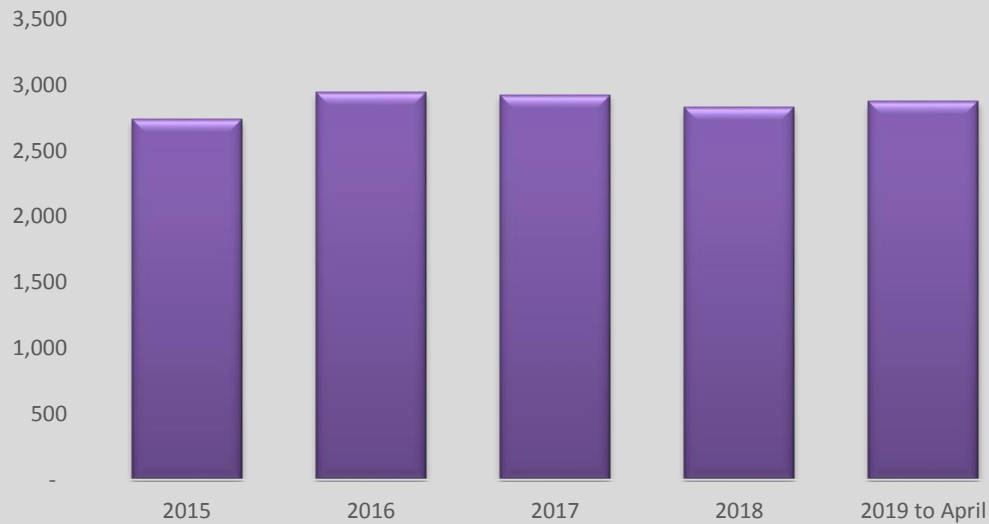
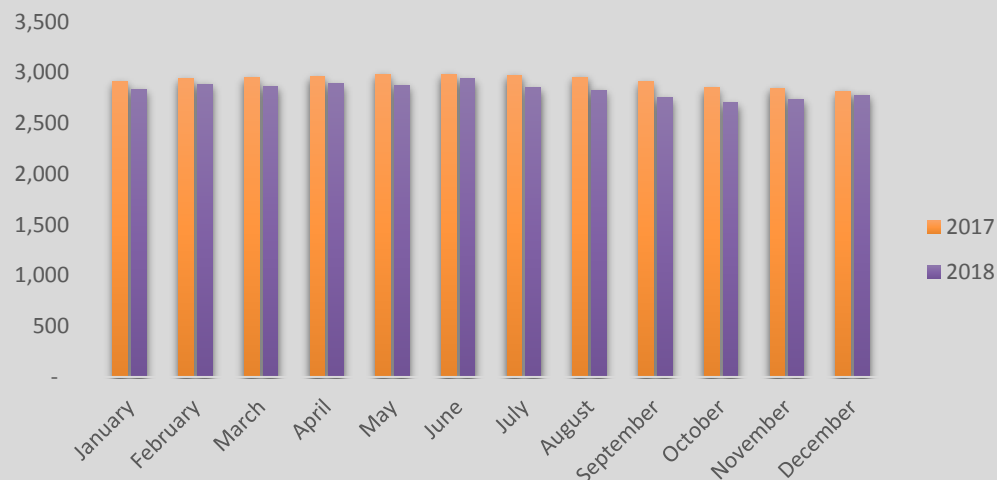


Figure 8: OW Caseload by Month

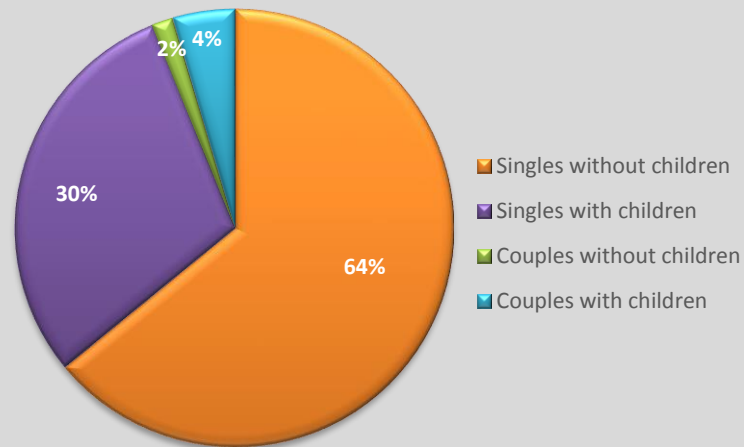


The caseload composition for TBDSSAB has remained relatively stable over the last 5 years.²⁰ Single individuals comprise the majority of participants, even increasing slightly to 62% of the caseload in 2018.

¹⁹ From SAMS Social Assistance Operations Performance Report – Ontario Works, March 2019.

²⁰ From SAMS OW at a Glance Report – March 2019.

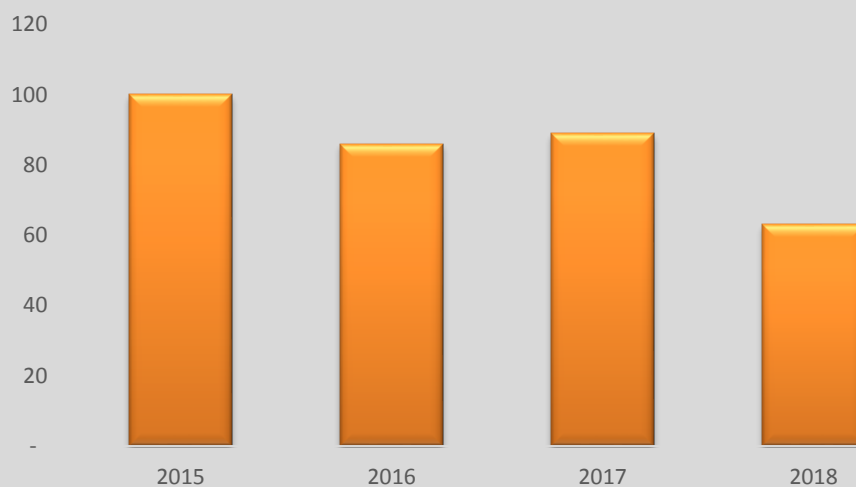
Figure 9: TBDSSAB Caseload Family Structure



An average of 58% of TBDSSAB caseload in 2018 had not achieved a grade 12 education level, much higher than the provincial average of 37%, which contributes to an inability to find and maintain sustainable employment. Given recent employment trends within the District of Thunder Bay, most jobs demand a grade 12 education as a minimal requirement for employment. TBDSSAB has been and will continue to concentrate efforts with most participants to upgrade their education.²¹

There has been a gradual decrease in referrals from ODSP to the OW employment stream resulting in a lower caseload for ODSP OW participating.²²

Figure 10: ODSP Participating in Employment

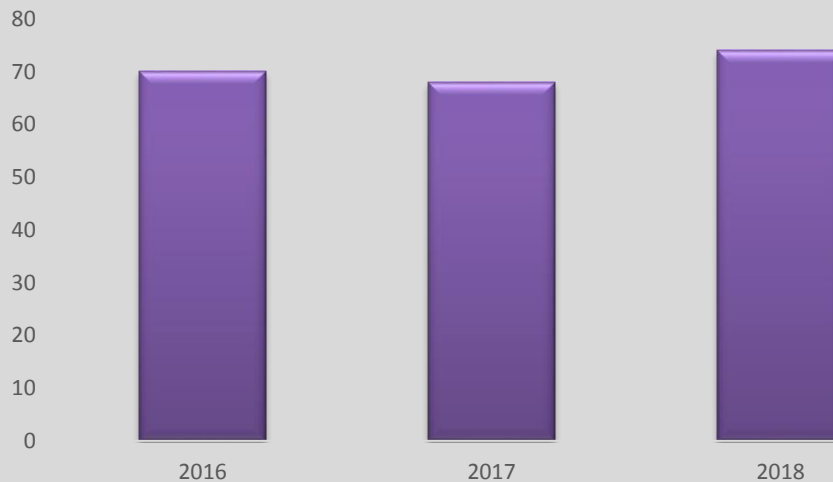


²¹ Ibid.

²² From TBDSSAB Employment Programs manual count

TBDSSAB Employment and Training team continue to assist participants on a daily basis. In December 2014 TBDSSAB entered into a contract with Confederation College to have their Academic and Career Entrance (ACE) program on site. The Manager of Client Services, who oversees the Employment Programs, works very closely with Confederation College to ensure the program is running smoothly and to address any issues that may arise. The employment and CW staff concentrate on promoting the ACE program and recruiting participants. Referrals come from CWs, ASI, and from the Employment Team. The Placement Support Worker provides supports to the ACE students and, in order to deal with attendance issues, works with participants to identify and remove barriers to liaise with CWs. In order to keep participants engaged and on site for the full day, lunches are provided to ACE students.²³

Figure 11: Clients Enrolled in ACE



TBDSSAB employment programs deliver training programs aligned with the five (5) employability skills and the four (4) soft skills linked to the ERS. The employability skills include career decision-making, skills enhancement, job search, job maintenance, ongoing career management and the soft skills include self-efficacy, outcome expectancy, social supports and work history. These programs are delivered by staff and community partners providing a mix of services and training to assist OW clients move toward their employment goals.

OW educational programs, training programs and skill programming are offered on-site with an employment calendar updated monthly. A hot lunch service is offered to anyone participating in programming, allowing for their nutritional needs, enhancing their ability to stay focused, without needing to worry about leaving the site to access food.

²³ From TBDSSAB Employment Programs manual count.

