INFORMATION REPORT

TO: Chair and Members
   Emergency & Community Services Committee

WARD(S) AFFECTED: CITY WIDE

COMMITTEE DATE: January 19, 2011

SUBJECT/REPORT NO:
2010 – 2011 Ontario Works Service Plan (CS11010) (City Wide)

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SIGNATURE:

Council Direction:
Not applicable.

Information:
The City of Hamilton received $7,808,404 from The Ministry of Community and Social Services (MCSS) for Ontario Works Employment Assistance and $8,902,221 for Cost of Administration. In September 2010, MCSS approved the 2010 Ontario Works Service Contract and continued funding based on our service plan submission. The Ontario Works 2010 – 2011 Service Plan for the City of Hamilton is attached as Appendix A to Report CS11010.

The Service Plan is the strategic plan for the City of Hamilton’s Ontario Works (OW) program. It outlines numerous strategies to meet the goal of helping people move towards “sustainable” employment. The plan links actions to two measured employment outcomes:

- Employment: helping people find and keep jobs; and,

- Earnings: helping people achieve financial independence.
The two-year service plan is a living document, which can be reviewed throughout the year. Targets may be adjusted during the year to reflect any major changes in the environment. Service plans are reviewed by the MCSS every year as part of the service contract process. The service plan is developed according to the MCSS Service Planning Guidelines and the Ontario Works Act, Regulations and Directives.

The 2010 – 2011 OW Service Plan provides:
- The vision and mandate of the OW Program and Community Services Department, City of Hamilton.
- A description and analysis of the previous service planning cycle focusing on target outcome, target achievement and the effectiveness of planned strategies.
- The financial and administrative activities required to support the OW program.
- The strategies to achieve the employment outcomes targets.
- Supplementary information to assist with a more detailed understanding of Hamilton’s approach to service delivery.

**2008-2009 Funding Cycle**

Due to the efforts of internal and community interventions, as well as negotiated adjustments to the baseline numbers, the City of Hamilton achieved the set employment outcome targets for 2008/09.

**2010-2011 Funding Cycle**

Employment outcome targets are monitored closely to ensure that Hamilton’s OW program continues to receive the maximum funding available. In reviewing recent statistics, it appears that there are greater challenges in meeting the employment outcomes since the original forecast. In particular, there are challenges in the area of average employment earnings, percentage of caseload with earnings and average length of time to employment. Economic factors have played a large part in these challenges.

- Consumer bankruptcies increased considerably during Q2 of 2010.\(^1\)
- The Bank of Canada has not moved forward with scheduled interest rate increases.
- There has been a downshift in the American economy including a second round of increased foreclosures.
- Canadian housing has experienced a downswing.
- The economy has seen waning benefits from past monetary and fiscal stimulus.

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\(^1\) Hamilton Wellness Indicators – September 2010
• Canadian employment growth averaged about 13,000 in July and August, after averaging 51,000 a month in the first six months of the year.²

• Hamilton’s unemployment rate is lower than the Ontario average, but proportionally fewer people are in the labour force. The local economy has had shifts toward smaller employers. An additional shift toward knowledge-based institutions has presented a challenge for Ontario Works participants with mainly manufacturing backgrounds.

• Part time employment has grown at a faster pace than full time.

Based on this information, a request has been made to MCSS to adjust the baseline targets for 2010. In addition, staff developed short term and long-term activities to improve the outcomes, which include:

  • increased communications with participants;
  • communication with community partners; and,
  • education of staff.

² TD Economists through The Canadian Press, October 6, 2010
City of Hamilton
Ontario Works Service Plan

2010-2011
Acknowledgements

This service plan is the result of a collaborative effort on the part of City of Hamilton staff and the Hamilton community. We wish to thank everyone who contributed to this plan for their participation and support.

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In addition to the names listed above we acknowledge:

- The ongoing diligence and compassion of Ontario Works front line staff who continue to support our participants in their pursuit of financial independence.
- Our many community partners outlined in this report who assist our participants in achieving successful employment outcomes.
- Our many community employers, who recognize the skills and motivation of our participants and continue to offer paid employment opportunities.
- The Ministry of Community and Social Services for their ongoing support.
# Table of Contents

**Executive Summary** ................................................................................................. 1  
*Environmental Scan* ............................................................................................... 1  
*Caseload Trends* ....................................................................................................... 2  
*Analysis of Employment Outcomes for 2008-2009* .................................................. 2  
*Factors affecting the caseload in 2010* .................................................................... 3  
*Community Strategies* ............................................................................................ 3  

**Section 1.0: Ontario Works Vision and Mandate** .................................................. 5  
The City of Hamilton - Corporate Vision, Mission and Values ....................................... 6  
City of Hamilton, Community Services Department, Mission Vision and Values ... 7  
2009-2011 Community Services Business Plan .......................................................... 8  
Focus Areas .................................................................................................................. 8  

**Section 2.0: Environmental Scan** .......................................................................... 9  
Analysis of Previous Planning Cycle ......................................................................... 9  
2.1 Employment Outcome Measure Target Achievement ........................................... 9  
   1A - Average employment earnings ........................................................................... 10  
   1B - Average amount of employment earnings at exit ................................................. 11  
   2A - Percentage of caseload with employment income .............................................. 12  
   2B - Percentage of caseload exiting to employment ................................................. 13  
   2E - Average length of time to employment .............................................................. 14  
2.2 Caseload Description ......................................................................................... 20  
   Family Composition of Ontario Works Caseload: ..................................................... 20  
   Participation in Employment Activities: ................................................................. 21  
2.3 Factors That Affected The Caseload During 2009 .............................................. 21  
2.4 Factors Affecting The Caseload For 2010 ............................................................. 22  
2.5 Local Labour Market, Economic Trends And External Influences .................... 24  
   *Labour Market Demand* ....................................................................................... 24  
   *Labour Market Supply* ...................................................................................... 25  
      Chart 4 - Population 15 and Over by Level of Education ...................................... 25  
      Chart 5 - 2006 City of Hamilton Jobs by Occupation ........................................... 26  
2.6 Trends Opportunities And Priorities .................................................................... 30  
2.7 Community Engagement .................................................................................... 31  
2.8 Local Workforce Development Community Initiatives .................................... 32
Section 3.0: Hamilton Ontario Works Program Management ........................................... 34
  3.1 Ontario Works Service Delivery ........................................................................ 34
      Benefit Eligibility Division .................................................................................. 34
      Employment and Income Support Division .......................................................... 35
      Social Housing and Homelessness Division .......................................................... 35
  3.2 OW Client Service Path ..................................................................................... 35
      Family Support Unit ............................................................................................. 42
      Eligibility Review Unit ....................................................................................... 42
      Overpayment Recovery Unit ............................................................................... 43
      Ontario Works Training and Program Review Units ............................................. 44
      Special Supports .................................................................................................. 44
      Self-Employment .................................................................................................. 45
  3.3 Analysis Of Resources ..................................................................................... 46
      Ontario Works Employment Assistance ............................................................... 47
          Salaries and Wages ........................................................................................... 48
          Employment Services ....................................................................................... 48
          Employment Related Expenses ...................................................................... 48
          Allocated Costs ................................................................................................ 48
  3.4 Implementation And Normalization Of Supportive Approaches Through
      Innovative Learning (SAIL) ............................................................................... 49
  3.5 Strategic Learning Plans .................................................................................. 49
  3.6 French Language Services ................................................................................ 49
  3.7 The Accessibility for Ontarians Disability Act (AODA), 2005 ......................... 51
  3.8 Business Practices ............................................................................................. 51
      2010 Changes to Business Practices ..................................................................... 51

Section 4.0: Outcome Strategies ............................................................................... 52
  Service Strategy Rationale ..................................................................................... 52
  4.1 Rationale For 2010 Service Contract Targets ................................................... 54
      Weighting Rationale: ........................................................................................... 54
          Earnings Outcome: Average employment earnings measure 1A ....................... 54
          Earnings Outcomes - Average amount of employment earnings at exit 1B .... 55
          Employment Outcome - Percentage of caseload with employment income 2A 55
          Employment Outcome - Percentage Of Caseload Exiting To Employment 2B 55
          Employment Outcome - Average length of time to employment 2E ............... 56
      Action Steps ........................................................................................................ 56
      Stakeholder Linkages ........................................................................................... 56
  4.2 Strategies To Increase Participant Employability ................................................ 57
  4.3 Monitoring Service Strategies .......................................................................... 57

Section 5.0: Enhanced Employment Services ......................................................... 59
  Determination of Need ............................................................................................. 59
  Enhanced Employment Services - Programs and Services ..................................... 61
      The Skills for Life Program .................................................................................. 61
      Team Leads Pilot .................................................................................................. 61
  Call for Applications Process .................................................................................. 62
      Call for Application Project 1 .............................................................................. 62
      STEP UP - Pre-Employment Life Skills Program for Disabled Participants .... 62
      Call for Application Project 2 .............................................................................. 64
      Enterprising Women ............................................................................................ 64
      Call for Application Project 3 .............................................................................. 65
      Specialized Training & Employment Program .................................................. 65
      Call for Application Project 4 .............................................................................. 67
      Encore Program .................................................................................................. 67
      Call for Application Project 5 .............................................................................. 69
      Youth Job Exploration Program ......................................................................... 69
      Call for Application Project 6 .............................................................................. 71
      Enhanced Supports for Transitions to Home Program ....................................... 71
Administration of Enhanced Employment Services ................................................................. 72

Section 6.0: Appendices ......................................................................................................... 75
Appendix 1 ............................................................................................................................. 75
Appendix 2 ............................................................................................................................. 79
Appendix 3 ............................................................................................................................. 81
Appendix 4 ............................................................................................................................. 83
ONTARIO WORKS
SERVICE PLAN

Delivery Agent: City of Hamilton
For the two year period: 2010 - 2011

Executive Summary

The City of Hamilton offers a full range of support services for Ontario Works (OW) participants. Services for Ontario Disability Support Program (ODSP) recipients include employment supports and discretionary benefits. Our approach is participant-focused and includes strategies to support a diverse population. We continually work with community partners to create and maintain a holistic system offering the best possible resources to our community members.

The City of Hamilton is dedicated to each of our citizens in helping them achieve their individual potential. We continue to provide effective, integrated supports to help people receiving OW and ODSP prepare for, find and keep jobs.

The 2010 - 2011 Ontario Works Service Plan provides a description of Ontario Works, Corporate and Community Services goals and strategies to reach those goals. Also included is an analysis of employment outcomes for 2008-2009, information on the environment in which we deliver Ontario Works services, our program management, and a description of planned strategies to improve our services.

Environmental Scan

Many people receiving Ontario Works face barriers preventing them from securing employment. Low self-esteem, anger, inability to solve problems, lack of language, inadequate or non-existent technical skills, addictions and mental health are only a few of the many barriers this population faces.

Ontario Works participants receive inadequate funds to cover the basic cost of living. These factors lead to further concerns including health, depression and social anxieties. The City of Hamilton's economic base has undergone a significant transformation. Manufacturing has declined and although expected to increase, current skills associated with manufacturing are not in frequent demand. Emerging businesses require skilled workers. It is expected that skills shortages will be a future challenge for Hamilton in some sectors of the economy. There are decreased “entry level” opportunities as employers look for multi-skilled applicants.

Hamilton’s population is growing slowly and is aging. The education level remains consistently below provincial averages. Based on the provincial average from the 2006 Census data, Hamiltonians were 4% less likely to have a level of education (high school diploma or post-secondary education), to assist them in finding employment that would sustain a living wage. The Hamilton Training and Advisory Board estimated that 70% of future jobs would require some post secondary education. Conversely,
jobs requiring a high school diploma or less would only make up 6% of future jobs. Hamilton Ontario Works participants spend much of their time on assistance acquiring education or employment-related skills in order to be competitive in today's job market.

The Ontario Works caseload composition changed to a combination of participants with recent work experience and participants with multiple barriers to employment and little or no experience. Those with many barriers to employment became increasingly “unskilled” in terms of labour market opportunities within a competitive environment.

New immigrants faced greater challenges in finding employment in Hamilton as in other communities. Despite the fact their credentials and experience are in demand, Canadian experience is still preferred by employers. In a supply versus demand economy, Canadian experience is plentiful.

The complex needs of those experiencing homelessness results in a longer dependence on social assistance. Vulnerable populations require time to address complex barriers (including housing, mental health and addictions issues) before they are “employment ready” or, where appropriate, are able to access disability supports.

Statistically, Hamilton is home to more disabled persons than the province as a whole. Due to the complexities of their social and health issues, these individuals require more time and increased assistance to exit Ontario Works.

**Caseload Trends**

Hamilton Ontario Works caseload profiles include the following information:

- In 2009, the number of Ontario Works intakes increased by approximately 14% from 2008.
- The average monthly Ontario Works caseload increased approximately 22% as a result of the economic downturn.
- 53% percent of the caseload was comprised of families, which include two adults with or without children and sole-support families.
- 44% of the caseload were single people without children.
- 3% of the caseload were Temporary Care cases (assistance available to an adult who is looking after a child in financial need of whom he or she is not the natural or adoptive parent).
- 33% of the total Ontario Works beneficiaries (which includes heads of families, spouses, dependant adults and children) are dependant children under 18 years.
- The average length of time to employment was 11.9 months.

**Analysis of Employment Outcomes for 2008-2009**

The City of Hamilton achieved the employment outcome targets for 2008-2009 during year one of the two-year cycle.

Variances from 2008 outcomes were as follows:

- The average monthly amount of earnings for 2009 decreased by $13.02.
- The average monthly amount of earnings at exit for 2009 increased by $36.56.
- The percentage of caseload with employment income decreased by 2.16%.
- The percentage of caseload exiting to employment decreased by 3.62%.
- The average length of time to employment decreased by 2.84 months.

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1 Hamilton Training Advisory Board, TOPS- Trends Opportunities & Priorities Report – January 2009

City of Hamilton
Ontario Works Service Plan 2010-2011
Outcome achievements were assisted by revised baselines due to industry closures and lay-offs resulting from the economic downturn. Internal and community interventions helped to mitigate the toll the global recession took on every sector of the local economy. Hamilton's economy fell by 4.5% during 2009.

**Factors affecting the caseload in 2010**

- Economy is slowly beginning to improve although employment traditionally lags behind economic improvement. Caseloads did not decrease until April 2010.
- New jobs will require higher levels of education - manufacturing is expected to increase but will require highly developed skills.
- A trend toward part time and temporary employment may lead to a greater number of people remaining on the Ontario Works caseload.
- Child care wait lists and associated lack of child care subsidies still impede parents from accepting full or part time employment.
- Medicals reviews are slated to begin in May 2010. This process may increase caseloads as people who are deemed no longer eligible for ODSP return to OW.

**Community Strategies**

The City of Hamilton continues to use strategies that have proven to be effective along with new initiatives to improve outcomes. The following list includes some of the effective strategies that will be used during the 2010-2011 cycle.

**Continuation of new method of employment service delivery:** The streamlining of participant referrals allows for more emphasis on one-to-one employment supports and increased contact. This support will enhance career decision making, skills enhancement, job search and employment maintenance through contact with employed participants. Increased data capture will provide measurable indicators to achieve targets. The increased contact and supports will lead to a greater percentage of employed participants, strategies to achieve higher wages and less time to employment.

**Counselling Services Pilot** (through Catholic Family Services) will continue to provide services for participants with personal barriers to employment. This strategy will not only increase the number of participants employed, but will also increase job retention as fewer barriers will exist that prevent participants from retaining employment.

**The Community Mapping Project** has documented employment services in the community for both participants and employers. It assesses what is available and what service gaps there are in the community. This will assist staff in timely, accurate referrals that best meet the needs of participants, thereby decreasing the length of time to employment and exit from Ontario Works.

The Termination Project has developed business processes related to supporting cases, which are exiting the OW program to enhance service delivery. This will assist in a smoother transition to employment and will support job retention. A committee has finalized actions required in effectively and accurately terminating a case.

**Community Outreach** continues to be achieved by delivering services directly to our participants in the community. Congress Court is a housing unit in the east end of Hamilton. Community support agencies deliver a wrap-around approach to service to best meet the needs of local citizens. This initiative has been expanded to the Oriole neighbourhood. The neighbourhood outreach approach is expected to reduce inhibitions to accessing services, thereby increasing the number of employment outcomes and reducing the average length of time to employment.
The OW Training Unit will focus on the findings from the 2009 Annual Report of the Office of the Auditor General of Ontario to address the areas of risk, full implementation of the Scheduler and Mail Merge tool, Self Employment, Managing Overpayments, AODA - Customer Service Standard, Family Support, Excel and the implementation of SAIL core curriculum. The Training and Program Review Unit continues to explore the feasibility and development of “E-Learning” modules to maximize the return on investment of classroom training time. These initiatives support staff development which translates into participant development. Increased staff effectiveness due to an enhanced ability to support participants leads to an increase in all employment outcome measures.

Ontario Works Employment Services continues to offer:

- Employment placement services which market participants for employment opportunities leading to increased numbers of employed participants, time to employment and increased wages.
- Pre-Employment Programs teach participants how to look for work and maintain employment.
- Networking workshops bring people together to discuss job opportunities, labour market information and strategies to use when job searching.
- Accreditation for Foreign Trained Professionals leading to increased wages and decreased time to employment.
- Skill Development Training specialists issue tuition funds to unskilled participants to increase their employability, leading to an increase in the number of people employed, increased wages, and greater job retention.

The Ontario Works Client Communication Strategy provides information for clients on the benefits of working, enhancing the number of participants employed and the length of time to employment.

The OW Job Website provides centralized information to streamline job search and placements leading to greater employment opportunities through more contacts.

The Labour Market Bulletin provides information for both participants and Ontario Works staff, supporting better participation negotiations, decision making, enhanced job retention and increased wages.

The following full report gives a more detailed outline of supports, programs and initiatives to support Hamilton citizens as they move toward their goals.
Section 1.0: Ontario Works Vision and Mandate

Vision
To achieve improved employment outcomes for Ontario Works participants, leading to sustainable employment and financial independence.

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

- recognizes individual responsibility and promotes self-reliance through employment;
- provides temporary 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.
The City of Hamilton - Corporate Vision, Mission and Values

VISION

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

MISSION

We provide high quality services in a fiscally and socially responsible, environmentally sustainable and compassionate manner in order to ensure a healthy, safe and prosperous community.

We engage our citizens and promote a fair, diverse and accepting community.

We are a skilled, knowledgeable, collaborative and respectful organization that thrives on innovation and quality customer service.

We are led by a forward thinking Council.

The team shows leadership in carrying out their responsibilities and is valued and appreciated for their contributions and accomplishments.

VALUES

Honesty

Accountability

Innovation

Leadership

Respect

Excellence

Teamwork
City of Hamilton, Community Services Department - Mission, Vision and Values

Our Mission
We provide health, housing, cultural, recreational and social services that promote well being and create opportunities to enhance the quality of life in our community.

Our Vision
We are committed to our people, dedicated to building a strong and healthy community, passionate about making a difference, and recognized for our excellence.

Our Values

Integrity
In all we do we are honest, ethical and just.

Respect
We treat everyone including ourselves with dignity, fairness, consistency and consideration.

Courage
We have the conviction to take the risks to do the right thing, even when facing adversity.

Empathy
We care about others, what’s important to them and what shapes their lives.
2009-2011 Community Services Business Plan

Focus Areas

1. Provide Exceptional Service

   Build Relationships; Actions that build trust and confidence in our Department; Have a positive effect on the community; Listen and respond to the many needs of our diverse community; Go the extra mile; Advocacy; Proactive; Best in class services; Forward thinking

2. Financial Stewardship

   Infrastructure has been maintained or renewed appropriately; Respond and adjust to in-year changes; Maximize available funding; Spend wisely; Exemplary audit report card; Using resources in a way that delivers the largest benefit

3. Administrative Excellence

   Build and sustain partnerships and relationships; Go “green”; Innovation; Take risks to do the right thing; Continuous Improvement; “Best practices” and standards; Respect privacy and confidentiality; Attract and retain the best of the best; Fulfill obligations; Ethical and lawful; Communication is open, honest and transparent; Good governance; Fair and just decision making

4. Learning and Growth

   Fun; Strong Leadership; A “best friend” at work; Committed to the objectives of the division, department and corporation; Right people in the right job; Committed to public service; Health, safety and wellness; Courage to create a positive work environment; Good neighbours; Alignment; Tools to do the job; Provide opportunities to advance knowledge and develop career; “Yes we can” attitude; Supportive colleagues; Action self reflection and improvement; Teamwork; Appreciate and recognize; Shared purpose and direction
Section 2.0: Environmental Scan

The vision and mission statements provide the strategic direction for the Ontario Works Program. It is important to understand the previous trends and the current conditions in order to plan the future course. Through environmental scanning, we have been able to develop an understanding of internal and external environments in order to create a plan to match public need.

This section begins with a review of both successes and challenges over the past two years. It is followed by an examination of current environmental factors such as caseload descriptions, employment activities, local labour market conditions, economic trends and external influences. Finally, this section provides a description of collaboration and community initiatives that make the City of Hamilton a great place to live and raise a child.

Analysis of Previous Planning Cycle

In order to effectively plan for and evaluate employment outcomes, the City of Hamilton, Ontario Works Program implemented the Employment Outcomes Working Group. This group continues to study the outcome measures and develop analysis and forecasting skills. The group’s objectives are to:

1. Ensure all new group members are familiar with the outcome model
2. Recommend weighting and targets to the Director of Employment and Income Support
3. Monitor target achievement monthly and make recommendations concerning service delivery and data capture
4. In coordination with management team, develop an effective and responsive local Service Plan
5. Create and implement a communication plan for Ontario Works Program staff to support improved outcomes
6. Liaise with other municipalities and provincial partners to share information regarding the outcome measures
7. Identify concerns regarding outcome measures

The group meets monthly to review outcome statistics, monitor target achievement and make recommendations based on their review. The following is an analysis based on their review.

