



Ministry of  
Social Development

**Request for Proposals**

**The Employment Program of British Columbia**

**Guidebook for Evaluators participating in  
Proposals, Interview and Reference Criteria Evaluations**

**RFP Number ELMS-004**

*Issue Date: March 30, 2011*

*Closing Date: May 26, 2011*

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## **A. INTRODUCTION**

Proponents spend a significant amount of time and resources preparing and supporting the offers they submit to provide professional and technical services to the Province. The Province benefits from this investment since it contributes both quality and choice to government's plans. In return for this effort, proponents are entitled to a full and fair evaluation.

This document is designed to assist Evaluators in their evaluation of proponents' submissions and to help ensure the establishment of a clear record for the rationale used in assigning scores against the RFP ELMS-004 stated evaluation criteria. The Province must be prepared to provide all proponents with feedback on a criterion-by-criterion basis and be able to support the reasons for the total scores that were awarded. This Guidebook for Evaluators accompanies the Proposal Evaluation for Mandatory, Desirable, Interview and Reference Criteria Workbooks for the Employment Program of British Columbia RFP ELMS-004 evaluation.

In addition to this Guidebook for Evaluators, the Chairpersons should refer to their Guidebook for Chairpersons during consensus meetings.

## **B. NOTE TO EVALUATORS**

All Evaluators are required to sign Confidentiality and Conflict of Interest Acknowledgement forms which detail the terms and conditions of conduct for the duration of the evaluation process.

## C. ROLE OF EVALUATION COMMITTEE AND EVALUATORS

You have been selected to serve on the proposal evaluation committee for the RFP ELMS-004 procurement evaluation process. The evaluation committee and its functions are an essential part of the process leading to the award of a Contract.

It is important for you, as an Evaluator, to know what will be expected of you before committing to this duty. Being on an evaluation committee will require long hours of concentrated effort. Please carefully consider what you have read in this guide and let the Procurement Lead or Strategic Acquisitions and Technology Procurement (SATP) Advisor know if you have any concerns before you start.

The Chairperson will chair the evaluation process without voting privileges. The Chairperson has overall responsibility for all matters involving the evaluation consensus meetings and its procedures, rules and guidelines.

The role of the evaluation committee is to award points to the proposals so that they may be ranked. Once ranked, the proposals will be taken care of through the remaining process by the Procurement Lead until an award can be made.




You will be one of three Evaluators on the evaluation committee. Your duty is to apply professional judgment in awarding points to the proposals for the purpose of ranking them. You will be limited to considering only the evaluation criteria published in the RFP ELMS-004.



## **D. EVALUATION FRAMEWORK**

The Procurement Lead or SATP Advisor will oversee the overall evaluation process. The Chairpersons will manage and facilitate the consensus meeting proceedings and will be responsible for finalizing the scores for all proposals. The Procurement Lead and his designates will conduct the mandatory criteria compliance evaluation process. Twenty eight (28) teams of Evaluators will conduct the proposals evaluation, interview and reference check process along with Procurement Lead and SATP Advisor.

Each evaluation team consists of:

-  One Chairperson with non-voting privileges
-  Three Evaluators (a mixture of staff from program areas, local staff, headquarters, and other regions)
-  One Record Keeper (for consensus, interview and reference check meetings)




The evaluation framework consists of three types of assessment:

### **INDIVIDUAL ASSESSMENTS**

### **CONSENSUS MEETINGS**

### **INTERVIEWS & REFERENCES**

### **INDIVIDUAL ASSESSMENTS**

-  Use one Proposal Evaluation Workbook for Desirable, Interview and Reference Criteria per proposal;
-  Write your name, the proponent's name and the contract number in the spaces provided on the front of the form;
-  Evaluate each submission on your own, ensuring that all evaluation criteria are reviewed and scored based on the information provided in the proposal;

- ✚ Do not award scores by comparing proposals to other proposals. Evaluate them only on the information contained in the proposals. Do not draw upon any previous knowledge of a proponent in order to fill in gaps in their proposals;
- ✚ Evaluators are asked to be succinct, neutral and objective in their comments;
- ✚ Where an Evaluator feels she or he is not capable of providing a fair assessment on a particular criterion, she or he must judge whether it would be preferable to defer on that criterion to other evaluation committee members. The Chairperson will provide guidance, if necessary;
- ✚ The minimum required scores will be determined at the consensus meetings. If a proposal fails to meet the minimum scores, the Chairperson will announce and advise the Evaluators to cease any further review of that proposal;
- ✚ You may use percentage points in between those shown on the scoring table in Section G when assigning scores to the proponent's responses. For example: if you consider a requirement response to fall somewhere between "Acceptable" and "Good" you might enter a value of 75% against that requirement;
- ✚ Enter your comments in bullet form for each requirement, in the appropriate columns in the Proposal Evaluation Workbook for Desirable, Interview and Reference Criteria listing both strengths and weaknesses for the response as it relates to the stated requirement;
- ✚ Include any comments that will help provide justification of your score at the consensus meetings. For the purpose of debriefing sessions, please reference the page number of the proposal when stating your comments;
- ✚ Review your assigned scores and notes and make any adjustments deemed necessary;
- ✚ Bring your scores and comments to the team consensus meeting; and
- ✚ Have a great professional growth and experience!

## CONSENSUS MEETINGS

- ✚ At the designated time, meet with the Chairperson, other Evaluators and Record Keeper to discuss your rationale and interpretation of the proposals and your assigned scores for each;
- ✚ Consensus meetings will be chaired by a Chairperson responsible for the overall conduct. Evaluation team members will determine the consensus scoring by reviewing and contrasting their assigned proposal scores on a criterion-by-criterion basis;

- ✚ The consensus scores will be recorded by a Record Keeper in the final consensus Proposal Evaluation Report document for each proposal that will be signed off by each Evaluator on that team;
- ✚ The Chairperson will provide an update on which proposals have been reviewed and any issues that have arisen;
- ✚ The Chairperson will report the preliminary section scores at the final consensus meeting where the Chairperson, the Record Keeper and all Evaluators will finalize and sign off on the summary evaluation matrix;
- ✚ Upon completion of all of the consensus evaluations, return your individually completed Proposal Evaluation Workbook for Desirable, Interview and Reference Criteria to the Chairperson;
- ✚ Only the final consensus Proposal Evaluation Report will be kept; and
- ✚ Evaluators' individual Proposal Evaluation Workbooks will be destroyed.

## INTERVIEW AND REFERENCE

- ✚ At the designated time, meet with the Chairperson, other Evaluators and Record Keeper to discuss your rationale and interpretation of the proponent's validation of the proposal content;
- ✚ The proponent's team, that may have up to 5 representatives, will have up to three hours including a question and answer period to validate proposal statements;
- ✚ The focus of the Interview should be the strengths and weaknesses recorded in your Proposal Evaluation Workbook for Interview and / or Reference Check Workbooks;
- ✚ As you note strengths and weaknesses, provide descriptive examples, facts, figures and section or citation of the proponent in the Interview to aid consensus discussion;
- ✚ Identify key risks (weaknesses) and key areas of flexibility (strengths or weaknesses);
- ✚ Things to think about:
  - ✓ Interviews and Reference checks are time-boxed;
  - ✓ Highlight the most important and the most relevant strengths and weaknesses;
  - ✓ For each bullet consider: **SO WHAT?**
    - What is the impact on the overall RFP objective?
    - Why is this important in the scheme of things?
    - What is the impact or implication of the point you are bringing to the consensus meeting table?

- ✚ Reference checks will be conducted on:
  - Business references for the proponent itself and
  - Proposed service providers that the Province may use to verify the accuracy of statements made in the proposal;
- ✚ In that context, sufficient reference checks on proposed business references and proposed service providers is to be completed;
- ✚ Evaluators are to use the Proposal Interview and Reference Check Workbooks;
- ✚ If you, as an Evaluator, ask a question that the proponent didn't fully or only partially address, avoid speculating what the proponent's intention might have been and instead rephrase your question as "This is not clear from the information provided";
- ✚ The following behaviour must be adhered to at all times during the Interview and / or Reference Check:
  - ✓ No blackberries, phones, computers on during Interview and / or Reference Check;
  - ✓ If you need to be reached by someone, let the Chairperson, Procurement Lead or SATP Advisor know ahead of the Interview and / or Reference Check;
  - ✓ Be alert and maintain neutral body language. Also, help other members with this;
  - ✓ Don't wear clothing, bags, pens etc that include any of the proponents' or their service provider logos or names; and
  - ✓ No socializing with the proponent team after the Interview.

## **E. EVALUATION GUIDELINES**

The following will guide the RFP ELMS-004 evaluation teams:

- The designated Chairperson will be responsible for the overall conduct of the evaluation process and may establish such rules or procedures that she or he may reasonably determine as required;
- The Procurement Lead and / or SATP Advisor will attend, observe, and support the consensus evaluation sessions and act as procurement advisors to the Chairperson and Evaluators as needed but will not have voting privileges;

- Evaluation teams are set up so that some or all individuals have specialized knowledge in their areas of responsibility. As well, some teams might have, in addition, 'subject matter experts' (SME). The same SMEs must be used for all proposals and are bound by the same rules as other members of the evaluation teams. SMEs will not provide comments on the actual scoring but may answer questions and provide input on responses only. SMEs will provide comments when called upon, and should not interrupt or guide consensus discussions;
- Proposals will be evaluated in the sequence according to the Procurement Team Schedule document;
- Evaluators must not discuss any aspect of the evaluation or share any information submitted, including submissions or other related documents with anyone other than members of the evaluation committee;
- The evaluation committees should consist of the same people from the beginning to the end of the evaluation process;
- No unauthorised paper or electronic reproduction will be permitted of any documents including proposals, evaluation workbooks or any other related documents or evaluation materials;
- Evaluators must not make any copies of any documents related to the process;
- The evaluation workbooks, the proposals and any other related documents or evaluation materials will be handed-in to the Chairperson at the end of the evaluation session;
- All questions about the evaluation made, during or following the evaluation, by persons who are not part of the evaluation, will be referred to the Procurement Lead (Huan Ngo);
- Any member of the evaluation committee who feels that they are, or may be, in a conflict of interest must declare this fact to the Chairperson, Procurement Lead and / or to SATP Advisor. If a potential conflict is declared, the Procurement Lead or the SATP Advisor in collaboration with the Chairperson will decide whether the member will be permitted to remain as an Evaluator. The Standards of Conduct for Public Service Employees Engaged in Government Procurement Processes define a conflict of interest from the context of a public service employee and provide a number of examples of conflict of interest if the individual:
  - i. has a friendship or familiar relationship with one of the proponents; or
  - ii. is an evaluator who works for a company that is submitting a response; or
  - iii. has a strong bias for, or against, one of the proponents; or
  - iv. is an evaluator who has a significant interest in a company submitting a response; or
  - v. has a direct or indirect financial interest in a proponent's business; or
  - vi. is an evaluator with an immediate family member who has input into a proponent's proposal; or
  - vii. has assisted in the preparation of a proposal; or

viii. has received a gift from one of the proponents.

**Please note that by continuing to sit as an Evaluator you are declaring that in your opinion, you are not in a conflict of interest.**

- All proposals must be kept secure during the evaluation period;
- It is each Evaluator's responsibility to ensure all documentation related to the evaluation process is kept secure at all times;
- All proposals and evaluation workbooks must be returned to the Chairperson at the completion of the consensus meetings;
- Documents designated as "Transitory" will be shredded at the completion of the evaluation process;
- **Please remember that all documents that exist are subject to disclosure under the Freedom of Information and Protection of Privacy Act of British Columbia;**
- Please note that by participating as an Evaluator, you are declaring competence to evaluate proponent submissions and you agree to abide by the rules stated in this Evaluation Guidebook;
- All scores and related comments will be marked in the evaluation workbooks;
- Where an Evaluator is not able to provide a fair assessment on a particular criterion, the Evaluator may defer judgement on that criterion to other members of the evaluation committee or the Chairperson may provide guidance as deemed appropriate and necessary;
- Evaluators must be present at all meetings of the evaluation committee during the evaluation process;
- Proposals must be evaluated on their individual merits against the evaluation criteria stated in the RFP ELMS-004 and awarded scores using the scoring guidelines provided;
- Scores must not be awarded by comparing proposals against each other;
- Only the information enclosed in the proposals may be used during the evaluation process;
- Information about or knowledge of the proponents that are external to the proposals must not be used in the assessment of proposals;
- Evaluators must bring the evaluation materials including all provided proposals to consensus meetings and must not make any copies of any documents related to the process, other than blank copies of the evaluation workbook;

- Any questions regarding the evaluation process or clarification questions for proponents arising as part of the evaluation process must be referred to the Chairperson who will forward these to the Government Contact Person (Huan Ngo) who will handle all communications with proponents; and
- All questions about the evaluation made during or following the evaluation, by persons outside of the evaluation committees must be referred to the Government Contact Person.

## **F. PROPOSALS, INTERVIEW AND REFERENCE CRITERIA EVALUATION**

Evaluators will be provided with:

1. An electronic copy of all proposals that have passed the mandatory criteria check;
2. Compliance with the RFP's mandatory criteria will be carried out by Procurement Lead and his designates prior to the start of the written evaluation by the evaluation teams;
3. An electronic copy of the Proposal Evaluation Workbooks for Desirable, Interview and Reference Check Criteria;
4. An electronic copy of the RFP and its addenda including all of the questions and answers posted to BC Bid;
5. An electronic copy of all appendices; and
6. An electronic copy of the Guidebook for Evaluators.

In addition to the above, the Chairpersons will be provided with a copy of the Guidebook for Chairpersons.

The proposals, interview and reference check criteria evaluation and scoring for the Employment Program of British Columbia Services RFP consists of the following:

1. Mandatory Evaluation Criteria;
2. Desirable Evaluation Criteria;
3. Interview Criteria; and
4. Reference Criteria.

## MANDATORY CRITERIA EVALUATION

The first step in the evaluation process is to determine whether or not the mandatory requirements were met. Proposals that do not meet the mandatory criterion are eliminated from further evaluation.

**Table 5: Mandatory Evaluation Criteria**

| <b>Mandatory Criteria</b>   | <b>Pass<br/>(Y or N)</b> |
|---|--------------------------|
| The proposal <b><u>must</u></b> be received at the closing location before the specified closing time.  |                          |
| The proposal <b><u>must</u></b> be in English and must not be sent by mail, facsimile or e-mail.  |                          |
| One complete electronic proposal <b><u>must</u></b> be received in accordance with BC Bid instructions for e-bidding. Only pre-authorized e-bidders registered on the BC Bid system can submit electronic bids; <b>or</b><br>One complete electronic proposal on flash drive (i.e. memory stick) <b><u>must</u></b> be submitted with one unaltered, completed Request for Proposals cover page including an originally-signed Proponent Section. |                          |

## DESIRABLE CRITERIA

The evaluation of proposals' desirable criteria will account for 200 points of the total potential evaluation score of 225 (15 points will be allocated during the interviews and 10 points during the reference checks). Proposals meeting all of the mandatory criteria will be further evaluated against the desirable criteria as presented in the following table:

| <b>Desirable Criteria in Evaluation</b>   | <b>Weighting</b> | <b>Minimum Score</b> |
|---|------------------|----------------------|
| <b><i>Proponent and Service Providers</i></b>   | <b>90</b>        |                      |
| <b>1. Capability</b> <ul style="list-style-type: none"> <li>a) Organizations and relationships</li> <li>b) Management team</li> <li>c) Financial capability</li> <li>d) Operational capability</li> <li>e) Human resource capability</li> </ul> | 20               | 12                   |



| Desirable Criteria in Evaluation   | Weighting | Minimum Score |
|--|-----------|---------------|
| <b>2. Capacity</b><br>a) Current capacity<br>b) Maximum capacity   | 20        | 12            |
| <b>3. Experience and Expertise</b><br>a) Delivering employment services<br>b) Working with Clients within the Catchment Area to meet their Employment Objectives<br>c) Delivering specialized services<br>d) Working with Specialized Populations and meeting their needs<br>e) Working with employers and communities within the Catchment Area to support the functioning of the local labour market | 30        | 18            |
| <b>4. Community Connections and Commitment</b><br>a) Established presence and reputation in the community<br>b) Established connections with local employers<br>c) Established connections with local organizations<br>d) Established access to local community resources<br>e) Commitment to Program objectives   | 20        | 12            |
| <b>Service Delivery Approach</b>   | <b>90</b> |               |
| <b>5. Proposed Services and Delivery Method</b><br>a) Facilities and Human Resources<br>b) Self-serve services<br>c) Case management<br>d) Case managed services<br>e) Supplemental services<br>f) Community and employer partnerships<br>g) Transitioning of services and Clients<br>h) Services in languages other than English  | 70        | 42            |
| <b>6. Proposed Key Personnel</b><br>a) Key personnel, roles, responsibilities and accountabilities<br>b) Experience and expertise of key personnel<br>c) Ability to meet Clients' and Specialized Populations' needs   | 20        | 12            |

| Desirable Criteria in Evaluation  | Weighting      | Minimum Score |
|---|----------------|---------------|
| <i>Value for Service</i>  | 20             |               |
| <b>7. Proposed Annual Fixed Operating Fee (FOF)</b> <ul style="list-style-type: none"> <li>a) Proposed annual FOF</li> <li>b) List of items included in the proposed FOF</li> <li>c) Score is calculated based on a formula (described in Section 5.7); and <b>must not</b> exceed the maximum allowable FOF as listed in Appendix C to pass</li> </ul> | 20             | Pass          |
| <b>Total Proposal Score</b>   | <b>200 pts</b> |               |

Proposals that do not meet the minimum scores in each category will not be considered further.

## INTERVIEW

| Criteria                      | Weighting     | Minimum Score |
|-------------------------------|---------------|---------------|
| <i>Interview Criteria</i>     | 15            | 10            |
| 1. Presentation/Demonstration | 5             |               |
| 2. Questions and Answers      | 10            |               |
| <b>Total Interview Score</b>  | <b>15 pts</b> | <b>10</b>     |

## REFERENCE CHECK

| Criteria                              | Weighting     | Minimum Score |
|---------------------------------------|---------------|---------------|
| <i>Reference Check</i>                | 10            | 6             |
| 1. Validation of proposal information | 5             |               |
| 2. Previous contract performances     | 5             |               |
| <b>Total Reference Check Score</b>    | <b>10 pts</b> | <b>6</b>      |

## G. EVALUATION SCORING TABLE

The following table will be used to assign percentage scores to evaluation criteria. Each evaluation criterion will be assigned a value between 0% and 100% according to the descriptions and explanations shown below:

| % Value | Description  | Criteria  |
|---------|--------------|---|
| 100%    | Excellent    | Exceptional response that exceeds all requirements. Solid and credible response with highest level of benefits and features. No added risk. |
| 80%     | Good         | A sound proposal. Fully meets all our key requirements. Minimal risk.   |
| 60%     | Acceptable   | Acceptable at a minimum level. Meets basic requirements. Acceptable risk.   |
| 40%     | Marginal     | Falls short of meeting minimum requirements. Solution is unclear and ambiguous.   |
| 20%     | Weak         | Proposal is deficient. Doesn't address needs. Poses serious problems.   |
| 0%      | Unacceptable | Proposal is unacceptable. Missing information.  |

**NOTE:** Evaluators may score in-between the above values (e.g. 75%).

## **H. DOCUMENT ARCHIVING**

Chairpersons will turn all consensus record workbooks in to the Procurement Lead for archiving immediately following the final consensus meeting.

## **I. ONWARD**

Thank you for reading and following the guidelines. Have a great professional growth and experience on this large and complex procurement project!

**Request for Proposals**  
**The Employment Program of British Columbia**  
**Ministry of Social Development**  
**Request for Proposals Number: ELMS-004**  
**Issue Date: March 30, 2011**

| GOVERNMENT CONTACT PERSON:   | CLOSING DATE, TIME AND LOCATION:   |
|--|--|
| <p>All enquiries related to this Request for Proposals, including any requests for information and clarification, are to be directed, in writing, to the following person who will respond if time permits. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and may be distributed to all Proponents at the Province's option:</p> <p>Huan Ngo, Manager, Procurement<br/> E-mail: <a href="mailto:ELMS.Procurement@gov.bc.ca">ELMS.Procurement@gov.bc.ca</a><br/> Facsimile: 250 356-2734</p> | <p>Proposals must not be sent by mail, facsimile or e-mail. Proposals are to be submitted to the closing location as follows:</p> <ul style="list-style-type: none"> <li>One complete electronic proposal must be received in accordance with BC Bid instructions for e-bidding. Only pre-authorized e-bidders registered on the BC Bid system can submit electronic bids.</li> </ul> <p>Proposals <b>must</b> be received <b>before 2:00 PM Pacific Time on May 26, 2011.</b></p> |
| <p><b>Proponent Meetings: Six Proponent Meetings will be held between April 19 – May 4, 2011. Refer to Appendix A for registration instructions and forms.</b></p>   |  |

| PROPONENTS SECTION:  |   |
|--|---|
| <p>All parts of the Proponent Section (below) must be completed. The BC Bid e-bidding key is deemed to be an original signature for the listed authorized representative. The rest of this page must be otherwise unaltered and submitted as part of your proposal.</p> <p><b>The enclosed proposal is submitted in response to the above-referenced Request for Proposals, including any addenda. Through submission of this proposal we agree to all of the terms and conditions of the Request for Proposals and agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposals, including the Administrative Requirements section, and have conducted such other investigations as were prudent and reasonable in preparing the proposal. We agree to be bound by statements and representations made in our proposal.</b></p> |   |
| <b>Legal name of Proponent</b> (and Business Name if Applicable):<br><b>Open Door Group Social Services Society</b>  | <b>Proposal for Contract Number:</b><br><b>#19-Vancouver Downtown Eastside</b>                      |
| <b>Printed Name of Authorized Representative:</b><br><b>Tom Burnell</b>  | <b>Address:</b><br><b>#208-2112 West Broadway Avenue</b><br><b>Vancouver, BC.</b><br><b>V6K-2C8</b> |
| <b>Title:</b> <b>CEO-Executive Director</b>  | <b>Phone and Fax:</b><br><b>Ph: 604-639-1800 Fax: 604-734-0779</b>                                  |
| <b>Date:</b> <b>May 24, 2011</b>   | <b>E-mail address (if available):</b><br><b>tom.burnell@opendoorgroup.org</b>                       |

## Executive Summary

Open Door Group is please to respond to the Ministry of Social Development Request for Proposal #ELMS-004 – The Employment Program of British Columbia for the Vancouver Downtown Eastside Catchment area.

Open Door Group is a business-oriented, non-profit organization that operates on the fundamental belief that all British Columbians have the ability to succeed. Established in 1976, Open Door Group started as a small group of dedicated citizens providing employment services to mental health consumers. Over the years, we have grown into a provincial employment organization that serves diverse populations, with locations throughout the Lower Mainland and the Interior of BC.

Open Door Group has a long-standing presence, over 36 years, in the city of Vancouver, which has lead to strong and collaborative professional relationships with local service providers and employers.

Open Door Group has operated as a “Prime Contractor” for the past 8 years within the Vancouver Coastal and Interior Regions. During this period of time, Open Door Group has experienced considerable growth in the areas of providing support, management, and administration for multi-site and multi-agency contracts. As a result of this experience we have accumulated an array of business expertise as it relates to:

- Shared Governance and communication protocols,
- Service standards and audit tools,
- CQI standards
- Risk Management standards
- Web Based IT capabilities,
- Program evaluation methodology,
- Program performance and quality assurance measures,
- Provincial and local corporate partnerships and relationships, and
- Human resource capabilities for both Open Door Group staff and sub-contractors.

Over the past six years, the Open Door Group Board of Directors have committed significant capital (\$420,000) and human resources to upgrade equipment, technologies, and businesses processes to ensure effective, secure and efficient services to Clients and staff.

Through the Employment Program of British Columbia, Open Door Group intends to deliver an integrated system of employment supports and services to all British Columbians who seek Labour Market Attachment and are eligible to work in Canada.

As identified in the RFP, the purpose of this Program *is to support Clients in achieving and sustaining employment as quickly as possible.*

In order to achieve this goal, three outcomes must be met:

- 1) Clients become more independent, through achieving and maintaining sustainable Labour Market Attachments, or Community Attachments where Labour Market Attachment is not possible at the time;
- 2) Clients receive services that are aligned with the labour market needs and opportunities within the Catchment areas; and,

3) Labour Market services available to Clients are aligned with employers' and communities' needs and opportunities.

Open Door Group, and its network of subcontractors, are confident in implementing this program so the unique and diverse needs of all stakeholders within the Vancouver Downtown Eastside catchment are met. This will be achieved by the following:

- Open Door Group, and its partners will bring long-standing expertise and experience in delivering employment services to all British Columbians, including specialized and diverse populations within the Vancouver Downtown Eastside Catchment area;
- Our devised service delivery channels and site operations will support the accessibility and safety of all British Columbians seeking employment;
- Our capacity, as a partnership, will deliver the full spectrum of self-serve, case management, case managed and specialized services in an individualized, efficient and seamless capacity that supports the *No Wrong Door* philosophy of this Program.
- The partnerships' collective strength as **long-term, local** employment service providers will leverage our current community and employer partnerships for the purpose of meeting the service deliverables of this program;
- Open Door Group and its partners will bring considerable financial, operational, and infrastructure capacity that supports the requirements of this Program;
- Our developed Governance structure will support the ongoing relationship between the Ministry and Contractors for the purpose of emphasizing early issue identification and resolution.

In summary, Open Door Group's expertise in managing contracts, our strong community partners, and our ability to provide an integrated system of employment services and supports that are client-centered and strength based, will enable us to operate a progressive and inclusive system of service delivery within the Vancouver Downtown Eastside Catchment area.

## Proponent's Response

### 1) Capability

#### a) Organizations and Relationships

- i) **Provide legal name, operating name, and a brief description of the Proponent and all Service Providers that are part of the proposal.**

Open Door Social Service Society, also known as Open Door Group, is the lead agency bidding for Contract #19 Vancouver Downtown Eastside.

#### **Open Door Group: A Brief Background**

Operating since 1976, the Open Door Group ("ODG"), formally known as THEO BC, is a registered non-profit organization governed by a volunteer Board of Directors. Each year at an Annual General Meeting held in September, members of the community are nominated and elected to the Board. Open Door Group's registered society number is S-12253. All Open Door Group services and programs are guided by the organization's mission, vision, and values.

**ODG Mission :** To Open Doors and Inspire all British Columbians to Succeed

**Vision:** Thriving Communities Embracing Diversity and Inclusion

#### **Values**

- **We Genuinely Care**  
We respect every Client as a unique individual, with an untapped potential, and not simply as a number.
- **We Expand Possibilities**  
By striving to shift perceptions through believing that everyone can contribute to society.
- **We are a Selfless Entrepreneur**  
We seek to always improve, always evolve in our engagement with the community and our stakeholders.
- **We are Principled**  
We manage with integrity and honesty; and through fairness and transparency.
- **We are Results-Focused**  
We are results focused without being result-driven. We are accountable.
- **We Break Down Barriers**  
We strive to be accessible and available – to be inclusive in our program design and service areas.
- **We are a Cohesive Team**  
Our strength lies in working together to achieve our collective goals.



## **Increasing Size and Complexity**

Since 1998, ODG operations have increased rapidly in size and complexity. ODG has evolved from a Vancouver based organization providing employment services to mental health consumers to one that now provides services to a range of clients in the Interior (Thompson-Caribou, Okanagan, and Kootenay), Vancouver Coastal (Vancouver, North Shore, and Richmond), and Burnaby/Tri-Cities areas. Since 1998, ODG Since 2003, ODG contracts expanded from \$3 million to \$13 million in 2011.

## **Commitment to Growth**

In order to support ODG's current and future growth, the ODG Board of Directors in 2006 identified the development of the society's business systems and infrastructure as its highest strategic priority. Over the past five years, ODG has appreciably increased its business expertise in the following areas:

- Contract and Performance Management (internally and with subcontractors)
- Human Resources Development and Management
- Development of Evidence Based Practices through a Comprehensive Planning and Evaluation Framework
- Quality Assurance
- Continuous Quality Improvement
- Customized Relations and Stakeholder Relations Management
- Strategic Initiatives to Engage Employers at Provincial, Regional and Local Levels
- Risk Management Practices
- Information Technology Expertise and Systems
- Financial Systems and Reporting

## **Accreditation**

The culmination of ODG's efforts in improving its business systems and program services occurred on March 28<sup>th</sup>, 2011 when the society obtained accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF). ODG was accredited in the following areas:

- Governance
- Employment Services: Employment Planning Services
- Employment Services: Employment Services Coordination
- Employment Services: Employee Development Services
- Employment Services: Community Employment Services: Job Development
- Employment Services: Community Employment Services: Job Supports
- Employment Services: Community Employment Services: Job-Site Training

In their summary, the CARF accrediting team cited the following:

***“ODG is an excellent, well-organized service provider. Leadership is talented, committed, and visionary. Direct service staff members and support personnel share the commitment to maintaining high standards of quality services to individuals.”***

As an accredited agency, ODG is responsible for ensuring all subcontractor organizations meet CARF standards. ODG is currently in discussions with CARF to apply for accreditation under the One-Stop-Shop standards, in areas that we acquire Employment Services Centres. Please see Appendix A to view the letter of accreditation.

### **An Overview of the Employment Network of the Downtown Eastside**

For this bid, Open Door Group is working in partnership with three “core” organizations within the Downtown Eastside community. The three “core” partners are:

- Open Door Group Social Services Society (Open Door Group),
- United Chinese Community Enrichment Services Society or S.U.C.C.E.S.S.
- Immigrant Services Society of BC (ISSo/BC.)

The three partners currently hold significant provincial employment and settlement contracts within the Downtown Eastside.

1. ODG holds the provincial contract for Employment Program for Persons with Disabilities (EPPD) contract for the Vancouver Coastal Region, including the Downtown Eastside. We also hold the BCEP Contract for undiagnosed Mental Health and Alcohol/Drug Clients within the MH/AD bundle.
2. ISSo/BC holds the Job Options and Skills Connect contract. They also deliver the BC Employment Program (Immigrant bundle) as a subcontractor of GT Hiring. ISSo/BC also operates settlement programs.
3. S.U.C.C.E.S.S is one of the largest multi-service, multi-cultural agencies in BC, with a long history of being a key service provider to the Chinese community. S.U.C.C.E.S.S is the contract holder for CAP and is a subcontractor for ODG for both the EPPD and BCEP contracts. They also hold the Employment Assistance Services (EAS) contract. S.U.C.C.E.S.S has been in the DTES community for over 38 years in the main hub of Chinatown, and has been associated with many programs and services. With over 23% of the Downtown Eastside community being of Chinese-origin. Their role as an employment Service Provider within the Employment Network of the Downtown Eastside is imperative.