Education and training programs include:

- wrap around services, such as a staff contact available to assist clients,
- programing hours that fit client's family and appointment needs,
- incentive programs that promote perfect attendance, and
- benefits available to promote success.

Skills enhancement and job maintenance training includes:

- **WHIMS:** prepares participants to be job ready and understand health and safety risk in a non threatening environment.
- **Smart Serve:** participants learn and take the certification that is required to work in the service industry such as licensed restaurants, grocery stores that sell alcohol and bars.
- **Service Excellence,** participants fine tune their skills in the provision of excellent customer service and earn a certificate.
- **Soft Skills Training** This is a one-week training program on soft skill development in those skills necessary for successful work/life balance.

Educational upgrading training includes:

- **ACE** (Academic and Career Entrance) and Academic Upgrading on site.
- **LAEC** (Lakehead Adult Education Centre) to earn their Ontario Secondary School Certificate.
- **Navigating the Workplace**
- In pilot, at the main headquarters office, TBDSSAB offers an OSSD Coop credit course which includes in class and work placement.

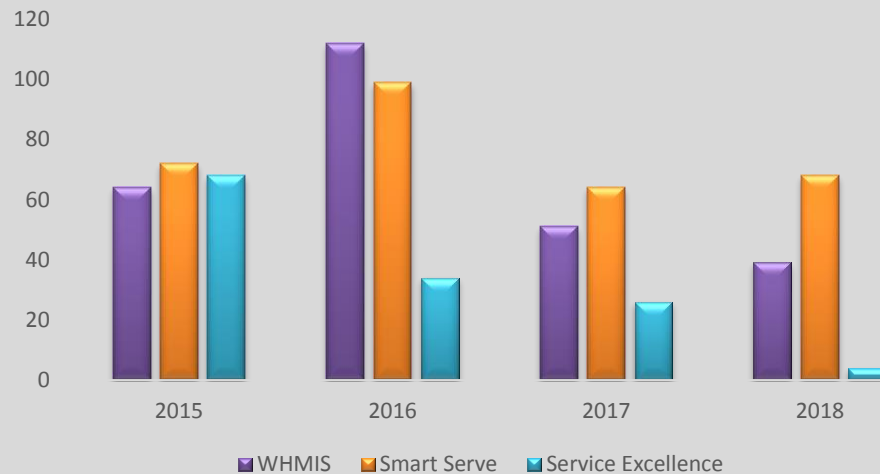
Career decision making training, job search, job maintenance, ongoing career management, training includes:

- **PCD (Personal Career Development)**
This 12-week program focuses on goal setting, self-concept, a self-assessment, and communication skills. It also includes presentation skills, education and career planning, job readiness, a job placement and next steps planning.
- **Essential Skills for Employment Program**
This 6-week employment program introduces the learner to orientation and introduction to essential skills, interpersonal skills, resiliency and personal marketing, skills such as managing under pressure, employment preparation, a two-week volunteer work placement followed by placement presentations, next steps planning, and ERS assessment.
- **Resume Building Workshop**
Specific training where learners produce a resume.
- **Interview Skills Workshop**
Specific training that targets enhancing interview skills.

Soft skills training that targets self-efficacy, outcome expectancy, social supports and work history includes:

- **Soft Skills Solution© Training** is a 40-hour training that focuses on the key workplace skills that employers are asking for which include communication, teamwork, personal management, problem solving and critical thinking as well as professional development.

Figure 12: Enrollment in Certificate Programs



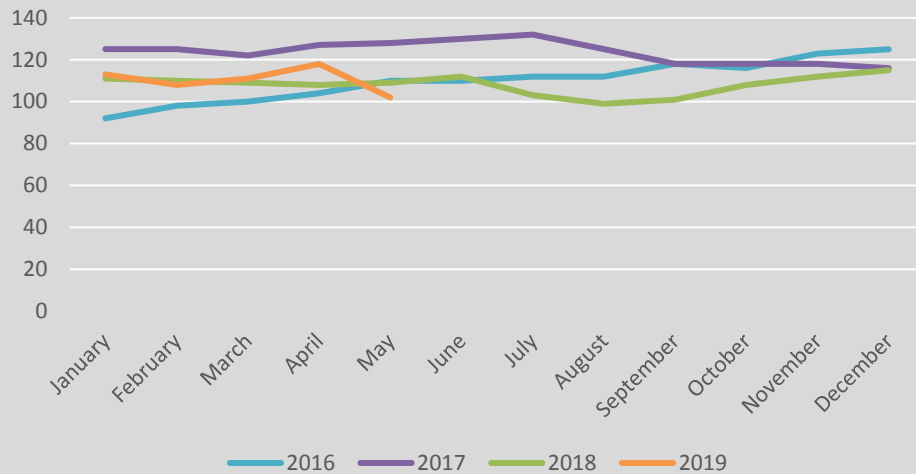
24

In 2002, TBDSSAB commenced delivering the Addiction Services Initiative (ASI). With the input of a locally established ASI Advisory Group, the program evolved into a community borne model. This best meets the needs of OW participants who have an addiction to alcohol and/or other drugs that pose a barrier to employment. In April 2019, MCCSS advised TBDSSAB that the program will end effective July 31, 2019. Over the last two-year planning cycle, the average caseload has remained fairly consistent. The ASI program is currently managing 106 cases.²⁵

²⁴ From TBDSSAB Employment Programs manual count.

²⁵ From TBDSSAB Addictions Services manual count.

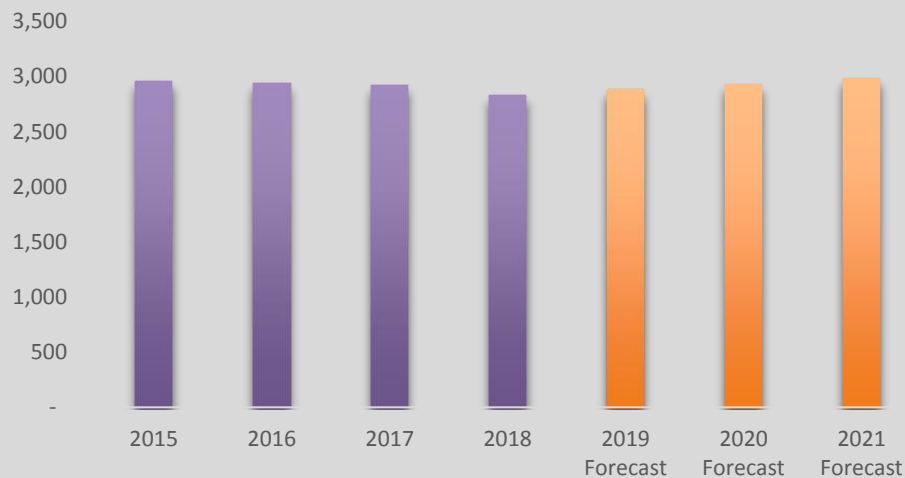
Figure 13: ASI Caseload



Caseload Forecast

Based on the trends of the last five years, TBDSSAB anticipates an annual increase of 1.8% for the next three years. The caseload will be impacted by new directives surrounding earnings exemptions formulas and policy changes regarding eligibility for ODSP, as well as applicants who moved to the Basic Income Pilot project who are now returning to OW with the end of the pilot.

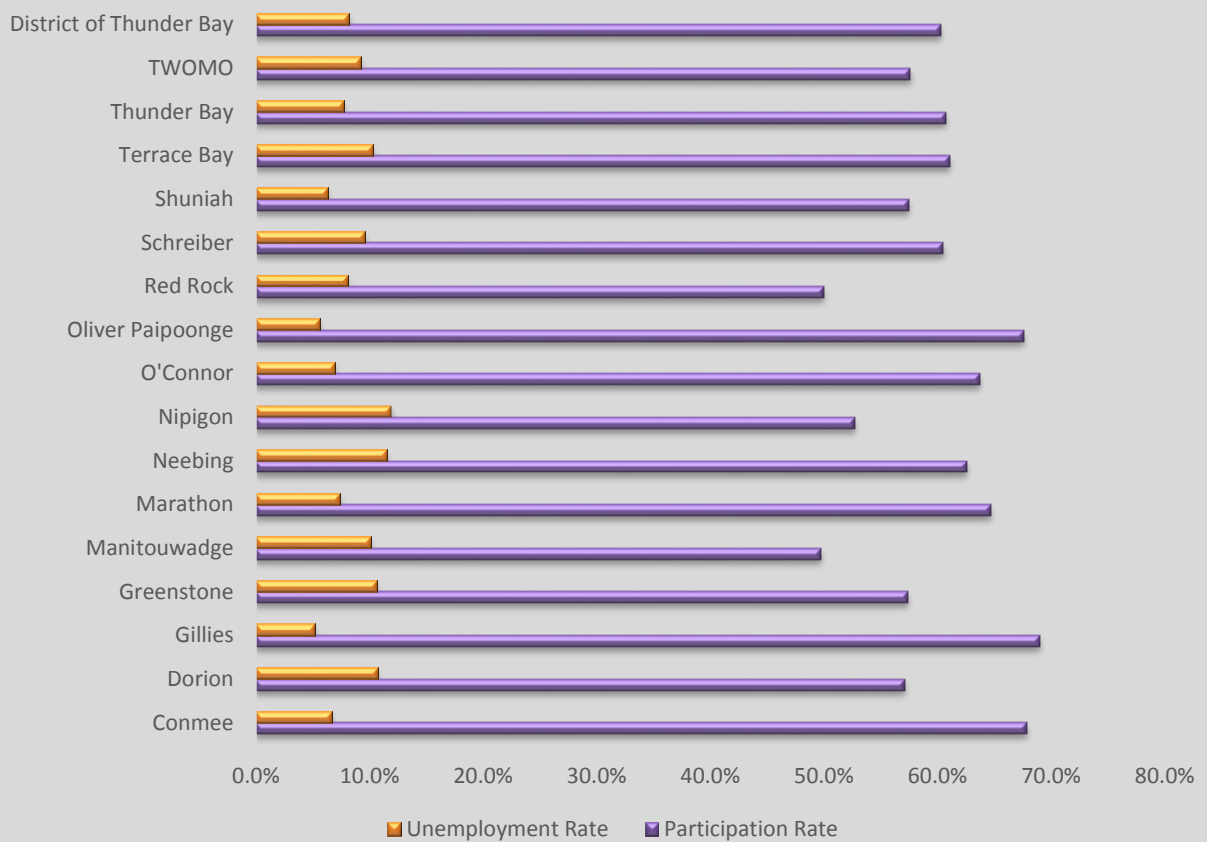
Figure 15: OW Caseload Averages and Forecast



