Ontario ⬤

Ministry of Training, Colleges and Universities

CALL FOR PROPOSAL (CFP)

For

**Service System Managers
Employment Services Transformation**

Select Catchment Areas: Prototype Phase

CFP Tender # 11855

Only eligible Applicants qualified under the Request for Qualification Tender #11570 are invited to this CFP

Call for Proposal Issuing Date:	**August 29, 2019 Eastern Daylight Time (EDT)**
Data, Funding Model & Cost Proposal Information Session:	**September 20, 2019**
Questions Submissions Deadline:	**October 4, 2019 - 5:00 p.m. EDT**
Call for Proposals Closing Date:	**October 31, 2019 - 5:00 p.m. EDT**

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SECTION 1: OVERVIEW

1.1 Purpose of Employment Services Transformation

The Government of Ontario is committed to finding new and innovative ways to serve the public interest while remaining responsible stewards of public resources. Through the transformation of the employment services system, the Government of Ontario is seeking innovative and efficient approaches to better connect individuals, including those in receipt of Social Assistance, People with Disabilities, Indigenous people[1], Francophones and those who have unique needs to achieve sustainable employment. The transformed system is intended to work more effectively to meet employers' needs and better match job seekers to employers. The transformation will integrate employment support services for Ontario Works and the Ontario Disability Support Program (ODSP) into a transformed Employment Ontario (EO) to create one system.

This transformation is intended to support the government's vision of building an employment services system that is locally responsive and community based, outcomes-focused, client-centred and provides simplified and effective pathways to finding sustainable employment for individuals and businesses, based on their needs. Through the transformation of employment services, the Ministry of Training, Colleges and Universities (the "ministry" or "MTCU") proposes to achieve the following outcomes:

- **Clients find and sustain good jobs.**
- **Clients have access to the services they need when they need them.**
- **Clients decrease dependence on income assistance.**
- **Employers find the right workers with the right skills.**
- **The system is sustainable and serves clients more efficiently.**

To achieve these outcomes, on July 2, 2019, the ministry issued a Request for Qualification (RFQ), Ontario Tender #11570 for organizations interested in applying as Service System Managers (SSMs) during the prototype phase. The government also announced the three Catchment Areas[2] of Peel, Hamilton-Niagara and Muskoka-Kawarthas as the prototype communities for the employment service system transformation. As part of the next phase of the selection process, the Government is issuing this Call for Proposal (CFP) for Applicants that qualified through the RFQ. This CFP is the final step of the selection process for the prototype phase.

Organizations that qualified through the RFQ and are interested in continuing with the selection process should review this document carefully. These organizations should consider whether they can perform the required functions and whether they have the capacity and capability to oversee the employment service system in the identified Catchment Area(s) for which they are applying. Whether or not an organization participates in the prototype phase does not preclude an organization from competing in the future province-wide implementation

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[1] First Nations communities are not in scope for the transformation during the prototype phase.

[2] The Catchment Areas align with Statistics Canada Economic Regions boundaries, with the exception of Toronto Economic Region, which is further subdivided into Census Divisions.

of the transformed employment system.

1.2 CFP Selection Process

1.2.1 CFP Schedule

DATE	ACTIVITY
August 29, 2019	Issue date of CFP
August 29, 2019	MTCU releases additional Employment Ontario data sets
September 10, 2019, 5:00 pm EDT	Deadline for submitting questions (regarding the ministry's data sets and funding model)
September 20, 2019	Data, Funding Model and Cost Proposal Information Session
October 4, 2019, 5:00 pm EDT	Deadline for submitting questions (regarding CFP)
October 18, 2019, 5:00 pm EDT	Deadline for issuing Addenda
October 31, 2019, 5:00 pm EDT	CFP closing date
Early November 2019 to mid-January 2020	CFP evaluation, negotiation and execution of agreements

Table 1: CFP Schedule

1.2.2 Data, Funding Model and Cost Proposal Information Session

The ministry will host a virtual information session to review the Ministry's Data, Funding Model structure and the Cost Proposal with Applicants on September 20, 2019.

On August 29, 2019, the ministry released additional Employment Ontario data sets covering the 2018-19 fiscal year on the Employment Ontario Geo Hub.

The ministry will also collect questions and feedback from Applicants to inform its planning for hosting the Data, Funding and Cost Proposal Information Session for Applicants during the CFP period. Applicants have until September 10, 2019 to submit questions using the Ontario Tenders Portal (OTP) eTendering System messaging function. The ministry will address questions received about the Data, Funding Model and Cost Proposal in the information session and through an Addendum questions & answers.

Any information provided by the ministry and all questions asked during the Funding Model and the Cost Proposal Information Session will be shared in an Addendum on the OTP. Though the Applicant is encouraged to attend, participation in this information session is

optional. Registration instructions will be communicated closer to the session date.

1.3 Transitioning from Current State to Prototype Phase

The ministry will undertake a phased approach to transformation that will support service continuity and client access as roles and responsibilities shift during the transition from ministry oversight of Service Providers to SSM oversight.

The prototype phase is comprised of the following:

- Planning Period (January 2020 to March 2020): The Planning Period is intended to allow SSMs to establish themselves within the defined Catchment Area.
- Transition Period (April 2020 to September 2020): During the Transition Period, responsibility for managing EO and ODSP employment supports service delivery will be transferred to the SSMs. However, SSMs will not be able to make changes to the Service Provider network during this period.
- Integrated Employment Services Delivery Period (beginning October 1, 2020): In the Integrated Employment Services Delivery period, transition is complete, and responsibility for employment support services for Ontario Works will be transferred to SSMs.

  During this period, the Performance-based Funding Model, as outlined in Section 6.3.3: Performance-based Funding, will come into effect for SSMs.

  At this point, the SSM will be permitted to make changes to the Service Provider network, and will be fully responsible for the planning, design, and delivery of in-scope employment services within the defined Catchment Area.

SECTION 2: EMPLOYMENT SERVICES TRANSFORMATION REDEFINED ROLES

The RFQ Tender #11570 articulated the roles and responsibilities of MTCU, Ministry of Children, Community and Social Services (MCCSS) as well as the SSM.

In addition to the roles and responsibilities articulated in the RFQ, MTCU and MCCSS will have the following roles and responsibilities:

2.1 Ministry of Training, Colleges and Universities Roles and Responsibilities

As system steward, MTCU will oversee the transformed employment system. This will include setting priorities, monitoring and establishing performance standards as per the Performance Management Framework (PMF). See Section 5: Performance Management Framework for more information.

The ministry is committed to the ongoing development of the PMF and its objectives to collect relevant information to better measure outcomes, strengthen the evidence base and improve reporting on results. As the employment services system matures, the ministry will incorporate learnings from data collected and seek input from the SSM on further PMF refinements.

To achieve the objectives of the transformation, the ministry's roles will include:

- Establishing and chairing a joint ministry-SSM committee for SSMs to advise the ministry on emerging trends, issues and to share innovative practices with each other.
- Establishing funding allocations and client targets for EO Service Providers within the defined Catchment Area that will fall under the responsibility of the SSM during the Transition Period.
- Managing agreements for EO Service Providers within the defined Catchment Areas during the Planning Period and in non-prototype communities.

- Engaging with employers to help ensure the transformed system more effectively meets their needs.
- Working jointly with Indigenous partners to establish service delivery standards, guidelines and requirements to serve Indigenous jobseekers in a culturally-appropriate way, including relevant outcomes for Indigenous clients with unique employment needs.

- Ensuring strong coordination with First Nations delivering Ontario Works Employment Assistance and other ministry retained programs.

- Establishing and overseeing the transfer payment agreement between the ministry and the SSM (ministry-SSM agreement) following the completion of the selection process, including:
  - Providing funding as per the terms and conditions of the ministry - SSM agreement. For further details see Section 6: Funding Model of this CFP.
  - Evaluating the SSM Integrated Employment Services Delivery Plan against the established ministry standards.
- Administering certain provincial programs and services, such as:
  - Skills training (e.g., Second Career, Canada-Ontario Job Grant, Literacy and Basic Skills);
  - Apprenticeship.
- Establishing priorities for business planning with the SSM. See Section 5.4: Priorities for Business Planning for additional information.
- Outlining the ministry's Visual Identity and Communications Guidelines for Employment Ontario Services and related branding requirements.
- Determining audit requirements for the SSM.
- Establishing, in collaboration with MCCSS and the Ministry for Seniors and Accessibility, a reference group on People with Disabilities as a forum to engage with key organizations along with SSMs.

2.2 Ministry of Children, Community and Social Services Roles and Responsibilities

MCCSS will be responsible for delivery of, or referral to, Life Stabilization supports and services (e.g. housing, mental health, addiction counselling, domestic violence supports) needed to help ensure Social Assistance Clients[3] achieve employment and training

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[3] The term Social Assistance Clients refers to both Ontario Works and Ontario Disability Support Program (ODSP) recipients and their family members.

outcomes[4].

These Life Stabilization supports and services may precede or be provided concurrently with employment and training activities, or may be continuous or cyclical, depending on an individual's circumstances and capacities. The provision of Life Stabilization services and supports will better enable individuals to participate in employment services.

To support the planning and transition to the employment service delivery model, MCCSS will be responsible for:

- Managing agreements for Service Providers delivering ODSP employment supports services within the defined Catchment Areas during the Planning Period.
- Establishing funding allocations and other key contract elements such as service expectations and target for the number of clients to be served for ODSP employment supports Service Providers within the defined Catchment Areas that will fall under the responsibility of the SSM during the Transition Period.

For Social Assistance Clients who are not ready for employment and training services, social assistance caseworkers will be responsible for:

- supporting the client's Life Stabilization service needs;
- monitoring client progress and re-administering the Common Assessment tool, as needed to determine individuals' service needs;
- supporting appropriate referrals or sequencing of services through subsequent service planning.

Note: Ontario Works-Employment Assistance will be retained within the Ontario Works program until the Integrated Employment Services Delivery, period begins on October 1, 2020.

2.2.1 Ontario Works and Ontario Disability Support Program Delivery Partners Roles and Responsibilities

In the new employment services delivery model, Ontario Works delivery partners (delivered by Municipal Delivery Agents and First Nations Delivery Agents) and ODSP service delivery staff will be responsible for:

- Providing financial assistance to Social Assistance Clients for basic needs and shelter, and health and other benefits, in accordance with Ontario Works and ODSP legislation and regulations.

- Delivering (through referral or direct delivery) the elements of Life Stabilization services that are required for Social Assistance Clients to pursue employment activities.
- Completing an assessment using the Common Assessment tool to assess a client's

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[4] Ontario Works recipients and adult family members of ODSP recipients are obligated to pursue employment activities as a condition of eligibility for social assistance, unless waived. ODSP primary recipients (those with Disability) are not required to participate and may voluntarily seek employment services.

eligibility, suitability and general employment service and Life Stabilization service needs[5]. For additional information about the Common Assessment tool, see Section 3.1.1: Common Assessment.

- Collaborating with SSMs to:
    - o assess a client's readiness for referral to employment services;
    - o inform individual service planning within an Integrated Case Management approach that is appropriate to their needs;
    - o case manage clients, including monitoring employment obligations, as they progress through their service pathway.

SECTION 3: PROVINCIAL SYSTEMS AND TOOLS

This section outlines the provincial systems and tools that SSMs will be required to use to support clients in employment services, including Social Assistance Clients. The provincial systems and tools allow SSMs to identify the level of needs for each individual client and coordination required between SSMs and social assistance partners.

The provincial systems and tools include the following:

- 3.1 Service Targeting
    - o 3.1.1 Common Assessment
    - o 3.1.2 Client Segmentation
    - o 3.1.3 Integrated Case Management
- 3.2 Existing Case Management System

3.1 Service Targeting

Service Targeting includes a common way of assessing and grouping incoming clients to enable the targeting of limited resources towards clients who likely need more support, as well as minimizing the over-delivery of services to those who are more likely to be independent jobseekers.

Service Targeting involves:

- **Common Assessment (See Section 3.1.1):** a shared, common intake approach to determine individuals' service needs and support appropriate referrals/sequencing of services through subsequent service planning.
- **Client Segmentation (See Section 3.1.2):** based on Common Assessment data, evaluate each client's relative distance from the labour market and streams clients so that resources are matched to service level intensity needs.
- **Integrated Case Management (See Section 3.1.3):** useful, consistent data with shared access (employment services and social assistance) to monitor client progress, measure outcomes and track system performance. Includes an Employment Action Plan, for all clients, which coordinates the employment activities and Life Stabilization

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[5] Only clients who are being referred to employment services (i.e. those obligated to pursue employment activities or voluntarily seeking employment) would require an assessment.

activities of the SSM and/or social assistance delivery agents and provides alignment across systems.

3.1.1 Common Assessment

Common Assessment will be a digital tool to be used both in employment services and social assistance systems to identify incoming client strengths and barriers to employment and

Life Stabilization needs.

The Common Assessment tool will be used to:

- Provide relevant client information for client segmentation (streaming).

- Help social assistance and employment systems to identify what level of supports the jobseeker will need to help them find work.

- Provide relevant, consistent, and comprehensive client level data collection that fulfills the SSMs' reporting requirements.

- Enable ministries to consistently and regularly track client outcomes for the purpose of performance management and Performance-based funding.

- Support client re-assessment, as needed, when the client's life circumstances change.

- Support consistent referrals and sequencing of service delivery between social assistance and employment services, including referrals to literacy and basic skills services.

- Provide inputs to support the Employment Action Plan, which will be enabled by the Integrated Case Management System.

- Provide SSMs with key information to support ongoing service planning and delivery.

- Support clients who self-identify as Indigenous people to receive culturally-appropriate services.
- Identify clients who have complex or multiple barriers to employment, including People with Disabilities, who require further assessment.

The Common Assessment tool will be available as an optional tool starting April 1, 2020. To improve the effectiveness and usability of the Common Assessment tool, it will be refined over time through engagement with key users including SSMs.

On October 1, 2020, the Common Assessment tool will be fully implemented and will be a mandatory step in the client intake process. Clients that go through Common Assessment on or after October 1, 2020 will be eligible for performance-based payments as per the Funding Model.

While use of the Common Assessment tool will be mandatory after October 1, 2020, SSMs may choose to use additional tools or approaches to assess client's employment service needs, determine specific employment barriers (e.g., literacy assessments), or the need for

specialized services. For more information about the relationship between Client Segmentation and the Funding Model see Section 3.1.2 and Section 6.

3.1.2 Client Segmentation

The Client Segmentation model evaluates each client's relative disadvantage in the labour market, assigning a stream based on the client's unique characteristics:

- Stream A: Low risk of long-term unemployment[6]
- Stream B: Medium risk of long-term unemployment
- Stream C: High risk of long-term unemployment

Information collected through the Common Assessment tool related to client education, employment history and other factors related to labour market attachment, will be used to segment Assisted Services clients into: Stream A, Stream B, or Stream C for employment services according to estimated service intensity needs.

Available per-client funding for SSMs will vary according to stream. This approach allows for the new employment services system to respond to the varying service intensity needs of clients, and target resources where they are needed most.

