



## Committee Report

**To:** Councillor Steve Hammell, Chair and  
Members of the Planning and Development Committee

**From:** Derrick Thomson  
Acting Director of Planning and Development

**Date:** September 15, 2022

**Re:** Stratford Bruce Peninsula Employment Service System Manager  
Update

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### Staff Recommendation:

The Stratford Bruce Peninsula Employment Service System Manager Update report is for information.

### Background:

As previously reported, On February 12, 2019, the Ontario government announced its plan to transform the province's employment services, with the goal of making these services more efficient, more streamlined, and outcomes focused. The vision of Employment Services Transformation (EST) is to build a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in Ontario. In 2020, implementation of EST began in three prototype regions of Peel, Hamilton Niagara, and Muskoka-Kawarthas.

On June 10, 2021, the expansion of EST to nine additional catchment areas, including the Stratford-Bruce Peninsula, was announced, along with a two-stage competitive process for the selection of SSMs in these areas. Bruce County (lead), Grey County, Huron County, and the City of Stratford formed a consortium, as approved by councils, to respond to the Request for Qualification, and submitted a response to a Call for Proposals. The consortium was awarded the SSM role for the Stratford-Bruce Peninsula in April 2022.

The Transfer Payment Agreement, approved by council, and signed with the province provides \$12.28 million to serve 4,474 clients within the Stratford-Bruce Peninsula Economic Region per year (April-March) 2023-24 and 2024-25 with a possible two-year extension. As a note, much of this work was completed by the Human Services Committee. However, the Employment Service Division will be operating within the Planning & Development Department and an update will be made to the associated business plans for November 2022.

### Information Update:

There are three phases to the implementation of SSM role for the Stratford-Bruce Peninsula: Planning (April 2022 - June 2022), Transition (July 2022 - March 2023), and the Integrated Employment Service Delivery Phase (April 2023 until expiration of the Transfer Payment

Agreement). To successfully implement the SSM function the Planning & Development Department will undertake the following high level work plan during the period leading up to April 1, 2023.

Planning Period	Transition Period
<p>Establishing the Employment Services Division, establishing appropriate delegations (<a href="#">as approved by council</a>), and hiring the Regional Manager Employment Services.</p> <p>Establish the Executive Steering Committee for the SSM.</p> <p>Establish transition business processes to support the management of the employment system during the transition phase, including establishing service agreements (starting July 1, 2022) with employment service providers.</p>	<p>Implement the governance structure for the ESC including the Regional Advisory Committee, and Employment Service Implementation Team.</p> <p>Design and develop the strategic plan, implementation approach, and integrated employment service delivery guidelines to support ongoing operations as of April 1, 2023</p> <p>Establish a brand identity, website, and marketing approach for the SSM that supports easy client and employer navigation of the system.</p> <p>Identify and delivery on staff training to support the effective realization of the SSM strategic plan. This includes training to support the better integration of Social Assistance and Employment Services.</p>

The work outlined in the Planning Period has been completed to the satisfaction of the Ministry of Labour, Immigration, Training and Skill Development (MLITSD), including the successful submission and acceptance of reporting requirements. Key areas of progress made on Transition Period work include:

- Hiring of Employment Service Division Staff: The Regional Manager Employment Services, Service Provider Liaisons, and Quality Assurance Specialist positions have been hired and are anticipated to be fully onboarded by September 12, 2022. These staff will carry out the operational work of the SSM.
- Establishing the Governance Structure per the Consortium Agreement:
  - Executive Steering Committee (ESC): The Committee is comprised of the Directors responsible for Social Assistance and Economic Development for each of the member municipalities. This committee is responsible for strategic direction for the SSM.
  - Regional Advisory Committee (RAC): The Committee is comprised of the Directors of Human Services, and Planning and Development from Bruce County; a senior staff person from each member municipality; the Director of Economic Development for Perth County; the Regional Employment Services

- Manager; the Executive Director (or delegate) from each employment service provider in the SSM; a labour market information provider; a literacy provider; a youth service provider; and disability service provider; and a settlement service provider. It is anticipated that an Indigenous service provider will also be added to the committee. This committee is responsible for providing advice to support successful implementation of the SSM.
- Employment Service Implementation Team (ESIT): This committee is comprised of the manager responsible for Ontario Works from each member municipality, the Senior Manager for the Ontario Disability Support Program offices in the catchment, an Ontario Disability Support Program Manager, and the Regional Manager Employment Services. This committee is responsible for detailed operational and implementation planning based on the direction and advice of ESC and RAC.
  - Expert support has been retained or is in the process of being retained to support a current state network assessment, development of the SSM identity and website, and facilitation support for the development of implementation guidelines and an integrated employment service delivery plan. This work is anticipated to be completed over the course of the Fall 2022 to support the integrated employment service delivery period (starting in April 2023).

#### **Financial/Staffing/Legal/IT Considerations:**

There are no financial, staffing, legal or IT considerations associated with this report.

#### **Interdepartmental Consultation:**

The Human Services Department has been engaged in the review of this report, as well as the operations of the SSM.

#### **Link to Strategic Goals and Elements:**

Goal 6: Explore alternate options to improve efficiency, service Element C: Look for economy of scale or shared services among our departments and our communities. Element D: Coordinate working with other agencies.

#### **Report Author:**

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#### **Departmental Approval:**

Jack Van Dorp  
Manager of Land Use Planning

#### **Approved for Submission:**

Derrick Thomson  
Chief Administrative Officer