2.1 Employment Outcome Measure Target Achievement

The City of Hamilton achieved the employment outcome targets for 2008-2009 during year one of the two-year cycle. Internal and community interventions allowed for the achievement of targets. Baselines were adjusted during the business cycle as industry closures and lay-offs resulting from the economic downturn were having a negative impact on achieving the set targets. The efforts of City of Hamilton staff, community partners and participants helped to mitigate the toll the global recession took on every sector of Hamilton’s local economy. An increase in minimum wage also contributed positively to employment outcomes.

“Although some growth was seen during the year, Hamilton’s economy fell by 4.5% in 2009 - the biggest decline on record.” The caseload increased as job-loss expanded across the community.

“Manufacturing and construction output were particularly hard hit. Last year marked the seventh year in a row that manufacturing output in Hamilton declined.” Market conditions paved the way for wage freezes or lower than normal starting wages as employers were reluctant to hire. Skills and credential levels demanded by employers continued to rise and the current skills held by those suffering from

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2 The Conference Board of Canada – Hamilton Metropolitan Outlook – Spring 2010
3 The Conference Board of Canada – Hamilton Metropolitan Outlook – Spring 2010
manufacturing declines were often no longer needed. Entry level positions became increasingly scarce as employers wanted multi-skilled applicants to offer support in more than one area of business. “From previous recessions we know that it is the poorest people in a community who suffer the biggest brunt of economic downturns. The working poor have little or no savings to help them bridge their income between jobs. Their jobs are among the most precarious, suffering the first layoffs with little notice and no severance pay. For those on Ontario Works, the hope of leaving social assistance gets dimmer as the competition for low-wage jobs increases during a recession.”

By the second half of 2009, manufacturing output was showing positive growth, as was the region’s new home construction industry. It is commonly accepted however that employment recovery lags recovery in overall economic activity.

1A - Average employment earnings

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Employment Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$738.76</td>
</tr>
<tr>
<td>2009</td>
<td>$725.74</td>
</tr>
</tbody>
</table>

The City of Hamilton surpassed its target for average monthly employment earnings in 2009. Internal and community interventions played a part in this achievement. Unpredictability of labour market conditions due to recession forced baseline adjustments that in retrospect were too liberal.

It was anticipated this outcome would be impacted negatively by the following factors:

1. Participants faced with alterations to a traditional work week including reduced hours due to business slow-downs or shortened work weeks that included reduced hours.
2. Reluctance to hire, and if hiring takes place it is at a reduced rate of pay and often temporary.
3. A move to sub-contracting, generally reducing wages.
4. Child care waiting lists may lead to delayed subsidized child care support. As a result employment offers may not be accepted when offered.

4 Mark Fraser, *Incomes and Poverty in Hamilton*, Social Planning and Research Council of Hamilton – April 2009
5 The Conference Board of Canada – *Hamilton Metropolitan Outlook* – Spring 2010
Caseloads increased during 2008-2009, in part as a result of unfavourable employment conditions. High numbers of unemployed Hamiltonians and associated market conditions tended to force wage decreases or wage stagnancy.

It is recognized that strategies designed to increase the average earnings of individual participants may actually decrease the aggregate achievement in this measure. For example, participants without employment experience may benefit from working part-time or on a casual basis in order to build their experience and develop a resume. However, a greater number of participants with part time or short term employment will lower the measure even if part-time earnings greatly benefit the individual. Effective strategies delivered during the 2008-2009 funding cycle to improve the average earnings of OW and ODSP participants can be found in Chart 1 at the end of this section.

1B - Average amount of employment earnings at exit

Average amount of employment earnings at exit 2008  $1,174.66
Average amount of employment earnings at exit 2009  $1,211.22

Similar to measure 1A, baselines were adjusted as a result of poor labour market conditions. It was expected that fewer opportunities for multiple earners within the benefit unit would lower the earnings at exit. Also anticipated was a reduction in hours for those finding work, lower earnings due to the laws of supply and demand and contract work which also reduces wages.

Outcomes in this measure were more positive than expected. A number of factors contributed to the success rate:

- Participants were encouraged to apply for better paid employment opportunities and job laddering.
- Job developers sought out opportunities that presented best options for participants and worked collaboratively with other employment agencies to share job opportunities for the betterment of the community as a whole.
- An increase in employment counsellors and procedural changes led to increased support in accessing a better job market.
- Employment workshops taught skills required for job retention and laddering, both of which contribute to this measure.
Ontario Works applicants came with increased skill levels and recent work experience as a result of downsizing. These skills may have contributed to a higher rate of earnings when participants returned to the labour market.

Collaboration with Human Resources department of the City of Hamilton enabled participants to obtain City of Hamilton positions. Human Resources support through this initiative allowed for better paying jobs.

Increased communication to case managers to encourage participants to submit income reporting statements prior to exiting Ontario Works. This strategy allowed for capturing a full month’s earnings rather than partial earnings.

There are still some concerns with this outcome measure that make forecasting a challenge. Data includes not only cases who exit for full time employment but also cases with low earnings that exit for some other reason.

Strategies to increase this measure are outlined in Chart 1 at the end of this section.

2A - Percentage of caseload with employment income

Percentage of Caseload with Employment Income 2008: 10.69

Percentage of Caseload with Employment Income 2009: 8.53

The percentage of caseload with employment also decreased. The efforts of City of Hamilton staff, community partners and participants held the decrease to a minimum. While the caseload increased by 23% over 2008 figures, the percentage of participants working decreased by only 2.16%. There are issues related to this outcome that contribute to an inability to accurately forecast. Data is restricted to the average monthly amount of earnings for cases that exit OW. Data includes not only cases who exit for full time employment but also:

- Cases who submit information regarding their first pay (could be one day of wages) and then do not follow-up the next month with information regarding their full month of earnings.
- Cases with low earnings who exit for some other reason.

Participants with short term, part time employment (such as temp. agencies) increase outcomes for this measure and conversely decrease outcomes in 1A (Average Employment Earnings).
There is a need for more extensive client data for program planning such as client profiles and type of employment. For example, if data demonstrates that a great number of new Canadians did not submit an IRS when they find employment, a specialized communication plan could be developed for that client group.

Strategies to increase this measure are outlined in Chart 1 at the end of this section.

2B - Percentage of caseload exiting to employment

Percentage of Caseload Exiting to Employment 2008: 28.07
Percentage of Caseload Exiting to Employment 2009: 24.45

Due to decreased employment opportunities and an increase in part-time employment, the percentage of cases exiting to employment dropped by 3.62%. The unemployment rate for Hamilton Census Metropolitan Area (CMA) reached a high of 9.1% in September 2009.

Continued efforts to secure higher paid positions and job search training contributed to the number of exits to employment. In addition, increased contact with a greater number of employment counsellors helped mitigate the impact of the recession.

Efforts to document appropriate termination reasons continued to maximize outcomes in this measure. If the reason for termination was not clear, participants were contacted to determine why they exited. If a participant exited due to employment, a secondary termination reason was added to update the file. A workgroup was developed to address all case manager requirements for terminated cases. The workgroup will be finalizing processes within the next two months. It is expected the number of terminations appropriately addressed by case managers will exceed the number completed by support staff in the near future.

Detailed strategies to increase this measure are outlined in Chart 1 at the end of this section.
2E - Average length of time to employment

Average Length of Time to Employment 2008: 14.73 months
Average Length of Time to Employment 2009: 11.89 months

On average, participants found employment faster in 2009 (by 2.84 months) than in 2008. These results may reflect a recessionary increase in participants with recent work history and skills.

Strategies to increase this measure are outlined in Chart 1 at the end of this section.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Impact on Outcome Measures</th>
<th>1a</th>
<th>1b</th>
<th>2a</th>
<th>2b</th>
<th>2c</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Targeted job development</td>
<td>Job developers assist in securing positions at higher than average earnings due to increased labour market knowledge. Marketing “for” participants to employers contributes to earlier employment and higher earnings. Job developers increase the number of employment opportunities available to participants. Marketing “for” participants increases the likelihood of job satisfaction, thereby increasing the probability of job retention.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>OW Enhanced Job Placement</td>
<td>Training incentives are negotiated with employers. Additional training leads to improved job retention and laddering to positions with higher earnings.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Skill Development Training Funds</td>
<td>Job specific skills training in coordination with labour market needs result in higher earnings and opportunities for laddering which increase job retention. Participants are individuals with defined employment goals however training is required due to lack of marketable skills. Skilled workers have transferable skills and are more likely to secure employment after a lay-off, reducing recidivism. Earnings for skilled workers tend to be higher than average.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Encourage participants to submit a final Income Reporting Statement (IRS) with their full wages</td>
<td>Ensure more accurate data to increase the outcome measure.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Strategy</td>
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</tr>
<tr>
<td>Collaborative service delivery with brokered employment placement agencies</td>
<td>Increased employment opportunities may allow participants to choose a position at a higher wage. Early intervention with placement opportunities may decrease the amount of time on OW.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Linkage of childcare subsidy</td>
<td>Suitable childcare at point of job search preparation allows for a more effective job search.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>OW Self Employment Program</td>
<td>Allows Ontario Works participants to earn up to their potential in order to achieve self sufficiency as well as stimulate the economy. Participants are more inclined to retain employment as a result of “ownership”</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>One-to-One Employment Counselling Placement Retention Services now a Component of EDC’s job</td>
<td>A structured employment service where participants work one on one with an Employment Counsellor. This provides participants access to local labour information, and often results in employment at a higher wage rate than participant may have found independently. Post-employment contact encourages job retention.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Career Development Centre and OW Employment Resource Centres</td>
<td>Provides a wide range of labour market information and a variety of resources to secure and increase earnings. Three sites are located throughout the city to provide a wide range of employment supports.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>OW Financial Assistance and Benefits</td>
<td>Maximize the use of financial assistance and supports (e.g. Employment Benefits) to secure and maintain earnings.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Learning, Earning and Parenting (LEAP)</td>
<td>Support young parents in completing high school and to develop an employment plan.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Helping Hands</td>
<td>This program supports participants in the development of job specific skills in home and outdoor maintenance, job search tools and linkages with employers in the related job market.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Job Fairs</td>
<td>These sessions provide participants with employment opportunities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sharing of Job Opportunities with other agencies</td>
<td>Efforts are made to share employment opportunities with other agencies to increase the range of opportunities and improve employer service.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Labour Market Bulletins</td>
<td>Labour Market bulletins are produced in collaboration with Hamilton Training Advisory Board. These bulletins keep staff and participants current on labour market trends and occupations with good job prospects.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Strategy</td>
<td>Impact on Outcome Measures</td>
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</tr>
<tr>
<td>Extended Health Benefits (EHB) &amp; Extended Employment Health Benefits (EEHB)</td>
<td>Health benefits are offered to keep participants in employment. Job retention often leads to increased wages.</td>
<td></td>
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</tr>
<tr>
<td>Labour Market Info Sessions</td>
<td>Information sessions were available to outline labour market trends and give information on future job prospects.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Career Essentials</td>
<td>An Employment program teaching life-skills, job search, resume and interview techniques to support participants to effectively compete for employment at higher wages.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Case Managers Providing Supports to Clients in order to remove barriers to employment</td>
<td>A focus on pre-employment supports to prepare more participants for job search activities. Collaboration with Inform Hamilton increased connections with community support agencies.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>The Tips and Techniques Series- Interview</td>
<td>This workshop supports participants with the tools, guidance and practical intervention to be successful in interviews.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>The Tips and Techniques Series- Job Searching</td>
<td>In a group setting participants are provided with the opportunity to enhance job searching tools and techniques. This workshop provides participants with increased knowledge on the hidden job market, networking, researching employers, contacting employers and increasing their confidence.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Networking Groups</td>
<td>This program helps employable participants learn effective networking techniques in a supportive environment.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Catholic Family Services</td>
<td>A counselling service for employable participants who would benefit from looking at strengths as well as challenges to overcoming barriers to employment.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Job Hunter</td>
<td>This pre-employment program teaches job search, resume and interview techniques to support participants to effectively compete for employment at higher wages.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Skills Development Training support</td>
<td>Participants work one-to-one with Vocational Training Specialists to research training providers appropriate for their goals. Applications are reviewed for funding.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>City Housing Initiative Congress/Oriole</td>
<td>Re-location of Ontario Works staff to housing units contributed to a more community approach to services.</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<tr>
<td>Strategy</td>
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</tr>
<tr>
<td>Foundwork</td>
<td>Employment staff tool to document and report employment outcomes allows job developers to access potential hiring sources.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>WIN Website</td>
<td>A community website offering resources for employment agencies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Community Placements</td>
<td>Opportunities for participant to “try on” a job through volunteerism. Provides recent work experience, skills and contacts and assists in the development of a resume.</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Accreditation for Foreign Trained Clients</td>
<td>Assists with documentation required to pursue the goal of working in a field of expertise.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Ontario Works Job Website</td>
<td>Provides information on employment opportunities in the Hamilton and surrounding area.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>SDMT Data Extracts</td>
<td>Although in its infancy, this strategy will allow for more accurate caseload descriptions to develop more effective programming.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Addiction Services Alcohol/Drugs and Gambling Services (ADGS)</td>
<td>Educational seminar which provides participants with information about addiction options and services available within the community.</td>
<td></td>
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<td></td>
<td>✓</td>
</tr>
<tr>
<td>Ontario Works Client Survey</td>
<td>The survey is client focused and enables the development of programs that are based on clients’ needs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>SAIL Training</td>
<td>Effective counselling methods to increase the skill level of all staff.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Inform Hamilton</td>
<td>Provides Ontario Works staff with tools and links to community agencies that will assist in the reduction of barriers to employment. There are often many barriers that prohibit the client from participating in employment programs, therefore providing key supports will assist in moving the client along the employment continuum.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>OWNNet Creation</td>
<td>An intranet-based repository designed to provide Ontario Works staff with the necessary functional information required to support the delivery of the OW program in Hamilton. Publications include OW legislation, SDMT announcements, policies, business processes; standards, forms and letters, administrative information, cheque production dates.</td>
<td></td>
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<td>✓</td>
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<tr>
<td>Strategy</td>
<td>Impact on Outcome Measures</td>
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</tr>
<tr>
<td>The Tips and Techniques Series- Resume</td>
<td>This workshop assists employable participants’ transition effectively into the workforce with a resume and cover letter that outlines participant’s unique skills and experiences. Early intervention may have decreased the number of months on assistance.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Block Intakes</td>
<td>Provides flexible delivery service to keep up with the demand of increased case loads. Scheduling block intakes for employment development counsellors will reduce the length of time that it takes to get clients an appointment with an EDC by taking into account the percentage of clients who fail to attend intake appointments.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Staff Development</td>
<td>Training seminars to enhance employment counselling techniques and to improve staffs efficiencies and effectiveness with participants. In addition, In 2009 the Training Unit &amp; Program Review Unit delivered training to a total of 817 staff of which 121 received core Ontario Works training, with the balance receiving specialized training on 12 initiatives or changes to Ontario Works Regulatory and local business processes. Specialized topics include Respectful Workplace, Employment Services Transition, Home Visits, Violence Prevention, and implementation of the Scheduler.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>French Language Services</td>
<td>This workgroup is led by Strategic Services within the Community Services Department. Plans are being developed based on ministry recommendations.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
2.2 Caseload Description

The Ontario Works caseload has continued to increase since 2007. Chart 2 below indicates caseload figures for the past three years.

Chart 2 - City of Hamilton Ontario Works Caseload

<table>
<thead>
<tr>
<th>City of Hamilton Ontario Works Caseload</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly # of intake applications</td>
<td>13,767</td>
<td>14,564</td>
<td>16,723</td>
</tr>
<tr>
<td>Average monthly caseload Jan. to Dec.</td>
<td>9,753</td>
<td>10,035</td>
<td>12,224</td>
</tr>
<tr>
<td>Cost of benefits per case(^6)</td>
<td>$757</td>
<td>$729</td>
<td>$680</td>
</tr>
</tbody>
</table>

In 2009, the number of Ontario Works intakes increased by 2,159 applications, or approximately 14%.

The average monthly Ontario Works caseload increased approximately 22%, from 10,035 cases in 2008 to 12,224 cases in 2009. The average benefit cost per case in 2009 was $680 per month for basic needs, shelter subsidy or temporary care. This is $4 less than the forecasted cost per case of $684. Variance in family size and composition and the living circumstances of individuals and families affect the actual cost per case.

Family Composition of Ontario Works Caseload:

The family composition of the Ontario Works caseload has remained constant with little change from 2008. Chart 3 shows the monthly averages of the caseload composition for 2009.

Chart 3 - Family Composition of City of Hamilton Ontario Works Caseload

<table>
<thead>
<tr>
<th>Heads of Families</th>
<th>Singles</th>
<th>Temp Care</th>
<th>Total Cases</th>
<th>Dependant Adults (over 18)</th>
<th>Dependant Children (under 18)</th>
<th>Total Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,461</td>
<td>5,450</td>
<td>313</td>
<td>12,224</td>
<td>371</td>
<td>9,129</td>
<td>27,272</td>
</tr>
</tbody>
</table>

Fifty-three percent of the caseload was comprised of families, which include two adults with or without children and sole-support families; 44% of the caseload were single people without children; 3% of the caseload were Temporary Care cases (assistance available to an adult who is looking after a child in financial need of whom he or she is not the natural or adoptive parent); and 33% of the total Ontario Works beneficiaries (which includes heads of families, spouses, dependant adults and children) are dependant children under 18 years.

\(^6\) Cost of benefits per case = basic needs, shelter and temporary care allowance divided by the number of active benefit units.
Participation in Employment Activities:

Ontario Works participants are required to participate in employment activities that support progress toward sustainable employment. Participation in employment assistance activities may be deferred temporarily or restrictions on participation may apply in certain circumstances such as pending Ontario Disability Support Program (ODSP), child not of school age, caregiver for a family member and parental/pregnancy leave.

- 55% of the total participants in 2009 were required to fully participate in employment activities
- 34% had restrictions to full participation, but were still required to seek employment
- 11% were deferred from any degree of participation.

2.3 Factors That Affected The Caseload During 2009

There are a number of factors that had an impact on the size and composition of the Ontario Works caseload.

Child Care Subsidy Waitlist

A wait list for childcare subsidy was implemented in June 2008. Lack of subsidized childcare causes delayed participation in employment activities and progression to paid employment and subsequent financial independence. The average number of children on the childcare subsidy waitlist for 2009 was 1,053.

Access to Housing Waitlist

Affordable and stable housing is a key factor in being able to seek and retain employment. There was an average of 4,706 households on the Access to Housing waitlist in 2009.

Economic Conditions

Poor economic conditions had a negative impact on the size of the Ontario Works caseload. The City of Hamilton’s economic base has undergone a significant transformation. Manufacturing has declined and associated skills are currently not in frequent demand. There were decreased “entry level” opportunities as employers wanted multi-skilled applicants. Skills and credential levels demanded by employers continue to rise.

The caseload composition changed to a combination of participants with recent work experience and participants with multiple barriers to employment and little or no experience. Those with many barriers to employment became increasingly “unskilled” in terms of labour market opportunities within a competitive environment.

Education

Based on the provincial average from the 2006 Census data, Hamiltonians were 4% less likely to have a level of education (high school diploma or post-secondary education), to assist them in finding employment that would sustain a living wage. The Hamilton Training Advisory Board’s TOPS- Trends Opportunities & Priorities Report - January 2009, indicated an increasing demand for skilled workers in Hamilton. They estimated that 70% of future jobs would require some post secondary education. Conversely, jobs requiring a high school diploma or less would only make up 6% of future jobs.

Hamilton Ontario Works participants spend a longer time on assistance while acquiring education or employment-related skills to be competitive in today’s job market.
Immigration Trends

New immigrants faced greater challenges in finding employment in Hamilton as in other communities. Despite the fact their credentials and experience are in demand, Canadian experience is still preferred by employers. In a supply versus demand economy, Canadian experience is plentiful.

Homelessness

The complex needs of those experiencing homelessness results in a longer dependence on social assistance. Vulnerable populations require more time on assistance to address complex barriers (including housing, mental health and addictions issues) before they are “employment ready” or, where appropriate, are able to access disability supports.

Ontario Disability Support Program (ODSP) Grants

In 2009, 1980 cases were granted ODSP, up 52.19% over 2008. The City of Hamilton continued to offer improved accessibility to psychological and vocational assessments for Ontario Works participants with an emphasis on those who were applying for or appealing a decision for ODSP.

Disabled Persons

Statistically, Hamilton is home to more disabled persons than the province as a whole. Due to the complexities of their social and health issues, these individuals require more time and increased assistance to exit Ontario Works.

Skill Development Training

People need access to opportunities for retraining to ensure they can adapt to a changing economy. Employment resources for participants became less stable during the Provincial implementation of the Labour Market Agreement. Similarly, provincial skill training restrictions increased due to funding constraints. Continued focus on local Skill Development Training during 2009 supported 248 participants in developing marketable skills.

Access to Employment Services

The design and implementation of a new local employment services model streamlined the referral process to employment supports. A greater number of participants received employment supports and are becoming more knowledgeable regarding job search techniques.

Neighbourhood Outreach

Strengthened neighbourhood connections between Ontario Works and community members has developed staff-participant-community relationships leading to enhanced networking opportunities and the ability to provide holistic services.