For a detailed listing of contracts held within the Downtown Eastside, please see Appendix B.

As the following chart demonstrates all members of the core partnership are accredited agencies.

| <b>Agency</b>   | <b>Accrediting Body</b>  | <b>Focus</b>   |
|-----------------|--|--|
| Open Door Group | CARF: Commission on Accreditation of Rehabilitation Facilities | <ul style="list-style-type: none"> <li>• Multi-disciplinary.</li> <li>• Leading international accrediting body for employment services.</li> </ul> |
| SUCCESS         | Council on Accreditation (COA)                                 | <ul style="list-style-type: none"> <li>• Accreditation includes vocational and work placement services.</li> </ul>                                 |
| ISS of BC       | PCTIA: Private Career Training Institutions Agency             | <ul style="list-style-type: none"> <li>• Training</li> </ul>   |
| ISS of BC       | Languages Canada   | <ul style="list-style-type: none"> <li>• Training in English and</li> </ul>  |

The scope and span of services within the partnership is quite substantial. Members within the core partnership provide the following services:

- Case Management to Mainstream and Specialized Populations
- Job Prepare, Find, and Maintenance Workshops
- Individualized Job Placement Services
- Essential Skills
- Self-Employment
- Coordination and payment of purchased Services, including wage subsidies, formal assessments and specialized training.
- Coordination and payment of Client Supports
- Coordination and interpretation of formal assessments
- Customized Employment Services for People with Disabilities

Cumulatively, the core partnership has provided employment services within the DTES community for the past 39 years. Today, the core partnership provides services to over 7,000 people in Vancouver and has placed 1300 number of people into paid employment.

Besides employment services, the core partnership also provides settlement services, English Language Training services, volunteer services and family counselling in the Downtown Eastside Community. In addition to the core partners, the Downtown Eastside bid includes a number of long established agencies that provide specialized employment services, including:

- Canadian Mental Health Association- Vancouver/Burnaby Branch
- Training Innovations
- Pacific Community Resources
- La Boussole
- British Columbia Institute for Technology
- Aboriginal Community Career Employment Services Society
- Gastown Vocational Services
- Battered Women's Support Services
- Members of our *Disability Services Network*. (DSN) Members include: Western Institute for the Deaf and Hard of Hearing (WIDHH), Neil Squire Foundation, and the Adult Learning Development Association.

**ii) Describe any ownership as well as any legal structure or operating relationships between the Proponent and its Service Providers.**

**Employment Network of the Downtown Eastside**

Tapping into a long working history, and a shared value system, ODG, ISSofBC and SUCCESS operating within the Downtown Eastside formed a “partnership” in July 2010 in to respond to the Ministry’s RFP ELMS-004. The name of the partnership is the **Employment Network of the Downtown Eastside**. While not incorporating into a single legal entity (each agency remains a separate legal entity), the partnership has adopted a governance and revenue sharing model that will ensure the full commitment of each partner to achieve the Ministry’s employment

program objectives and to ensure sustainability for each partner within a shared governance model.

## **Operating Relationships**

### **Legal Contracts**

As lead agency for the contract, Open Door Group will negotiate and sign the contract with the Ministry of Social Development. ODG, in turn, will sign legal contracts with each of its subcontractors, including contracts with each of the core partners.

Following past practice, ODG will maintain two types of contracts with subcontractors. Core partners, and those subcontractors that provide a suite of services, will be required to sign a contract similar to the one that ODG will sign with the Ministry. Such contracts, approved by our lawyers, include but not limited to: the terms and conditions of the legal agreement between ODG and its subcontractors; clauses related to confidentiality, security, privacy, records management; insurance and indemnity; payment schedule; dispute resolution; termination clauses; and risk management practices (i.e. criminal record checks).

The second type of contract that ODG maintains with contractors that provide limited services, i.e. formal assessments for Clients, is more streamlined and describes the services to be provided and the payment schedule. Key clauses relating to confidentiality, security, criminal record checks, and indemnity also form part of the more limited legal contract. Prior to purchasing services from an agency, however, ODG will conduct its due diligence to ensure that Ministry expectations regarding reputation, security, privacy, records management, and risk management practices are fully in place.

### **Governance**

The governance structure, as depicted in the diagram on the following page, outlines the operating relationships among the partnership and between the lead agency and its subcontractors. The purpose of the governance structure is to:

1. Support the achievement of the Ministry's program objectives.
2. Support Client inclusion within the workplace.
3. Ensure the financial sustainability of all program subcontractors.
4. Identification and management of performance and operational issues.
5. Ongoing improvement through evidence based and continuous quality improvement evaluation practices.

There are two levels to the governance structure: Executive and Management.

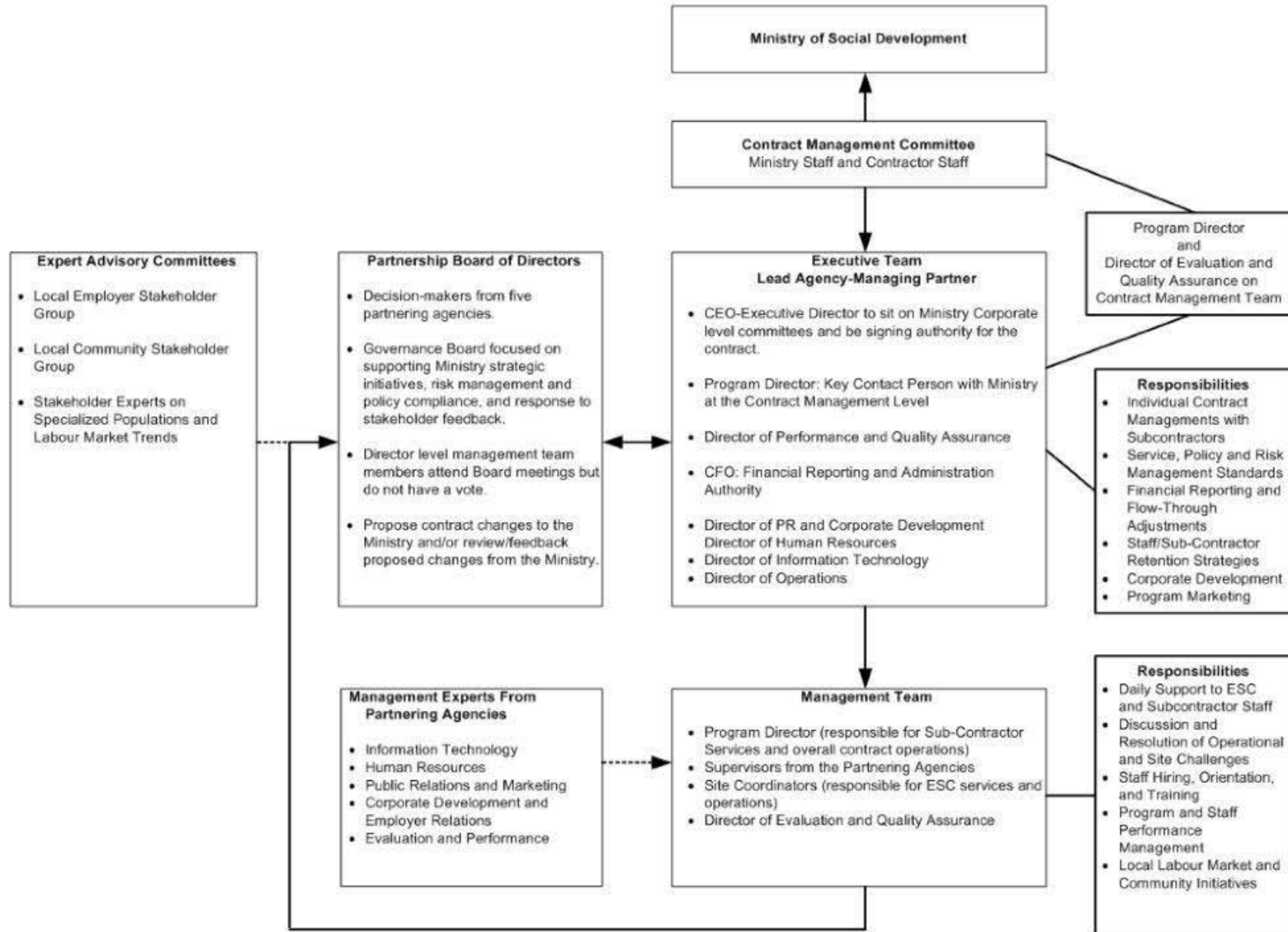
#### **Executive Governance**

There are two main bodies within the Executive Governance structure: the Partnership Board of Directors and the ODG Executive Team.

#### **Partnership Board of Directors**

The three core partners have agreed to a Letter of Understanding outlining the operating relationships for the partnership. The Partnership Board of Directors will act in a stewardship role for the contract. It is not a decision making body for the contract. It will ensure that each partner complies with a common set of policies and risk management practices, ensure service quality and performance targets are achieved throughout the whole contract, and will provide strategic leadership to the contract. Each partner will have one voting member on the Board of Directors. Members are typically at a director level and have signing authority. The Board will meet monthly and senior members from the Management Team will provide status reports to the Board of Directors. In the first three months of delivering the Program, the Board of Directors meets weekly at a minimum, or more frequently as required. Subsequently, the Board of Directors meets monthly at a minimum, or more frequently as required. The Partnership Board of Directors will solicit feedback from key “experts” within the Downtown Eastside and within groups that represent specialized populations. A diagram of the governance structure follows.

## The Employment Network of the Downtown Eastside Governance Structure



## **Expert Advisory Committee**

The Expert Advisory Committees are community-specific and include representatives from the Downtown Eastside and surrounding area. The Expert Advisory Committees are advisory committees. Advice and recommendations are passed to the Partnership Board for consideration. Members are recruited and appointed by the Partnership Board.

To date, the **Employment Network of the Downtown Eastside** has created two expert advisory groups: a Local Employer Stakeholder Group and a Local Community Stakeholder Group.

### **Local Employer Stakeholder Group**

The local employer advisory group consists of a group of a maximum of 12 local employers from various sectors within the Downtown Eastside. They have agreed to meet three times a year, as well as being available as subject matter experts whenever the need arises. The purpose of the Local Employer Stakeholder Group is:

- To ensure the service delivery of the Employment Service Centre (ESC) accurately links to and supports local economic development and labour market needs.
- To identify unique local labour market considerations – opportunities, challenges, areas of growth, overall business environment.
- From an Employer's perspective, to identify the specific needs and challenges of the labour force (e.g. skill shortages).
- To contribute to the development of regional economic growth strategies.

To date, the Local Employer group has met twice in 2011.

### **Local Community Stakeholder Group**

Similar to the Employment Stakeholder group, well respected Downtown Eastside community service providers have agreed to provide expert advice to the Partnership Board of Directors.

The purpose of the community stakeholder group is to:

- To identify a broad range of Client needs from a labour market perspective
- To identify and formalize community connections and referral processes to provide Client access to community services
- To collaborate on strategies to meet the unique needs of specialized Clients
- To leverage partnerships to enhance the quality of service delivery and improve program outcomes

## **Subject Matter Experts on Specialized Populations and Labour Market Trends**

Membership on the two local stakeholder groups will include subject matter experts on specialized populations and their needs and on local labour market trends.

In addition, individual experts will be identified and asked to provide advice to the Board of Directors. Such experts may include external consultants, and will provide information on high-level issues and trends.

One particular group that will meet at least twice a year with the Board of Directors is the Disability Services Network ("DSN"). The Disability Service Network consists of organizations that have years of expertise in serving persons with disabilities. Members include:

- Open Door Group – expertise in cross disabilities and mental health
- Neil Squire Society – expertise in physical disabilities
- Western Institute for the Deaf and Hard of Hearing (WIDHH) – expertise in hearing impairments
- ALDA (Adult Learning Development Association) – expertise in adult learning and developmental disabilities.

Each of the agencies within the DSN will also provide services for the Downtown Eastside contract.

Labour market experts may include representation from Local and Provincial Government and external Labour Market Specialists, for example, representatives from the Vancouver Board of Trade.

### **iii) Relationship between Service Providers and Proponent**

#### **Meeting Program Objectives**

The agencies within the Employment Network of the Downtown Eastside provide a wide range of employment services to both specialized and mainstream groups. All groups operate from a client centered perspective.

Our philosophy is one where Clients are actively involved and engaged in decisions that are made. As such, in consultation with staff, Clients will choose where, and from whom, they will receive services. During the pre-screen and orientation phase, Clients will receive information about our service delivery access points, our services and information about our network of providers.

While services are client focused all agencies in the Downtown Eastside are experts on local labour market trends and have decades of experience working in the community. ODG and its partners will not help identify the right employment match for clients but will also provide referral to the right community resources, to ensure clients move along the employment continuum.

The governance structure, which offers feedback from the partners/subcontractor agencies and from external stakeholders, will ensure the program remains responsive and able to meet the Ministry's objective of community responsiveness.

Within the governance structure ODG has built a strong performance management system. Performance targets will be monitored monthly, with feedback given to ODG staff and subcontractors. Performance will be measured in terms of meeting program service levels, employment outcomes, clients/stakeholder satisfaction and achieving financial spending averages. The monthly performance reports will allow for quick adjustments, if performance is below expectations. It will also allow for the reallocation of resources, when required.

**Please refer to section 4eiv for discussion on our internal governance framework as it relates to managing the performance of our sub- contractors.**

#### **Meeting the Needs of Specialized Populations**



Open Door Group and its three core partners have an established history of serving the Downtown Eastside combined for over 35 years. All three organizations have effectively delivered employment programs to meet the needs of the community, including specialized populations. The partnership includes current Contract holders for Case Management for:

- Open Door Group – B CEP, EPPD – Disabilities and Addictions Employment Services at our offices on East 3<sup>rd</sup> and East 6<sup>th</sup> Avenue,
- S.U.C.C.E.S.S- B CEP subcontractor, EPPD subcontractor, CAP contract, EAS contract.
- ISSo/BC – EAS - Immigrant Services, Job Options Program, Skills Connect Program, and B CEP services for immigrant Clients.

Our network of partners and service providers and their relationships with ODG create a unique set of circumstances that build upon each other to best support the specialized populations in obtaining employment. These include:

Collaborative experience to ensure the needs of specialized populations is met.

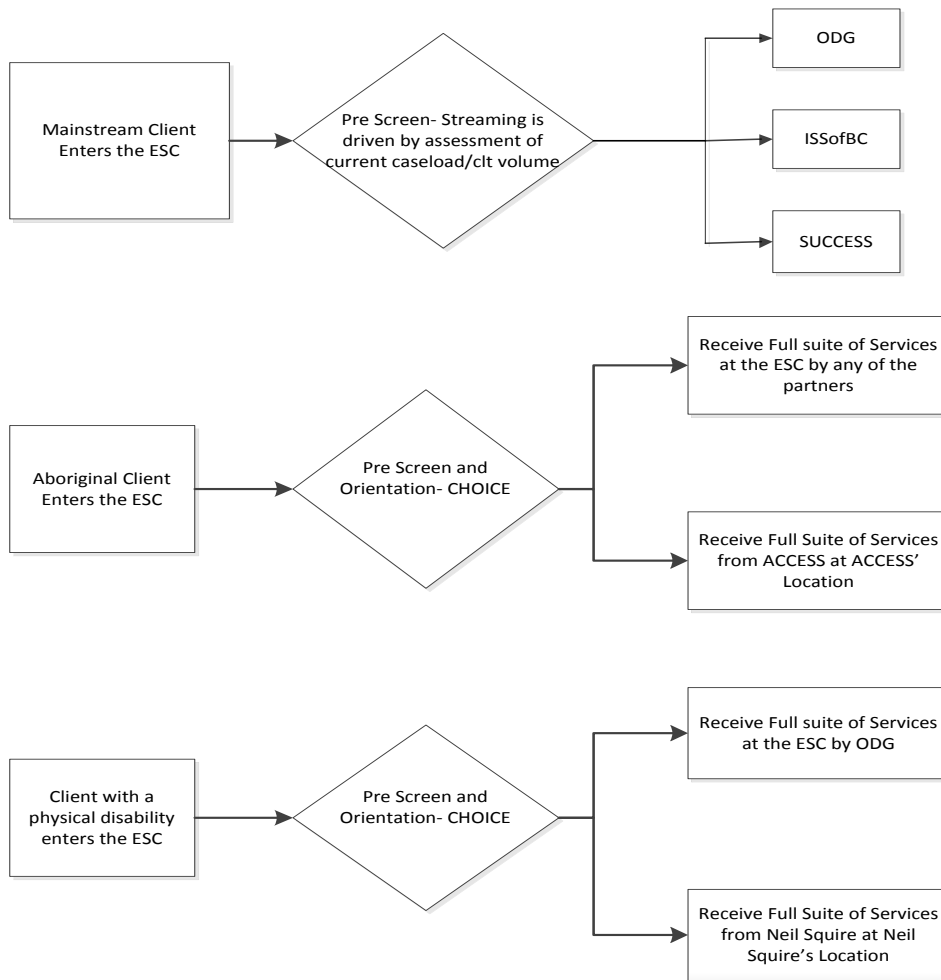
- Direct access to subject matter experts. Functional areas will meet every three months to review best practices and to provide guidance to the Management team.
- Current Case Managers within the Downtown Eastside and operating Resource Centres:

### **Service Delivery Philosophy**

Prior to program launch, and through the lifespan of the program, we will be holding a number of training sessions where our network of service providers and core partners can share and learn from each other particularly around the needs of the specialized populations.

Although PCRS has a background in providing services to youth, ODG and S.U.C.C.E.S.S may also be providing these services to this population. In order to ensure that we're tapping into the unique strengths of this group, cross training will be essential. Certainly, one of the major guiding philosophies of our partnership will be to cultivate an ongoing culture that values learning and innovation. Examples of client flow/entry are on the following page.

## Examples of Client flow/Entry



For a complete description of access points and specific service to be delivered by our network of providers, please see section 5.

## **b) Management team**

### **i) Provide qualification highlights of key personnel of the executive teams.**

#### **Executive Team**

The second body at the Executive Governance level is the **ODG Executive Team**.

As lead agency, and managing partner, ODG will be the official signatory for the contract and will be responsible for contract management and performance, establishing common policies and risk management practices, quality assurance, corporate development strategies with the business community, financial reporting and administration, and for coordinating staff retention (recognition, development, and reward) strategies for ODG and subcontractor staff.

The senior executive within ODG will sit on the Corporate level Ministry committees, while the Program Director and Director of Performance Management and Quality Assurance will sit on the Contract Management Committee.

The Program Director will be the primary contact person with the Ministry at an Executive level.

Besides the Program Director, the Executive Team includes specialized staff to support and manage the Downtown Eastside Contract. The team is comprised of our current leadership group. The team is responsible for ensuring that the organization is operating efficiently and effectively across all business functions. The members of the executive team include:

- Executive Director/Chief Executive Officer
- Associate Executive Director
- Chief Financial Officer
- Program Director
- Director of Information Technology
- Director of Operational Systems
- Director of Public Relations and Corporate Development
- Director of Performance Management and Quality Assurance
- Director of Human Resources

A list of qualifications of the members of the executive team is listed on the following page.

The key personnel of the executive team are outlined below.

| Qualification Highlights of Key Personnel- Executive Teams |   |  |                                     |
|--|---|--|-------------------------------------|
| Leadership Team- Membership                                |   |  |                                     |
| Name/Title   | Current Duties  | Key Experience   | Education/ Professional Development |
| <b>Tom Burnell, CEO-<br/>Executive Director</b>            | <ul style="list-style-type: none"> <li>Implements the agency's strategic plan established by the Board of Directors, in accordance with the agency's mission and philosophy</li> <li>Manages all agency operations: people, finances, facilities, equipment, contracts and partnerships</li> <li>Ensures the agency's financial well-being and reputation</li> <li>Establishes partnerships with other organizations</li> <li>Develops and writes proposals to acquire new government and private contracts</li> </ul>            | <div style="border: 1px solid red; height: 600px; width: 100%;"></div> |                                     |
| <b>Carla Morales, Associate<br/>Executive Director</b>     | <ul style="list-style-type: none"> <li>Implements agency-wide policies, procedures and organizational structure</li> <li>Assists in the establishment, and ensures compliance, of program and contract short-term and long-term goals and objectives</li> <li>Provides advice, guidance and direction to subordinate directors and managers</li> <li>Coordinates with management to resolve operating problems and difficulties</li> <li>Develops and writes proposals to acquire new government and private contracts</li> </ul> |  |                                     |
| <b>Laura Birt, Chief<br/>Financial Officer</b>             | <ul style="list-style-type: none"> <li>Develops, maintains and monitors effectiveness of agency financial policies and procedures</li> <li>Ensures complete and accurate records are maintained, assets are safeguarded, and contract administrative/audit requirements are met</li> </ul>  |  |                                     |

|   |   |     |
|---|---|-----|
|   | <ul style="list-style-type: none"> <li>• Manages annual financial statement audit</li> <li>• Coordinates with provincial, federal and health authority program and finance managers to ensure timely and accurate reporting</li> <li>• Prepares annual budget for Board of Directors</li> <li>• Implemented and oversees new Ceridian time capture application software</li> </ul>  | S22 |
| <b>Adele Kok,<br/>Regional Program Director</b>                                 | <ul style="list-style-type: none"> <li>• Responsible for negotiation, contracting, planning, development, evaluation, fiscal viability, recruitment, hiring and evaluation of all Open Door Group programs, services and staff in the Okanogan program area.</li> <li>• Develops annual operational plans</li> <li>• Ensures career and educational services meet Client needs and contract expectations</li> <li>• Conducts community needs assessments</li> </ul> |     |
| <b>Alona Puehse,<br/>Director of Public Relations and Corporate Development</b> | <ul style="list-style-type: none"> <li>• Develops and oversees agency-wide public relations and marketing activities</li> <li>• Develops initiatives with business community</li> <li>• Works with community stakeholders to build new and strengthen existing relationships</li> <li>• Develops and writes proposals to acquire new government and private contracts</li> </ul>  |     |
| <b>Annette Kildunne,<br/>Director of Operational Systems</b>                    | <ul style="list-style-type: none"> <li>• Develops and oversees agency-wide operational systems, including Risk Management, Continuous Quality Improvement (CQI), Customer Relationship Management (CRM), and Performance Outcome Measurement</li> <li>• Researches and prepares reports on local</li> </ul>   |     |

|   |   |     |
|---|---|-----|
|   | <ul style="list-style-type: none"> <li>and provincial Labour Market information</li> <li>• Develops and writes proposals to acquire new government and private contracts</li> </ul>   | S22 |
| <b>Christine Buchanan, Director of Evaluation and Quality Assurance</b> | <ul style="list-style-type: none"> <li>• Provides contract management and quality assurance oversight for all agency programs and subcontractors</li> <li>• Establishes standards around Client service delivery and best practices</li> <li>• Ensures all systems and practices are in compliance with agency policies, government regulations, accreditation standards and relevant legislation by performing regular internal and subcontractor audits</li> <li>• Develops and writes proposals to acquire new government and private contracts</li> </ul> |     |
| <b>Katrina Welsh, Human Resources Director</b>                          | <ul style="list-style-type: none"> <li>• Implements and evaluates all agency human resource programs and services, including: recruitment, retention, staff development, occupational health and safety, and staff performance evaluation</li> <li>• Interprets and advises management on agency policies, collective agreement issues and employment legislation</li> <li>• Liaises with the union around labour relations issues, including employee grievances and job classifications</li> </ul>  |     |
| <b>Allan Robinson, IT Network Administrator</b>                         | <ul style="list-style-type: none"> <li>• Plans and implements agency-wide information systems development, enhancement and maintenance</li> <li>• Performs information systems budget and risk/impact analyses; makes purchase and risk minimization recommendations</li> </ul>   |     |

|  |   |     |
|--|---|-----|
|  | <ul style="list-style-type: none"> <li>• Provides technical support to operations staff</li> <li>• Develops and implements data security guidelines, policies and procedures</li> </ul> | S22 |
|--|---|-----|

**ii) Provide qualification highlights of key members of the proposed management**

The second level of governance is the Management Team. The leader of the management team is the Program Director, an employee of ODG. An additional 1.0 ESC site coordinator (employee of ODG) will be hired to provide daily direction to staff at the primary ESC location

The Program Director has decision making authority as it relates to day- to day operations and sits on the ODG Executive Team, and is a member of the Board of Directors.

Under the direction of the Program Director, the Management team is responsible for the following core functions:ESC Site Coordination and Administration (responsible for all site operations at the Storefront and satellite locations), Quality Assurance and Continuous Improvement, Contract and Performance Management of ODG staff and Subcontractor Agencies and; Local Employer and Community Development.

Members of the management team include: Program Director, Site Coordinator, Director of Evaluation and Quality Assurance and Supervisors from the core partners. A list of qualifications of the members of the management team is listed on the following page.

The key personnel of the management team are outlined below.

| Qualification Highlights of Key Personnel on the Management Teams       |  |                |                                    |
|---|--|----------------|------------------------------------|
| Contract Management Team- Membership                                    |  |                |                                    |
| Name/Title  | Current Duties   | Key Experience | Education/Professional Development |
| <b>Adele Kok, Regional Program Director</b>                             | <ul style="list-style-type: none"> <li>Responsible for negotiation, contracting, planning, development, evaluation, fiscal viability, recruitment, hiring and evaluation of all Open Door Group programs, services and staff in the Okanogan program area.</li> <li>Develops annual operational plans</li> <li>Ensures career and educational services meet Client needs and contract expectations</li> <li>Conducts community needs assessments</li> </ul>    |                | S22                                |
| <b>Cori Busby, Site Coordinator, Vancouver DTES</b>                     | <ul style="list-style-type: none"> <li>Provides program management and quality assurance</li> <li>Ensures all systems and practices are in compliance with agency policies, government regulations, accreditation standards and relevant legislation by performing regular internal and subcontractor audits</li> <li>Manages front line staff</li> <li>Develops community partnerships</li> </ul>   |                |                                    |
| <b>Christine Buchanan, Director of Evaluation and Quality Assurance</b> | <ul style="list-style-type: none"> <li>Provides contract management and quality assurance oversight for all agency programs and subcontractors</li> <li>Establishes standards around Client service delivery and best practices</li> <li>Ensures all systems and practices are in compliance with agency policies, government regulations, accreditation standards and relevant legislation by performing regular internal and subcontractor audits</li> </ul> |                |                                    |



|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>Develops and writes proposals to acquire new government and private contracts</li> </ul> |
|--|---|



In addition to the core functions listed, the Management team coordinates with the Service Provider Partners to access collective expertise in areas including: Information Technology, Human Resources, Public Relations and Marketing, Corporate Development and Employer Relations and Evaluation and Quality Assurance

The Program Director will report to the Partnership Board of Directors on a monthly basis. Regular reporting occurs to ensure accountability for results and Program outcomes to the Partnership as a whole. In the first three months of delivering the Program, the Management Team meets weekly at a minimum, or more frequently as required. Subsequently, to maintain the integrity and quality of the Program operation, the Management Team meets monthly at a minimum, or more frequently as required.

**iii) Discuss how the proposed executive and management teams of the Proponent and Service Providers will function and coordinate amongst themselves.**

In the first six months of delivering the Program, the Partnership Board of Directors and Executive Teams will meet monthly. Executive representatives from both ODG and its partners will meet to discuss issues related to start-up, systems, and expectations. After the first six months, expectations are that meetings will occur quarterly.

The ODG Executive team will meet with individual partners/subcontractors on a monthly basis to discuss contract performance and any challenges encountered by the subcontractor. The management team will meet bi-weekly upon program inception. Subsequently, to maintain the integrity and quality of the Program operation, the Management Team will meet monthly. Open Door Group's executive and management team work closely together to ensure that the program is managed effectively and that program objectives are being met.

The management team meets on a monthly basis to discuss contract performance, operational issues and quality assurance. An agenda is drafted and issues with corresponding action items are logged. Information is then fed back down to the front line staff and service providers through monthly team meetings, case conferences and through the governance structure with service providers.

The Program Director reports into the ODG Executive team on a monthly basis. Here, the Program Director discusses monthly outcomes and results and brings forward any issues for discussion. Information is then fed back down to the management team and, if applicable, to the service providers through the Program Director.

On a quarterly basis, the Program Director meets with the Partnership Board of Directors. A high level discussion on contract performance is presented in the form of a qualitative summary and key performance measures/indicators are reviewed. Strategies for optimizing performance are also discussed as is a review of the Stakeholder Management plan. New initiatives are also addressed. Information is then fed back down to the Director of Performance Management and Quality Assurance, the site coordinator and management representatives from the service providers.

For further discussion on governance and communication, please see section 4eiv.

**c) Financial capability**

**i) Demonstrate capability to financially support Contract operations.**

**Experienced Staff**

S21, s.22

**Cooperation with Sub-Contractors**

Our CFO and Contract Administrator also work directly with both the finance teams and program staff of the nine EPPD and BCEP subcontractors, assisting them with implementing financial policies and procedures, answering questions and providing support to ensure high quality performance and financial information. In 2010 when a new purchased service/participant support tracking database was launched in the EPPD program, the CFO conducted a virtual training session for subcontractors across the province to introduce them to the best practices around the new application. Subcontractors were provided with a detailed user guide and live demonstration of the database prior to a transition period, where subcontractors were able to practice entering data and become more familiar with the system before going live two weeks later.

### **Financial infrastructure and controls**

Open Door Group maintains a centralized finance department in its administrative head office in Vancouver. Information flows in from the regional offices and is processed centrally, ensuring consistency and accuracy in processing, record keeping and reporting. Financial governance is taken very seriously by Open Door Group. The Executive Director and CFO are responsible to a community elected Board of Directors. The Board oversees the development of financial policies, ensuring effective financial controls and ethical practices. Policies ensure protection of financial records and provide guidelines for Open Door Group staff. The Executive Director and CFO meet regularly with members of the Finance Committee of the Board of Directors to review the monthly financial statements and to discuss important financial issues.

Open Door Group maintains a strong network of controls and safeguards to maintain the integrity, completeness and accuracy of financial information:

- Financial records are not permitted to leave the premises (unless for archiving) and are physically protected in locked cabinets and offices. Little or no cash is kept on site.
- Cheques are endorsed immediately and deposited as soon as possible. Electronic Fund Transfers are utilized whenever possible.
- Policies and guidelines exist to assist staff in regional offices to control their petty cash, expenditures and reporting requirements.
- Expenditures can be approved only by management staff. All purchases require a purchase order and invoices must be coded and approved before they can be processed. Purchases must conform to the budget and Regional Directors are responsible for variances in the budgets they administer.
- The Finance Team has put a control structure in place surrounding Purchased Services and Participant Supports to ensure that these items are only requested for reimbursement once payment has been made.
- The CFO monitors and controls the overall budget through monthly analysis and reporting.
- Open Door Group undergoes an annual audit conducted by an external auditing firm, using generally accepted auditing standards. Our funding partners also perform 'spot' audits or financial monitors. Feedback from both allows us to fine tune and

improve our systems on an ongoing basis if required.

