



## GENERAL ISSUES COMMITTEE REPORT 17-010

9:30 a.m.  
Wednesday, May 3, 2017  
Council Chambers  
Hamilton City Hall  
71 Main Street West

**Present:** Mayor F. Eisenberger, Deputy Mayor T. Whitehead (Chair),  
Councillors D. Skelly, T. Jackson, C. Collins, S. Merulla, M. Green,  
A. Johnson, D. Conley, M. Pearson, L. Ferguson, A. VanderBeek,  
J. Partridge

**Absent**  
**with Regrets:** Councillors J. Farr, B. Johnson – Personal  
Councillor R. Pasuta – Sick Leave

### THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 17-010 AND RESPECTFULLY RECOMMENDS:

**1. Development Charges Annual Indexing - Effective July 6, 2017 (FSC17047) (City Wide) (Item 5.1)**

That Report FCS17047, respecting the Development Charges Annual Indexing - Effective July 6, 2017, be received.

**2. 2017 Tax Policies and Area Rating (FCS17045) (City Wide) (Item 5.2)**

(a) That the following optional property classes be continued for the 2017 taxation year:

- New Multi-Residential;
- Parking Lot and Vacant Land; and,
- Large Industrial.

(b) That the following transition ratios be adopted for the 2017 taxation year:

- |                         |        |
|-------------------------|--------|
| • Residential           | 1.0000 |
| • Multi-Residential     | 2.7400 |
| • New Multi-Residential | 1.0000 |

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|-------------------------------|--------|
| • Commercial (Residual)       | 2.0087 |
| • Parking Lot and Vacant Land | 2.0087 |
| • Industrial (Residual)       | 3.4684 |
| • Large Industrial            | 4.0671 |
| • Pipeline                    | 1.7947 |
| • Farm                        | 0.1767 |
| • Managed Forest              | 0.2500 |
| • Landfills                   | 2.9696 |

- (c) That, based on the 2017 final approved Tax Operating Budget, the following final tax ratios be established for the 2017 taxation year:

|                               |        |
|-------------------------------|--------|
| • Residential                 | 1.0000 |
| • Multi-Residential           | 2.6913 |
| • New Multi-Residential       | 1.0000 |
| • Commercial (Residual)       | 1.9800 |
| • Parking Lot and Vacant Land | 1.9800 |
| • Industrial (Residual)       | 3.4414 |
| • Large Industrial            | 4.0355 |
| • Pipeline                    | 1.7947 |
| • Farm                        | 0.1767 |
| • Managed Forest              | 0.2500 |
| • Landfills                   | 2.9696 |

- (d) That the following tax reductions be established for the 2017 taxation year:

|  |     |
|--|-----|
| • Excess Land Subclass (Residual Commercial)               | 30% |
| • Excess land Subclass (Residual Industrial)               | 30% |
| • Vacant land Subclass (Residual Industrial)               | 30% |
| • Excess land Subclass (Large Industrial)                  | 30% |
| • Farmland awaiting development (1 <sup>st</sup> Subclass) | 25% |
| • Farmland awaiting development (2 <sup>nd</sup> Subclass) | 0%  |

- (e) That the existing Property Tax Relief Deferral Program for low-income seniors and disabled persons be continued for the 2017 taxation year;
- (f) That the existing 40% Tax Rebate for eligible charities and similar organizations be continued for the 2017 taxation year;
- (g) That the existing 30% Vacancy Rebate for eligible commercial and industrial properties be continued for the 2017 taxation year;

- (h) That the existing 100% Tax Rebate for veterans' clubhouses and legion halls be continued for the 2017 taxation year;
- (i) That the existing Seniors' (65+) Tax Rebate Program be continued, with the following criteria updated for the 2017 taxation year:
  - 1. Income threshold (150% of GIS couple) increased to \$34,800 (\$34,300 in 2016);
  - 2. Assessment cap (120% of city-wide average) increased to \$409,200 (\$382,000 in 2016);
  - 3. Rebate increased by the Consumer Price Index (CPI) to \$186 (\$183 in 2016);
- (j) That the Seniors' (65+) Tax Rebate Program criteria be reviewed for the 2018 taxation year;
- (k) That, for the 2017 taxation year, the tax capping percentage for any assessment related tax increases in the Commercial, Industrial and Multi-Residential property classes be set at the maximum allowable of 10% of previous year's Current Value Assessment (CVA) level taxes;
- (l) That, for the 2017 taxation year, any capped property in the Commercial, Industrial and Multi-Residential property classes that is within \$500 of its Current Value Assessment (CVA) taxes in 2017, be moved directly to its full Current Value Assessment (CVA) taxes;
- (m) That, for the 2017 taxation year, the minimum percentage of Current Value Assessment (CVA) taxes for properties eligible for the new construction / new to class treatment be set at 100% of Current Value Assessment (CVA) taxes;
- (n) That for the 2017 taxation year, any property in the Commercial, Industrial and Multi-Residential property class, which paid full Current Value Assessment (CVA) taxes in 2016, no longer be eligible for capping protection in 2017 and future years;
- (o) That, for the 2017 taxation year, all properties eligible for a tax reduction under the existing capping program receive the full decrease, funded from the approved capping program operating budget;
- (p) That, subject to approval by the Ministry of Finance, vacant lands that are currently subject to capping protection be excluded from the phase-out eligibility criteria where all properties must be within 50% of CVA level taxes;
- (q) That, subject to approval by the Ministry of Finance, capping protection will be limited only to reassessment related changes prior to 2017;

- (r) That, for the 2017 taxation year, the Area Rated Levies be approved as identified in the attached Appendix “A” to Report 17-010; and,
- (s) That the City Solicitor and Corporate Counsel be authorized and directed to prepare all necessary by-laws, for Council approval, for the purposes of establishing the tax policies and tax rates for the 2017 taxation year.

**3. Expression of Interest for Lands Located at 191 York Blvd. (CM17011) (Ward 2) (Item 5.3)**

That Report CM17011, respecting the Expression of Interest for Lands Located at 191 York Blvd., be received.

**4. 2016 Annual Report on the 2016-2020 Economic Development Action Plan Progress (PED17041) (City Wide) (Item 5.4)**

That Report PED17041, respecting the 2016 Annual Report on the 2016-2020 Economic Development Action Plan Progress, be received.

**5. Hamilton Tax Increment Grant Program - 20-22 George Street / 17 Caroline Street South, Hamilton (PED17070) (Ward 2) (Item 8.2)**

- (a) That a Hamilton Tax Increment Grant Program application submitted by Hamilton George and Caroline Inc. (Darko Vranich), for the property at 20-22 George Street / 17 Caroline Street South, Hamilton, estimated at \$1,887,209.77 over a maximum of a five-year period, and based upon the incremental tax increase attributable to the redevelopment of 20-22 George Street / 17 Caroline Street South, Hamilton, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to effect recommendation (a) of Report PED17070, in a form satisfactory to the City Solicitor;
- (c) That the Mayor and City Clerk be authorized and directed to execute such assigning agreement as required, to effect recommendation (a) of Report PED17070, in a form satisfactory to the City Solicitor; and,
- (d) That the General Manager of the Planning and Economic Development Department be authorized to approve and execute any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and

conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

**6. Barton / Kenilworth Tax Increment Grant Program – 601 Barton Street East, Hamilton (PED17071) (Ward 3) (Item 8.3)**

- (a) That a Barton / Kenilworth Tax Increment Grant Program application submitted by Gibson Lofts Ltd. (Harry Stinson), for the property at 601 Barton Street East, Hamilton, for a Barton / Kenilworth Tax Increment Grant Program grant estimated at \$2,306,083.06 over a maximum of a nine-year period, and based upon the incremental tax increase attributable to the redevelopment of 601 Barton Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Barton / Kenilworth Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to effect Recommendation (a) of Report PED17071 in a form satisfactory to the City Solicitor; and,
- (c) That the General Manager of the Planning and Economic Development Department be authorized to approve and execute any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Barton / Kenilworth Tax Increment Grant Program, as approved by City Council, are maintained.