Labour Market Participation

As of the 2016 census, the unemployment rate for the District of Thunder Bay was 8.2%, compared to the overall Ontario rate at 7.4%. The Labour Force participation rate in the municipalities of the District of Thunder Bay ranges from 49.7% to 69%; overall, 60.3% of adults 25-64 are working, compared to the provincial average of 64.7%.

Figure 16: Unemployment and Participation Rates
Census 2016



Local Labour Market and Economic Development

- A description of current and future local labour market conditions and economic development activities or issues that may impact employment opportunities for participants.
- a. Current and forecasted local labour market conditions:
 - Decreases/increases in unemployment, labour force participation, income rates, etc.
 - Typical job patterns: part-time, seasonal, self-employment, etc.;
 - Emerging and declining industries and jobs. Employment provided by small, medium and large business; and
 - Labour market trends by demographic i.e. youth, women, including singles and single parents, etc.;
- b. Current and future socioeconomic factors that may influence employment and employability:
 - Education and skills required to obtain available jobs; and,
 - Access to transportation, health, housing and other services.
- c. Regional and local demographic trends (e.g., shifts in population size, age groups, and increases or decreases in immigration).
- d. Regional and local economic development issues/trends and activities (e.g., initiatives to attract new industries, retain existing businesses, build/grow local communities, etc.).

(See Service Planning Guidelines, Appendix for potential sources of labour market information.)

According to the Ontario Ministry of Finance, the population of the District of Thunder Bay is expected to continue its decline over the longer term. Similar to other locations in Ontario and in most developed nations, the aging of the post-World War II baby boom will result in the aging of the overall population. The projections for the District of Thunder Bay show that over time the age distribution of the population will change with more people being in the senior (65-74) or older senior (75+) age categories. Most significantly, the population from 65-74 is projected to increase by 67.7% in the time period between 2011 and 2036; the overall population was projected to remain fairly steady during the period with a 0.3% projected decrease.

As of 2017, the population over 65 years of age made up 19.8% of the total population of the District of Thunder Bay. The updated population projections from the Ontario Ministry of Finance continue to predict that this will increase to over 30% of the total population by 2036, and continue to increase into 2041. The total population of the District of Thunder Bay is expected to continue to decline 2.5% from 2017 to 2041.

Historically, forestry has played an important role in the District's development. Over the last five to ten years, well before the recent global economic crisis, the District had experienced generally unfavourable economic conditions, particularly in the forestry sector.

Economic recovery has been slow and will hinge on the ability of the District of Thunder Bay to transform itself into a more diverse economy. There has been renewed interest in mining and exploration with the world price of gold and other metals consistently high over the past few years; gold mines which closed or were close to shutting down are now viable. Of particular note is the potential for the mining of chromite in the area known as the "Ring of Fire" which could lift the economy of the District by adding new infrastructure and approximately 1,000 jobs.²⁶ The development of the Ring of Fire has seen many delays and has still not come to fruition as of the end of 2018, however, the Ontario Government has committed to push the project along.²⁷

Due to the vast geography of the District of Thunder Bay, many residents are unable to commute outside their municipalities for employment opportunities unless a secondary residence is found or provided.

District Population and Economic Profiles

Conmee

The Township of Conmee has been one of the few communities to experience population growth in the District of Thunder Bay; the population increased 12.5% in the decade between 1996 and 2016, and 6.7% from 2011 to 2016. Located approximately 40 kilometres northwest of the City of Thunder Bay, the increase seems to stem from migration out of the City into the surrounding area. The median age of the population of Conmee is 40 as of the 2016 census, which is the lowest median age in the District of Thunder Bay, and has decreased slightly since 2011 when it was 41.

Conmee is a rural township with large acreages allowing for some farms, as 9.5% of the employed work force works from home, the majority of the population travel to the City of Thunder Bay for work; 93.7% of the active labour force travel to a different community in the District of Thunder Bay. Conmee's employment participation rate was 67.9% in 2016, declined from 76.1% in 2011. 28% of the labour force works in trades, transport and equipment operators.

Dorion

The Township of Dorion has experienced a significant decline in population since 1996. Specifically, there has been a major decline in the number of younger people which can be attributed to the economic decline that resulted in out-migration of younger family households and single people looking for employment. Counter to this is the increase in the number of people in the 45-64 year and the senior age groups. This demographic grew over the decade and now accounts for 60% of the population inclusively, indicating there will be a core population that is likely to remain in the community. The aging of the population in Dorion will result in an increase in seniors over the mid-term, but the lack of support services in the community will likely result in out-migration to Nipigon or Thunder Bay. Dorion's population continues to decline: 6.7% from 2011 to 2016, and overall 32.2% in the 10 years from 1996 to 2016. The median age of Dorion residents has increased to 52.

Dorion's economic base consists of employment in emerging mining exploration, private contracting, forest harvesting, municipal government, education, agriculture and tourism-based business. The emerging mining exploration industry, tourism, agro-forestry and wind energy are felt to have the greatest prospects for future economic growth, and the township is pursuing opportunities in cottage development, regional bio-economic initiatives, agricultural revitalization, tourism, marketing and alternative energy development.

Renewable Energy Systems Canada Inc. (RES) completed construction of the Greenwich Wind Farm in 2011 which can power approximately 30,000 typical Canadian homes each year. The hydro generated is supplied to Hydro One Networks' high-voltage transmission network then flowed to customers across Ontario.

Employment in Dorion grew by 17% between the 2006 and 2011 censuses. While employment in the resource based sector declined substantially, other industries increased; even after the decline, the proportion of workers employed in resource industries far outstripped the proportion of people in the sector for Ontario as a whole.

²⁶Ontario Business Report. "Ring of Fire Lights Up Northern Ontario's Mining Industry".
<http://www.mri.gov.on.ca/obr/>

²⁷ Northern Ontario Business. "Cutting Red Tape Extends to Ring of Fire." Northern Ontario Business. Nov 16, 2018. <https://www.northernontariobusiness.com/industry-news/mining/cutting-red-tape-extends-to-the-ring-of-fire-1125688> (accessed December 12, 2018).

The employment participation rate has increased slightly to 57.1% in 2016. 62% of the active labour force travel to a different community in the District of Thunder Bay; due to the proximity of Dorion to the municipalities of Thunder Bay, Nipigon, and Red Rock, the residents have a number of options for work in other areas.

Gillies

The Township of Gillies is a rural community approximately 40 kilometers southwest of the City of Thunder Bay. The population of Gillies has decreased 4.4% between 1996 and 2011, then remained stable between 2011 and 2016. There are various local small businesses and farms in the area, but most people commute to the City of Thunder Bay for work. As the median age of the population of Gillies is 46, which remains the same since 2011, aging will become a factor with out-migration to the City for increased services.

Gillies defines itself as “a small, rural community with residents enjoying the advantages of living close to a large economic centre.”²⁸ Of the active labour force, 94.5% commute to another community within the District of Thunder Bay.

Greenstone

The Municipality of Greenstone was formed through the amalgamation of the former towns of Geraldton, Longlac, Nakina, Beardmore, Caramat, Jellicoe, Orient Bay and MacDiarmid. Historically these towns were known for gold mining, forestry, commercial fishing and wilderness tourism.

The population of the communities comprising Greenstone have seen a significant decline, decreasing 29% from 1996 to 2016. The median age has increased to 45 (from 43 in 2011), leading to the assumption that the demand for supports will continue to increase.

While employment fell in most industries, the resource sector was hardest hit falling by over a third of total employment in the sector in 2006. Similar to the situation in Dorion, even with the substantial decline, the percentage of employment in resource based industries was significantly higher than the average for Ontario.

²⁸ Gillies Township. “About.” <https://gilliestownship.com/about> (Accessed December 12, 2018).

The “Ring of Fire” is a major new source of chromite used in making stainless steel. When developed, it is expected that 300 jobs will be created. A new rail line will join the present East-West line at Nakina. The project is expected to have a 100-year life span and will require major road and rail construction. If an all season road is completed by 2022, the mine can start to produce chromite later that same year ²⁹

Greenstone Gold Mines is proposing to construct and operate Hardrock Gold Mine in the Municipality of Greenstone. The construction is expected to take 2 years, using as many local contactors as possible; 450 direct jobs per year are expected to be directly associated with the project; 1,000 jobs during construction and pre-production. The project passed the federal environmental assessment phase and is in the public consultation phase of the provincial environmental assessment.³⁰ On March 26, 2019, the Provincial Environmental Assessment (EA) was approved.³¹

The labour force participation rate in the Municipality of Greenstone has dropped significantly from 64.2% in 2011 to 57.4% in 2016, with the employment rate also dropping to 51.3%.