Please refer to letters of reference supplied by our external auditors, Charlton & Company and our Account Manager at the Royal Bank of Canada (“RBC”) in Appendix C as evidence of Open Door Group’s commitment to integrity, competence and the strength of our processes and procedures.

In addition, Open Door Group has a number of tools in place to support the management of government contracts to ensure efficient and accurate processing of information takes place:

- Open Door Group utilizes the Financial Edge accounting system designed by Blackbaud. Blackbaud serves a niche market made up of private schools, colleges, charities and not-for-profits. Financial Edge is a robust and flexible software that allows us to produce complete, accurate and reliable financial information on a timely basis. It has increased our reporting capabilities and allowed us to concentrate our time on other areas of the accounting and reporting cycles.
- Ceridian Time Solutions – an electronic time capture system allows Open Door Group staff in offices across the province to digitally “clock in” at the beginning of the work day and “clock out” at the end. This web application allows managers to track and monitor their staff’s hours in real time, no matter what location/community the staff are working from.
- The RBC Express online banking system allows real-time monitoring of our cash position, line of credit and corporate visa cards.
- Open Door Group has developed an online purchase order system which allows us to create, approve and transmit purchase orders between our regional and head offices. This system has greatly improved accountability while enabling efficient processing of invoices throughout all of our offices in the different regions of the province.

Open Door Group has demonstrated a proven ability to financially manage contracts similar in size and structure with the Ministry of Social and Development through its performance and compliance with the EPPD, BCEP and EAS contracts. The policies, procedures and financial staff already in place at Open Door Group could be easily adapted to take on the additional responsibilities and required functionality of the new Employment Program of BC.

**ii) Discuss any financial arrangements will ensure service availability and sustainability of Service Providers during the life of the Contract. required).**

**Revenue Sharing Model**

A revenue and cost sharing model has been developed in order to distribute the financial risks and rewards associated with the initial investment and ongoing operations of the Employment Program of BC amongst the Partners. This collaborative approach to

allocating contract revenues takes advantage of the financial strengths of the individual partners, and combines them to create a stronger Network as a whole.

#### **Fixed Operating Fees**

S21

#### **Variable Service Fees**

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S21

**iii) Provide estimated percentages of total Contract revenue that will flow through to each proposed Service Provider.**

**Flow Through**

S21

S21



**iv) Discuss how the above arrangements effective and provide supporting financial documents.**

**Effectiveness of the Arrangement**

We have assessed the effectiveness of the arrangement based on the following criteria:

- Does the arrangement support Open Door Group and our Partners and Subcontractors in sustaining their existing operations?
- Does the arrangement promote the delivery of quality client service by staff who have expertise in dealing with their specific needs
- Are we leveraging off of existing infrastructure in the community?

**Does the arrangement support Open Door Group and our Partners and Subcontractors in sustaining their existing operations?**

S21

**Does the arrangement promote the delivery of quality client service by staff who have expertise in dealing with their specific needs?**

S21

**Are we leveraging off of existing infrastructure in the community?**

S21

Partners and Subcontractors in this community and utilizing their resources to create a strong network of excellence for the Clients.

Overall, the Employment Network of the DTES is committed not only to provide exemplary client service, but to maintain the financial viability of all its members through the shared risk and reward arrangement, which we believe is very effective for the Employment Program of BC.

Details of the financial arrangement amongst the partners have been included in the Memorandum of Understanding, described in section 1aii, while the effectiveness of the arrangement is discussed previously in section 1cii. Further information regarding the financial capability of our Partners is located in section 2bi. Copies of Open Door Group's financial statements are found in Appendix C and a letter from the bank confirming Open Door Group's working capital resources, also in Appendix C.

**d) Operational capability**

**i) Provide information on the proposed building or facility for the Storefront(s).**

S21

communications infrastructure and a reception area and is in accordance with standard requirements for accessibility and emergency exits.

**Attributes of the Storefront**

S21

**ii) Provide information on proposed specialized service locations and service locations other than the Storefront(s), if any.**

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Please see section 5 for a complete list of itinerant locations and those of our service provider's locations.

**iii) Discuss any proposed equipment, technology, or business process used to coordinate service delivery to all Clients at the Storefront(s) or other service delivery channels.**

**Introduction**

Over the past six years, the Open Door Group of Directors have committed significant capital (\$420,000) and human resources to upgrade equipment, technologies, and businesses processes to ensure effective, secure and efficient services to Clients and staff. The purpose of the infrastructure development was to:

- Ensure State-of-the-Art equipment is available for Clients and staff.
- Improve financial equipment and systems to track large volumes of purchased services and Clients supports.
- Improve security within the workplace, and in the transmission of information and data from within ODG and with other organizations.

- Improve accessibility to Clients and specialized populations
- Improve Performance reporting systems to track outcome, efficiency, and Client satisfaction data.
- Improve staff support through Voice over IP telephone communication.

In the Downtown Eastside catchment area, the delivery of services will incorporate all the equipment and technologies that have been developed and refined since 2005. ODG has gained considerable knowledge in testing the systems (with its trials and tribulations) associated with the new infrastructure and now has stable, tested, and well thought out systems in place.

#### 1. State-of-the-Art Equipment

All computers accessible to program Clients and staff will have the minimum specifications at all sites:

|                     |                 | Current Minimum  | Minimum starting in 2012   |
|---------------------|-----------------|--|--|
| <b>Com-puter</b>    | <b>OS</b>       | Windows 7 or XP SP3  | Windows 7 or XP SP3  |
|                     | <b>CPU</b>      | Core Duo CPU (Laptops)<br>Core 2 CPU (Desktops)  | Core i5 CPU (Laptops)<br>Core i7 CPU (Desktops)  |
|                     | <b>RAM</b>      | 2 GB RAM   | 3 GB RAM   |
|                     | <b>Graphics</b> | 128MB RAM ; DirectX 9 capable  | 256MB RAM + GPU ; DirectX 10 capable   |
|                     | <b>HDD</b>      | IDE or SATA HDD 80 GB min; 7200 RPM (32-bit) 16 GB; (64-bit) 20GB or 10% free space (whichever is greater) | SATA HDD 120 GB min; 7200 RPM (32-bit) 20 GB; (64-bit) 25GB or 10% free space (whichever is greater) |
|                     | <b>Network</b>  | Ethernet 10/100; IEEE 802.11a/b/g  | Ethernet 100/1000; IEEE 802.11a/b/g/n  |
|                     | <b>Monitor</b>  | 15.6" (Laptops)<br>17" (Desktops)  | 15.6" (Laptops)<br>22" (Desktops)  |
| <b>Peri-pher-al</b> | <b>Printer</b>  | Laser Printer w/ 1MB RAM; 4PPM; PCL Compatible   | Laser Printer w/ 4MB RAM; 6PPM; PCL Compatible   |
|                     | <b>Webcam</b>   | UVC – USB Video Class 640X480 15 fps ; 320X240 30 fps  | UVC – USB Video Class 640X480 15 fps ; 320X240 30 fps  |
|                     | <b>Scanner</b>  | Sheetfed 600dpi; 8-bit Grayscale Depth; A4 Letter size.  | Sheetfed 600dpi; 8-bit Grayscale Depth; A4 Letter size.  |

All computers will contain the following operating system and software:

#### Operating System

- Windows 7 Professional

**Software**

- Minimum Microsoft Internet Explorer 9 or higher, unless there is a compatibility issue with the Ministry's ICM system, in which case Internet Explorer will be version 8.
- Microsoft Office 2010
- Adobe Acrobat Pro X ( select staff computers only )
- Adobe Reader X ( staff and Client computers )
- Encryption software capable of AES-256
- Java 6
- Adobe Flash 10

**Network Infrastructure**

Secure access to the internet, both in terms of accessing the Ministry ICM system and in providing services (both online and at the service centre locations) to Clients, requires a complex network infrastructure. The Information Technology departments from the partner organizations have been meeting since September 2010 to design a network infrastructure to address the unique needs of catchment area service delivery with multiple partners.

S21

S21

- 2. Improved financial equipment and systems to track large volumes of purchased services and Clients supports.**

S21

- 3. Improve security within the workplace, and in the transmission of information and data from within ODG and with other organizations.**

Personal, network and computer security is in place to ensure the safety of all Clients and to ensure the security of the processing and transmission of information.

### **Personal Security for Clients and Staff**

Open Door Group has a long history working with a variety of Clients, including Clients with a history of multiple barriers and addictions. We have extensive Health and Safety policies and procedures that address different types of emergency situations, from disruptive behaviour to medical emergencies. Staff and subcontractor staff will be required to meet the standards laid out in the Health and Safety policies.

With regards to safety equipment, we have in place in our Vancouver sites, which will be replicated in all sites, security equipment and protocols to ensure Clients and staff safety.



S21

### **Network Security**

#### **Overview**

In order to provide a secure and protected network within the Downtown Eastside Employment Program the above diagram lists the hardware and software that will be deployed.



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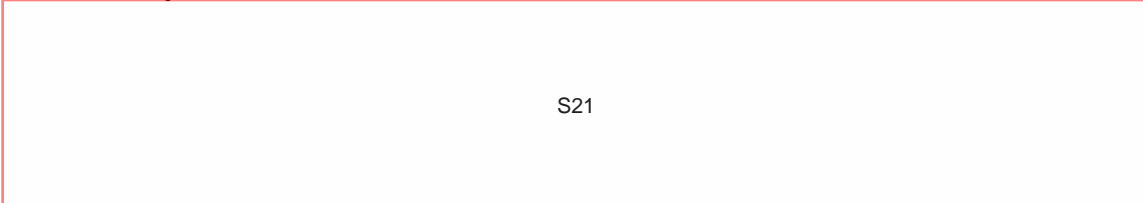
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S21

### Protecting computers from Malware

Malware is any malicious piece of software that resides on a piece of electronic equipment. Malware is a group term for anything malicious that can run on your computer, such as viruses, spyware, adware, Trojan horses, and rootkits. All computer equipment will include antivirus and anti-spyware software. The network will have a Intrusion Detection system that will track suspicious behaviour on the network and isolate risks.

### Client Computers

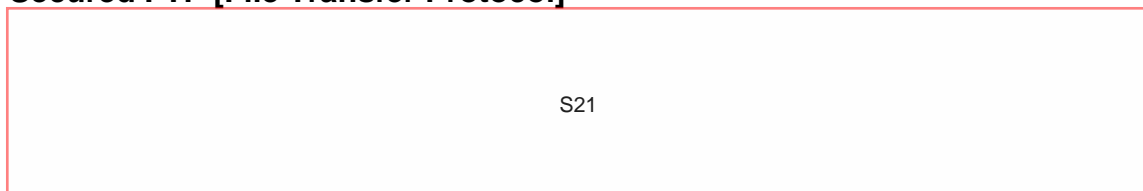


### Procedures:



### Security of Data in Transmission

#### Secured FTP [File Transfer Protocol]



### SSL Secure Sockets Layer

The SSL protocol will be used to ensure that information is transferred securely and privately through the global Internet.



### Wireless Networks



### VPN

S21

### MAC address filtering

S21

### SSID

S21

### SRTP

The VoIP and fax system will have Secure Real-time Transport Protocol (or SRTP ) intended to provide encryption, message [authentication](#) and [integrity](#) .

### Back-up and Disaster Recovery Process



### **Network Infrastructure Disaster Recovery Strategies**

ODG has comprehensive disaster recovery equipment and systems to ensure minimal disruption to Clients and services.

### **Internet Service Failure**



### **Power Failure**

- All network equipment is connected to an Uninterrupted Power Source (UPS) to ensure the equipment continues to work when a power failure is present.
- In case a prolonged power outage is expected, UPS allows proper shutdown of equipment before total power failure occurs.

### **VoIP Failure**

- A traditional analog line is used as a backup phone line in case the VoIP fails.
- In case of wide network outage or electric failure, the analog line can still be operational. The phone service provider can be contacted and help redirect phone calls from the main phone number to the analog line.

#### **4. Improve accessibility to Clients and specialized populations**

All service locations will have equipment, technology and systems to ensure equitable access to all Clients.

S21

Besides the equipment and systems identified in the previous paragraph, by 2012, the Employment Network of the Downtown Eastside will have in place the following technology in order to improve Client access to services:

- **Online Workshops**

S21

S21

- **Online Registration and Workshop Enrollment**

S21

- 5. Improve Performance reporting systems to track outcome, efficiency, and Client satisfaction data.**

S21

## **Performance Management**

S21

S21

### **Resource Centre Tracking**

S21

### **Financial Management**

- 

S21

- The internal database will be used in conjunction with the ICM and CFMS to ensure that services are provided within the program budget.

**6. Improve staff support through Voice over IP telephone communication.**  
ODG implemented a Voice Over IP (VOIP) telephone system throughout the organization in 2006.

A significant investment in capital S21 has gone to upgrade the system over the past five years.

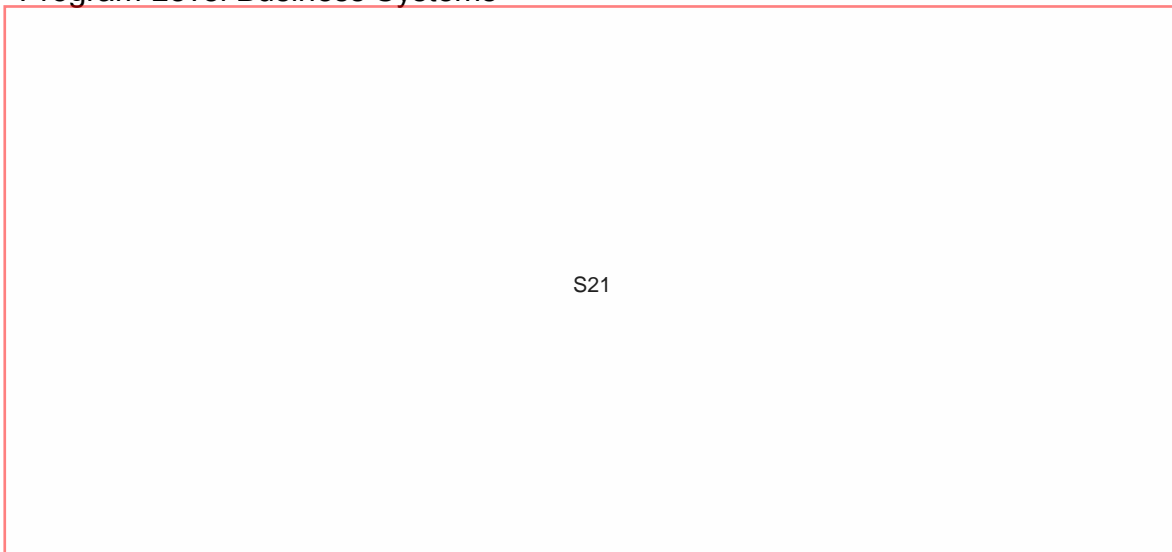
Benefits to the VOIP system include: full compliance with secure, encrypted real-time transport protocol (SRTP) requirements • telephone communications that can be integrated with other computer systems to manage Client information • Remote / roving case managers can access VOIP (and Client information) more readily than using an analogue system • Records of value (FOIPPA Section 2.3), i.e. valuable voicemail messages, are uploaded to the ICM.

### **Business Systems at an Organizational and Program Level**



A more detailed explanation of these business systems can be found in Section.

### **Program Level Business Systems**





The following sections explain the business processes: 5bii Self Serve Services; 5cii Case Management; 5dii Case Managed Services; 5dii Supplemental Services and; 5gii Transitioning of Services and Clients.

## e) Human Resource Capability

- i) **Provide information on current number of employees, specific areas of expertise, and geographic distribution. Discuss how the current human resources capability enables services delivery in the new Program with minor or manageable adjustments, if any.**

The Employment Network of the DTES partner agencies – Open Door Group, ISSo/BC, and SUCCESS – have S21 (full time equivalent) Open Door Group and ISSo/BC's staff listed are available for both the Downtown Eastside and Midtown contracts. Core Staff are employees who currently have the following core employment service delivery functions (similar in nature to the Key Personnel job descriptions identified in section 6a):

| Core Staff       | Basic role functions – core employment service delivery   |
|------------------|---|
| Manager          | <ul style="list-style-type: none"> <li>manages staff and facility</li> <li>basic service delivery quality assurance</li> </ul>  |
| Case Manager     | <ul style="list-style-type: none"> <li>client case management</li> <li>employment counseling</li> <li>assesses clients' capabilities, career goals and any barriers to employment</li> <li>coordinates client services</li> </ul> |
| Facilitator      | <ul style="list-style-type: none"> <li>facilitates workshops and works one-on-one with clients to deliver pre-employment and employability skills</li> </ul>  |
| Job Developer    | <ul style="list-style-type: none"> <li>directly markets agency placement services to prospective employers</li> <li>obtains job placements for clients</li> </ul>   |
| Self-Serve Staff | <ul style="list-style-type: none"> <li>oversees agency's employment resource centre</li> <li>delivers initial orientation to self-serve clients</li> <li>assists clients with accessing resources</li> </ul>                      |

### Employment Network of DTES Core Staff currently working in Vancouver

S21

S21

Currently, all Open Door Group employment staff are required to work at multiple locations as client flow dictates.

Core Staff identified below have expertise in working with various Specialized Populations:

| Core Staff with Expertise in Specialized Populations |
|--|
| S21  |

|     |
|-----|
| S21 |
|-----|

**ii) Provide information on the ability to manage staffing levels and capacity to meet changes in demand for services.**

The Employment Network of the Downtown Eastside has the proven ability to manage staffing levels and demonstrated capacity to meet changes in demand for services. The management of staffing levels, to both grows and reduces the number of employees in order to meet changes in demand for services, is effectively and efficiently handled through collective and individual organizational practices.

| Manage Staffing Levels to Meet Changes in Service Demand   |  |
|--|--|
| Attract and Grow the Number of Employees   |  |
| <p>The organizations in the partnership attract and grow the number of employees through the following:</p> <p>S21</p> | <p><b>ODG(Lead):</b></p> <ul style="list-style-type: none"> <li>CARF accredited</li> <li>Unionized environment ensures employment</li> </ul> |

| Manage Staffing Levels to Meet Changes in Service Demand |   |
|--|---|
| Attract and Grow the Number of Employees                 |   |
| <p>S21</p>   | <p>equity and high standards are in place in relation to fairness and equity; attracts external staff within the same collective agreement from highly skilled staff from organizations such as hospitals and community facilities</p> <ul style="list-style-type: none"> <li>• In house training provided in areas such as NVCI, concurrent disorders and suicide Intervention</li> </ul> <p><b>ISSofBC:</b></p> <ul style="list-style-type: none"> <li>• Recently (April 11, 2011) ranked one of the 75 Best Workplaces in Canada by GPTW Institute Canada (4 out of the 5 last years)</li> <li>• Accredited by PCTIA and Languages Canada</li> </ul> <p><b>SUCCESS:</b></p> <ul style="list-style-type: none"> <li>• COA Accredited</li> <li>• Promote staff wellness through subsidized social, recreational and sports activities organized by the Staff Club</li> </ul> |

| Manage Staffing Levels to Meet Changes in Service Demand   |   |
|--|---|
| Reduce the Number of Employees   |   |
| <p>The organizations in the EPB partnership reduce the number of employees through the following:</p> <p>S21</p> | <p><b>ODG:</b></p> <ul style="list-style-type: none"> <li>• collective agreements builds reduction into process</li> </ul> <p><b>ISSofBC (Lead):</b></p> <ul style="list-style-type: none"> <li>• non-union environment that meets Employment Standards and Common Law requirements</li> <li>• advise employees of the Employee and Family Assistance counselling program offered to staff</li> </ul> <p><b>SUCCESS:</b></p> <ul style="list-style-type: none"> <li>• exploring other short-term and long-term job opportunities within the organization before laying off staff</li> </ul> |

iii) Discuss any methods or processes in place for training, development, and knowledge transfer to build, accumulate, retain, and share corporate knowledge and best practices in order to ensure business continuity, service consistency, meeting performance standards, and operation scalability over the duration of the Contract.

The Employment Network of the Downtown Eastside has proven training, development and knowledge transfer methods and processes in place to ensure business continuity, service consistency, meeting performance standards and operation scalability over the duration of the Contract.

#### **A. Business Continuity**

The partners have methods and processes in place to be utilized over the duration of the Contract to ensure business continuity:

S21

#### **B. Service Consistency**

The partners have methods and processes in place to be utilized over the duration of the Contract to ensure service consistency:

S21

#### **C. Meeting Performance Standards**

The partners have methods and processes in place to be utilized over the duration of the Contract to ensure that performance standards are met:

S21

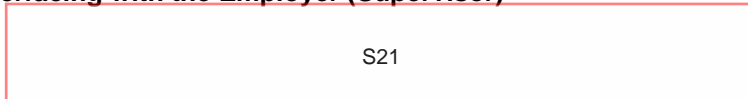
## Staff Supervision

Staff from the core partnership, and other sub-contractors, will deliver services in the ESC and through other service delivery channels. In terms of supervision, Program staff are directly responsible to their supervisors within their own organization. The supervisors will oversee all matters related to hiring, performance, training and orientation. The Program Director and ESC Site Coordinator (Lead Organization) are responsible for the overall coordination of services within the ESC (daily operations) and other service delivery channels. Thus, managing performance and operations exists within a Matrix Staffing model. Please see the example that follows for a description on how this will work in day to day practice within the ESC and Satellite.

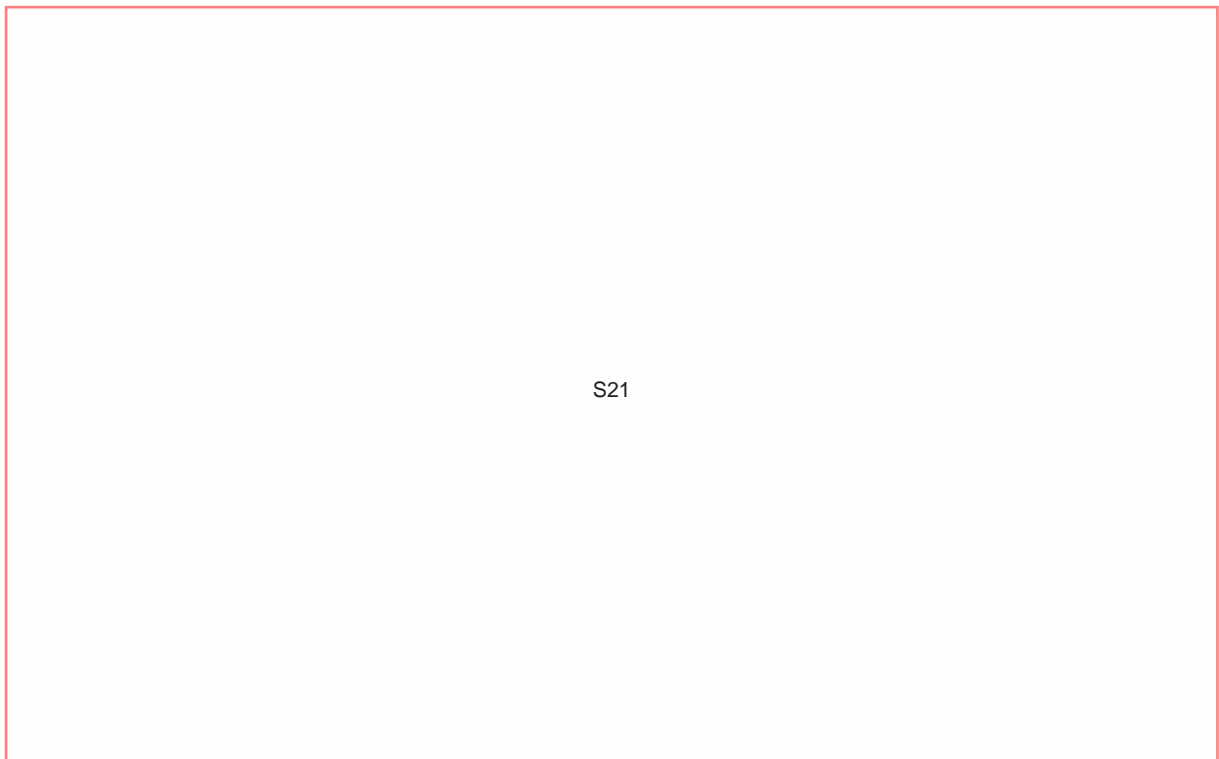
### Interfacing with the Site Coordinator



### Interfacing with the Employer (Supervisor)



Over the last few months, HR and Program representatives from Open Door Group and those from its partners met to discuss the possible risks associated with a Matrix Management structure.



S21

#### **D. Operation Scalability**

The partners have methods and processes in place to be utilized over the duration of the Contract to ensure operation scalability. Methods and processes to attract, grow and reduce staff are outlined above in Section 1.e.ii Human Resource Capability. Additional methods and processes are noted below:

S21

### **2) Capacity**

#### **a) Current capacity**

##### **i) Provide information regarding capacity in terms of current businesses, contracts, services, Client volume, number of employees, geographic coverage, dollar volume, and any other relevant and appropriate measures available.**

Throughout BC, Open Door Group has been providing employment and related services to clients since 1976. Currently, Open Door Group manages the delivery of Provincial and Health Authority contracts in 32 “store front” locations across British Columbia, which includes 14 Open Door Group and 18 sub-contractor locations. Our current professional staffing complement is just over 100. Today with an annual budget in excess of S21 our employment-related programs provide services to just under 7,000 people per year in BC.

In 2010, through 10 employment contracts, ODG served over 4,300 job seekers, including over 2,800 who accessed case management or case managed services. ODG’s current employment services cover the following regions: Vancouver Coastal, Fraser Valley, Kootenays, Okanagan and Cariboo-Thompson.

In terms of specific employment services, Open Door Group currently provides the following:

- Orientation/Pre Screening/Intake
- Self- Serve Services
- Case Management
- Assessment and Administration of Financial Supports
- Short Term Certificate Training
- Employment Support Services (e.g. Job Search assistance, employment related workshops, direct marketing, job development and customization, employer support etc.)
- Follow Up services
- Community linkages/referrals for other services

Our partners also currently provide all, some and additional services within the employment program model. Please see Appendix I (template 5) for a detailed description of these services.

The table below highlights ODG's current capacity, as well as those of our partners, in terms of current contracts.

| Business Area                                      | Contract  | Contract #      | Funding Source | No. of Employees | Client Volume<br>(Total to date) | Geographic Coverage  | Dollar Value |
|--|---|-----------------|----------------|------------------|----------------------------------|--|--------------|
| <b>OPEN DOOR GROUP</b>                             |   |                 |                |                  |                                  |  |              |
| Employment- Cross Disabilities                     | Employment Program for Persons with Disabilities (EPPD) | cepd46053080439 | MSD            | 10               | 1,687                            | Vancouver Coastal<br>(Vancouver, Richmond, North Vancouver, Sechelt, Squamish, Whistler) | \$3,036,782  |
| Employment- Cross Disabilities                     | Employment Program for Persons with Disabilities (EPPD) | cepd46053080440 | MSD            | N/A              | 1,182                            | Kootenays<br>(Grand Forks, Castlegar, Trail, Nelson, Cranbrook, Fernie)                  | \$552,210    |
| Employment- Cross Disabilities                     | Employment Program for Persons with Disabilities (EPPD) | cepd46053080437 | MSD            | 11               | 1,420                            | Okanagan<br>(Kelowna, Penticton, Vernon)   | \$1,289,538  |
| Employment- Cross Disabilities                     | Employment Program for Persons with Disabilities (EPPD) | cepd46053080438 | MSD            | 6                | 921                              | Cariboo<br>(Kamloops, Merritt, Salmon Arm, Williams Lake, Quesnel)                       | \$1,224,341  |
| Employment- Mental Health                          | Employment Program for Persons with Disabilities (EPPD) | cepd46053080443 | MSD            | 15               | 430                              | Vancouver/ Fraser<br>(Burnaby, Vancouver, Richmond, Port Coquitlam, Surrey)              | \$558,001    |
| Employment- Undiagnosed Mental Health & Addictions | BC Employment Program (BCEP)                            | cemp46911070503 | MSD            | 15               | 3,160                            | Vancouver Coastal<br>(Vancouver, Richmond, Sechelt, Whistler, Squamish,                  | \$2,500,000  |



| Business Area                                      | Contract                             | Contract #  | Funding Source | No. of Employees | Client Volume<br>(Total to date) | Geographic Coverage       | Dollar Value        |
|--|--------------------------------------|-------------|----------------|------------------|----------------------------------|---------------------------|---------------------|
|  |                                      |             |                |                  |                                  | North Vancouver)          |                     |
| Employment- Cross Disabilities                     | Employment Assistance Services (EAS) | 5631130     | MSD            | 6                | 860                              | Burnaby                   | \$1,080,000         |
| Employment- Cross Disabilities                     | Employment Assistance Services (EAS) | 5631130     | MSD            | 5                | 1,062                            | Richmond                  | \$1,080,000         |
| Employment- Cross Disabilities                     | Employment Assistance Services (EAS) | 7328263     | MSD            | 4                | 487                              | Kamloops                  | \$366,000           |
| Employment- Mainstream                             | Employment Assistance Services (EAS) | 5639505     | MSD            | 5                | 824                              | Coquitlam                 | \$617,000           |
| Employment- Mainstream                             | Employment Assistance Services (EAS) | 5639505     | MSD            | 5                | 1,044                            | Port Coquitlam            | \$617,000           |
| Employment- Customized                             | Customized Employment Program (CEP)  | cepd4605310 | MSD            | 2                | 41                               | Kamloops                  | \$175,000           |
|  |                                      |             |                |                  |                                  | Total Employment Services | <b>\$13,095,872</b> |
| <b>S.U.C.C.E.S.S</b>                               |                                      |             |                |                  |                                  |                           |                     |
| Employment- Mainstream                             | Employment Assistance Services (EAS) |             | MSD            |                  | 5721 (visits to resource room)   | DTES                      |                     |
| Employment- Cross Disabilities                     | Community Assistance Program (CAP)   |             | MSD            |                  | 347                              | DTES                      |                     |
| Employment- Undiagnosed Mental Health & Addictions | BC Employment Program (BCEP)         |             | MSD            |                  | 1531                             | DTES                      |                     |

| Business Area       | Contract                                       | Contract # | Funding Source                                 | No. of Employees | Client Volume<br>(Total to date) | Geographic Coverage  | Dollar Value |
|---------------------|--|------------|--|------------------|----------------------------------|--|--------------|
| <b>ISS</b>          |  |            |  |                  |                                  |  |              |
| Employee nt:<br>ISS | Vancouver Career Centre                        | NA         | MSD / Service Canada                           |                  | 7600 approx.                     | Vancouver Coastal / Fraser Valley (Vancouver, New Westminster) | \$2,580,180  |
| Employee nt:<br>ISS | Surrey Multilingual Employment Resource Centre | NA         | MSD  |                  | 4200 approx                      | Fraser Valley (Surrey, Delta, White Rock and Langley)          | \$664,586    |
| Employee nt:<br>ISS | Richmond Career Centre                         | NA         | MSD  |                  | 1800 approx visitors             | Richmond   | \$672,941    |
| Employee nt; ISS    | Skills Connect                                 | NA         | Ministry of Advanced Education & Labour Market |                  | 231 (Sept. 09 – June 10)         | Vancouver, Coquitlam, Richmond, New Westminster                | \$1,230,108  |
| Employee nt; ISS    | Job Options BC                                 | NA         | MRES D   |                  | 420 approx.                      | Vancouver, Coquitlam, Port Coquitlam, Surrey                   | NA           |
| Employee nt; ISS    | Burnaby – Edmonds Multilingual Case Management | NA         | MSD  |                  | 860                              | Burnaby  | NA           |
| Employee nt: ISS    | BC Employment Program                          | NA         | MSD  |                  | 195                              | Vancouver, Richmond  | \$374,034    |
|                     |  |            |  |                  |                                  | Total Employment Services for Partner:                         | \$5,521,849  |

**ii) Discuss how current capacity enables service provision required under this Contract. Discuss how current capacity enables the Proponent to support any other Contract for which the Proponent has competed.**

Open Door Group went through an internal comprehensive organizational capacity assessment in order to help us determine what contracts we were going to bid on for the new Employment Program. The information also helped us to determine who we would

solicit as partners. The objective was to focus on capitalizing on our existing expertise and experience in delivering services within the community and to engage partners with the knowledge and experience in working with groups that we had not traditionally serviced.

