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:

<table>
<thead>
<tr>
<th>Budget Summary ($000’s)</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2020 to 2023 TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Operating Expenditures</td>
<td>$149,002</td>
<td>$149,527</td>
<td>$148,602</td>
<td>$149,347</td>
<td>$596,477</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>-$135,313</td>
<td>-$135,582</td>
<td>-$135,166</td>
<td>-$135,054</td>
<td>-$541,115</td>
</tr>
<tr>
<td><strong>Net Tax Levy Supported Operating Budget</strong></td>
<td><strong>$13,689</strong></td>
<td><strong>$13,945</strong></td>
<td><strong>$13,436</strong></td>
<td><strong>$14,292</strong></td>
<td><strong>$55,362</strong></td>
</tr>
<tr>
<td>Total Capital Expenditures</td>
<td>$90</td>
<td>$95</td>
<td>$100</td>
<td>$100</td>
<td><strong>$385</strong></td>
</tr>
<tr>
<td>Full-Time Equivalents (FTE’s)</td>
<td>250</td>
<td>250</td>
<td>235</td>
<td>240</td>
<td>N/A</td>
</tr>
</tbody>
</table>


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 annually by a mandatory minimum of 3% over the previous year’s performance and maintaining outcomes higher than the Provincial median;
  - Enhanced accountability and oversight;
  - Expanded 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 on assistance;
  - Leverage local economic development through partnerships with local workforce and economic development experts;
  - Develop and maintain local community service partnerships;
As part of an ongoing effort to increase local labour market participation, the City of London Life Stabilization team aims to bridge social assistance recipients with opportunities and employers in the local labour market through communication strategies such as, but not limited to, weekly Labour Market Information session, Employment Information Sessions, electronic newsletters and communications directly to clients;

Ontario Works staff will begin the implementation of provincially directed common assessment tool in 2023 as part of the Employment Services Transformation. Staff will complete Part 1 of the Common Assessment Tool will form and inform referrals to Employment Ontario services; and

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 employment 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 annually.

The Ministry of Children, Community, and Social Services has frozen the City of London Ontario Works’ operating budget 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 Life Stabilization 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 Employment Services Transformation plan that transitions the responsibility of employment services for those on Social Assistance from municipalities to a Service System Manager that will oversee Employment Ontario. The SSM can be from the Private, Non-Profit, or Public Sector and will manage services for the entire economic region.

The City of London is part of Phase 2 of the Employment Services Transformation roll-out and will see employment services transition from Ontario Works to the SSM effective January 1, 2024. As a result of the transition, the City of London’s Ontario Works operating budget will be reduced by 22% (approximately $5.74M) effective January 2024.

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 Life Stabilization to achieve the steep employment outcomes, an increase of referrals for employment supports must be made. Increased participation has resulted in larger costs associated with skills training and employment placements as part of the Purchase of Service agreements.
• The City of London Life Stabilization commitments 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)

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 service delivery design surveys with Ontario Works clients conducted.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>13 client engagement sessions conducted.</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% of Ontario Works file terminations exiting to employment.</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>90% of eligible clients that have an active outcome plan.</td>
<td>80%</td>
<td>80%</td>
<td>85%</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>
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)

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% of Eligibility Determinations into Ontario Works made within 4 days.</td>
<td>70%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>95% of Ontario Works clients access intake within 5 minutes.</td>
<td>75%</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

**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](#)

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- [sglover@london.ca](mailto:sglover@london.ca)