Annual client file reviews through the Consolidated Verification Process (CVP)

In 2009, 6,611 CVP client file reviews were completed. Twelve percent of the file reviews, or 799 cases, were terminated as a result of this review.

2.4 Factors Affecting The Caseload For 2010

It is anticipated that the following factors will affect the Ontario Works Caseload for 2010:
Major lay-offs and plant closures

The effect of plant closures usually impacts the Ontario Works caseload a year after the closure occurs. Hamilton has already experienced impacts from downsizing and plant closures affecting companies such as US Steel, Arcelor-Mittal, Lakeport Breweries and National Steel Car. Employees of companies announcing future closure have also entered the labour market (e.g. Siemens).

Employment Insurance (EI) exhaustees

Ontario Works caseloads may still increase, as EI exhaustees remain unemployed. As John Stapleton states in “The Mark” (Feb 24, 2010), “Over the next year, the number of people receiving welfare will go up. We know this because EI claims have gone way up. And almost all of the people now receiving EI will not qualify for it a year from now because EI is time limited. As people come off of EI, most will find employment and training or be helped by other people. But even if only a small minority of EI exhaustees need further help through welfare programs, welfare numbers will increase.”

Child Care Subsidy

The lack of subsidized childcare may continue to causes delays in ability to participate in employment activities. The introduction of full day learning in September 2010 may assist with providing support to parents seeking employment.

Increase in minimum wage

The increase of minimum wage from $9.50 per hour to $10.25 per hour in March 2010 may have an impact on the Ontario Works Caseload. For participants who are working minimum wage jobs, the earning deductions will be greater which may result in increased numbers of benefit units qualifying for social assistance.

Reduced wages and trend toward part time employment

Wages have fallen within the last year and in January were below the rate of inflation. In addition, a trend toward part time employment may lead to a greater number of participants remaining on the Ontario Works caseload.

ODSP

Medicals reviews are slated to begin in May 2010. This process may increase caseloads as benefit units who are deemed no longer eligible for ODSP return to OW.

Education

Economist Tom McCormack, author of Charting Hamilton’s Labour Market: Past, Present, and Future; prepared by the Centre for Spatial Economics has stated “the new jobs won’t be the metal-bashing and manufacturing work that made Hamilton famous. They’ll also demand a lot more education than in the past.”

2010 Caseload Forecast

Based on past trends combined with ongoing strategies within the Ontario Works Program, an 18% increase was forecasted for the Ontario Works caseload in 2010 to 14,413 cases. Chart 3 shows forecasted figures.

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7 Hamilton Training Advisory Board & The Centre for Spatial Economics, Charting Hamilton’s Labour Market: Past, Present and Future, January 2010
City of Hamilton
Ontario Works Service Plan 2010-2011
2.5 Local Labour Market, Economic Trends And External Influences

Labour Market Demand:

Hamilton’s economy is considered relatively diverse with employment opportunities in several sectors. Hamilton’s number of total businesses for 2008 were 27,689 and for 2009 were 27,489. Even though the 2009 figures dropped by 200 businesses, it should be noted that Registered Businesses by Physical location increased by 112 companies and “sole-proprietors/businesses for self” decreased by 312, leaving a net loss of 200 registered businesses. The majority of Hamilton’s employers are small to medium with 50 or fewer employees.8

Hamilton is home to Canada’s two largest Steel producers Arcelor-Mittal Dofasco Inc and US Steel Canada. It is estimated that for every one job lost in the steel sector five are impacted across the community.

As noted in the previous section outlining factors affecting caseload composition, it is estimated that 70% of future jobs will require some post-secondary education and only 6% of jobs will need less than a high school diploma. Already, job postings indicate a demand for higher skills by employers in Hamilton.

Hamilton’s image as a community of opportunity has suffered in recent years because of the long-term erosion of jobs in the steel sector and the more recent downturn in the manufacturing sector. Many of these workers do not have competitive skills for today’s labour market. Furthermore, their background and experience is not aligned in any way with the sectors that are experiencing acute shortages, such as healthcare. Despite the temporary negative impacts of the recent recession on the demand for workers in the Hamilton area, the near term (to 2016) and longer term (to 2031) pressures for growth in the area will be strong. With this strong demand for new workers and an increasing rate of retirement, will mean a demand for workers. Hamilton’s employment rate will increase by almost 29,000 people between 2006 and 2016 due to economic growth.

A further concern is the availability of new employment lands, places where businesses can be established. Hamilton is lacking in serviced land for industrial/business growth and expansion. On a positive note, the opening of the Red Hill Creek Expressway will allow easy access to lands which are currently under development. These new commercial developments around Hamilton including Stoney Creek, at the foot of Centennial Parkway, Flamborough and North Glanbrook Industrial Park will create future employment.

The Hamilton Training Advisory Board and the City’s Economic Development and Planning Department contracted the Centre for Spatial Economics to conduct a Labour Supply and Demand Study examining past and current trends and providing forecasts for the future.

8 Statistics Canada, Canadian Business Pattern Data as of December 2008
While it is expected that the manufacturing sector will continue to be a major piece of Hamilton’s economic base, greater output will be generated without an accompanying increase in the number of employees. Health, social and other personal services are anticipated to grow at a higher rate than most other sectors, while education is expected to experience moderate growth. These findings are consistent with the City’s Economic Development Strategy key industries. The demand in community based jobs will also increase as the growth in industries in nearby communities continues.

According to the research, the new jobs in all industries will require higher skills than previously. The need for new employees will be accentuated by the loss of workers through retirement. In addition, in order to meet the labour market demands as the population growth rate declines migration and immigration to the area will be essential.

Labour Market Supply:

Hamilton has a higher rate than the provincial average of citizens without post-secondary education. The acquisition of educational credentials has a significant impact on the rate of employment (see Chart 4)

Chart 4 - Population 15 and Over by Level of Education

Hamilton Training Advisory Board & The Centre for Spatial Economics, Charting Hamilton’s Labour Market: Past, Present and Future, January 2010
Chart 5 below shows the breakdown of the occupations held by employed persons in Hamilton.

*Chart 5 - 2006 City of Hamilton Jobs by Occupation*

![Chart 5 - 2006 City of Hamilton Jobs by Occupation](chart.png)

Hamilton Training Advisory Board & The Centre for Spatial Economics, Charting Hamilton’s Labour Market: Past, Present and Future, January 2010

The Centre for Spatial Economics reached the following conclusions based on their research:

- The top 25 occupations today will grow the most in the future
- Retirements add to the need for new people in these same occupations
- Hamilton faces major challenges regarding many high income occupations (Physicians, pharmacists, dentists, lawyers, senior administrators, medical radiation technologists, police)
- Most labour force growth will among those aged 55-64 and 25-34

**Manufacturing**

Canadian manufacturing based businesses are being sold to the U.S. or other foreign-owned conglomerates. This has created structural changes in Hamilton’s economy and has resulted in a 20% employment loss in the manufacturing sector. There is also concern that some of the newly created industrial jobs will be at the lower end of the wage scale. Hamilton has a strong reliance in the manufacturing sector. We have a greater representation in the following manufacturing occupations: labourers, machine operators and machinists. With the decline in these occupations workers will have difficulty transitioning to an advanced manufacturing environment that requires additional educational credentials.
Significant Changes and Activity:

- McMaster Innovation Park (MIP) is nearing completion and has its first tenants.
- Construction is also underway at MIP for the new CANMET Material Technology Laboratory which will create over 100 jobs.
- Smaller business continues to expand their facilities and grow their staff. Rotsaert Dental expanded their facility and created 10 new full time jobs. Mabel’s Labels has moved to a larger facility and has grown from 5 to 30 employees.
- Jayne Industries consolidated operations and moved to Hamilton creating 40 new jobs.
- AVL Manufacturing announced plans to expand its employment over the next 12 months.

Plant closures and layoffs:

- Larger employers such as US Steel and National Steel Car are not at full capacity.
- Voith Fabrics with 70 employees and Bell Canada with 100 have both experienced permanent layoffs.

Plant expansions:

- Canada Bread Co. Ltd. will be building on 10 hectare property in North Glenbrook Industrial Park. This move from Toronto will create up to 120 construction jobs and up to 300 jobs once the plant is completed in 2011. This $100-million investment will establish a world-class bakery facility within Hamilton.

Retail Trade

Service sector growth in Hamilton is on the rise, the majority of positions within this sector are part time and wages for this sector are classified as low - “below median average wage”. As education levels and work experience are minimal, social assistance participants often earn too little to keep their families off Ontario Works.

Significant Changes and Activity:

- Redcliff Realty Management representing Centre Mall is currently completing a $100 million renovation.
- The industrial park in Waterdown has expanded and the following new stores have hired: Rona, Wal-Mart, Zellers, and Canadian Tire.
- Eastgate Square has finalized its renovations and expanded to accommodate a number of new retail outlets and restaurants.

Health and Social Services

Healthcare in Hamilton continues to face severe human resources challenges. Physicians continue to be in short supply. Other identified recruitment needs include trained medical transcriptionists, pharmacists and health records technologists.

Significant Changes and Activity:

- Employment in healthcare and social assistance sector shows significant gains with Nursing and Residential Care Facilities increasing employment by 19% and Social Assistance increasing by 17%.
- In Ontario, during the past two years, part-time work has increased, and contract work is more prominent in education and healthcare.
- By major occupation the highest turnover rate in Hamilton is faced by professional occupations in health at 51%, followed by 44% in assisting occupations in health services and 41% in technical and skilled occupations in health.
One of the top five occupational requirements between 2006 - 2016 in Hamilton (including those due to both economic expansions and retirements) includes: registered nurses (more than 2800) and nurse's aides, orderlies and patient service associates (almost 1500).

Healthcare and social assistance in Hamilton from 2002 - 2007 showed a 12.2% growth rate.

**Education**

According to the Hamilton Training Advisory Board, “Hamilton’s educational sector accounts for almost 24,000 employees. Overall growth slowed down in recent years, yet employers continue to fill new positions and create new business. This sub-sector includes schools, colleges, universities, business schools, computer and management training, technical and trade schools, fine arts, athletic and language schools”.

*Significant Activity:*

- By major occupation the second highest turnover rate (next to health professionals) in Hamilton is paraprofessionals in law, social services, education and religion (41%).
- Education Services in Hamilton from 2002 - 2007 showed a 13.2% growth rate.

**Construction**

Hamilton’s construction industry felt the effects of the general economic slowdown in 2009. For example, according to the Canadian Mortgage and Housing Corporation, construction of new homes in Hamilton declined by 29% in 2009 compared to the previous year. The decline was attributed in part to slower home buying and selling activity. However, Central Mortgage and Housing Corporation (CMHC) forecasts that new home building is expected to show an increase in 2010 as the overall economy begins to recover. While there is expected to be fewer single-detached homes built, this should be augmented by the development of more high and low-rise units.

Overall, the City of Hamilton’s Planning and Economic Development Department acknowledged that 2009 was “one of the city’s most challenging years that Hamilton has faced in over two decades” with unemployment and layoffs impacting all sectors of the local economy, including the construction industry. Hamilton’s downtown core saw an increase in construction based on public sector projects which were 90% taxpayer funded: 95 building permits were issued, resulting in $108 million worth of construction. Residential construction in the downtown core however saw a dramatic decrease, with only three projects built, down from an average of 96 a year.

*Significant Changes and Activity:*

- Redevelopment of Mountain Plaza and Centre Mall shopping areas
- Hamilton City Hall
- Hamilton Farmers Market and Public Library
- McMaster Innovation Park
- Lister Block
- New downtown transit terminal

**Hospitality and Tourism**

Local hospitality and tourism providers experienced a downturn in business due to global and regional economic conditions in 2009. Information provided by Ontario’s Ministry of Tourism and Culture indicates that the majority of hotel operators indicated that occupancy rates for hoteliers were lower in Q4 of 2009 for 69% of operators. Operators are also less optimistic about the first quarter of 2010 regarding occupancy rates and hours worked. Recovery through 2010 to 2011 is anticipated, but it is expected to be gradual.

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9 Hamilton Training Advisory Board, *Promising Sectors in Hamilton’s Labour Market*, March 2010

*City of Hamilton*

*Ontario Works Service Plan 2010-2011*
Significant Changes and Activity:

- The Province of Ontario announced the formal creation of thirteen new “Regional Tourism Organizations” (RTOs).
- While exact roles and responsibilities of the RTOs are still being formulated, the creation and funding of RTOs will enhance and augment investments that tourism businesses, Tourism Hamilton and other stakeholders will be making in the industry in the coming years.

Business Services

For the past decade Small and Medium -Sized Enterprises has made up 36% of all employment in Ontario. In Hamilton, prominent industries include: food services and drinking places, specialty trade contractors, technical services and administrative support services.

Significant Changes and Activity:

- Due to changes in the economy, the 4th Annual Face to Face Job Fair was adapted in 2009 to expand to a training fair to augment the employment fair.
- One of the top five occupational requirements between 2006 - 2016 in Hamilton (including those due to both economic expansions and retirements) includes: retail salespersons and clerks (almost 2500), food counter attendants, kitchen helpers and related occupations (more than 1400) and retail trade managers (more than 1200)
- Business, Building and Other Support Services in Hamilton from 2002 - 2007 showed a 20.9% growth rate.

Transportation and Warehousing

The transportation sector plays a significant role in the Hamilton economy because it serves every segment of the economy, from manufacturers to exporters, importers, wholesalers, retailers, and finally the consumer. Hamilton has many advantages as a transportation nucleus, from the natural harbour of the Hamilton Bay, to its position at the Niagara Gateway. In 2009 and going forward, economic difficulties at US Steel and Arcelor-Mittal have dramatically reduced work at Hamilton’s ports: total tonnage decreased by over 2 million between 2008 and 2009. Revenues also decreased at Hamilton International Airport by almost 500,000 between 2008 and 2009. Both major transportation hubs in Hamilton continue to move forward into 2010 and beyond with strategies to stabilize and grow their businesses.

Significant Changes and Activity:

- A research institute for the Transportation and Logistics industry has been established at McMaster University to identify the needs and skills shortages in this industry.

Agriculture

Hamilton has been identified as an area that has strong agricultural potential with lands that are classed as prime agricultural lands. In the past year, Hamilton has developed an action plan to ensure the long-term financial health of the agriculture industry that includes recommendations on a local food strategy, a strategy to encourage young people to enter farming, to maintain existing agricultural land and prevent non-farming development on arable land and to encourage farm development.
### 2.6 Trends Opportunities And Priorities

The Hamilton Training Advisory Board has identified the following:

- There is an increasing demand for skilled workers in Hamilton.
- Skills and credential levels demanded by employers continue to rise.
- Hamilton’s economic base is undergoing a significant transformation.
- The skills and talents of specific workforce sectors including immigrants and visible minorities, persons with disabilities and youth are inadequately integrated into the local labour market.

The following are their recommendations for actions to pro-actively address these trends:

**Labour Market Information:** The Hamilton community needs accurate, timely and accessible information on anticipated labour market trends and skills shortages in order to guide and assist those entering or re-entering the workforce to available job opportunities.

**Strengthening the workforce:** As the workforce ages, employers would welcome help with the recruitment, training and retention of people in order to facilitate the transfer of knowledge from their experienced workers to new workers.

**Access to skills development:** Accessible and affordable opportunities for skills upgrading and development for low income / low skilled individuals needs to be offered so that they can gain the skills required for Hamilton’s evolving economy.

**Systems development:** The Hamilton community needs to take a more coordinated, integrated and innovative approach to job creation, skills development and employer engagement to ensure that there is an alignment in our community between the jobs available and skills of our workforce.

**Barriers for immigrants and visible minorities:** Employers need support and education to better understand and embrace the skills, credentials and experience of immigrants to address their skills shortage issues and so that immigrants have the opportunity to contribute to Hamilton’s economy to their full capacity.

**Barriers for persons with disabilities:** Employers need support and education to better understand the contribution persons with disabilities can make as employees in their organization so that these individuals have the opportunity to contribute to Hamilton’s economy to their full capacity.

**Barriers for youth:** Employers need to welcome, integrate and train youth entering the workforce to ensure that their skills are developed to their fullest potential and that youth find employment opportunities in Hamilton.

Service Canada maintains Labour Market Information providing information at the local and community level. Most growth areas require educational levels that our participants are without. Some typical growth occupations secured by our participants include:

- Retail Trade Managers
- Restaurant and Food Service Managers
- Bookkeepers
- Medical Secretaries
- Receptionists and Switchboard Operators
- Accounting and Related Clerks
- Administrative Clerks, Customer Service,
- Information and Related Clerks
- Web Designers and Developers
- Medical Laboratory Technicians
- Visiting Homemakers, Housekeepers and Related Occupations
- Security Guards and Related Occupations
- Janitors, Caretakers and Building Superintendents
- Machinists and Machining and Tooling Inspectors
- Ironworkers
- Welders and Machine Operators
- Carpenters
Dental Technologists, Technicians and Laboratory Bench Workers
Midwives and Practitioners of Natural Healing
Ambulance Attendants and Other Paramedical Occupations
Dental Assistants
Nurse Aides, Orderlies and Patient Service Associates
Early Childhood Educators and Assistants
Chefs
Cooks
Hairstylists and Barbers
Retail Salespersons and Sales Clerks
Casino Occupations
Food and Beverage Servers
Cabinetmakers
Bricklayers
Concrete Finishers
Tile setters
Plasterers, Drywall Installers and Finishers and Lathers
Construction Millwrights and Industrial Mechanics (Except Textile)
Heavy-Duty Equipment Mechanics
Automotive Service Technicians, Truck Mechanics and Mechanical Repairers
Motor Vehicle Body Repairers
Truck Drivers
Material Handlers
General Farm Workers
Nursery and Greenhouse Workers
Harvesting Labourers
Machining Tool Operators

2.7 Community Engagement

The City of Hamilton is always a strong partner in community plans and initiatives to ensure public and government support for marginalized citizens. We are fortunate to have a strong network of organizations providing a range of fundamental supports to increase the well-being of community members. External services provided in the community complement the comprehensive range of programs, services and supports delivered by The City of Hamilton.

During the last planning cycle, we put considerable effort into strengthening relationships with our local community stakeholders. It is our intention to continue to build upon these relationships and to make use of stakeholders’ support to assist our participants’ employment efforts.

Ontario Works participants are regularly referred to services in the community and strong relationships have been built with the following community organizations:

- Hamilton Training Advisory Board (HTAB)
- Mohawk College Advisory Board
- Employment and Resource Network Committee (EARN)
- Regional Placement Table
- Youth Employment Network
- ODSP Employment Supports Advisory Committee

Work continues in collaboration with other City of Hamilton Departments, community organizations and employers to meet the service needs of Ontario Works participants. Some organizations and services assisting our participants are:

- Mohawk College: Women into Trades Program, Introduction to Skill Trades Program, Literacy Works and Job Connect.
- St. Charles Adult Education Centres.
- St. Joseph’s Immigrant Women’s Centre: Personal Support Worker Program for new Canadians and Orientation Program for Foreign Trained Nurses.
- Settlement and Integration Services Organization (SISO): An accreditation program for Ontario Works foreign trained professionals and skilled workers.
- Path Employment Centre: Employment services for Hard to Place and disabled participants.
- Amity/Goodwill: Employment services for Hard to Place participants/basic skills training.

City of Hamilton
Ontario Works Service Plan 2010-2011
Catholic Family Services: counselling services for those encountering personal barriers in their job attainment and retention efforts.

Home Management Program: offers programs to teach individuals, families and groups, through practical instruction and coaching, the skills necessary to be more successful and independent in their day to day living. Home Management custom designs programs to meet the unique needs of each client and group with the goal of gaining skills in basic daily living such as:

- budgeting, household management and routines
- coping with housing issues
- basic nutrition, menu planning and meal preparation
- parenting
- goal setting, problem-solving, time management, stress management, self-esteem and more

Community Placement: in partnership with fifty-six non-profit agencies offer over one hundred volunteer positions to Ontario Works participants.

Job Fairs and Employment Screening: participants benefit from job fairs held by community partners such as PATH Employment Services, St. Charles Adult Education Centres, St. Joseph’s Immigrant Women’s Centre, Marafon Consulting, YWCA, Amity/Goodwill, Settlement and Integration Services Organization and Mohawk College Job Connect.

Trade Unions: OW Hamilton is involved with local trade unions (steamfitter/welder/plumber union and the carpenter’s union) as there is an increasing demand for skilled workers in the Hamilton labour market and provincial government initiatives are subsidizing apprenticeship training.

Options Conference: Hamilton participates on the working committee for this conference directed to unemployed women with the purpose of motivating women to seek employment in the trades sector.

Face to Face Job Fair: Ontario Works Hamilton provides support and input into the Hamilton Training and Advisory Board’s annual Face to Face Job Fair. This job fair hosts over three thousand job seekers, many of whom are Ontario Works participants.

Small Business Enterprise Centre: delivers self-employment supports for Ontario Works participants.

Employers: Hamilton OW has developed relationships with local employers to assist them in streamlining the processes for screening Ontario Works job applicants. This service greatly increases the number of successful employment referrals made to the employers.

Economic Development Department: The Economic Development Department and Ontario Works collaborate to share strategies and services. For example, during 2009, OW Hamilton supported Economic Development’s business retention strategy by recruiting and screening participants to support a local confectionary business. Ontario Works Job Developers supported Economic Development by distributing information to local employers.

2.8 Local Workforce Development Community Initiatives

In Hamilton, the Labour Market Development Agreement has fostered a climate of change and opportunities for selected employment and training service organizations. It provides an opportunity for our community to come together to consider our local workforce development system.