**7. City of Hamilton Ward Boundary Review - Additional Funds Report (CL16009(c)) (City Wide) (Item 8.4)**

That \$4,270, to be funded from the Tax Stabilization Reserve, to cover additional costs associated with the Ward Boundary Review, be approved.

**8. Advisory Committee for Persons with Disabilities Report 17-002 - February 14, 2017 (Item 8.5)**

**(a) Review of On-Demand Accessible Taxis (Item 10.1)**

WHEREAS, AODA Integrated Accessibility Standards Section 78 (3) states that, as of January 1, 2013, every municipality shall consult with its municipal accessibility advisory committee, and the public and persons with disabilities to determine the proportion of on-demand accessible taxicabs required in the community;

WHEREAS, there were no additional license plates issued for accessible taxis by the City of Hamilton in 2016; and,

WHEREAS, persons with disabilities requiring accessible taxis are frequently denied service;

THEREFORE BE IT RESOLVED:

- (a) The City's Director of Licensing review and address the lack of on-demand accessible taxi cabs in full consultation with members of the Advisory Committee for Persons With Disabilities; and,
- (b) That staff be directed to report back to the Advisory Committee on Persons with Disabilities on steps to be actively taken to ensure full and equitable access to the City's taxi system for all persons with disabilities.

**(b) Review of On-Demand Accessible Taxis (Item 10.1)**

WHEREAS, the Advisory Committee for Persons with Disabilities extensively discussed the issue of access to on-demand accessible taxis as far back as 2010; and,

WHEREAS, the service level for on-demand accessible taxis has not been attained and there appears to be no plan in place to achieve the stated service levels as required under Section 78 (3) of the AODA Integrated Accessibility Standards;

THEREFORE BE IT RESOLVED:

That staff be directed to provide an update to the Advisory Committee for Persons with Disabilities to indicate what the plan is to achieve the required level of on-demand accessible taxi service in the City of Hamilton.

**9. Ontario Works Employment Services Review (AUD17007) (City Wide) (Item 8.6(a))**

That Report AUD17007, respecting the Ontario Works Employment Services Review, be received.

**10. Ontario Works Employment Services Review (AUD17007(a)) (City Wide) (Item 8.6(b))**

That the 11 recommendations, as outlined in the Ontario Works Employment Services Review Report 2016-09, attached as Appendix "B" to Report 17-010, be approved.

**11. City of Hamilton Sesquicentennial Celebration Program (Canada's 150<sup>th</sup> Birthday) (Item 9.3)**

WHEREAS, on September 28, 2016, Council approved a City of Hamilton Sesquicentennial Celebration Program (Canada's 150<sup>th</sup> Birthday) with an overall capital budget of \$406,000 that included special events, a local community celebration funding assistance program (Hamilton Funding Program), administration, and marketing;

WHEREAS, \$100,000 of the City of Hamilton Sesquicentennial Celebration Program budget was allocated to the Hamilton Funding Program with an allowance maximum of \$2,000 per submission;

WHEREAS, the above Hamilton Funding Program was very successful in receiving approximately 114 eligible applications;

WHEREAS, the Hamilton Funding Program is currently short of funds to provide a meaningful allocation to all eligible applicants; and,

WHEREAS, staff is forecasting that overall the City of Hamilton Sesquicentennial Celebration Program will come in under budget by approximately \$106,000;

**THEREFORE BE IT RESOLVED:**

That \$100,000, of the \$106,000 forecasted savings in the City of Hamilton Sesquicentennial Celebration Program Capital Budget, be approved for distribution to the local, eligible applicants for Hamilton-based Sesquicentennial Celebrations through the Hamilton Funding Program.

**12. ONA Lodges Bargaining Ratification (no copy) (Item 12.2)**

That the four year (2015 to 2018) Collective Agreement between the City of Hamilton and the Ontario Nurses' Association (Lodges), be ratified retroactive to April 1, 2015.

**13. Appeals of Ward Boundary By-law 17-030 to the Ontario Municipal Board (LS17015) (City Wide) (Item 12.3)**

- (a) That the City Solicitor be authorized to retain outside counsel and any necessary professionals to provide evidence in defence of Ward Boundary By-law 17-030 at the Ontario Municipal Board hearing to be funded through the Legal Services Legal Fees / Outside Counsel Account No. 52425-356006 (for outside counsel) and the Tax Stabilization Reserve 110046 (for professional witnesses); and,

- (b) That Report LS17015, respecting the Appeals of Ward Boundary By-law 17-030 to the Ontario Municipal Board remain confidential.

**FOR THE INFORMATION OF COMMITTEE:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following changes to the agenda:

**1. DISCUSSION ITEMS (Item 8)**

8.6(a) Ontario Works Employment Services Review (AUD17007) (City Wide) (Tabled at the March 22, 2017 GIC meeting.)

Note: Although portions of Report AUD17007 were originally confidential, as the affected staff has since been advised of the changes, this report is now public in its entirety.

8.6(b) Ontario Works Employment Services Review (AUD17007(a)) (City Wide)

Note: This item was listed on the agenda as 12.1, but as it does not contain any confidential information, it has been moved to Item 8.6(b) on today's agenda.

**2. NOTICES OF MOTION (Item 10)**

10.1 City of Hamilton Sesquicentennial Celebration Program (Canada's 150<sup>th</sup> Birthday)

10.2 Dundas Real McCoys Senior AAA Hockey Club – Ice Fee Waiver

The agenda for the May 3, 2017 General Issues Committee meeting was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 2)**

Councillor M. Pearson declared a possible interest to Item 5.2 respecting Report FCS17045 – 2017 Tax Policies and Area Rating, as she is the landlord of single family homes.

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Councillor M. Green declared a possible interest to Item 5.2 respecting Report FCS17045 – 2017 Tax Policies and Area Rating; as he is the landlord of single family homes, noting multi-residential properties are considered properties of 7 units or more.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 3)**

**(i) April 19, 2017 (Item 3.1)**

The Minutes of the April 19, 2017 General Issues Committee were approved, as presented.

**CARRIED**

**(d) DISCUSSION ITEMS (Item 8)**

**(i) Tourism Industry Panel (PED15026(a)) (City Wide) (Item 8.1)**

Report PED15026(a) respecting the Tourism Industry Panel was TABLED, pending further consultation with members of Council.

Councillors Conley, Pearson, Ferguson and Partridge wished to be recorded as OPPOSED to the TABLING motion above.

**(ii) City of Hamilton Ward Boundary Review - Additional Funds Report (CL16009(c)) (City Wide) (Item 8.4)**

Councillor Green wished to be recorded as OPPOSED to this matter.

**(iii) Ontario Works Employment Services Review (AUD17007) (City Wide) (Item 8.6(a))**

Report AUD17007 respecting the Ontario Works Employment Services Review was lifted from the TABLE.

For disposition of the matter above, please refer to Item 9.

**(e) MOTIONS (Item 9)**

- (i) Review of the Provincial Processes, as they relate to Light Rail Transit (Tabled from the April 19, 2017 GIC meeting) (Item 9.1)**

The Motion respecting the Review of the Provincial Processes, as they relate to Light Rail Transit, was withdrawn.