Note: the following Unassisted Services do not require Case Management:

- Developing resources and information on local training and employment opportunities, community service supports, occupational and training requirements to support independent or "unassisted" job searches (e.g., workshops, presentations).

3.1.3 Employment Action Plan

The Employment Action Plan captures the activities, the implicated parties, and the sequence of delivery to coordinate employment services and other supports, including concurrent, cyclical or episodic Life Stabilization services supports, for a client. The intensity and duration of this plan will vary depending on the client's employment needs as informed by the Common Assessment tool and client segmentation approach and may include a range of related employment and employment retention supports and services.

SSMs will be responsible for:

- Developing and managing an Employment Action Plan for all clients, including Social Assistance Clients.
- Administering the Employment Action Plan to ensure employment services/supports leading to employment outcomes.
- Coordinating with social assistance partners as it relates to Life Stabilization services.

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[6] According to the Ontario Labour Market report, long-term unemployment is defined as unemployed for twenty-seven (27) weeks or longer.

Using the Common Assessment tool and Employment Action Plan, SSMs will be required to use the following support services and Case Management approach to achieve outcomes for Assisted Services including:

- Client assessment and referrals.

- Client service planning and coordination, such as development and management of the client's Employment Action Plan.

3.1.4 Integrated Case Management

Case management will be a collaborative process across both social assistance and employment service systems. The Integrated Case Management approach for a Social Assistance client's case will begin once an Employment Action Plan is established. Integrated Case Management will involve both ministry-led IT solutions to integrate client data and joint development of business processes between the SSM and social assistance caseworkers. This ministry-led IT solution is intended to facilitate information sharing between systems and will not create any significant additional data entry requirements for the SSMs.

The core elements of the Integrated Case Management approach include:

- Active and effective transitions of Social Assistance Clients to employment services and vice versa for referrals to Life Stabilization.
- Development of an Employment Action Plan that will outline the services, benefits and tactics required for clients to support their pathway to employment.
- Facilitate the delivery of appropriate services to Indigenous clients in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people.

Minimum delivery requirements also include:

- Case coordination and regular communication, information sharing and collaboration between employment counselor and social assistance caseworker to support integrated service planning, referrals and activities.
- Case Conferencing between employment counselors and social assistance case workers to provide coordinated and integrated service activities and address any challenges.
- Clear alignment of provision regarding the financial supports for jobseekers to avoid duplication in the assessment and provision of social assistance client benefits through social assistance and employment related financial supports through Employment Ontario.
- Service documentation and monitoring of employment services and activities to track Social Assistance Clients' progress towards employment outcomes.
- Integration of client level information through IT systems.

The SSM will be responsible for coordination and referrals to Life Stabilization services/supports for non-Social Assistance Clients. The Integrated Case Management approach will support improved access for Social Assistance Clients to coordinated Life Stabilization and Employment Services and Supports, including assessments, service planning, referrals and employment related financial supports for jobseekers and employers. It will support timely access to the right services and supports and mitigate any barriers (e.g.,

necessary Life Stabilization services prior to client referrals to employment services). Integrated Case Management will facilitate the delivery of appropriate services to Indigenous Social Assistance Clients so that they are able to receive appropriate services in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people.

Life Stabilization and employment services may be planned and provided for concurrently (continuously or as discrete events) depending on the client's circumstances and type of intervention.

The intensity and duration of Integrated Case Management will vary depending on the individual client's needs (e.g., not every Social Assistance Client will need intensive coordination) and may include a range of related employment and employment retention supports and services.

3.2 Existing Case Management System

The ministry's Employment Ontario Information System (EOIS) will be the main source of data used by the ministry to evaluate SSM performance in the achievement of outcomes and to fulfill the ministry's reporting requirements under the LMDA.

The Case Management functions required within EOIS include:

- Maintaining client profiles;

- Creating, updating and modifying Employment Action Plans;

- Storing and managing information on employers;

- Storing and managing information on Service Providers and service delivery sites; and

- Recording case outcomes and follow-ups.

Additionally, EOIS will provide integration functionality with the MCCSS-Social Assistance Case Management application to support a streamlined client experience. Integration will enable social assistance caseworkers to view client profile information, action plans, and other information required to support employment service delivery to clients receiving social assistance.

The ministry will share data from the Case Management system and Common Assessment tool with the SSM, so they may import the data to their internal systems. The ministry intends to explore options to build and test an interface between provincial systems and SSM systems during the prototype phase.

SECTION 4: SERVICE SYSTEM MANAGER ROLES AND RESPONSIBILITIES

To support the province in achieving its objectives, SSMs will be responsible for the planning, design and delivery of in-scope employment services in a defined Catchment Area. SSMs will be accountable for achieving client employment outcomes and will be provided with funding in accordance with the Funding Model.

CFP Applicants are encouraged to carefully review the scope of the SSM's roles and responsibilities articulated in the RFQ Tender #11570. In addition to the roles and responsibilities outlined in the RFQ, SSMs will be accountable for:

- 4.1 Planning Activities
- 4.2 Service Delivery Activities
- 4.3 Data Collection and Monitoring Activities

4.1 Planning Activities

The SSM planning activities includes the following:

- 4.1.1 Transition Plan
- 4.1.2 Joint Ministry-SSM Committee
- 4.1.3 Service Coordination and Referrals
- 4.1.4 Service Coordination with Service Canada
- 4.1.5 Service Coordination to Support Indigenous Clients
- 4.1.6 Service Coordination to Support First Nations Delivery

4.1.1 Planning Requirements

4.1.1.1 Transition Plan (for CFP submission)

- Applicants will provide a transition plan that will outline how they will approach adjustments to the third-party Service Provider delivery network to better meet outcomes and achieve results.
- This plan will be evaluated as part of the Applicant's CFP submission and will inform the Integrated Employment Service (IES) Delivery Plan (see below), if the Applicant is selected as the SSM.

4.1.1.2 Integrated ES Delivery Plan (for SSMs)

- The Integrated Employment Service Delivery Plan is a more substantial analysis of the third-party Service Provider delivery network. This plan must outline the specific adjustments the SSM will be making to the third-party Service Provider delivery network and service offerings to achieve expected employment outcomes.

- This plan will also include details for contracting with Service Providers, particularly for Specialized Services, to meet the needs of clients who have unique employment service needs, including People with Disabilities, Indigenous people, youth that require higher supports, newcomers, and Francophones in the defined Catchment Area. This plan will also need to detail how Ontario Works clients currently in Ontario Works Employment Assistance will be transitioned to the SSM. Details regarding the Integrated ES Delivery Plan can be found in Section 6: Funding Model of this CFP.

- As part of the Integrated ES Delivery Plan, the SSM will provide details about the specific actions and activities to be undertaken and will demonstrate the SSM's rationale, means and timeline for establishing the third-party Service Provider network.

4.1.2 Joint Ministry-SSM Committee

The SSMs will participate in a joint ministry-SSM committee. This committee will be a forum for the SSMs to advise the ministry on emerging trends and issues, share innovative and best practices, and table challenges that require ministry resolution that emerge during the prototype. These challenges may relate to data and IT, as well as changes in the labour market or client referral trends. The ministry will also use the committee to highlight opportunities for mutual learning to promote innovation to achieve better outcomes for clients. The ministry and SSMs will jointly develop the committee's terms of reference.

4.1.3 Service Coordination and Referrals

SSMs will be required to collaborate with social assistance service delivery partners and other health and human services delivery partners, to:

- Develop strategies for service coordination and referrals to identify available local resources for training and life stabilization services, including those offered through the social assistance system and other human services for individuals not eligible for social assistance.

- Engage planning partners such as municipalities, local boards, Local Employment Planning Councils, Colleges of Applied Arts and Technology, Ontario Disability Support.

- Engage with program service delivery staff and Ontario Works delivery partners to assess / understand the workforce needs and available resources of the community (for example, health and human services, social assistance, and others).

- Identify and liaise with other health and social services (for example, mental health services) in the community.

- Refer clients to appropriate ministry-retained supports or programming. This includes, for example, referring clients to apprenticeship, training programs (e.g. Second Career) and literacy and basic skills.

4.1.4 Service Coordination with Service Canada

SSMs will be required to work with Service Canada to provide information to Employment Insurance clients as part of the ministry's Labour Market Development Agreements requirements.

This coordination with Service Canada will provide Employment Insurance clients with up to date and quality information about the employment services available to them.

4.1.5 Service Coordination to Support Indigenous People

The ministry defines employment services to Indigenous people as employment and training services that are responsive to the strengths and challenges of Indigenous clients. This may include but is not limited to the provision of appropriate services in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people. Clients may self-identify as Indigenous / Aboriginal if they choose but

are not obligated to do so[7].

To ensure a locally responsive and client focused employment services system that meets the needs of Indigenous clients, SSMs will be required to engage with local organizations that serve Indigenous people in order to deliver long-term, sustainable outcomes for Indigenous jobseekers.

SSMs will:
- Work in partnership with Indigenous organizations to jointly develop best practices and staffing training, service delivery guidelines, standards and outcome measures, and monitor and enforce these standards.
- Engage with local Indigenous Service Providers and local First Nations communities on an ongoing basis to establish relationships, and to identify and assess trends / emerging risks in employment service delivery.
- Facilitate planning for Indigenous service provision in the defined Catchment Area. This should include:
    o Understanding the workforce needs of Indigenous clients.
    o The availability of, and access to, culturally appropriate services for Indigenous clients.
    o Planning and designing programs and services that meet the needs of Indigenous clients.
    o Applying best practices in Case Management for Indigenous clients.
    o Using this knowledge to monitor and enforce delivery standards, resolve and manage emerging issues and risks, and identifying and assessing trends related to Indigenous job seekers for the purposes of continuous improvement.

Further to Section 2.1, SSMs will not be responsible for planning, design or delivery of provincial skills training programs (e.g., Second Career, Canada Ontario Job Grant, Literacy and Basic Skills and Apprenticeship) that are delivered by Indigenous Service Providers.

4.1.6 Service Coordination to Support First Nations Delivery

SSMs will be required to establish referral protocols with First Nations Ontario Works delivery partners and First Nations Employment Ontario Service Providers to support First Nations clients who wish to participate in services offered by the SSM in the defined Catchment Areas.

For the prototype phase, SSMs will not be responsible for employment programs and services currently being delivered by First Nations.

The changes that will be introduced in the prototype phase will not apply to the services provided by First Nations, including Ontario Works Employment Assistance and Employment Ontario Employment Service currently provided by First Nations Service Providers.

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[7] The collective term "Indigenous" encompasses First Nation, Inuit and Métis groups and replaces the collective term "Aboriginal" except in legal or official contexts.

4.2 Service Delivery Activities

The SSM service delivery activities will include the following requirements:

- 4.2.1 Specialized Services for People with Disabilities

- 4.2.2 Service Delivery Channels

- 4.2.3 Promote the Use of Job Bank

- 4.2.4 Innovative Use of Technology

- 4.2.5 Communications Guidelines, Requirements and Promotion

4.2.1 Specialized Services for People with Disabilities

SSMs will be required to have the capacity to offer Specialized Services to support people with different disabilities in achieving positive employment outcomes. This includes being able to serve ODSP recipients.

Effective engagement with employers[8] is a key component in supporting successful employment outcomes for People with Disabilities. Through engagement with employers, in their delivery of job search and placement services, SSMs will be expected to understand and effectively promote the business value of hiring People with Disabilities.

Specialized Services for People with Disabilities should specifically contribute to positive employment outcomes for People with Disabilities and align with the following principles:

- Employment services are guided by the individual's interests, skills and strengths while acknowledging barriers to employment, including those resulting from their disability and the workforce and skills needs of employers.

- Employment service planning considers all aspects of the individual's needs and abilities to achieve a successful employment outcome, including opportunities for competitive employment.

- Employment support involves ongoing coordination with hiring employers and with health and social services providers where needed and as appropriate.

- Employment services help dispel myths or misunderstandings about employing People with Disabilities by driving innovation in service offerings for People with Disabilities and using best practices from Ontario, Canada and other jurisdictions.

SSMs should consult the Supported Employment Guidelines as a reference for best practice in Ontario.

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[8] Employers need to be provided with the understanding, awareness and confidence to navigate through the hiring, on-boarding, and ongoing employee supports process.

SSMs will be required to provide a wide range of services and opportunities for People with Disabilities, including:

- Additional service capacity for assistance for core services such as job search, job matching and job coaching support, including targeted job development or customized employment opportunities (Job Carving).

- Additional and / or specific competencies and capacity with respect to serving clients with high, unique or complex employment needs.

- Engaging with community partners, including employers to ensure employers' workforce needs are supported and to secure employment opportunities for People with Disabilities.

- Communications to attract People with Disabilities to their services including a comprehensive outreach plan.

4.2.2 Service Delivery Channels

During the prototype phase, SSMs will be required to provide clients with access to services and programs through in-person service delivery sites and online Service Delivery Channels. All Service Delivery Channels must be compliant with privacy, accessibility, and confidentiality and security requirements[9]. In addition, SSMs are required to ensure that both in-person service delivery sites and online Service Delivery Channels are compliant with applicable legislations and regulations.

SSMs and their third-party Service Provider network must also be available by phone and email.

The Service Delivery Channels are:

- 4.2.2.1 In-Person Service Delivery Sites
- 4.2.2.2 Online Service Delivery Channels.

4.2.2.1 In-Person Service Delivery Sites

As outlined in the RFQ, SSMs will be required to offer services directly or through a third-party Service Provider network. In addition, SSMs will be required to:

- Provide in-person service delivery within the defined Catchment Area. SSMs have the option to provide itinerant sites and will ensure that individuals in rural communities have access to in-person service delivery sites.

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[9] For more information about privacy, accessibility, and confidentiality and security requirements see Section 9: Terms and Conditions of the CFP.

- Develop service standards to ensure clients within the defined Catchment Area have reasonable proximity to in-person employment services, and to make the service standards publicly available in communities served.
- Identify the specific communities where in-person service delivery sites will be available as part of the Integrated ES Delivery Plan.
- Ensure the locations of the in-person service delivery sites are accessible[10].

- Ensure in-person delivery sites offer employment services in English and French in designated areas.

4.2.2.2 Online Service Delivery Channel

- The SSM will be required to provide an accessible and user-focused online Service Delivery Channel that will be available to employment services clients[11].
- The SSM will be responsible for collecting and reporting client level details on individuals accessing the Online Service Delivery Channel. All data collection should be aligned with the privacy, confidentiality and security requirements as outlined in this CFP and the transfer payment agreement.
- The SSM will be required to identify the specific elements of their Service Delivery Channel and how it will support clients to access employment programming. The SSM will also be required to outline how their Service Delivery Channel will integrate with and complement other digital service channels.

4.2.3 Promote the Use of Job Bank

SSMs will be required to promote the use of the Job Bank website. This includes encouraging Service Providers to use it for both job seekers and employers. It can be used to search for full-time or part-time employment anywhere in Ontario or across Canada. Employers can also use the Job Bank website to find the right workers for their business. They can advertise jobs for free to thousands of people and get a list of potential candidates with skills and experience that match the job requirements.