A summary of this assessment is outlined on the following page. The aim was to assess our current capacity across various dimensions within the organization. Where gaps existed, we were able to develop strategies to mitigate the issue at hand. Moreover, the assessment was also conducted with our partners to determine their current capacity and expertise. This information was used to bridge any gaps and strengthen overall capacity. Our initial aim was to leverage existing infrastructure, resources and service providers within the community. The final analysis of our current capacity demonstrates our strong ability to execute the new Program and, ultimately, meet and exceed program objectives.

In preparation for program implementation, we are committed to developing a detailed *corporate capacity management plan* which will include future requirements of the program. Service elements will be defined and sized based on required service levels and forecasts. Moreover, we, and our partners, are committed to the proactive management of the capacity as the program rolls out and throughout its lifespan. Our capacity management plan includes: *Resource utilization; Infrastructure requirements for maintaining service levels; Details of proposed new workloads or activities and; Variances between planned and actual capacity utilization.*

The table below provides a ‘snap shot’ of our internal current capacity assessment. All of the factors listed below, amongst others, ultimately ensure the sustainability of the program, and work towards optimizing performance

| <b>Capacity Factor: Contract/Program Management</b>                         |  |
|---|--|
| Capacity Elements   | Linking Current Capacity to Service Provision  |
| Geographic Span   | <p>For Downtown eastside clients, we currently provide services out of our East 3<sup>rd</sup> location. Partner ISS of BC provides service out of their Terminal Avenue location and SUCCESS provide service out of their Pender Street location. We have the experience of providing 'satellite' services to specialized groups through our existing network of sub-contractors and through mobile services. For example, under our EPPD and BCEP contracts we service clients in Whistler and Squamish through Sea to Sky Community Services and clients in Sechelt through M. Magas &amp; Associates. In terms of outreach in BCEP, we currently provide services to drug and alcohol clients at places within the Downtown Eastside such as the Salvation Army and the United Gospel Mission.</p> <p>Our proposed staffing structure will support the activity and delivery of services to meet the demand at the various points of contact. Please see section 2aiii for more information on geographical spread.</p>  |
| Supporting structures for staff and service providers                       | <p>Open Door Group has been exercising its internal governance framework since 2003 when it began working with sub contracted agencies. We have been managing service providers within a prime/subcontractor management structure. This is accomplished, in part, by a governance framework that has mirrored the Ministry's governance model, with us. These practices of performance management, governance, quality assurance, financial oversight and a commitment to communication and collaboration fit well within the new program. We will continue to work within this structure in the model and with our partners.</p>  |
| Program plans in place including goals, objectives, targets and activities. | <p>We currently have program plans in place for all of our contracts and we will develop a plan for the new program. These plans, have historically acted as a guidepost for the delivery of services ensuring that we're staying on track, committed to the objectives of the program. Our current program planning structure will allow us to properly plan for the launch of the new program and ensure its sustainability. It highlights all aspects of operations. Components are concrete and detailed with tasks allocated to specific staff. Those staff responsible for the development and implementation of the plan forms a critical mass of expertise in operational planning where the plan is tightly linked to program objectives. When we introduced the BCEP program, we underwent a major change within the organization. We were introducing a new model of service delivery with a completely new clientele. We worked closely with staff and with service providers to manage these changes while ensuring that the transition and program launch went according to plan. Given our experience in handling these kinds of corporate cultural changes, we are confident that we'll be well prepared in implementing the new program under the new partnerships and the new service delivery model.</p> <p>Open Door Group has used research data to also inform program planning. Our research staff assesses the relevance of findings for the community and for clients. This practice will continue within the new program.</p> <p>Moreover our past and current experience in core funding and in fee for service models presents us with the ability to quickly work within the parameters of the financial model that is tied to the new program. Please see section 4eiv for a detailed description of our performance management framework.</p> |
| Clear sectorial focus on employment services.                               | <p>Open Door Group has been providing employment services for more than 35 years. During that time we've built up our procedures, kept abreast of developments within the field and refined our model of service delivery to meet the changing needs of our clients and of the labour market. This is our key</p>  |

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|  | business area and is also a fundamental area of experience within our partnerships. Please see section 3 for description of our experience and expertise.   |
| Credibility with funders                                     | Open Door Group has been working in partnership with the Ministry of Social Development since 1998. Over the years, our relationship has been strengthened by maintaining open lines of communication, by building trust and through continuous sharing and exchanging. We have remained responsive, flexible and open to new ways of collaborating and doing business. The credibility that we've built and sustained will form the basis upon which we interact and partner under the new program.  |
| <b>Capacity Factor: Adaptive</b>                             |   |
| Capacity Elements  | Linking Current Capacity to Service Provision   |
| Program growth and scalability                               | <p>Our Director of Operational systems currently works on assessing scalability of existing programs and when judged appropriately taking action. Utilization of resources is also carefully assessed. We have the systems and infrastructure in place to efficiently and effectively grow existing programs to meet needs in local areas or other geographies.</p> <p>We have the experience of ramping up or down in order to meet demand. Please see section 1e for a detailed description on scalability and section 5g for our past experience in transitioning a large volume of clients.</p> |
| New program development                                      | Our continual assessment allows us to create new processes and procedures to meet local need. There is a continuous pipeline of new ideas within the organization and amongst the partners. This existing framework will be incorporated into the new program.  |
| Program relevance and integration                            | Given our past and current experience in employment services, synergies across these programs and the new employment program will be captured. Learning processes and systems within existing contracts will be included in the new program. (Examples: existing tools, procedures, forms, methodologies and the like.)   |
| Organizational processes                                     | <p>Existing robust, lean and well-designed processes are in place to ensure effective and efficient functioning of the organization with continual monitoring and assessment of processes.</p> <p>Our current Monitoring and Evaluation (M&amp;E) framework track and report on findings. Data is analyzed and results are published. This framework will also be incorporated in the new program. Please see section 4eiv for an account on CQI and M&amp;E.</p>   |
| <b>Capacity Factor: Strategic Leadership</b>                 |   |
| Capacity Elements  | Linking Current Capacity to Service Provision   |
| Open Door Group Leadership and Management team               | Members bring with them diverse backgrounds and experiences with a broad range of capabilities. All of our members have been working within the field of employment for over 5 years. Moreover, our functional directors have a strong understanding of the business and how it connects to the various functional areas within the organization. (eg.IT, HR, Finance, PR etc.) Please see section 1b for a list of qualifications of our senior staff.   |
| Shared references and practices. (Joint Venture Partnership) | Amongst the partnership, a common set of references and practices exist. Practices are designed to support the program objectives and will be regularly harnessed to produce impact.  |
| <b>Capacity Factor: External Relations</b>                   |   |
| Capacity Elements  | Linking Current Capacity to Service Provision   |
| Working with partners currently and in the past.             | Open Door Group has been working with sub-contractors in the delivery of employment services for 8 years. We've established win-win relationships while keeping our clients at the focal point of decision making. Open Door Group understands how to set up structures where we can support and learn from one   |

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|  | another while managing performance.  |
| Skills and experience in promoting our programs and image.   | <p>Across all of our programs our marketing materials have been used consistently always adhering to Ministry branding requirements/stipulations. In addition, our materials (including electronic mediums) are provided in multiple languages.</p> <p>Each year, we draft a communications plan that identifies our stakeholders and their values. Strategies are then customized to each stakeholder group.</p> <p>In terms of community presence and standing, ODG and its partners are widely known within the community and perceived as actively engaged and responsive.</p> |
| Assessment of community needs.   | Our Director of Public Relations and Corporate Development systematically collects information that is used to support and improve planning efforts. This has been the trend in the past and we will continue with this annual activity within the new program. Assessment of stakeholder groups occurs on a regular basis.  |
| <b>Capacity Factor: Human Resources</b>  |  |
| Capacity Elements  | Linking Current Capacity to Service Provision  |
| Existing job descriptions and designated incumbents meet the needs of the program for service delivery.  | The talents, skills and experience of our current staff are consistent with the objectives of the program. Please see section 1b for an outline of key personnel and qualifications.   |
| Critical mass of internal expertise and external use of sustainable, highly qualified service providers. | <p>Key personnel are highly capable in multiple roles, are committed to program objectives and eager to collaborate with partners.</p> <p>These individuals bring complimentary skills to the organization, are culturally competent and highly committed to the success of the program. Please see section for more information on HR capacity.</p>   |
| Staffing levels  | Agreements with sub-contractors and program launch plans dictate staffing levels within the ESC, Satellite, Itinerants and outreach. All positions within and peripheral to the organization will be adequately and appropriately staffed to meet demand of services.  |
| <b>Capacity Factor: Other Core Resources (Finance, IT, Facilities etc.)</b>                              |  |
| Capacity Elements  | Linking Current Capacity to Service Provision  |
| Financial systems and controls meet the needs of the program.  | All systems are currently set up to meet the needs of the new program. We have been tracking expenditures and monitoring maximum averages, within our BCEP, contract for the last 6 years. Please see section 5b/c for a description on the administration of financial supports.  |
| Financial planning/budgeting   | Performance to budget is closely monitored as are expenditures. Robust systems/controls govern all financial operations.   |
| IT infrastructure  | We have a sophisticated and reliable telephone and fax facilities, individual voicemail, supplemented by additional facilities for staff (e.g. Blackberry) for increased staff efficiency. We have fully networked computing hardware and up to date software applications. All staff have individual access to computer and email. Our comprehensive database reporting systems exist for tracking clients, expenditures and staff direct service hours   |
| Facilities   | The physical infrastructure is well-tailored to the needs of the program. The space is well designed to enhance the organization's efficiency and effectiveness. The ESC, the Satellite and our Itinerant are situated in favourable locations for clients. The layout of the ESC increases critical interaction amongst staff and clients.  |

In terms of financial capacity, between Open Door Group's resources and experience, combined with that of our partners, the total value of the contracts we are bidding on is well within our capacity. Through careful management, Open Door Group is in a strong financial

position and is confident we have the financial capacity to administer the Employment Program of BC in not only in the Downtown Eastside, but several others as well.

Please refer to section 2ai for an analysis of our current financial capacity.

As illustrated in the analysis in 2ai, Open Door Group has more than enough capacity to take on the new Program in the Downtown Eastside.

### Current Capacity – Partnership Network

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|-----|
| S21 |
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| Organization    |  |
|-----------------|--|
| Open Door Group |  |
| ISSofBC         |  |
| SUCCESS         |  |
| <b>Total</b>    |  |
| (in thousands)  |  |

|     |
|-----|
| S21 |
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### HR Capacity

|     |
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| S21 |
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### HR CAPACITY CHART- Open Door Group, Partners/ Major Suppliers

| Vancouver (Downtown Eastside and Midtown catchment areas)       | # of staff |
|---|------------|
| Open Door Group   |            |
| ISS of BC   |            |
| SUCCESS   |            |
| Pacific Community Resources Society                             |            |
| <b>Total # current staff in Vancouver catchment areas</b>       |            |
| <b>Total # staff required for the Vancouver catchment areas</b> |            |
| Richmond  | # of staff |
| Open Door Group   |            |
| ISS of BC   |            |

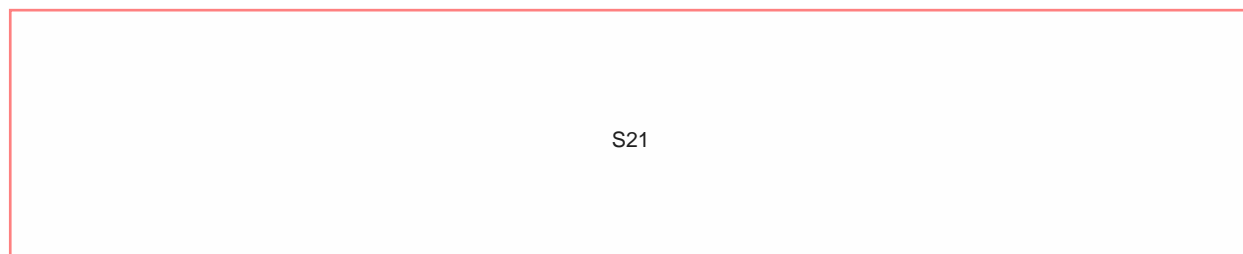
|  |                   |
|--|-------------------|
| SUCCESS  |                   |
| Richmond Boys & Girls Club                           |                   |
| Richmond Youth Services Association                  |                   |
| <b>Total # current staff in Richmond</b>             | s.21              |
| <b>Total # staff required for Richmond</b>           |                   |
| <b>Port Coquitlam</b>                                | <b># of staff</b> |
| Open Door Group                                      |                   |
| ISS of BC  |                   |
| Buxton Consulting                                    |                   |
| <b>Total # current staff in Port Coquitlam</b>       | s.21              |
| <b>Total # staff required for Port Coquitlam</b>     |                   |
| <b>Total # current staff in the Lower Mainland</b>   |                   |
| <b>Total # staff required for the Lower Mainland</b> |                   |

For the Lower Mainland, current staffing capacity exceeds the staffing requirements for the catchments areas. (Port Coquitlam, Midtown, Downtown Eastside and Richmond)

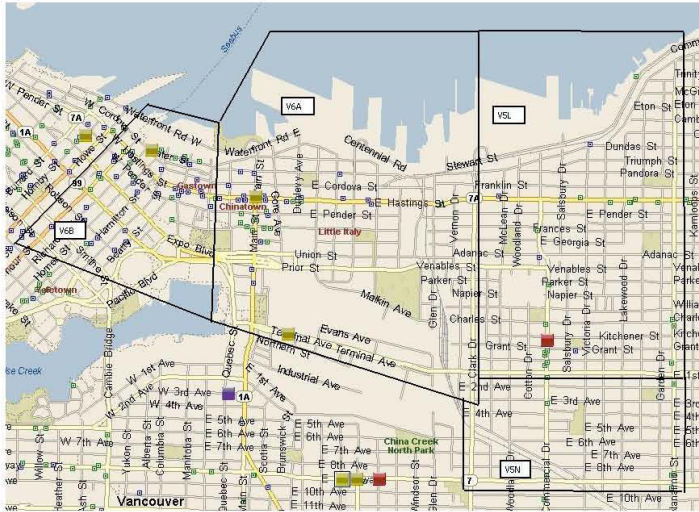


**iii) Discuss how the current and proposed geographic coverage and service delivery methods enable service delivery for the Catchment Area.**

Currently, Open Door Group provides services to DTES job seekers at our locations on East 3<sup>rd</sup> avenue and East 6<sup>th</sup> Avenue. At these locations, we serve persons with medically diagnosed and self-identified disabilities, and job seekers who have been referred by the Ministry to participate in the BC Employment Program. Within the DTES the majority of Community Service Providers, including Employment Services are located and deliver services within V6A postal code. Over the past several months the Employment Network of the DTES, all of whom are current contract holders for significant provincial employment and settlement program within the DTES conducted an in depth internal and external data analysis.







## b) Maximum Capacity

### i) State the capacity for organizational growth as a percentage of current capacity.

Through careful management, Open Door Group is in a strong financial position and is confident we have the financial capacity to administer the BC Employment Program in not only the DTES Catchment area, but several others as well.

Our audited financial statements can be found in Appendix C.

S21

### Maximum Capacity for Growth

S21

Open Door Group has an excellent track record to manage growth of this magnitude in the past.

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S21

- ii) Provide information on organizational growth methods, strategies, plans, or processes should the Proponent win all of the Contracts it competes for. Discuss how the Proponent will ensure service delivery under this Contract should this be the only Contract it wins.**

S21

S21

Because of the similarities of EPPD and BCEP programs with the new BC Employment Program, the policies and procedures already in place will support the implementation of the new program in our offices across the province.

Open Door Group has considered three scenarios of success with regards to our bids on the Employment Programs. The number of Contracts won will have an impact on the administrative structure that is required to support the operations of the Program. As a result, we have come up with a proposed structure to deal with the potential growth, status quo or scale-down situations.

**Scenario 1: Open Door Group wins all contracts its submits bids for**

S21

**Scenario 2: Open Door Group wins half the contracts it submits bids for (approximately 3 – contracts).**

S21

S21

### Scenario 3: Open Door Group wins only this Contract

S21

- iii) State the maximum number of Contracts the Proponent can operate at maximum capacity. Maximum capacity should be current capacity plus a realistic capacity for organizational growth within its geographic coverage.**

The analysis below illustrates that the number of Contracts Open Door Group is bidding on is well within our maximum capacity.

#### **Potential Growth**

The following is a list of the contracts in which Open Door Group is bidding and the total contract maximum for each.

#### **Key Assumptions**

S21

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S21

S21

**Initial Start-up Investment Required if Successful in all lead bids**

S21

Please refer to the table below for a summary of Open Door Group's share of initial start-up investment in each of the catchment areas we are bidding on, plus Vancouver Westside.

S21



S21

**iv) State all Contract Numbers that the Proponent is competing for under this RFP.**

S21

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S21

### **3) Experience and Expertise**

#### **a) Delivering Employment Services**

##### **i) Demonstrate past experience in delivering employment services.**

Since 1976, Open Door Group, formerly THEO BC, has been delivering case management, employment counseling, pre-employment and certificate/diploma training, and employment placement services to British Columbians.

In 1998, Open Door Group's mandate expanded to include serving all persons with disabilities including physical, sensory, developmental, neurological, mental health, concurrent disorders or undiagnosed mental health, and recovering or active substance abuse issues. As well, in 1998, Open Door Group opened an Employment Resource Centre in Port Coquitlam that was available to all job-seeking British Columbians and in 2007, began delivering a mainstream employment search program and Job Club for unemployed British Columbians with or without disabilities. This was an important step for the organization in making programs and services more accessible to the needs of the community.

Currently, Open Door Group manages the delivery of Provincial and Health Authority contracts in 32 "store front" locations across British Columbia, which includes 14 Open Door Group and 18 sub-contractor locations. Our current professional staff complement is just over 100. Today with an annual budget in excess of \$12 million (92% in the employment area), our employment-related programs provide services to just under 7,000 people per year in BC. Our breadth of clients served, now include persons with disabilities (physical, sensory, developmental) persons living with mental health conditions, BCEA recipients with undiagnosed mental health issues and/or drug and alcohol abuse issues, and general unemployed clients.

- In 1998, Open Door Group was awarded two Service Canada contracts in Port Coquitlam (for all unemployed Canadians) and Kamloops (for people with disabilities). These contracts have been successfully renewed throughout the past 12 years.
- In 2000, Open Door Group began delivering Rehabilitation, skills, lifeskills training and vocational training for people with mental health conditions, through the Gardengate program in Kamloops.
- Between 2003 and 2007, Open Door Group was awarded contracts with the provincial Ministry of Housing and Social Development (EPPD) to provide services to people with disabilities in the Vancouver Coastal, Fraser, and Interior regions. (renewed in 2008).
- In late 2004 (services began early 2005) Open Door Group was awarded a Service Canada contract to provide case management and employment services to people with disabilities living in Richmond (successfully renewed in 2008)
- In 2006, Open Door Group was awarded a British Columbia Employment Program (BCEP) contract to provide employment services to people with addictions and mental health conditions.
- In 2008, Open Door Group was awarded a Service Canada contract to provide services to people with disabilities in Burnaby.
- In July 2009, Open Door Group was awarded the contract with the provincial Ministry of Social Development for Customized Employment in the Kamloops region. In addition, in

2009, Open Door Group began offering Customized Employment within the EPPD contract in the Richmond area, and received approval in 2011 to extend these services throughout the Lower Mainland.

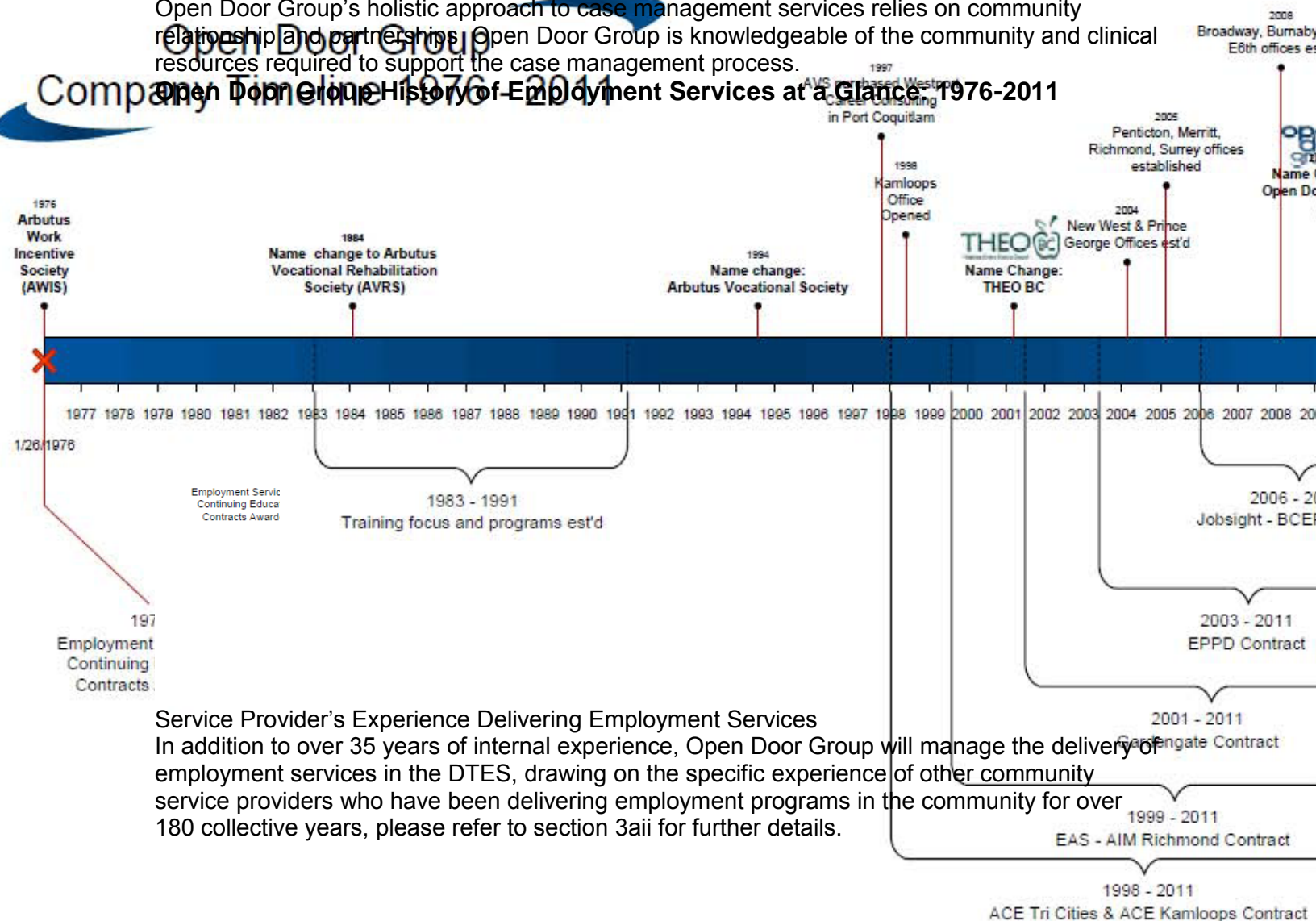
In March 2010, Open Door Group received a **three year accreditation** from **CARF**. We obtained the maximum time for accreditation. *“ODG team members are commended for their extensive career planning approach taken in supporting persons served in realizing their desires in employment outcomes”*. CARF International 2011

Since the inception of the Employment Program for Persons with Disabilities (EPPD), Open Door Group has operated as the “Prime Contractor” for the EPPD program for the Fraser and Interior regions. Since 2007, Open Door Group has operated as the “Prime Contractor” for the Vancouver Coastal region.

To this end, we have developed 1) contracting arrangements, 2) governance and communication protocols, 3) service standards and audit tools, 3) Web Based IT capabilities, 4) program evaluation methodology, 5) provincial and local corporate partnerships and relationships, and 6) human resource capabilities for both Open Door Group staff and sub-contractors.

Open Door Group’s holistic approach to case management services relies on community relationship and partnerships. Open Door Group is knowledgeable of the community and clinical resources required to support the case management process.

#### Open Door Group History of Employment Services at a Glance: 1976-2011



#### Service Provider’s Experience Delivering Employment Services

In addition to over 35 years of internal experience, Open Door Group will manage the delivery of employment services in the DTES, drawing on the specific experience of other community service providers who have been delivering employment programs in the community for over 180 collective years, please refer to section 3aii for further details.

**ii) Include information to demonstrate the range, scope and span of experience as well as the relevance, quality and effectiveness of employment services delivered.**

This section will demonstrate the collective experience delivering employment services of Open Door Group and the Service Providers that are part of this proposal in terms of the following, where:

- Range: the range of clients served through employment programs including unique needs, populations and communities.
- Scope: the scope of the type of employment services provided (e.g. self-services, case management, workshops, job coaching, etc.)
- Span: the span refers to the number of years of delivery of employment services and the geographical coverage of each program.
- Relevance: the relevance of the services relating to the community needs and number of people served through employment programs.
- Quality: the quality of services provided through employment programs measured by stakeholder feedback, accreditation, and staff expertise.
- Effectiveness: the effectiveness of employment services measured through outcomes achieved.

| <b>Open Door Group</b>   |
|--|
| <b>Range</b>   |
| Since 1976 ODG has provided employment services to persons with disabilities, mental health and concurrent disorders (diagnosed and undiagnosed), and mainstream unemployed British Columbians.  |
| <b>Scope</b>   |
| Open Door Group has experience in delivering a full scope of employment services including:<br><b>(A) Self-services, Self-directed Employment Services:</b><br><p>Open Door Group has been providing Self-Serve Employment services as part of our Employment Programs in the Tri-Cities area on-going since 1998 and in Kamloops since 2008. However, a Resource Centre has been the basis of all of our office locations and an integral part in our overall service delivery since we commenced programming in 1976.</p> <p><b>Client Testimonial on Self-Directed Employment Services</b></p> <p><i>"My name is S22 and I moved to Coquitlam from Alberta in July 2010. I sent in many applications with resumes and cover letters I made myself, without any results.</i></p> <p><i>I was referred to Open Door Group. I met with S22 and together we figured out a job search plan. I went to the resume and cover letter workshops then I put together my resume and cover letter. Afterwards, I met with S22 and she helped me make my cover letter and resume even more effective.</i></p> <p><i>I started sending the new cover letter and resume and I received many invitations for job interviews and testing. I have now found work that I like and I am happy to be back in the workforce.</i></p> <p>S22</p> <p><b>(B) Case Management Employment Services:</b></p> <p>ODG Case Management functions involve awareness and navigation functions through use of: our internally developed assessment tools (E-Map, Employment Skills Analysis Workbook, Labour Market</p> |

Research Workbook, etc.); internally administered in-formal assessment tools that measure aptitude, ability, achievement and interests; referral to Formal Assessment testing Identifying needs or barriers to employment and implementing a support and management plan; Determine and Administer Financial Supports; Develop and Revise Action Plans; Administering pre-employment workshops, including but not limited to Employability, Job Readiness and Job Club; Providing supported and Direct employment search and placement services; Follow-up Services using developed 'service level timelines' that exceed contractual expectations; recording outcomes.

### **Open Door Group Case Study for Case Management Employment Services**

*Client "O" entered the EPPD program in Vancouver in May 2009. The client is a 31 year old male who resides in Vancouver with two caregivers.*

*Service Delivery: Client was provided with EPPD services in Vancouver for intake, case management and employment purposes.*

#### *Barriers to Employment:*

*During the planning phase of programming client presented various barriers to employment. These included:*

*-Client expressed that he does not have the best communication skills with coworkers and that he can get stressed out if the work environment gets to hectic. **Service:** The client was referred to and worked with an Occupational Therapist for stress management and communication skills. A wellness plan was created for the client.*

*- Client did not have a resume or recent job search skills necessary to obtain employment in today's market. **Service:** Open Door Group staff assisted the client in completing a resume and cover letter and provided the client with direct marketing to employers.*

#### *Vocational Strengths and Weaknesses*

##### *Strengths*

- *Good work pace and accuracy with simple visual material*
- *Polished and pleasant presentation and motivated to work*

##### *Vocational weaknesses*

- *Difficulty with communications and lacked interpersonal skills & indications of ongoing concerns related to anxiety*
- *Limited arithmetic skills & limited formal education*

#### *Vocational Interests*

*With his Case Manager's support and employment goal of part-time work where he would have a routine-based position, was able to interact with people, but with no direct responsibility to provide intensive customer service. The Client expressed he would be interested working in a cafeteria or the food services industry. He wanted less than 15 hours of work per week because he has other engagements (ie. volunteer work, participation in the Leisure and Education Program and Special Olympics / other sports).*

#### *Employment Services*

*After establishing an employment goal and completing an employment action plan, the Client began Employment Search Services with the support of the Employment Placement Specialist (EPS) to apply for positions. Utilizing established relationships with local employers, the EPS directed marketed the client for a part-time position at a Vancouver Starbucks as a Café Attendant. This job was selected as the EPS had a clear understanding of the employer's needs for the position, which matched well with the client's skills and vocational interests.*

### **(C) Case Managed Services**

Open Door Group's menu of Employment Support Services include: Employability Skills Workshops, Career Planning and Employment Workshops: provided tools, coaching and guidance.