The Skills Development Flagship Committee (SDF) is co-chaired by the City of Hamilton’s Community Service Department and the Hamilton Training Advisory Board. The SDF provides a forum to bring together partners from employment services, education and training and the three levels of government to address the employment and training needs of marginalized citizens of Hamilton. The goal of the SDF is to assist individuals who have been marginalized from the labour market gain access to opportunities for meaningful employment by ensuring that the knowledge and skills of workers match the needs of Hamilton’s economy. The Committee has conducted research and supports new projects and services to meet the changing skills development needs of the community.
Hamilton's Centre for Civic Inclusion (HCCI) is a community-based civic resource centre, committed to working as a catalyst for anti-racist change across Hamilton. HCCI will initiate and support transformative processes that promote equality and create racism-free and inclusive environments in all areas of civic life.

Hamilton Area Eco-Network (Eco-Net) is a non-profit organization created to network the area's environmental organizations and build their capacity. Thirty-seven organizations from across Hamilton and its surrounding communities are now members of Eco-Net.

Jobs Prosperity Collaborative (JPC) is a group of approximately 65 members who are committed to promoting Hamilton’s prosperity through job creation and retention. Members of the JPC include leaders from all sectors including government, business, labour, education, environment, social services, not-for-profit organizations, healthcare, and others.

Roundtable for Poverty Reduction was formed out of concern for the community’s poverty challenge. It came together in May 2005 to understand Hamilton’s high poverty levels, focus the community's attention on poverty and begin to find solutions. In June 2003, the Hamilton Roundtable for Poverty Reduction released 'Making Hamilton the Best Place to Raise a Child: A Change Framework for Poverty Reduction'.

Bay Area Leadership provides opportunities for individuals to enhance their community leadership potential, their understanding of community issues and their role as collaborative catalysts for positive change.

Human Services Planning Table is a forward planning project to identify the human services that our community will require to best serve our future citizens. The goal is to develop a Human Services Plan, which will address integrating planning across the human services system and enhancing coordination and integration of services across program areas.

Access Hamilton is a project funded by Employment Ontario that focuses on services for the employer. The initiative, led by Mohawk College in partnership with the community, is researching an integrated employer engagement model in the area of workforce development services.

WIN Hamilton is an on-line technology platform allowing the collection and distribution of information on employment support services in the community. It is being piloted throughout 2010 after which the Skills Development Flagship which sponsored the project will consider further expanding on the technology’s functionality.

Hamilton Immigration Partnership Council (HIPC) works to develop a local immigration strategy to ensure community needs are met. Hamilton will require population growth in order to meet workforce requirements and immigrants are an important resource for community development. The council’s vision is “Hamilton is an inclusive community where the talents and experience that immigrants and refugees bring are valued because they are integral to making Hamilton the best place to raise a child.” To meet this vision, their goal is to bring community leaders together to develop and support immigration strategies.
Section 3.0: Hamilton Ontario Works Program Management

3.1 Ontario Works Service Delivery

OW is delivered in four offices, which are all accessible and conveniently located on a public bus route:

Main - 250 Main Street East (at Wellington)
- Income Support

East - 2255 Barton Street East (at Nash)
- Income Support
- Employment Resource Centre

Mountain - 1550 Upper James Street (at Rymal)
- Income Support
- Employment Resource Centre

Career Development Centre - 181 Main Street West 3rd floor
- Employment Services
- Employment Resource Centre

On-site Child Minding is offered to participants if they are utilizing services at our East location or the Career Development Centre.

Three Divisions within the Community Services Department of the City of Hamilton have a responsibility for the delivery of OW:

Benefit Eligibility Division
Purpose / Function: To provide services that will support Hamilton citizens in need of financial assistance and special supports to achieve self-sufficiency and maximize their quality of life.

Services Provided:
- Ontario Works Intake
- Eligibility Review
- Family Support
- Special Supports Program
- Consolidated Verification Process-Audit
- Ontario Works Training to Ontario Works program staff
- Ontario Works Program & Financial Reviews
- Production of Ontario Works benefits payments and reports
- Records Management
- Local System Supports for Provincially funded applications
Employment and Income Support Division

Purpose / Function: To provide financial and employment assistance to support those in need so they may achieve self-sufficiency and maximize their quality of life.

Services Provided:

- Ontario Works financial assistance and case management
- Ontario Works Employment Services
- Career Development
- Employment Resource Centres
- Helping Hands

Social Housing and Homelessness Division

Services Provided: Funding and Administration of Hamilton’s Social Housing Units
Administration and Delivery of Rent Supplements Coordinated Access for Applications for Social Housing

Purpose / Function:

- To work with our community to provide a continuum of affordable and supportive housing options to the citizens of Hamilton.
- Coordinate services and funding for subsidized housing providers as well as emergency shelters, residential care facilities and other supportive services for those who are homeless or at risk of being homeless.
- Residential Care Facilities
- Emergency Hostels
- Policy Development and Strategic Planning for Homelessness Initiatives

3.2 OW Client Service Path

Applications & Emergency Assistance

All calls for applications are handled through a central intake number. An Intake Clerk obtains preliminary information and completes a quick calculation in order to determine potential eligibility for OW. If eligibility exists, the applicant is schedule for an appointment in one of the three income support offices or, if required, a visit in the applicant’s home. The appointment is scheduled within 4 days of the initial telephone call. When urgency is identified, the application is expedited and assigned to an OW Team Lead worker.

In order to provide accurate financial and employment assistance, the OW Case Managers complete a full application for assistance as follows:

- Gather and record information required in order to determine initial eligibility.
- Review, explain and sign all mandatory forms.
- Review and clarify the information on the Rights and Responsibilities Form concerning benefits and supports. Items such as childcare, employment related expenses, special supports and earnings exemptions are highlighted. The responsibilities of the applicant are also reviewed to ensure timely reporting of changes in the member or benefit unit’s circumstances for accurate issuance of benefits.
Provide an information package including information on direct bank deposit, Interactive Voice Response, completion of the Income Reporting Statement and Exception Based Income Reporting.

Outline the rights to an internal review and the appeal process.

Provide the applicant with a Verification Checklist outlining any outstanding documentation and the due date.

Share information and refer to available resources to better support the applicant in their journey to sustainability.

Administer a literacy test where required. The results of the literacy test are used to inform the employability assessment tool which is completed for each applicant, spouse and dependent adult in the benefit unit to determine employability levels.

Explore the use of Employment resource centres, basic education supports, language and literacy training, foreign trained professional program, community placements and local employment supports programs.

Introduce employment related supports such as earning exemptions, employment start-up, childcare start-up and help with participation related expenses. Enhanced Employment Services and related programs are also presented to applicants.

Explain program and participation requirements as well as consequences for failing to follow through with a negotiated agreement.

Negotiate an initial Participation Agreement.

Refer the participant (if deemed employable) to an employment development counsellor for enhanced support in their route to employment.

Work with the participant to identify, address and remove barriers to employment in conjunction with internal resources and enhanced Employment Supports and programs. (if not deemed employable).

**Ongoing Eligibility**

In order to support the ongoing monitoring of financial eligibility, the Case Manager:

Reviews documentation and 3rd party information in a timely fashion to identify and resolve concerns

Determines eligibility through information received

Inputs eligibility related information and calculates assistance on a monthly basis to issue financial benefits

Establishes eligibility/ineligibility decisions and informs the participant

Conducts initial review of fraud complaints and refers to the Eligibility Review Unit as per established process and guidelines

Reviews and re-negotiates Participation Agreements in accordance with Directives and makes appropriate referrals to in-house employment supports and/or community agencies.
Reviews deferrals and provides supports to resolve barriers to employment and participation in employment assistance activities.

Reviews complicated cases with Team Lead and/or Program Manager to ensure compliance with Directives, local business processes and policies.

Reviews potential eligibility for ODSP and initiates a Disability Adjudication Unit (DAU) referral.

Notifies participants of all outcomes that affect their eligibility.

Case manages for effective and timely process of calls and mail to ensure information in SDMT is accurate and up to date.

Completes appropriate forms and refers to Family Support Unit as necessary.

**Youth Receiving Ontario Works**

Applicants under the age of 18 are eligible for Ontario Works financial assistance only if they meet specific criteria supporting their inability to remain living with their parents.

Specialized caseloads are maintained for participants under the age of 18 as this group of participants warrants a more holistic case management approach in order to offer the services and supports needed to identify and address barriers.

In Hamilton, approximately 80 - 90 youth meet these criteria at any given time. Specific requirements must be met, one of which is to be enrolled full time in a recognized school. Their attendance and progress is monitored on a monthly basis, and regular contact with the Case Manager is maintained.

Case Managers assist 16 and 17 year-old participants and all LEAP participants in meeting their participation requirements through frequent communication & liaison with other City of Hamilton staff and other community support services.

Community Partnerships are maintained with:

- School Boards (Regular school programs and alternative study programs)
- Youth Shelters and youth programs, including:
  - LEAP Case Managers
  - Young Parent Resource Centres - Grace Haven and St. Martin’s Manor
  - Living Rock, Ace Ministries, Notre Dame House, Alternatives for Youth
  - Good Shepherd Youth Trustee, Street Involved Youth Network Monthly Meetings
  - Arrangements with the Living Rock Agency to have a case manager attend their Breakfast Program, providing Ontario Works program, service information and to answer questions
  - Children’s Aid and Catholic Children’s Aid Societies.

**Learning Earning and Parenting Program (LEAP)**

The number of participants in the LEAP program has been consistent since its inception. In 2007, this number averaged 258 per month, of which only 9% were participating because of mandatory requirements (parent under the age of 18), in 2008, the program averaged 264 participants with 18% being mandatory, and in 2009, the program averaged 254 participants with 18% being mandatory. All other participants opted to be in the program because of the supports offered to young parents, such as child care, transportation, school supplies, and graduation fees which assist them in obtaining a high school diploma. There were 50 high school graduates in 2007, 60 in 2008, and 40 in 2009. The length of time a parent is involved with the program determines the number of graduates for any given year.
As collaborative case planning for LEAP participants is a priority, two committees were established to ensure participants have access to all services in the community: The LEAP Community Advisory Committee and the LEAP Internal Working Committee. The objective of these committees is to ensure that the needs of participants are identified and addressed through partnerships and multi-disciplinary interventions as we work together towards the common goal of graduation.

Individual Service Plans are developed for each LEAP participant by LEAP Case coordinators in collaboration with the Ontario Works, Team 2 Youth Team and community partners. During summer months, LEAP encourages participants to seek employment and/or volunteer work placements to gain experience in preparation for future employment and/or college/university entry.

LEAP is actively promoted through the Ontario Works Youth Team, Leap Co-ordinators doing presentations within the department and the community, Employment Expos, our community partners, newsletters such as “Voice”, cheque inserts, pamphlets and posters.

**Sponsorship Breakdown**

Sponsorship breakdown cases are consolidated into one caseload to ensure proper follow-up and maintenance of these cases.

As of March 2010, there were 55 ongoing cases meeting the criteria of sponsorship breakdown. All cases have been reviewed and referred to Citizenship and Immigration Canada for follow-up and possible reimbursement of benefits paid. Ongoing case management continues to ensure accurate processing of such cases.

**Newcomers**

If language is a barrier, applicants may contact an Interpreter Service to assist them in applying for assistance. The Ontario Works Program currently has agreements with:

- Settlement and Integration Service Organization
- Centre de Santé

One team consisting of specialized caseloads ensures an efficient and effective approach to this population’s needs as follows:

- 10 case managers who have caseloads consisting of Refugee, Government Assisted Refugee and Convention Refugee participants
- 1 Sponsorship Default Case

**ODSP Pending Team**

The ODSP pending caseloads are comprised of participants who receive benefits under the Ontario Works program while waiting for their application to be processed by the local ODSP office. In 2009, 1980 cases were granted ODSP, up 52.19% over 2008.
**Temporary Care**

All Temporary Care cases are assigned to one of two specialized caseloads. The number of ongoing Temporary Care cases consistently averages about 2.5% of the total caseload.

In addition to the Department’s Home Management Workers, other community agencies may provide services such as:

- Children's Aid Societies - assistance with custody orders under the Family and Children Services Act, counselling, kinship care or services assistance and mediation services
- Legal Aid Clinics - custody and guardianship issues
- School Boards and social workers
- Assistance for Children with Severe Disabilities

Specialized temporary care caseloads ensure that Temporary Care providers and children in their care are receiving enhanced services. These specialized Case Managers have a greater understanding of legal and custody issues, increased awareness of resources, and better community links to assist with the child and temporary care providers' needs.

**Extended Health Benefits and Extended Employment Health Benefits Caseloads (EHB, EEHB)**

Extended health benefits are provided to participants who:

- Have high prescription or other health related costs
- Are no longer eligible for assistance due to increased income from any source
- Qualify monthly based on income and health related costs
- Meet all other eligibility criteria

Extended employment health benefits are provided to participants who are no longer eligible for assistance due employment income and are not eligible for EHB.

Once eligibility for EHB or EEHB is determined, the case is transferred to a specialized Case Manager who will monitor their ongoing eligibility monthly and make appropriate referrals.

**Ontario Works Emergency Hostel Caseload**

The Social Housing and Homelessness Division have purchase of service agreements with 13 emergency shelters to provide basic emergency shelter services to individuals and families experiencing homelessness. Four specialty Case Managers support 393 emergency hostel beds.
The Case Managers are responsible for:
- determining initial and ongoing eligibility for Ontario Works
- providing service to a diverse caseload including victims of domestic violence and their families
- acting as a liaison to the shelter system
- approving Personal Needs Allowance (PNA)
- processing monthly billings
- facilitating participants in their move from the shelter system to permanent housing in the community

**Hostels to Homes Pilot**

The Hostels to Homes Pilot is an interdisciplinary mobile case management team that engages chronically homeless individuals using emergency shelters. Staff assist participants in accessing and sustaining permanent affordable housing. The team consists of five community support workers, an addictions worker and a recreational therapist. The team provides 24/7 supports to participants and their landlords.

By January 1st, 2010, the pilot has housed 145 individual men and women, and 109 people currently remain housed as a result of the project. The team operates from a Housing First perspective and provides supports in keeping with recovery and harm reduction philosophies.

**Successes to Date:**

- Individuals have been housed in 41 buildings across the City - 37 buildings with 11 Private Property Management partners and 4 Social Housing providers.
  - 31 individuals have been approved for the Ontario Disability Support Plan (ODSP) and 13 more applications have been started
  - 38 individuals have secured part-time and/or full-time employment
  - 52 individuals have accessed addictions support
  - 73 individuals have participated in an OW-approved employment activity

The Hostels to Homes Pilot ends June 30, 2010. The pilot has been incorporated into a permanent solution, Transitions to Home, which will continue to build on the best practices of the pilot.

**Ontario Works Homeless Caseloads**

Four (4) specialized caseloads have been developed to work directly with those experiencing homelessness, participants with a history of homelessness and incarceration, and people at high risk of becoming homeless. This specialized caseload of marginalized individuals is supported in a holistic manner.

Homeless Case Managers provide case management and support in the community including:
- The Wesley Centre, a multi-service agency/drop in centre for the homeless. Applications and participation agreement updates are completed on site.
- Claremont House, a harm reduction supported housing environment.
- Hostels to Homes Pilot - participants moving from emergency shelters to permanent sustainable housing.
- CityHousing Hamilton - residents at risk of losing their housing.

This outreach model was developed to ensure that marginalized individuals who have grave difficulty manoeuvring within the system are engaged and able to access financial assistance and benefits to which they are entitled. The goal is to support these individuals in:
Accessing and maintaining housing
Accessing appropriate medical intervention
Receiving support through the ODSP application process
Moving toward sustainable employment if able

**Community and Neighbourhood Outreach**

The Ontario Works Home Visit Program has been expanded in 2008 to include all Ontario Works caseloads. Ontario Works Case Managers are expected to complete home visits one day per week. Case Managers may complete applications, Participation Agreement updates and Form 1 updates during home visits. Anecdotal evidence suggests participants feel a greater sense of social inclusion and improved customer service as a result of home visits.

Ontario Works participants are visited in their homes and also in neighbourhood hubs and community agencies. For example, Ontario Works Case Management Services are now being provided from two CityHousing sites - Congress Court and the Oriole neighbourhood. For newcomers, Ontario Works applications and updates are being completed at SISO, Centre de Santé and St. Joseph’s Immigrant Women’s Centre.

The City of Hamilton continues to explore expanding outreach to other areas.

**Team Lead Workers**

Team Leads have been assigned to each of the eight Ontario Works Case Management teams. The Team Lead role includes:

- Managing and maintaining a caseload of applicants/participants requiring enhanced or specific attention/services due to mental illness, addictions, concurrent disorders, homelessness, etc.
- Completing crisis, emergency applications and applications due to intake overage
- Acting as a resource person for intake, reception, Program Managers and other areas within the Employment and Income Support or Benefit Eligibility divisions
- Supporting the professional development of Case Managers and students through leadership and mentoring
- Supporting team members in matters related to the effective delivery of service to applicants/participants and community partners of the Ontario Works Program
- Resolving complex SDMT/Overpayment issues with case managers
- Receiving and responding to staff inquiries of a more complex nature and providing direction to case managers

The Team Lead Position was deemed a permanent position in October 2009.

**Consolidated Verification Process (CVP)**

CVP serves as an audit of all Ontario Works cases to ensure correct legislative decisions are administered and the appropriate financial assistance is issued. The CVP Unit also ensures that the calculation of any overpayment is accurate and all required documentation exists on file to support an overpayment.

CVP objectives are:

- To streamline current business processes by amalgamating several verification processes into one consolidated approach to case review
- To improve program integrity within the social assistance program
Cases to be reviewed through CVP are flagged for various reasons including high accommodation cost, members added after grant, and another person living at the address. Cases are prioritized and assigned for CVP according to the case flags. The process supports the ongoing monitoring of eligibility.

Through the use of third party information, a financial review of the case is completed every 24 months to ensure the case has received and is currently receiving the correct amount of assistance. During the CVP interview, there may be occasions where sources of undeclared income are discovered which may result in a determination of ineligibility. Ineligibility decisions may result in an overpayment or referral to the Eligibility Review Unit for further investigation. There may also be situations where a referral to the Family Support Unit is warranted.

**Family Support Unit**

Ontario Works participants are encouraged to pursue financial independence, thereby reducing their dependence on Ontario Works. The Family Support Unit assists Ontario Works recipients in obtaining financial resources if a support obligation exists under the:

- Family Law Act
- Divorce Act
- Family Responsibility and Support Arrears Enforcement Act
- Reciprocal Enforcement of Support Orders Act
- Federal Child Support Guidelines

The Family Support Unit currently consists of nine Family Support Workers who maintain a specialized caseload of individuals and families for whom a support obligation may exist under the Family Law Reform Act.

The Family Support Workers:

- Review cases
- Recommend a course of action in the pursuit of support
- Represent the City of Hamilton in the Superior Court of Justice
- Ensure support payments are made on a regular basis as ordered by the Court or obtained through private agreements
- Complete and file legal documents, (with the Court and Family Responsibility Office)
- Initiate, monitor and participate in legal actions such as court orders and enforcement proceedings
- Conduct investigations to ascertain the whereabouts of spouses/parents for the purpose of resolving support issues
- Initiate action to recover support arrears owing to the City of Hamilton, other CMSM’s and the Ministry of Community and Social Services for ongoing and terminated cases
- Act as a resource and provide training to staff on all issues relating to support issues

Family Support Workers have developed excellent working relationships with court staff, including lawyers and judges, as well as other community and government agencies such as:

- Family Law Information Centre
- Legal Aid
- Family Responsibility Office
- Children’s Aid Society
- ODSP

**Eligibility Review Unit**

As directed by legislation, the City of Hamilton provides an eligibility review function. This Unit currently has eight Eligibility Review Officers (ERO’s). All referrals to the unit are screened to ensure
sufficient rationale exists to support an in depth review. Appropriate referrals are then distributed amongst the eight ERO’s.

Much of the work completed by the unit is initiated by Case Managers during the application stage. Review and consultation of these cases determines whether a participant is reporting accurate information or attempting to receive benefits to which he/she is not eligible. This process ensures that eligibility integrity is maintained. Effort is taken to prevent fraud from occurring in the initial application stage.

For active Ontario Works files, any necessary third party information is requested, overpayments are calculated if and when applicable and a recommended course of action is prepared for the Case Manager. ERO’s act as a resource and provide training to staff on issues relating to alleged social assistance fraud. Cases are prepared by the ERO for referral to the Police Department where intent to defraud exists.

For inactive files, all referrals are forwarded to the ERO’s. Information is updated in SDMT and overpayments are applied where necessary. Cases are prepared for referral to the Police Department when intent to defraud exists. ERO’s have developed good working relationships with the local Police as well as other community and government agencies, including the Crown Attorney’s office.