Manitouwadge

The population under 45 in Manitouwadge is declining; there was an 8.7% decrease in population between 2011 and 2016. This decline is especially true for the population aged 25 to 44 as the population is also aging; the median age has increased to 50 in 2016, from 48 in 2011.

While mining had always been at the forefront of economic activity, forestry has also played a significant part in Manitouwadge’s economy. At present, logging operations are on hold as a result of the mill closure in Marathon and reduced production in Terrace Bay.

Manitouwadge continues to have some of the lowest housing prices in the country, now ranging from \$27,000 to \$85,000. Hunting and fishing are the main tourist attractions along with hiking, snowmobile trails, and downhill and cross country skiing; however, the lack of a hotel or motel is hindering the development of the tourism industry.

56% of the population is over 45 years of age; the labour force participation rate is 49.7% and unemployment is 10.1%.

²⁹ <https://canada.constructconnect.com/dcn/news/resource/2018/12/marten-falls-first-nation-noront-suggest-ring-fire-timetable>

³⁰ Tbnewswatch. “New Geraldton-area gold mine passes hurdle.” Tbnewswatch. December 17, 2018. <https://www.tbnewswatch.com/local-news/new-geraldton-area-gold-mine-passes-hurdle-1163122> (Accessed December 17, 2018).

³¹ <http://www.greenstonegoldmines.com/upload/documents/ggm-q1-2019.pdf>

Marathon

Since 1996, the population of Marathon has declined by 30%; this had been accelerated between 2001 and 2011 as a result of the ongoing mill and mine closures. Similar to Manitouwadge, the decline in population was concentrated in the under 45 age groups which have each fallen 4% since 2006. Marathon has decreased a further 2.4% in the years between 2011 and 2016. The population is continuing to age as the median age is now 45 (increased from 43 in 2011). The continued decline in employment opportunities has amplified these trends. At the same time, the population in the older age groups has increased more than 3% as a result of the aging population.

Marathon's economy was initially built on the pulp industry, but has expanded to include gold mining operations. The gold deposit discovered at Hemlo (40 km east of Marathon) was the richest ever to be found in Canada and is one of the world's richest outside of South Africa. As of December 2018, the Williams Mine is the only Hemlo gold mine operating.³² It is currently slated to run at least until 2021, but possibly could continue production until 2026. It currently employs 500 direct employees and 200 contractors.³³

Employment levels fell after 2001; in comparison to other municipalities in the District, the decline was relatively small due to an upsurge in employment in health and education services. Employment in the resource based industries fell especially after Marathon Pulp Inc. announced a shutdown of its pulp mill which affected hundreds of jobs and dealt a severe blow both to Marathon's tax base and its local economy, but the employment in the sector was still over eight times the level for the province as a whole. This may mean that Marathon is vulnerable to further declines in the resource industry.

Marathon's labour force participation rate is 64.7%; the top three occupations are trades/natural resources, sales and service, and community/government services.

Neebing

The Municipality of Neebing is a community approximately 35 kilometres from the City of Thunder Bay. Its population has more than doubled since 1996, increasing 101%; this is likely due to people moving from the City of Thunder Bay to the outskirts in the newer developments. The median age has increased to 49 from 47 in 2011.

³² Walters, Jeff. "A mine was once here: reclamation underway at Hemlo in northern Ontario." CBC. September 21, 2017. <https://www.cbc.ca/news/canada/thunder-bay/hemlo-mine-reclamation-1.4300037> (Accessed December 13, 2018).

³³ Clutche, Carl. "Hemlo mine could live longer." The Chronicle Journal. March 12, 2017. http://www.chroniclejournal.com/business/hemlo-mine-could-live-longer/article_9618dc62-072c-11e7-8a0a-bfd9e205a657.html (Accessed December 13, 2018).

The chief industries in Neebing are tourism and service. Located just south of the City of Thunder Bay and along the shores of Lake Superior, the location is ideal for boat launches, parks and recreation, and fishing. However, 95% of the labour force of Neebing travels to a different community within the District of Thunder Bay; likely the City of Thunder Bay.

Nipigon

The population of Nipigon has fallen 26% since 1996 as a result of the ongoing industry closures. Similar to other communities in the area, the decline in population has been concentrated in the age groups under 45. The decline in employment opportunities is likely a major contributor to these trends. Between 2011 and 2016, Nipigon experienced a minimal 0.7% increase in population, but the residents continue to age as the median age is now 49, up from 48 in 2011.

The chief industries in Nipigon are forest products, fishing and tourism, including big game hunting for bear, moose and deer. The town is trying to diversify its economy by encouraging small manufacturing companies and First Nations to expand their businesses in the area.

There was a major decline in levels of employment between the 2001 and 2006 census years; particularly significant decreases were felt in the resource sector, wholesale and retail trade, and in manufacturing and construction. On February 6, 2007, a devastating fire destroyed the Multiply Forest Products mill; the plant employed 7% of the population of Nipigon. As of December 2018, the mill has not been rebuilt and the property remains for sale.

As of the 2016 census, the participation rate for Nipigon was 52.7%; the main occupations are sales and service, and trades, transport and equipment. The unemployment rate is 11.9%; the highest in the District of Thunder Bay.

On January 25, 2019, the Ontario government announced approval for a new plant in Nipigon to convert natural gas into a liquid form. In the announcement, they project between 700 and 2,800 jobs to be created. The second phase of the plan will extend natural gas access to the other communities in the District of Thunder Bay, including Manitouwadge, Marathon, Schreiber and Terrace Bay.

O'Connor

The population of the Township of O'Connor, a rural farming community approximately 30 kilometers to the west of the City of Thunder Bay, has decreased 10% in the decade between 1996 and 2011. It is also an aging community as the median age has increased to 45 from 42 in 2011.

O'Connor is a rural and agricultural community with a labour force participation rate of 63.7%. Due to the township's proximity to the City of Thunder Bay and other surrounding communities with established businesses and infrastructure, 92.8% of the active work force commutes to a different community within the District of Thunder Bay.

Oliver Paipoonge

The Municipality of Oliver Paipoonge, the largest community bordering the City of Thunder Bay to the west, has seen small fluctuations in population since 1996; over the decade, it has seen a cumulative 0.2% increase in population to 2016. This is likely due to the movement of the older population into the City of Thunder Bay to take advantage of more long term care services, offset by younger families purchasing homes, as evidenced by the decrease in median age to 45 from 48 in 2011.

Oliver Paipoonge's primary economic sectors include agriculture, tourism, construction, forestry and manufacturing. It has the largest town centre of the rural communities within the Thunder Bay Census Metropolitan Area. Despite this, 92.8% of the active labour force still commute to a different community within the District of Thunder Bay for work.

Red Rock

As a result of the decline in employment through the loss of its main employer, the population of Red Rock declined by 14% between 2001 and 2006, decreased by 11% between 2006 and 2011, decreased a further 5.3% between 2011 and 2016, and continues to age as the median age is 49 as of 2016; an increase from 48 in 2011.

Employment levels fell by almost 19% between 2001 and 2006; the decline was broadly based across all industries. Unlike other District municipalities, however, there was a 50% increase in employment in resource based industries. The data suggests that employment in Red Rock will be less vulnerable to further declines in the resource sector.

Red Rock's main source of employment was a kraft paper mill owned by Norampac. It originally consisted of two kraft paper machines, but in late 2005, the mill was reduced to running only one. On August 31, 2006, Norampac announced the indefinite cessation of container board production due to unfavourable economic conditions such as the rising price of fibre, energy costs and the strengthening Canadian dollar. This resulted in the loss of over 300 jobs.

The Township is working with other communities along the north shore to develop a marina system to encourage more boaters to visit the area, as well as 21 kilometers of scenic nature trails. They are also upgrading a local golf course to a championship level in partnership with Nipigon to promote tourism and retirement living.

Red Rock has a labour force participation rate of 50% and an unemployment rate of 8.1%. The majority of the population work in trades, transport and equipment operator occupations. 55% of the active labour force commutes to a different community in the District of Thunder Bay; it is likely that many people travel to Nipigon or the City of Thunder Bay because of the proximity.

Schreiber

Schreiber's population fell by 6.3% in the years between 2011 and 2016. The median age in Schreiber is now 50.

The Canadian Pacific Railway remains one of Schreiber's biggest employers; much of the town's population is also employed by a pulp mill in nearby Terrace Bay. The magnitude in the decline in employment indicates how quickly the local economy declined and, consequently, the rapid de-population of Schreiber.

Total employment fell by 42.8% between 2001 and 2006, with declines experienced in all industries; even after the significant decline in employment, local industries still could not support the remaining work force. Following the decline in employment, the unemployment rate stood at 18% in 2006. The unemployment rate has decreased to 8% in 2011, suggesting some stability has been reached in the area.

In October 2008, Anemos Energy Corporation and the Township of Schreiber entered into an agreement to allow Anemos Energy to investigate the feasibility of developing a wind energy project on Township owned land. The project was to consist of five to 10 wind turbines and generate enough power for approximately 2,600 average Ontario homes. A solar energy project was also underway at the same time, however both projects were cancelled in July 2018.

It has also been announced that a partnership has been reached between the Township and Dongara to negotiate the terms of an agreement to site a "waste pelletizing" plant in Schreiber. As of December 2018, Dongara has ceased all operations due to Ontario waste management regulations and the cost of shipping to the US. This project will not go forward.