In addition, Open Door Group has experience delivering Job Readiness Counselling, Supported Job Placement services, Job Retention and Follow-Up supports, Personal Management skills, Participant Supports (administering of financial supports based on work related or program participation needs for the following items: transportation, nutritional supports, work clothing, work tools, hygienic items, etc.), Purchased Services (administering financial supports based on work related or program participation needs (formal assessments, training/tuition, self-employment, disability supports, etc.).

Open Door Group has 13 years of experience – through our EPPD, EAS and BCEP contracts in providing suitability and need assessments for referral to sub-contracted Supplemental Self-Employment Service Providers.

Open Door Group has been providing sub-contracted Case Managed Services in North Vancouver, Vancouver, Sechelt, Pemberton, Squamish, Salmon Arm, Cranbrook, Nelson, Grandforks, Trail, Castlegar, Williams Lake, 100 Mile House and Quesnel since the inception of our EPPD Contracts in 2003.

Open Door Group has established an internal Continuous Quality Improvement (CQI) Committee to provide advice on any quality assurance matters, including sponsoring, monitoring and evaluating programs within the Improving Quality (IQ) Action Plan. Open Door Group has an internal web-based case management database that enables Quality Assurance staff to review and provide instant feedback regarding client files and overall service deliverables. This Database reports all case managed (client file) details, further it calculates statistical information to instantaneously provide Open Door Group with a broad spectrum analysis of the clients we serve, numbers, age range, NOC, timelines, etc.

Program supports have been appropriately administered as demonstrated by Ministry Audits. Open Door Group has 8 years experience providing employment services in a fee for service model.

#### **(D) Supplemental Services**

Training: Open Door Group has 13 years of experience – through our EPPD, EAS and BCEP contracts in providing suitability and need assessments for referral to Supplemental Training Service Providers.

Specialized Assessments: Open Door Group has 13 years of experience – through our EPPD, EAS and BCEP contracts in providing suitability and need assessments for referral to sub-contracted Specialized Assessment Providers. Open Door Group currently has established connections with specialized assessment providers; please refer to Template 5, Appendix I for full details.

Open Door Group has 2 years experience in providing Discovery Assessments through our current IES-SD Contract and the piloted version we currently carry through our EPPD contract. We have also integrated this type of assessments within the Place & Train component of our most current EPPD contract which totals our experience in these assessment areas to 4 years. Open Door Group's Discovery Assessment process takes between 16 – 24 hours. .

Specialized services: Over the years, Open Door Group's Staff of qualified professionals has served the full diversity of clients seeking supports and assistance in finding employment. The primary specialized population we serve is people with disabilities. Open Door Group is a well recognized and respected Employment Service Provider for Disabilities throughout the Province.

Services to Develop Community and Employers: Throughout our 35 years of operation, Open Door Group has established a strong community presence and continuously works to strengthen its relationships with other Employment Service providers, social service agencies, the business community, educational institutions, municipalities and all levels of government.

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| <p>Special initiatives have been undertaken by Open Door Group to build on community capacity for the purpose of supporting our clients as well as our Core Business values. Examples of these initiatives include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ BC Employer Diversity Forums: Over the past year, Open Door Group has initiated the creation of BC Employer Diversity Forums throughout the Province (BCEDF). The Forum's vision is to connect businesses to share expertise on how diversity hiring can benefit employees, customers, product and service development, and communities.</li> <li>▪ Establishment of a DTES Community Advisory Group and DTES Employer Advisory Group to facilitate the sharing of local knowledge that can be applied to employment planning within the ESC</li> </ul>   |
| <p><b>Span</b></p> <p>the past 35 years, Open Door Group has held or holds, seventeen employment programs throughout the province of BC, currently with 32 storefront locations (14 Open Door Group and 18 sub-contractor locations.)</p>  |
| <p><b>Relevance</b></p> <p>Over the past three years alone, Open Door Group has provided employment services to 13,695 British Columbians through the various programs we deliver.</p>   |
| <p><b>Quality</b></p> <p>Open Door Group maintains a reputation of a high- quality provider of employment services. Quality levels are managed through an internal CQI system and measured through stakeholder feedback, accreditation, and staff expertise.</p> <p>Throughout the delivery of services Open Door Group strives to achieve all required service levels, both internally and through our Ministry contract. We have also ensured that all program services and tools are consistent for all our contracts, including sub-contractors.</p> <p>To ensure consistency of the quality of service delivery systems and tools we have implemented the following: 1) contracting arrangements, 2) governance and communication protocols, 3) service standards and audit tools, 3) Web Based IT capabilities, 4) program evaluation methodology, 5) provincial and local corporate partnerships and relationships, and 6) human resource capabilities for both Open Door Group staff and sub-contractors.</p> <p>In addition in 2011, Open Door Group was awarded a three-year accreditation from CARF International (Commission of the Accreditation of Rehabilitation Facilities.) This was Open Door Group's first time applying for CARF accreditation. Excerpt from the Survey Report: <i>"Open Door Group is commended for the partnerships and collaborative efforts that have been developed with agencies, organizations, and employers throughout the community and service area. Referral sources state that the organization works in a collaborative and cooperative manner and that staff members are friendly, respectful and knowledgeable."</i></p> |
| <p><b>Effectiveness</b></p>  |



Over the past 3 years, Open Door Group has connected 1306 British Columbians to employment or Community Attachment. A Stakeholder feedback survey conducted in 2010 reflects the effectiveness of Open Door Group's employment services to stakeholder. When asked how Open Door Group ranks in the following areas:

#### Community Partners & Referral Sources

- Professionalism : **92%** (4.6 out of 5)
- Effectiveness of Programs (Job Placement Success) **84%** (4.2 out of 5)
- Overall Service: **94%** (4.7 out of 5)

#### Clients

- Professionalism: **92%** (4.6 out of 5)
- Effectiveness of Programs (clients reporting they feel the Program has been of benefit to them) **92.5%**
- Overall Service and Experience: **90%** (4.5 out of 5)

#### Employers:

- Professionalism : **92%** (4.6 out of 5)
- Effectiveness of Programs (Job Placement Service) **94%** (4.7 out of 5)
- 100% of Employer respondents stated they would recommend Open Door Group services to other businesses.

### **S.U.C.C.E.S.S.**

#### Range

Since 1997, S.U.C.C.E.S.S. has been offering employment programs to meet the needs of a wide range of clients including immigrants, youth, Aboriginal, survivors of violence and/or abuse, and persons with disabilities (Self-Employment.)

#### Scope

S.U.C.C.E.S.S. has experience in delivering a full scope of employment services including:

- Self-services through operating several Employment Resource Centres
- Translation and interpretation services
- Case Management & Specialized Case Management services
- Pre-employment services including workshops and one-to-one counselling
- Case Managed services
- Self-Employment programs
- Short term Certificate training and Specialized Assessments including Prior Learning Assessments
- Specialized Assessments in

#### Span

Since 1997, S.U.C.C.E.S.S. has been delivering a large scope of employment services through provincial and federal contracts. Since 1997, S.U.C.C.E.S.S. has held or holds, or delivers as a subcontractor, seventeen employment programs throughout the Lower Mainland.

#### Relevance

S.U.C.C.E.S.S. Resource Centres are geared to all job seekers who may have varied levels of English, require career decision making or skills training to transition to the labour market to those who are job ready. ERC's have multilingual staff and interpreters in languages common to the area. S.U.C.C.E.S.S. Specialized case management is available is given to clients with multiple barriers.

### **ISSofBC**

#### Range

For almost four decade's ISSofBC has been offering employment programs to ESL clients and immigrants. Within this group, ISSofBC has effectively delivered programs to adults and youth, apprentices, skilled professionals and refugees.

#### Scope

ISSofBC has experience in delivering a full scope of employment services including:

- Self-services
- Multi-lingual case management.
- Career Planning and Employment Workshops
- ESL and Skills Training

|  |
|--|
| <ul style="list-style-type: none"> <li>- Translation and interpretation services.</li> <li>- Job Placements and Employment Outreach</li> <li>- Mentorship programs</li> </ul>  |
| <b>Span</b>  |
| Since 1991, ISSofBC has been delivering multi-lingual case management and employment services through Service Canada contracts. Since then, ISSofBC has held or holds, or delivers as a subcontractor, eight employment programs throughout the Lower Mainland. The geographic span of these services include: Vancouver, New Westminster, Surrey, Delta, White Rock, Langley, Richmond, Coquitlam, Port Coquitlam, and Burnaby. |
| <b>Relevance</b>   |
| ISSofBC Work Resource Centres are geared to all job seekers who may have varied levels of English, require career decision making or skills training to transition to the labour market to those who are job ready.  |
| <b>Quality</b>   |
| ISSofBC has been providing wide range of training from English classes, short term training and certificate training . ISSofBC has been providing financial supports, paid placements and a wide range of employment related workshops to immigrant job seekers to enhance their employability, find work or acquire training.   |
| <b>Effectiveness</b>   |
| ISSofBC's Vancouver Career Centre (VCC) provides Multilingual Case Management (1991 onwards), individual and group employment counseling (1996 onwards), job placement (2000 onwards) and access to a resource centre (1998 onwards).  |
| <b>Neil Squire Society</b>   |
| <b>Range</b>   |
| For 26 years, Neil Squire Society has been offering employment programs to persons with disabilities including significant physical disabilities and visual impairments. Through these services, Neil Squire has delivered employment programs to adults, Aboriginal people and youth with disabilities.   |
| <b>Scope</b>   |
| Neil Squire has experience in delivering a full scope of employment services including: Self-services through operating a fully accessible Employment Resource Centres; Group and one-to-one employment support through job search workshops; Self-employment for persons with disabilities; Specialized assessments including ergonomic, workplace, and assistive technology assessments.                                       |
| <b>Span</b>  |
| Neil Squire has held or holds, or delivers as a subcontractor, five employment programs throughout the British Columbia. The geographic span of these services include: The Lower Mainland, Abbotsford, Penticton, Vernon, Kelowna.  |
| <b>Relevance</b>   |
| Neil Squire Society has been effective in establishing core relationships with local community organizations and employers, providing clients with a full range of services and service options.   |
| <b>WIDHH</b>   |
| <b>Range</b>   |
| For 56 years, WIDHH has been offering employment programs to persons with disabilities, specifically the deaf and hearing impaired community. Through these services, WIDHH has delivered employment programs to adults and youth with hearing impairments.  |
| <b>Scope</b>   |
| WIDHH has experience in delivering a wide scope of employment services including:<br>-Self-services; Specialized Assessments; Job Placement Assistance; Group and one-to-one employment support through job search workshops; Interpretation services for meetings, interviews, and employment related events  |
| <b>Span</b>  |
| There are locations in Vancouver, the Tri-Cities and the Okanagan.   |
| <b>Relevance</b>   |
| WIDHH'S Employment counselors have expertise and cultural fluency with Deaf, Hard of Hearing and Deafblind job seekers to provide direct services in their language.   |
| <b>Gastown Vocational Services (GVS)</b>   |

|   |
|---|
| Range   |
| For over two decades, GVS has been offering employment services to people with mental health disabilities.  |
| Scope   |
| GVS has experience in delivering a full scope of employment services including: Specialized Case Management; Specialized Job Readiness and Employment Workshops including disability management; Creating Wellness plans that will support clients in working towards employment; Employment placement and maintenance  |
| Span  |
| Since 1991, GVS has been delivering specialized case management and employment services through provincial and contracts and as a sub-contractor.   |
| Relevance   |
| Within the mental health community, GVS has a strong presence and is highly regarded in terms of being able to accommodate a wide range of clients with mental health disabilities, and an expert in dealing with "complex clients".  |
| A.C.C.E.S.S.  |
| Range   |
| Since 1999, ACCESS has been offering a range employment services to Aboriginal clients.   |
| Scope   |
| ACCESS has experience in delivering a full scope of employment services including: Self Services; Case Management Services; Supplemental Services including: Training and Self-Employment   |
| Span  |
| In 1999, the federal government through Human Resources and Skills Development Canada (HRSDC) announced that it would be awarding labour market development funds to several urban regions in British Columbia under a five (5) year agreement, this included 21 member municipalities and one major electoral in the Greater Vancouver Regional District (GVRD).   |
| Relevance   |
| ACCESS has over 10 years of experience working with both community based and employer partners.   |
| ALDA  |
| Range   |
| For the past 14 years, ALDA's "Start Here" Employment Services have served individuals who are unemployed and actively interested in employment, trades training or an apprenticeship opportunity   |
| Scope   |
| ALDA has experience in delivering a full scope of employment services including: Case Management; Workshops; Specialized Assessments; Job Placement Assistance  |
| Span/Relevance  |
| For 14 years, ALDA has been delivering case management and employment services through provincial and federal contracts.  |
| BCIT – British Columbia Institute of Technology   |
| Range   |
| BCIT is a province-wide organization specializing in advanced technology training and focusing on those initiatives that increase the level of economic activity, entrepreneurial activity and employment for the province.   |
| Scope   |
| The aim of BCIT's self-employment program is to provide a practical and transferable set of entrepreneurial skills that will enable the participant to research, develop and launch a business. The program will assist not only in the development stage but will also provide coaching and mentoring through the launch phase of the business to further enhance survival in the early stages and growth to a more stable position over time. |
| Span  |
| Approximately 16,000 full-time students, 32,000 part-time students enrol in BCIT annually and are taught by 1,600 full-time faculty and 600 part-time faculty.  |
| Relevance   |

|  |
|--|
| BCIT's history with Self-Employment Training over the past 20 years has indicated that individuals that participate in these programs greatly enhance their chances of successfully launching a business.  |
| <b>La Boussole</b>   |
| <b>Range</b>   |
| La Boussole offers a 12 week job search program to francophone Canadians who are permanent residents. This group includes youth, adults and immigrants.  |
| <b>Scope</b>   |
| La Boussole has experience in delivering a scope of employment services including: Self services and Francophone Case Management Services  |
| <b>Span</b>  |
| For the past 11 years, La Boussole has provided support services to the Francophone community in Vancouver.  |
| <b>Relevance</b>   |
| "Le Centre Communautaire Francophone La Boussole" (La Boussole) is the only frontline service provider that offers social, outreach services and employment services specifically to the Francophone community in metro Vancouver.   |
| <b>CMHA</b>  |
| <b>Range</b>   |
| Founded in 1952 and incorporated into a non-profit society in 1985, the Canadian Mental Health Association (CMHA) is a national non-profit organization dedicated to our vision "Mentally Healthy People in a Healthy Society."  |
| <b>Scope</b>   |
| The CMHA Employment programs are designed to deliver service to individuals who suffer from severe and persistent mental illness and addiction.  |
| <b>Span</b>  |
| CMHA has offices in Vancouver, Burnaby, New Westminster, Surrey and North Delta.   |
| <b>Relevance</b>   |
| The CMHA Employment programs are designed to deliver service to individuals who suffer from severe and persistent mental illness and addiction, such that the illness causes significant barriers to full citizenship and in particular access to meaningful competitive work. |

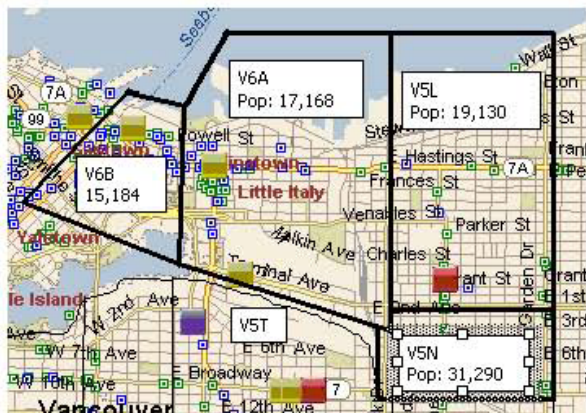
**b) Working with Clients within the Catchment Area to meet their Employment Objectives**

- i) **Provide information regarding Catchment Area labour market supply such as its demographics, descriptions, profile, uniqueness, specific needs, or any other relevant information.**

**Downtown Eastside Population projections**

The population of Downtown Eastside is projected to continuously increase with the highest increase expected in the 2011 ( a projection of 17% increase).

| Year              | 1991   | 1996   | 2001   | 2006   | 2011   | 2016   | 2021   |
|-------------------|--------|--------|--------|--------|--------|--------|--------|
| <b>Population</b> | 44,702 | 50,205 | 52,876 | 56,174 | 65,636 | 68,018 | 70,084 |
| <b>% Increase</b> |        | 12%    | 5%     | 6%     | 17%    | 4%     | 3%     |



The postal code of V5L, is the most highly populated area in DTES catchment area. More aboriginal populations reside in this area as compared to the rest of the postal codes at 44% of aboriginal population in DTES. As we shall see in the following figure, both V5L and V6B have the highest number of labour force participation.

The postal code V6B, though it has the lowest population, it also has the lowest number of immigrants in the region with the highest labour force participation rate. It also has the highest number of individuals with a University education.

### Age Profiles

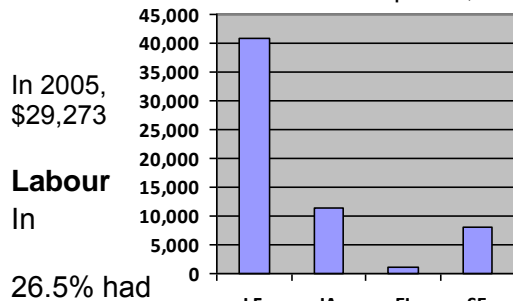
The majority of the DTES population are between 20 44 years. A higher proportion than the provincial average. The working age population (Ages 15 to 64) in DTES has also seen growth in numbers. In 2006, 43,077 were within this age range. By 2010, the number had increased to 50,954.<sup>1</sup> This represents a growth of 18% in number between 2006 and 2010. In terms of proportion to the population as whole, the working age population's representation has remained fairly consistent between 2006 and 2010.

### Source of Income:

In 2009, 17.5% (11, 314) of the population were on income assistance. 4.6% (2,176) of the population on income assistance and were employable. In 2009, 1,138 of the population was on Employment Insurance. In 2006, 63.2% of the population were participating in the labour force; 43.3 % participated as Full-Time workers.

In 2006, 12.3% of the labour force participating population was self employed

- LF- Labour Force Participation; IA-Income Assistance
- EI- Employment Insurance; SE-Self Employment



In 2005,  
\$29,273

**Labour**  
In

26.5% had  
had a university  
completed High School

an average employment income for the people in DTES was  
(an average of \$14/hr for a 40hr week.

### Market Supply

2006, 59.8% of the population aged 25-64 had a post secondary qualification  
a college, apprenticeship or Trades or DP while 28.3%  
education and above. 15.7% of the population had not

<sup>1</sup> Vancouver Local Health Area 162 DTES, Population Estimates, BC Stats

37.9% had no Post Secondary Credentials. Hence, funds will be set aside for short term courses to facilitate labour market attachment of the residents to the sales and services occupations as well as the trades.

### **Alcohol Sales**

There is a higher rate of alcohol addiction in DTES compared to the rest of BC. BC's total expenditure is \$801; the bulk of the consumption is seen among the DTES residents. Hence we expect that some of our clients will need specialized services.

### **DTES by Postal Codes (Population, Languages, Occupations)**

|     | <b>Population<br/>(2006 Census)</b>  | <b>Top 5 Mother Tongues<br/>(2006 Census)</b>  | <b>Other Information (2006 Census)</b>  | <b>Agency Data</b>  |
|-----|--|--|---|---|
| V6A | Total Pop: 17,168<br>Youth: 1,895<br>Recent Immigrants:<br>1,010 with 825 from<br>places of origin from<br>asia & Middle East  | <ul style="list-style-type: none"> <li>English (8275)</li> <li>French (395)</li> <li>Chinese (1785)</li> <li>Cantonese (2980)</li> <li>Mandarin (630)</li> <li>Vietnamese (600)</li> </ul> | <p>Total population by English spoken: 12820<br/>therefore about 35% of this population speaks<br/>at least a 2<sup>nd</sup> language</p> <p>High immigrant populaton by period of<br/>immigration:<br/>1991 – 2000:- 2175<br/>1981 – 1990:- 1570<br/>There is more immigrants who have been<br/>living in Canada for 20 years than 30 years.</p> | <p>Success: 254<br/>Iss:60</p> <p>Odg: 257<br/>Total: 571<br/>+ 117 NFA</p> |
| V6B | Total Pop: 15,184<br>Youth: 3,900<br>Recent Immigrants:<br>980 with 485 from<br>places of origin from<br>Asia & Middle East<br>abd 380 from East<br>Asia<br>Lone-parent families<br>with 1 to 3 or more<br>children:<br>Female parents; 215<br>Male parents: 30<br>Aboriginal: N/A | <ul style="list-style-type: none"> <li>English (8525)</li> <li>French (450)</li> <li>Cantonese (650)</li> <li>Chinsese (565)</li> <li>Korean (515)</li> </ul>                              | <p>Total population by English spoken: 13290<br/>Therefore about 36% of this population<br/>speaks at least a 2<sup>nd</sup> language</p> <p>High immigrant population by period of<br/>immigration:<br/>1991 – 2000:- 1630<br/>2001 – 2006:- 980<br/>There's more immigrants who have been<br/>living in Canada for 20 years than 10 years.</p>  | <p>SUCCESS:<br/>76</p> <p>ISS: 35</p> <p>ODG: 70</p> <p>Total: 181</p>      |

According to the indicators of economic hardship based on the cost of living, it is evident that the population of DTES has lower economic levels. 16.8% of the population live on a total income of less than \$20,000, compared to an overall 8% of the BC's population. Even where we have two family incomes, the DTES average is way below the BC's average, \$65, 712 and 86,574 respectively. Female lone parents score lower than the BC Average. In summary, the incidence of low income family in DTES compared to BC rates is close to the ratio of 3:1. Low income levels can pose severe challenges to households. Research confirms that low income households can have significant impact on children's academic performance, hence perpetuating a cycle of poverty among families.

A big portion of DTES's growth can be attributed to immigrants as well as internal migration. Migration continues to transform Vancouver into a culturally diverse and multilingual city.

According the 2006 Census<sup>2</sup> Most immigrants in the DTES have resided in the region for longer more than 10 years.

| DTES Visible Minority Identification | Number of respondents |
|--------------------------------------|-----------------------|
| Chinese                              | 16,303                |
| South East Asia                      | 2,303                 |
| Filipino                             | 2,253                 |
| South Asian                          | 1,378                 |

There is marked difference in the numbers of men and women aged 40 to 60 (Census 2006). Although men form the majority of DTES, women continue to face more challenges compared to their male counterparts. Despite that women in DTES had a higher employment rate compared to men (Census 2006).

In shelters, women have been abused and sexually exploited hence increased calls for women only shelters, by the Coalition of Women. The DTES attracts female sex trade workers. Sex trade workers in Vancouver DTES range across age and ethnic demographics, including children who have run away from home and are in need of money.

As the number of Case Managed Clients in DTES is 2,587, for the contract year of 2009-2010, the Case Managed clients represent only about 7% of the total population in the labour force.

At the DTES office, SUCCESS has provided multilingual case management services to the DTES residents, taking into consideration the main service need (Cantonese, Mandarin, Chinese, Vietnamese and Punjabi languages).

The following is the distribution of key demographic for the clients who accessed EAS services at SUCCESS DTES services between 2008-2010:

| Postal Code | lients Served # | # of immigrant s from clients served | % immigrants | % Female | % English | % Mother Tongue - Cantonese | % Mother Tongue - Mandarin | % Vietnamese | % Punjabi |
|-------------|-----------------|--------------------------------------|--------------|----------|-----------|-----------------------------|----------------------------|--------------|-----------|
| V5L         | 72              | 60                                   | 83%          | 58%      | 13%       | 22%                         | 36%                        | 10%          | 0%        |
| V5N (half)  | 93              | 87                                   | 93%          | 59%      | 3%        | 29%                         | 37%                        | 20%          | 2%        |
| V6A         | 143             | 118                                  | 82%          | 50%      | 19%       | 24%                         | 28%                        | 12%          | 1%        |
| V6B         | 116             | 87                                   | 75%          | 40%      | 28%       | 2%                          | 33%                        | 0%           | 1%        |

**Source: Data populated from SUCCESS Employment Services Data Base**

From the Ministry data, the DTES also has significant number of clients who accessed CAP services in Metro Vancouver. Many of the DTES clients are in Tier 3 and 4 and need more support to be attached to the labour market. SUCCESS DTES office operated a CAP program and BCEP program for multi-barrier clients.

<sup>2</sup> Statistics Canada. *cumulative profile, 2006 - B.C. (185 areas)*, 2006 Census of Population, 3 char. postal code (Forward Sortation Areas) (database), Using E-STAT (distributor). (accessed: April 14, 2011)

**ii) Demonstrate past experience in working with local job-seekers and in meeting their needs.**

Open Door Group has been providing employment services to Vancouver job seekers for 35 years. Particularly, since 2006, Open Door Group has gained significant experience and demonstrated effective service delivery specifically to job-seekers who reside in the Vancouver's Downtown Eastside (DTES), through delivering the BC Employment Program, Addictions and Mental Health contract. The previous section (3bi) provides a comprehensive overview of the DTES's labour market supply, profile, uniqueness, and specific needs, that has been identified based on direct experience of Open Door Group and the Employment Network of the DTES.

Open Door Group and Employment Network of the DTES have experience delivering a full scope of employment services to a range of clients. This section demonstrates our collective experience in working specifically with job-seekers from the DTES community and meeting their needs.

The Service Providers included in this proposal have been delivering general and specialized services working with job-seekers in Vancouver's DTES from between eleven and 55 years.

The Employment Network of the DTES provides both general and specialized services to job-seekers in the DTES. As well, the Employment Network of the DTES has built an active network of local community relationships that support effective navigation of support services to meet local job seeker needs.

With the objective of meeting local job-seeker needs, the Employment Network of the DTES has established extensive working relationships with local community partners, including the municipal, provincial and federal government, employers, the Vancouver Board of Trade, community organizations, and other accessible resources. Collectively, Open Door Group and the partners have organized job fairs, hiring events, provided innovative job matching services between employers and job seekers (e.g. sector specific fair, the netWORK online job matching solution), and community referrals for clients to receive complementary services to support sustainable labour market attachment. This is demonstrated through:

**Employment Needs**

- Open Door Group has served 3698 local job-seekers in the DTES through employment programs
- Using labour market information and knowledge to assist clients in identifying and connecting with employers and job opportunities
- Providing information of job opportunities through job boards, direct leads, job fairs

**Language Needs**

- SUCCESS and ISSofBC have worked with local job seekers by providing multi-lingual case management services and assisting immigrant clients with needs determination, employment action plans, and job search services.

**Educational Needs**

- Many job seekers in the DTES have sought employment in entry-level service and hospitality opportunities. As part of job seeker action plans, we have connected clients to



short term training such as FoodSafe, WHMIS, and SuperHost to support these employment goals.

#### Social and Support Needs

- Using the Employment Network of the DTES's active network of local community relationships that support effective navigation of support services to meet local job seeker needs. For example, Open Door Group frequently refers and collaborates with Hope Bridges to provide support service to job-seekers who are recovering from substance-dependence.

#### Open Door Group Case Study: Working with DTES Job Seeker and Meeting Needs

##### *Background of Client*

*Client "J", a 33-year old male client living in the DTES was referred to the BC Employment Program (BCEP) by the Ministry of Social Development for employment services in January 2010.*

*The client has a grade 12 education, and is participating in a drug and alcohol recovery program, now being approximately 18 months clean and sober. When the client first began working with Open Door Group he had four months of sobriety. The Client is actively involved in his recovery and lives in independent recovery housing. Client had minimal recent work history and poor job retention due to his drug and alcohol abuse.*

##### *Service Delivery*

*Client was provided with BCEP services in Vancouver for intake, planning and employment purposes. Client attended all pre-employment and employment workshops to teach client the skills need for job retention and communication. Client was also enrolled in Forklift and Counterbalance certificate training, WHMIS and First Aid Level 1.*

##### *Barriers to Employment*

*During the planning phase of the program the client presented barriers to employment that included:*

- *Client's memory is poor. He presented as having cognitive impairment likely due to drug and alcohol abuse.*
- *Inappropriate "workplace" behavior; Client often made inappropriate comments during case management meetings towards staff. Client advised he used humour as a coping mechanism for stress. These factors were a concern for client's success in interviews. **Service:** Client was registered for the Open Door Group in-house Employability Workshop series, where he completed Communications in the Workplace and Workplace Expectations and Job Retention workshops. **Service:** In addition, during Employment Search, Open Door Group's Employment Placement Specialist conducted ongoing Interview Skills prep and coached the client prior to interviews with written questions to assist the clients memory recollection. This gave the client increased confidence and skills in the interview process.*
- *Client lacked vocational direction in his referral to Open Door Group and lacked current work experience. Client had some work experience in Warehousing and Construction, but had it was inconsistent and short term. **Service:** During planning and case management, Open Door Group was able to support the client in attaining his Forklift-Counter Balance certificates, Level 1 First Aid and WHMIS certificates and appropriate work attire and steel toe boots for the workplace.*

##### *Vocational Strengths and Weaknesses*

###### *Strengths*

- *Strong motivation to attain employment*
- *Class 5 Drivers license*

- Client comfortable demonstrated fair computer skills and job search ability
- Client achieved Forklift, OFA1 and WHMIS certificates. His certificates are relevant and support his experience in labour/ warehouse.

#### *Weaknesses*

- History of substance misuse. He is involved in the Recovery Community. He attends meetings about 4 times weekly and is supported by a sponsor.
- Client expressed challenges adjusting to living independently. (Lives on his own in Addictions Housing.)
- Client has no access to a vehicle and is limited to public transit to commute to work in Delta
- Client presents as having significant cognitive impairment due to alcohol and drug abuse
- Client has worked in some temporary labour jobs in the past two years, but has not been able to maintain stable employment.

#### *Vocational Interests*

Client presented with the following transferrable skills – labour experience including work experience as a rodman, plumber's assistant, construction labourer and material handler.

His work preferences consisted of:

- Full-time hours
- Having a regular schedule
- Working with people or co-workers
- \$12+ per hours

#### *Employment Services*

Client began Employment Search Services, with the support of the Employment Placement Specialist to apply for warehouse, production and labour positions. Through use of the Resource room, Job Board, and support from the Employment Placement Specialist, the Client successfully secured full time employment with an international Logistics company as a Material handler making \$12/hour full time.

#### *Participant Supports*

Through BCEP supports the client was provided with transportation supports to commute to work and attend ODG workshops and meetings. The client was also supported with food vouchers and appropriate work clothing and safety shoes

#### *Follow-Up*

Following the client's placement he was contacted after his first shift and after his first week of employment. The client is still employed and Open Door Group will continue to follow up with the Client for six months post placement.