**Overpayment Recovery Unit**

The Eligibility Review Unit provides an Overpayment Recovery function. There are five Overpayment Recovery Officers who are responsible for:

- Pursuing the collection of overpayments on inactive cases and negotiating payment schedules
- Calculating and reconciling third party payments (e.g. Insurance Benefits, WSIB, EI, CPP, Liens, Defaulting Sponsors)
- Receiving and processing payments from participants and third parties and updating all applicable databases
- Maintaining the overpayment recovery system CAPRS (Computer Assisted Payment Recovery System) and mailing out statements on inactive cases
- Receiving, reviewing and verifying the accuracy of all overpayments under the Portability of Overpayments Initiative
- Ensuring the physical file contains all supporting documentation to substantiate overpayments as per the Ontario Works physical file standards
- Processing and enforcing court ordered restitution payments
- Acting as a resource and providing training to staff on all issues relating to assignments and overpayments

The accuracy of overpayments is monitored through the following measures:

- The Case Managers review all overpayments at the time they are incurred.
- The SDMT daily report SPR160D - New Overpayments Details Report is distributed to Case Managers for validation and/or correction.
- Case Managers verify and document new overpayments. All newly created overpayments must be accompanied by proper file documentation and a note in SDMT explaining the reason for the overpayment. Any overpayments that cannot be explained are forwarded to the Program Manager and/or the training unit for review.
- Eligibility Review Officers and Overpayment Recovery Officers review eligibility decisions that have resulted in overpayments. They also identify decisions made in error and alert the Program Manager who will determine if the inaccuracy is an irregularity or if it is a training issue that needs to be addressed. Dependent on the findings, the Program Manager either addresses the issue with the Case Manager responsible for the decision and/or refers the matter to the training unit if the issue needs further communication to staff.
Upon case termination, dedicated Overpayment Recovery staff will review the validity of overpayments and commence the recovery process.

**Ontario Works Training and Program Review Units**

**Training** - Ontario Works Training staff are responsible for the design, development and implementation of Ontario Works training. Ongoing training and education ensures that all aspects of the program are in compliance with the Ontario Works Act, legislation and directives. Training in Ministry initiatives and local policy and guidelines assists staff in making accurate and consistent determinations of eligibility.

**Program Review** - Program Review Officers (PROs) review provincially legislative and procedural changes and existing local policy and procedures to ensure that changes are incorporated into daily business and that local policy reflects compliance. PROs complete detailed analysis of data to identify operational changes and forecast financial impact on programs and services. Case file reviews and program specific reviews of local processes measure compliance with the Ontario Works Act, directives and local policy and provide recommendations for corrective action and operational efficiencies.

PRO's administer all requests for disclosure of personal information collected under the Ontario Works Act in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

**SDMT/ DATA Supports** - The SDMT Program Analyst enables a pro-active training and data correction by development, measurement and investigation of SDMT data reports, expenditures anomalies and the review of local business processes and best practices required to support the program. The use of SDMT reports and more specifically, the ongoing development of operational reports through SDMT daily extract files are instrumental in monitoring trends, anomalies and supporting accountability for program expenditures.

The SDMT Business Application Analyst provides quality assurance and expenditure accountability by providing response and resolution of day to day SDMT operational issues. Staff analyze system-design changes; identify programmatic errors, including incident recognition and reporting, complete analysis and action SAMO ad hoc reports.

**Case Presenting Officers (CPO’s)** - Ontario Works legislation requires that CMSM’s have an internal review mechanism to ensure participants have the right of appeal by an independent party. All requests for appeal in the City of Hamilton are reviewed by the CPO. Where resolution cannot be achieved, CPO’s, on behalf of the Administrator, prepare detailed submission for presentation at the Social Benefits Tribunal. Their role provides critical information to support the training needs of the program by identifying trends in decision making and legislative compliance.

**OWNet** - An intranet-based repository designed to provide Ontario Works staff with the necessary functional information required to support the delivery of OW program in Hamilton. Publications include OW legislation, SDMT announcements, policies, business processes; standards, forms and letters, administrative information, cheque production dates.

The OWNet provides a singular and standardized method for communicating programmatic changes; provides a document management architecture which is accessible, up to date, secure, including archived material; provides necessary links to community and employment resources to support client services; and provides business application linkages required for the delivery of OW.

**Special Supports**

The Special Supports Unit is responsible for the delivery of most mandatory health related benefits to Ontario Works participants and discretionary benefits to OW, ODSP and citizens of the City of Hamilton living with a low income. OW Case Managers are responsible for determining eligibility and issuing benefits for cribs, car seats, utility arrears and mandatory medical travel. Benefits available through
Special Supports vary from cribs, car seats, bath equipment, hearing aides, vision care, home repairs, utility arrears, non-medical transportation, dental services, dentures, breast pumps, hospital beds, orthotics, funerals, etc.

The unit consists of eight Case Aides, one Team Lead, three Payment Clerks, one Program Secretary, one File Clerk and one Program Manager. The Case Aides are responsible for determining eligibility for requested items and processing the approvals/denial of benefits and determining financial eligibility for low-income applicants. The Payment Clerks are responsible for the payment of invoices once the specific approved item has been issued to the eligible participant. The Team Lead position was introduced in 2009 in response to the increasing OW caseload and the complexity of the low-income applicants. This position reviews cases for possible reinstatement to the OW or ODSP programs and eligibility for EHB/EEHB. The Team Lead also completes internal reviews on discretionary benefits (not appealable to Social Benefits Tribunal).

The following is the Referral Process to Special Supports:

**Ontario Works Participants**
- self referral or referral from Case Manager
- physician’s note, assessment form from Occupational therapist and written estimate required for most items

**Ontario Disability Support Program Applicants**
- self referral or referral from Case Manager
- physician’s note, assessment form from Occupational therapist and written estimate required for most items

**Low Income Applicants**
- A needs test is required to determine eligibility. The applicant's income (CPP, OAS, earnings, pensions, etc.), assets (cash, bank accts, RRSPs stocks, bonds, secondary property, etc.) and allowable living expenses (rent/mortgage, utilities) along with the cost of the item is used to determine eligibility
- self referral is required to determine eligibility

Programs managed by the Special Support Unit are as follows:
- Emergency Energy Fund (Homelessness Service Contract)
- Water Filter Fund (Homelessness Service Contract)
- Affordable Transit Pass Program

**Self-Employment**

Ontario Works participants are able to pursue a self-employment activity as a means of exiting Ontario Works assistance. Participants who are interested and have a business idea that merits further development are referred to supports to self-employment.

There are two types of self-employment activities - independent self-employment and assisted self-employment.

**Independent Self-Employment**

Independent self-employment is intended to support participants who have an established business plan to move to profitable self-employment. With review and approval and regular
monitoring, participants can manage their own self-employment development. Participants may be eligible for other employment benefits in order to move towards independence.

**Assisted Self-Employment**

Assisted self-employment is intended to support participants who are ready to develop a business plan to move towards profitable self-employment. With review and approval, participants may register with a contracted service provider for self-employment development to undertake individualized self-employment planning.

Effective September 2002, the Small Business Enterprise Centre of the City of Hamilton’s Economic Development Department began the delivery of the Assisted Self-Employment Development Program. The primary objective of the Self-Employment Development Program is to assist Ontario Works participants in achieving self-sufficiency within sixty (60) weeks. The program selection criteria, content and program expectations will reinforce the overall program objectives. The Small Business Enterprise Centre is paid on a fixed fee payment schedule based on designated milestones. Where a participant fails to meet the milestone or exits the program, the Employment and Income Support Division will issue payment to the SBEC up to and including that failed milestone or program exit, which ever comes first.

Two specialized Ontario Works case managers monitor participant compliance with Ontario Works and achievements through the assisted self-employment process.

### 3.3 Analysis Of Resources

To date, the funding of the OW program has been extremely complex due to the variety of Provincial initiatives tied to the OW program. OW administrative costs such as lease arrangements, staff salaries, cost of living adjustments, and recognized rate increases to service contracts have not been fully addressed in funding approvals. Cost containment has been more challenging with the increase in clientele needs and administrative work.

During 2009, caseloads were at 1.5 times the provincial standard with a case management ratio of 145:1. In response to the increased caseloads, eight case managers, seven case aides, one team lead, one program manager, one receptionist, one case manager for homelessness and one Ontario Works trainer were hired to respond to increased caseloads. The City of Hamilton did receive $475,000 additional one-time funding from MCSS towards the cost of administration in 2009. This increase did mitigate some of the financial impacts to the City of Hamilton, which were created with the hiring of additional staff to manage the caseload increase.

In February 2010, MCSS advised the City of Hamilton that changes to the administration funding would be implemented which would “simplify and streamline” the budget. The main change is that in 2011, the 100% Provincial incentive funding would be added to the Cost of Administration funding and subject to the 50% cost sharing agreement. This funding methodology is based on the most recent caseload information, actual expenditures and input from delivery partners. From preliminary review it appears the City of Hamilton will benefit financially from the change in funding.

The 2010/11 Ontario Works Cost of Administration budget includes expenditures for the delivery of financial assistance to Ontario Works recipients as well as administrative supports to the program. Cost of Administration related to provision of financial assistance under the Ontario Works Act is eligible for a 50% cost share to a maximum of a Provincial budget set by the Ministry. The tentative Cost of Administration for 2010 is $18,787,742 ($9,885,521 provincial/$8,902,221 municipal).

The budget submission for 2010 categorized costs by either Central Administration or Direct Administration.
Central Administration costs are comprised of:

- 20% of the General Manager of Community Services
- 20% of the Strategic Services Division (staffing related to project managers, communication specialists, Health and Wellness, Volunteer Coordinator and ergonomic furniture and equipment)
- Legal Services
- Human Resources
- Direct Administration costs:
  - Frontline staff and managers
  - Director
  - Finance and Administration
  - Lease of OW buildings
  - Training and conferences

The City of Hamilton has focused on investing municipal funding and provincial subsidy in programs and services that have been providing supports for marginalized clients, providing us with the highest returns possible on our taxpayer investment. We have been seeing an increasing number of persons on assistance with barriers to entering the workforce. Our strategy has long been to work with each individual and family and, in partnership with our community, create the right blend of programs and services to support our mutual goal of engaging our participants as active and contributing members of our community and workforce.

**Ontario Works Employment Assistance**

MCSS provides funding for a broad range of employment assistance activities and participant supports available to OW and ODSP recipients. This funding is Performance-based and receives 80.6% cost sharing to a set maximum. The tentative Employment Assistance budget for 2010 set by MCSS is $9,687,846 ($7,808,404 provincial/$1,879,442 municipal).

The City of Hamilton's Employment Services is designed to provide Ontario Works participants with supports and assistance in gaining employment; consequently reducing the dependence on financial assistance. This is an outcome-based funding framework that provides the ability to invest in employment-related strategies tailored to the community, local conditions and priorities that will increase employment, employability and overall earnings.

In 2007, the Employment Services Transition Project (EST) was initiated in response to two key areas:

- Improve the quality of services provided to all stakeholders by both the financial case management and employment services components of the Ontario works programs
- Implementation of outcome-based funding by the provincial government

The purpose of the project was to develop and direct an implementation plan and relevant resources for an effective service delivery model for the Employment Services component of the Ontario Work Program.

Prior to the transition, our service delivery model required Ontario Works Case Managers to be knowledgeable not only in all areas of the Ontario Works program (e.g. legislation, family support, eligibility review, overpayment recovery, etc.) but also community resources and programs for employment supports, early-employment interventions and social supports. Gaining and maintaining

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10 Cost sharing for 2010 is 80.6% provincial and 19.4% municipal. In 2011, the funding formula will change to 81.2% provincial and 18.8% municipal.
information on the numerous community-based resources with such diversity was a formidable undertaking. As a result, the most appropriate referrals were not consistently made.

The new model separates responsibility for employment case planning for participants who are determined to be employment-ready from participants who have significant personal, social or health challenges to overcome prior to engaging in employment activities. OW Case Managers are responsible for assisting clients who are not employment-ready to overcome barriers to become employment-ready. Employment Development Counsellors (EDC) specializes in employment case management with those who are employment-ready. The separation of responsibilities allows staff to develop a knowledge base and expertise in resources and services best suited for their target population. As a result, referrals that are more effective are made and employability of participants increases.

One to one employment counselling is a feature of the new model. Individualized case management allows for better consideration of local labour market conditions. Research shows that an individualized service and establishment of an ongoing relationship with an employment counsellor reduces the duration of unemployment. Relationship building between participant and Employment Development Counsellor/Case Manager is a key component of the new model.

Employment Assistance is divided into 4 categories as follows:

**Salaries and Wages**
- Front line employment counsellors, employment clerks, program managers, director which provide the following in-house services:
  - Employment Counselling
  - Career Development and Job Placement
  - Employment Program (facilitated workshops and Helping Hands Program)

**Employment Services**
- Contractual agreements with community agencies to delivery focused employment counselling and supports (e.g. Catholic Family Services, Small Business Enterprise Centre, etc)

**Employment Related Expenses**
- Clothing & grooming
- Transportation
- Tuition
- Licensing
- LEAP supports
- Child care
- Skills training

**Allocated Costs**
- Computer equipment at the Employment Resource Centres at 1550 Upper James and 2255 Barton Street East location
- Lease cost for a portion of the Career Development Centre, 181 Main Street East and the Employment Resource Centre
- Telephones
- Fax machines
- Photocopiers
- Marketing
- Printing
- Computer Maintenance
- Training
With limited resources and funding tied to employment outcomes, our CMSM must continue to ensure that we steer our activities, initiatives and staffing resources toward achieving employment outcomes. We continue to advocate for increase funding to serve the multi-barriered participant. We welcomed the additional funding from the Enhanced Employment Assistance to target the vulnerable clients, which are facing barriers to employment in Hamilton.

3.4 Implementation And Normalization Of Supportive Approaches Through Innovative Learning (SAIL)

The City of Hamilton is enthusiastic about delivering the material contained in the Supportive Approach through Innovative Learning. We embrace the objective of SAIL as a strategic process to guide the application of staff competencies (knowledge, skills and supportive behaviour) in Ontario Works for achieving success in program delivery and management. We believe that it is an excellent addition to our existing educational requirements for case managers and employment consultants and will support their ongoing professional development.

Ontario Works Trainers attended the two-day Train the Trainer session in November 2009 and gained insight into the design and delivery of the product. In determining the delivery methodology, we reviewed the existing OW Hamilton training curriculum, and previous divisional and corporate training initiatives.

To ensure that the competencies of SAIL are incorporated into the overall culture of Hamilton OW and are sustainable, components will be delivered in 2010. To support ongoing professional development, individual sessions on Coaching, Communication, Interventions of Engagement and Problem Solving and Models of Employability will be delivered in classroom and conference environments. Specific health and community resources associated with pre-determined National and/or Provincial awareness months (i.e. Mental Health, Family violence) will be featured at monthly team monthly meetings or in-service sessions. Hamilton is also working towards formatting the modules into an E-Learning environment as a methodology for sustainability.

3.5 Strategic Learning Plans

In 2009 the Training Unit & Program Review Unit delivered training to a total of 817 staff of which 121 received core Ontario Works training, with the balance receiving specialized training on 12 initiatives or changes to Ontario Works Regulatory and local business processes. Specialized topics include Respectful Workplace, Employment Services Transition, Home Visits, Violence Prevention, and implementation of the Scheduler.

In 2010 the Training unit will focus on the findings from the 2009 Annual Report of the Office of the Auditor General of Ontario to address the areas of risk, full implementation of the Scheduler and Mail Merge tool, Self Employment, Managing Overpayments, AODA - Customer Service Standard, Family Support, Excel and the implementation of SAIL core curriculum. Individually, trainers will work toward certification in Compassion Fatigue and Employment Counseling. The Training & Program Review Unit continues to explore the feasibility and develop “E-Learning” modules to maximize the return on investment of classroom training time.

3.6 French Language Services

The City of Hamilton is currently working on the French Language Service Plan, which is due to MCSS on December 1, 2010. Under the leadership of the Strategic Services Division, we are currently completing an inventory of all the services provided in both national languages and implementing strategies.
The following is the plan illustrates both short-term and long-term strategies, which are underway:

<table>
<thead>
<tr>
<th>Topics</th>
<th>Short Term Strategies</th>
<th>Long Term Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access to Client services in French</strong></td>
<td>Ask the language preferred at Intake</td>
<td>Add French to job postings</td>
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<tr>
<td></td>
<td>Identify the number of staff with French skills and keep a list of all bilingual staff at hand</td>
<td>Place bilingual job postings with Francophone Employment Centres amongst other sources of recruitment</td>
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<td></td>
<td>Continue to collaborate with Centre de Santé and SISO for FLS</td>
<td>Consider designating bilingual position(s)</td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td>Ensure staff, management and Council members are oriented to the requirements of the FLSA</td>
<td>Strategic planning shall reflect a commitment to the provision of FLS</td>
</tr>
<tr>
<td><strong>Quality of Services</strong></td>
<td>Ensure that FLS are delivered by staff with sufficient capacity of written and oral French</td>
<td>An annual summary on agency FLS progress shall be submitted to members of the Council</td>
</tr>
<tr>
<td></td>
<td>Partner with other agencies and the Ministry to purchase training for identified bilingual staff</td>
<td>Locate a tool to measure the needs of French speaking participants who are not clients of Centre de Santé and/or SISO</td>
</tr>
<tr>
<td><strong>Communication with stakeholders including correspondence, telephone and over the counter services</strong></td>
<td>Consider using suggestion for the FLS Guidelines Orient staff to FLS guidelines Provide services in French toolbox provided by MCSS</td>
<td>Build capacity for French correspondence Have capacity to respond to French callers and in person inquiries all the time Display posters, pamphlets, brochures and forms in both English and French Revise business cards for bilingual staff</td>
</tr>
<tr>
<td><strong>Signage</strong></td>
<td>Interior and exterior signage be in both French and English</td>
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<tr>
<td><strong>Public Consultations</strong></td>
<td>Have a French speaking interpreter available on site during public consultations</td>
<td>notify the public of the availability of a French speaking interpreter</td>
</tr>
<tr>
<td><strong>Complaints Resolution</strong></td>
<td>Revise the current complaint resolution process to ensure that it speaks to rights of French speaking clients under the FLSA</td>
<td>Translate the revised complaints resolution process in French</td>
</tr>
</tbody>
</table>
3.7 The Accessibility for Ontarians Disability Act (AODA), 2005

One in seven people in Ontario have a disability. Over the next 20 years as the population ages, the number will rise to one in five Ontarians. It is important that we ensure our services are accessible for all citizens. A cross-departmental committee has been created in Community Services to help staff understand their requirements related to AODA and the services we provide to our citizens. It is expected our capacity to serve this group will be significantly enhanced.

The goal is to ensure that OW Program is in compliance with Accessibility Standards for Customer Service and that participants with disabilities have access to all services.

3.8 Business Practices

It is a continuing need in the Ontario Works Program to review and adjust business processes and programs because of:

- Provincial policy changes
- Changing needs of Ontario Works participants
- Changes within the local Labour Market
- Provincial Employment Outcome Funding
- Changes in funding and services from other levels of government
- Need for Continuous Improvement to ensure effective and efficient customer service.

2010 Changes to Business Practices

- A Team Lead has been extended to the Special Supports Unit in the Benefit Eligibility Division which will help ensure that the right programs are accessed and maximized
- Job specific training was delivered to Employment Development Counsellors
- Development and refinement of business processes to streamline services and provide clear, concise information to staff
- Include French Language Services in all materials and services
- Training for staff in FLS and AODA
- Review of employment information gathering to understand the needs of employers to match with eligible participants
- Expand community outreach to ensure participants are being serviced where they feel comfortable and to educate community on social assistance
- Delivery of training to case managers regarding accurate termination processes and job coaching
- Re-design of employment reporting structure to provide enhanced staff supervision and accountability.
Section 4.0: Outcome Strategies

Service Strategy Rationale

Hamilton’s labour market is undergoing vast transformations. The current volatility of the labour market, policy changes, and the local caseload profile influence the services needed during this planning cycle.

To address these challenges the following strategies are underway:

- Continuation of new method of employment service delivery: The streamlining of participant referrals allows for more emphasis on one-to-one employment supports and increased contact. This support will enhance career decision making, skills enhancement, job search and employment maintenance through contact with employed participants. Increased data capture will provide measurable indicators to achieve targets. The increased contact and supports will lead to a greater percentage of employed participants, strategies to achieve higher wages and less time to employment.

- Counselling Services Pilot (through Catholic Family Services) will continue to provide services for participants with personal barriers to employment. This strategy will not only increase the number of participants employed, but will also increase job retention as fewer barriers will exist that prevent participants from retaining employment.

- The Community Mapping Project has documented employment services in the community for both participants and employers. It assesses what is available and what service gaps there are in the community. This will assist staff in timely, accurate referrals that best meet the needs of participants, thereby decreasing the length of time to employment and exit from Ontario Works.

- The Termination Project has developed business processes related to terminating cases. Once training is delivered the project will support case managers and employment staff in consistent data capture. Clear termination processes lead to direct enhanced service delivery. For example, clear processes will ensure information on benefits such as EHB, FTEB and other supports to employment are provided to participants. This will assist in a smoother transition to employment and will support job retention. A committee has finalized actions required in effectively and accurately terminating a case.

- Delivering services directly to our participants is the concept behind the CityHousing Initiative. Congress Court is a housing unit in the east end of Hamilton. Community support agencies deliver a wrap-around approach to service to best meet the needs of local citizens. This initiative has been expanded to the Oriole neighbourhood. The neighbourhood outreach approach is expected to reduce inhibitions to accessing services, thereby increasing the number of employment outcomes and reducing the average length of time to employment.

- In 2010 the Training unit will focus on the findings from the 2009 Annual Report of the Office of the Auditor General of Ontario to address the areas of risk, full implementation of the Scheduler and Mail Merge tool, Self Employment, Managing Overpayments, AODA - Customer Service Standard, Family Support, Excel and the implementation of SAIL core curriculum. Individually, trainers will work toward certification in Compassion Fatigue and Employment Counselling. The Training & Program Review Unit continues to explore the feasibility and development of “E-Learning” modules to maximize the return on investment of classroom training time. These initiatives support staff development which translates into participant development. Increased staff effectiveness due to an enhanced ability to support participants leads to an increase in all employment outcome measures.
In addition, the following strategies will continue to support the achievement of employment outcomes:

- **Termination Strategy** - review of reasons for exiting OW and correct data entry. This strategy supports information on those exiting OW for employment. It does not directly lead to outcomes but ensures that work being done is formally recognized.

