

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON AUGUST 12, 2020
FROM:	KEVIN DICKINS ACTING MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT:	CONTRACT AWARD RECOMMENDATIONS FOR SKILLSADVANCE ONTARIO (SAO) – EMPLOYMENT SERVICES FOR THE MANUFACTURING SECTOR IN LONDON

RECOMMENDATION

That on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, with the concurrence of the Director, Financial Services, the following actions **BE TAKEN** with respect to the award of the contract for Request for Proposal 20-46 SkillsAdvance Ontario – Employment in Manufacturing Supports for the London Economic Region Project:

1. (a) That the Request for Proposal 20-46 **BE AWARDED** to Fanshawe College of Applied Arts and Technology for a total funding amount of \$334,141.84 (exclusive applicable taxes), for the pilot project contract term of seven (7) month period. It is noted that the proposal submitted by the Successful Proponent meets the City's requirements and is in compliance with the City's Procurement of Goods and Services Policy;
- (b) That the approval given above **BE CONDITIONAL** upon the Corporation entering into a SkillsAdvance Ontario (SAO) Service Provider Contract with Fanshawe College of Applied Arts and Technology; and having a Purchasing Order (PO) relating to the subject matter of this approval.
2. That the attached proposed By-law (Appendix "A") **BE INTRODUCED** at the Municipal Council meeting of August 25, 2020:
 - a) To authorize and approve the template SkillsAdvance Ontario (SAO) Service Provider Contract ("Contract"), substantially in the form attached as Schedule 1 to the by-law, for the Contract between the Corporation of the City of London and Service Provider; and
 - b) To delegate to the Managing Director, Housing, Social Services and Dearness Home, and the Acting Managing Director, Housing, Social Services and Dearness Home, or their written delegate, the power to insert details into the template Contract and execute the Contract; and
 - c) To delegate to the Managing Director, Housing, Social Services and Dearness Home, and the Acting Managing Director, Housing, Social Services and Dearness Home, the power to approve and execute any further Amendments to the Contract if the Amendments are consistent with the requirements in the Contract, and that do not require additional funding or are provided for in the City's current budget, and that do not increase the indebtedness or contingent liabilities of The Corporation of the City of London.
3. That Civic Administration **BE AUTHOURIZED** to undertake all administrative acts that are necessary in connection with this project.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Ontario Transfer Payment Agreement SkillsAdvance Ontario (SAO) - Employment Services for the Manufacturing Sector in London-Middlesex (CPSC - February 19, 2020)
- Employment Ontario Transformation – Service System Manager Update (CPSC – January 21, 2020)
- Employment Ontario Transformation – Service System Manager Competition (CPSC-June 17, 2019)
- Purchase of Service Agreement – Ontario Works Employment Assistance Services (CPSC, December 10, 2018)

PURPOSE

The purpose of this report is to recommend The Corporation of the City of London award all components listed in The Request for Proposal (RFP) to Fanshawe College of Applied Arts and Technology and to enter into a contract to provide Employment Services under the SkillsAdvance Ontario pilot project.

STRATEGIC PLAN LINKAGES 2019-2023

Strengthening Our Community

- Londoners have access to the supports they need to be successful.
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.

Growing Our Economy

- London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.

Leading in Public Service

- The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

BACKGROUND

In March 2020 Council approved the Ontario Transfer Payment Agreement - SkillsAdvance Ontario (SAO) - Employment Services for the Manufacturing Sector in London - Middlesex between Her Majesty the Queen in Right of Ontario as represented by the Minister of Labour, Training and Skills Development (the Ministry) and The Corporation of the City of London. The term of the Agreement is from March 30, 2020 to March 31, 2021 with the possibility of further Agreement extensions contingent on the initial program results.

The goal of the SAO project is to provide employers in specific sectors and regions with access to job-ready, skilled workers that meet their workforce development needs; and provides Individuals with sector-focused employment and training services, including

experiential development opportunities to support them to obtain, succeed, and advance in employment.

The City's SAO project will support employers to:

- Build a supply of skilled Participants who can meet their workforce development needs by providing training services to improve participant workforce performance;
- Reduce turnover and associated recruitment and training costs;
- Demonstrate their commitment to workforce development, including advancement of Incumbent Workers; and
- Form effective and dependable workforce development partnerships with Service Providers, community agencies and regional municipalities.