As of September 2018, an Australian-based company has been conducting testing at the former Inmet zinc mine at Winston Lake. The price of zinc is significantly higher today than when operations at the mine ended in 1998.³⁴ While outside of the townships of Schreiber and Terrace Bay, if this project goes ahead, it will bring jobs back to both communities.

³⁴ Rinne, G. "Schreiber awaits potential reopening of zinc mine." TbnnewsWatch. September 28, 2018. <https://www.tbnewsWatch.com/local-news/schreiber-awaits-potential-reopening-of-zinc-mine-1062779> (Accessed December 17, 2018).

Schreiber's work force participation rate is 60.5%; the unemployment rate has increased to 9.6%.

Terrace Bay

The population of Terrace Bay has decreased 30.5% overall since 1996, but experienced an 8.7% increase between 2011 and 2016. The median age in Terrace Bay is currently 51, an increase from 50 in 2011.

The Township of Terrace Bay has had a stable economy with the operation of the Terrace Bay Pulp Inc. mill, the McCausland Hospital and a service industry for local residents and tourists. The Terrace Bay Mill was reopened in late 2012 as AV Terrace Bay and currently employs over 360 people from the area.

The labour force participation rate is 61.1%, while unemployment in Terrace Bay is 10.3%; the second highest in the District of Thunder Bay.

Territories Without Municipal Organization (TWOMO)

The population of TWOMO saw little movement between 2011 and 2016, however, it continues to age as the median age increased from 49 to 51. Employment in TWOMO, in contrast to the municipalities in the District, was fairly robust, growing by 7% from 2001 to 2006. TWOMO has seen growth in all industries except manufacturing and construction. This is consistent with other municipalities and likely reflects the decline in the pulp and paper industry. The number of employees in wholesale and retail trade rose considerably, reflecting that the unorganized territories are in close proximity to the City where the service sector has grown considerably.

The labour force participation rate in TWOMO as of the 2016 census is 57.6%; the unemployment rate was 9.2%.

As TWOMO encompasses 97,010 square kilometers of the District of Thunder Bay, 85.6% of the active labour force travel to a different community within the district for work. As it borders Rainy River District, Kenora District, Algoma District and Cochrane District, 2.9% of working TWOMO residents travel to a different district for work. 10% of working TWOMO residents commute for over an hour.

Employment

As of the 2016 census, there were 73,140 workers in the workforce with an employment rate of 55.3% and a participation rate of 60.3% for the entire District of Thunder Bay.

A total of 26.6% of the labour force of the Thunder Bay CMA (which includes Conmee, Gillies, Neebing, O'Connor, Oliver Paipoonge, and Shuniah) work for the 9 major employers. Thunder Bay Regional Health Sciences Centre remains the largest employer and now employs 4.6% of the labour force of the Thunder Bay CMA.

Figure 17: Major Employers in the City of Thunder Bay

Employers	Business Type	# Employees 2018
Thunder Bay Regional Health Sciences Centre	Acute Care Hospital	2,824
Lakehead District School Board	Elementary & Secondary Education	2,200
St. Joseph's Care Group	Complex Care, Rehabilitation, Mental Health & Addiction Services, Long Term Care	2,200
Lakehead University	Education	2,100
City of Thunder Bay	Municipal Government	1,855
Government of Ontario	Provincial Government	1,849
Thunder Bay Catholic District School Board	Education	1,500
Bombardier Transportation	Mass Transportation Equipment Manufacturing	1,100
Confederation College	Education	785

Source: City of Thunder Bay Community Economic Development Commission, December 2018

The major industries in the District of Thunder Bay are health and education, wholesale and retail trade, and manufacturing and construction. This is a shift away from the resource based pulp and paper industries of the past; moving towards more public sector jobs and seasonal labour.

Figure 18: Major Industry in the District of Thunder Bay

Municipality	Agriculture & Other Resource Based	Manufacturing & Construction	Wholesale & Retail Trade	Business, Finance & Real Estate	Health Care, Education and Social Services	Art, Culture, Rec and Sport	STEM
Conmee	6.8%	4.5%	42.0%	22.7%	20.5%	3.4%	2.3%
Dorion	0.0%	0.0%	37.0%	29.6%	14.8%	0.0%	7.4%
Gillies	3.4%	0.0%	44.8%	24.1%	15.5%	3.4%	5.2%
Greenstone	6.3%	2.1%	40.0%	19.7%	28.1%	1.2%	3.0%
Manitouwadge	18.0%	0.0%	40.7%	19.8%	18.6%	0.0%	2.4%
Marathon	12.5%	2.6%	40.0%	20.6%	15.9%	1.7%	6.7%
Neebing	4.2%	3.3%	46.0%	22.1%	14.1%	2.3%	8.5%
Nipigon	3.0%	3.0%	42.1%	18.8%	22.6%	1.5%	7.5%
O'Connor	5.6%	2.8%	34.7%	29.2%	22.2%	0.0%	8.3%
Oliver							
Paipoonge	3.5%	3.5%	38.1%	23.7%	23.7%	1.8%	5.8%
Red Rock	2.7%	0.0%	49.3%	16.4%	27.4%	2.7%	4.1%
Schreiber	2.6%	7.9%	49.1%	19.3%	17.5%	0.0%	3.5%
Shuniah	2.1%	2.1%	32.6%	30.1%	24.8%	3.2%	6.0%
Terrace Bay	0.0%	14.0%	40.9%	18.9%	20.7%	1.2%	4.3%
Thunder Bay City	1.9%	2.5%	40.1%	22.5%	24.5%	2.3%	6.2%
TWOMO	5.5%	2.6%	47.2%	20.4%	18.2%	1.7%	4.3%
District of Thunder Bay Total	2.9%	2.7%	40.4%	22.4%	23.7%	2.1%	5.8%
Ontario	1.6%	5.2%	36.7%	27.5%	18.3%	3.2%	7.4%

Source: Statistics Canada, Census Data 2016

Figure 19: Unemployment Rates for the District of Thunder Bay

Municipality	2011	2016	% Chg. since 2011
Conmee	9.8%	6.7%	-31.6%
Dorion	9.4%	10.7%	13.8%
Gillies	7.7%	5.2%	-32.5%
Greenstone	13.0%	10.6%	-18.5%
Manitouwadge	7.1%	10.1%	42.3%
Marathon	6.8%	7.4%	8.8%
Neebing	9.6%	11.5%	19.8%
Nipigon	7.3%	11.9%	63.0%
O'Connor	8.5%	6.9%	-18.8%
Oliver Paipoonge	14.4%	5.6%	-61.1%
Red Rock	17.5%	8.1%	-53.7%
Schreiber	7.6%	9.6%	26.3%
Shuniah	5.2%	6.3%	21.2%
Terrace Bay	5.7%	10.3%	80.7%
Thunder Bay City	8.0%	7.7%	-3.8%
TWOMO	12.8%	9.2%	-28.1%
District of Thunder Bay Total	8.9%	8.2%	-7.9%
Ontario	8.3%	7.4%	-10.8%

Source: Statistics Canada, Census Data 2011-2016

Income Source Distribution

1.5% of income in the District of Thunder Bay comes from Social Assistance while 67.2% comes from employment income.³⁵

Income Type	Thunder Bay District	Ontario
Wages/Salaries	64.9%	67.7%
Self-Employment	2.3%	4.3%
Total Employment Income	67.2%	72.0%
Employment Insurance	1.4%	1.1%
OAS	3.8%	3.3%
CPP	5.4%	3.9%
CCTB	1.1%	1.1%
Workers Compensation	1.0%	0.4%
Social Assistance	1.5%	1.1%
Other Government Transfers	1.4%	1.3%
Total Government Transfers	15.7%	12.2%
Private Pensions	10.6%	7.7%
RRSP	0.4%	0.4%
Investment	3.8%	5.3%
Other Income	2.3%	2.5%
Total Income	100%	100%

³⁵ North Superior Workforce Planning Council Community Labour Market Reports.
<https://www.nswpb.ca/lepc/reports/community-labour-market-reports>

Incidence of Low income and Core Housing Need

Statistics Canada uses a standard measure called the Low Income Measure (LIM) to determine those households that can be identified as low income earners. Those who earn less than half the median income for the area after tax are considered to be low income earners.

In 2011, there was a lesser incidence of low income earners in all of the municipalities in the District except the City of Thunder Bay compared to the province as a whole. This is not surprising since most areas also had higher incomes than the provincial median. The City of Thunder Bay, while still better off than the provincial level, experienced the highest level of poverty. It is likely that this is a result of in-migration to the City from the surrounding municipalities and the number of low paying service jobs available in the City.

Figure 20: Incidence of Low Income based on the LIM-AT in the District of Thunder Bay, 2016³⁶

Municipality	Prevalence of Low Income 2016
Conmee	9.8%
Dorion	11.3%
Gillies	13.8%
Greenstone	18.8%
Manitouwadge	16.9%
Marathon	11.3%
Neebing	7.1%
Nipigon	17.8%
O'Connor	5.3%
Oliver Paipoonge	4.9%
Red Rock	12.9%
Schreiber	11.4%
Shuniah	4.5%
Terrace Bay	9.4%
Thunder Bay City	14.7%
TWOMO	12.0%
District of Thunder Bay Total	13.8%
Ontario	14.4%

Source: Statistics Canada, Census Data, 2016

³⁶ Data was unavailable for 2011 for Nipigon, Manitouwadge and Marathon for confidentiality and/or data quality issues

In 2016, 4 communities in the District of Thunder Bay had higher prevalence of low income than the provincial level: Greenstone, Nipigon, and Manitouwadge experienced the highest levels of poverty, ranging 2% to 5% higher than the provincial level, while the City of Thunder Bay had only slightly higher than the provincial level at 14.7%.