4.2.4 Innovative Use of Technology

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[10] This means ensuring compliance with the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and its regulations, the Ontario Building Code, and any other applicable legislation/regulation. Accessibility solutions should address the path of access including ramps, doors, parking, elevators, universal washrooms, handrails, wayfinding and signage. SSMs should also consider delivery sites that can easily accessed by various modes of transportation (e.g. conventional public transit).

[11] SSMs will need to demonstrate compliance with requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and its regulations, as minimum standards for accessibility.

Although SSMs will be required to use provincial systems, SSMs are encouraged to leverage other technologies in new and innovative ways to better and more efficiently serve client needs.

When SSMs develop digital services, they will be required to confirm:

- Compliance with applicable provincial and federal policies and legislation relating to privacy, confidentiality and security. For more information on Privacy requirements see Section 9: Terms and Conditions of the CFP.
- That there are procedures in place that limit access to provincial systems to those who are authorized to have access. The reason for having this access must comply with all security, acceptable use, conduct and other ministry guidelines and policies.
- Data, systems and equipment are protected from loss, damage or other occurrences that may result in the provincial systems being unavailable for service provision. More information on the standards for compliance can be found on the Ontario.ca website.
- Any system that has access to personal client information should not contain any removable storage device or provide access to any removable storage device, unless the ministry has approved of the use of removable storage devices in writing. If approved, use of these devices must comply with provincial privacy and confidentiality requirements.
- Training, communications and support are in place for employees, contractors and authorized subcontractors that have access to the provincial system. This will foster compliance with ministry procedures and policies.
- On an annual basis, the SSM will provide the ministry with an attestation regarding compliance with information technology infrastructure, privacy, security standards and data governance, as well as disclosure of any privacy breaches.

4.2.5 Communications Guidelines, Requirements and Promotion

There will be a strong and consistent branding across the province in all Catchment Areas and SSMs will be required to comply with the Visual Identity and Communications Guidelines for Employment Ontario Services[12].

In addition, the SSM will be required to:

- Distribute key information regarding the Employment Services system and services to clients in a way that is easy to understand. Writing style and tone must align with the Visual Identity and Communications Guidelines for Employment Ontario Service Providers.
- Include full acknowledgement of Ontario government support in all marketing and promotional material, including the SSM's website.
- Collaborate and cooperate with the ministry on joint opportunities to promote and improve outreach of Employment Ontario (including social media) to key client groups and communities, including providing feedback on the metrics.
- Collaborate and cooperate with the ministry on opportunities to promote and improve

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[12] Visual Identity and Communications Guidelines for Employment Ontario Services may be amended from time to time at the sole discretion of the ministry.

outreach of Employment Ontario and proactively gather success stories from Service Providers and share them with the ministry. The success stories could be client-based, community-based, service-based or consist of a best-practice / innovation but cannot include any personal information without the consent of the affected individual client.

- Collaborate and cooperate with the ministry in local communications opportunities including events, tours and announcements in the defined Catchment Area.
- Facilitate a two-way information exchange between Service Providers and the ministry and cooperate with the ministry in disseminating communications among Service Providers and community stakeholders.
- Report on issues by implementing a protocol for both immediately responding to an urgent ministry issues request, as well as escalating contentious client or stakeholder complaints and flagging potential issues including media inquiries to the ministry before they intensify. This issues protocol will include a form and process for proactively informing the ministry of potential issues, and keeping the ministry updated, and aligning key messages.

4.3 Data Collection and Monitoring Activities

The SSM data collection and monitoring activities includes the following requirements:

- 4.3.1 Common Assessment tool and Integrated Case Management Systems
- 4.3.2 Auditing, Monitoring and Reporting
- 4.3.3 Targeting, Referrals and Feedback
- 4.3.4 Client Referrals
- 4.3.5 Resolving Social Assistance Client Referral Issues

4.3.1 Common Assessment tool and Integrated Case Management Systems

SSMs will be required to use the ministry's Common Assessment tool and Integrated Case Management Systems to collect and report client information to the ministry.
In addition, SSMs will be:

- Required to maintain a current, accurate and complete client file in the Employment Ontario Information Systems (EOIS) while providing services to or for the client and update the client's progress through their Action Plan towards employment.
- Required to enter "Follow Up Data" into the EOIS to support the outcomes-based funding allocation.
- Expected to collect, monitor, and report on data (i.e. Key Performance Indicators and targets), review performance of both their network of Service Providers and their own performance. See Appendix 5: Data, Collection and Monitoring for further information.

4.3.2 Auditing, Monitoring and Reporting

As part of the PMF the ministry will use various auditing, monitoring and reporting tools to validate the performance of SSMs and to confirm that the SSM and the Service Providers are using public dollars appropriately. To achieve this, SSMs will be required to collect and audit data from their Service Providers, including financial records related to the delivery of employment services. SSMs will also be required to directly monitor Service Providers performance.

4.3.3 Targeting, Referrals and Feedback

Targeting, Referrals and Feedback (TRF) is a system designed to help Employment Insurance applicants get back to work as quickly as possible. The system proactively identifies and targets Employment Insurance applicants to direct them to relevant job opportunities and employment services.

The ministry and SSM will jointly develop an approach to the use of the TRF system. Under the targeting portion of the system, the ministry will set criteria (e.g. occupation, age, education level) to automatically identify specific Employment Insurance clients based on geography and local labour market priorities. In the referral portion of the system, the ministry will provide SSMs with a list of Employment Insurance applicants matching the criteria and residing within the defined Catchment Area.

- SSMs through their Service Providers, will contact the Employment Insurance clients and provide, at a minimum, the following to the ministry:
    o Date of contact
    o Contact method (phone, email)
    o Result of contact (referred to service, declined service)

4.3.4 Client Referrals

As part of the Integrated ES Delivery Plan, SSMs will need to identify how they will manage client referrals. This will include referrals to and from:

- Social assistance programs:
    o Ontario Works delivery partners
    o ODSP local offices
    o Community organizations, which may also refer ODSP recipients.
- Service Canada, which will refer Employment Insurance clients through the Targeting, Referrals and Feedback system (see Section 3.4.3 Targeting, Referrals and Feedback). As well, SSMs will engage directly with EI claimants through Claimant Information Sessions (see Section 4.1.4: Service Coordination with Service Canada).
- Employment Ontario Call Centre

This will also include self-referrals to the SSM or Service Provider. As part of transition planning, SSMs will work towards making certain that referrals are more seamless and coordinated across the employment services and social assistance systems.

Given broader social assistance reform is underway, the SSM will need to work closely with social assistance partners (Ontario Works and ODSP) to adjust for potential changes in client referrals once the transition is complete.

4.3.5 Resolving Social Assistance Client Referral Issues

SSMs will be expected to develop the referral process and resolution approaches for all referrals, including those from social assistance.

Any client referral or other case management issues between the social assistance system and the employment services system will need to be addressed by the SSM in a transparent and client focused manner.

The SSM will be required to have a formal process in place for identifying and resolving emerging service issues with referral agencies or service partners as well as clients (e.g., individuals and employers). They will be responsible for:

- Identifying the issue(s)
- Documenting details related to the issue(s)
- Identifying steps / action items for resolution and noting anticipated timelines for concerns that emerge in a timely manner

The ministry recognizes that with the transition of clients from social assistance to employment services, there could be a range of differences in the preferred service pathways for clients, (e.g. related to clients' readiness for employment). However, it is the expectation that the SSM and social assistance delivery partners will collaborate to focus on achieving employment outcomes through services and supports aligned to the Employment Action Plan (see Section 4.2.5: Employment Action Plan for additional information).

To mitigate challenges or issues, SSMs are expected to use approaches such as, Case Conferencing and Integrated Case Management of Social Assistance Clients to help identify the issues, steps/actions and anticipated timelines for resolution.

As part of this process, SSMs will need to work with Ontario Works delivery partners and MCCSS regional offices to jointly resolve issues as appropriate.

SSMs and MCCSS Regional Offices and Ontario Works delivery agents will develop processes for identifying and assessing system trends/risks related to client referrals, services or outcomes that may require mitigation or continuous improvement activities.

Any significant issues and trends could be tabled at the joint ministry-SSM committee for discussion and resolution. For more information, see Section 4.1.2: Joint Ministry-SSM Committee.

Note: The future state Common Assessment tool will provide an objective assessment of readiness for employment services that is recognized in both employment and social assistance systems. During the prototype phase, the Common Assessment tool will support more consistent referrals and sequencing of service delivery between social assistance and employment services, and provide inputs to support joint action planning, service planning and delivery.

SECTION 5: PERFORMANCE MANAGEMENT FRAMEWORK

The Performance Management Framework (PMF) helps to define overall system success in achieving desired outcomes by creating clear and consistent performance goals for SSMs and Service Providers. The PMF is intended to evolve as the employment service transformation matures and is a component of the Accountability Framework and is subject to the Consequence Regime.

The Performance Management Framework includes the following:

5.1 Accountability Levels and Flow of Reliable Data

The PMF operates at two accountability levels: SSM-level and Service Provider-level. Achieving accountability and desired outcomes rely on a continuous flow of reliable data and information. This will be achieved through the Data and Monitoring requirement.

5.2 Public Reporting

The ministry intends to openly publish the performance management results of both SSMs and Service Providers in order to give citizens access to clear, easy to understand information on service quality, and to support public accountability and continuous improvement goals. Public reporting is not expected to occur during at least the first year of the prototype period. During the prototype period, the ministry will determine which results will be published, in what format, and how often, in consultation with the SSMs.

5.3 Core Components

The core components outline what SSMs will be held accountable for (Measuring Performance Outcomes and Priorities for Business Planning), the outcome incentives (Performance Funding), and the ministry's monitoring and evaluation strategy (System-Level Monitoring & Evaluation).

5.3.1 Measuring Performance Outcomes

SSMs will be measured against a set of outcomes and Key Performance Indicators (outlined in tables 1 and 2). The ministry will monitor activity throughout the year to assess progress towards annual performance ratings. These ratings would not be public but could inform a public rating approach in the future.

5.3.2 Priorities for Business Planning

SSMs will also be required to negotiate with the ministry measurable commitments reflective of priorities outlined by the ministry.

5.3.3 Performance Funding

Performance Funding will incentivize SSMs to provide service to a range of clients by providing outcomes payments that vary by client segment. More information is available in Section 6: Funding Model.

5.3.4. System-Level Monitoring and Evaluation

Monitoring specific client outcomes and asking overarching evaluation questions that aim to answer whether the prototypes are achieving the goals of the new model, and if not, where improvements can be made.

5.4 Priorities for Business Planning

Outside of the Performance Outcomes, SSMs will be required to monitor and manage the overall health and capacity of their service delivery footprint. As such, SSMs will be required to develop business planning strategies relevant to their local context and performance measures that align with the priorities outlined below.

5.4.1 Priority 1: Effective, Diverse and Local Services

- Plans to provide effective diverse local services.
- Plans for Specialized Services to be delivered within their network.

5.4.2 Priority 2: Support and Enable Clients to Employment

- Strategies to reach clients in need of employment and training services across a range of inclusion groups.
- Strategies to reach People with Disabilities and employers to facilitate employment opportunities and employment retention.
- Evidence of partnering with Social Assistance delivery agents to provide integrated services/supports and achieve employment outcomes for Social Assistance Clients.

5.4.3 Priority 3: Local Labour Market Information

- Strategies to identify and incorporate local labour market information and knowledge into service delivery plans to promptly respond to workforce planning needs and shifts in the economy.

5.4.4 Priority 4: Develop and Leverage Effective Partnerships

- Strategies to identify and build relationships with employment services SSMs and other organizations that deliver complementary services and planning partners (i.e. social assistance partners).
- Strategies to develop partnerships with key stakeholder groups (i.e. disability stakeholder groups), employers and local employer organizations to better advance employment opportunities for clients.

5.4.5 Priority 5: Continuous Improvement and Innovation

- Evidence of a system to continuously monitor results, including root causes, and then continuously adjust plans and practices to address under performance and to encourage innovation.
- Strategies to enhance or improve the client experience, and to better meet the changing needs of communities.

- Having internal client complaint management and escalation protocols in place, and strategies to track, categorize and analyze client complaints, actions taken, and lessons learned.

These capacity-related priorities will form a mandatory sub-component of the Business Plan and will be reviewed by the ministry in the context of performance management and the renewal or extension of agreements. When completing the Business Plan, SSMs will need to ensure their responses are specific, measurable, achievable, relevant and time-bound.

Note: Though the Business Plan is part of the outcomes that will be completed by the SSM during the life cycle of the transfer payment agreement, the Business Plan is not part of the CFP evaluation process and Applicants are not asked to submit this as part of their Application.

5.5 Measuring Performance Outcomes

The ministry will be using a phased-in implementation approach to measure a SSM's performance on outcomes and measures. The details of this approach will be described within an Addendum that will be issued prior to the CFP closing. SSMs will be held accountable for the measures outlined in Tables 2 and 3: Tables of Key Performance Indicators. The targets for clients served will be set out in the transfer payment agreement and will be based on the SSMs' identified targets during the CFP Application. The targets identified in the transfer payment agreement cannot fall below the ministry's established baseline of current service delivery network performance. SSMs' performance will be assessed as "Exceeds," "Meets" and "Not Meeting" for each measure as per the identified targets.

SSMs will be rated against three key reference points:

1) Employment outcome achievements of the current Employment Ontario network within the defined Catchment Area.
2) Achievements SSMs had committed to in their CFP Application/business plan regarding client volumes for each client stream/inclusion group and associated outcomes.
3) Outcomes achieved in comparison related to local context and other SSM's outcomes.

The ministry will work iteratively and collaboratively with the SSMs to develop more precise measures and targets. This allows the ministry to incorporate the SSM's best advice when it comes to fulfilling outcomes according to local realities and local labour market information. The weighting of each measure will be established by the ministry. The SSMs will be advised of the weightings as part of an Addendum to be released by the ministry.

Tables 2 and 3: Tables of Key Performance Indicators

The indicators in Table 2 are not tied to SSM Performance-based Funding, but will be used to evaluate overall SSMs performance:

Table 2: Key Performance Indicators

Annual Performance Ratings - Ministry Monitoring

Key Performance Indicators			
Clients with complex needs are served[13]*			
% of clients in each client segment that are served			
o Stream A	Exceeds	Meets	Not meeting
o Stream B	Exceeds	Meets	Not meeting
o Stream C	Exceeds	Meets	Not meeting
• % of ODSP Clients Served	Exceeds	Meets	Not meeting
• % of General population clients with disabilities served	Exceeds	Meets	Not Meeting
• % of Francophone people served	Exceeds	Meets	Not meeting
• % of Indigenous people served	Exceeds	Meets	Not meeting
• % of youth with higher support needs served	Exceeds	Meets	Not meeting
• % of newcomers served	Exceeds	Meets	Not meeting
Clients' progress towards employment**			
• Completion of placement	Exceeds	Meets	Not meeting
• Completion of training/education	Exceeds	Meets	Not meeting
Client satisfaction**			
• Client satisfaction with services	Exceeds	Meets	Not meeting

Table 2: Table of Key Performance Indicators

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[13] Clients served is defined as: Completion of activities mutually agreed to by the Service Provider and client in the Employment Action Plan that will lead to employment.