- (ii) Update respecting Report FCS09031 – Multi-Residential Property Taxation: Staff Response to the Multi-Residential Sub-Committee Recommendations (Item 9.2)**

WHEREAS, at its Budget meeting of March 26, 2008 Committee of the Whole Considered the Multi-Residential Property Taxation Sub-Committee Report 08-001, which contained Recommendations (a) through (e);

WHEREAS, at that March 26, 2008 meeting, Committee of the Whole amended the Multi-Residential Property Taxation Sub-Committee Report 08-001, as follows:

“That Item (a) noting the options be forwarded to staff for a report which outlines ramifications; and, that the remaining subsections (b to e) be approved as follows:

- (a) That City Council adopt a target of reducing the current Multi-Residential Tax Ratio of 2.74 to the Single Family Residential Tax Ratio of 1.00 over a ten (10) year period (by fiscal year 2017), at an estimated impact of \$43 Million (tax increase of 8.0% on the Residential and Commercial/Industrial property classes); and that this reduction be achieved through utilization of Option 1(a), Option 1(b) or Option 1(c) in a manner to have the largest reduction in the Multi-Residential tax ratio in a fiscal year:

Option on 1(a):

That, in the first year, the Multi-Residential tax ratio be reduced by 20% of the difference between the current tax ratio of 2.74 and 1.00, and that the remaining difference between the Multi-Residential tax ratio and the Residential tax ratio of 1.00 be spread equally over years two through ten.

Year 1 tax ratio reduced by -0.3480 (from 2.74 to 2.3920)  
Year 1 = \$8.0 M (11.3%) reduction to the Multi-Residential class  
Year 1 = Municipal Residential tax impact of 1.6%  
Year 1 = Municipal Commercial / Industrial tax impact of 1.6%

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Option 1(b):

That only 50% of the budgetary increase be passed onto the Multi-Residential property class

Subject to finalization of the 2008 budget:

Year 1 tax ratio reduced by -0.0600 (from 2.74 to 2.68)

Year 1 = \$1.4M (1.9%) reduction to the Multi-Residential class

Year 1 = Municipal Residential tax impact of 0.3%

Year 1 = Municipal Commercial / Industrial tax impact of 0.3%

Option 1(c):

That the impacts of future reassessment be reviewed for opportunities to achieve equalization.”

WHEREAS, on April 23, 2008, Council approved Item 9 of the Committee of the Whole Budget Report 08-017, being the balance of the Multi-Residential Property Taxation Sub-Committee Report 08-001, as amended (attached hereto);

WHEREAS, as identified in the Multi-Residential Property Taxation Sub-Committee Report 08-001, this leads to a conclusion that the multi-residential taxpayer has a tax burden grossly in excess of that of the residential tax class; and,

WHEREAS, there has been a significant shift in the rental market over the past 10 years and a general shift in the overall tax burden as outlined in Report FCS17045;

**THEREFORE BE IT RESOLVED:**

That the General Manager of Finance and Corporate Services be directed to report back to the General Issues Committee with an update regarding Report FCS09031 – Multi-Residential Property Taxation: Staff Response to the Multi-Residential Sub-Committee Recommendations, with that report to include comparisons and impacts to cities who have equalized the rates, projected tax burden implications under an adjusted model in the City of Hamilton as well as any implications caused by recent provincial legislation regarding the same.

Councillors Ferguson and Skelly wished to be recorded as OPPOSED to this matter.

**(f) NOTICES OF MOTION (Item 10)**

Councillor T. Jackson introduced the following Notice of Motion:

**(i) City of Hamilton Sesquicentennial Celebration Program (Canada's 150<sup>th</sup> Birthday) (Item 10.1)**

WHEREAS, on September 28, 2016, Council approved a City of Hamilton Sesquicentennial Celebration Program (Canada's 150<sup>th</sup> Birthday) with an overall capital budget of \$406,000 that included special events, a local community celebration funding assistance program (Hamilton Funding Program), administration, and marketing;

WHEREAS, \$100,000 of the City of Hamilton Sesquicentennial Celebration Program budget was allocated to the Hamilton Funding Program with an allowance maximum of \$2,000 per submission;

WHEREAS, the above Hamilton Funding Program was very successful in receiving approximately 114 eligible applications;

WHEREAS, the Hamilton Funding Program is currently short of funds to provide a meaningful allocation to all eligible applicants; and,

WHEREAS, staff is forecasting that overall the City of Hamilton Sesquicentennial Celebration Program will come in under budget by approximately \$106,000;

**THEREFORE BE IT RESOLVED:**

That \$100,000, of the \$106,000 forecasted savings in the City of Hamilton Sesquicentennial Celebration Program Capital Budget, be approved for distribution to the local, eligible applicants for Hamilton-based Sesquicentennial Celebrations through the Hamilton Funding Program.

The Rules of Order were waived to allow for the introduction of a motion respecting City of Hamilton Sesquicentennial Celebration Program (Canada's 150<sup>th</sup> Birthday).

For disposition of this matter, please refer to Item 11.

Councillor A. VanderBeek introduced the following Notice of Motion:

**(ii) Dundas Real McCoys Senior AAA Hockey Club – Ice Fee Waiver (Item 10.2)**

WHEREAS, the Dundas Real McCoys Senior AAA Hockey Club has a long standing history in the Town of Dundas;

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WHEREAS, the Dundas Real McCoys Senior AAA Hockey Club won the 2014 Allan Cup as the host club at the J.L Grightmire Arena in Dundas;

WHEREAS, the Dundas Real McCoys Senior AAA Hockey Club continue to play their home games at the J.L. Grightmire Arena in Dundas;

WHEREAS, starting in the spring of 2017 the J.L Grightmire Arena will be closed for extensive renovations for a period of 16 months;

WHEREAS, due to the closure of the J.L Grightmire Arena the Dundas Real McCoys will relocated to play their home games at the Harry Howell Twin Pad Arena in Flamborough; and,

WHEREAS, the relocation of the hockey club to the Harry Howell Twin Pad Arena in Flamborough will create a financial hardship for the club due to the loss of advertising and gate revenues;

**THEREFORE BE IT RESOLVED:**

That staff be directed to waive the ice fees for the Dundas Real McCoys Senior AAA Hockey Club for the 2017 and 2018 hockey season to compensate for the financial loss due to the closure of the J. L. Grightmire Arena.

In order to allow additional time for the Wards 13 and 15 Councillors to review the matter with staff, the Motion respecting the Dundas Real McCoys Senior AAA Hockey Club – Ice Fee Waiver, was referred to the May 10, 2017 Council for consideration.

**(g) PRIVATE & CONFIDENTIAL (Item 12)**

Committee moved into Closed Session, respecting Items 12.2 and 12.3, pursuant to Section 8.1, Sub-sections (d), (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (d), (e) and (f) of the Ontario Municipal Act, 2001, as amended, as the subject matters pertain to labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the City; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**(i) ONA Lodges Bargaining Ratification (Item 12.2)**

For disposition of this matter, please refer to Item 12.

**(ii) Appeals of Ward Boundary By-law 17-030 to the Ontario Municipal Board / Report No. LS 17015 (Item 12.3)**

For disposition of this matter, please refer to Item 13.

**(h) GENERAL INFORMATION / OTHER BUSINESS (Item 11)**

**(i) Tragic Fire on Hamilton Mountain (Ward 8) (Item 11.1)**

Councillor Whitehead spoke of the tragic loss of a 3 year old little boy during a recent house fire on the mountain. Councillor Whitehead advised that after the Fire Marshall's report has been finalized, he will be working with City staff to review the fire regulations respecting rental properties to ensure that everyone living in a rental property is safe.

Councillor Whitehead also thanked the Fire Fighters for their heroic and stellar actions at the scene that day.

**(ii) Additional Bike Lanes (Ward 7) (Item 11.2)**

Councillor Skelly asked questions of staff respecting the potential of including additional bike lanes to the PTIF projects. Staff will discuss the matter with Councillor Skelly off-line.

**(iii) Shooting in Waterdown (Ward 15) (Item 11.3)**

Councillor Partridge noted the shooting that took place in Waterdown on May 2<sup>nd</sup> on Chesapeake Drive, and wanted to advise the community that on Tuesday, May 30, 2017.