#### *Conclusions/Outcomes*

Client now has full time employment and faith that his job will be long term with the opportunity for growth. Client advised he now has the opportunity to help support his estranged child and the time management skills to maintain a graveyard position and attend regular AA and NA support meetings that work in his new schedule.

Client expressed that Open Door Group met his needs in helping him establish daily routines and prepare for interviews and ongoing job retention.

### **c) Delivering specialized services**

#### **i) Demonstrate past experience in delivering specialized services.**

Open Door Group has been delivering employment services to specialized populations (referred to as the delivery of specialized services) for 35 years. Specifically, Open Door Group has a

long history of serving persons with disabilities, and people with multiple barriers including undiagnosed mental health issues and concurrent disorders.

The collaborative nature of Open Door Group's proposal to deliver the DTES Contract supports significant access to experience delivering specialized services. Collectively, the Employment Network of the DTES, has over 40 years of experience delivering specialized employment services that cater to the needs of many of the job-seekers in Vancouver's DTES area. In addition, the Service Providers who are included in this proposal have been selected based on their understanding, history, and experience delivering employment services to the specialized populations that are prevalent specifically within the multi-cultural DTES community. A basic summary of experience delivering specialized services is as follows:

| Service Provider                             | Years Delivering Specialized Services | Type of Programs                    | Employment Program Focus   |
|--|---------------------------------------|-------------------------------------|--|
| Open Door Group (LEAD)                       | 35 years                              | Local, Provincial, Federal          | Persons with Disabilities, Multiple barriers, Addictions and Undiagnosed Mental Health |
| S.U.C.C.E.S.S.                               | 14 years                              | Provincial, Federal                 | Persons with Disabilities, Multi-barrier, Self-Employment                              |
| ISSofBC                                      | 39 years                              | Provincial, Federal                 | Immigrants, Refugees   |
| PCRS   | 27 years                              | Provincial, Federal                 | Multi-barriered clients and youth  |
| Neil Squire Society                          | 26 years                              | Provincial, sub-contractor, Federal | Persons with Disabilities (visual and physical)  |
| WIDHH  | 56 years                              | Provincial, sub-contractor, Federal | Persons with Disabilities (hearing)  |
| Gastown Vocational Services                  | 20 years                              | Provincial, Sub-contractor          | Persons with Disabilities (mental health and youth)                                    |
| A.C.C.E.S.S.                                 | 12 years                              | Federal                             | Aboriginal Services  |
| ALDA   | 14 years                              | Provincial, Federal                 | Persons with Disabilities (learning)   |
| La Boussole                                  | 11 years                              | Local, Provincial                   | Francophones including youth and immigrants  |
| Battered Womens Support Services Association | 10 years                              | Local                               | Survivors of violence and abuse  |
| CMHA   | 10 years                              | Local, Provincial                   | Self-employment (Mental Health)  |
| BCIT   | 20 years                              | Federal                             | Self-employment  |

**ii) Include information to demonstrate the range, scope and span of experience as well as the relevance, quality and effectiveness of employment services delivered.**

As demonstrated in detail earlier in section 3Ai and ii, the Service Providers that are included in Employment Network of the DTES have provided employment services to general and specialized populations. This section will highlight the specialized services that the Open Door Group and the Employment Network of the DTES provide, previously described in section 3Ai and ii.

- Range: the range of clients served through employment programs including unique needs, populations and communities.
- Scope: the scope of the type of employment services provided (e.g. self-services, case management, workshops, job coaching, etc.)

- **Span:** the span refers to the number of years of delivery of employment services and the geographical coverage of each program.
- **Relevance:** the relevance of the services relating to the community needs and number of people served through employment programs.
- **Quality:** the quality of services provided through employment programs measured by stakeholder feedback, accreditation, and staff expertise.
- **Effectiveness:** the effectiveness of employment services measured through outcomes achieved.

|  |
|--|
| <b>Open Door Group</b>   |
| <b>Range</b>   |
| ODG has experience in providing services to clients with varying types of disabilities and barriers include, chronic illnesses, mental illness (diagnosed and undiagnosed), concurrent disorders, neurological disorders, speech, hearing and sight impairments, developmental disabilities, learning disabilities, and mobility and physical disabilities, and past or active substance abuse issues.   |
| <b>Scope</b>   |
| <p>Open Door Group has experience in delivering a full scope of specialized employment services including the following:</p> <ul style="list-style-type: none"> <li>• Specialized Case Management:</li> <li>• Assessment of Potential Undiagnosed Mental Health Barriers</li> <li>• Assessment of Potential Alcohol and/or Drug Barriers</li> <li>• Vocational Assessments</li> <li>• Specialized Assessments (e.g. Discovery – Customized Employment Program)</li> <li>• Training Plans and Financial Application for Training</li> <li>• Pre-Employment Skill development and workshop facilitation</li> <li>• Life Skills Services: Applications for Housing, Detox, Advocates, Health Clinics</li> <li>• Alcohol and Drug Counseling-Individualized</li> <li>• Harm Reduction/Substance Abuse Relapse Workshops</li> <li>• Certificate In-House Training (also delivered to accommodate groups with learning barriers)</li> <li>• On-the-Job Training, Job shadowing, Job Carving/Creation, Job Coaching</li> <li>• Work Experience</li> <li>• Volunteer and Job Placements</li> <li>• Employment Crisis – for clients at risk of imminently losing their job as a result of their disability</li> <li>• Assessment and administering of participant basic supports</li> <li>• Education to both community and employers in regards to disabilities</li> <li>• Community engagement activities</li> <li>• Many individuals' disabilities also present with a secondary disability or a significant barrier to employment. Open Door Group has developed effective tools, such as the Employability Map, to identify these barriers and systems to address them so that clients are supported in the best possible way to achieve a viable employment outcome.</li> </ul> <p><b>Open Door Group Case Study: Delivering Specialized Services</b></p> <p><b>“Customized Employment Program”</b></p> <p><i>Background of Client</i></p> <p><i>“Client B” is male, aged 23 years, and living with his parents at the time of intake in the Customized Employment Program. Client had been registered in the EPPD program previously and was referred to the Aspire program as a result of not being able to maintain competitive employment in a traditional work setting. Open Door Group staff identified the need for customized employment performing work duties that are carved specifically to ensure that accommodations are provided for an employee to be successful.</i></p> <p><i>Client has been diagnosed with Attention Deficit Disorder, Psychosis (NOS) and Aspergers. Client's doctor indicated that he would be considered employable with a considerable amount of support.</i></p> |

### *Discovery Process*

*Client participated in several observation activities with Open Door Group's Case Manager that highlighted client's ability to work in a large group, manage the presence and interruptions of other people while trying to concentrate, follow verbal, written and demonstrative instructions. Client participated in a work simulation at the Gardengate Training Centre cooking a recipe that he chose to determine his ability to receive instruction and problem solve. He also completed another work simulation at MTF Price Matters to determine how he handles a "warehouse-type" environment and his skill at stocking and organizing shelves.*

### *Barriers to Employment*

*During the Discovery of programming client presented various barriers to employment:*

- Multi-tasking*
- Receiving and comprehending more than one instruction at a time*
- Meeting timelines and working within established deadlines*
- Prioritizing tasks and directions*
- Interpreting social information and "fitting in" a work place*
- Slow pace of work that requires patience of other workers and employer*
- Anger Management*
- Clarifying expectations around work and social relations and scheduling*
- Thinking positively and not dwelling on conversations or discussions he perceives as negative*

### *Employment Services*

*•Client completed Discovery and began working with the Open Door Group Job Developer to look for job tasks that require independent tasks within a supported environment. Open Door Group connected with a local sporting store warehouse where it was determined that other employees were too busy to break down the boxes that merchandise came in and there was a potential opportunity to have someone come in and pick up the boxes that were discarded after use and break them down to be recycled. This position was carved for the client and he was offered a part-time position a warehouse worker.*

*•Client was open to having some of his challenges disclosed to his employer which was necessary in order to provide accommodations in case he was experiencing any difficulties that presented themselves in the past. These accommodations included having a staff members say hello to him when he picked up their boxes and having someone check in on him if he is working alone for most of the day. This simple accommodation made a lot of difference in his ability to maintain employment and assisted with giving him a positive outlook at work.*

### *Job Coaching*

*•Client received a full two weeks of job coaching and a large amount of follow-up support to deal with situations as they arose on the job. This process included in-depth negotiation and time spent with the employer, and allowed the client to feel more comfortable and integrate into the culture of the company*

#### *Follow-Up*

- Client receives monthly support from the Open Door Group Job Developer and will soon only receive follow-up services every other month as natural supports within the workplace are established. These his Direct Supervisor and other employees who have referred to him as "one of the family"*
- Open Door Group staff are available for mediation or additional job coaching if required*

### *Conclusions/Outcomes*

*Client is now successfully working for a period of 11 months. His hours have been increased to full-time and he has moved out of his parents house into a nearby trailer park where he is experiencing the benefits of financial and personal independence.*

**Span**

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| Since 1976 ODG has specialized in providing employment services to clients with mental health challenges. This service expanded to providing the Vocational Rehab Services contract in 1998, with further expansion in 2003 with the award of three EPPD contracts (Interior, Fraser and Vancouver Coastal) and in 2006 the BCEP contract for mental health and addictions in the Lower Mainland.  |
| <b>Relevance</b>   |
| Over the past three years alone, Open Door Group has provided specialized employment services to 13,600 British Columbians through the various programs we deliver. Long-standing experience coupled with our approach to constant collaboration with all Stakeholders has ensured that specialized services and programs are relevant to clients with disabilities and concurrent disorders. Our staff ensures that clients, in paid placements receive equitable compensation and are placed in a safe work environment, and we promote diverse and inclusive hiring practices with employers.                                     |
| <b>Quality</b>   |
| Open Door Group maintains a reputation of a high- quality provider of employment services. Quality levels are managed through an internal CQI system and measured through stakeholder feedback, accreditation, and staff expertise.  |
| <b>Effectiveness</b>   |
| Over the past 3 years, Open Door Group has connected 4,600 British Columbians to employment or Community Attachment.   |
| <b>ISSofBC</b>   |
| <b>Range</b>   |
| For almost four decades ISSofBC has been offering specialized employment services to ESL clients and immigrants.   |
| <b>Scope</b>   |
| ISSofBC has experience in delivering a full scope of specialized employment services including: Multi-lingual case management; please refer to section 3ai for further details.  |
| <b>Span</b>  |
| Since 1991, ISSofBC has been delivering multi-lingual case management and employment services through Service Canada contracts. Since then, ISSofBC has held or holds, or delivers as a subcontractor, eight employment programs throughout the Lower Mainland. The geographic span of these services include: Vancouver, New Westminster, Surrey, Delta, WhiteRock, Langley, Richmond, Coquitlam, Port Coquitlam, and Burnaby.  |
| <b>Relevance</b>   |
| Over the past 3 years, ISS has supported over 3000 clients in the DTES area and provided them with specialized employment services. Based on the demographics of the areas of service, ISS of BC has offered culturally specialized services as noted previously. ISSofBC Case managers conduct culturally appropriate needs assessment and provide counselling to assist job seekers find employment in the shortest period time.   |
| <b>PCRS – Pacific Community Resources Society</b>  |
| <b>Range</b>   |
| For almost 30 years, PCRS has been providing specialized services to youth and multi-barriered clients in the Lower Mainland. For the past 15 years, PCRS has provided a range of specialized employment programs to multi-barriered clients and youth.  |
| <b>Scope</b>   |
| PCRS currently delivers more than 40 programs serving approximately 10,000 individuals annually from Vancouver to Chilliwack. The agency was one of the first multi-service not for profit organizations to be accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). Please refer to 3aii for further details.  |
| <b>Span</b>  |
| PCRS has a long and positive history of providing specialized services to Immigrants, PCRS currently offers the following programs specifically for the immigrant community: PCRS is considered an expert in designing services for Fetal Alcohol Spectrum Disorder (FASD) populations, as evidenced by their award of a National Research Demonstration Project through Public Safety and Emergency Preparedness, Canada. The agency is called upon to provide consultation and/or training at both a local level (to BC Children's Hospital, local School Boards, and the Vancouver City Police), as well as at the National level |

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| (National Experts, Justice Canada Consultation).   |
| <b>Relevance</b>   |
| PCRS has been providing services to specialized populations since its inception in 1984. As a result of this experience, PCRS has a deeply rooted understanding of the needs, challenges, risks and opportunities of specialized service delivery for youth and multi-barriered demographic. PCRS currently delivers more than 40 programs serving approximately 10,000 individuals annually from Vancouver to Chilliwack.   |
| <b>S.U.C.C.E.S.S.</b>  |
| <b>Range</b>   |
| Since 1997, S.U.C.C.E.S.S. has been offering specialized services to meet the needs of a wide range of clients including immigrants, youth, Aboriginal, survivors of violence and/or abuse, and persons with disabilities (Self-Employment).   |
| <b>Scope</b>   |
| <p>S.U.C.C.E.S.S. has experience in delivering a full scope of specialized services including:</p> <ul style="list-style-type: none"> <li>- Translation and interpretation services in a culturally appropriate manner including Mandarin, Cantonese, Korean, Farsi, Russian, Punjabi and Vietnamese. S.U.C.C.E.S.S. has offers employment services in multiple languages, through a staff base that speaks almost 20 languages.</li> <li>- Self-Employment program for persons with disabilities.</li> <li>- Specialized Case Management to clients with multiple barriers (e.g. currently serving CAP2 in Vancouver's DTES) Specialized case management for immigrants, survivors of violence, youth, Aboriginal persons,</li> <li>- Pre-employment services including workshops and one-to-one counselling</li> <li>- Specialized Assessments including Prior Learning Assessments</li> </ul> |
| <b>Span/Relevance</b>  |
| Since 1997, S.U.C.C.E.S.S. has been delivering a large scope of specialized services through provincial and federal contracts. Please see section 3aii for further details.  |
| <b>Neil Squire Society</b>   |
| <b>Range</b>   |
| For 26 years, by mandate, Neil Squire Society has been offering specialized services and programs to persons with disabilities including significant physical disabilities and visual impairments.   |
| <b>Scope</b>   |
| <p>Neil Squire has experience in delivering a full scope of specialized services including:</p> <ul style="list-style-type: none"> <li>- Employment services through operating a fully accessible Employment Resource Centres that offers a wide array of assistive technology with available training on how to use it</li> <li>- Group and one-to-one employment support through job search workshops</li> <li>- Self-employment for persons with disabilities</li> <li>- Specialized assessments including ergonomic, workplace, and assistive technology assessments.</li> </ul>   |
| <b>Span</b>  |
| Since 1984, Neil Squire has been empowering persons with disabilities by delivering employment programs through provincial and federal contracts. Please refer to section 3aii for further details.  |
| <b>Relevance</b>   |
| Through Neil Squire's staffs unique understanding of the specialized needs of clients with disabilities and has developed its business specifically on offering specialized services and programs to persons with disabilities. Please see section 3aii for further details.   |
| <b>WIDHH</b>   |
| <b>Range</b>   |
| For 56 years, WIDHH has been offering specialized services and programs to persons with disabilities, specifically the deaf and hearing impaired community.  |
| <b>Scope</b>   |

|   |
|---|
| <p>WIDHH has experience in delivering a wide scope of specialized services including:</p> <ul style="list-style-type: none"> <li>- Specialized Assessments: Disability Assessments, workplace, and assistive technology assessments.</li> <li>- Audiological assessments, hearing aid fitting and sales,</li> <li>- Assistive communications and signaling devices demonstrations, trials and sales and service,</li> <li>- Employment Related Services, Placement, Employer Outreach, Career Planning, Pre Employment Services</li> <li>- Hearing aid loaner programme</li> <li>- American Sign Language interpreting in community and medical situations</li> <li>- Group and one-to-one employment support through job search workshops</li> </ul>   |
| Span/Relevance  |
| WIDHH'S Employment Counselors have expertise and cultural fluency with Deaf, Hard of Hearing and Deafblind job seekers to provide direct services in their language. WIDHH has partnerships with other Deaf, Hard of Hearing and Deafblind organizations as available resources for their clients.  |
| <b>Gastown Vocational Services (GVS)</b>  |
| Range   |
| For over two decades, GVS has been offering specialized services to people with mental health disabilities.   |
| Scope   |
| <p>GVS has experience in delivering a full scope of employment services including:</p> <ul style="list-style-type: none"> <li>- -Specialized Case Management: GVS has experience delivering effective case management through an effective, efficient, and comprehensive continuum of employment services. Through its integrated service approach, GVS provides a full range of services allowing clients to move seamlessly through intake, assessment, planning, pre-employment services (if needed), job readiness; career exploration, training, volunteer, and /or employment placement with follow-up support for job maintenance.</li> <li>- Specialized Job Readiness and Employment Workshops including disability management</li> <li>- Creating Wellness plans that will support clients in working towards employment</li> <li>- Employment placement and maintenance: GVS has a proven track record in successfully placing Clients in volunteer work and employment. GVS achieves excellent employment results by using effective employment stabilization and maintenance approaches, including: strategies for workplace success modules, job coaching, ongoing work site support, and peer support strategies.</li> </ul> |
| Span  |
| Since 1991, GVS has been delivering specialized case management and employment services through provincial and contracts and as a sub-contractor. The geographic span of these services is for the Vancouver region.  |
| Relevance   |
| Within the mental health community, GVS has a strong presence and is highly regarded in terms of being able to accommodate a wide range of clients with mental health disabilities and provide specialized services to complex clients. GVS is a goal-oriented service that is able to produce effective outcomes whilst maintaining a highly client-centered practice.   |
| <b>A.C.C.E.S.S.</b>   |
| Range   |
| ACCESS has been delivering specialized employment services to the Aboriginal population of Metro Vancouver for since 1999.  |
| Scope   |
| <p>ACCESS has experience in delivering a full scope of specialized services including:</p> <ul style="list-style-type: none"> <li>- Specialized Case Management for Aboriginal people since 1999 when the first urban AHRDA contract was awarded for Metro Vancouver.</li> <li>- Supplemental Services including: Training and Essential Skills for Aboriginal Futures.</li> <li>- Self-Employment and Training for the Aboriginal community</li> </ul>   |
| Span/Relevance  |
| Since 1999, ACCESS has been offering specialized services to Aboriginal clients. Aboriginal peoples living off reserve in British Columbia face special issues and have special and unique needs. Over the past several years, the need for dedicated funding to the growing urban Aboriginal population became increasingly evident. ACCESS works with community organizations for the delivery of programs, such as   |



an Aboriginal women's pre-employment program at Helping Spirit Lodge Society. ACCESS also provides referrals to community organizations that provide services outside the scope of employment and training.

#### **d) Working with Specialized Populations and meeting their needs**

##### **i) Provide information regarding Catchment Area Specialized Populations, including client volume, specific needs, available resources, or any other relevant information.**

Vancouver's Downtown Eastside (DTES) is one of the most diverse communities in British Columbia, consisting of several Specialized Populations as described in the RFP. Based on the local experience and knowledge of Open Door Group and the Employment Network of the DTES, we have a strong understanding of the specialized populations in the DTES including unique needs and challenges and available resources within the community.

The DTES's profile of specialized populations includes:

- **Aboriginal people.**

According to the City of Vancouver, although aboriginal people make up only four per cent of B.C.'s population, Aboriginal persons comprise 10% of DTES residents.

- **Immigrants**

Over 40% the residents of the DTES are Immigrants to Canada, with the largest portion of immigrants being of Chinese descent.

- **Youth**

By the census data of 2006, the number of youth (15 years-29 years old) in the catchment area is at 27%, with higher numbers of young adults (30 years to 44 years) and mature workers (45-64 years).

- **Survivors of Violence including Former Sex Trade Workers**

The DTES attracts female sex trade workers.

Sex trade workers in Vancouver DTES range

across age and ethnic demographics, including children who have run away from home and are in need of money for food and drugs, children used by their guardians to engage in sex trade to supplement income, local adults as well as illegal migrants.

- **Multiple Barriers, Mental Health and Concurrent Disorders**

- The Downtown Eastside is home for thousands of intravenous drug and crack users. 4,000 addicts receive prescription methadone. The Hastings Street supervised injection site, (Insite), has 600 visits each day – estimated to be only 5% of all injections each day in the Downtown Eastside. Insite distributes over 2 million syringes annually and costs \$3 million per year to operate.

- Homelessness: there are estimated to be over 700 homeless people in the Downtown Eastside. Most of them can now find a space in a shelter at night or find a friend who will put them up. The remainder will sleep under a bridge, at the side of the street, in an alcove or wherever. Some prefer to sleep outside as some shelters are unclean, (bed

| DTES Visible Minority Identification | Number of respondents |
|--------------------------------------|-----------------------|
| Chinese                              | 16,303                |
| South East Asia                      | 2,303                 |
| Filipino                             | 2,253                 |
| South Asian                          | 1,378                 |
| Latin American                       | 1,170                 |
| Black                                | 918                   |
| Korean                               | 820                   |
| Japanese                             | 728                   |
| West Asia                            | 515                   |
| Arab                                 | 325                   |
| Data from Census 2006                |                       |

bugs, rats, etc.), or unsafe, (drugs, gangs and other predators). Most of the homeless are suffering from severe addiction and mental illnesses.

▪ **Persons with Disabilities**

By the census data of 2006, the number of youth (15 years-29 years old) in the catchment area is at 27%, with higher numbers of young adults (30 years to 44 years) and mature workers (45-64 years).

Although the DTES's demographic profile consists of several specialized populations, a large portion of individuals with multiple barriers including homelessness, substance abuse and undiagnosed mental illness, result in a significant volume of clients with lower employment readiness. The projected tier breakdown for the DTES consists of a relatively high composition of Tier 3 and Tier 4 clients. The following information demonstrates the annual client volumes from the various Specialized Populations that we have collectively served through various employment programs in the DTES.

| <b>Aboriginal</b>  |   |  |
|--|---|--|
| <b>Profile:</b> A significant percentage of BC's Aboriginal population resides in Vancouver's DTES. Although the aboriginal community continues to grow at a faster rate than non-Aboriginal, according to ACCESS, the Aboriginal population in BC is faced with many challenges in comparison to non-Aboriginal people, such as lower levels education and employment, and higher levels of unemployment and poverty. |   |  |
| <b>Need Type</b>   | <b>Specific Needs or Barriers</b>   | <b>Available Local Resources</b>   |
| Educational Needs  | Low literacy, lower educational levels. Clients present significant need for assistance with low literacy levels in reading, writing and math due to cognitive processing deficits.   | ACCESS to Essential Skills programs  |
| Employment Needs   | Aboriginal Clients often face multiple barriers and require uniquely structured employment services and support.  | Access to employment programs provided by several local agencies including ACCESS, Open Door Group, SUCCESS, BWSS, Aboriginal Bridging Program   |
| Social Needs   | These barriers can include addiction, domestic violence and abuse, financial pressure, single parenthood, lack of education and experience, lack of life and essential skills, cultural conflicts and job maintenance skills. | Addiction Resources including: Hope Bridge, Together We Can, Access Central, Detox<br>Counselling resources including: BWSS, Hope Bridge S.U.C.C.E.S.S. has been offering the Aboriginal Revised Bridging Employment Program, which incorporates various elements designed to help address the interpersonal, psychological challenges faced by clients.   |
| Other Needs  | Low income leading to basic needs such as food, shelter, health services  | Food Services: Food Bank, Quest Outreach Society. Various local churches and non profits have free meals daily. Housing and Shelter Services: BC Housing, RainCity Housing, Union Gospel Mission, Salvation Army, First United Church, Lookout Society, Partners In Hope Recovery Society, Detailed shelter and community resource lists are available through local agencies such as ODG. Native Specific Resources: Helping Spirit Lodge, Native Courtworkers & Counselling Association, Vancouver Aboriginal Centre, Vancouver Native Health Society, Hey-way-noqu, Vancouver |

### Immigrants

**Profile:** Immigrants compose approximately 40% of Vancouver DTES's total population (2006 Census). The immigrant population is concentrated in select postal codes which fall within the DTES catchment. Immigrants account for the high increase in both DTES's population and labour force. While this translates into a culturally diverse DTES, immigrants also experience unique employment challenges and needs. The top 5 countries of origin for DTESS immigrants are People's Republic of China, Hong Kong, Taiwan, Philippines and South Korea. (2006 Census) This correlates with the largest language barriers being Cantonese and Mandarin as well as unknown Chinese dialects. Immigrants experience higher than average instances of unemployment and low wages than the general population. The unemployment rate of immigrants was 7.3% compared to 6.8% experienced by the general population; (2006 Census) despite having higher levels of education. Immigrants face unique challenges such as lack of local labour market information, lack of local work experience, low English proficiency, non-existent professional networks, foreign credentials, weak job search skills, and the lack of understanding of the Canadian workplace culture. Immigrants have been reported to rely more heavily on investment income than employment income compared to the Canadian born population and face multiple barriers when their funds are exhausted. (The Citizenship and Immigration Research Report)

| Need Type         | Specific Needs or Barriers  | Available Local Resources   |
|-------------------|---|---|
| Educational Needs | Low English literacy, Non-recognition of foreign education or training that equate to need for retraining.  | Access to English Language Programs through ISS – ELSA and ELSA for the Workplace<br>Foreign credentialing of skilled immigrants is being actively addressed through ISS initiatives: Occupational Fact Sheets and BC Internationally Trained Professionals Network, EASI and BCITP Net |
| Employment Needs  | Often face language barriers and require employment services and support in their native tongue. Little or no professional network. Assistance with foreign credentials and/or experience those are not transferable or recognized. | Access to employment programs provided by several local agencies including SUCCESS, ISS, Immigrant Employment Council of BC, Youth ConneXion  |
| Social Needs      | Can include domestic violence, financial pressure, lack of understanding of Canadian workplace dynamics, lack of professional network and cultural conflicts  | Various agencies noted above offer pre-employment and employment workshops to address social needs and cultural barriers  |
| Other Needs       | Low income leading to basic needs such as food, shelter, health services  | Food Bank, Quest Outreach Society, BC Housing, RainCity Housing, Welcome House facility, Union Gospel Mission, Salvation Army, First United Church, Lookout Society, various local churches and non profits have free meals daily.  |

### Multiple Barriers, Mental Health/Concurrent disorders, Substance Abuse

**Profile:** 60% of the Case Managed Clients in DTES are Income Assistance (IA) Clients. IA Clients from the DTES usually face multiple barriers to employment (Ministry of Social Development stats 2009-2010). These barriers may include addiction, mental and physical illness and/or disability, poor financial and living conditions, lack of resources, inability and/or unwillingness to conform to societal rules, etc. Clients with multiple barriers face employment issues that include large gaps in employment, scattered work history, history of switching employers often, lack of references and "under the table" work

experience. Multi-barriered clients often face discrimination. Lack of regular social skills and boundaries, odd behaviour, aggression and low confidence are barriers to employment and developing social and employment networks. Multi-barriered clients often have a history of mental and physical abuse from an early age and have grown up in multi-barriered household.

| Need Type         | Specific Needs or Barriers  | Available Local Resources  |
|-------------------|---|--|
| Educational Needs | Low literacy, lower educational levels, learning disabilities, cognitive learning issues as a result of drug use.   | Skills development and short term training programs are offered through the following agencies and initiatives: ACCESS to Essential Skills programs, VRCA STEP Program, Building Opportunities with Business, W2, H.A.V.E. Café, Universal Learning Institute, Metro Safety<br>Education and Learning Programs: Downtown East Education Centre, Adult Learning Disabilities Association, Learning Exchange, Carnegie Learning Centre |
| Employment Needs  | Multiple-barriered Clients require uniquely structured pre-employment and employment services, life-skills training and support. Discrimination and lack of professional work experience.                                     | BC Employment program is offered specifically for clients with multiple barriers by Open Door Group<br><br>The following non profit organizations offer placement services for multi-barriered clients: Open Door Group, Embers Staffing Solution, Building Opportunities with Business, W2, Potluck Café, United WE Can   |
| Social Needs      | These barriers can include addiction, domestic violence and abuse, financial pressure, single parenthood, lack of education and experience, lack of life and essential skills, cultural conflicts and job maintenance skills. | Counselling resources including: BWSS, Hope Bridge Services<br>Open Door Group offers in-house Pre-employment, Employment and Harm Reduction Workshops<br>B.O.B. offers workshops on budgeting and financial management post employment  |
| Other Needs       | Low income leading to basic needs such as food, shelter, health services<br>Mental Health Support Services  | Food Services for free and low cost meals: DTES Kitchen Tables Project - Potluck Café Society, Community Kitchens, Food Bank, Quest Outreach Society, Carnegie Community Centre. Various local churches and non profits have community kitchens offering free meals.   |

#### **Survivors of Violence/Former Sex Trade workers**

**Profile:** Domestic violence can be physical and/or emotional, which compromises an individual's self confidence and manifests in the lack of stress coping, communication, and other life skills. Many women of violence and abuse are also vulnerable because of lack or low level of education, outdated or non-existent work experience, single parenthood, financial pressure, and emotional distress resulting in low employability. This target group has special needs and requires tailored employment services as well as an environment where clients feel safe and secure and are not at risk of meeting their abusers. Domestic violence is a barrier to employment that is especially prevalent in the aboriginal, refugee and immigrant families that have to cope with the changing social status, lack of support in Canada, unemployment and mounting financial pressure.

| Need Type         | Specific Needs or Barriers | Available Local Resources   |
|-------------------|----------------------------|---|
| Educational Needs | Low education levels       | Referral and access to education and training through employment and pre-employment program providers included all service providers included in this proposal. |

|                  |   |   |
|------------------|---|---|
| Employment Needs | Training  | Access to employment programs provided by several local agencies including SUCCESS - Bridging Empowerment Program for Women, BWSS   |
| Social Needs     | These barriers can include addiction, domestic violence and abuse, financial pressure, single parenthood, lack of education and experience.                                 | Addiction Resources including:<br><br>Counselling resources including: BWSS, 24 Hour Crisis Line, WAVAW, Vancouver Rape Relief and Women's Shelter, PEERS                 |
| Other Needs      | Low income leading to basic needs such as food, shelter, health services<br>Emergency shelter, counselling and medical support services<br>Childcare services and supports. | Food Services: Food Bank, Quest Outreach Society, Various non profit agencies have shelters, clothing and food support services specifically to victims of domestic abuse |

| <b>Youth (including at-risk)</b>  |  |  |
|---|--|--|
| <b>Profile:</b> According to the 2006 Census there were more than 14,000 youth living on the DTES. That number is projected to have dropped to approximately 11,500 in 2010. Just under 10% of the youth on the DTES are estimated to be on IA. Youth face unique challenges which may include, but are not limited to, lack of work experience, incompleteness of high school, teenage pregnancy, single parenthood, lack of post secondary education planning, need for career exploration, and job maintenance skills. |  |  |
| <b>Need Type</b>  | <b>Specific Needs or Barriers</b>  | <b>Available Local Resources</b>   |
| Educational Needs   | Lack of grade 12 graduation, lack of work experience and skills training.  | ACCESS to Essential Skills programs<br>Referral and access to education and training through employment and pre-employment program providers included all service providers included in this proposal.   |
| Employment Needs  | Age discrimination and lack of professional work experience.   | Access to employment programs provided by several local agencies including ACCESS, Open Door Group, SUCCESS, YMCA, YWCA, Youth ConneXions, Covenant House Employment Services, Gordon House Youth S.E.AR.CH.   |
| Social Needs  | These barriers can include addiction, domestic violence and abuse, financial pressure, single parenthood, lack of education and experience, lack of life and essential skills. | Addiction Resources including: Counselling resources including: BWSS<br>24 Hour Crisis Line, Youth Spot, Broadway Youth Centre   |
| Other Needs   | Low income leading to basic needs such as food, shelter, health services   | Food Services: Food Bank, Quest Outreach Society, Various non profit agencies have shelters, clothing and food support services specifically to victims of domestic abuse<br><br>Housing Services: Covenant House, BC Housing, RainCity Housing, Union Gospel Mission, Salvation Army, ShelterNet.ca, BC Society of Transition Houses (BCSTH). Detailed shelter and community resource lists are available through local agencies such as ODG. |

## Persons with Disabilities

### Profile:

Currently there are no official statistics on the number of persons with disabilities per community, below a provincial level. That said, in the last three years, just over 1500 British Columbians have been referred or accessed specialized employment services for persons with disabilities at Open Door Group in Vancouver. As well, WorkSafe BC reports that in 2008, there were over 300,000 working age, persons with disabilities in British Columbia.