Households that are spending more than 30% of their before-tax income on shelter costs are said to be in core housing need. In the District of Thunder Bay in 2016, 18.7% of households were in core housing need.³⁷

Community Partnerships

- A description of how other partners within the community have been engaged and maintained in improving employment outcomes for clients. Community partners may include:
 - Employers, and employer associations;
 - Education and training institutions;
 - Community agencies and other providers of employment, health, human and social services; and
 - Federal government departments and provincial ministries, including ministries of Training, Colleges and Universities, Health and Long-Term Care and Municipal Affairs and Housing.

In addition, identify any gaps in services that assist clients to prepare for, find and maintain employment.

³⁷ Statistics Canada. 2017. *Thunder Bay, DIS [Census division], Ontario and Ontario [Province]* (table). *Census Profile*. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed December 17, 2018).

TBDSSAB has many partnerships within the District that facilitate referrals from staff members to community services in order to meet the identified needs of participants. Administration endeavors to increase opportunities for OW participants by working with different agencies and organizations to meet both participant and agency employment and skill development needs. Administration further strives to establish and maintain linkages which eliminate duplication of services, utilize best practices and build upon existing community capacity.

Partnerships with Related Initiatives, Programs and Services

Administration works directly with available community partners to develop services, and community and employment opportunities for participants, and works with the following community partners:

- The Children's Aid Society (CAS) CAS is providing trusteeship services to those under 18 who do not have an appropriate person to take on this obligation
- The Lakehead District School Board who provides specialized education to young mothers.
- The Lakehead Adult Education Centre offers upgrading to an Ontario Secondary School Diploma.
- Anishinabek Employment and Training Services and Matawa First Nations - Kiikenomaga Kikienjigewen Employment and Training
- Services (KKETS) offer upgrading for participants who are members
- The Confederation College to provide their ACE and basic computer courses on site at the main office in Thunder Bay.
- Employment Ontario (EO) providers from YES and Northwest Employment Works (NEW) attend on site to work with OW participants
- The Ontario March of Dimes is our service provider for Employment Placement
- Thunder Bay Counselling Centre is the ASI Partner
- St Joseph's Care Group and Dilico Anishinabek Family Center are partners through the Homes for Good Program
- Thunder Bay District Health Unit (Healthy Smiles Ontario) through direct referral provide dental care for dependent children
- North of Superior Counselling Programs ASI partner in the Satellite areas

Strategies to Coordinate

Client Services staff participate on various tables, attend meetings, act as a resource and provide presentations regarding OW services to agencies within the community.

In addition, staff members are frequently educated by community agencies on changes to their programming. Community CWs, who work within the TBDSSAB Satellite offices, keep current on various community agencies on a one-to-one basis and through updates from their supervisor. All CWs have meetings where representatives from various community agencies are invited as guest speakers. Staff have established long-standing working relationships with many agencies. Meetings occur with representatives from different agencies to discuss possible strategies for improved service and to address issues within the community. Cooperative planning, development, and delivery of service have become an established practice of TBDSSAB staff.

Collaborative Community Servicing

A variety of social challenges being experienced by OW participants can result in significant barriers to employment. Consequently, with proper client consents in place, TBDSSAB sees the value in collaborative work between front line staff and community agencies to assist shared participants towards addressing these challenges.

Child Welfare

Child welfare services are provided by Dilico Anishinabek Family Care and by the Children's Aid Society. CWs work in collaboration with child welfare workers. TBDSSAB has a formalized information sharing and service protocols with each of the two child welfare agencies.

Family Violence

Services in the District of Thunder Bay dealing with family violence issues are offered through Beendigen Inc., Children's Aid Society, Faye Peterson Transition House, Marjorie House, Northshore Food Bank, Ontario Provincial Police (OPP), and the Thunder Bay Sexual Assault/Sexual Abuse Counselling and Crisis Centre.

Housing

Housing programs provide affordable housing for people with low and moderate incomes. TBDSSAB is responsible for the administration of social housing and affordable housing programs within its service area. It directly owns and operates 2,479 housing units, operates a rent supplement program and provides funding to 22 non-profit housing corporations. OW participants have access to the social housing programs for which they are eligible according to the protocols established for each program. CWs collaborate with the TBDSSAB Housing Services Division as well as other social housing providers to assist with placing and maintaining of housing.

Homelessness

The need for emergency shelter services has continued to increase significantly over the last several years with shelter occupancy rates over 100% since 2013. The over utilization of emergency shelters warrants ongoing attention in order to reduce incidences of chronic homelessness in the District of Thunder Bay.

The second comprehensive homelessness Point in Time (PIT) Count was conducted in Thunder Bay in April 2018. Results of the PIT Count show that a total of 474 people experiencing homelessness were interviewed. Of the individuals interviewed, 66% identified as Aboriginal ; 33% of individuals reported addiction/substance use as the reason for housing loss; and 19% said they were new to Thunder Bay within the past year.

Mental Health

Within the City of Thunder Bay and some areas outside of the City, the Canadian Mental Health Association (CMHA) offers mental health services for OW participants. In some communities, services can be accessed through North of Superior Programs and People Advocating for Change through Empowerment (PACE), formerly known as the Mental Illness Support Network.

Section 2: Strategies and Outcomes

Service Strategy

- Strategies should demonstrate sound rationale for the employment services will be provided and how much of each service is needed locally to improve or maintain the delivery partner's achievement of employment outcomes.

The Employment Resource Services continue to assist participants on a daily basis. CWs refer appropriate participants to both in-house and community training opportunities.

As outlined in the environmental scan, TBDSSAB has concentrated on education levels and shows an increase in participants who have achieved a high school (or equivalent) diploma. As the percentage of those without a diploma is still near 60%, more work will continue.

TBDSSAB is exploring further partnership opportunities for education for participants.

The data provided by the ERS indicates that 30% of participants are near or are ready for employment. TBDSSAB is reviewing current processes to ensure there are clear employment paths in order to exit participants to employment.

Link Strategies to Outcome Measures

- Link the strategies to the employment and earnings outcome measures as a basis for setting targets.
- Provide the respective weighting and indicate the outcome measures that will be used to demonstrate results.
 - The expectation is 2018 actuals for employment outcomes will form the baseline for 2019 and negotiated targets must be a minimum of 3% higher than the 2019 baseline

(Technical instructions are available in the Ontario Works Budget Package.)

TBDSSAB is lowering case to CW ratios. This will help support meaningful interactions with participants in order to ensure movement along the employment continuum. Partnerships with EO and MTCU will become increasingly important to achieve the targets.

As TBDSSAB filled full time position after the Ministry announcement regarding program direction, an increase in employment outcomes has already occurred. With a smaller case to CW ratio, TBDSSAB is in the position to improve the employment path of their participants.

Because 58% of the caseload has not yet achieved their secondary school education, they are further away from the job market. With this population, there will continue to be a push towards education and skills development.

According to ERS assessments, approximately 30% of the caseload is ready for employment. There will be a continued push for the population to work with EO providers and Employment Placements.

Skills development will be the path that is taken with the other 12% of the caseload.

Action Steps and Resources
<ul style="list-style-type: none"> Outline of the key strategies that will be used to achieve the targeted improved earnings and employment outcomes for clients. Strategies should align with findings from the environmental scan and with the Ministry's priorities (see Program Vision, Mandate and Strategic Priorities section).
<p>Rates of emergency department visits and hospitalizations for opioid poisoning are almost twice the provincial average in the District of Thunder Bay; this district also has the highest rate of opioid-related mortality in Ontario.³⁸ Additions coupled with the low rate of secondary school achievement, many TBDSSAB clients face multiple and complex barriers to employment.</p> <p>As only approximately 40% of participants have achieved a Secondary School Diploma or equivalent and most entry level jobs require a minimum high school diploma, TBDSSAB continues to work extensively in matching participants with educational opportunities that will work for their circumstances.</p> <p>Monitoring and evaluation of existing services is an essential ongoing process to ensure that service delivery responds to participant need.</p> <p>TBDSSAB uses the ERS Tool to provide measures of readiness against the internationally validated employment readiness model. Outcome data collection from the ERS helps guide program planning and development by providing data regarding participant employment skills and soft skill needs which is used to target programming to suit the needs of participants and to increase positive outcomes.</p>

Stakeholder Linkages
<ul style="list-style-type: none"> Describe how relationships/linkages will be leveraged with other community and/or external partners to support employment outcomes for their clients.
<p>TBDSSAB is active in engaging our varied stakeholders in order to leverage the strongest outcomes for participant.</p> <p>Currently, linkages with education, mental health, addiction and homelessness partners provide opportunities for referral for participants.</p>

³⁸ Sawula E, Greenaway J, Olsen C, Jaun A, Flanagan Q, Leiterman A, Groot E. Opioid Use and Impacts in Thunder Bay District. Thunder Bay, ON: Thunder Bay District Health Unit; 2018.

Addressing Service Gaps

- Outline how service gaps will be addressed to achieve results.

Transportation

TBDSSAB continues to use Employment Related Expenses (ERE) funding to assist participants with transportation for education and employment support related activities. In the City of Thunder Bay, the equivalent of the cost of a monthly bus pass is issued. Public transportation in most communities does not exist and staff continue to problem solve on a case by case basis.