- **Enhanced Job Placement** - supports to employers who hire social assistance recipients will continue to create positive outcomes on increased wages and the number of participants exiting to employment.

- **Ontario Works Client Communication Strategy** - information for clients on the benefits of working, enhancing the number of participants employed and the length of time to employment.

- **Employer Marketing Strategy** - to determine what employers need in order to increase the number of participants employed.

- **Brokered Employment Placement Partnerships** - extension of placement services in the community to increase number of participants employed and length of time to employment.

- **Community Placements** - supports for participants to gain work experience as a first step in becoming employed or to practice newly gained skills. This strategy supports increases in wages, number of participants employed and time to employment. Participants get the opportunity to try out employment opportunities to determine if they are a good fit leading to increased job retention.

- **Ontario Works Employment Placement Services** - marketing of participants for employment opportunities leads to increased numbers of employed participants, time to employment and increased wages.

- **Pre-Employment Programs** - supports to teach participants how to look for work and maintain employment. Knowledge gained supports participants in securing work quickly, maintaining jobs and increasing wages through job laddering. Networking workshops bring people together to discuss job opportunities, labour market information and strategies to use when job searching.

- **Accreditation for Foreign Trained Professionals and Mentoring** - work with community partners for New Canadians leading to increased wages and decreased time to employment.

- **Youth at Risk Strategy** - increased supports to disadvantaged youth to prepare them for employment. Leads to job connections, increased wages and job retention.

- **Skill Development Training** - funds for unskilled participants to increase their employability, leading to an increase in the number of people employed, increased wages, and greater job retention.

- **OW Job Website** - centralized information to streamline job search and placements leading to greater employment opportunities through more contacts.

- **Home Visits** - to develop participant-worker relationships and enhance opportunities to network. Better relationships will lead to increased trust and willingness to take risks. Although a simple strategy, it will increase the number of people job searching, thereby increasing the number of people employed. Trusting relationships will also lead to increased job retention.

- **Dedicated Case Managers for EHB/EEHB** - supports to encourage job retention.
Addiction Services - pre-employment support for clients leading to employment readiness and reduced time to employment.

Labour Market Bulletin - enhances information for both participants and Ontario Works staff, supporting better participation negotiations, decision making, enhanced job retention and increased wages.

4.1 Rationale For 2010 Service Contract Targets

Weighting Rationale:

As in the previous funding cycle a diversification strategy was also suggested by the Ministry in their Service and Business Planning Information Session. Due to the economic conditions there is a new baseline of participants with a current caseload of recently laid-off and skill participants combined with multi-barriered participants. Hamilton has decided to diversify both outcomes and measures as results may vary considerably.

Recognizing that the current participant base cannot progress without intensive employment case management, a new employment service delivery model has been implemented to increase one-to-one supports.

The Employment Outcomes Working Group will continue to monitor outcomes and will make adjustments as needed with the measures and in response to changes within the labour market and the Ontario Works Program.

Earnings Outcome: Average employment earnings measure 1A

Target 2010 = 0.25%

Caseload numbers for 2010 are rising. Labour market predictions for the coming year are not favourable. When competition in the labour market increases, Ontario Works participants are often unable to secure the level of position they could obtain in a healthier labour market.

Hamilton’s areas of economic growth are generally mismatched with the skills of Ontario Works participants (medical, skilled manufacturing, construction and education) Participants will be encouraged to participate in skills development training to increase their skills levels and the corresponding wages. Restrictions to Second Career funding have reduced availability of training opportunities. Hamilton will continue skill development training to support this group of people.

Although this outcome target was exceeded in 2009, the same level of increase is not expected in 2010. A concern with measure 1A is the current trend toward part time employment. The obvious limitation of part-time jobs is that they provide fewer hours of paid work and as a result, less income. This drives measure 1A down. Many references support this:

“in January, the economy added 43,000 new jobs, but they were all part time. The national unemployment rate stood at 8.3 %, a bit down from the recession high, but the “real” unemployment rate is much higher.”11

“Statistics Canada released its latest Labour Force Survey on Friday morning, showing a jump of 17,000 new jobs - a result well below the 26,000 that economists had expected for the month of March. The

11 Andrew Jackson, The Mark, February 2010
gains came as a result of an increase in part-time employment, which increased by 32,200 jobs. Full-time employment declined by 14,200 jobs.\textsuperscript{12}

When supply exceeds demand in the labour market, competition often lowers earnings for unskilled participants with few resources. Employers are more likely to increase entry level requirements to cover a variety of duties, minimizing the need for additional employees.

As a result of labour market forecasts pertaining to the increase of part-time employment, education levels and skill levels of our participants, and considering an increase in minimum wage we are requesting a baseline consistent with the January 2010 outcomes.

**Earnings Outcomes - Average amount of employment earnings at exit 1B**

**Target 2010 = 0.5\%**

Although the average amount of earnings has increased over the past three years, the trend line still hovers around $1200.

Employment development counsellors continue to encourage participants to apply for better paid employment opportunities and job laddering is promoted. Despite efforts to improve wages, employer reluctance may still play a part in delayed wage increases. Also, a trend toward reliance on subcontracted positions reduces wages significantly.

As a result of the above, a minimal increase has been established of 0.5\% for this funding cycle. Efforts will be made to increase the average employment earnings at exit by:

- Marketing full completion of the final Income Reporting Statement
- Developing jobs with higher paid employment opportunities
- Monitoring the labour market for fluctuations
- Assessing the impact of wage increases
- Encouraging participation in pre-employment programs and skill development training that improve job readiness and facilitate job laddering.

**Employment Outcome - Percentage of caseload with employment income 2A**

**Target 2010 = 0.25 \%**

Residential housing is expected to increase in Hamilton along with a rebound in GDP. Manufacturing recovery is slowly under way but will unlikely provide the same type of opportunities required for unskilled Ontario Works participants. As of April, 2010, Hamilton is still experiencing job loss in manufacturing. “One job in manufacturing supports at least three, if not five, jobs outside the factory walls, according to generally accepted economic research.”\textsuperscript{13}

Our targeted improvement is minimal for 2010 as skill levels of participants are often too low to compete in a skilled labour pool. Analysts have cautioned that real employment increases trail recovery as employers wait to be sure a recession has ended before hiring.

**Employment Outcome - Percentage of Caseload Exiting To Employment 2B**

**Target 2010 = 0.50\%**

\textsuperscript{12} Labour Force Survey – April 9, 2010
\textsuperscript{13} Meredith McLeod, The Hamilton Spectator, March 5, 2009
Increases in Ontario Works assistance will partially counteract increases in minimum wage as it will take greater earnings to become ineligible. We expect that more intensive employment supports will contribute positively and keep participant motivation at a higher level. An increased relationship with Human Resources and Economic Development will support job gains. In addition, EES programs that work at removing barriers to employment will promote exits to employment.

**Employment Outcome - Average length of time to employment 2E**

**Target 2010 = 11.6 months**

This outcome measures the time to employment for those exiting from OW as a result of earnings, not just the time to employment. An increase in the availability of full-time positions would positively impact this measure, but an increase in availability of part-time positions may have an adverse affect. OW participants recently laid-off from the manufacturing sector have skills that are less in demand for growth areas, often resulting in the need for skill development training prior to employment, increasing the length of time on assistance. Although labour positions are generally forecasted to improve, it is suggested that employment results may not be seen within the next two years. Companies such as Canada Bread are creating local job opportunities at the same time as lay-offs with companies such as National Steel Car and Siemens counteract those gains.

**Action Steps**

- Maintain the Employment Outcome Working Group to scan environmental issues, review outcomes and make suggestions for improvement.
- Maintain collaboration with Economic Development to develop strategies to increase the employability of Ontario Works participants.
- Focus skill development training funds at targeted areas of economic improvement as a result of the above finding.
- Monitor the effects of increased employment supports and interventions to evaluate the success of employment services redesign.
- Continue to create awareness of the importance of accurate data entry.
- Continue to create discussion regarding employment outcomes at team meetings.
- Develop increased networking with community agencies, local and regional employment agencies, OMSSA Ontario Works Network Group, and between staff within the Community Services Department.
- Continue to train Ontario Works staff to achieve continuous improvement and provide information sessions to allow for increased community knowledge.
- Develop performance measurement strategies that are tied to Employment Outcome Measures and program compliance.

**Stakeholder Linkages**

A collaborative working relationship with stakeholders is paramount to the successful delivery of employment services. It is a Community Services Department goal to maintain and strengthen these relationships and further develop linkages through:
Participation in community based committees and initiatives
Hosting events for clients, employers and service providers
Collaborative service delivery with community agencies and organizations
Identification and resolution of service gaps
Collaboration on new initiatives

4.2 Strategies To Increase Participant Employability

The Hostels to Homes Pilot (H2H) re-invests community resources to support chronic hostel residents’ move along the housing continuum. With housing in place, participants are able to focus on employment measures. The project has well-established connections with Housing, Employment Services, Culture and Recreation, Social Development and Early Childhood Services, Alcohol, Drugs and Gambling Services and a Mental Health Outreach Team. These are all services that reduce barriers to enhanced employability. Lessons learned from this project can be expanded to working with general caseloads as connections are already established and protocols are developed.

Addictions Counselling Services are available at one of the three Ontario Works offices. This service aims at reducing barriers to bring participants one step closer to entrance into the labour force.

Home Visits help staff gain a better understanding of participants’ life circumstances. This knowledge and understanding develops increased rapport between case manager and participant and leads to greater opportunities to work together to resolve barriers. It also enhances neighbourhood dynamics to build a sense of community.

Employment and Income Support continues to contract with Catholic Family Services for counselling services for Ontario Works participants. The goal is a future increase in employment and job retention for some participants as they develop a greater understanding of their behaviour.

The in-house Employment Support Programs enhance employability through job-readiness training. The programs increase the knowledge, skills and attitudes required for employment. Participants focus on a variety of strategies that will make them effective employees, discuss what to expect in the workplace, share past experiences and develop strategies to deal with the stresses of the workplace. The curriculum includes identifying work-related skills and interests and researching the labour market. Participants develop personal management skills and build self-esteem through independent and teamwork activities with the help of a facilitator. A computer lab is available for participants to research employment opportunities and conduct electronic job searches.

4.3 Monitoring Service Strategies

Monitoring of eligibility begins at Intake. Every applicant to the Ontario Works program attends an interview with an Ontario Works Case manager. Information not available at the time of the interview is requested and a process is in place to ensure future receipt. Files are monitored regularly through the CVP process.

Ontario Works Training staff are responsible for the design, development and implementation of Ontario Works training. Ongoing training and education ensures that all aspects of the program are in compliance with the Ontario Works Act, legislation and directives. Training in Ministry initiatives and local policy and guidelines assists staff in making accurate and consistent determinations of eligibility.

Program Review Officers (PROs) review provincial legislative and procedural changes and existing local policy and procedures to ensure that changes are incorporated into daily business and that local policy reflects compliance. PROs complete detailed analysis of data to identify operational changes and forecast financial impact on programs and services. Annual file reviews and program reviews of local
processes measure compliance with the Ontario Works Act, directives and local policy and provides recommendations for corrective action and operational efficiencies.

The SDMT Program Analyst enables a pro-active training and data correction by development, measurement and investigation of SDMT data reports, expenditures anomalies and the review of local business processes and best practices required to support the program.

The use of SDMT reports and more specifically, the ongoing development of operational reports through SDMT daily extract files are instrumental in monitoring trends, anomalies and supporting accountability for program expenditures.

The SDMT Business Application Analyst provides quality assurance and expenditure accountability by providing response and resolution of day to day SDMT operational issues. Staff analyze system-design changes; identify programmatic errors, including incident recognition and reporting, complete analysis and action SAMO ad hoc reports.

Ontario Works legislation requires that CMSM's have an internal review mechanism to ensure participants have the right of appeal by an independent party. All requests for appeal in the City of Hamilton are reviewed by the CPO. Where resolution cannot be achieved, CPO’s, on behalf of the Administrator, prepare detailed submission for presentation at the Social Benefits Tribunal. Their role provides critical information to support the training needs of the program by identifying trends in decision making and legislative compliance.

Program Managers conduct regular file reviews. Standardized file review formats include sections on all participant activities, from the initial point of contact to employment. Results provide information to identify training and internal policy development needs in order to ensure program integrity.

The Employment Outcomes Working Group meets on a regular basis to monitor achievement of employment outcome targets. The group takes an active role in ensuring that employment outcomes are a focus of all OW service delivery. The group assesses the impact of policy and procedural changes on employment outcomes.
Section 5.0: Enhanced Employment Services

The following proposal includes a combination of in-house and community programs/services that provide enhanced employment services to our vulnerable population. These services respond to local needs and build upon resources in the community service delivery network.

Determination of Need

In July 2009, Wayland Consulting was hired to determine the most appropriate interventions for Hamilton’s vulnerable population and identify local service capacity need. The consultant’s scope consisted of a limited scan, involving a review of locally produced reports within the past decade and facilitation of three focus groups held in July 2009. Each of the three focus groups brought together a unique constituency knowledgeable about employment and support services available to vulnerable persons in Hamilton -- some as service providers, others as service users.

The first focus group consisted of persons receiving Ontario Works assistance who were accessing various employment supports offered through Ontario Works. The second group consisted of front-line City of Hamilton, Community Services employees who provide various services to Ontario Works participants. The final group consisted of executive level and front-line staff from other service providers in the community who offer a range of employment support services.

In each of the focus groups, participants discussed the service needs of persons who are working towards employment but who may require particular types of added support services. Focus group participants spoke of the many barriers people face to accessing services, identified services that work well, and provided their views on any shortcomings. Participants also offered suggestions for program enhancement.

The literature review was limited to employment-related publications and reports produced for City of Hamilton, Hamilton Training Advisory Board, Skills Development Flagship, and Social Planning and Research Council of Hamilton since 2000. The particular focus was on the needs of vulnerable groups and findings or best practices in addressing those needs.

Several key-findings emerged from the focus groups.

1. **Pre-employment or life skills training.** Above all other types of services, life skills training was identified as valuable to clients needing enhanced employment services. This training boosts self esteem and confidence and can assist clients in managing issues both at work and at home. Services in this area should cover communication and body language, assertiveness, anger and stress management, time management, budgeting, nutritional counselling, and health awareness (including sleep and hygiene). Bringing in guest speakers and specialists on various topics not only enriches program content, but it gives clients a glimpse into different careers and enriches their social networks.

2. **Work experience opportunities,** including job trials, co-op placements, work-hardening and volunteer placements. These help clients overcome their lack of work experience, provide them with more realistic work-related expectations, and expose them to various types of careers and work settings, giving them a better idea of what interests them. Wage subsidies encourage employers to give people a chance, particularly in the established programs for people with disabilities. Generating these opportunities entails developing strong relationships with a variety of employers.
3. **Job search and career assessment training.** Basic instruction in how to find job openings, write a resume and cover letter, and succeed in an interview situation is a fundamental component of any employment program. Ontario Works participants clients stated these were valuable learning tools and gave them confidence when entering a hiring situation. Career assessment tools can help identify career directions consistent with interests, skills, and aptitudes. Use of these tools supports motivation to find suitable work. For clients in need of enhanced employment services, job search and career training should be offered in conjunction with other services such as life skills training.

4. **Individualized counselling** and assistance allows time for staff to get to know a participant and create a comfort zone with him or her. Counsellors should work with participants to set goals, identify the steps needed to get there, and define success as it pertains to the participant. The counsellors can show them options, give them choices and get buy-in. If the counsellor-participant match is not a good fit, there should be opportunities to transfer to a new counsellor.

5. **Discretionary funds** must be available to assist participants with basic expenses such as transportation and childcare.

6. **Need for a service delivery model that incorporates a holistic approach.** Participants in need of enhanced employment services require a holistic approach to overcome various barriers they may face. This approach could be provided through a case manager or through a “wraparound” model involving various points of contact in the community. An intake model promoted numerous times in this research was essentially a case management model. It involved an initial evaluation to determine a participant’s needs, including the appropriateness of a range of services such as addiction, basic life skills, behavioural issues, advanced life skills, employment skills, work hardening / co-op, job search and employment. Some focus group participants felt that the intake process should be conducted by a mental health professional.

7. **Networking** The model should incorporate networking and information sharing amongst community organizations, ensuring that confidentiality and privacy issues are addressed.

8. **Specialized Caseloads** Participants also promoted the idea of more specialized case loads to serve particular populations, e.g., newcomers, youth, older workers, homeless. Case load numbers should be adjusted according to the level of need.

9. **Celebrating Successes** The model should recognize the importance of small successes along the way, such as points of recognition and certification as participants advance through a program. Similarly, it is important for clients to graduate from one level of service to the next without gaps in service delivery, to establish routine and reduce the risk of sliding backward.

10. **Need for full-time programs** Full time programs offer several advantages. They allow:

    - time for peer and staff-participant relationships to form and grow;
    - exposure to many different program elements;
    - the provision of an established work routine;
    - a preview of workplace expectations
    - confidence to participant in knowing they can successfully manage schedule, family demands, personal stamina, etc.
Enhanced Employment Services - Programs and Services

The Skills for Life Program

This program assisted participants in increasing the “soft skills” necessary to secure and maintain employment. Knowing how to accurately approach and interact with everyone within the employment arena is critical. Businesses recognize the need to ensure their staff know how to handle themselves at work and how to relate with their customers and peers. Developing soft-skills helps people get and keep jobs and helps businesses elevate themselves above the competition.

Those in the job market with limited skill sets and employment experience will continue to face challenges in securing employment. To be successful in today’s job market, employees need a combination of both job-specific skills and soft skills.

The Skills for Life program offered the following six, 2 ½ hour workshops to participants:

- Goal Setting
- Problem Solving
- Time Management
- Stress Management
- Budgeting
- Community Resources

One-to-One assessments were provided to all participants to determine suitability.

The primary criteria for referrals were:

- Active OW or ODSP Participating in Employment Activities
- Participants are receptive to attending the program
- Must be physically and mentally able to attend approximately 15 hours of facilitated sessions over a 2-week period. (2.5 hours per session x 6 days)
- Participants who have been identified by OW staff as having barriers preventing them from participating in an employment program
- Participants must be willing to attend follow up appointment(s) as required.

In addition, participants were considered suitable if they had two or more of the following characteristics:

- OW participants who appear to be lacking direction
- OW participants who appear overwhelmed by any task
- OW participants who have difficulty handing in documentation
- OW participants who need assistance with money management
- OW participants who need to make connections with community resources.

One home management staff person assisted hard-to-employ participants in developing both sets of skills. The duration of this project was from June 2009 to February 2010.

Team Leads Pilot

Team Leads have been assigned to each of the 8 OW Case Management Teams.

The Team Lead role includes:

- Managing and maintaining a caseload of applicants/participants requiring enhanced services due to mental illness, addictions, concurrent disorders, homelessness, etc.
- Completing emergency applications
Supporting the professional development of Case Managers and students
Assisting in matters related to the effective delivery of Ontario Works services

The duration of this project was from June 2009 to March 2010.

Call for Applications Process

The City of Hamilton, Employment and Income Support division has conducted a Call for Applications to determine interest and suitability of service provision. In order to complete the Call for Application process, one manager from the Community Services Department worked with Legal Services and all agencies proposing programs. The duration of this work was from October 1, 2009 to December 31, 2009.

A panel, including community members reviewed all submissions. The following five community programs were chosen to provide services to Hamilton’s vulnerable populations.

Call for Application Project 1

**STEP UP - Pre-Employment Life Skills Program for Disabled Participants**
Delivery Agent: PATH Employment Services
Program Duration: February 1, 2010 to March 31, 2011

**Rationale:**
There is a broad range of needs of adults experiencing prolonged periods of unemployment or those individuals who have not found a meaningful job due to the level of their disability. The program provides the means for participants to explore a broad range of issues that may be limiting their successful integration into the labour market learn ways to overcome obstacles and gain the knowledge to access services that can assist. Participants with the barriers addressed through this program are often unable to attend mainstream employment programs and those who do, are often unable to complete programs. This program offers participants the supports they require to fit into mainstream activities. It is a first step for many participants and supports them in developing the life skills required to take the “next steps” in their journey to employment. Services are targeted to vulnerable individuals with multiple barriers to employment that have or are suspected to have disabilities, both physical and mental.

Individuals who have been out of work for some time, or who have never worked in the past, face many barriers on both an individual and systemic level. It is common for this group to have limited awareness regarding the barriers that limit their participation and/or false assumptions about their competencies. Ontario Works and Ontario Disability Support Program participants referred to this program differ from one another along a range of characteristics that include:

- Level of motivation
- Level of self-esteem
- Level of current marketable skills
- Degree of current stability in their life
- Ethnic/cultural/racial background
- Nature/severity of the disability
- Influence of medication
- Level of dependence on income supports
- Belief that work is important,
- Level of independence and living
- Employment/educational background
- Involvement with the law
- Access to transportation

City of Hamilton
Ontario Works Service Plan 2010-2011
This program addresses areas identified above and evaluates the individual’s strengths or weaknesses. The program is a combination of assessment, teaching and intervention - action planning and case management.

Finding meaningful work is likely to be a long-term process that may require a combination of different strategies over a period of time. Participants will be encouraged to understand at the beginning of the relationship that they may need to participate in a number of steps in order to prepare themselves to meet their long-term employment goals.