Councillor partridge advised that an emergency community meeting will be at from 6:30 p.m. to 8:00 p.m. with representatives of Hamilton Police Service and the Hamilton Fire Department to discuss the need for extra police presence in Flamborough and the growing community of Waterdown.

**(i) ADJOURNMENT (Item 13)**

There being no further business, the General Issues Committee adjourned at 1:12 p.m.

Respectfully submitted,

Deputy Mayor T. Whitehead  
Chair, General Issues Committee

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk

Expression of Interest  
191 York Blvd.

**1. Purpose of this Expression of Interest**

The City of Hamilton (the “City”) has issued this Expression of Interest (“EOI”) to design and construct the building(s) on the lands owned by the City located at 191 York Blvd. The EOI will be used to inform the content and process of future actions including but not limited to a Request for Proposals (RFP).

**2. The Project**

The subject lands will be developed with a dual objective of providing facilities to serve the existing Community Living Hamilton tenant with office and ancillary space while also meeting the City’s mixed income housing development objective of delivering a high density, mixed use and mixed income development.

The City is seeking EOI’s to purchase the development lands and design and construct all of the improvements, including buildings and parking facilities, on the developable lands (the “Project”).

The Developer will take title to the developable lands, or portions thereof, upon which the Market Housing and Commercial Space, and related underground parking facilities are constructed (the “Developer’s Parcels”). The City will retain title to those developable lands, or portions thereof, upon which the Social Housing and related parking facilities, if applicable, have been built (the “City’s Parcels”).

More information on the developable lands is available in Section 7. The objective of the City is to obtain the best value for the Project which will be determined by evaluating the ability to offset the value and development opportunity of the land against the fees to be paid for the construction of the Social Housing and related parking facilities, the fulfilment of the City’s social, economic, and environmental objectives, and completion of the Project for its desired end use.

**3. The Developer**

The successful candidate (the “Developer”) will:

- Assemble a team with extensive experience in architecture, landscape architecture, engineering, cost consulting/development economics, universal access and building code. The team should also include a Certified Professional (CP) in Project Management as a minimum;
- Source financing for the Project;

- Obtain a rezoning for the Developable Parcels, which will determine the locations of the Social Housing, Office Space, Market Housing, Commercial Space, and related underground parking facilities;
- Obtain all necessary permits for the Project, including development, building, and occupancy permits;
- Design and construct all of the buildings on the Developable Parcels.

#### **4. Definitions**

“Social Housing” is rent-geared-to-income or RGI housing which is based on 30% of a household’s gross monthly income. If the household is receiving assistance from Ontario Works or the Ontario Disability Support Program, a social assistance rent scale is applied;

“Commercial Space” refers to retail, service and office space set out in Section 7;

“Mixed Income” is housing that contains dwelling units that are targeted to occupants of low to moderate income in addition to units considered to be priced at market rates;

“Mixed Use” is any combination of commercial, office and residential uses;

“High Density” is as per the definition contained within the Downtown Secondary Plan.

#### **5. Council Policies and Resolutions**

The following policies and guidance material should be strongly reflected within the proposed design, form and layout of the proposals:

- Hamilton Tall Buildings Study;
- Downtown Hamilton Secondary Plan;
- Transit Oriented Development;
- Urban Hamilton Official Plan;
- Housing and Homelessness Action Plan;
- Hamilton Accessibility Guidelines.

#### **6. Potential Developer Considerations**

- Excellence in Design;
- Flex Space;
- Passive House / Energy Efficient design;
- Integration of uses and functions.

## **7. Development Requirements**

The Developer will be required to design and construct all of the improvements, including building(s) and underground parking facilities on the developable lands.

The building(s) to be constructed by the Developer on the developable lands are to be comprised of the following components:

- (a) Housing to be comprised of:
  - i) Social Housing – A minimum of 50 units of a size, location and specification to be determined. The City expects that the cost of the Social Housing units will be tied to the price and development opportunity of the land;
  - ii) Market Housing.
- (b) Office Space – Provisions are to be made for the existing tenant to remain on site. Community Living Hamilton contains a day program that serves 100+ adults with disabilities and includes a cafeteria and administrative/management space.
  - i) Will require fully accessible facilities for up to 80 people at any given time. They will require access to both the programming space as well as the administrative space 7 days a week, early morning to late evening;
  - ii) Will require ease of access for clients' arrivals and departures (DARTs and private vehicles), ready access to public transportation, dedicated parking for four (4) large owned wheelchair accessible vehicles and parking options for twenty (20) staff;
  - iii) Approximately 7,000 square foot of programming space;
  - iv) Approximately 3,000 square foot of cafeteria space;
  - v) Approximately 3,000 square foot of administrative space.
- (c) Commercial Space;
- (d) Parking Facility to accommodate the range of uses to be developed.

## **8. Submission Expectations**

In response to this expression of interest, the City expects respondents to be able to identify and/or provide proposed concepts together with supporting

examples of other tangible business models similar in context and objective of this Expression of Interest that the respondent has completed or can demonstrate its ability to complete.

#### **9. Confidentiality**

The contents of all proposals will be subject to public disclosure, except that any part of a proposal that would reveal a respondents proposal prices will be kept confidential by the City unless and until such proposal is accepted and incorporated into a preliminary contract and such pricing is being disclosed as part of the Council Report recommending approval of the proposal.



Hamilton

# **ONTARIO WORKS EMPLOYMENT SERVICES REVIEW (REPORT 2016-09)**

**Prepared by:**  
**Audit Services in collaboration with**  
**Ontario Works Division of Community & Emergency Services**  
**Charles Brown**  
**Domenic Pellegrini**  
**May 2017**

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## **BACKGROUND**

The City of Hamilton has an agreement with the Minister of Community and Social Services (Ministry) to deliver the Ontario Works (OW) Program. The goal of the Program is to help people in financial need find sustainable employment and achieve self-reliance. The Employment Services (ES) Section within the City's OW Division assists OW clients in finding employment. The importance of finding work for OW clients is emphasized by the fact that a portion of Ministry funding is contingent on achieving certain targets. Two of the four targets, the percentage of caseload with employment earnings, and the percentage of terminations exiting to employment, require that OW clients find work. As long as performance targets are met the Ministry continues to fund a substantial portion of these programs. In 2016, Ministry funding totalled 94.2% of these program costs. The City has discretion on how programming is delivered.

In November 2014, the Ministry introduced the Social Assistance Management System (SAMS) to replace the antiquated Service Delivery Model Technology. Like other municipalities in Ontario, the City of Hamilton's OW division encountered many difficulties with SAMS. As a result, in 2015 eighteen of the 44 ES employees were re-assigned to help deal with SAMS issues. By late 2016, work related to SAMS was nearing completion and management wanted to review current staffing levels in ES to determine if opportunities exist to utilize staff in a more efficient and effective way. Management requested that Audit Services perform this review.

## **REVIEW OBJECTIVES, SCOPE AND METHODOLOGY**

The objectives of this review were to:

- Assess the current level of employment services' effectiveness and in collaboration with Ontario Works (OW) make recommendations for improvements to optimize the organization so as to comply with the OW Service agreement and related directives in the most efficient manner;
- Make recommendations that optimize or leverage external service providers so as to improve the overall client delivery efficiency;
- Identify gaps and duplications in program services, including those with external providers; and,
- Identify opportunities for more effective staffing deployment in the OW service portfolio.

The scope focused on:

- Statistical information from January 1, 2014 to December 31, 2016;
- Was limited to the following Employment Service Delivery Programs (note some are referred to by alternate names):
  - Employment Workshops or Making Changes Happen, Career Essentials, and Applied Job Search workshops
  - One-to-one Employment Counselling or Employment Development Counselling (EDC)
  - Helping Hands
  - Community Participation or Community Placement
  - Job Development
  - Career Development Centre (CDS) or Resource Centre
  - Vocational Training; and,
- The following programs were not in scope: Addiction Services Initiatives (ASI) and the Ontario Disability Support Programs (ODSP) as these are mandatory programs. A more detailed description of the programs is attaches as Appendix "B" to Report AUD17007(a).