Table 3: The following indicators are tied to SSM Performance-based Funding

Annual Performance Ratings - Ministry Monitoring

Key Performance Indicators			
Employment Outcomes			
Achievement of Employment outcomes			
o Stream A	Exceeds	Meets	Not meeting
o Stream B	Exceeds	Meets	Not meeting
o Stream C	Exceeds	Meets	Not meeting

Table 3: Table of Key Performance Indicators

*The ministry relies on clients to self-identify whether they belong to any inclusion groups.

The SSM will be required to set employment outcomes targets for each stream as follows:

- As of October 1, 2020, outcomes to be achieved at three months
- As of April 1, 2021, outcomes to be achieved at three months and twelve months

These targets will be negotiated between the SSM and the ministry but will need to be above the baseline of current system performance.

5.6 Performance-based Funding

One of the core components of the PMF is Performance-based Funding, which is funding for SSMs based on their achievement of ministry-identified employment outcomes. More details are available in Section 6: Funding Model**.**

5.7 System-level Outcome Monitoring and Evaluation

A key component of the PMF will involve SSM outcome monitoring and evaluation of SSM performance. The monitoring and evaluation of activities during the prototype phase will allow the ministry to identify gaps and challenges and make informed changes and refinements to the system in advance of implementing the new employment services transformation model across the province. The system-level outcome monitoring and evaluation approach is under development.

5.8 Consequence Regime

The Consequence Regime will outline intervention measures and escalation protocol, for non-performing SSMs to sustain service level quality. The Consequence Regime standards will be released as an Addendum approximately four weeks prior to the CFP closing date.

SECTION 6: FUNDING MODEL

Further to the RFQ Tender #11570, the ministry outlined that the core components of the Funding Model during the prototype phase will be limited to the following:

- 6.1 Planning Period (January 2020 to March 2020)
- 6.2 Transition Period (April 2020 to September 2020)
    - 6.2.1 Transition Period Funding
    - 6.2.2 Transition Period Funding and Outcomes
- 6.3 Integrated Employment Services (ES) Delivery Period Funding (beginning October 1, 2020)
    - 6.3.1 Operational Funding
    - 6.3.2 Employment-Related Financial Supports for Job Seekers and Employers
    - 6.3.3 Performance-based Funding

The Funding Model, as outlined below, applies to the prototype phase only.

6.1 Planning Period Funding (January 2020 to March 2020)

The purpose of the Planning Period Funding is to allow SSMs to establish their operations within the defined Catchment Area.

Applicants must carry out the specific activities required to establish SSM operations. This may differ depending on the successful Applicant's existing infrastructure and activities, but may include:

- Activities to establish the infrastructure necessary to exercise the appropriate oversight over the network within the defined Catchment Area;
- Building SSM capacity and developing knowledge of the local service delivery network; and establishing operations including, but not limited to: leasing space, establishing a presence in the community (e.g. marketing, building stakeholder relationships), hiring of key staff and developing a web presence.

6.1.1 Planning Period Funding and Catchment Area Maximum Dollar Value
Table 4: Planning Period Funding and Catchment Area Maximum Dollar Value

Catchment Area	Planning Period Funding Maximum Dollar Value
Peel	281,000
Hamilton-Niagara Peninsula	552,000
Muskoka-Kawarthas	234,000

Table 4: Planning Period Funding and Catchment Area Maximum Dollar Value

- Planning funds will be paid to the SSMs on the first of each month in equal monthly payments (i.e. total amount divided by three and paid out in 1/3 increments).

6.2 Transition Period Funding (April 2020 to September 2020)

6.2.1 Transition Period Funding

During the Transition Period, the responsibility for managing EO and ODSP employment services Service Provider agreements will be transferred to the SSMs. However, SSMs will not be able to make changes to the Service Provider network during this period.

Applicants are required to provide a breakdown of their transition costs including, but not limited to, costs associated with acquiring a physical presence in the community, development of a web presence, and staffing. For submission instructions, see Appendix 2: Applicant Cost Proposal.

Specific costs may vary based on the existing infrastructure and activities of the successful Applicant but could include:

- Leasing space and establishing a local presence in the prototype community.
- Implementation of IT infrastructure to support service delivery.
- Hiring of key staff.
- Assessing the effectiveness of the current network, including individual Service Providers, service delivery footprint, client data and outcomes.
- Establishing organizational capacity to administer Service Provider agreements.
- Costs for developing and administering EO and ODSP employment services Service Provider agreements in the relevant Catchment Areas during the Transition Period.

These costs are expected to be within the maximum Transition Period Funding for each Catchment Area. The Transition Period Funding will also support SSM operations during the six-month Transition Period when they are managing Service Providers and are restricted from making changes to established funding or target levels.

The Transition Period Funding does not include the funds that will be provided by the ministry to the SSM to be flowed to Service Providers to support service delivery during the six-month transition.

6.2.1.1 Transition Period Funding and Catchment Area Maximum Dollar Value

Table 5: Transition Period Funding and Catchment Area Maximum Dollar Value

Catchment Area	Transition Period Funding Maximum ($) Dollar Value
Peel	1,124,000
Hamilton-Niagara Peninsula	2,208,000
Muskoka-Kawarthas	938,000

Table 5: Transition Period Funding and Catchment Area Maximum Dollar Value

6.2.1.2 Transition Period Funding Payment Schedule

Phase II Transition funding will be paid to the SSMs on the first of each month in equal monthly payments (i.e. total amount divided by six and paid out in 1/6 increments).

6.2.2 Transition Period Funding and Outcome

The Transition Period Funding and Outcome payments have been developed to support SSMs achieving two outcomes prior to August 1, 2020: building a comprehensive web presence and developing a Transition Plan. The ministry will provide Transition Period Funding and Outcome payments on the understanding that achieving these outcomes on an expedited basis will result in increased costs to the SSM. Whether and when these two outcomes are achieved will be determined by the ministry prior to providing any Transition Period Funding and Outcome payments.

6.2.2.1 Transition Period Funding and Outcomes

Should the SSM achieve the two outcomes:

1. By June 1, 2020, the ministry will provide a maximum of $125,000 of funding.
2. By July 1, 2020, the ministry will provide a maximum of $100,000 of funding.
3. By August 1, 2020, the ministry will provide a maximum of $50,000 of funding.

6.3 Integrated Employment Services Delivery Funding (Begins on October 1, 2020)

The Integrated ES Delivery Funding model will come into effect on October 1, 2020 and has three components:

- Section 6.3.1: Operational Funding

- Section 6.3.2: Funding for Employment-Related Financial Supports for Job Seekers and Employers

- Section 6.3.3: Performance-based Funding

6.3.1 Operational Funding

Operational Funding will support financial stability for SSMs, covering direct delivery or subcontracted delivery of the components of the project including supporting administration, utilities and other operational costs for service delivery.

Initial SSM Operational Funding allocations have been determined by the ministry. However, Operational funding allocations for each subsequent year of the transfer payment agreement will be determined through the ministry's annual business planning process with the SSM. For more information see Appendix 2: CFP Cost Proposal .

Annual Operational Funding will be paid to the SSMs at the beginning of each month. The ministry will adjust payments based on expenditures to date and full year forecasted expenditures. Table 6 below sets out the planned annual Operational Funding allocations and

Minimum Annual Client Thresholds for the Catchment Areas by Client Stream.

Table 6: Annual Operational Funding and Catchment Areas by Client Stream

Catchment Area	Client Stream	Annual Operational Funding ($)	Minimum Annual Client Thresholds
Peel	A	1,834,000	4,200
Peel	B	4,307,000	3,900
Peel	C	25,208,000	10,600
Hamilton-Niagara Peninsula	A	1,190,000	2,700
Hamilton-Niagara Peninsula	B	5,194,000	4,700
Hamilton-Niagara Peninsula	C	37,759,000	15,900
Muskoka-Kawarthas	A	415,000	1,000
Muskoka-Kawarthas	B	1,830,000	1,700
Muskoka-Kawarthas	C	11,886,000	5,000

Table 6: Annual Operational Funding and Catchment Areas by Client Streams

6.3.2 Employment-Related Financial Supports for Job Seekers and Employers

Employment-Related Financial Supports for Job Seekers and Employers are financial incentives and supports provided to individuals (e.g., transportation, equipment) and employers (e.g., accommodation supports). Financial supports as outlined here apply to the prototype phase only; they may be subject to change as the new employment services system matures.

These supports are used to remove barriers to participation in employment and training activities, such as, but not limited to, accommodation or transportation needs. SSMs will be responsible for the administration and delivery of employment-related financial supports.

The ministry has allocated a minimum amount of the overall Employment-Related Financial Supports envelope to support eligible ODSP clients with a disability who require additional supports. Through the business planning process, the ministry may negotiate adjusting the proportion of Employment-Related Financial Supports funds to support eligible ODSP clients with a disability based on changes in client volumes and client needs. The ministry may establish parameters around eligible supports.

Annual Employment-Related Financial Supports for Job Seekers and Employers will be paid monthly following the submission to the ministry of documentation outlining expenses. The

ministry will undertake periodic review of these expenses. Table 7 below sets out the planned annual Employment-Related Financial Supports for Job Seekers and Employers budget allocations for the prototype Catchment Areas.

Table 7: Annual Employment-Related Financial Supports for Job Seekers and Employers

Catchment Area	Total Annual Employment-Related Financial Supports for Job Seekers and Employers ($)	Minimum Annual Employment-Related Financial Supports for Job Seekers and Employers: Dedicated for ODSP Clients with Disabilities ($)
Peel	5,532,000	538,000
Hamilton-Niagara Peninsula	7,790,000	948,000
Muskoka-Kawarthas	2,494,000	442,000

Table 7: Annual Employment-Related Financial Supports for Job Seekers and Employers

6.3.3 Performance-based Funding

Performance-based Funding is linked to the achievement of client employment outcomes and is intended to incent SSMs to achieve goals and to invest in client employment outcomes across the spectrum of service intensity needs.

Performance-based Funding is provided to SSMs based on a client being employed at one, three, six and 12 months after receiving employment services and starting employment.

The Performance-based Funding applies only to those clients with who begin receiving employment services on or after October 1, 2020. Performance-based Funding will not be paid to the SSM prior to October 1, 2020.

Performance outcomes payments will be paid to the SSM up to 12 months after the end of the transfer payment agreement, where completion / success is not completed during the term of the agreement.

The ministry will monitor performance-based payments to SSMs and will not tolerate any gaming (e.g. providing preferential service to one client stream over another). All client streams must be served in proportion to the minimum annual client thresholds (in Annual Operational Funding in Table 6). Failure to do so may result in the ministry implementing requirements for performance-based funding in subsequent years (i.e. a requirement to achieve outcomes for Stream C before receiving performance-based payments for Streams A and B).

In the future, the Funding Model may be adapted to consider broader economic factors such as business cycles and employment market context. These adaptations may vary across Catchment Areas.

In the fourth year of the transfer payment agreement for all Catchment Areas, the proportion of Performance-based Funding, relative to Operational Funding and Funding for Employment-Related Financial Supports will be increased from twenty per cent (20%) to a minimum of twenty-five per cent (25%) of the overall available funding envelope.

Available per-client funding is based on client stream, as determined through the Common Assessment tool and will vary according to client service intensity needs – see Table 8 below.

6.3.3.1 Performance-based Funding Payment Schedule

Performance-based Funding will be provided quarterly by the ministry upon receipt of an SSM performance report and acceptance by the ministry. The ministry will undertake periodic review of the reported performance outcomes.

6.3.4 Performance-based Funding and Outcome Payments by Client

Table 8: Performance-based Funding and Outcome Payments by Client

Client Stream	Employment at 1 month ($)	Employment at 3 months ($)	Employment at 6 months ($)	Employment at 12 months ($)	Sum of Outcome Payments ($)
A	0.00	65.00	117.00	162.00	344.00
B	82.00	165.00	330.00	528.00	1,105.00
C	315.00	700.00	990.00	1,225.00	3,230.00

Table 8: Performance-based Funding and Outcome Payments by Client

Table 9: Example of Funding for a Stream B Client Employed at 12 Months

Applicants' Cost per Client (Operational Funds):	$ 100.00
Employment-Related Financial Supports:	$ 400.00 (at discretion of SSM)
Outcome Payment for Employment at 1 month:	$ 82.00
Outcome Payment for Employment at 3 months:	$ 165.00
Outcome Payment for Employment at 6 months:	$ 330.00
Outcome Payment for Employment at 12 months:	$ 528.00
Total	**$ 1,605.00**

Table 9: Example of Funding for a Stream B Client Employed at 12 Months

Table 10: Maximum SSM Funding Available in 2020-21 by Catchment Area

Funding Category	Peel ($)	Hamilton-Niagara Peninsula ($)	Muskoka-Kawarthas ($)
Planning Period Funding	281,000	552,000	234,000
Transition Period Funding	1,124,000	2,208,000	938,000
Transition Period Funding and Outcomes	125,000	125,000	125,000
Integrated ES Delivery			
Operational Funding	15,675,000	22,072,000	7,066,000
Employment-related financial supports for job seekers and employers	2,766,000	3,895,000	1,247,000
Estimated Performance-based Funding *	4,610,000	6,492,000	2,078,000
TOTAL	**24,581,000**	**35,344,000**	**11,688,000**

Table 10: Maximum SSM Funding Available in 2020-21 by Catchment Area

* Performance Outcomes funding will be dependent on achieving employment outcomes

6.3.4 Residual Performance Outcome Payments

For clients placed into employment on or before March 31 of the last year of the agreement, the SSM will be entitled to performance outcome payments up to March 31 of the following year.

SECTION 7: EVALUATION PROCESS AND SUBMISSION REQUIREMENTS

7.1 CFP Evaluation Stages

The ministry will only evaluate CFP Applications submitted by Applicants that qualified through the RFQ Ontario Tender #11570. CFP Applicants must submit their complete Application package through OTP no later than October 31, 2019 (5:00 p.m. EDT). Late submissions will be disqualified and will not be evaluated.

Notwithstanding the Mandatory Criteria, Applicants must complete all requirements in Technical and Commercial Envelopes for each Catchment Area for which they are applying. The ministry will evaluate each Application for each defined Catchment Area.

The ministry intends to enter into a transfer payment agreement with the highest-ranking Applicant at the conclusion of the CFP evaluation process. One successful Applicant will be determined per Catchment Area.