Level of motivation is a strong predictor of success in terms of job search, finding and maintaining employment. The approach of this program is to outline the incremental steps for an individual to achieve personal goals. Experiencing success with smaller goals motivates the individual to continue moving forward.

The program will provide employment supports that consider all aspects of a participant’s life. Factors such as housing, income, medication and support networks all influence an individual’s level of emotional stability. Stabilization in these areas enables an individual to focus on their goals.

Approximately 60 participants will be served through this program. Referrals will be received on an individual basis. Individuals that present with undiagnosed mental health issues, deemed to present a significant obstacle to employment will be referred to PATH’s psychologist, Dr. Losier. Individuals that present with physical challenges and tolerance issues will be referred to Abilitech Solutions.

The interview will begin with a review of the outline of the program and the individual’s perception of the reasons for which they have been referred. Participants will receive an outline of the program content. Participant background information will be obtained. The interviewer will facilitate a brief exploration of some of the topics covered in the program to ensure the participant will derive benefit from participation. The participant is given the opportunity to express individual needs and discuss the benefits they feel can be achieved through participation.

Participants who are deemed “unsuitable” for the program will be offered other service options such as direct referral to PATH’s Job Finding Club or One-to-One service. Alternately they may be referred to other community services better positioned to meet their needs.

Two facilitators will deliver the 6 week program in a group session of approximately 10 participants. The group program includes topics such as social skills, decision making skills, personal health & wellness, money management, family responsibilities, transportation, basic understanding of the law (criminal records), disability disclosure, enhancing employability skills, customer service, telephone skills, basic computer skills and community resources.

Agency case management of each participant will be provided to promote the achievement of program goals. Each individual will receive one-to-one service and support. Participant progress throughout the program will be monitored and documented. Participant strengths will be used to build confidence, self esteem and empower the individual to become active in the planning and service arrangements.

Exit Strategy:
Individuals completing the program and ready for employment will have access to PATH’s regular employment services or if preferred, a referral to an Employment Ontario service hub or access to other employment services may be made. ODSP recipients will also have the option of exploring options available through ODSP Employment Supports. Individuals opting for training will be connected to PATH’s regular employment services where they will be case managed and connected to the appropriate and desired sources available (e.g. VPI or Skill Development Training available through Ontario Works. Others may require academic upgrading and will be connected to St. Charles or other suitable community resources.
Individuals not yet ready for employment who require remedial measures or who choose not to access PATH’s regular employment services will explore other options and resources available in the community.

Individuals referred for a psychological assessment who is determined ‘not employment ready’ may be referred to ODSP. PATH staff will assist the participant to complete the application and coordinate the submission of the supporting information.

Call for Application Project 2

**Enterprising Women**
Delivery Agent: St. Joseph’s Immigrant Women’s Centre
Program Duration: February 1, 2010 to March 31, 2011

Rationale:
The Enterprising Women program is designed to give employment options to approximately 100 newcomer women who are traditionally marginalized as a result of literacy/numeracy challenges, mobility issues, post-traumatic stress disorder, poverty and abuse.

Newcomer women are a highly vulnerable segment of the overall population in that their inherent capacity to facilitate personal economic change is hindered by multiple barriers: learning a new language, settling into a new environment and culture, parenting without extended family supports and lack of Canadian work experience.

This program will give women the foundational tools to create a viable skill set, allowing them the opportunity to move towards financial independence. Through the development of both “soft” and “hard” skills, participants will be able to market themselves within their community. A crucial component of this program is the embedding of basic business and communication skills that will lay foundations for life skills development.

The program provides the means for participants to explore a broad range of issues that may be limiting their successful integration into the labour market and learn ways or access services to overcome these obstacles. It is a first step for many participants, supporting them in developing the life skills required to more fully participate in specific employment measures.

The curriculum is designed to allow for the realities of life and the program is supported by on-site and free of charge childminding.

The program is comprised of three levels of curriculum. Each level includes a morning life skills component. Life skills topics include self and leisure, family and community and job.
Afternoon sessions include goal setting, job market analysis, retail industry, manufacturing industry, healthcare, home industry, service industry, skill development, entrepreneurship, environmental work and seasonal and part time work.

St. Joseph’s Immigrant Women’s Centre will provide quarterly reports to the EES Employment Counsellor. OW referring staff will be included in decisions and kept apprised of the participant’s progress or outcomes. All updates will be recorded in SDMT by the EES Employment Counsellor and statistics will be maintained by the EES Employment Services Clerk.

**Exit Strategy:**
Program participants who require further services and support will be able to access the Immigrant Women’s Centre’s Employment Services program that provides job search strategies, group counselling and one-to-one support. In addition, a financial literacy program, language instruction and settlement counselling are also available.

**Call for Application Project 3**

**Specialized Training & Employment Program**
Delivery Agent: John Howard Society
Program Duration: February 1, 2010 to March 31, 2011

**Rationale:**
The program will provide employment and education related essential skills training and support to 204 OW/ODSP individuals who have limited or no attachment to the labour market and who are experiencing multiple barriers to employment/education. These participants often do not access “mainstream” services and have few community connections to housing, employment, legal, income and family/social.

Mainstream employment programs are often ill-equipped to address barriers of individuals with limited or no attachment to the labour market. With the inclusion of education and employment related essential skills training, a life skills component and strong job development/job coaching services, this program will assist participants in making strong connections to further education and training, workforce readiness and employment.
Participants will attend an intake appointment where an assessment will be conducted. Information will be gathered specific to the client’s current situation including personal data, housing, educational attainment, employment history, attachment to the labour market, current employment goals, education goals, self-identified barriers to employment, existing support network, previous involvement in employment/education related support services.

Following the intake assessment, a collaborative plan of action will be developed by the participant and program staff. Discussions at this time will include goal setting, provision of referrals (internal and external) and resource information for identified barriers that cannot be addressed within the service delivery components of the program. Action planning will reflect the specific stream of service - education/training or employment. All participants will be offered the opportunity to participate in life skills programming and will also have the option of confirming their current education level through participation in an Education Essential Skills Assessment (EESA). Action plan development also includes case management to monitor participant progress and to allow revision of the action plan where appropriate.

The life skills component will focus on skills of daily living that are required for both the educational/training stream and the employment stream. This component contains base programming including decision making, problem solving, communication, anger management and conflict resolution. Additional programming focuses on success strategies necessary to participate fully in employment or education (establishing a routine, appropriate dress and conduct, transportation, workplace safety, budgeting, health and wellness.)

**Education / Training Stream:**
Participation in this stream of programming will prepare participants to successfully enter and maintain attachment to short or longer term education / training interventions. All participants in the education / training stream will participate in an EESA.

Based on the assessment results, an education plan will be collaboratively developed with the client. This plan may include referral for academic, literacy or ESL upgrading programs in the community.

- Internal referrals to WorkPath may be facilitated for those participants who are eligible to pursue a Second Career training application.
- Internal referrals to Career Links may be facilitated for other educational / training supports that are not eligible under Second Career (GED assessment and testing, forklift assessment and testing, welding assessment, apprenticeship preparation courses, WHMIS, Smart Serve).
- External referrals to other community support services related to education and training will be facilitated where appropriate.

During the education / training stream, participants will have the opportunity to put into practice the skills learned and developed in the life skills component. Following successful completion of the education / training stream, participants may elect to enter the employment stream.

**Employment Stream:**
Participation in this stream of programming will prepare participants to successfully enter and maintain attachment to the labour market.

Internal referrals to WorkPath may be facilitated for career exploration, job search and job maintenance interventions. External referrals to other community employment support services will be facilitated where appropriate.

In the employment stream, participants work closely with a program job developer to obtain a volunteer work placement related to the employment goal. The job developer will work with both the participant and volunteer placement employer to address the individual’s barriers to employment and ensure a suitable placement is maintained. During the volunteer employment placement, the participant will have the opportunity to put into practice the skills learned and developed during the
life skills component, increase their attachment to the labour market and receive additional workplace experience to add to their resume.

**Exit Strategy:**
Follow up and active case management will continue for a total of six months following program completion. Individual support will continue for each participant for three months following program completion. Participants may choose to continue to participate in group sessions for the remaining three months.

The program includes an integrated service delivery component that would allow participants to access other JHS programs and services including WorkPath, Career Links, CIRS (Crisis Intervention and Reintegration Services), Anger Management, Family Support, Transportation and a full range of adult and youth justice prevention and intervention programming where appropriate.

The program serves all vulnerable OW/ODSP participant groups. (Youth at risk, persons fleeing domestic violence, older workers, people leaving the correctional system, aboriginal community, people with disabilities, newcomers to Canada, OW/ODSP participants with limited/no labour market involvement and/or multiple barriers to employment/education.)

**Call for Application Project 4**

**Encore Program**
Delivery Agent: Marafon Consulting Services
Program Duration: February 1, 2010 to March 31, 2011

**Rationale:**
Participants who face barriers to employment share common concerns including self-esteem issues, lack of career direction, lack of marketable skills, gaps in or lack of work history and references, limited knowledge of community supports available, and lack of confidence in their own ability to be gainfully employed.

The Encore Program is a holistic, 26-week, client-centered program. The holistic design of this program provides life skills, pre-employment skills, tangible workplace skills, supportive work placements, and potential for economic self-sufficiency. While participants are engaged in a full-time program, they establish workday routines, a preview of workplace expectations and confidence in knowing they possess the organizational skills and stamina to potentially take on employment.

All components of the program (life skills, pre-employment, hard skills, work placement) are designed to serve a dual purpose; the obvious goal of preparing participants to compete effectively in the job market, and the secondary benefits of establishing structure, time management, food preparation skills, home maintenance knowledge, work hardening experience, teamwork skills, confidence building establishment of networks and connections to community partners. These will service participants in improving their quality of life.

A broad range of skills relevant to the Hamilton labour market will allow participants numerous options for employment.

The program is delivered in three consecutive phases:

1. Assessment & pre-employment foundation - 6 weeks
2. Life Skills training fused with Hospitality skills training ("Sectoral Life Skills") - 12 weeks
3. Co-op Style Placement (on-the-job skills training) - 8 weeks

The program will be delivered to two groups of social assistance recipients, with 20 participants in each group. (40 in total)
Participants will receive enhanced services that support employment and retention of employment. They will be better able to participate in and complete further training or specialized; pre-employment that may be indicated in their employment plan.

**Phase One: Assessment & Pre-employment Foundation**  
**Duration: 6 weeks**

Participants attend full day workshops addressing a full compliment of topics and in-depth assessment tools that help uncover natural skills, abilities, interests, aptitudes and barriers to success.

Assessments are used to determine interests and strengths. One-to-one case management will be conducted each week. Although flexibility will be given to accommodate personal needs and supports, follow-up and accountability will be a primary focus at this time. Liaison with Ontario Works or other referral sources will also be ongoing. Monthly client progress will be conveyed throughout the program lifespan.

Upon completion of the 6 week assessment and pre-employment analysis participants are able to identify strengths, barriers and solutions through a relationship of trust, respect and good will. Any necessary out-of-program referrals are made to transition to a stable and satisfying personal life.

**Phase Two: Sectoral Life Skills Training**  
**Duration: 12 weeks**

This phase is a fusion of life skills training applied within an occupational skills training environment. It affords participants a practical application of communications, teamwork, problem-solving, and listening skills while gaining tangible, relevant, and marketable occupational skills.

Food & Beverage/Housekeeping/Accommodations sessions are held in an off-site, practice lab during the morning while afternoon sessions augment learning with classroom workshops that relate directly and reinforce participants’ application of the skills learned.

Over a 12-week period, the Encore program will offer information and instruction in fundamentals of food preparation, food and beverage service and accommodation/housekeeping.

Afternoon workshops concentrate on specific employment activities (e.g. employer expectations and workplace scenarios, customer service, examination of the local labour market, resume development, interview training, employer contact, technology skills and telephone communications)

**Phase Three – Co-op Style Placement**  
**Duration: 8 weeks**

The co-op style, full-time placement begins immediately after Phase two. Instructors will guide clients to seek opportunities that are realistic and attainable in relation to pre-existing skills, new hospitality skills, interests, and demonstrated capabilities.

Participants will be prepared in advance to discuss the potential placements. Instructors will follow up with the employer to reinforce and clarify the information, and to determine the employer’s needs, to verify their level of commitment, and to discuss the next steps.

Placements may be:

- Paid or unpaid (co-op/internship training plan & agreement in place between our organization & employer)
- Direct hire of client by employer (maintain contact with client, provide support & improve retention)
Direct hire of client (plus employer is referred out to incentive program e.g. OJT, wage subsidies, Apprenticeship signing bonus)

Site visits ensure compliance with legislation, training requirements, suitability, potential for employment, and health and safety standards. Training Plans/agreements are developed with the employer and signed by all parties. Placements are monitored weekly by agency staff.

Exit Strategy:
At program completion the participant will have developed their individual next steps plan which will be included in the Exit Report.

Individuals needing to leave the program early for personal, health, legal, or employment reasons will be assisted as much as possible under the particular circumstances. In all cases, communication and follow up with other service providers with whom the client interacts will take place (appropriate consent forms will be in place).

Call for Application Project 5

Youth Job Exploration Program
Delivery Agent: YWCA
Program Duration: February 1, 2010 to March 31, 2011

Rationale:
As a result of numerous programs for at-risk youth, the YMCA has discovered that program completion and increased retention is directly related to an ongoing, trusting relationship between the participant and employment counsellor. Hamilton’s vulnerable youth population has a difficult time developing trusting relationships with adults. The YMCA has found that once a rapport and relationship are established, youth will continue to succeed and achieve for that adult role model. The Youth Job Exploration Program supports this finding.

The program combines education, employability skills and job trials - three essential components for youth employment. Due to the barriers youth experience it is often difficult to balance the commitments of a fulltime job with fulltime studies. All supports in this program will offer guidance and mentorship to this group of participants.

Fifty at-risk-youth within the Hamilton community will participate in 3 weeks of group based pre-employment workshops and 3 months of part-time employment placements/training. They will also be offered post employment supports to help prepare them for the world of work.

Recruitment will occur twice per year with a group-based intake process. Employment Placement Specialists will conduct group activities and workshops including the following: job-search and interview skills, job maintenance and employer expectations, managing conflict, employment standards, communication skills, health and safety and customer service skills.

Participating youth will be placed in a 12-week, work-experience opportunity with an employer in the field of the participants’ choice. The work experience placement will be combined with part-time upgrading and academic training. Participants are provided with monitoring throughout the program.

Employers and educators will be recruited as partners in the program. Partnerships have already been developed with Mohawk College and Red Hill to assist with training and upgrading. Participants will be supported during a 2week post-placement period to ensure they successfully exit the program. This may be to employment, training or a referral to an appropriate agency for more support if required.
Risk factors for youth (15 - 30 years of age) are:

- Currently receiving social assistance
- High school non-completion
- High school (or other training) completion but not functioning academically at a high school level
- Person with a disability
- Aboriginal origin
- Visible or ethnic minority
- Health, drug and or alcohol related problems
- Residing in a rural or remote location
- Single parent
- Low levels of literacy and numeracy
- Language barriers
- Street involvement
- Contact with justice, child welfare or social assistance systems
- Homelessness, or at risk of becoming homeless
- Lack of social supports (family, friends or community supports)
- Poor self-and/or behaviour-management abilities

Program activities include:

**Intake** - 4 weeks - Referrals will come from Ontario Works. Information sessions will be scheduled for interested candidates to provide them with an overview and the expectations of the program. Candidates will be screened for interest and commitment through personal interviews.

**Employer Recruitment** - 4 weeks initial/ongoing - During this period, a number of diverse employers will be contacted and screened to meet participant needs. Mentors will be trained and match-ups will be prepared. Any pre-placement requirements will be processed.

**Assessment Week** - 5 days (6 hours per day) - Assessment week will assist in resume development, interview skills, learning styles, assessments, employability skills/essentials skills training, barriers to employment assessment & action planning.

**Matching** - to occur during pre-employment - Candidates will attend placement selection interview. Employers will choose candidates and 25 matches will be made. Employers will receive mentor training to support their candidates. Each placement will have a mentor role model to work with the candidates. A counsellor will be assigned to each caseload for placement and school monitoring.

**Pre-employment/Life Skills Training** - 3 weeks - 6 hours per day - candidates receive basic computer training, introduction to employment preparation materials, career assessment / planning, action planning and goal setting, life skills training, YMCA membership, set up to placement and schooling.

**Placement/Training** - 12 weeks

During the course of the 12 week placement the participants will attend work and training on a part-time basis.

**Exiting/Post Placement Support** - 2 weeks onsite with YMCA Counsellor, identify other supports, connect with community agencies (e.g. Mohawk Job Connect, Employment Hamilton, etc.) for employment and school (Mohawk, School Board, Independent Training Institutions) or other support services as required.

This program is a new concept offered in Hamilton in that it offers many aspects of support within one program. This would expand upon the current services that exist through Ontario Works, providing not only the employability and life skills but a consistent and ongoing relationship with youth throughout
the length of the job search cycle. The program provides concentrated time and effort for youth to gain high school credits or to improve their reading and writing skills, especially for business purposes. Building self-confidence in the literacy and academic skills is critical for program retention and completion.

The YMCA will partner with Mohawk College for Literacy and Upgrading and Red Hill Adult Education Centre in order to assist the participants with the upgrading or credit recovery needs. Referrals will be made to other Employment Ontario programs should they be required, for example – referral to Employment Hamilton as part of the exit strategy. Community agencies may be called in order to assist us with the delivery of some workshops or as client referrals for other services, e.g. Friends for Success for work attire. Working with employers and mentors will allow for success in delivery. Employer guidance has been a component in the development and framing of the workshop content.

**Exit Strategy:**
A key to the success of any programming is an appropriate exit strategy, especially if the program lasts over several months. Full support for participants is required. Youth will work with a YMCA counsellor to plan an exit strategy that may include work, school or a referral to another agency for an extended job placement. Staff will assist with the development and implementation of the plan.

**Call for Application Project 6**

**Enhanced Supports for Transitions to Home Program**

**Delivery Agent:** The City of Hamilton  
**Program Duration:** February 1, 2010 to March 31, 2011

**Rationale:**
This program collaborates with key community partners to improve access to services and better co-ordination of services for individual participants. It promotes social inclusion through access to affordable recreation, transportation and other services. This project helps people move along the housing continuum by targeting interventions for persons with a chronic history of incarceration and homelessness by more effectively addressing complex housing, income, health and social services needs.

The objectives of this initiative are:

- To build a strong working alliance between client and project staff
- To facilitate reintegration of clients into the community through a ‘housing first’ model
- To provide intensive comprehensive supports to individuals with complex issues and multiple vulnerabilities
- To increase access to rehabilitative services and support programs for clients

These services will ‘fill existing service gaps’ in the community. It will also nurture new collaborative relationships that will result in more clients having the ability to access more rehabilitative services in a supportive environment.

The development of client focused treatment plans and corresponding interventions will increase individual participant’s capacity to successfully achieve their goals.

Interventions include screening for depression and anxiety, head injury, addictions, psychological difficulties, emotional, cognitive and physical limitations which impede individuals’ involvement in rehabilitative activities and participation in the labour market. An interdisciplinary response is integral to the success of these individuals becoming actively participating citizens of our community who are positioned to re-enter the labour market.
Program activities will support vulnerable OW participants and ODSP recipients by increasing their readiness through pre-employment activities. The achieved readiness will allow participants to obtain and maintain appropriate training through the integrated services of the Transitions to Home team through:

- Functional assessments
- Skills to Life program
- One-to-one and group counselling sessions
- Case management supports
- Addictions counselling
- Weekly programming

The program will serve 400 participants quarterly.

**Exit Strategy:**
Participants accessing the services will be supported until they achieve their personal goals and/or have successfully become engaged in the labour market. Successful interventions for persons with severe barriers to employment must be delivered in a ‘recovery’ focused manner, and must be flexible in nature to meet the needs of the client population as they develop and be accessible if and when the client experiences set-backs.

**Administration of Enhanced Employment Services**

Agency community staff that will provide monthly data to an EES Employment Development Counsellor (EDC) will monitor the projects

The EDC provides employment supports to participants while they are attending the EES agency’s programs. In addition, the EDC is the single point of contact for the agencies to notify of participant progress.

The EDC will:

- assist EES agencies with the distribution of marketing materials to all OW staff
- be available to answer staff questions
- ensure that the employment file for each participant has consent forms
- complete all participation agreements as a result of EES program attendance
- be responsible for completing SDMT notes
- inform case managers regularly of participant progress
- issue any needed benefits to support participants while in approved EES activities
- monitor receipts and appropriate use of funds
- complete documentation at the agency to avoid program disruption

One clerical staff will assist with data collection and communication with community agencies.

One program manager will oversee all EES activities.

**Description of tracking and monitoring for projects**

All program delivery agents will provide quarterly reports to EES Employment Counsellor.

Information tracked will include:
1. Total number of EES participants served through purchase of services.
2. Number of participants receiving services and supports.
3. Total number of participants receiving assessments.
4. Participants who started their intervention with less than high school education.
5. Participants who started their intervention with high school education.
6. Participants who started their intervention with post-secondary education.
7. Number of EES participants enrolled in training/education activities.
8. Number of EES participants successfully completing training/education activities.
9. Number of EES participants exiting OW to employment.
10. Number of EES participants with employment income.
11. Number of participants who left EES for any reason.
12. Percentage of participants who completed training/education activities and left EES.

**Professional Development Training**

Employment Coaching through Winnipeg Transition Centre.