According to BC Disability and Health News, a recent survey showed that in BC more than one out of 10 persons (11.2%) in the working age population, defined as those age 15 to 64, had a disability. The conditions most prevalent were mobility and agility (over 6 per cent of the population are affected) and psychological problems (just less than 3 per cent noted the disability). The severity of the disability increases with age. Less than half the young age group (age 15–24) had more than a mild disability compared to two-thirds of those aged 25 to 64.

Among the working age population three-quarters (75.4%) of those experiencing a mild disability were participating in the labour force, which is comparable to the 78.5% for the nondisabled population. This is in contrast to approximately two-thirds (65.8%) of those with a moderate disability participating in the labour market and just over half (53.8%) of those with a severe or very severe disability. (BC Stats Labour Market Outcomes for Persons with Disabilities 2009)

A 2009 survey completed by BC Stats reported that the reasons for being discouraged from looking for work mentioned most often included “no jobs available”, “would lose some or all of current income”, “feel training is not adequate”, “have been a victim of discrimination”, and “prevented by family responsibilities”, with each being cited by about 1 in 10 persons with disabilities. Based on the clients served in Vancouver at Open Door Group, more than 1 in 10 clients cited these reasons as barriers to employment.

Providing access to employability skills, assistive technology and other supports, one to one coaching, employability skills, short term certifications and training and opportunities to learn and show case abilities through community improvement projects, volunteer work experience and paid work experience has shown to have significant results and lead to labour market attachment. In addition, Open Door Group has developed strong relationships and strategies around connecting with employers to break down stereotypes and identify opportunities for job matching.

| Need Type         | Specific Needs or Barriers  | Available Local Resources   |
|-------------------|---|---|
| Educational Needs | Can have limited education (developmental disabilities)   | Referral and access to education and training through employment and pre-employment program providers included all service providers included in this proposal, particularly Open Door Group.   |
| Employment Needs  | Lack of professional work experience, assistance with negotiating workplace accommodations, overcoming discrimination                                     | Open Door Group EPPD Programs<br>BC Coalition of People with Disabilities<br>875-0188, 204-456 W.Broadway: Advocates (872-1278)<br>on access, housing, employment rights<br>AT-BC, Neil Squire, BC Centre for Abilities, GVBLN          |
| Social Needs      | These barriers can include isolation, discrimination, depression financial pressure, lack of education and experience, lack of life and essential skills. | Downtown Eastside Handicapped Association 411<br>Dunsmuir: Peer support, counselling; trips.<br>BC Coalition of People with Disabilities<br>875-0188, 204-456 W.Broadway: Advocates (872-1278)<br>on access, housing, employment rights |

**ii) Demonstrate past experience in working with Specialized Populations and in meeting their needs.**

Due to the collaborative nature of the Employment Network of the DTES, Open Door Group's proposal includes extensive collective experience working with Specialized populations and demonstrations of meeting their unique needs through service delivery and community navigation.

| <b>Multiple Barriers</b>  |  |
|---|--|
| Within the Employment Network of the DTES, all parties have past experience in working with clients with multiple barriers. In particular, Open Door Group (BCEP – Addictions and Mental Health), SUCCESS (CAP2), and La Bousolle have extensive experience understanding and meeting the needs of person with multiple barriers. |  |
| <b>Needs</b>  | <b>Needs Met By</b>  |
| This Client group requires stability in form of housing, finances, professional support from the medical sector, and flexible employers.  | <p>Open Door Group and the service Providers connect clients with shelters and BC Housing, to connect with IA &amp; MD services.</p> <p><b>SUPPORT:</b> ODG provide bus tickets for job search, clothing and work gear for participants who obtain employment, lunch for participants who attend workshops, a friendly and supportive environment and free coffee!</p> <p><b>ADDICTION SERVICES:</b> The client will learn about options for addiction recovery and how to maintain their recovery program. ODG can provide counselling services, relapse prevention tools and workshops.</p> <p><b>EMPLOYMENT COUNSELLING:</b> ODG assists clients to identify skills, develop goals and design an individualized plan that will prepare them for work-related activities. ODG use your the Employability Map to bring out strengths and understand challenges to employment.</p> <p><b>COMMUNITY CONNECTIONS:</b> ODG can assist clients in finding housing, apply for disability, connect with mental health teams, file taxes, get legal advice or even get you a hair cut</p> |
| People with multi-barriers face numerous issues, including mental, physical and emotional issues related to health, drugs and/or alcohol related problems. They may be homeless or at-risk of being homeless.   | <ul style="list-style-type: none"> <li>Through the BCEP and CAP2 programs, Open Door Group and S.U.C.C.E.S.S. meets these needs by providing appropriate referrals to community resources, which includes food services, mental/health/addiction, education and ESL upgrading, personal counseling, accommodation and shelter, personal grooming, legal and advocacy, and childcare. Staff who work with clients with multi-barriers have a strong understanding of community resources available to assist clients.</li> </ul>  |
| People with multi-barriers often lack social support from family, friends or community. In such instances, the lack of support can make it more challenging for them to address their other barriers.   | <ul style="list-style-type: none"> <li>In order to assist clients with multi-barriers, Open Door Group and S.U.C.C.E.S.S. does not only provide life skills workshops and make referrals to community resources. We staff foster positive working relationship with clients and follow up services through individual sessions, telephone conversations and emails. To ensure client progress, staff provides follow up services such as volunteer placement, one-on-one coaching, client profile updating, stabilizing support systems and other interventions when needed.</li> </ul>  |
| People with multi-barriers include individuals with poor self-management and/or behaviour   | <ul style="list-style-type: none"> <li>Open Door Group and S.U.C.C.E.S.S., through the BCEP and CAP2 programs, address clients with multi-barriers to improve self-management and behavior management abilities through providing structured services. The life skills training are structured, which help clients to focus on the positive and actually start to develop more positive attitudes and habits. Both organizations provides</li> </ul>   |



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| management abilities.  | life skills workshops to help clients improve their behavioural management abilities.  |
| <b>Aboriginal</b>  |  |
| Within the Employment Network of the DTES, all parties have past experience in working with Aboriginal clients. In particular, ACCESS and SUCCESS, and BWSS have extensive experience understanding and meeting the needs of person with multiple barriers.  |  |
| <b>Needs</b>   | <b>Needs Met By</b>  |
| Aboriginal Clients can face multiple barriers and require uniquely structured employment services/support.   | ACCESS offers a wide range of services to meet the specific needs of Aboriginal clients. These include a diverse assortment of education, training, counselling, support and financial services designed to help members of the urban Aboriginal community overcome barriers that may stand in the way of success and self-sufficiency   |
| Aboriginal Survivors of violence and/or abuse include clients who have survived or are experiencing violence and/or abuse that has affected their ability to gain employment and/or self-sufficiency. Those who have survived violence, abuse and trauma face particular systemic, interpersonal and psychological challenges in obtaining employment. | S.U.C.C.E.S.S. recognizes that Aboriginal survivors of violence and/or abuse require an employment program that is culturally appropriate and tailored to their specific and unique needs. S.U.C.C.E.S.S. has been offering the Aboriginal Revised Bridging Employment Program, which incorporates various elements designed to help address the interpersonal, psychological challenges faced by clients. These elements encompass personal management, employment related skills and healing services. The program offers on site counselling services. In addition to employment needs, S.U.C.C.E.S.S. also has experience providing support to survivors of violence and/or abuse through its counselling programs for individuals.  |
| Addressing cultural barriers, housing issues, cultural/identity awareness, food, support and other life resources.   | BWSS has provided culture specific programs for Aboriginal Women so that they may understand and accept their culture and cultural practices<br>BWSS also has provided services and advocacy to help the Aboriginal women to access safe and affordable housing when it's possible. Provide cultural/traditional ceremonies through cultural/traditional leader who is also a part of BWSS. Provide healthy snacks and resources for the women to access outside of BWSS to seek out supplement supplies to cover their food budget for the month. Provide lists/connections for outside resources such as housing, cultural events, shelters, transition houses, childcare, as the needs arise<br>Provide support for the women with counseling, trauma groups, support groups, cultural specific groups, advocacy, letters, as the need arises |

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| <b>Immigrants</b>  |   |
| Open Door Group and all Service Providers included in this proposal, have experience working with immigrants, through employment programs and other services. In particular, S.U.C.C.E.S.S. and ISSofBC have long histories of past experience working with Immigrants and in meeting their needs. |   |
| <b>Needs</b>   | <b>Needs Met By</b>   |
| Skilled immigrants face difficulty finding a local employer because of language  | S.U.C.C.E.S.S. has engaged in a number of programs in order to best serve immigrants. Since 2001, S.U.C.C.E.S.S. has run a job mentorship program for skilled immigrants that has enhanced clients' employability in their trained professions by paring up unemployed skilled immigrants with mentors who have |



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| barriers, lack of connections, and/or foreign credentialing issues.  | similar qualifications and experience in Canada.  |
| Need for employment and Canadian job search skills   | ISSofBC's Employment Outreach Services program provides initial intake and assessment, and supports the client in action planning for training, job search and job retention. Employment Outreach Services provides employment orientation and information through individual meetings or group sessions, and offers referrals and linking to internal and external community service providers.  |
| Employment needs<br>Credential recognition requirements  | ISSofBC's Employment Outreach Services program refers eligible clients to the Skills Connect for Immigrants program internally or externally for assistance with credential recognition. Clients not eligible for this program are assisted with referrals to the relevant governing body (e.g. RNABC, APEG, ASTTBC, CGA, CMA, HRMABC, etc.)  |
| Violence/Abuse in Canada in contrast to their country of origin<br>Immigration status<br>Cultural competency<br>ESL<br>Canadian workplace standards and expectations<br>Lack of Canadian work experience<br>Lack of culturally relevant supports | BWSS provides support to women either seeking immigration status or explaining what their status is or what they are entitled to. Provide support by debunking the "myths" of Canadian culture, by providing training and ongoing support on how to integrate into their new society (instead of assimilating) and by sharing the similar experiences that we had as new immigrants in this country, which provides the women with actual lived realities and success stories |
| Settlement needs: safe housing, set up banking, understand transportation, etc., <u>before entering the labour market</u>  | ISSofBC's Community Settlement Workers provide a range of specialized services and programs to help newly-arrived immigrants, government-assisted refugees and refugee claimants meet their initial adaptation and settlement needs (in Coquitlam and the surrounding area. Clients are referred to Share Family and Community Services for counselling, parenting classes, local food banks, etc.  |

| <b>Persons with Disabilities</b>  |   |
|---|---|
| Within the Employment Network of the DTES, Open Door Group, SUCCESS, Neil Squire Society, WIDHH, and ALDA have extensive experience working with and meeting the needs of persons with disabilities. Expertise includes meeting the needs of persons with physical, developmental, sensory, and mental health disabilities. |   |
| <b>Needs</b>  | <b>Needs Met By</b>   |
| Employment needs – Planning and placement services. Clients need help finding work and being placed with employers, and assistance overcoming challenges around workplace accommodations, support systems, and discrimination.  | Open Door Group has 35 years of experience specifically delivering employment programs to persons with disabilities. Needs have been met through customized employment for persons who have not had success being "competitively" employed. Also, in-depth planning assists clients with disabilities in understanding their strengths and any required supports to help them |

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|  | succeed in gaining sustainable labour market attachment.  |
| Hard of Hearing clients who do not use sign language often struggle learning English because they cannot hear. Clients must not only learn American sign language but also English to find work and must also deal with cultural differences that often are difficult to understand in Canada.   | WIDHH has worked with clients who are Deaf, Hard of Hearing and Deafblind and multi-barriered clients with their communication needs and ensuring that they have access to the necessary accommodations in the workplace for them by understanding their specific challenges  |
| Clients present significant need for assistance with low literacy levels in reading, writing and math due to cognitive processing deficits. They demonstrate poor social and communication skills, low self-esteem, depression, poorly developed reasoning, lack of time management skills, lack of motivation, unrealistic career objectives, lack of employment maintenance abilities etc. | Needs are met by specialized assessment for learning disabilities and ALDA's programs and services including "Start Here" EAS, I-Improve Learning Disability Resource Centre, and VIEW Assessment and Education Services with a focus on evaluation, assessment, skills enhancement, individual job search, employment assistance and work experience, mentoring, library, and follow-up. Referral to other agencies when required.   |
| Roughly 6 out of every 10 Canadian adults aged 15 - 64 with disabilities used or needed technical aids or specialized equipment to help them perform one or more daily activities in 2006. <sup>3</sup> It has been determined that disability supports are imperative to success for placing people with disabilities into the labour force.  | Since 1984 Neil Squire Society has been providing assessments, equipment trialing (based on "try before you buy") and training in the area of Assistive Technology. In 2004 Neil Squire Society built a large and fully-equipped facility and lab with a comprehensive and extensive inventory of assistive and ergonomic devices, specialized software including screen readers and voice recognition (text to speech and speech to text applications), ergonomic workstations, power height-adjustable tables, desks, and a variety of alternative seating options. Provide assessments, trialing and training in our own facility, in client's workplaces, or at home. |

| <b>Survivor of Violence/Abuse</b>  |   |
|--|---|
| Within the Employment Network of the DTES, SUCCESS and BWSS have extensive experience working with and meeting the needs of survivors of violence/abuse. |   |
| <b>Needs</b>   | <b>Needs Met By</b>   |
| (Survivors of violence and/or abuse require a safe environment where they can receive employment and healing services                                    | S.U.C.C.E.S.S. has been offering the Revised Bridging Employment Program, which incorporates elements designed to address the interpersonal and psychological challenges faced by clients. These elements within a holistic and client centred approach, and encompass personal management and employment related skills and healing services.  |
| Survivors of violence and/or abuse often come from a vulnerable position and require support for basic necessities.                                      | S.U.C.C.E.S.S. has supported survivors of violence and/or abuse to gain access to basic life necessities through providing awareness and navigation services through the Revised Bridging Employment Program. This ensures clients can access community services that provide clothing, housing/temporary shelter, food supports, free basic furniture, legal services, and related services for their children, such as counselling. |
| Survivors of violence and/or abuse experience challenges with self-confidence and self-awareness. While healing  | Through the Revised Bridging Employment Program, S.U.C.C.E.S.S. offers a Personal Management component as part of its holistic and client centred approach. Consisting of 15 workshop topics, this component covers topics such as self-esteem and self-awareness. To increase self confidence and self awareness, the Women of Courage and S.U.C.C.E.S.S. event is held  |

<sup>3</sup> Latest data from PALS 2006, <http://www.statcan.gc.ca/daily-quotidien/080603/dq080603b-eng.htm>

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| services play a role in helping clients overcome these challenges, they may still experience issues with self-confidence and awareness. | once a year in partnership with the WeCan Campaign. This event is to celebrate the women's completion of the Bridging Program and to help empower women to continue to set and achieve higher career and education goals.   |
| Safety<br>Support<br>Resources<br>Groups<br>Advocacy<br>Counseling<br>Crisis Line   | BWSS - Each year, has served over 8000 women.<br>BWSS prepares a safety plan if there are issues still pending that requires the safety plan<br>Offer support in a number of ways, 1-1 counseling, support/trauma groups, (see below)<br>Offer resources to the women that access BWSS with the in-house programs and what we cannot offer, refer them to appropriate resources outside BWSS<br>Offer a number of in-house groups that the women access such as support drop-in groups, trauma 1/2/3 groups, Recognizing, Understanding, Overcoming, Impacts of Abuse (RUOIA) Downtown Eastside Drop-in Group<br>Offer the crisis line that women may access if they are not able to attend the programs at BWSS and if they are in a crisis and are not able to access an appointment in that moment of crisis, it is during this time they are also able to provide an intake to access more services at BWSS |

#### **Youth**

Open Door Group and all Service Providers have experience working with Youth

| <b>Needs</b>   | <b>Needs Met By</b>  |
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| Youth-at-risk are susceptible to a number of challenges. They often face various barriers to employment, Youth-at-risk, then, require a holistic and client-centred approach in order to overcome the barriers listed above. | S.U.C.C.E.S.S. has supported youth-at-risk through the Youth Employment Program and the Chance to Choose Program, both of which are Skills Link programs targeting youth-at-risk. The two programs provide a client-centred approach based on the assessment of the specific needs.<br>Through the life and employability skills workshops, the program helps youth to develop self-sufficiency to prepare for, obtain and maintain employment and/or return to school for occupational skills development or education enhancement. Life skills topics include personal management, group dynamics, diversity awareness, goal setting, time, money, health and personal care team building and basic computer skills.   |
| Youth, often lack work experience  | Through S.U.C.C.E.S.S.' two Skills Link programs for youth at risk, S.U.C.C.E.S.S. has linked youth to work experience or community project development opportunities. These two components are incorporated into their respective programs to ensure that the life and employability skills gained and developed by youth can be put into practice.   |
| In order to develop more structure and to access specific resources available to them, youth require direction and guidance, which can come in the form of case management.  | S.U.C.C.E.S.S., recognizing that youth-at-risk are a specialized population and therefore require professional services from staff with expertise on their challenges, links their clientele external case managers for services. The S.U.C.C.E.S.S. Youth Employment Program staff team ensure that potential participants have a clear understanding of the Case Management process and that interested/eligible youth that do not have Case Managers are directed to the appropriate Employment Assistant Service centre to obtain service from a Case Manager.<br><br>Case Managers conduct Needs Determination with potential clients and if it is identified that a Skills Link Employability Program would benefit the participant, the program staff consider a selection interview. |
| <b>Francophone</b>   |  |
| La Bousolle has extensive experience working with and meeting the needs Francophone clients.   |  |
| <b>Needs</b>   | <b>Needs Met By</b>  |

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|---|---|
| This Client group in addition to above aforementioned needs also require EC's that speak French and understands the French experience on a cultural, political, and historical level. | The program is staffed by French Canadians who are bilingual and French Immigrants who are also bilingual. 100% of our Clients fall in this category. |
|---|---|

**e) Working with employers and communities within the Catchment Area to support the functioning of the local labour market**

**i) Demonstrate past experience with the local labour market, and expertise on local economic conditions and trends.**

Open Door Group's established Labour Market Information strategy is a cornerstone to providing effective services to job-seekers, while meeting the local labour market needs. The last 35 years of delivering employment services in British Columbia, has equipped Open Door Group with a solid understanding of local, regional, and provincial labour markets, economic trends and strategies to maintain current and accurate Labour Market Information. ODG understands the importance of accessing and strategically using current LMI to effectively meet the needs of the local labour market.

The questions that Open Door Group's Labour Market Information (LMI) strategy addresses include:

1. Where and how is the LMI information collected?
2. How is LMI analyzed and used?
3. What measures are used to monitor the effectiveness of LMI and related strategies?

Open Door Group employs a Labour Market Analyst who coordinates the collection, analysis, application and monitoring of labour market information for the regions it delivers service in. The LMI is interpreted then discussed with the Regional Managers and Employment team of Job Developers to determine next steps or recommendations based on the findings. The results shape the agency's marketing strategies at both an agency-wide level and at a local level.

The Labour Market Specialist produces a monthly report for each region outlining the results. Staff uses this local labour market information in their action plan. This information helps clients make career and job search decisions and allow ODG an opportunity to assess improvements in areas over time.

Knowledge of the labour market has also enabled ODG to stay current and anticipate the needs and requirements of employers in our region. Acting as a repository of information for employers, Open Door Group and members of the Employment Network of the DTES have been able to offer employers information on industry trends, salary guides, access to qualified candidates, training standards, and more.

Open Door Group collects LMI from multiple sources including:

Primary Sources: Examples include...

- Labour Market Specialists
- Attendance at LMI events hosted by Boards of Trade, Chambers of Commerce and other Business or Government Associations.

- Active liaison and/or participation in industry associations including; AIBC, APEGBC, CMA, and others to learn of new developments in industry standards, regulations and expectations.
- Advisory Groups – BC Employer Diversity Forum, Local Employer Advisory Groups, Employer and Sector Specific Panels that provide direct input on sector trends

Secondary Sources: examples include...

- Government - Provincial and Federal government published and online LMI.
- Online sources: [www.guidetobceconomy.org](http://www.guidetobceconomy.org), [www.bccheckup.com](http://www.bccheckup.com), [www.statcan.gc.ca](http://www.statcan.gc.ca), [www.resourcecentre.gov.bc.ca](http://www.resourcecentre.gov.bc.ca), [www.workbc.ca](http://www.workbc.ca), [www.bcstats.gov.bc.ca](http://www.bcstats.gov.bc.ca), [www.bcchamber.org](http://www.bcchamber.org), [www.labourmarketinformation.ca](http://www.labourmarketinformation.ca)

## **Local Labour Market – BC, Vancouver and Downtown Eastside**

The following section provides a community and economic profile for BC, Vancouver and the Downtown Eastside catchment area.

### **British Columbia**

Between 2009 and 2019, approximately 1,260,400 job openings are expected in British Columbia. Approximately 60% will be replacement jobs created by a wave of retiring baby boomers; the other 40% will be new jobs caused by economic growth. Metro Vancouver's labour force has grown by an annual average of 2.1% between 2000 and 2008<sup>4</sup>. Growth estimates between 2006 and 2041 stand at 1.5% per annum.<sup>5</sup> The communities in the Lower Mainland/Southwest region will receive an expected 680,000 of these job openings.<sup>6</sup>

Several trends shaping the future of the labour market in Vancouver and British Columbia as a whole as follows:

#### ***Shift from resources to knowledge and services***

There has been a shift from resources to knowledge and services in British Columbia. In the last 30 years, the proportion of economic activity related to services has shifted from about 66% to about 78%, while economic activity related to goods has declined. The service sector has opportunities that require a wide variety of skills and training, not simply low level jobs. Particular growth is expected in health care and professional services. British Columbia has outpaced Canada in terms of growth in the small business category, which currently accounts for 98% of businesses. This is seen primarily in the service sector, particularly in construction, professional, scientific and technical services. This trend is particularly robust in Metro Vancouver, which has an economic base in the following areas: financial, transportation, tourism, manufacturing, service, trade, farming, and fishing.<sup>7</sup>

#### ***Decades-long trend towards globalization***

As businesses search for talent and employees for opportunities around the globe, there has been an increased reliance on immigration for a labour supply talent. Of the large number of newcomers to Canada, about 15-20% settle in BC and are the biggest source of labour force growth. It is estimated that nearly 50% of residents in the Lower Mainland will be immigrants by 2020.<sup>8</sup>

<sup>4</sup> BC Stats, "Labour Force Activity by B.C. Metropolitan Area – Annual Averages"

<sup>5</sup> Metro Vancouver 2040, Shaping Our Future. p.52

<sup>6</sup> British Columbia Labour Market Outlook 2009 – 2019, *WorkBC*

<sup>7</sup> British Columbia's Labour Market Future, *Ministry of Advanced Education and Labour Market Development*, 2009

<sup>8</sup> Outlook 2020: Shaping British Columbia's Economic Future, p. 17

### ***Increased need for a workforce with higher level of skills***

In a knowledge-based economy, there is an increased demand for an educated workforce. About 66% of job openings require post-secondary education (certificates, diplomas, degrees). BC will continually need to compete for talent as the trend towards reduced barriers for labour movement between provinces and nations expands.<sup>9</sup>

### ***Expansion of Asia-Pacific trade***

Labour demand in the transportation sector will increase as Metro Vancouver's ports respond to a 300% estimated growth in container traffic and Vancouver's airport responds to the doubling of air passenger traffic (by 2020).<sup>10</sup> Expansion in the transportation industry creates and reinforces linkages between other business service companies that use the transportation services, contributing to increased labour market demand.

### ***Green jobs***

The City of Vancouver plans to double the number of green jobs by the year 2020, adding more than 50,000 new jobs. 11 Jobs include: fuel cell research, urban agriculture, designing and building green projects, managing and diverting construction waste, developing energy efficiency software, and manufacturing high performance windows.<sup>12</sup> This will create many suitable jobs for Clients with mental health issues.

## **Metro Vancouver**

The recession of 2008- 2009 impacted the Vancouver job market, affecting the retail, services, tourism, housing and light manufacturing sectors. The recession accelerated the trend towards more part-time work and temporary jobs, replacing permanent jobs with benefits.

Vancouver is becoming a more service-oriented city. Future jobs will be in niche market services including hospitality, tourism, social services, health care, home renovations, sales, retail, business services, life-style/wellness, tourism, daycare, domestic help, landscaping, and work with animals.

Other factors affecting the local economy and job market are listed below:

- New Building trades have decreased since the Olympics; trades requiring maintenance to existing structures have increased. Maintenance trades are expected to increase beyond 2016.
- Due to economic recovery conditions since 2009, many companies have cut management level positions and restructured to part- time positions. One person may now hold two 0.5 time portfolios.
- Due to the aging population, health and social services positions are in demand.
- Opportunities for Clients in Peer Support and Peer Group Facilitation are increasing throughout mental health and community health sectors.
- Though arts funding is down, there are still opportunities in arts management, administration and support. Positions in the film industry remain steady, yet have an attachment to the local IATSE Union and therefore must follow IATSE protocols.

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<sup>9</sup> British Columbia Labour Market Outlook 2009 – 2019, *WorkBC*

<sup>10</sup> British Columbia Labour Market Outlook 2009 – 2019, *WorkBC*

<sup>11</sup> Metro Vancouver. 2008. *Our Livable Region 2040: Metro Vancouver's Growth Strategy. Preliminary Draft*: Sept. 30, 2008, p. 24.

<sup>12</sup> Vancouver Green Capital, *City of Vancouver*, 2010

- Tourism and hospitality are seasonal; therefore jobs created for the peak months will increase, particularly as more people choose Vancouver as a destination due to the high Olympic profile.
- Professional administrative assistant new hire positions have declined. Many companies are hiring on a temporary basis or contracting out through temporary agencies
- The technology development sector has been fluctuating in the past two years depending on the area of development. The Gaming sector has suffered many cuts as technology changes and new platforms develop.
- Manufacturing opportunities declined; companies continue to contract out overseas.
- Warehousing, packaging and assembly jobs have declined; many new hires are now done through temp agencies and small contract jobs.
- Mining and Natural Resources have increased in the past few years and opportunities in research and development, stock promotion and related marketing have increased.

Due to the global recession's effect on Vancouver's economy, the City of Vancouver's unemployment rate has risen to 7.7%,<sup>13</sup> up from 2007's record low of 4%.<sup>14</sup> As businesses recover, the unemployed will have to be prepared with the right skills for transitioning back into the workforce, possibly into different industries.

Segments of Vancouver's skilled labour force are underutilized. Vancouver's labour force is educated, yet they are also paid the lowest median wage rate in any major Canadian city.<sup>15</sup> The majority of the city's working age labour force have some form of post-secondary certification, yet the majority of occupations outside the city core and the west side (high income areas) are for intermediate to low-skilled positions.<sup>16</sup> Youth comprise a portion of this underutilized group, often not possessing the experience or the job search skills to compete for jobs relevant to their education.<sup>17</sup>

Immigrants comprise another large portion. Making up over 40% of the region's population, immigrants bring talent and diversity to the labour pool as well as international connections. Immigrants tend to be younger and more educated than native-born Canadians; they account for 50% of doctorate degrees and over 40% of master's degrees. Half of those immigrating between 2001 and 2006 held university degrees.<sup>18</sup> However, Vancouver ranks last among major Canadian cities in making use of the skills of its immigrant population with established university degrees. Educated immigrants in Vancouver are more likely to find themselves in low-skilled jobs than in other Canadian cities.<sup>19</sup>

Historically, people with disabilities in BC were less prevalent in management occupations (-2.6 percentage points), art, culture, recreation and sport occupations (-1.4), and trades and transport occupations (-0.8), while they were more represented in occupations such as sales and service (+2.0), natural and applied science (+1.1) and social science, education, government service and religion (+1.0). (Labour Market Outcomes of Persons with Disabilities in British Columbia, pg 56).

According to BCStats, the employment rate for people with disabilities has been increasing, particularly in the lower mainland, with a rise from 52% employment rate in 2001 to 56.4% by 2006. In the lower mainland, according to the report (Labour Market Outcomes of Persons with

<sup>13</sup> British Columbia Unemployment Rates March 2011, *BC Stats*

<sup>14</sup> Labour Force Activity by B.C. Metropolitan Area, *BC Stats*

<sup>15</sup> Community Profile 2006 Census, *Statistics Canada*

<sup>16</sup> LHA Socio-Economic Profiles, *BC Stats*

<sup>17</sup> 2006 Census Highlight Table: Median 2005 earnings for full year, full-time earners by education ages 25-64, *Statistics Canada*

<sup>18</sup> Economic Profile, VEDC, <http://www.vancouvereconomic.com/page/economic-profile>

<sup>19</sup> "Immigrants' education and required job skills" *Statistics Canada*, 2008

Disabilities in British Columbia, June 2009, BCStats), 38.8% of disabled persons were not in the labour force.