Methodology followed:

1. Review OW Service agreement and directives;
2. Review applicable literature and documented policies;
3. Interview City staff and document the relevant processes followed;
4. Review the operational and financial records;
5. Perform detailed testing as required and present the information in a manner consistent with the Results Based Accountability framework (e.g. how much we do; how well we do it, and whether anyone is better off); and,
6. Review studies performed by other municipalities and other organizations in the community.

## **KEY EMPLOYMENT SERVICES PROGRAM TRENDS**

The caseload in recent years has remained consistent at 12,000 to 13,000 cases at any given time. In the course of a typical year, 600 to 700 new cases are added to the workload each month with a roughly equivalent number being removed. This activity is supported by 109 case managers who process the new cases in addition to supporting the existing files with a load of approximately 112 cases per manager. This load is comparable to other cities with the exception of Peel Region which has a ratio of 145 cases per manager (Table 1).

| <b>Table 1: Comparison to other Municipalities</b> | <b>Hamilton</b> | <b>London</b> | <b>Peel Region</b> | <b>Niagara Region</b> |
|--|-----------------|---------------|--------------------|-----------------------|
| Caseload (a)                                       | 12,259          | 12,206        | 18,000             | 10,981                |
| # of Case Managers (CM) (b)                        | 109             | 115           | 124                | 98                    |
| Caseload/CM (c)=(a/b)                              | 112             | 106           | 145                | 112                   |

Source: (a) Ministry of Community and Social Services (MCSS) Oct 2016; (b) November 2016 Survey

In looking at performance trends relevant to employment services for the last 3 years, one notes that the number of case terminations to employment dropped after the introduction of SAMS in November 2014 and this has continued at a lower percentage (9%) due to fewer referrals (Table 2). Other municipalities experienced a similar drop. Although the number of cases terminating to employment was lower, it still met the Ministry's targets. The measure indicates that of the 7,617 exits from the OW Program in 2016, 9% (686 cases) found employment and left the program. Management believes that this number is understated due to the fact that not all individuals that find jobs inform the Program when they leave OW. This issue has been an historical challenge.

| <b>Table 2: Performance Trends</b>               | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|--|-------------|-------------|-------------|
| Number of Cases Terminated (d)                   | 8,078       | 7,269       | 7,617       |
| Number of Exits To Employment (e )               | 1,481       | 649         | 686         |
| % of Termination Exiting to Employment (f)=(d/e) | 18.3%       | 8.9%        | 9.0%        |

Source: (d) and (e) MCSS

The measures in Table 3 below show how efficient and effective the Employment Services section has been at achieving the intended objectives of finding sustainable employment for clients. The number of jobs found is a measure of effectiveness. The greater the number of jobs found for OW clients, the more effective the section has been providing this service to the clients. One can also see the variability that can arise in efficiencies and cost per job found when the number of referrals falls.

| <b>Table 3: OW Employment Services Related Measures</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|---|-------------|-------------|-------------|
| Number of Jobs Found (g)                                | 1,364       | 325         | 435         |
| # of Staff Positions (h)                                | 67          | 45          | 42          |
| Efficiency - Ratio of Jobs Found per Staff (i)=(g/h)    | 20.4        | 7.2         | 10.4        |
| Cost per Job Found (j)                                  | \$5,674.28  | \$21,760.61 | \$14,478.36 |
| # Referrals to Employment Development Counsellors (k)   | 3,977       | 415         | 1,083       |

Source: (g), (h), (j) and (k) ESD Review

The measures below in Table 4 show the trend of an increased time on assistance. Management indicated that this reflects an increase in the number of clients that have barriers to employment.

| <b>Table 4: Other Measures</b>     | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|------------------------------------|-------------|-------------|-------------|
| Time on Assistance (in months) (l) | 29.8        | 31.5        | 32.3        |
| Recidivism Rate * (m)              | 10.3%       | 10.0%       | 10.0%       |

Source: (l) and (m) ESD Review

\* 2015 an 2016 rates are estimates

(Note, the recidivism rate indicates the percentage of former OW clients returning to OW after they have found work.)

## **FINDINGS AND RECOMMENDATIONS**

As noted above, the effectiveness of the employment services programs were framed by referring to the following evaluation questions: a) How much do we do? b) How well do we do it? and, c) Is anyone better off?

### **How much do we do?**

Four of the seven programs reviewed measure "how much we do" by the number of participants in the program. For the past three years (2014 to 2016 inclusive) the programs with the most participants have been Helping Hands, Workshops and Vocational Training. The number of participants in Helping Hands in 2016 has remained virtually unchanged from 2014. Both Workshops and Vocational Training saw their number of participants decline from 1,093 and 124 respectively in 2014, to 365 and 77 in 2016. These are analysed in the "How well we do it" and "Is anyone better off" sections below.

| <b>Table 5: Number of Participants</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|--|-------------|-------------|-------------|
| Helping Hands                          | 386         | 507         | 388         |
| Workshops                              | 1,093       | 163         | 365         |
| Vocational Training                    | 124         | 109         | 77          |
| Community Placement                    | 78          | 53          | 60          |
| Overall                                | 1,681       | 832         | 890         |

### **Other Programs**

The three programs not included above use different measures to determine "how much we do". The EDC program gauges output by caseload size and the number of referrals (see below). The metric used by the Job Development program is the number of jobs found. Since the number of jobs found is also a measure of "how well we do it" this is discussed in the section found on page 12. Likewise the metrics for the Resource centre are discussed in the "Is anyone better off" section found on page 15.

### **EDC**

The average caseload per EDC Counsellor in 2016 decreased to less than half its level in 2014. Had the transferred EDC workers (16 EDC and 2 Job Developers) still been seeing clients, the average caseload per EDC Counsellor would be even lower still. Likewise the number of referrals decreased from 3,977 in 2014 to 1,083 in 2016. The reduction in the number of referrals and the caseload drop in the EDC program are significant. We conclude there is not enough work for the transferred 18 EDC workers to return to in the EDC program at this time.

| <b>Table 6: One-one Counselling (EDC Program)</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|---|-------------|-------------|-------------|
| Average Caseload size/yr.                         | 2,525       | 459         | 431         |
| Average Caseload per EDC                          | 88          | 40          | 38          |
| # of EDC Referrals                                | 3,977       | 415         | 1,083       |

### **Recommendation 1**

**That the 16 EDC counsellors that were assigned to help with implementing SAMS in 2015 be rationalized and /or reassigned to other positions. The positions to which some might be reassigned include helping implement recommendations numbers 10 and 11 below. That is,**

**evaluating clients on their barriers to employment and triaging clients as they enter the OW program (see recommendation 3 on page 12 regarding the additional 2 FTEs).**

The EDC program has more interactions with OW clients than other programs. Table 7 shows that this program also has more employees than others as EDC counsellors are the primary point of referral for OW clients. They meet with clients one-on-one at regular intervals at a minimum once per month.