Table 11: Summary of the Evaluation Stages

	Evaluation stages	Point Allocation	Minimum Threshold (if applicable)
i.	Mandatory Requirements	Pass or Fail	N/A
ii.	Technical	260 points	60%
iii.	Commercial	80 points	NA
iv.	Interview/Presentation	30 points	NA
v.	Cumulative Score	A total of 370 points, from evaluation stages II, III and IV.	NA

Table 11: Summary of the Evaluation Stages

7.1.2 Stage I: Mandatory Criteria | Qualification Envelope

Stage I will consist of the ministry conducting a review to determine which Applications comply with all mandatory criteria. Applications that do not clearly demonstrate that they meet the mandatory criteria will be excluded from further consideration during the evaluation process.

The mandatory criteria are:

- The Application for the defined Catchment Area was received through OTP by the closing date and time.

- The Applicant qualified through the RFQ Tender #11570.

- The Applicant has submitted the required Reference Letters.

- Applications by a Consortium must include the name of the Lead Applicant and all the other Consortium members. The Consortium members must have indicated in the RFQ Tender #11570 stage that they would be a member of a Consortium.

- The Lead Applicant will be required to confirm that an agreement has been executed by submitting a letter to the ministry as part of their CFP submission through the OTP.

7.1.2.1 Reference Letters

As part of the Qualification Envelope, Applicants must submit three (3) Reference Letters from organizations that can attest to the experience and qualifications of the Applicant or Lead Applicant of a Consortium.

Reference Letters submitted must:

a) Be from organizations that the Applicant or Lead Applicant of a Consortium has:

- Provided service(s) to within the last five (5) years;
- Managed or sub-contracted;
- Been managed or sub-contracted by.

b) Include the following elements:

- Organization information – legal organization name, mailing address;
- Contact name, position, phone number and email address of each reference provider;
- Nature of the working relationship and results achieved due to relationship; and
- Signed and dated by the reference provider (not earlier than the CFP issuance date).

The Applicant or Lead Applicant of a Consortium is only required to submit three (3) Reference Letters regardless of the number of Catchment Areas for which they are applying. The three (3) Reference Letters will be used to satisfy the mandatory requirement for all Applications submitted by the same Applicant. The ministry reserves the right to contact all references provided by the Applicant.

The Applicant or Lead Applicant is responsible for uploading the Reference Letters onto the OTP on behalf of the reference providers.

7.1.2.2 Qualification Requirement

Only Applicants that qualified through RFQ Tender #11570 are eligible to submit an Application to this CFP. The ministry will verify that Applicants qualified through RFQ Tender #11570. Applications from unqualified Applicants will be rejected and will not be evaluated.

7.1.2.3 Consortia

For more details on Consortia, refer to RFQ Tender #11570 Addendum 3.

A Lead Applicant must have indicated that it is the Lead Applicant of a Consortium at the RFQ Tender #11570 stage in order to submit an Application as the Lead Applicant for a Consortium in response to this CFP. The Consortium members identified in RFQ Ontario Tender #11570 Application must be the same Consortium members identified in the response to this CFP, except for the members who were disqualified, otherwise the ministry may reconsider the Consortium's qualifications. This reconsideration may result in disqualification and ineligibility for the CFP if the ministry deems the change to be significant.

A legally binding agreement between all the Consortium members identified in the RFQ Tender #11570 Application must be executed prior to this CFP Closing Date. Failure to do so will result in disqualification. If a successful RFQ Tender #11570 Applicant did not indicate in its Application that it is a member of a Consortium, then it may not indicate that it is a member of a Consortium in its response to this CFP.

7.1.3 Stage II: Technical Envelope – Evaluation Criteria

Applicants must submit their responses using the fillable fields in the Technical Envelope on the OTP online prior to the CFP submission deadline.

Details regarding the CFP evaluation questions can be found in [Appendix 1: CFP Evaluation Criteria](#).

7.1.4 Stage III: Commercial Envelopes – Application Cost Proposal

Applicant's Cost Proposal(s) must be submitted using the Commercial Envelopes on OTP. There are separate Commercial Envelopes for each Catchment Area. See [Appendix 2: Application Cost Proposals Process](#) for additional information.

7.1.5 Stage IV: Interviews and Presentations

The ministry will conduct interviews and presentations with the two (2) highest scoring Applicants for each Catchment Area based on the rated criteria (Stage II) and the Applicant's Commercial Envelopes - Cost Proposals submitted (Stage III). The purpose of the interviews will be for the two Applicants to elaborate on their submission.

The ministry, in its sole discretion may additionally select the next highest-ranking Applicant(s) if their scores are substantially similar in total points or in an instance of a same score leading up to this stage and therefore merit additional review.

7.1.6 Stage V: Cumulative Score

At the end of Stage III, all scores from Stage I and Stage II will be added and, subject to satisfactory interviews of the two (2) highest scoring Applicants, reference checks and the express and implied rights of the ministry, the highest scoring Applicant in each of three the Catchment Areas will be selected to enter into the transfer payment agreement

7.1.7 Tie Breaker for Applicants

If two or more Applicants have the same total score for a defined Catchment Area, the Applicant with the highest score for Technical Envelope will be considered the higher-ranked Applicant for the defined Catchment Area.

If two or more Applicants have the same total score for the Technical Envelope the Applicant with the highest score for "Stage IV: Interviews and Presentations" will be considered the higher-ranked Applicant.

SECTION 8: TRANSFER PAYMENT AGREEMENT

8.1 Transfer Payment Agreement

The ministry intends to release a transfer payment agreement template that includes terms and conditions, project description, payment plan, reporting, performance commitments, and audit and accountability requirements governing the relationship of the SSM with the ministry.

Note: The transfer payment agreement will be released as an Addendum approximately four weeks prior to the CFP Closing Date and is not intended as a final agreement.

8.1.1 Agreement

This CFP should not be construed as an agreement for transfer payment. The ministry is not bound to enter into an Agreement with any Applicant. Applications will be assessed as per the evaluation criteria. Notice in writing to an Applicant that it has been identified as the successful Applicant and the subsequent full execution of a written Agreement will constitute a transfer payment agreement.

8.1.2 Performance Management

The successful Applicant will be subject to performance management of its project(s), expenditures and reports by the ministry. This will provide the ministry with the opportunity to determine how effectively the Applicant is meeting its requirements as outlined in their signed agreement with the ministry during the prototype phase. The overall success of the employment services transformation will be determined through ongoing year-round monitoring, submission of reports and completion of risk assessment(s) if necessary. For more information see Section 5: Performance Management Framework .

SECTION 9: TERMS & CONDITIONS OF THE CFP

9.1 Application Process

CFP Applicants to Follow Instructions

CFP Applicants should structure their Applications in accordance with the required functions and instructions in this CFP. Applications should be through the OTP. Any additional/supporting information submitted through the OTP messaging function will not be accepted.

Note: Any Applications (or sections of an Application) not submitted through the OTP messaging function will not be accepted.

Ministry's Information in the CFP is Only an Estimate

Any quantities shown, or data contained in this CFP, or provided by way of an Addenda, or shared through Information Sessions, are estimates only and are for the sole purpose of indicating the general scope of the work to CFP Applicants.

Accuracy of Historical Data in the CFP

Data provided to participating organizations through this CFP, any subsequent Addenda or through any CFP related activities, including information sessions as identified in the CFP Schedule in Section 1.2: CFP Selection Process, is based on historical sources and may not be entirely accurate or complete. The data is intended to supplement the Applicant's own due diligence, labour market research and assessment of their identified Catchment Area.

Purpose of Information Sessions

The Data Information Session and the Funding Model and Cost Proposal Information Session are intended to provide the qualified RFQ Applicants with a walkthrough of the ministry's datasets, funding model and cost proposal and to address any questions submitted by qualified RFQ Applicants prior to the deadline for submitting questions. The ministry may collect any additional questions during the information sessions and address them in a subsequent Addendum through OTP.

Information Sessions Attendance

Any in-person or web-based information sessions are open to all qualified RFQ Applicants. Qualified Applicants are required to submit their registration, including names of attendees. Any expenses associated with participation, whether in-person or web-based, is solely at the Applicant's expense. The ministry will distribute questions and answers through the OTP following the information sessions.

Governing Law of CFP Process

This CFP process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

Applications must be submitted on time and through the Ontario Tenders Portal (OTP)

Applications must be submitted by the CFP closing date and time through the OTP. The OTP will not accept an Application submitted after the CFP closing date and time. In the event of an unanticipated technical problem with the OTP such that an Applicant is able to submit an Application after the Closing Date and Time, such an Application would be disqualified. For the purpose of determining when an Application was submitted, the OTP electronic timestamp on the Application shall govern.

Application to be Retained by the Ministry

The ministry will not return any response, sample or accompanying documentation submitted by an Applicant including amended or withdrawn Applications.

Amending or Withdrawing Applications

At any time prior to the CFP closing date and time, an Applicant may amend a submitted Application. The right of the CFP Applicant to amend includes amendments wholly initiated by the CFP Applicant and amendments in response to subsequent information made through an Addendum to the CFP.

No Incorporation by Reference by CFP Applicant

The entire content of an Application should be submitted in a fixed form through the OTP. The content of websites or other external documents referred to in the Application will not be considered to form part of its Application unless specifically requested by the ministry in this CFP.

CFP Applicants Shall Bear Their Own Costs

The CFP Applicant shall bear all costs associated with or incurred in the preparation and presentation of its Application. This includes any costs incurred for interviews or demonstrations, and for any subsequent finalizations with the ministry, if any. The ministry will not be liable to any Applicant for any claims, whether for costs, expenses, damages or losses incurred by the Applicant in preparing its Application or any other related matters.

CFP Terms

All rights and obligations that apply to this selection process are found in the CFP, which includes any Addenda that are issued. For greater clarity, CFP Applicants may review other documents posted on Ontario.ca or the Employment Ontario Partners' Gateway, however, all Applications submitted through the OTP will be evaluated against the terms established in this

CFP and any subsequent ministry Addenda posted on the OTP by the identified deadlines.

CFP Applicants to Review CFP

CFP Applicants shall examine all the documents that make up this CFP and:

a) May direct questions or seek additional information through the OTP messaging function on or before the deadline for questions to the CFP. The timestamp on questions submitted by any CFP Applicant through the OTP messaging function shall be used by the ministry to determine if the question was received on or before the deadline for questions. All communication will be through the OTP.

b) It is the responsibility of the CFP Applicant to seek clarification through the appropriate channel in the OTP on any matter it considers to be unclear. The ministry is not responsible for any misunderstanding on the part of the CFP Applicant concerning this CFP or its process.

Questions submitted by the CFP Applicants through the messaging function in the OTP will be answered by means of ministry Addenda, made available to all CFP Applicants. The ministry reserves the right to post responses to non-repetitive questions or to clarify questions to ensure accuracy prior to posting.

Ministry May Verify Information or Seek Clarification

The ministry may verify or seek clarification and supplementary information from CFP Applicants after the CFP closing date and time.

Verification or clarification under this subsection may be made by whatever means the ministry deems appropriate and may include contacting:

a) Any person identified in the Application, or

b) Persons or entities other than those identified by any CFP Applicant.

By submitting an Application, CFP Applicants are deemed to consent to the ministry's verification or clarification rights.

In the event that the ministry receives information at any stage of the evaluation process, which results in earlier information provided by the CFP Applicant being deemed by the ministry to be inaccurate or misleading, the ministry reserves the right to disqualify the Applicant from the selection process.

Confidential Information of the Ministry

All information, other than information available to the public, provided by the ministry in any form in connection with this CFP:

a) Is the sole property of the ministry and must be treated as confidential.

b) Is not to be used for any purpose other than replying to this CFP and any subsequent selection process.

c) Must not be disclosed without prior written authorization from the ministry.

d) Shall be returned by the CFP Applicant to the ministry immediately upon the request of the ministry.

Following the, the successful Applicants may be required to complete an Ontario Public Service Contractor Screening Risk Assessment, IT Privacy Impact Assessment, IT Risk Assessment or other related risk screening assessment as necessary.

CFP Prohibited Communications

CFP Applicants shall address all questions and requests for clarification with respect to their Applications through OTP messaging function.

CFP Applicants shall not contact or make any attempt to contact, directly or indirectly:

a) Any Ontario government employee or representative, other than through the OTP;

b) Other CFP Applicants or potential competitors regarding this CFP to avoid actual or perceived collusion. However, it is not the ministry's intention to limit discussion or collaboration amongst potential Consortium members.

c) With members of the public or the media, about the employment services transformation described in this CFP or otherwise in respect of the CFP, other than as expressly directed or permitted by the ministry. Notwithstanding this prohibited communication, permission from the ministry is not required for a municipality to go to its councils, as part of their standard process. However, if the Applicant were to issue a public statement about its Application, then that would require permission from the ministry. A request for such permission should be made through the OTP.

Post-Deadline Addenda and Extension of CFP Closing Date and Time

The ministry may, at its discretion, extend the deadline for issuing Addenda and the CFP closing date and time for Applicants to complete Applications.

Reserved Rights of the Ministry

The ministry may:

a) Request written clarification and incorporate a CFP Applicant's response to the CFP Applicant's Application.

b) Assess a CFP Applicant's Application on the basis of:

   i. The information provided by a CFP Applicant pursuant to the ministry exercising its clarification rights under this CFP process, and

   ii. Other relevant information that arises during this CFP process.

c) Waive non-compliance where the ministry determines that such non-compliance is minor and not of a material nature.

d) Verify with any CFP Applicant or with a third party any information set out in a response.

e) Disqualify any CFP Applicant whose response contains misrepresentations or any other inaccurate or misleading information.

f) Disqualify any Application where the CFP Applicant either fails to disclose or is determined by the ministry to have a Conflict of Interest.

g) Disqualify any CFP Applicant who has engaged in conduct prohibited by this CFP.

h) Make changes, including substantial changes, to this CFP provided that those changes are issued by way of an Addendum in the manner set out in this CFP.

i) Cancel this CFP process at any stage.

j) Cancel this CFP process at any stage and issue a new CFP for the same or similar outcomes.

By submitting its Application, the CFP Applicant authorizes the collection by the ministry of the information set out above.

Freedom of Information and Protection of Privacy Act

Any information provided to the ministry may be subject to disclosure in accordance with the *Freedom of Information and Protection of Privacy Act.*

9.2 Post Submission Process

Catchment limitations

CFP Applicants can apply for all three Catchment Areas; however, it is the ministry's intention to only enter into one transfer payment agreement with a successful Applicant. An Applicant may qualify as an SSM for only one defined Catchment Area. In the event a CFP Applicant received the highest evaluation score for all three Catchment Areas, the ministry will require the successful CFP Applicant to submit a letter indicating their preferred Catchment Area. The ministry will review these letters and may consult with the successful Applicants prior to deciding the SSM that will serve each Catchment area.

Accessibility Obligations

Applicants are responsible for determining their obligations under relevant legislation, including the Ontario Human Rights Code, the *Ontarians with Disabilities Act* and *Accessibility for Ontarians with Disabilities Act, 2005*. The Applicant will need to comply with any additional requirements set out under the transfer payment agreement relating to accessibility.

CFP Notification of Results

At the end of the CFP process, all CFP Applicants will be notified of the results of the CFP evaluation.