The City's SAO project will provide Participants with:

- Training related to an occupation that offers positive labour market prospects;
- Essential, technical, and employability skills training, and on-the-job experience;
- Industry-recognized certificate or credential upon completion of training;
- Jobs in field of training;
- The ability to sustain or advance from their current employment; and Sustainable employment (i.e. sufficient hours to sustain household income; greater security through improved employment status and reduced chance of further job loss.

SAO Project Objectives

The SAO project is intended to support:

- Employers with hiring, onboarding and retaining employees and responding to employer skills requirements in the local economy;
- Sector-focused work-force development in all aspects of delivery, including skills training and pre-employment, employment, and post-employment services; and
- Participants with succeeding and advancing in employment.

City of London Service Delivery Approach

The original project proposal with the Ministry was set out in three phases with Phase One beginning in the London–Middlesex area followed by Phase Two and Phase Three operating in Oxford and Elgin Counties. Civic Administration are currently working with the Middlesex County Administration to seek written consent and approval to provide services in Middlesex County. In order to ensure SAO timelines are met Civic Administration will begin the SAO service delivery in the London area initially until approvals and consents are provided by Middlesex County representatives allowing for the provision of services solely for the purpose of supporting Middlesex County employers and residents, and in particular those in receipt of social assistance.

The process of applying for an Agreement extension with the Ministry is expected to begin in October 2020 and will be based on the year-to-date outcomes and results of the current SAO contract with the Ministry ending March 31, 2021. The second and third phases will be dependent on the successful negotiation of a SAO Agreement extension with the Ministry and the City will seek and obtain council resolutions from the various councils in Elgin and Oxford Counties (both upper and lower tier).

The City of London will take a regional approach to the project deliverables by engaging with regional stakeholders and establishing an Advisory Committee that will help inform the overall project outcomes, help to identify the regional manufacturing sectors to focus on and participate in the curriculum development and Service Provider relationships. Under the current SAO Agreement, Civic Administration believes Middlesex County's

membership on the Advisory Committee is a key element to success in building strong and lasting relationships with the County's employers and community stakeholders.

The City has designated an internal Program Manager to lead the project and work directly with the Service Provider to fully engage the Advisory Committee and help ensure coordination of stakeholder activities. The Program Manager will also ensure the coordination of efforts and the timely flow of information including direct communication with the Ministry to share updates, statistics and adhoc reports. The City's Social Services department and community agency(s) will play a key role in identifying potential suitable and eligible SAO participants, providing referrals, community supports and /or financial assistance with employment related expenses in the London area.

Key Elements of the Service Delivery

The project helps prepare individuals for the workplace in unique ways, including experiential learning and by providing learning opportunities to address work-life challenges before joining the workforce. At the core of this SAO project is a training program which offers 4 weeks of in-class industry soft and technical skills training developed with employer feedback and followed by manufacturing sector employment, with participating SAO employers, with an eight week period of intensive supports. Participants, as well as the employers, are provided with continuous supports for twelve months (one year) from the start of employment.

The keys to the success of this project will include curriculum development supported by participating employers, the intensive supports provided by Program Staff and the active engagement of employers throughout the project. All Program staff outlined in the RFP will be provided by the successful proponent upon successful execution of the service delivery contract.

The first key component of the proposed program is the four weeks of in-class industry skills training sessions which focuses on employment, technical and essential skills. The sessions will be based on curriculum that has been co-designed with employers and will include experiential learning, interactions with employers, site visits, specific certification and soft skill development.

The unique curriculum will initially be focused on preparing Participants to join a food manufacturing workforce and prepare them to be on-boarded by the employer. The curriculum will be developed specifically for this sector and will be vetted by employers to ensure the cross-training components will enhance workforce engagement of Participants. The recommendations from participating employers will be used to develop the curriculum into modules and to identify any additional supplemental training needed to incorporate the recommendations.

To ensure the curriculum continues to meet the needs of the employer it is anticipated that there will be revisions led by the Service Provider after each cohort based on specific stakeholder feedback. The revisions could involve swapping out framework components or providing section changes within certain framework modules.

In addition to the food manufacturing curriculum, the Curriculum will be adapted to align with a general manufacturing focus based on key learnings from the cohorts and through stakeholder engagement. These revisions will play a crucial role in allowing for the possible expansion of the project into other manufacturing sectors as well as geographically such as in the Middlesex, Elgin and Oxford regions.