**Table 7: Total Number of OW Employment Staff by Program**

|                        | 2014 | 2015 | 2016 |
|------------------------|------|------|------|
| Helping Hands          | 8    | 8    | 8    |
| EDC                    | 28   | 11   | 12   |
| Workshops              | 7    | 8    | 7    |
| Community Placement    | 1    | 1    | 0.5  |
| Job Development        | 4    | 2    | 1.5  |
| Vocational Training    | 2    | 2    | 2    |
| CDC Resource Centre    | 9    | 6    | 6    |
| ODSP                   | 2    | 2    | 2    |
| Managers & Supervisors | 6    | 5    | 3    |
| Total                  | 67   | 45   | 42   |

Other cities such as Niagara and London have been able to maintain higher rates of success (i.e. number of cases terminated to employment) with fewer employment services FTEs. Niagara Region has transitioned to a generalized case management model; it does not have a separate employment services section. The City of London has 31 management and staff dedicated to employment services. London has put in place an emphasis on specialized case management to provide more support for clients with such significant barriers to overcome that they have a low chance of successful employment. Such barriers include addictions, mental health issues, criminal records, social problems etc. (Source: OW Employment Assistance Services Report, May 2013, Policy Research Analysis Branch, p 21.)

**Table 8: Percentage of Terminations Exiting to Employment**

|          | 2014  | 2015  | 2016  |
|----------|-------|-------|-------|
| Niagara  | 21.3% | 16.8% | 17.2% |
| London   | 17.8% | 15.8% | 16.5% |
| Hamilton | 18.3% | 8.9%  | 9.0%  |

**How well do we do it?**

One way to assess “How well do we do it?” is to look at the number of jobs found. Employment Services measures the number of jobs found for all programs collectively through a program called “Found Work”.

| <b>Table 9: Number of Jobs Found</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|--------------------------------------|-------------|-------------|-------------|
| Number of Full Time Jobs found       | 844         | 190         | 231         |
| Number of Part Time Jobs found       | 520         | 135         | 204         |
| Overall                              | 1,364       | 325         | 435         |

The number of jobs found is also measured by spreadsheets prepared by the individual programs.

| <b>Table 10: Number of Jobs Found per Program Spreadsheets</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|--|-------------|-------------|-------------|
| CDC Resource Centre  | N/A         | N/A         | N/A         |
| EDC - 1 to 1 Counselling                                       | 1,278       | 269         | 335         |
| Job Development  | 237         | 73          | 112         |
| Helping Hands  | 86          | 56          | 100         |
| Workshops  | 57          | 38          | 93          |
| Vocational Training  | 49          | 28          | 27          |
| ODSP   | 32          | 14          | 16          |
| Community Placement  | 31          | 10          | 14          |
| Overall  | 1,770       | 488         | 697         |

Tables 9 and 10 above show the total number of jobs reported by the individual programs (1,770) exceeds the total on “Found Work” (1,364) by 30% in 2014 and this increased to 60% in 2016 (i.e. 697 and 435 respectively). This discrepancy in data presents a significant challenge in reconciling information. Management has indicated that this discrepancy may be due to over-reporting or double counting by some programs –i.e. the same job is claimed as being found by staff in more than one program. Despite the difference in the count, both methods showed the total number of jobs found declined in 2015 to about a quarter of the level it was in 2014, and recovered slightly in 2016. Management stated that this was due to the SAMS project diverting management and staff’s attention to correcting the problems encountered.

Other municipalities spend more time and resources in tracking data. The City of Windsor has two staff dedicated to tracking former clients that have left OW to determine whether they left because they have found employment. Throughout the engagement there were instances of anomalous data, and this continues to be a challenge to effective program operations.

**Recommendation 2**

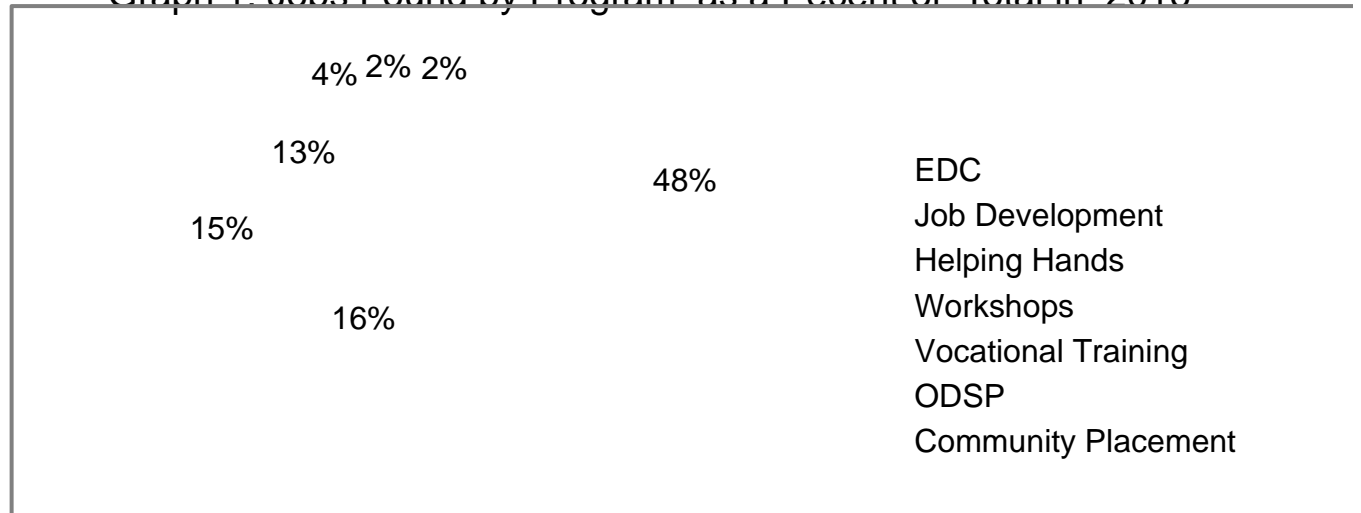
**That management implement a system to improve data collection and reporting so as to accurately reflect the performance measures necessary to gauge the success of the different Employment Services Programs.**

**Other measures to gauge "How well do we do it?"**

**Number of Jobs Found**

In 2016, the three programs with the most success in finding jobs for participants were EDC, Job Development, and Helping Hands. This was consistent with the findings in 2014 and 2015.

**Graph 1: Jobs Found by Program as a Percent of Total in 2016**



**Success Ratio**

In 2016, the programs with the highest jobs found to program participant ratio were Job Development and Vocational Training. The EDC program is also considered a successful program as the number of jobs found to the number of referrals ratio is comparable to the jobs found to program participant ratio of the other two programs for the period 2014 to 2016.

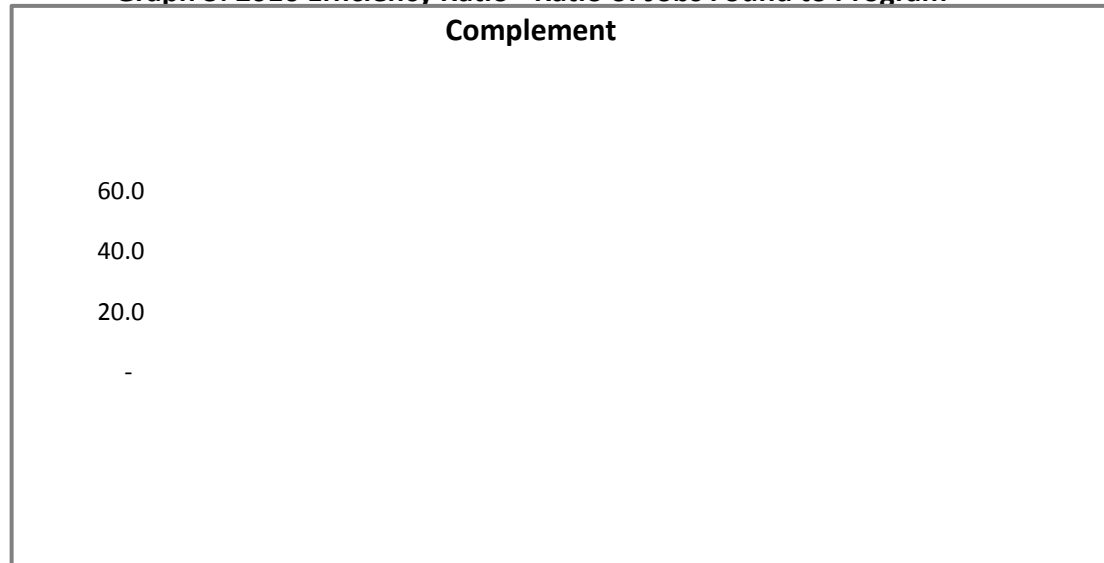
**Graph 2: 2016 Success Ratio - Ratio of Jobs Found to Program Participants**



### Efficiency Ratio

In 2016, the three programs with the highest ratio of jobs found to program staff complement were Job Development, EDC (even with the reduced staff), and Community Placement.