Interview and Presentation

The ministry will conduct an interview and presentations with the two (2) highest scoring Applicants for each Catchment Area based on the rated criteria (Stage II) and the Applicant's Commercial Envelopes - Cost Proposals submit (Stage III). The purpose of the interviews will be for the two Applicants to elaborate on their submission.

The ministry, in its sole discretion, may additionally select the next highest ranking Applicant(s) if their scores are substantially similar in total points or in an instance of a same score leading up to this stage and therefore merit additional review.

Debriefing Information Session

Unsuccessful CFP Applicants may request a debriefing after receipt of the notification. All requests must be in writing through the appropriate channel in the OTP and must be made within 30 days of notification. The intent of the debriefing information session is to aid the Applicant to better understand the ministry's evaluation process. Any debriefing provided is not for the purpose of providing an opportunity to challenge the selection process.

Agreement Execution

Prior to entering into a transfer payment agreement with the successful Applicant, the ministry will request that the successful Applicant provide to the ministry confirmation that the organization is a legal entity and confirmation that the signatory has the power and capacity to enter into an agreement with the ministry on behalf of the Applicant.

The ministry reserves the right not to enter into an agreement with a successful Applicant if the Applicant cannot satisfy the ministry that it is a legal entity that carries on business in Canada.

The ministry will proceed with agreement execution with the successful CFP Applicants for the defined Catchment Area. During the agreement execution, successful Applicants will be required to provide:

- Proof of Valid Insurance Coverage
- Tax Verification
- Completed Contractor Security Screening
- Electronic Funds Transfer Form

Conflict of Interest

Each Applicant must declare whether it has an actual or potential Conflict of Interest.

If the ministry determines that a Conflict of Interest exists, the ministry may, in addition to any other remedies available at law or in equity, disqualify the Application.

Where the ministry discovers an Applicant's failure to disclose an actual or potential Conflict of Interest, the ministry may disqualify the Applicant or terminate any agreement signed with that Applicant pursuant to this CFP process.

Privacy, Security and Confidentiality Requirements

SSMs must comply with the provincial guidelines relating to security and privacy set out below. In addition, SSMs must ensure there are procedures in place that limit access to provincial systems to only persons who are authorized to have access and for the purposes for which they are authorized. All persons with authorized access must comply with all security, acceptable use, conduct and other applicable ministry guidelines and policies.

These can be found below:

- Security: GO-ITS 25.0 General Security Requirements
- Privacy: Information Sensitivity Classification Guidelines

In support of an Integrated Case Management System, SSMs will need to comply with ministry data and reporting requirements, including use of ministry reporting systems. Requirements include:

- Collecting and auditing data from Service Providers via EOIS.
- Data/ reporting must comply with ministry system standards with respect to providing a timely and accurate reflection of employment services activities of Social Assistance Clients.
- Meeting social assistance standards with respect to documenting compliance with a social assistance client's participation agreement.

Data Reporting

In support of an Integrated Case Management system, SSMs will need to comply with ministry data and reporting requirements, including use of ministry reporting systems. Requirements include:

- Collecting and auditing data from Service Providers via EOIS.
- Data/ reporting must comply with ministry system standards with respect to providing a timely and accurate reflection of employment service activities of social assistance clients.
- Meeting social assistance standards with respect to documenting compliance with a social assistance client's participation agreement.

Insurance

SSMs are expected to maintain for the term of the transfer payment agreement, at its own cost and expense, all the necessary and appropriate commercial general liability insurance. The specific details for commercial general liability insurance will be released by the ministry as an Addendum.

SECTION 10: APPENDICES

Appendix 1: CFP Evaluation Criteria | Technical Envelope(s)

Applicants must submit their responses using the fillable fields in the Technical Envelope(s) on the Ontario Tenders Portal online prior to the CFP submission deadline.

CFP Evaluation Criteria

Applicants can be awarded a maximum score of 260 points for the Technical Envelope. An Applicant must achieve a minimum threshold score of 60 per cent on the Technical Envelope to be considered for the Commercial Envelope.

Table 12: Evaluation Criteria

#	Question	Evaluation Criteria	Points Available
1	Describe how you will fulfil the ministry's vision for the transformation of employment services and your organization's vision, values and commitment to public service.	i. Vision for the Employment Service Transformation is clearly articulated and aligns with the ministry's vision and goals as outlined in the CFP document. (**10 points**)	**10**
2	Describe your methodology for determining your Cost Proposals for Client Stream A, Client Stream B and Client Stream C.	i. Details a sound approach including methodology, research, data sources and calculation that provides a reasonable basis for determination of Applicant's Cost Proposals. **(10 points)**	**10**
3	How will you ensure that local labour market conditions and employers' workforce development needs are incorporated into your business processes?	i. Details a comprehensive approach to collecting and analyzing local labour market information incorporating both data sources and direct input from employers and other stakeholders and how this would impact programming, client service and achievement of outcomes. **(20 points)**	**20**

#	Question	Evaluation Criteria	Points Available
4	Describe the specific service delivery approaches you will use to improve outcomes for clients in Client Stream A, Client Stream B and Client Stream C.	i. Outlines a specific service delivery approach for each client stream, which validates how the approach will result in improved outcomes for all clients. **(15 points)**	**15**
5	In a separate attachment, not more than four (4) pages, based on the baseline data provided during the Data Information Session, articulate the specific volumes of clients to be served within each of the following client groups: Ontario Disability Support Program employment services clients, Persons with Disabilities, Francophones, Indigenous people, youth with complex needs, and newcomers.	i. Provides specific targets for each client group (which will determine the requirements in the transfer payment agreement) that are as good as or better than current EO client volumes. **(10 points)** ii. The target for each client group is backed up by a rationale and methodology demonstrating that the SSM can achieve this target. **(10 points)**	**20**
6	Describe the approach you will take to rationalize the service delivery footprint and the Service Provider network within the Catchment Area to create a diverse local network of Service Providers and to achieve outcomes for a wide range of clients, while supporting reasonable access.	i. Approach to changing the Service Provider delivery network within the Catchment Area to achieve greater effectiveness and efficiencies is credible, evidence based and client centred. **(20 points)**	**20**
7	In a separate attachment (not exceeding four pages in length), provide the transition plan (as outlined in Section 4:	i. Response aligns with the ministry's priorities as outlined in the CFP. **(5 points)**	**20**

#	Question	Evaluation Criteria	Points Available
	Service System Manager Roles and Responsibilities) outlining your plan to adjust the third-party Service Provider Delivery Network that includes a timeline and results you will achieve for the Planning Period (January 1 – March 31, 2020) and Transition Period (April 1 to September 30, 2020).	ii. The activities identified to achieve the transition are appropriate for the scope, scale and complexity of the Catchment Area. **(5 points)** iii. Details a specific, achievable timeline for each significant milestone in the transition plan. **(5 points)** iv. Plan includes an appropriate level of stakeholder engagement including client interviews, employer engagement and Service Provider consultations. **(5 points)**	
8	Identify the specific communities where you will offer in-person service and how will you go about achieving a more effective and efficient service delivery footprint within those communities. Specify the type of in-person delivery (e.g. physical locations; itinerant sites) that will be implemented.	i. The proposed delivery structure offers comparable client access and more efficient in-person service levels as compared to the current service delivery footprint. **(10 points)** ii. The process the Applicant will use to select specific communities in the Catchment Area for in-person services is based on appropriate standards of proximity, access and client service. **(5 points)**	15
9	Provide a specific example where you have made significant improvements in client outcomes. Ensure that you include the scope and scale of the system that was improved and what specific improvements were achieved.	i. Provides a specific example of delivering or managing services that resulted in significantly improved client outcomes in alignment with the scope and scale of the defined Catchment Area. **(15 points)**	15

#	Question	Evaluation Criteria	Points Available
10	Describe the approach your organization will use to amend or customize service delivery and programming.	i. Provides specific examples of high-quality programs and services that will be designed and implemented in the Catchment Area that will improve outcomes. **(5 points)** ii. Describes a quality program development cycle to design, deliver and improve the proposed programs and services in the designated Catchment Area. **(5 points)** iii. Details appropriate capacity, skills and expertise that will be used to design high quality programs and services to achieve outcomes. **(5 points)**	15
11	Describe your approach to administering the Financial Supports for Job Seekers and Employers funds to improve client outcomes to where they will be most effective.	i. Appropriate accountability and transparency policies and procedures (i.e. Conflict of Interest, monitoring, client fairness) are described. **(5 points)** ii. Describes how the Applicant will directly link the use of financial supports to client need and support their transition to sustainable employment. **(5 points)**	10
12	Describe the process you will use when assessing the Service Provider Delivery Network to ensure that Service Providers are treated fairly, that the process is objective,	i. The assessment process described identifies a comprehensive set of specific standards so that Service Providers are treated fairly in all	15

#	Question	Evaluation Criteria	Points Available
	and Service Providers are recognized for successes they achieve.	aspects of their relationship with the SSM. **(15 points)**	
13	In a separate attachment not exceeding four (4) pages in length, describe your past experience serving, and future plans to serve, each of the following groups: ODSP clients, People with Disabilities, Francophones, Indigenous people, youth with complex needs, and newcomers.	ii. Describes expertise, experience and results in serving clients in each group. **(8 points)** iii. Describes how the Applicant would encourage employers to hire clients from these groups. **(5 points)** iv. Describes specialized supports and services the Applicant would introduce to better meet clients' needs and achieve outcomes. **(8 points)** v. Describes how the Applicant would build relationships with the relevant partner organizations for each group. **(4 points)**	25
14	Describe the key features of the digital delivery channel you will implement for the public and employment service clients.	i. Describes the specific services the Applicant will offer through an online channel, when these services would be available for use by clients and how these services will support clients, including People with Disabilities in accessing employment programming. **(10 points)**	10
15	Describe how you will provide quality service for clients, including: • Meeting the unique needs of clients and local communities • Timely and accurate transactions	i. Describes how comprehensive information about client satisfaction will be obtained and how this information will be used for continuous improvement. **(10 points)** ii. Describes the customer service standards the Applicant would use to ensure timely responses to	20

#	Question	Evaluation Criteria	Points Available
	• Courteous and convenient service • Ensuring coordinated service across other catchment areas How will you obtain comprehensive information on client satisfaction and how you will use this to continually improve services and outcomes for clients?	enquires, access to services and resolution of customer complaints. **(5 points)** iii. Describes how quality service will be measured and delivered. **(5 points)**	
16	Provide an outline of how you will assess Service Provider performance, enforce Service Provider standards, resolve issues and drive continuous improvement in the Catchment Area.	i. Applicant's approach to assessing Service Provider performance and addressing poor performance is robust, evidence based and based on international best practices. (**10 points)** ii. Standards for Service Provider performance are clear, well communicated and appropriately enforced. **(10 points)**	**20**

Appendix 2: Applicant Cost Proposal | Commercial Envelope(s)

Applicants must submit their responses using the fillable fields in the Commercial Envelope(s) on the Ontario Tenders Portal online prior to the CFP submission deadline.

CFP Evaluation Criteria: Commercial Envelope(s)

Applicants can be awarded a maximum score of 80 points for the Commercial Envelope. There is no minimum threshold score for the Commercial Envelope.

Planning Period 2.1 Instructions on How to Submit the Applicant Cost Proposal

2.1.1 Applicants must submit a separate Cost Proposal for each Catchment Area for which they are applying. There are separate Commercial Envelopes for each submission.

2.1.2 The Cost Proposal has five (5) components, which are outlined below:

    2.2 Planning Funding Cost Proposal
    2.3 Transition Period Funding Cost Proposal
    2.4A Integrated ES Delivery Funding Cost Proposal Stream A Clients
    2.4B Integrated ES Delivery Funding Cost Proposal Stream B Clients
    2.4C Integrated ES Delivery Funding Cost Proposal Stream C Clients

2.1.3 All Cost Proposals must be submitted in Canadian dollars.

2.1.4 To assist CFP Applicants in their Cost Proposal, the ministry has provided:

    i.   [Operational Funding / Allocation for Stream A Clients, Stream B Clients and Stream C Clients](#)

    ii.   [Employment-Related Financial Supports for Job Seekers and Employers / Allocation for the Catchment Area](#)

    iii. [Information about Performance-based Funding](#)

    iv. [Minimum client volumes, for Stream A Clients, Stream C Clients and Stream C Clients](#)

    v.   [Minimum service level guidelines](#)

2.1.5 Detailed information about the Funding Model and payment process can be found in Funding Model [Section 6: Funding Model](#) of this CFP. Applicants should carefully review this information before submitting their Cost Proposal.

2.2 Planning Period Funding Cost Proposal

Planning Period (January 1 to March 31, 2020)

2.2.1 This Cost Proposal component is the funding the Applicant would receive during the Planning Period if selected as the SSM. For more information, refer to [Section 6.1: Planning Period Funding](#).

2.2.2 Applicants must submit a Planning Period Funding Cost Proposal below the ministry's maximum price.

Table 13: Maximum Planning Period Cost Proposal:

Catchment Area	Cost Proposal Component	Maximum Planning Period Cost Proposal ($)	Cost Proposal
Peel	**2.2**	281,000	To be completed on the OTP
Hamilton-Niagara Peninsula	**2.2**	552,000	To be completed on the OTP
Muskoka-Kawarthas	**2.2**	234,000	To be completed on the OTP

Table 13: Maximum Planning Period Cost Proposal

2.3 Transition Period Funding Cost Proposal

Transition Period (April 1 to September 30, 2020)

2.3.1 This Cost Proposal component is the funding the Applicant will receive for transition costs. For more information, refer to Section 6.2: Transition Period Funding.

2.3.2 Applicants must submit a Transition Period Funding Cost Proposal below the ministry's maximum price.

Table 14: Maximum Transition Period Funding Cost Proposal

Catchment Area	Cost Proposal Component	Maximum Transition Period Funding Cost Proposal ($)	Cost Proposal
Peel	**2.3**	1,124,000	To be completed on the OTP
Hamilton-Niagara Peninsula	**2.3**	2,208,000	To be completed on the OTP
Muskoka-Kawarthas	**2.3**	938,000	To be completed on the OTP

Table 14: Maximum Transition Period Funding Cost Proposal

2.4 Integrated ES Delivery Funding Cost Proposal

Integrated ES Delivery (beginning October 1, 2020)

The ministry has determined Annual Operational Funding allocations for each Client Stream, these Cost Proposals pertain to Operational Funding only. Applicant's Client Volume Proposals must be above the ministry-determined Minimum Annual Client Thresholds. For more information, refer to Section 6.3.1: Operational Funding.

Applicants must calculate and submit the following for Stream A Clients, Stream B Clients and Stream C Clients:

- Annual Client Volume for the number of assisted clients who will go through Common Assessment tool and have an Employment Action Plan.

- Average Operational Funding Cost per Client for the number of assisted clients who will go through Common Assessment tool and have an Employment Action Plan.

2.4.1 Cost Proposal 2.4A: The Client Volume Proposal is the number of **Stream A clients** that the Applicant can serve annually with the ministry-determined Operational Funding allocation envelope, if selected as the SSM.