Once the initial project curriculum is established significant, intensive and coordinated supports will be provided to help Participants remain engaged in the program, problem

solve around issues and challenges they face as they prepare for work and as they transition into the workplace. At the same time, the Service Provider will work together to support the employer including HR, supervisors, and workplace mentors with successful onboarding and employee retention strategies. The project will focus on individuals not currently participating in the labour market and who require greater and intensive supports in attaining and retaining employment.

The unique curriculum and intensive supports will be individualized, varied and flexible; to support 1:1 coaching, problem solving, peer mentoring, additional modules, advocating, financial supports, and referrals to community supports. The individualized on-the job support for the Program Participants will continue for a 12-month period.

A key outcome of the initial project is to have 45 individuals participate in the industry-specific training with the large majority of participants exiting from the training and moving directly into full-time employment. It is anticipated that any remaining participants will be moving into further education or training to pursue their employment goals or connecting with additional programming and community resources to address a specific barrier to employment such as addiction or mental wellbeing.

The overall goal of this initial project (August 26, 2020 to March 31, 2021) will be to successfully launch a regionally-unique Food Manufacturing training program in London and Middlesex County once consent and approvals have been received by Civic Administration, and then (contingent on Ministry funding) adapt and expand the program in two additional regionally specific manufacturing sectors in Oxford and Elgin Counties.

PROCUREMENT PROCESS

On June 12, 2020, on behalf of the City's Housing, Social Services and Dearthness Home, the Purchasing & Supply Chain Management issued a formal RFP for SAO – Employment in Manufacturing Supports for the London Economic Region from experienced and qualified proponents to provide the following:

- A) Employment Support Services – Employer and Client
- B) Curriculum Development Services
- C) Curriculum Delivery Services

After the RFP was posted, there were three (3) Addenda issued to respond to questions, inquiries and requests for clarification. When the RFP closed, four (4) submissions were received, and all four (4) were compliant.

A two-envelope RFP process was used - one envelope contained the technical project Proposal, and the second contained the pricing proposal.

Four (4) evaluation committee representatives from Business Planning Process, Employment Strategies, Ontario Works, Financial Business Support, Finance & Corporate Services, with the support of Purchasing, evaluated the four (4) submissions based on the technical criteria outlined in the document. Of these, the proponents with the top three (3) scores were evaluated further through a clarification, presentation and interview process with the evaluation committee.

When the final technical scores were determined, the pricing envelopes were then opened. Pricing envelopes for proponents who did not rank among the top three (3) scores were not opened.

At the end of this process, the proponent with the highest score, demonstrating their ability

to fully meet the City's requirements was Fanshawe College, therefore Fanshawe College is recommended to award the contract.

FINANCIAL IMPACT

The Contract to be awarded is 100% funded by the Ministry of Labour, Training and Skills Development through the City's Ontario Transfer Agreement – SkillsAdvance Ontario (SAO) with the Ministry effective March 30, 2020 to March 31, 2021. The total funding provided by the Ministry for this program is \$669,478, which includes an allocation to fund the Contract being awarded to Fanshawe College in the amount of \$334,141.84 resulting in no financial impact to the City's budget.

The Ministry has not confirmed an extension to the program beyond March 31, 2021. If an extension is awarded to continue the SkillsAdvance Ontario program additional funding (100%) will be required through the Ministry of Labour, Training and Skills Development as there is no allocation of City funds in the Multi-year Budget for this particular program.

CONCLUSION

Increasing both labour market participation and the labour pool will help address a labour market imbalance. The SkillsAdvance Ontario (SAO) Project in London-Middlesex will help to alleviate the labour market pressures felt by local employers who are currently hiring and planning for further workforce expansion. The SkillsAdvance Ontario (SAO) Project provides a unique opportunity to assist individuals in moving from social assistance into sustainable employment.

PREPARED BY:	SUBMITTED BY:
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RECOMMENDED BY:	CONCURRED BY:
KEVIN DICKINS ACTING MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME	IAN COLLINS DIRECTOR, FINANCIAL SERVICES

Cc: Elaine Sauve, Program Supervisor, Ministry of Community and Social Services
Mark Harrison, Regional Program Manager (Acting), Employment and Training
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Anna Lisa Barbon, Managing Director, Corporate Services & City Treasurer, Chief
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