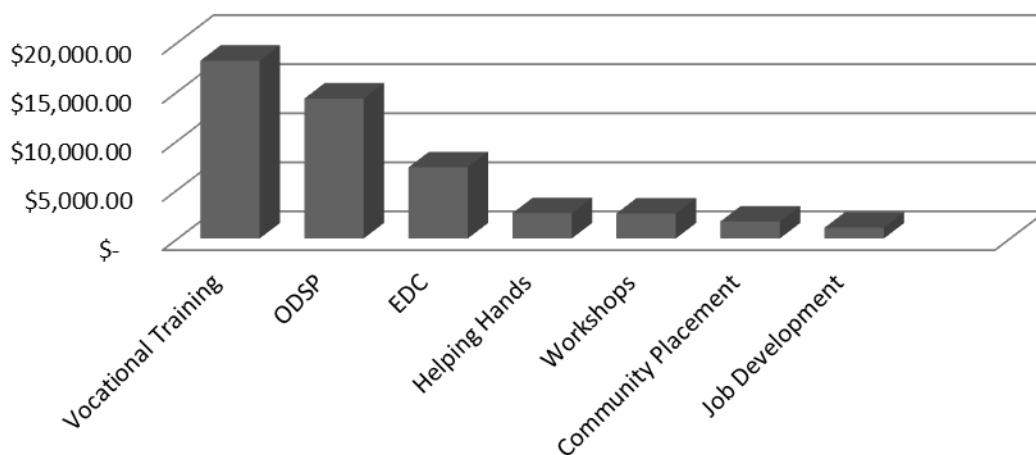
**Graph 3: 2016 Efficiency Ratio - Ratio of Jobs Found to Program Complement**



### Cost per Participant

In 2016, the two most expensive programs to run per participant were Vocational Training and ODSP. The least expensive to run were Job Development and Community Placement. As a majority of program costs are employee related expenses, the least expensive programs also have the fewest number of employees as reported in Table 7.

**Graph 4: 2016 Cost per Participant by Program**



### **Job Development**

The above analysis indicates that the Job Development program is one of the most successful programs at finding employment for OW clients and is doing so at the lowest cost with a very small staff. Due to SAMS implementation, staffing levels have been reduced from 4.0 FTEs in 2014 to one

full time staff dedicated solely to the Job Development function, and a second staff that divides her time between Job Development and Community Placement. Per Table 10 on page 9 above, the number of jobs found in 2016 was 112. This is about half that of 2014 (237 jobs) when this program had 4.0 FTEs. The efficiency ratio for the Job Development program is indicated below in table 11 below.

**Table11: Efficiency Ratio- Jobs Found to Program Staff Complement**

|                 | 2014 | 2015 | 2016 |
|-----------------|------|------|------|
| Job Development | 49.9 | 27.8 | 59.7 |

The table above shows that the Job Development function was 10% more efficient with less staff – 49.9 jobs per staff with 4.0 FTE compared to 59.7 jobs per staff with 1.5 FTE. Although staff are working well, more efficiency may be gained by having an additional 0.5 FTE to devote adequate time the commercial and industrial job search portfolios.

A review of other social service providers (i.e. Employment Hamilton, March of Dimes etc.) in the community found that many have their own Job Developers. These Job Developers are responsible for finding work for the community partner's client base. Since the positions available can be filled by both OW clients and the community partners' clients, some of the community partners' Job Developers become territorial in the jobs they find and to whom the jobs are offered. Therefore, in order to help OW clients find jobs, the City should retain its Job Developers and simultaneously work together with the community partners' Job Developers to find job placements for OW clients.

### **Recommendation 3**

**That management investigate the sharing of some of the Job Development duties with community partners offering this service, and that the cost benefit of sharing these services be compared with the cost benefit of decreasing the staff complement of the Job Development program from 4.0 FTEs to 2.0 FTEs to determine the best course of future action.**

### **Community Placement**

Table 10 on page 9 above shows that compared to the other programs, the Community Placement program has found the lowest number of positions for OW clients. With a complement of 0.5 FTE in 2016, it found less than half the number of jobs it did in 2014 when this program had 1.0 FTE. This suggests a direct correlation with the resources providing the service. The ratio of the number of jobs found per program staff was about the same, and in both years this ratio placed it as the third most efficient program. This program is relatively inexpensive to run with the second lowest cost per participant compared to the other programs. It provides a benefit to the community as host agencies (i.e. food banks, etc.) benefit from not having to pay for the services received and the OW clients gain valuable work experience and job references. The community partners do not offer a similar program. Since the Community Placement program relies on volunteers it is similar to the Helping Hands program.

### **Helping Hands**

The Helping Hands program is unique to the City of Hamilton. The OW client volunteers get trained by Helping Hands Co-ordinators before being assigned their duties. They remain in the program for six months and along with a \$15 per day stipend receive work experience, health and safety training, uniforms and references. Per Table 10 on page 9, 100 OW clients found jobs through this program in 2016. This was an improvement of 14 jobs more than in 2014. The ratio of jobs found to

program participants was 25.8 % or about 1 in 4 in 2016. This was only slightly better than the 22.3% or roughly 1 in 4.5 in 2014. This program is highly regarded by the community and City Council. This program relies on OW client volunteers to provide lawn maintenance, home cleaning, and snow removal services for seniors and the disabled in the community. In doing so, it helps low income seniors stay in their homes longer. This program will likely become more important as the City's population continues to age.

#### **Recommendation 4**

**That staff investigate tying the Community Placement program to Helping Hands and ensuring both are adequately resourced so as to help the sustainability of both programs.**

#### **Is anyone better off?**

In general, our review was challenged to find reliable empirical evidence on OW clients being better off and to what extent. While recidivism rates were estimated to be about 10%, the issue of OW clients finding employment that does not terminate assistance appears to be growing.

| <b>Table12: Overall Performance Measures</b>     | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|--|-------------|-------------|-------------|
| Percentage of Terminations Exiting to Employment | 18.3%       | 8.9%        | 9.0%        |
| Percentage of Caseload with Employment Earnings  | 11.6%       | 11.0%       | 12.9%       |
| Recidivism Rate                                  | 10.3%       | 10.0%       | 10.0%       |

The percentage of terminations exiting to employment and the percentage of caseload with employment earnings are two measures used by the Ministry to assess whether OW clients have found work and are better off. These measures indicate that while the percentage of caseload with employment earnings has only increased marginally (from 11.6% to 12.9% in 2016), fewer clients are leaving OW because of employment. The percentage of terminations exiting to employment decreased from 18.3% to 9.0% in 2016; suggesting that they are not better off because they are not finding work and exiting the OW program.