SAIL provides insightful ways of addressing effective methods of communication with participants and sets the pace for good working relationships. SAIL is about relationship-building and negotiating. It is mostly conceptual in nature and not specific to employment counselling. It is not about developing an effective resume or handling tough interview questions. To enhance the fundamental “people skills” staff will learn through SAIL training, the employment development counsellors will receive Professional Development Training through the Winnipeg Transition Centre.

Unlike the Case Management side of our business, where new Case Managers spend 3 to 6 weeks developing skills, there is no formal training for Employment Counsellors. The discussion on how to prepare staff for the challenges of this role has been underway for several years. During unstable economic circumstances, competition for employment opportunities is heightened and the need for finely-tuned specific employment counselling skills also increases - especially when dealing with a multi-barriered population of participants.

An added benefit for staff and participants is the certification for employment counsellors from the Winnipeg Transition Centre. It is widely accepted that certification has many benefits. For this application the benefits are as follows:

- Builds on counselling concepts - allows not only use of general counselling skills, but allows the skills to be combined with specific function-related information and techniques
- Helps individuals identify the strengths and gaps in their knowledge and skills - better prepares them to prepare their participants
- Increases internal and external customer satisfaction and provides more consistent quality
- Enhances credibility with external agencies and participants and within the organization
- Provides a quantifiable milestone for achievement
- Demonstrates to stakeholders that your business is run effectively
- Improves staff responsibility, commitment and motivation
- Provides a way to determine individual and organizational training needs
- Increases productivity, pride and job satisfaction
- Enhances “professionalism” on the job
- Establishes credibility and verifies mastery in the industry
- Consist quality leads to enhanced working relationships within the employment team
- Provides a way to measure skills
- Recognizes and rewards employees by validating their expertise and allows focus to be placed on needs of participant
- Allows employees to focus on developing additional skills
- Identifies employees who are qualified to provide leadership to team members
- Provides an assessment tool to screen new hires
- Presents new challenges and career path choices to employees
- Provides reliable benchmarks for hiring and promoting by assessing skills

The Winnipeg Transition Centre works in conjunction with Humber College and the certificate is recognized by the University of Winnipeg - Division of Continuing Education. The centre was
incorporated in 1989 as a non-profit organization, in order to provide effective pre-employment and career services to individuals and groups. The certification has been accepted by several CMSM’s including City of Toronto Social Services.

The Centre’s objective is to empower individuals in the development and implementation of effective job search, resume composition, self-marketing and career development techniques. Workshop delivery will include Career Planning, Resume Development, Interview Skills and Job Searching, leading to Career Counselling Certification.

**Career Planning Coach**
At this 2-day workshop, participants learn to:

- Assist individuals in identifying their motivating skills, values and personality type
- Question individuals to assist in developing an effective career decision action plan
- Use a variety of informal career assessment tools and techniques
- Work with an individual instead of for an individual - empowering participants
- Guide individuals in making their own career decisions
- Understand workplace trends and career change options
- Assist participants in determining the best job objective or career goal
- Encourage the use of network contacts
- Practice Career Coaching through role plays

**Résumé Development Coach**
At this 2-day workshop, participants learn to:

- Assist individuals in identifying skills to meet specific job goals using nine easy steps
- Question individuals to draw out skills and maximize accomplishments
- Lay out résumés targeted to catch employers’ attention
- Effectively analyze résumés using 20 important tips
- Work with an individual instead of for an individual
- Assist individuals to see the benefits of changing their current resume
- Determine best résumé format for each individual

**Interview Skills Coach**
At this 2-day workshop, participants learn:

- Three major types of interview questions including Standard, Situational and Behaviour-Descriptive
- How to coach individuals to gain confidence and overcome nervousness
- Suggestions for answering “tough” interview questions
- How to coach individuals to find their own answers and evaluate the effectiveness of answers

**Job Search Coach**
At this 2-day workshop, participants learn to:

- Assist individuals to be proactive and creative in their job search
- Develop jobseekers’ calling cards
- Successfully contact employers
- Get job leads from the newspaper without using the “classifieds”
- Create and design Work Proposals
- Promote creative “out of the box” thinking for individuals who are “stuck” in their job search
## Section 6.0: Appendices

### Appendix 1

**Demographics**

<table>
<thead>
<tr>
<th>Population</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population in 2006</td>
<td>504,559</td>
</tr>
<tr>
<td>Population in 2001</td>
<td>490,268</td>
</tr>
<tr>
<td>Population density per square km</td>
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<table>
<thead>
<tr>
<th>Gender</th>
<th>Total</th>
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<tbody>
<tr>
<td>Male</td>
<td>245,690</td>
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<tr>
<td>Female</td>
<td>258,870</td>
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<table>
<thead>
<tr>
<th>Age characteristics</th>
<th>Hamilton</th>
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<td>Total</td>
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<tr>
<td>Median age of the population</td>
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<tr>
<td># working age (15 to 64 years)</td>
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<td>% working age (15 to 64 years)</td>
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<tr>
<td>Total population</td>
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<td>Children (0 to 14 years)</td>
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<td>Youth (15 to 29 years)</td>
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<td>Prime working age (30 to 44 years)</td>
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<td>Pre-retirement age (45 to 64 years)</td>
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<tr>
<td>Over Age 65</td>
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<tr>
<th>Aboriginal population</th>
<th>Hamilton, City</th>
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<tr>
<td></td>
<td>Total</td>
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<tr>
<td>Total population</td>
<td>497,400</td>
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<tr>
<td>Aboriginal identity population</td>
<td>7,625</td>
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<tr>
<td>Non-Aboriginal identity population</td>
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### Immigrant status and period of immigration

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<th></th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>Total population</td>
<td>497,400</td>
<td>242,710</td>
<td>254,690</td>
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<tr>
<td>Non-immigrants</td>
<td>366,315</td>
<td>180,160</td>
<td>186,155</td>
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<tr>
<td>Immigrants</td>
<td>126,485</td>
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<tr>
<td>Before 1991</td>
<td>82,985</td>
<td>39,540</td>
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<td>1991 to 2000</td>
<td>26,940</td>
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<td>2001 to 2006</td>
<td>16,565</td>
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<td>Non-permanent residents</td>
<td>4,595</td>
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### Visible minority population characteristics

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<th>Female</th>
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<tbody>
<tr>
<td>Total population</td>
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<td>242,710</td>
<td>254,690</td>
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<tr>
<td>Total visible minority population</td>
<td>67,845</td>
<td>33,465</td>
<td>34,385</td>
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<tr>
<td>Chinese</td>
<td>9,300</td>
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<tr>
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<tr>
<td>Visible minority, i.e.</td>
<td>1,045</td>
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<tr>
<td>Multiple visible minority</td>
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<td>965</td>
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<tr>
<td>Not a visible minority</td>
<td>429,555</td>
<td>209,250</td>
<td>220,305</td>
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## Language spoken most often at home

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<tr>
<th></th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
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<tbody>
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<td>Total population</td>
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<td>242,710</td>
<td>254,690</td>
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<tr>
<td>Official Language</td>
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<td>English</td>
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</tr>
<tr>
<td>French</td>
<td>1,840</td>
<td>880</td>
<td>960</td>
</tr>
<tr>
<td>Non-official language</td>
<td>62,325</td>
<td>29,940</td>
<td>32,380</td>
</tr>
<tr>
<td>Multiple Languages</td>
<td>10,020</td>
<td>4,970</td>
<td>5,045</td>
</tr>
</tbody>
</table>

## Educational attainment

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population 15 years and over</td>
<td>407,590</td>
<td>196,690</td>
<td>210,900</td>
</tr>
<tr>
<td>No certificate, diploma or degree</td>
<td>102,180</td>
<td>48,870</td>
<td>53,310</td>
</tr>
<tr>
<td>High school certificate or equivalent</td>
<td>111,225</td>
<td>51,885</td>
<td>59,340</td>
</tr>
<tr>
<td>Apprenticeship or trades certificate or diploma</td>
<td>38,110</td>
<td>25,130</td>
<td>12,980</td>
</tr>
<tr>
<td>College, CEGEP or other non-university certificate or diploma</td>
<td>79,525</td>
<td>34,380</td>
<td>45,145</td>
</tr>
<tr>
<td>University certificate or diploma below the bachelor level</td>
<td>13,290</td>
<td>5,995</td>
<td>7,290</td>
</tr>
<tr>
<td>University certificate, diploma or degree</td>
<td>63,255</td>
<td>30,425</td>
<td>32,835</td>
</tr>
</tbody>
</table>

## Major field of study

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population 15 years and over</td>
<td>407,590</td>
<td>196,690</td>
<td>210,900</td>
</tr>
<tr>
<td>No postsecondary certificate, diploma or degree</td>
<td>213,405</td>
<td>100,755</td>
<td>112,650</td>
</tr>
<tr>
<td>Education</td>
<td>12,705</td>
<td>3,250</td>
<td>9,450</td>
</tr>
<tr>
<td>Visual and performing arts, and communications technologies</td>
<td>6,725</td>
<td>3,315</td>
<td>3,410</td>
</tr>
<tr>
<td>Humanities</td>
<td>10,130</td>
<td>4,065</td>
<td>6,065</td>
</tr>
</tbody>
</table>
### Selected family characteristics

<table>
<thead>
<tr>
<th>Total number of census families</th>
<th>140,805</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of married-couple families</td>
<td>101,220</td>
</tr>
<tr>
<td>Number of common-law-couple families</td>
<td>14,500</td>
</tr>
<tr>
<td>Number of lone-parent families</td>
<td>25,085</td>
</tr>
<tr>
<td>Number of female lone-parent families</td>
<td>20,795</td>
</tr>
<tr>
<td>Number of male lone-parent families</td>
<td>4,295</td>
</tr>
<tr>
<td>Average number of persons in all census families</td>
<td>3.0</td>
</tr>
</tbody>
</table>

### Mobility status - Place of residence 5 years ago

<table>
<thead>
<tr>
<th>Total population 5 years and over</th>
<th>470,175</th>
<th>228,915</th>
<th>241,265</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lived at the same address 5 years ago</td>
<td>294,460</td>
<td>143,145</td>
<td>151,315</td>
</tr>
<tr>
<td>Lived within the same province or territory 5 years ago, but changed addresses within the same census subdivision (municipality)</td>
<td>115,820</td>
<td>56,425</td>
<td>59,395</td>
</tr>
<tr>
<td>Lived within the same province or territory 5 years ago, but changed addresses from another census subdivision (municipality)</td>
<td>37,650</td>
<td>18,635</td>
<td>19,020</td>
</tr>
<tr>
<td>Lived in a different province or territory 5 years ago</td>
<td>5,545</td>
<td>2,670</td>
<td>2,875</td>
</tr>
<tr>
<td>Lived in a different country 5 years ago</td>
<td>16,700</td>
<td>8,040</td>
<td>8,660</td>
</tr>
</tbody>
</table>
### Employment

#### Labour force activity

<table>
<thead>
<tr>
<th>Labour force activity</th>
<th>Hamilton, City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population 15 years and over</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>407,590</td>
</tr>
<tr>
<td>Male</td>
<td>196,690</td>
</tr>
<tr>
<td>Female</td>
<td>210,900</td>
</tr>
<tr>
<td>In the labour force</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>263,600</td>
</tr>
<tr>
<td>Male</td>
<td>138,075</td>
</tr>
<tr>
<td>Female</td>
<td>125,525</td>
</tr>
<tr>
<td>Employed</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>246,340</td>
</tr>
<tr>
<td>Male</td>
<td>129,305</td>
</tr>
<tr>
<td>Female</td>
<td>117,040</td>
</tr>
<tr>
<td>Unemployed</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17,250</td>
</tr>
<tr>
<td>Male</td>
<td>8,770</td>
</tr>
<tr>
<td>Female</td>
<td>8,485</td>
</tr>
<tr>
<td>Not in the labour force</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>143,995</td>
</tr>
<tr>
<td>Male</td>
<td>58,615</td>
</tr>
<tr>
<td>Female</td>
<td>85,375</td>
</tr>
<tr>
<td>Participation rate</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>64.7</td>
</tr>
<tr>
<td>Male</td>
<td>70.2</td>
</tr>
<tr>
<td>Female</td>
<td>59.5</td>
</tr>
<tr>
<td>Employment rate</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>60.4</td>
</tr>
<tr>
<td>Male</td>
<td>65.7</td>
</tr>
<tr>
<td>Female</td>
<td>55.5</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6.5</td>
</tr>
<tr>
<td>Male</td>
<td>6.4</td>
</tr>
<tr>
<td>Female</td>
<td>6.8</td>
</tr>
</tbody>
</table>

#### Occupation

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Hamilton, City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total experienced labour force 15 years and over</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>258,755</td>
</tr>
<tr>
<td>Male</td>
<td>135,825</td>
</tr>
<tr>
<td>Female</td>
<td>122,935</td>
</tr>
<tr>
<td>A Management occupations</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>23,080</td>
</tr>
<tr>
<td>Male</td>
<td>14,430</td>
</tr>
<tr>
<td>Female</td>
<td>8,655</td>
</tr>
<tr>
<td>B Business, finance and administration occupations</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>42,615</td>
</tr>
<tr>
<td>Male</td>
<td>11,450</td>
</tr>
<tr>
<td>Female</td>
<td>31,155</td>
</tr>
<tr>
<td>C Natural and applied sciences and related occupations</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>13,985</td>
</tr>
<tr>
<td>Male</td>
<td>11,265</td>
</tr>
<tr>
<td>Female</td>
<td>2,720</td>
</tr>
<tr>
<td>D Health occupations</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>16,950</td>
</tr>
<tr>
<td>Male</td>
<td>3,085</td>
</tr>
<tr>
<td>Female</td>
<td>13,865</td>
</tr>
<tr>
<td>E Occupations in social science, education, government service and religion</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22,050</td>
</tr>
<tr>
<td>Male</td>
<td>7,510</td>
</tr>
<tr>
<td>Female</td>
<td>14,540</td>
</tr>
<tr>
<td>F Occupations in art, culture, recreation and sport</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6,530</td>
</tr>
<tr>
<td>Male</td>
<td>3,080</td>
</tr>
<tr>
<td>Female</td>
<td>3,455</td>
</tr>
<tr>
<td>G Sales and service occupations</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>63,870</td>
</tr>
<tr>
<td>Male</td>
<td>26,060</td>
</tr>
<tr>
<td>Female</td>
<td>37,810</td>
</tr>
<tr>
<td>H Trades, transport and equipment operators and related occupations</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>44,205</td>
</tr>
<tr>
<td>Male</td>
<td>41,340</td>
</tr>
<tr>
<td>Female</td>
<td>2,860</td>
</tr>
<tr>
<td>I Occupations unique to primary industry</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6,295</td>
</tr>
<tr>
<td>Male</td>
<td>4,380</td>
</tr>
<tr>
<td>Female</td>
<td>1,920</td>
</tr>
<tr>
<td>J Occupations unique to processing, manufacturing and utilities</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19,175</td>
</tr>
<tr>
<td>Male</td>
<td>13,230</td>
</tr>
<tr>
<td>Female</td>
<td>5,945</td>
</tr>
</tbody>
</table>
## Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Hamilton, City</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Total experienced labour force 15 years and over</td>
<td>258,755</td>
</tr>
<tr>
<td>Agriculture and other resource-based industries</td>
<td>5,465</td>
</tr>
<tr>
<td>Construction industries</td>
<td>17,485</td>
</tr>
<tr>
<td>Manufacturing industries</td>
<td>42,525</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>12,020</td>
</tr>
<tr>
<td>Retail trade</td>
<td>29,600</td>
</tr>
<tr>
<td>Finance and real estate</td>
<td>14,260</td>
</tr>
<tr>
<td>Health care and social services</td>
<td>30,295</td>
</tr>
<tr>
<td>Educational services</td>
<td>20,340</td>
</tr>
<tr>
<td>Business services</td>
<td>42,365</td>
</tr>
<tr>
<td>Other services</td>
<td>44,400</td>
</tr>
</tbody>
</table>

## Place of work status

<table>
<thead>
<tr>
<th>Place of work status</th>
<th>Hamilton, City</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Total employed labour force 15 years and over</td>
<td>246,340</td>
</tr>
<tr>
<td>Worked at home</td>
<td>13,600</td>
</tr>
<tr>
<td>Worked at usual place</td>
<td>207,450</td>
</tr>
<tr>
<td>Worked in census subdivision (municipality) of residence</td>
<td>145,485</td>
</tr>
<tr>
<td>Worked in a different census division (county)</td>
<td>61,610</td>
</tr>
<tr>
<td>Worked in a different province</td>
<td>360</td>
</tr>
<tr>
<td>Worked outside Canada</td>
<td>895</td>
</tr>
<tr>
<td>No fixed workplace address</td>
<td>24,395</td>
</tr>
</tbody>
</table>
## Earnings

### Earnings in 2005

<table>
<thead>
<tr>
<th>Persons 15 years and over with earnings (counts)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>280,925</td>
<td>146,600</td>
<td>134,330</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median earnings - Persons 15 years and over ($)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>28,933</td>
<td>36,857</td>
<td>22,473</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Persons 15 years and over with earnings who worked full year, full time (counts)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>147,395</td>
<td>85,815</td>
<td>61,580</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median earnings - Persons 15 years and over who worked full year, full time ($)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>43,970</td>
<td>50,429</td>
<td>36,969</td>
</tr>
</tbody>
</table>

### Composition of income in 2005

<table>
<thead>
<tr>
<th>Composition of total income (100%)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Earnings - As a % of total income</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>75.4</td>
<td>79.2</td>
<td>69.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government transfers - As a % of total income</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>12.0</td>
<td>8.7</td>
<td>17.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other money - As a % of total income</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>12.6</td>
<td>12.1</td>
<td>13.2</td>
</tr>
</tbody>
</table>

### Income for individuals in 2005

<table>
<thead>
<tr>
<th>Persons 15 years and over with income (counts)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>388,490</td>
<td>188,370</td>
<td>200,115</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median income - Persons 15 years and over ($)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>26,353</td>
<td>34,462</td>
<td>20,567</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median income after tax - Persons 15 years and over ($)</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton, City</td>
<td>23,865</td>
<td>30,197</td>
<td>19,343</td>
</tr>
</tbody>
</table>
### Income for families in 2005

<table>
<thead>
<tr>
<th></th>
<th>Hamilton, City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total number of census families</strong></td>
<td>140,805</td>
</tr>
<tr>
<td><strong>Median income in 2005 - All census families</strong></td>
<td>66,810</td>
</tr>
<tr>
<td><strong>Median income in 2005 - Married-couple families</strong></td>
<td>76,296</td>
</tr>
<tr>
<td><strong>Median income in 2005 - Common-law-couple families</strong></td>
<td>61,478</td>
</tr>
<tr>
<td><strong>Median income in 2005 - Lone-parent families</strong></td>
<td>36,844</td>
</tr>
<tr>
<td><strong>Median after-tax income in 2005 - All census families</strong></td>
<td>57,528</td>
</tr>
<tr>
<td><strong>Median after-tax income in 2005 - Married-couple families</strong></td>
<td>64,597</td>
</tr>
<tr>
<td><strong>Median after-tax income in 2005 - Common-law-couple families</strong></td>
<td>52,803</td>
</tr>
<tr>
<td><strong>Median after-tax income in 2005 - Lone-parent families</strong></td>
<td>34,269</td>
</tr>
<tr>
<td><strong>Median after-tax income in 2005 - Female lone-parent families</strong></td>
<td>32,818</td>
</tr>
<tr>
<td><strong>Median after-tax income in 2005 - Male lone-parent families</strong></td>
<td>44,915</td>
</tr>
</tbody>
</table>

### Low income in 2005

<table>
<thead>
<tr>
<th></th>
<th>Hamilton, City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income status of all persons in private households (counts)</strong></td>
<td>495,450 241,825 253,630</td>
</tr>
<tr>
<td><strong>% in low income before tax - All persons</strong></td>
<td>18.1 16.3 19.8</td>
</tr>
<tr>
<td><strong>% in low income after tax - All persons</strong></td>
<td>14.0 12.8 15.1</td>
</tr>
<tr>
<td><strong>% in low income before tax - Persons less than 18 years of age</strong></td>
<td>23.6 22.9 24.4</td>
</tr>
<tr>
<td><strong>% in low income after tax - Persons less than 18 years of age</strong></td>
<td>18.6 18.2 19.1</td>
</tr>
</tbody>
</table>
### Total Cases

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>10,224</td>
<td>10,514</td>
<td>10,292</td>
<td>9,808</td>
<td>11,016</td>
<td>13,376</td>
</tr>
<tr>
<td>February</td>
<td>10,251</td>
<td>10,349</td>
<td>10,114</td>
<td>9,823</td>
<td>11,160</td>
<td>13,338</td>
</tr>
<tr>
<td>March</td>
<td>10,512</td>
<td>10,483</td>
<td>10,138</td>
<td>9,869</td>
<td>11,669</td>
<td>13,527</td>
</tr>
<tr>
<td>April</td>
<td>10,460</td>
<td>10,327</td>
<td>9,938</td>
<td>10,088</td>
<td>11,948</td>
<td>13,431</td>
</tr>
<tr>
<td>May</td>
<td>10,437</td>
<td>10,275</td>
<td>9,937</td>
<td>10,136</td>
<td>12,096</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>10,441</td>
<td>10,156</td>
<td>9,778</td>
<td>10,029</td>
<td>12,248</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>10,257</td>
<td>9,972</td>
<td>9,571</td>
<td>9,996</td>
<td>12,442</td>
<td></td>
</tr>
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