Health

The shortage of doctors, particularly general practitioners, has a negative impact on the general health of the population. The ability of participants to find dental care is also an ongoing challenge. TBDSSAB continues its efforts to link participants with medical care by developing partnerships within the District through intensive caseload management.

Addictions

The addiction rate in the District of Thunder Bay continues to climb. TBDSSAB continues to assist participants on a daily basis to enter into rehabilitation programming. Thunder Bay and surrounding area had the highest dispensing rate of methadone or buprenorphine/naloxone in Ontario in 2016. The rate of death due to opioid overdose in the District of Thunder Bay is one of the highest in Ontario with 17.5 deaths per 100,000 people.³⁹

Education

Education is an issue in the District of Thunder Bay. With potential employment opportunities within the mining community, it is incumbent upon TBDSSAB to continue to plan with our participants for their future. TBDSSAB continues to concentrate on upgrading education in order to prepare participants for job training.

Housing

The rental vacancy rate in the Thunder Bay CMA was at 4.9% as of October 2018.⁴⁰ The social housing vacancy rate was 4.2% in the City of Thunder Bay as of April 2019.⁴¹ CWs continue to work with local housing providers to assist participants in finding, and securing safe, affordable housing.

³⁹ Thunder Bay District Health Unit. "Opiate Use and Impacts in Thunder Bay District."

⁴⁰ CMHC Primary Rental Market Statistics

⁴¹ TBDSSAB Social Housing Vacancy Rates

Increased Employability Strategies

- Identify how increased employability activities and supports will:
 - Promote self-reliance and financial independence; and
 - Result in positive employment and earnings outcomes.
- For Ontario Works participants, increased employability is a holistic concept that often depends on:
 - The knowledge, skills and attitudes they possess;
 - The ability to access integrated supports such as, health, housing, transportation and childcare;
 - The ability to break the cycle of poverty; and
 - Their connection to the economic, local labour market and community environment.

Removal of barriers is the key towards promoting a higher quality of life. This includes assisting participants who are physically able to work to increase their employability, obtain and maintain employment and financial independence. For OW participants who are physically unable to work and wish to apply for ODSP assistance, TBDSSAB provides varying degrees of assistance (depending upon functioning and complexity of the participant's situation) ranging from assistance with completion of the participant portions of the ODSP application form through to assistance in navigating the system.

TBDSSAB will continue to complete employment assessments for employable participants using the ERS. With the data from the assessments, TBDSSAB will continue to amend employment paths for individuals and assist in removing barriers.

TBDSSAB will continue to work with the PIT count list in order to work intensively with participants who identify as homeless to assist them to secure permanent, safe and affordable housing.

Monitoring Service Strategies

- Describe how the proposed strategies will be monitored to determine progress towards the achievement of outcome targets. Ongoing monitoring is critical in identifying potential year 2 adjustments to the Service Plan when managing for outcomes.

CWs must ensure an equitable balance of services delivered amongst participants with varying levels of education. This equitable balance will facilitate a steady flow of participant achievement to maintain employment funding levels.

As a result of an Employment Program Review conducted in December 2014, TBDSSAB implemented new employment program tools to strengthen the employment services system in its service area. During the VI, the CW completes a screening tool based on the Modified- URICA. The screening tool is scored and results place participants in a stage of readiness for employment (pre-contemplative, contemplative or action phase) of the change model.

Specifically:

- Pre-contemplative individuals will be followed by their CW with the goal of moving them to the contemplation stage. CWs will plan, with the participant, in setting specific goals. This will provide opportunities for the participant to move to considering change through discussion, education, relationship building and supports. There is a process currently underway to review the use of the Modified-URICA and resulting employment path.
- Contemplative and action stage individuals are referred to the Employment and Training team who will administer the ERS Tool in a group setting. The results from the tool are reviewed and discussed with the participant by a CW, where the results guide the completion of the Participation Agreement and an Employment Plan.

Given the low education levels of the majority of the caseload, together with other barriers to employment, more attention needs to be focused upon increasing employability through removal of barriers. Increasing one's employability is expected to progress to employment earnings and exits to employment. TBDSSAB staff deliver grassroots social services by providing individualized assistance to participants to overcome barriers and assist them with their educational and employment needs.

Section 3: Program Management

Service Delivery
<ul style="list-style-type: none"> Outline key program management activities and approaches that: <ul style="list-style-type: none"> Support achievement of outcomes targets; Address any delivery issues identified in the environmental scan; and, Respond to, and address, Ministry priorities (see Program Vision, Mandate and Strategic Priorities section).
<p>Ontario Works Delivery Sites</p> <p>TBDSSAB has a vast geographic service area of 103,719 square km comprised of 15 member municipalities and TWOMO. The Board delivers services through five permanently staffed offices and three satellite offices that operate during part-time hours.</p> <p>TBDSSAB has recently filled vacant CW positions in an effort to reduce the client to CW ratio. In the first quarter of 2019, there has been an increase in employment targets that support lowering the client to CW ratio.</p> <p>In the 2015-2016 planning cycle, TBDSSAB indicated that the number of participants without a high school education represented 60.3% of the caseload. Since 2017, the proportion of OW recipients without a secondary school diploma has decreased 4.3% to 56%.</p>

Analysis of Resources
<ul style="list-style-type: none"> An analysis of the resources, including staffing and recipient ratios (e.g. financial, staffing, community, etc.) required for program management.
<p>Within the District of Thunder Bay, there are 29.6 full time CWs. With an average monthly OW caseload of 2,876 for 2017-2018, this equates to a caseload of 100.5 clients per CW. However, when broken into service areas and specialized caseloads, the number changes significantly. The average caseload for the 5 satellite areas east of the City of Thunder Bay for 2017-2018 was 394 in total. The number of full time CWs is 5.6 making the ratio 70 clients: per CW. The average caseload in Thunder Bay (including the Kakabeka Satellite office) was 2,482 in the same time period. There are 24 CWs in Thunder Bay, however at this time, only 15 carry a caseload (specialized caseloads outlined below) making the ratio 177 clients per CW.</p>

TBDSSAB has recently hired and trained five (5) new staff after Minister MacLeod's announcement in November 2018, who are completing VIs only until they are able to maintain a caseload. Once these five CWs are able to take a full caseload, the ratio will be at 103 clients per CW in the City of Thunder Bay.

TBDSSAB employs Intake Workers, Accounts Team and File Clerks to work directly with the OW program as well as 6 supervisors and 2 managers.

Key Program Management Activities

- An overview of the service delivery model for intake and the provision of emergency assistance, as well as eligibility determination and review, family support and participation management (including child care).
- Outline of business practices that are in place for the following:
 - Delivery of Ontario Works is in accordance with legislative requirements, program directives and standards;
 - Modernizing and improving the effectiveness and efficiency of program delivery
 - A list of all Ontario Works benefits managed outside of the Social Assistance Management System (SAMS) and identify supporting documentation that will be provided with any adjustments to subsidy claims.
 - Describe business practices for Ontario Works benefits managed outside of SAMS.
 - Performance standards are met, and risks and areas for improvement are identified and addressed in a timely manner.
 - Compliance with expectations related to completing the Eligibility Verification Process

Ontario Works Delivery Sites

TBDSSAB has a vast geographic service area of 103,719 square km comprised of 15 member municipalities and TWOMO. The Board delivers services through five permanently staffed offices, and three satellite offices that operate during part-time hours.

The Client Services Division has made significant progress towards the achievement of greater consistency in service delivery throughout the service area. It has and continues to undertake internal process reviews to ensure procedures are streamlined and consistent throughout the District. Consideration is given to the delivery needs in terms of population, current economic trends and geographical location.

CWs are assisted by Team Clerks who provide data entry and clerical support to facilitate the delivery of services by processing approved requests and responding to telephone inquiries.

TBDSSAB launched a new VI process in January 2019 which has streamlined access to a face to face appointment with a CCW in order to assess eligibility. This process focused on the applicant experience and resulted in needing to “tell their story once” and has put TBDSSAB within the 4 day legislated time for contact to appointment.

Caseworker including the Community Caseworker (Satellite Sites)

The CW assesses initial and ongoing eligibility for OW. Each CW completes VIs, maintains a caseload for financial eligibility as well as works with each participant on employment related activities, refers to community services for additional supports as well as completes an initial assessment of fraud allegations.

Specialized Caseworker

TBDSSAB dedicates four (4) caseworkers to specialized caseloads.

- One caseworker is available to complete “walk in VIs” and is on demand for applicants who wish to have their application completed without an appointment. This CW is also available to complete Participation Agreement updates for participants who are commencing employment and require a PA update and employment startup funds as well as outreach to participants who have exited OW for employment.
- One CW is dedicated to assisting longevity clients who wish to apply to ODSP. This CW assists with completing the Disability Determination Package.
- One CW is dedicated to servicing ODSP OW participating non-disabled spouses and dependent adults as well as having a concentrated caseload of employable participants who are working towards employment.
- One CW is dedicated to facilitating financial management of ASI and Transition Outreach and Support caseload. This caseload will be reviewed for the ASI portion once the ASI program is terminated on July 31, 2019.

The Thunder Bay site provides a variety of on-site programs including job seeking and readiness training. Off- site programs include recipients volunteering at the Regional Food Distribution Association (RFDA), Clothing Assistance Mission and The Good Food Box. The volunteer work adds to the clients work experience. Community Kitchen is offered once per month at RFDA and at Limbrick Housing Complex.

TBDSSAB also partners with the Lakehead District School Board, Confederation College and Matawa to offer secondary school upgrading to participants.

Employment Ontario delivery agents come on site to the Thunder Bay location to offer Job Fairs, career counselling and employment placement referrals.