The type of job may indicate how much of a benefit was received by OW clients looking for work. Job Development is one of only two programs that track the types of jobs found by OW clients. (Vocational Training is the other program, see page 15 below.) As seen in Table 13 on page 14, the most common jobs found by the Job Development Program in the period from 2014 to 2016 were Personal Support Workers (PSW) and Customer Service Reps (CSR).

| <b>Table 13: Job Developer- Most Common Positions Found</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|---|-------------|-------------|-------------|
| Part Time Personal Support Worker                           | 22          | 0           | 17          |
| Part Time Customer Service Rep                              | 8           | 0           | 0           |
| Total # of Part Time Jobs Found                             | 84          | 12          | 29          |
| Full Time Customer Service Rep                              | 5           | 28          | 44          |
| Full Time Contact Centre Agent/Rep                          | 13          | 0           | 0           |
| Total # of Full Time Jobs Found                             | 134         | 60          | 83          |

In 2015, the pay rate for the CSR positions found ranged from \$11.25 to \$11.40 per hour, while the pay for PSWs ranged from \$12.00 to \$16.50 per hour. Since the Living Wage for the City of Hamilton in 2016 is \$15.85 per hour, OW clients accepting CSR positions are still earning less than the Living Wage, or if fortunate to get a higher paying PSW position, earning just slightly more than

the Living Wage. This suggests that clients leaving OW are better off than when they were on OW, there is still room for improvement.

Client surveys are another method to assess whether OW clients believe that they are better off by participating in the programs provided by OW Employment Services. Aside from Helping Hands and workshops, surveys have not been completed to determine whether clients are satisfied with the assistance offered. Therefore, the City does not know whether the programs offered are helping the OW clients to be better off.

#### **Recommendation 5**

**That management implement a system to obtain feedback from OW clients to rate their satisfaction with the service received, and assess whether they are better off.**

#### **Recommendation 6**

**That management revise the role of the Job Development program or its targeting objectives so that it finds jobs offering long term employment paying wages consistent with the Living Wage in the City of Hamilton.**

### **OTHER PROVIDERS – GAPS AND DUPLICATION IN SERVICE**

A review of 50 social service organizations in the community, referred to as community partners or other providers, shows that the following programs offered by the City are unique to OW. That is they address gaps not filled by other providers in the community. These programs include Helping Hands, Community Placement, ODSP Employable Spouses & Adult Dependents, Vocational Training, and one of the three workshops (Making Change Happen). For an analysis of the Helping Hands and the Community Placement program see pages 12 and 13. The ODSP program is mandated by the Ministry. As it must be provided it is outside the scope of this review. The analysis of Career Workshops is below, and Vocational Training is analyzed on page 16.

The other programs offered by the City are also offered by community partners. These include: One-on-one Counselling (page 7), two of the three workshops (see below), Job Development (page 12), and the CDC Resource Centre (page 15).

#### **Career Workshops**

Job and career workshops are provided by various community partners whereby their clients are given career and skills assessment tests; guidance on resume development and interview preparation; job search techniques/assistance training; and effective networking skills training. These workshops are very similar to the Career Essentials and Applied Job Search workshops held in house by OW's Employment Services. Also, per Table 10 on page 9, the number of jobs found by OW clients through workshops has increased from 57 in 2014 to 93 in 2016.

| <b>Table 14: Workshops Measures</b>  | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|--------------------------------------|-------------|-------------|-------------|
| Ratio of Jobs Found to Participants  | 5.2%        | 23.3%       | 25.5%       |
| Ratio of Jobs Found to Program Staff | 7.4         | 4.4         | 12.6        |

Table 14 above shows that the ratio of jobs found to workshop participants has increased fivefold in that period, and the ratio of jobs found to program staff has almost doubled from 7.4 in 2014 to 12.6

in 2016. These statistics indicate that there is value in retaining these workshops in house. In addition, workshops can be tailored to address some of the barriers to employment faced by some OW clients in a reasonably efficient manner.

### **CDC Resource Centre**

Under the Ministry's OW Directive 8.1, the City (as the delivery agent) can provide participants with access to services through an on-site centre or alternatively at locations with strong links to the OW office, i.e. a municipally operated resource centre, a co-located/co-managed resource centre with other partners such as the Ministry of Training Colleges and Universities, or Human Resources Skills Development Canada, or the local library. Also, in 2016 the number of clients accessing computers at the City's Employment Resource Centre decreased to less than half what it was in 2015, while staffing levels only decreased by one third. Table 15 indicates that the utilization of the Resource Centre has declined substantially to levels about half of what they were two years ago.

| <b>Table 15: CDC Resource Centre Measures</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|---|-------------|-------------|-------------|
| Clients accessing computers                   | 8,980       | 4,643       | 4,339       |
| Hours of Computers in use                     | 10,883      | 4,096       | 4,634       |

### **Recommendation 7**

**That management investigate partnering with other organizations in the community for our clients to use their Employment Resource Centres and repurpose the space presently occupied by the City's Employment Resource Centre.**

### **Vocational Training**

Vocational Training is the most expensive of the eight Employment Services Programs (see graph 4 on page 11 above). The high expense is partly due to OW clients in this program qualifying for up to \$10,000 in tuition expenses.

The Vocational Training program offered through Employment Services is relatively small. Table 5 on page 7 above indicates that the number of participants in the program decreased from 124 in 2014 to 77 in 2016. Likewise Table 10 on page 9 indicates that the number of jobs found by the participants decreased from 49 to 27 over that same period.

The success of the program is difficult to measure because of the time required after graduation to find employment. Note, that while the participants in this program eventually find jobs, there is a lag as the participants are usually in school for about a year, and depending on the program and the economy, the participants may take some time (ranging from a few weeks up to a year) to find a job after completing their studies. One suggestion would be to measure the percent of graduates employed after a certain time.

The vocational courses covered by this program include Personal Support Worker (PSW), AZ driver training, hairstylist and cook. As noted above, PSW generally do not pay a living wage. Also, there did not appear to be any strong connection between the vocational training offered and future employment prospects in the City through a formal analysis or consultation with the City's Economic Development division.

**Recommendation 8**

**That management revise the Vocational Training program by setting performance measures and targets to more accurately evaluate the success of this program.**

**Recommendation 9**

**That management work with the City's Economic Development division to determine the jobs most needed in the City over the next two to ten years and target these jobs for Vocational Training program.**

**OPPORTUNITIES FOR MORE EFFECTIVE STAFFING DEPLOYMENT**

For most of OW clients the OW Case Managers are the face of Ontario Works. The OW clients meet with their Case Manager when they first get on the system. The Case Manager should be able to identify any barriers to employment faced by the OW clients. Such barriers may include language, Canadian work experience, culture, addiction issues, criminal records, mental health issues, etc.

Some clients may present themselves with multiple barriers and we noted opportunities to be more effective at triage similar to how Peel Region emphasizes and measures barriers to employment in order to provide more effective service. By noting the barriers faced by the client, and triaging the condition, the client could then be directed to the appropriate path. That is, clients with few or low barriers to employment could be sent to an EDC counsellor or community partner that would help overcome the barrier. This path should not take too long, and the client could be expected to remain on OW for a short amount of time. Likewise, a client with multiple or serious barriers to employment would be assigned to an EDC counsellor that would be able to address the multiple or difficult barriers either one at a time, or over an appropriate time period. Such clients would be expected to remain on OW longer. Finally, there would also be clients whose barriers to employment are so great that they will never come off the system. These would be tracked and treated differently from other clients.

We note that Peel Region has implemented measures to track more intensively various barriers to employment. This allows for improved analysis of outcomes in achieving the goal of finding sustainable employment (see Recommendation 10). Also there are measures lacking that impose major constraints – for example not knowing whether exits from OW are to employment, segregation of results for clients that are using independent job search versus more active employment services, and regular reporting of services used and which ones work (as in Ottawa for example).

**Recommendation 10**

**That management implement a system whereby clients entering OW are evaluated on their barriers to employment. Such a system would monitor the progress made by OW clients as they work at overcoming these barriers.**

**Recommendation 11**

**That management implement a system to triage clients as they enter the OW program. The triage process can be used to gather information about the client that is evaluated by staff so as to direct the client to the OW Employment Service program (or community partner) that will best be able to help them overcome their barrier(s) with the goal of finding employment.**