Table 15: Overview of Cost Proposal 2.4A

Catchment Area	Cost Proposal Component	Ministry-determined Annual Operating Funding Allocation (Canadian dollars)	Minimum Annual Client Thresholds	Annual Stream A Client Volume Proposal	Stream A Cost Per Client (Cost Proposal)
Peel	**2.4A**	1,834,000	4,200	To be completed on the OTP	To be completed on the OTP
Hamilton-Niagara Peninsula	**2.4A**	1,190,000	2,700	To be completed on the OTP	To be completed on the OTP
Muskoka-Kawarthas	**2.4A**	415,000	1,000	To be completed on the OTP	To be completed on the OTP

Table 15: Overview of the Cost Proposal 2.4A

2.4.2 Cost Proposal 2.4B: The Client Volume Proposal is the number of **Stream B clients** that the Applicant can serve annually with the ministry-determined Operational Funding allocation envelope, if selected as the SSM.

Table 16: Overview of the Cost Volume Proposal – Stream B Clients

Catchment Area	Cost Proposal Component	Ministry-determined Annual Operating Funding Allocation (Canadian dollars)	Minimum Annual Client Thresholds	Annual Stream B Client Volume Proposal	Stream B Cost Per Client (Cost Proposal)
Peel	**2.4B**	4,307,000	3,900	To be completed on the OTP	To be completed on the OTP
Hamilton-Niagara Peninsula	**2.4B**	5,194,000	4,700	To be completed on the OTP	To be completed on the OTP
Muskoka-Kawarthas	**2.4B**	1,830,000	1,700	To be completed on the OTP	To be completed on the OTP

Table 16: Overview of the Cost Volume Proposal – Stream B Clients

2.4.3   Cost Proposal 2.4C: The Client Volume Proposal is the number of **Stream C clients** that the Applicant is able to serve annually with the ministry-determined Operational Funding allocation envelope, if selected as the SSM.

Table 17: Overview of Client Volume Proposal - Stream C Clients

Catchment Area	Cost Proposal Component	Ministry-determined Annual Operating Funding Allocation (Canadian dollars)	Minimum Annual Client Thresholds	Annual Stream C Client Volume Proposal	Stream C Cost Per Client (Cost Proposal)
Peel	**2.4C**	25,208,000	10,600	To be completed on the OTP	To be completed on the OTP

Catchment Area	Cost Proposal Component	Ministry-determined Annual Operating Funding Allocation (Canadian dollars)	Minimum Annual Client Thresholds	Annual Stream C Client Volume Proposal	Stream C Cost Per Client (Cost Proposal)
Hamilton-Niagara Peninsula	**2.4C**	37,759,000	15,900	To be completed on the OTP	To be completed on the OTP
Muskoka-Kawarthas	**2.4C**	11,886,000	5,000	To be completed on the OTP	To be completed on the OTP

Table 17: Overview of Client Volume Proposal - Stream C Clients

2.4.4 Cost Proposal components 2.4A, 2.4B, and 2.4C must include a Client Volume Proposal and a Cost Per Client Proposal.

    i.   The Cost Per Client Proposal can be calculated by dividing the ministry-determined Operational Funding allocation by the Client Volume Proposal.

2.4.5 If selected as the SSM, the Applicant would receive the Operational Funding allocation for each Client Stream (prorated for October 1, 2020 to March 31, 2021):

    i.   The Applicant's prorated Client Volume Proposals (2.4A, 2.4B, 2.4C) will become the number of clients the Applicant is expected to serve for each Client Stream.

2.4.6 For each subsequent fiscal year, the SSM's Operational Funding allocation will be determined through the ministry's annual business planning process with the SSM. The two key factors that will determine the subsequent year's allocation are whether the SSM has met expected Client Volume as outlined in their Cost Proposal and the needs of the community.

If the SSM has had either shortfalls or excess client volumes as compared to their Cost Proposal the ministry may increase or decrease their funding by a maximum of 10%. This would be done by multiplying the actual Client Volume (from the previous fiscal year) by the Cost Per Client (from the SSM's CFP Cost Proposal) for each client stream.

The ministry will also consider a number of other factors in the business planning process to ensure that the needs of the community continue to be met if the SSM's budget is adjusted. These would include:

    i.   Current or anticipated changes in labour market conditions within the Catchment Area

    ii.   Minimum level of funding for system and Service Provider viability

    iii.   Credible SSM plan to correct client activity shortfalls where applicable

Community need factors would not alter the maximum decrease amount of 10%.

2.4.7 The Applicant's Cost Per Client Proposal will also be used to calculate incremental allocations or funding adjustments (if applicable).

2.5 CFP Applicant Cost Proposal Evaluation

See the Ontario Tenders Portal Response Form.

Appendix 3: Funding Model

Prototype Phase & Funding Model

The prototype phase is comprised of the following:

1. Planning Period
    a. Planning Period Funding
2. Transition Period
    a. Operational Funding &
    b. Employment Related Financial Supports (for individuals and employers)
    c. Transition Period Funding and Outcomes
        - Transition Plan
        - Comprehensive Web-Presence
3. Integrated ES Delivery
    a. Operational Funding
    b. Employment Related Financial Supports (for individuals and employers)
    c. Performance-based Funding

Planning Period (January 1, 2020 to March 31, 2020)

During the Planning Period, SSMs will not be responsible for managing agreements for Service Providers delivering any EO or ODSP-ES services within the Catchment Area. The Planning Period funding is intended to allow the SSMs to establish themselves in the Catchment Area.

Transition Period (April 1, 2020 to September 30, 2020)

During the Transition Period, the SSMs will be responsible for managing the delivery of EO and ODSP-Employment Supports programs by Service Providers. SSMs will also be required to enter into agreements with Service Providers to provide EO and ODSP employment supports services in the relevant Catchment Areas during the Transition Period. The SSMs will be required to:

- Submit the required reporting as per the transfer payment agreement established with the ministry.

- Administer funds to Service Providers as per the funding levels and targets established by MTCU for EO Service Providers and MCCSS for ODSP employment supports Service Providers.
- Submit the required reporting as per the transfer payment agreement established with

the ministry.
- Manage the delivery of services by Service Providers as per the established performance measures as set out the Performance Management Framework, including administering funding and holding Service Providers accountable

Requirement for Transition Period Funding and Outcomes

SSMs must complete and submit the following outcomes to the ministry:

- Outcome 1: Transition Period Plan
    a. Client intake and outcomes approach
    b. Network Transition approach
- Outcome 2: Comprehensive Web Presence strategy for the Catchment Area

Outcome 1: Transition Period Plan

The Transition Period Plan must be submitted to the ministry for approval prior to its implementation. The ministry's approval will serve as confirmation that the plan meets the standards established by the ministry.

In addition, the Transition Period Plan must provide details about the specific actions and activities to be undertaken and demonstrate the rationale, means and timeline for establishing the third-party Service Provider network. The Transition Period Plan should align with the requirements for results partnership and must be approved by the ministry as part of the ministry's business planning process. The plan for delivery partnership will be incorporated into ongoing business planning.

This plan will include the approach to:

  i. Supporting continued client access, using evidence of completed analysis including direct engagement with Service Providers within the identified Catchment Area to validate and refine the Transition Period Plan prior to September 30, 2020 when the SSM can make changes to the Service Provider network.
  ii. Addressing local labour market conditions and community needs, including addressing needs for individuals who may benefit from specialized employment services.
  iii. Service planning, coordination and referrals across the third-party Service Provider.
  iv. Assessing Service Provider performance, financial situation, footprint, and fit within overall operations.
  v. Ensuring highest standards of accessibility in service delivery and compliance with the *Accessibility for Ontarians with Disabilities Act, 2005* and its regulations.
  vi. Establishing and maintaining a diverse service delivery system of Service Providers, including those with expertise in serving individuals who are Francophone, Indigenous, youth with higher support needs, newcomers, or People with Disabilities.

vii. Establishing and maintaining relationships with Service Providers with expertise providing culturally appropriate services for Indigenous clients.
viii. Establishing and maintaining relationships with Service Providers with expertise providing services to people with various disabilities.
ix. Sustaining a healthy, collaborative local Service Provider network.
x. Creating viable commercial conditions for overall operations.

1a. Client Intake and Outcomes Approach

The Client intake and outcomes approach will outline the key activities the SSMs will undertake to transform service delivery provision in a manner that supports of a client-centric, outcomes-based approach. The plan will be evidence-based and informed through consultation with Service Providers and key stakeholders.

The approach will:

a. Detail the process taken to inform its development, including but not limited to:

   i. engage with a variety of community partners including, but not limited to, EO and ODSP employment supports Service Providers, municipalities, local boards, Local Employment Planning Councils, Colleges of Applied Arts and Technology, Ontario Disability Support Program delivery agents, Ontario Works delivery partners, and relevant community partners;
   ii. establish on-going relationships with local Indigenous organizations and Disability organizations;
   iii. detail the research and analysis undertaken to inform the transformation of existing programs and services to support a client-centric approach to service delivery.

b. Outline the specific actions SSMs will take to transform or customize service delivery and programming to:

   i. support a client-centric approach to service planning, coordination and referrals to improve outcomes for clients and employers, including for clients with unique needs, including Indigenous people, People with Disabilities, youth with higher support needs, newcomers, Francophone;
   ii. ensure that Indigenous clients receive appropriate services in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people;
   iii. ensure a responsive system that meets the labour market needs of employers and the community's economic development goals;
   iv. meet the client volume commitments made through the CFP, including achieving outcomes within specialized populations (e.g. Indigenous people, Francophone, People with Disabilities, clients receiving social assistance services).

1b. Network Transition Approach

a. The Network Transition approach will outline any and all changes to the service delivery footprint or Service Provider within the Catchment Areas.

b. This approach must be evidence-based and informed analysis and consultation with local Service Providers and key stakeholders. The approach will recognize the importance of local delivery and partners in service delivery and will support the vision for local, collaborative, community-based service provision by ensuring a diverse local network of Service Providers to achieve outcomes for a wide range of clients.

c. The approach will detail the process taken to inform its development, including but not limited to:

    i.   engage with EO and ODSP employment supports Service Providers as well as other community partners including, but not limited to, municipalities, Colleges of Applied Arts and Technology, ODSP service delivery staff, Ontario Works delivery partners, and relevant community partners;

    ii.   establish on-going relationships with local Indigenous organizations Disability organizations;

    iii.   employ a transparent and evidence-based research process to assess the effectiveness of the current network based on client level data, labour market information, consultation with Service Providers, independent research of the relevant Catchment Area and other possible influencing factors;

    iv.   Develop a communications and issues management plan in coordination with MTCU.

d. Outline the specific actions SSMs will take to transform or customize the network to support their operations including but, not limited to:

    i.   a description of the actions to be taken following the Transition Period, including any planned changes that will become effective on or after October 1, 2020;

    ii.   consideration for specialized service delivery sites (e.g. People with Disabilities, Indigenous people, Francophone);

    iii.   meet the needs of Indigenous clients in a culturally-appropriate way;

    iv.   mitigation strategies to address any client/stakeholder impacts, including plans to ensure the needs of specialized populations within their community are met.

Key Outcome 2: Comprehensive Web Presence for the Catchment Area

The SSM will be responsible for developing a plan for ministry's approval that will establish a web presence that reflects the following principles:

a. User-friendly, community-focused and compliant with the *Accessibility for Ontarians with Disabilities Act, 2005* and regulations.

b. Maintain accurate and current content.

c. Promote direct service delivery.

d. Provide key resources and information to clients including job seekers, employers and service delivery partners.

e. Collect site usage analytics to gather insights for continuously improving online information and service delivery.

Appendix 4: Data Collection and Monitoring

The following table shows the data points that SSMs will be required to collect using Common Assessment and Integrated Case Management Systems.

Table 18: Data Points Required for Collection by SSM

Client Information	Data Points
Administrative and Personal	• Name, Telephone, Email Address • Social Insurance Number • Birth Date, Gender • Preferred Language, Canadian Status • Marital Status • Indigenous, Francophone, Visible Minority
Location	• Address, Postal Code • Location Type (rural, urban) • Proximity to Labour Market • Other Variables (e.g., labour market information)
Education and Skills	• Education Level and date attained • Recency of Education • Literacy, Numeracy, Digital Literacy • Soft Skills (e.g., communications, interpersonal)
Wellness and Security	• Disability • Addiction / Substance Use • Mental Wellness (perception of) • Physical Safety, Physical Wellness (perception of) • Food Security • Financial Security
Household Characteristics	• Stability of Housing • Dependents • Care Responsibilities (child care, elder care) • Access to Transportation • Access to Computer/Internet • Spousal Employment Status
Work Status and History	• Current Employment Status (e.g., employed full-time, employed part-time, unemployed) • Duration of Current Employment • Duration and Date of Last Employment • Occupational / Transferrable Skills • Work Experience in Canada • Source of Income

Client Information	Data Points
Job Seeking History / Readiness to Work	• Job Seeking Intentions • Job Seeking Knowledge/Readiness • Employment Goals • Motivation/Job Readiness • Acceptance of Participation Requirements
Contact Status/Results	• Status and Outcome of Client Contact (via Targeted Referral and Feedback (TRF))
Employment Service and Outcomes	• Employment Action Plan • Client Activity with Duration • Client Outcomes

Table 18: Data Points Required for Collection by SSM

Appendix 5: Definitions

A

Accessible

Accessible means compliant with the *Accessibility for Ontarians with Disabilities Act* and regulations to ensure that a product or service can be used and enjoyed by People with Disabilities.

Accessibility

Accessibility is a general term that is used to describe the degree of ease that something (for example, device, service, and environment) can be used and enjoyed by persons with a Disability. The term implies conscious planning, design and / or effort to ensure it is barrier-free to persons with a Disability, and by extension, usable and practical for the general population as well.

Accountability Framework

An Accountability Framework encompasses the expectations of performance and financial accountability for ministry staff and the Service System Manager, as well as the tools and processes used to support evidence-based and defensible decision-making by ministry staff.

Addenda

This CFP may only be amended by the ministry by an addendum through the Ontario Tenders Portal eTendering System in accordance with this section. If the ministry, for any reason, determines that it is necessary to provide additional information relating to this CFP, such information will be communicated to all CFP Applicants through Addenda to the CFP by way of the Ontario Tenders Portal eTendering System. Each addendum shall form an integral part of this CFP.

Each addendum may contain important information including significant changes to this CFP. The onus remains on the CFP Applicant to make any necessary amendments and to re-submit its Application based on the Addenda. The ministry may also issue Addenda included in the CFP as an attachment, which may contain responses to the Applicant's questions. CFP Applicants are responsible for obtaining all Addenda issued by the ministry.

If the ministry makes any changes to the CFP after an CFP Applicant has submitted its Application, the response will be invalidated on the Ontario Tenders Portal eTendering System and the CFP Applicant will need to re-submit its response. The CFP Applicant will be required to update any new or modified sections of the CFP by way of the Ontario Tenders Portal eTendering System and re-submit its Application.