Nipigon satellite office works with YES Employment Services, however they are no longer permanently located in this area and will work with participants on an “as needed basis”.

Greenstone satellite office works with the Thunderbird Friendship Centre, (5 days per week service) More Than Words-5 days per week service, and Confederation College satellite office and Contact North office who offer upgrading and post-secondary education.

Schreiber satellite office works with NEW who are in Schreiber one day per week, Terrace Bay one day per week, and Contact North office who offer upgrading and post-secondary education

Marathon satellite office works with NEW (5 days per week service), Superior North Adult Learning Centre 5 days per week service, and Confederation College satellite office and Contact North office who offer upgrading and post-secondary education.

Manitouwadge satellite office works with Northwest Employment Works (NEW) (one day per week service) Manitouwadge Adult Learning Centre (5 days per week service).

The Community Placement Program

The Community Placement Program is administered by all delivery sites enabling participants to increase employability through volunteer work. Participants are supported in volunteering in order to gain valuable work experience through “on-the-job training”.

The Enhanced Employment Placement Program

The Enhanced Employment Placement Program assists job-ready participants into paid employment by offsetting employer hiring and training costs. Participants are provided with training and financial assistance as they seek employment opportunities within private and public sectors or within not-for-profit organizations. TBDSSAB has entered into formal employment placement agreements with the Ontario March of Dimes in Thunder Bay that assist participants to find jobs with employers in the community.

Employment Assistance

Employment Assistance is available to assist OW recipients in securing employment and becoming self-sufficient. TBDSSAB administers employment financial benefits and offers a range of employment programs as well as partnering with employment program providers who offer services throughout the District.

Employment Supports

Employment Supports, training and counselling services are provided to participants of OW. Counselling supports include one-to-one assistance with self-employment activities, preparation of resumes, cover letters, and interview skills. Training includes WHMIS and Smart Serve. In the remote offices, CWs assist participants directly or with access to community training including, but not limited to, WHMIS, Smart Serve, computer, literacy, and education. Financial assistance may include the cost of travel, registration fees, safety equipment, and clothing necessary to obtain employment.

The Learning, Earning and Parenting Program (LEAP)

LEAP provides intensive case management assistance to young parents aged 16 to 25 years who have not finished high school and are receiving financial assistance through OW or ODSP.

The Addiction Services Initiative (ASI) (program ending July 31, 2019)

Due to the end of the ASI program as of July 2019, TBDSSAB has completed a plan to transfer all active participants back to the regular OW caseload.

Child Care Assistance

Child Care Assistance is provided in partnership with the Child Care and Early Years Services Program at the TBDSSAB. OW participants may access either informal child care through their OW CW or formal child care with fee subsidy. OW Community CWs in the satellite offices complete child care fee subsidy income testing and track attendance.

Discretionary Benefits

TBDSSAB assesses requests for Discretionary Benefits from ODSP clients as well as OW participants. Requested items include dentures, funerals and health aids that are not otherwise funded. The total spending for 2017-2018 was \$992,524 and \$1,035,625 respectively.

Transition Outreach and Support Worker (Transition Outreach)

Administration has re-developed the Transition Outreach Worker position to support the movement of emergency shelter residents along the housing continuum. The Transition Outreach attends the Salvation Army Booth Centre, Grace Place, Rural Food Cupboard and the Shelter House Thunder Bay along with an OW CW, to complete applications for OW and assessments to assist with securing housing. The assessment identifies the need for supports regarding addiction, mental health and concurrent disorder issues. They provide interim counselling in an effort to assist the person and stabilize their condition while collaboratively working with relevant community agencies in an effort to involve the resident in holistic services to address their barriers to housing.

The assessment used is the Service Prioritization and Decision Assistance Tool (SPDAT), an evidence-informed approach to assessing an individual's or family's acuity. The tool, across multiple components, prioritizes who to serve next and why, while concurrently identifying the areas in the person/family's life where support is most likely necessary in order to avoid housing instability. Individuals would be placed in the local priority housing wait list, High Needs – Homeless, if their SPDAT score is in excess of a predetermined level. This tool also qualifies the individual for a referral to TBDSSAB Home for Good Program intensive case management program in partnership with St. Josephs Care Group and Dilico Anishinabek Family Care.

Transition Support

	Assessments	Housed
2017	30	23
2018 *	103	68

*additional staff added

Eligibility Review (ER)

Eligibility Review Officer (ERO) investigates allegations of fraud pertaining to TBDSSAB caseload. When an investigation determines the elements of fraud are present, a Crown Brief is prepared and forwarded to the relevant police service for review. The police determine whether the case has the necessary elements required for a charge under the Criminal Code of Canada and if so, the Crown Attorney's office determines whether there is sufficient evidence to proceed with prosecution.

Eligibility Review			
	Complaints Supported	Complaints Unsupported	Restitution Ordered
2017	13	29	\$42,589.00
2018	23	11	\$43,610.00

Internal Review and Case Presenting Officer

Applicants and recipients of OW wishing to challenge eligibility decisions may request an Internal Review and further appeal to the Social Benefit Tribunal (SBT) should they still contest the decision. An independent Internal Review/Case Presenting Officer (1 FTE) performs the internal reviews and represents the OW Administrator at SBT hearings.

Internal Review OW/Discretionary requests					
	Upheld	Overtured	Varied	No Decision/ Unappealable/ Withdrawn	Total Requests
2017	70	12	10	18	110
2018	92	15	10	19	117

Social Assistance Tribunal Decisions			
	Appeal Granted	Appeal Denied	Appeal Withdrawn
2017	4	3	6
2018	4	1	8

Family Support Worker

Historically, Family Support Workers (FSW) assisted OW recipients, who are custodial parents of dependent children, to pursue financial support to which they may be entitled, including preparation of support agreements when support obligations are not contested.

TBDSSAB reduced the FTE complement from 1.5 to 1 FSW in 2018.

The FSW still assists with child support agreements but concentrates on referrals for spousal support.

Eligibility/Verification Process

The Eligibility Verification Process (EVP) is one of the Ministry's key oversight mechanisms. The Ministry uses a model developed in partnership with a third party that incorporates information from the Social Assistance Management System (SAMS), Canada Revenue Agency and Third-Party Credit reports to prioritize cases for audit based on the likelihood of a change in entitlement.

Every two months, both the OW program and ODSP are responsible for completing case audits based on prioritization from the EVP model.

This page provides the resources and tools for both Delivery Agents and Ministry Regional Offices to assist with the administration of this responsibility.

EVP results 2017-2018		
	958	100% completion
completed with overpayment	84	\$105,000
completed with underpayment	62	\$20,000

OW payments issued outside of SAMS

Monthly service orders paid on behalf of transient applicants are paid outside of SAMS with discretionary funding. These items are added on a separate line on the Form 5 submission. The additions are added manually into SAMS for submission.

Overview of Learning Supports

- An overview of other strategic learning plans to train staff in the delivery of employment and financial assistance, to achieve program objectives and improve employment outcomes (i.e. Supportive Approaches through Innovative Learning (SAIL)). to:
 - Champion client-centered service delivery that is fair and equitable
 - Build upon the skills, knowledge and performance of staff;
 - Help achieve program objectives; and
 - Improve employment outcomes.

Staff Training and Development

Training is provided in a combination of training administered by supervisors, or through purchase of service arrangements. Monthly meetings occur in which presentations from community agencies are provided. TBDSSAB also uses the meetings as an opportunity to review processes to ensure they are consistent.

In 2017-2018, TBDSSAB completed Cultural Competency training as TBDSSAB's Strategic Plan highlights the importance of recognizing participant diversity and as such training in this area continues to be a priority for all staff.

To onboard a new CW, TBDSSAB has integrated online SAMS training as a self-guided exercise coupled with class room based legislation and process training. Once formal training is completed the new CW job shadows an experienced CW and then completes VIs independently. Once they are competent in the VI function they build a caseload in which they continue VI appointments along with managing a caseload.

Strategy to Deliver French Language Services

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

TBDSSAB has submitted the French Language Services plan to the Ministry. TBDSSAB has a FLS Advisory Table that meets to monitor and update the plan as needed. TBDSSAB has experienced challenges in finding qualified and appropriate staff to deliver OW services. This challenge increases when filling CW vacancies in more remote communities. TBDSSAB service areas designated under the *French Language Services Act* include Longlac, Geraldton, Marathon, Manitouwadge, Beardmore, Nakina and Terrace Bay. TBDSSAB has one fully fluent CW in the Satellite offices. When language services cannot be delivered directly by staff, formal translation services are purchased from appropriate community agencies where service is required in a language other than English, particularly as services relate to understanding the rights and responsibilities of participating in OW.

In cases of appointments where legal documents are not involved, participants may choose to bring a trusted friend or family member to translate for them or request that an interpreter be provided. French language services are rarely requested in TBDSSAB services areas, making the purchase of interpreter services a feasible option for service delivery.

Business Practices

- 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).

As discussed in various sections above, TBDSSAB began a program to review its internal processes with a view to enhancing the client experience, increasing internal process efficiency, and continuous improvement to meet identified outcomes. Using a client-centred approach, involving all staffing levels within the program areas who were impacted by the process, using evidence-informed practices based on data, TBDSSAB completed or is in the process of completing 20 different process reviews. Three (3) of these processes related to Social Assistance Modernization processes (Removal of Drug and Dental Cards, Reloadable Payment Cards, 3rd Party DBD and Electronic Statements).

The approach utilized continuous and quality improvement practices to maximize long-term sustainability of the process changes.