



2020 to 2023 Business Plan

Service: Ontario Works

\$0.18

Cost per day for the average rate payer (2020 to 2023)

2.09%

Of the 2020 to 2023 City of London Net Property Tax Supported Budget

Who we are:

- The City manages the delivery of Social Assistance under the *Ontario Works Act*, including but not limited to Income and Employment Support, Discretionary Benefits, Life Stabilization, and Educational Supports.
- The service delivery model is based on a responsive, blended intensive case management approach that addresses the specific needs of the individual and family. Efforts are made to ensure services link closely with supports in childcare, housing, and homeless prevention.

What we do:

- Ontario Works provides integrated financial and employment supports to help individuals and families identify and achieve their employment, education, and social inclusion goals.
- Financial supports are provided for basic needs and shelter benefits, emergency social assistance, and specific eligibility driven health-related and other discretionary benefits.
- Employment supports enhance employment search, placement, and retention efforts, in order to increase a client's earnings and ultimately help them achieve sustainable employment.

Why we do it:

- **Mandatory** – The City of London is designated under the *Ontario Works Act* and *Ontario Regulation 136/98* as the Consolidated Municipal Service Manager for Ontario Works for the City of London and the County of Middlesex.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$149,002	\$149,205	\$150,209	\$150,411	\$598,827
Other Revenues	-\$135,313	-\$135,373	-\$135,433	-\$135,473	-\$541,592
Net Tax Levy Supported Operating Budget	\$13,689	\$13,832	\$14,776	\$14,938	\$57,235
Total Capital Expenditures	\$90	\$95	\$100	\$100	\$385
Full-Time Equivalents (FTE's)	250	250	250	250	N/A

Reflects 2020 to 2023 Council Approved Budget – January 12, 2021.

The following section provides an overview of the key activities the service plans to undertake from 2020 to 2023 to implement the Corporation's 2019 to 2023 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2020 to 2023

- The Ministry of Children, Community, and Social Services launched a multi-year Social Assistance Reform Plan in 2019 and as the Service Manager the City of London is required to ensure all Ministry priorities are met over the coming years, including:
 - Determining assistance eligibility within 4 days on 75% of all Ontario Works applications;
 - Increasing employment outcomes by a mandatory minimum of 3% and maintaining outcomes higher than the Provincial median;
 - Enhanced accountability and oversight;
 - Expand service delivery modernization initiatives through use of technology as well as local level approaches for eligibility determination and ongoing client supports and services;
 - Increased client participation and a focused effort to reduce time of assistance;
 - As part of an ongoing effort to increase local labour market participation, the City of London Social Services team aims to bridge social assistance recipients with opportunities and employers in the local labour market; and

Service Highlights 2020 to 2023

- Ontario Works clients will receive enhanced customer service through rapid intake processing, enhanced eligibility processing, and strict adherence to client participation in employment activities.

Risks and Challenges Anticipated in 2020 to 2023

- The Ministry of Children, Community, and Social Services has stipulated that any failure to achieve the increased outcomes targets would result in an up-to 15% financial claw-back on employment funding. For the City of London that would equate to roughly \$1,300,000.
- The Ministry of Children, Community, and Social Services have frozen the City of London Ontario Works operating budget for both 2019 and 2020 to the 2018 end of year actuals causing significant financial pressures as well as staffing and resourcing constraints.
- In addition to no increase in provincial operating budgets, City of London Social Services is expected to continue embracing and implementing modernization opportunities related to technology and/or client services. In particular moving workflows to “digital by default” may result in increased upfront costs to establish adequate infrastructure, with potential savings in future years.
- The Province of Ontario has launched a comprehensive and disruptive Employment Transformation plan that will see the responsibility of employment services for those on Social Assistance move from municipalities to a Service System Manager that could be from the Private, Non-Profit, or Public Sector and will manage services for the entire economic region.
- Employment Transformation efforts are set to conclude prior to the end of the City of London Multi Year Budget (MYB) term. Should the City of London not be selected as the regional Service System Manager for Employment Services, the bulk of the 100% Ministry funding (\$8.9Million) for employment services the City receives will end.
- With growing operating costs and fixed funding from the Ministry, the need for increased support from Council and municipal funding becomes far more critical.
- In order for the City of London Social Services to achieve the steep employment outcomes, an increase of referrals for employment supports must be made. Increased participation results in larger costs associated with skills training and employment placements as part of the Purchase of Service agreements.
- The City of London Social Services currently funds a London Transit bus pass for all eligible participants in the Ontario Works program through Employment Related Expenses (ERE). This cost is shared 50/50 with the Ministry. The planned increase of the London Transit Commission monthly bus pass by 17% is forecasted to create an additional \$750,000 to the ERE costs in 2020.
- The City of London Social Services commitment to service targets and strategic plan initiatives are contingent on the results of further social assistance reform efforts from the Ministry and budget constraints.

The service directly supports the following components of the Corporation's 2019 to 2023 Strategic Plan:

Strengthening Our Community

Londoners have access to services and supports that promote well-being, health, safety in their neighbourhoods and across the City.

Expected Result: Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.

Strategy:

- Expand Social Services client feedback and participation in service delivery design in their community. (SOC-22)

Metric	2019	2020	2021	2022	2023
10 service delivery design surveys with Ontario Works clients conducted.	2	2	2	2	2
13 client engagement sessions conducted.	1	5	1	5	1

Growing Our Economy

London will develop a top quality workforce.

Expected Result: Increase access employers have to the talent they require.

Strategy:

- Increase Ontario Works client participation within employment activities. (GOE-02)

Metric	2019	2020	2021	2022	2023
25% of Ontario Works file terminations exiting to employment.	20%	20%	20%	25%	25%
90% of eligible clients that have an active outcome plan.	80%	80%	85%	85%	90%

Leading in Public Service

Londoners experience exceptional and valued customer service.

Expected Result: Increase community and resident satisfaction of their service experience with the City.

Strategy:

- Streamline customer intake and follow-up across the corporation. (LPS-07)

Metric	2019	2020	2021	2022	2023
75% of Eligibility Determinations into Ontario Works made within 4 days.	70%	75%	75%	75%	75%
95% of Ontario Works clients access intake within 5 minutes.	75%	80%	85%	90%	95%

Other reference information and links:

- [Employment Transformation to Economic Regions](#)
- [2019-2020 Ontario Works Service Plan](#)
- [2019 Auditor General's Value for Money Audit- Ministry of Children, Community, and Social Services](#)
- [2019 Provincial Budget](#)

Contact:

- Shirley Glover, Acting Manager, Employment & Income Supports, Ontario Works Administrator
- 519-661-CITY (2489) Extension 4797
- sglover@london.ca