Allocation

Amount of funds available to a Service System Manager for a specified purpose, within a

specified period

Application

Application means all documentation submitted by an Applicant in response to the CFP or in respect of the CFP.

Applicant

Applicant means the legal entity that submits an Application in response to this CFP.

Assisted Services

Assisted Services are intensive services that would require case management (e.g., job placement).

B

Bridge Training Program

The Bridge Training Program helps highly-skilled newcomers access licensure and employment in their field, without duplicating previous training and education. By getting their license or certification, or connecting to their occupational sector, skilled immigrants can increase their opportunity to resume their careers in Ontario.

Business Plan

The annual process between the SSM and the ministry to set priorities, establish funding and targets and ensure outcomes are met.

C

Catchment Area

For the employment services transformation, the province has been divided into 15 Catchment Areas that align with Statistics Canada Economic Regions boundaries. Toronto is further divided into five Catchment Areas according to census division boundaries. Each SSM is responsible for the planning, design and delivery of in-scope employment services in a defined Catchment Area.

Case Conferencing

One of the key activities of Integrated Case Management will be Case Conferencing. Case Conferencing is a formal, structured meeting between the SSM/employment caseworker and social assistance caseworker (and client or other service partners if appropriate) with the purpose of providing holistic, coordinated, and integrated services across systems to reduce duplication.

- Employment service caseworker will be expected to coordinate activities with social assistance caseworkers and document plans and activities in the Employment Action Plan notes.

- Evidence of timely Case Conferencing with key parties will be documented in the client's records.
- The client's right to privacy and confidentiality in contact with other parties is maintained.

Case Management

Case management is a collaborative and client-centred process supporting timely access to the right services and supports to help a client achieve their employment goals and monitoring their progress in achieving those goals. It may include identifying further needs and supporting access to community-based services that may affect the client's readiness for employment, such as income support, family support, transportation and health care services. The intensity and duration of Case Management will vary depending on the individual client's needs, which may extend beyond a job placement to job retention supports and services. Case Management will support Indigenous clients to receive culturally-appropriate services.

CFP Closing Date and Time

CFP closing date and time means the Application submission date and time as set out in the CFP and as may be amended from time to time in accordance with the terms of the CFP.

Client

Client is an individual accessing employment services through Employment Ontario (assisted or unassisted services).

Clients Served

Clients Served refers to Completion of activities mutually agreed to by the Service Provider and client in the Employment Action Plan that will lead to employment.

Client Segmentation

The Client Segmentation model assesses each client's relative disadvantage in the labour market, assigning a stream based on each client's unique characteristics.

- Stream A: Low risk of long-term unemployment
- Stream B: Medium risk of long-term unemployment
- Stream C: High risk of long-term unemployment

Common Assessment

A consistent intake tool and approach to assess individuals' employment service and Life Stabilization service needs.

Conflict of Interest

Conflict of Interest includes, but is not limited to, any situation or circumstance where:

a. In relation to the CFP process, the Applicant has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:

     i.   Having or having access to information in the preparation of its Application that is confidential to the Crown and not available to other Applicants,

    ii.   Communicating with any person with a view to influencing preferred treatment in the CFP process including the giving of a benefit of any kind, by or on behalf of the Applicant to anyone employed by, or otherwise connected with, the ministry, or

    iii.   Engaging in conduct that compromises or could be seen to compromise the integrity of the open and competitive CFP process and render that process non-competitive and unfair.

Consortium

Consortium is a group of two or more organizations that have entered into a written agreement to jointly apply to become an SSM. One organization within the Consortium must act as the lead CFP Applicant that enters into a transfer payment agreement with the ministry. As the legal entity that has entered into the agreement with the ministry, the lead CFP Applicant is responsible for ensuring that the requirements of the agreement are met, including performance, distributing funding, data sharing and continuity of service delivery**.**

D

Delivery Agent

Delivery Agent is a term used in the *Ontario Works Act,1997* and its regulations to describe agents designated by the Minister to administer the Act and provide basic financial and employment assistance in a geographic area. Delivery Agents are mostly comprised of municipalities and First Nations.

Disability

Section 10 (1) of the *Ontario Human Rights Code* defines "Disability" as:

- Any degree of physical Disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes, mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- A condition of mental impairment or a developmental disability;
- A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- A mental disorder; or,
- An injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997.*

E

Employment Ontario Information Systems (EOIS)

[Employment Ontario Information Systems (EOIS)](#) is a combination of computer systems to support the administration and delivery of EO programs and services.

EOIS is composed of the following systems:

- [Employment Ontario Information System - Apprenticeship (EOIS-APPR)](#)
- [Employment Ontario Information System - Case Management System (EOIS-CAMS)](#)
- [Employment Ontario Information System - Service Provider Connect (EOIS-SP Connect)](#)

Employability Services and Supports

Employability Services and Supports are short-term (generally six months or less) interventions (i.e., workshops or other activities) designed to help participants in making the transition to work, maintain work or develop career advancement skills. This includes soft skills workshops or activities such as: team work, time management, communication in a workplace setting, problem solving, interpersonal skills.

Given the unique needs of individual participants and based on individual need and circumstance, employability services and supports may not always be delivered in an uninterrupted, linear sequence. These services may also occur concurrently with other service components including: Life Stabilization services, job search, job placement and retention services. In addition, not all participants (e.g., Social Assistance recipients / participants) may need or benefit from employability services and supports.

Employer Engagement

Employer Engagement involves working with employers to determine their workforce needs and to enable job search and placement. SSMs will provide a one window approach for employers to enhance customer service and achieve client outcomes.

As part of specialized services for People with Disabilities, SSMs will be expected to understand and effectively promote the business value of hiring People with Disabilities. This may include:

- Identifying ODSP recipients (those with disabilities) and other People with Disabilities who have the skills or work interests to address their staffing requirements.
- Working with the employer to develop customized employment opportunities (job carving).
- Providing hands-on assistance, tools, and supports to employers in hiring and successfully retaining employees with disabilities (e.g., accessible recruitment processes, on-the-job supports, preparing the workforce).

SSMs are expected to understand local labour markets and trends and local employers/sectors.

Employment-Related Financial Supports for Job Seekers and Employers

Financial supports available to job seekers and employers to support client employment outcomes. These supports are used to remove temporary barriers to participation in employment and training activities or starting/maintaining a job.

Examples of employment-related financial supports to job seekers include: transportation, work clothing or uniforms, tools and special equipment, emergency or infrequent child care. Examples of employment-related financial supports to employers include: accommodation supports, onboarding requirements.

Employment Ontario Partners' Gateway

The Employment Ontario Partners' Gateway website provides Employment Ontario service delivery partners with the informational resources, tools and communications needed to deliver Employment Ontario programs and services.

F

G

H

I

Indigenous

"Indigenous" encompasses First Nation, Inuit and Métis groups and replaces the collective term "Aboriginal" except in legal or official contexts. "Aboriginal" is used in the Canadian Constitution (the Constitution Act, 1982) to refer to certain constitutionally protected rights and the people who hold those rights. The Constitution recognizes three groups of Aboriginal peoples – Indians (First Nation), Inuit and Métis. These are three separate peoples with unique heritages, languages, cultural practices and spiritual beliefs.

In-Service

In-Service refers to the completion of Common Assessment and the creation of an Employment Action Plan by the client and Service Provider.

Integrated Case Management System

Integrated Case Management System is an electronic system used by SSMs and Service Providers to track and report on the services being offered to individual clients receiving social assistance and the outcomes of those services.

The Integrated Case Management System includes the integration of key details from social assistance systems that are relevant to employment planning. Using an integrated view of

client profiles and referral tracking, caseworkers will be able to effectively support and manage client activity.

J

Job Coaching

Supports for clients and employers to prepare for job placement / employment. Once the participant has started work, Job Coaching also involves regular monitoring of progress and ongoing support to ensure that agreed upon employment commitments are being met by both the employer and the participant.

Job carving

Involves creating or modifying a job to fit the individual's capabilities and the needs of the employer. It involves the negotiation of a job description that is based on the tasks of a single job within a workplace. The carved job will contain one or more, but not all, of the tasks from the original job description.

Job Matching and Development

Job Matching and Development involves working with employers to determine their workforce needs and identify individual clients with the skills or work interests to address their staffing needs. In some instances, this may involve working with the employer to develop customized employment opportunities using a "job carving" approach.

Job Retention

Supports for participants and employers who no longer require the initial level of support offered when commencing a new placement / job opportunity (for example, Job Coaching support) but are not fully independent in the job.

Job Search Services

Individualized assistance to clients in planning and conducting their job search, based on a realistic and accurate assessment of their qualifications compared to job requirements.

K

Key Performance

Key Performance Indicators is a quantifiable measure used to evaluate the success of an initiative in meeting objectives for performance.

L

Life Stabilization

Supports for individuals in coping with personal, systemic and / or environmental barriers that

may precede or preclude employment and training activities (for example, addictions, chronic disease, homelessness). Life Stabilization focuses on enabling individuals to gain self-sufficiency, addressing preparatory and / or urgent needs through referrals to health, legal, crisis response, social supports, family support and other human services. These services and supports could be provided concurrently with employment training activities, depending on an individual's circumstances and capacities.

Literacy and Basic Skills

The Literacy and Basic Skills program helps adults in Ontario to develop and apply communication, numeracy, interpersonal and digital skills to achieve their goals. The program serves learners who have goals to successfully transition to employment, postsecondary, apprenticeship, secondary school and increased independence. The program includes learners who may have a range of barriers to learning.

Long-term Unemployment

According to the Ontario Labour Market report, Long-term Unemployment is defined as unemployed for twenty-seven (27) weeks or longer.

M

Ministry's Data Sets

Ministry data sets are publicly available Employment Ontario and Social Assistance data sets to support Call for Proposal applications. Data sets, contextual documentation and technical dictionaries are available on the Employment Ontario Geo Hub.

N

O

Ontario Tenders Portal eTendering System

The Ontario Tenders Portal (OTP) eTendering System is the online portal for submitting Applications for competitions within the government of Ontario and Broader Public Sector (BPS) Entities.

Ontario.ca website

Ontario.ca is the official website of the Ontario Government. It is a one-stop website providing Ontarians with access to all government services and information in one location, including services for jobseekers and employers.

P

People with Disabilities

People with Disabilities have a wide range of abilities, skills and experience with varying needs that can be served through "mainstream" employment services as well as specialized services. People with Disabilities, as defined under the Ontario Human Right's Code14, represent a qualified and underused talent pool that can help businesses address talent needs as well as anticipated labour and skills shortages.

Performance-based Funding

Performance-based Funding is provided to SSMs based on a client being employed at 1, 3, 6 and 12 months after receiving employment services and starting employment.

Performance Outcomes

Performance Outcomes refers to the explicit definition of desired performance outcomes by the ministry and how these outcomes will be measured to demonstrate results (see Performance Management Framework (PMF).

Planning Period

The Planning Period (January 2020 to March 2020) is intended to allow SSMs to establish themselves within the Catchment Area.

Provincial/Ministry Systems

Provincial/Ministry Systems refers to any hardware, communications or other technology infrastructure, and software used by the province in its operations.

Q

R

S

Service Providers

Service Providers are third-party organizations that have a funding arrangement with a Service System Manager to deliver one or more employment and training supports or services. They may be a municipality, college, non-profit or for-profit organization.

Service System Manager

Service System Manager refer to a body that either delivers or creates funding arrangements with organizations to do local service planning, coordination and delivery of services and

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14 See Appendix 6: Definitions for the definition of Disability.

programs. May be a municipality, non-profit or for-profit organization or a Consortium.

Service Targeting

Service Targeting is the assessment and grouping of incoming clients to enable the targeting of limited resources towards clients who likely need more support, as well as minimizing the over-delivery of services to those who are more likely independent job seekers.

Service Targeting includes three components:

- Common Assessment

- Client Segmentation

- Integrated Case Management System

Services to Indigenous People

Employment and training services that responsive to the challenges and strengths of Indigenous clients. This may include but is not limited to provision of appropriate services in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people.

SkillsAdvance Ontario

The SkillsAdvance Ontario pilot project is intended to support workforce development in identified key growth sectors.

It funds Delivery Partners that connect employers with the employment and training services required to recruit and advance workers with the right essential, technical and employability skills. It also supports job seekers in obtaining employment by providing them with sector-specific employment and training services and connecting them to the right employers.

SkillsAdvance Ontario embodies a sector-focused strategy that takes into consideration the dynamic nature of regional economies and labour markets, as well as the evolving requirements of different industrial sectors. SkillsAdvance Ontario projects provide the ministry the opportunity to test the effectiveness and efficiencies of sector-focused, partnership-based programming.

Short-Term Skills Training

Training that aims to improve clients' employment prospects and / or prepare them for additional training; for example, in a single skill or competency, or for entry-level positions.

Social Assistance

Social Assistance refers to the provision of assistance to people in financial need. Social assistance can include financial support related to basic needs, shelter, health and other

benefits, and employment assistance. In Ontario, social assistance is provided through two programs: Ontario Works and the Ontario Disability Support Program.

Social Assistance Clients

Social Assistance Clients refers to both Ontario Works and Ontario Disability Support Program (ODSP) recipients and their family members.

Social Assistance Delivery Partners

Social Assistance Delivery Partners refers to the delivery of Ontario Works, where the program is delivered by municipal or First Nation delivery partners. ODSP is delivered directly by the province through local MCCSS offices.

Specialized Services

Specialized Services are those above and beyond core employment services for inclusion groups designated by the ministry. These services may require additional and / or specific competencies and capacity with respect to serving clients with high, unique or complex employment service needs, including specialized knowledge of cultural appropriateness. It may require additional service capacity for assistance with core services such as job search and job matching support and interdisciplinary / multi-sectoral interventions (for example, integrated Case Management) or expertise.

Specialized Services for People with Disabilities

Most job seekers with a Disability receive core employment and training services without additional Specialized Services. Specialized Services for People with Disabilities are designed for individuals who have unique or complex employment needs as a result of a Disability. Challenges may include some combination of limited or interrupted labour market experience, low levels of education or literacy and challenging life circumstances (for example, poverty or lack of family / parental support). Unique service needs may include additional service capacity for Disability-related assistance with core services such as job search and job matching support and interdisciplinary / multi-sectoral interventions or expertise.

T

Transition Period

Transition Period refers to the six-month period during which the Service System Manager will be responsible for managing Service Providers within the prototype Catchment Area but will be unable to make any changes to the funding or activity of these Service Providers.

Transition Period Funding (April to September 30, 2020)

Transition Period Funding refers to a breakdown of the SSM's transition costs including, but not limited to, costs associated with acquiring a physical presence in the community, development of a web presence, staffing.

The Transition Period Funding will also support SSM operations during the six-month transition when they are managing Service Providers and are restricted from making changes to established funding or target levels.

U

Unassisted Services

Unassisted services are services that do not require Case Management. Examples include, resources and information on local training and employment opportunities, community service supports, occupational and training requirements to support independent or "unassisted" job searches (e.g., workshops, presentations).

V

W

X

Y

Z

Appendix 6: List of Tables