### **Vancouver-Downtown Eastside DTES (Local Health Area )**

Labour demand in Vancouver's Downtown Eastside (DTES) compares with labour demand in BC as follows:

- Higher demand in the service industry (85.9% (DTES) vs. 79.4% (BC))
- Lower demand in the goods industry (14.1% (DTES) vs. 20.6% (BC))
- Higher demand in professional occupations (23% (DTES) vs. 16% (BC));, particularly in Natural and Applied Sciences (5.5% (DTES) vs. 3.4% (BC)); Art & Culture (5.3% (DTES) vs. 1.5% (BC)); Teachers (4.8% (DTES) vs. 3.7% (BC))
- Higher demand in other high skilled occupations: Techs in Art Culture & Recreation (4.7% (DTES) vs. 2% (BC)); and Skilled Sales & Service (5.4% (DTES) vs. 4.7% (BC))
- Lower demand in trades (11.2% (DTES) vs. 15.5% (BC))<sup>20</sup>

Labour supply in Vancouver-Downtown Eastside (DTES) compares with labour supply in BC as follows:

- Vancouver-Downtown Eastside has a slightly higher percentage of population with at least a university degrees (26.5% (DTES) vs. 24.1% (BC))
- Vancouver-Downtown Eastside has a lower percentage of population with college, apprenticeship or trades qualifications (26.5% (DTES) vs. 31.5% (BC))
- By field of study, Vancouver-Downtown Eastside has a higher percentage of the population in the Visual & Performing Arts (13% (DTES) vs. 4.1% (BC)) and Social, Behavioural Sciences & Law (14.8% vs. 10.5% (BC)) <sup>21</sup>

### **ii) Demonstrate the Proponent's experience in working with local employers and in meeting their needs.**

Thirty-five years of delivering employment services and active participation within the business community, has resulted in Open Door Group's extensive network of local employer relationships. As part of Open Door Group's Stakeholder Engagement Model (further discussed in section 5Fi), a major strategy is the development of an established two-way channel(s) of communication with local employers. This strategy has allowed for the facilitation of regular exchange of information to identify local employer needs and have access to a measure of our effectiveness in meeting those needs.

Open Door Group's current partnership structure with employers has enabled us to maintain a current awareness of their workplace needs and ultimately ensure that training, individual client action plans and the method of delivering employment programs continues to meet the requirements of the ever-changing labour market.

*"Open Door Group has always been a pleasure to work with. The level of commitment they have in assisting our needs goes beyond professionalism. They offer support in bringing people that not only meet our initial needs, but also creates on-going relationships that shows their care."*

s.22

Manager PJ Pets

<sup>20</sup> Local Health Area 165 – Vancouver-Midtown Statistical Profile, BC Stats, 2009

<sup>21</sup> Local Health Area 165 – Vancouver-Midtown Statistical Profile, BC Stats, 2009



In addition, the collaborative nature of the DTES Employment Network has provided access to significant collective experience with local employers, a major value-add when it comes to understanding how to meet their needs.

As described in Section 3di and 3eii, Vancouver's DTES has several unique characteristics regarding labour market needs and labour market supply. The providers in the DTES Employment Network have a long-standing history in providing employment services within this area of Vancouver. Each organization brings connections to local employers, as well as direct experience working with and meeting employer needs from a wide variety of business types and sizes.

Over the years, our collective experience has proven that acknowledging and taking these unique characteristics into consideration is paramount in truly meeting local Employer needs. We have developed a "right fit for both" approach which is fundamental to achieving a suitable placement for Clients with barriers to employment; a common situation in Vancouver-DTES. Finding the right environmental fit and the right employer, especially during the initial training/orientation phase, involves knowledge of local economy and building relationships with employers, which include relationship management and regular follow-up.

Strong relationships based on open communication and trust are key to providing employers with opportunity to provide feedback on the Client's performance; with the intention to remedy any issues that may arise. In addition, companies will look to our organizations as "go to" agencies when recruiting for new employees.

Our history of servicing this community coupled with the understanding of local employer needs has resulted in strong employer connections and experienced staff to continue building relationships with employers in Vancouver-DTES and surrounding communities.

The following table identifies some local DTES employers that Open Door Group and the Service Providers in this proposal have worked with, and information that demonstrates how we have met their needs.

|   |
|---|
| <b>Local DTES Employers that ODG and Proponents have worked with:</b> |
|---|

|                                    |  |
|------------------------------------|--|
| The Cleaning Solution              |  |
| Canadian Tire                      |  |
| SportChek                          |  |
| Canadian Cancer Society            |  |
| The Canadian Red Cross             |  |
| Emelle's Catering                  |  |
| Canadian Mental Health Association |  |
| London Drugs                       |  |
| Starbucks, 3 locations in DTES     |  |
| My Sisters Closet                  |  |
| Little Caesars                     |  |
| White Spot Restaurant              |  |
| Tim Hortons, multiple locations    |  |
| The Heart & Stroke Foundation      |  |
| Mountain Equipment Coop            |  |

|                 |
|-----------------|
| Cleary Contacts |
| Buy Low Foods   |

Value Village  
Ability Tax Group  
The City of Vancouver  
No Frills  
Blenz Coffee  
Broadway Pentecostal Lodge  
Grandview Lanes  
Napa Auto Parts  
Dueck GM  
Whole Foods Market  
Winners  
Banana Republic  
Nurse Next Door

|   |
|---|
| <p><b>Working with Employers and Meeting their Needs</b></p> <p>(A) <u>Collection and Exchange of Labour Market Information</u></p> <p>LMI is collected and shared between DTES Employment Network and employers through: the BC Employer Diversity Forum; Industry Panel Discussions and Career Talks; Employment Network of the DTES, Tradeshows, Job Fairs and other events; Website links; distribution of job postings; the Immigrant Employment Council of BC; Open Door Group website (Labour Market Information) Participation and input to regulatory bodies, professional associations, educational institutions and other training partners and the Vancouver Board of Trade</p>   |
| <p>(B) <u>Recruitment Tools &amp; Services</u></p> <p>Are provided to local employers in a variety of ways including:</p> <ul style="list-style-type: none"> <li>• Pre-screening of suitable candidates based on employer needs</li> <li>• Face-to-face: job developers direct contact with employers to discuss needs and put forward candidates based on employer's requirements</li> <li>• Job and Career Fairs (internal, external and sector or employer specific)</li> <li>• Access to on-line job matching database <ul style="list-style-type: none"> <li>- Open Door Group's online job matching solution: <b>the "netWORK"</b></li> <li>- ISSofBC and S.U.C.C.E.S.S. online job boards</li> </ul> </li> <li>• Access to social media avenues set up by employment Service providers to promote verified employment opportunities (e.g. LinkedIn.)</li> <li>• Job Carving and Creation – working with Employers to identify opportunities to create and fill a role that will be of value to the business</li> <li>• Provide in-house training on diversity and inclusion</li> <li>• Connecting Employers to job seekers through Employer panels, allowing business owners to talk about their business, what they look for in candidates, and required skills</li> <li>• Assisting Employers and Clients in interview process through coaching, accompanying, providing translation and interpretation services when necessary</li> <li>• Assistance in recruiting and hiring to increase diversity and inclusion in the workplace</li> </ul> <p><b>Example:</b></p> <p><i>Since 2007, ACCESS has delivered 18 customized intakes of the ESAF Program, which works with employer partners who are committed to interviewing and hiring all 16 participants of the program. Employer partners have included Canada Safeway, BC Housing, BC Ferries, CN Rail, CP Rail, Overwaitea Food Group, VANOC, the 2010 Aboriginal Pavilion, Hastings Race Course, ATIRA Property Management, Friendship Catering, TD Bank, WII STEP, and Terasen Gas. Over the life of the ESAF Program 114 graduates have secured employment with employer partners, while 24 graduates have used the training that they received to secure employment elsewhere.</i></p> |
| <p>(C) <u>Candidate/employee and pre-hire preparedness</u></p> <ul style="list-style-type: none"> <li>• Language upgrading (ELSA, English for Work, Business English, etc.)</li> <li>• Skills upgrading (Essential Skills, Technical Skills education support; short-term courses such as FoodSafe, First Aid, WorldHost, Forklift training, etc.)</li> <li>• Workplace assessments for assistive technology (cost-sharing collaboration), ergonomic assessments, functional capacity assessments</li> <li>• Soft skills training (communication and cultural norms in a Canadian context)</li> <li>• On-the-job training, work experience, work simulations, job coaching (on-site and off-site)</li> <li>• Mentorship programs</li> <li>• Mock-interviews, pre-screening based on LMI and direct input from Employers</li> <li>• ACCESS has provided customized training for employers, for example through Essential Skills Aboriginal Futures Program</li> </ul>  |
| <p>(D) <u>Retention &amp; Post-hire Support:</u></p>  |

- Post-hire follow up services to both Employers and Clients/Employees, for up to 12 months post hire by telephone check-ins, email, and in person follow ups.
- Support in early resolution and monitoring of workplace issues to promote a successful and sustained work placement.
- Extensive experience providing Job Coaching (on-site and off-site) to assist Employer and client for an effective transition to the workplace
- Assist with training plan development and employee performance reviews
- Provide in-house training on language and skills development for employees
- Experience in effectively assisting Employers and individuals in Employment Crisis, where the employee is at risk of losing their job due to their disability.

**Open Door Group example:**

*In 2010, an individual with a long history of mental health issues contacted Open Door Group, due to anxiety that she was feeling at her workplace. The client disclosed that she was seriously contemplating quitting her job due to anxiety issues, and felt that she could not work the currently amount of hours that were on her schedule. The client expressed that she was nervous about approaching her Employer and would rather quit than have to disclose her disability and anxiety around scheduling to her Employer. After meeting with the client and gaining an understanding of what supports would assist her in the workplace, and with the client's permission, Open Door Group connected with the Employer to identify the situation and begin a collaborative resolution with the Employer. It was agreed that the client would change her work schedule to work the minimum number of hours until her anxiety had decreased, and a regular meeting time was set up between the employer and client to "touch base" on how things were going. Open Door Group continued to follow up with both the employer and the client and as a result, the client has retained her job and has now worked for over one year with the same employer.*

**(E) Navigation to Government-funded Programs and Information**

- Provide information to employers on government programs available to them and their employees
- Provide links to government sites and information (e.g. Employment Standards)
- Work with employers on targeted wage subsidy arrangements and placement incentives

**(F) Training & Education (for Employers)**

- Providing Employers to access to the IECBC and various employer-related toolkits
- Disability awareness education workshops and diversity fact sheets
- Have provided educational speakers and presentations to employers at events. For example, during a recent BC Diversity Forum meeting, employers had the opportunity to meet with a Client with a mental health disability who shared experiences and challenges when trying to enter the workforce.
- WIDHH has provided sensitivity training workshops to educate employers on how to best communicate with Deaf and Hard of Hearing employees
- Provide in-house training on disability orientation
- Workshops around workplace diversity, labour standards and other related topics

**(G) Outplacement & Transitioning Clients**

- Have worked with employers to provide employment services to staff receiving layoff notices
- This is an area that Open Door Group includes as part of its Employer Engagement strategy. Open Door Group will continue to establish this service availability with local employers to minimize the time gap between jobs.

(H) Business to Business Community Networking

- Have engaged local Employers in Advisory groups, including the Vancouver-Employment Network of the DTES, and the BC Employer Diversity Forum, industry panels, presentations and events (e.g. BC Workplace Diversity Conference attended by over 100 BC Employers) that provide opportunities for partnerships, growth and better understanding of the local labour market
- Various Annual Employer Recognition Events that have increased the profiles of local businesses within their community
- Vancouver Board of Trade
- Undertake public recognitions and acknowledgement to employer partners to boost profile in community (newsletters, local newspapers)

**Open Door Group Example:**

*The BC Employer Diversity Forum consists of a mixed sector membership base. Within the membership of the Diversity Forum, five major financial institutions including VanCity, Royal Bank of Canada, TD Canada Trust, and CIBC have started discussions of establishing a sub-sector group, that focuses on diversity and inclusive hiring from a business perspective – specific to the employment needs of the local financial sector.*

#### **4) Community Connection and Commitment**

##### **a) Established presence and reputation in the community**

##### **i) Demonstrate the Proponent's established presence and reputation in the community. Please use Supplementary Template #4 and #4a (page 15) as part of your response to this section.**

Operating since 1976, Open Door Group has established itself in the community as a client-centered organization that is committed to obtaining positive for the clients we serve and the programs we deliver.

Initially focused on providing employment services to persons with disabilities, over the past 35 years Open Door Group has evolved its focus to offer programs that meet the needs of all British Columbians. Open Door Group offers client-centered employment programs for persons with disabilities, persons living with mental health issues, substance misuse and concurrent disorders, and mainstream unemployed British Columbians.

Our reputation is based on strong partnerships with stakeholders, including our clients, community service providers, funders, employers, and other community members. Since 2003, Open Door Group has been delivering employment programs to DTES-residents as the Contractor for the provincial Employment Program for Persons with Disabilities. =In 2006 Open Door Group began delivering the BC Employment Program to income assistance clients. We have been delivering services to the DTES community from our office at 100-112 East 3<sup>rd</sup> Avenue, Vancouver since 1989 – more than 20 years.

Within the DTES community, we have built strong relationships with community partners to provide our clients with access to services that could be of value to their independence, as well as the business and employer community to develop meaningful employment opportunities.

Open Door Group's presence and reputation is parallel to our Mission and Vision Statement, and Guiding Principles:

**Mission Statement**

To Open Doors and inspire all British Columbians to succeed.

**Vision Statement**

Thriving communities embracing diversity and inclusion.

**Guiding Principles:**

- To improve the quality of life of the individuals we serve through increased vocational and employment opportunities
- To serve the general community by enhancing and expanding opportunities for all job seekers to be productive, valued members of the workforce and
- To offer services and resources which contribute to the growth and prosperity of the business community,

Section 4Aii describes in detail Open Door Group's history and reputation in the Richmond community. Please refer to Appendix E for Template #4 and Appendix F for Template #4a for specific information about Open Door Group's presence in terms of service delivery.

**ii) Provide information such as history, traditions, representation, participation, activities, services, reputation, or any other appropriate information.**

**History and Evolution**

Since 1976, Open Door Group, formerly THEO BC, has been delivering case management, employment counseling, pre-employment and certificate/diploma training, and employment placement services to British Columbians. Open Door Group's initial focus was in the mental health field, offering skill development programs to people living with mental health issues and emotional disabilities.

In 1998, Open Door Group's mandate expanded to include serving all persons with disabilities including physical, sensory, developmental, neurological, mental health, concurrent disorders or undiagnosed mental health, and recovering or active substance abuse issues. As well, in 1998, Open Door Group opened an Employment Resource Centre in Port Coquitlam that was available to all job-seeking British Columbians and in 2007, began delivering a mainstream employment search program and Job Club for unemployed British Columbians with or without disabilities. This was an important step for the organization in making programs and services more accessible to the needs of the community.

To reflect the evolution of the organization, in 2009, Open Door Group became the new name for THEO BC. The re-brand was a strategic business decision based on the evolution of the organization. The name “BC Society of Training for Health and Employment Opportunities (THEO BC)” no longer accurately reflected the nature of the organization, given the evolution from a training-focused facility to an organization that providing employment services to unemployed British Columbians.

Open Door Group as a brand accurately reflects our values and service, providing a strong opportunity for outreach and to engage those stakeholders who can benefit from the services provided. These include: unemployed British Columbians who may or may not have barriers to employment, Community organizations and partners, and employers and representatives from the business community.

### Services

Over the past 35 years, Open Door Group has evolved into an organization that focuses on creating opportunities for ALL British Columbians through a variety of programs including, employment programs for mainstream unemployed British Columbians, persons with disabilities, and persons with undiagnosed mental health and/or substance abuse issues.

Today, with an annual budget of almost S21, our 14 locations and 18 sub-contracted locations provide services to over 7,000 unique individuals per year (approximately 3,500 individuals per year for employment programs.)

In addition to employment programs, Open Door Group offer Health, Leisure and Education Programs for persons living with mental health issues. These programs are designed to enhance individual’s skills and interests. Based on an individual’s health, often Health and Leisure clients will access employment programs.

### Services to Employers

Services to Employers are a major element of what Open Door Group provides within the community. Outside of unique employer partnerships, Open Door Group offers a suite of service to employers including: professionally arranged job placements, pre-screening of applicants, post-placement support and follow-up, employer and staff support through training and workshops, and workplace needs analysis to identify employment opportunities.

Thriving communities embracing diversity and inclusion.

## **Representation**

Open Door Group is an advocate for diverse and inclusive hiring for all British Columbians, understanding that all individuals have the ability to contribute to society.

Within the DTES Catchment area, Open Door Group currently offers employment programs and services to clients with Alcohol and Drug issues and Mental Health Concerns.

Clients that reside in the DTES catchment have obstacles that often require a broader flexibility of services. The complexity of barriers seen in this group can include homelessness, addiction, undiagnosed mental health, access to food, disease, criminal records, history of abuse, and lack of support.

Flexibility in Open Door Group's service planning allows us to provide the best possible service to our clients. While our main focus is employment, we understand that clients have specific needs that relate to their employment outcomes and these needs must also be considered in order to make employment a viable option for DTES clients.

Some ways that Open Door tailors its services to the DTES challenges are:

- Access to detox or recovery programs: after years of building relationships with Detox workers and having staff that are active in the recovery community, Open Door clients are often able to get same day service when they are ready to enter into a detox or recovery program. If needed, staff will drive the clients to the program and follow up to ensure that clients feel supported in their detox or recovery efforts.
- Shelter programs and Food Banks: Hours of service at Open Door Group are tailored to meet the needs of clients who access shelters and food banks. Staff that work with DTES clients are flexible and understanding of clients' needs and will enable flexible meeting times to accommodate shelter intakes and food bank hours.
- Mental Health and/or Addiction: Open Door Group has Case Management staff that have additional training in substance misuse and mental health. For those clients that do not want to work with an internal staff person for addictions counseling and would prefer to access support from another organization, we offer referrals to the Youth Resource Centre, Salvation Army and the Vancouver Recovery Club for addiction counseling. For Mental Health support, Adult Central Access is used as a service that directs the staff to the right Mental Health Team depending on the client's address/catchments area.
- Self-paced/independent learning environments: Computer Basics, Harm Reduction Workshops, Life skills classes, WHMIS, Workplace Safety and First Aid are the most popular with the DTES participants. These courses are often completed on location and offer a variety of flexible hours to ensure that clients can successfully complete the workshops and training options.

Employment Services and Supports: Open Door Group provides many incentives to encourage and assist clients to attend appointments and to assist in the first weeks of employment. These include items such as bus tickets for clients that require assistance



to get them to and from job search and interviews as well as a monthly bus pass for clients who obtain employment.

Other items such as food vouchers to Safeway and Quest Food, free coffee, work clothing, haircuts, lunches provided in =, access to free condoms and hygiene packs, and free jackets and hats for clients that need them in the cold months. In fact, the jackets and hats distributed to our DTES clients are collected by Open Door Group staff members from across the province in office clothing drives.

In summary, we recognize the importance of being flexible and creative in our approach and adapting to the needs of this complex client base. The variety of tailored services helps to boost client's self-confidence as they enter into their job search. In addition, on a provincial level Open Door Group has represented persons with disabilities, and persons with substance abuse issues or major barriers to employment, based on three decades of experience delivering services to individuals.

Open Door group's representation in the community reflects our value system:

| <b>Open Door Group Values</b>                |   |
|--|---|
| <b><i>We Genuinely Care</i></b>              | We recognize the single act of giving as the first step in an individual's journey. We respect every client as a unique individual, with an untapped potential, and not simply as a number. |
| <b><i>We Expand Possibilities</i></b>        | By striving to shift perceptions through believing that everyone can contribute to society.   |
| <b><i>We are a Selfless Entrepreneur</i></b> | We seek to always improve, always evolve in our engagement with the community and our stakeholders.   |
| <b><i>We are Principled</i></b>              | We manage with integrity and honesty; and through fairness and transparency.  |
| <b><i>We are Results-Focused</i></b>         | We measure up to our target results without being result-driven. We are accountable.  |
| <b><i>We Break Down Barriers</i></b>         | We strive to be accessible and available – to be inclusive in our program design and service areas.   |
| <b><i>We are a Cohesive Team</i></b>         | Our strength lies in working together to achieve our collective goals.  |

## **Participation & Activities**

Open Door Group operates on the fundamental belief that participation in community partnerships and initiatives is key to facilitate and support diverse and inclusive labour market opportunities for all British Columbians.

As such, Open Door Group participates in numerous partnerships, initiatives, and events within the community, including other service providers, the business sector, and professional associations.

Open Door Group has also focused on developing initiatives within the community to promote diverse and inclusive employment opportunities for all British Columbians. For example, Open Door Group has played a leadership role in developing and growing the BC Employer Diversity Forum (BCEDF), a progressive network of over 50 BC Employers from different sectors and sizes. Some members include: VanCity, HSBC, Canada Safeway, Impark, City of Vancouver, Deloitte, Forzani Group as well as small to medium sized businesses like: Cleantech Janitorial, Mattress Recycling, Digitech Renewable, and Raincity Janitorial. The BCEDF meets regularly for employer-driven discussion on creating sustainable opportunities for job-seekers from all groups that make up British Columbia including women, persons with disabilities, immigrants, aboriginal people, youth and older workers. Open Door Group works closely with the BCEDF to develop hiring and employment strategies that are beneficial to both the community and the employers.

Other examples of Open Door Group's participation and membership within the community to promote diverse and inclusive opportunities include:

- CMHA Social Enterprise Services Committee
- AIDS Vancouver
- Downtown Eastside Task Force
- Joint Executive and Program Advisory Committee
- Vancouver Board of Trade
- DTES Women's Centre
- Carnegie Community Action Project

To demonstrate an example of our partnership in the local community, in 2010, Open Door Group was approached by Tom W. Patch, Associate Vice President, Equity at the University of British Columbia ("UBC"). UBC's Equal Employment Office was looking to work together on a pilot project that would engage faculties to hire persons with disabilities to promote an inclusive workplace.

The goal of the project was to support and promote an inclusive workplace and use success stories within two faculties, (Sciences and Applied Sciences) and subsequently gain "buy-in" from other faculties. Potential roles for Clients had been identified in administration and program assistance.

As UBC is a unionized environment, and has a self-reported low level of "buy-in", the project requires collaborative participation with UBC's Human Resources and Employment Equity Office, UBC's internal hiring agency, Staff Finders, and Open Door Group. One of the major challenges identified by UBC, was recruiting persons with disabilities, and having pre-screened candidates available when opportunities arise.

Open Door Group worked closely with UBC and Staff Finders in establishing what types of skills and characteristics were required, the types of accommodation they could

support as an employer, and a recruitment process that fostered a pool of ready-to-go qualified candidates. Open Door Group pre-screens candidates, prepares them for interviews and testing and maintains the relationship with the internal hiring agency. The project continues, and candidates continue to be forwarded based on opportunities within the two faculties as they arise.

### Activities

1) In 2010 alone, Open Door Group connected with over 80 community service providers in BC, making presentations to raise awareness of services, opportunities for referrals and available supports, and to collect feedback on how to better serve our participants and partners. The results of this feedback were carefully reviewed and improvements to our processes and procedures were made, in order to provide more valuable service.

2) Open Door Group has also worked hard to build relationships with businesses throughout the province to promote and support the development of effective diversity hiring. We have connected with hundreds of businesses and continue to add to our list of established employer partners.

Community initiatives and activities to engage and bring together various groups together for positive action include job fairs, community events such as the annual International Disability Film Festival – *Breaking down stereotypes*, outreach to potential participants and employers, stakeholder feedback opportunities and facilitating advisory groups in the community.

### **Reputation and Recognition**

Open Door Group maintains a reputation of commitment to partnership-based approached to expand possibilities for all British Columbians to contribute to society.

Our reputation is of a high quality service provider, with professional staff, and being accountable to positive outcomes.

A Stakeholder feedback survey conducted in 2010 reflects this reputation. When asked how Open Door Group ranks in the following areas:

#### Community Partners & Referral Sources

- Professionalism : **92%** (4.6 out of 5)
- Effectiveness of Programs (Job Placement Success) **84%** (4.2 out of 5)
- Overall Service: **94%** (4.7 out of 5)

#### Clients

- Professionalism: **92%** (4.6 out of 5)
- Effectiveness of Programs (clients reporting they feel the Program has been of benefit to them) **92.5%**
- Overall Service and Experience: **90%** (4.5 out of 5)

Employers:

- Professionalism : **92%** (4.6 out of 5)
- Overall Service and Experience: **94%** (4.7 out of 5)
- **100%** of Employer respondents said they recommend Open Door Group services to other businesses

*“Good matches to our job openings. Great team at ODG! I not only appreciate the day-to-day services provided but being invited to attend extra-curricular events like BCEDF and the Diversity Conference. s.22 Impark*

In addition in 2011, Open Door Group was awarded a three-year accreditation from Commission of the Accreditation of Rehabilitation Facilities International (“CARF”). This was Open Door Group’s first time applying for CARF accreditation. The following is an excerpt from the Survey Report:

*“Open Door Group is commended for the partnerships and collaborative efforts that have been developed with agencies, organizations, and employers throughout the community and service area. Referral sources state that the organization works in a collaborative and cooperative manner and that staff members are friendly, respectful and knowledgeable.”*

Other examples of recognition within the community include:

- 2008: Surrey Business Excellence Awards for “Non-Profit”
- 2008: Merritt Chamber of Commerce Business Excellence Awards for “Community Leader”
- 2006 – The Daily News – Readers Choice Award – “Best Employment Agency, Kamloops”

## **b) Established connections with local employers**

- i) **Demonstrate the Proponent's established connections with local employers and businesses. Please use Supplementary Template #4b (page 15) as part of your response to this section.**

## **ESTABLISHED CONNECTIONS WITH EMPLOYERS**

Open Door Group and the Employment Network of the DTES core partners have established five levels of engagement with employers:

1. Provincial Level through the BC Employer Diversity Forum;
2. Provincial Level through a Long-standing Network of Provincial Wide Employers
3. Regional Level Through connections with Trade and Employer Associations;
4. Local Level through Local Employer Advisory Groups (LEAG);
5. Program Level through individual relationships with employers.

### **BC Employer Diversity Forum and Provincial (BCEDF)**

As part of its stakeholder relationship plan, Open Door Group engaged BC employers in a province-wide discussion (an “employer road show”) over an eight week period in May and June of 2010. Over 80 employers of varying sizes, industries, and complexity were individually interviewed.

The general feedback from employers is that while they were skilled at hiring “mainstream” clients, they wanted to know the best way to improve hiring of “specialized populations”. They wanted to dialogue with other employers regarding the most effective ways to be more inclusive and engage in “diversity” hiring. They wanted to know the “what’s,” “how’s,” and “who’s” about “inclusive” hiring, specifically from a business perspective.

While the employer road show was occurring, Richard Molyneux, from Legacies Now approached Open Door Group to take over the creation of a “Disability Forum”. Modeled on Richard’s experience in the United Kingdom (“UK”), the Disability Forum is a membership organization of businesses. Over a 25 year period, beginning in 1986, the UK model grew from 5 initial employers to 430 and is now replicated throughout the world.

Taking the feedback from employers, and reviewing the Disability Forum concept, a core group of employers met in September 2010 and decided to broaden the concept away from disability to be more inclusive of all British Columbians. The first BC Employer Diversity Forum network of employers was created in the lower mainland. In October 2010, two additional chapters were

created in Kamloops and Kelowna. Today, the BC's Employer Diversity Forum has over 50 members across the province of varying sizes.

In March 2011, the BC Employer Diversity Forum and Open Door Group conducted its first Annual Conference that was attended by over 100 attendees. Over 60% of the attendees were employers. Attendees included members of several sectors and sizes of business, including financial, hospitality, construction, retail, commercial services, public works, and more. Employers came together to look at diversity and inclusion from an employment perspective.

Keynote speakers Donna Wilson, Vice President Industry Services & Sustainability at WorkSafe BC and formerly Executive VP of People & Sustainability with VANOC for the 2010 Winter Games and Tej Singh Hazra, AVP of Diversity and Inclusion at HSBC Canada, and former head of Diversity and Inclusion at IBM, shared their experience and insight to the group of BC Employers.

Tej Sign Hazra commented that, *"The large representation of Small and Medium enterprises (SME'S) at the Conference showcased the visionary management teams of BC's smaller companies, that despite their size have already begun to embrace Diversity and Inclusion in the Workplace."*

*"As a Human Resources Manager tasked with recruiting I am very interested in discussing best practices with other employers for working with diversity candidates and employees that I can apply to my workplace and company. I believe there's much more I can do to promote diversity and inclusion and would love the opportunity to learn more."* Lisa Nowostawski, HR Manager of Pitney Bowes Canada and local employer commented.

The Conference also included the first annual Workplace Inclusion Awards, recognizing individuals and businesses that have promoted and focused on Diversity and Inclusion.

The BC Employer Diversity Forum network creates an environment for employers to have open discussion, share challenges and solutions and develop best practice. Meetings are held every three months and agendas are set by employers.

As the primary agency providing infrastructure support to the BC Employer Diversity Forum, ODG is working very closely with the employers and is a non-voting member on the Executive Committee. The relationships forged through the BC Employer Diversity Forum provide Open Door Group with an opportunity to identify multiple potential opportunities for our clients.

### **Provincial Level Through a Long-standing Network of Provincial Wide Employers:**

In 2007, Open Door Group created the Platinum Employer Group. The group represented a number of employers that provided jobs province wide, including:

- Canada Safeway- 75 locations
- Cineplex- 22 locations
- Home Depot- 13 locations
- London Drugs- 41 locations
- RBC Financial Group- 154 locations

While this group has since disbanded, with invitations to join the Diversity Forum (all are in the process of joining), ODG continues to maintain excellent relationships and obtain placements with the hiring managers with this select group of employers. In total, the five organizations conduct business in 336 locations throughout BC.

One of our references for this proposal is Deloitte, another province-wide employer, who has worked closely with Open Door Group as an employer partner.

**Regional Level Through connections with Trade and Employer Associations:**  
Open Door Group's stakeholder relationship plan includes engaging employers at multiple levels: Provincial, Regional, and Local. The collaborative nature of this proposal has allowed a significant leveraging of business and community connections, which are highly advantageous to grow employer partnership, access job opportunities and exchange pertinent labour market information.

At a Regional level, Open Door Group and the partners have maintained connections with employers and the business community through Business, Trade and Professional Associations. These include:

#### **Boards of Trade:**

Open Door Group and ISS of BC are long standing members of both the Vancouver Board of Trade and the Burnaby Board of Trade, which focus on the economic growth and development of the Vancouver Pacific region. As members, Open Door Group and the partners have access to over 7,000 business contacts, numerous networking opportunities through events, and access to pertinent information focused on trends of the region's economic climate.

#### **Chambers of Commerce:**

Open Door Group are also active members of the Richmond Chamber (also a member of the BC Chamber and Canadian Chamber of Commerce), and the Tri-Cities Chamber of Commerce, all of which provide a united voice when

representing business and addressing important issues in the community, in the Province and across the country. Collectively, these Chambers provide accesses to almost 2,000 businesses and local business events within the Lower Mainland.

#### Professional Associations:

##### Certified General Accountants Association of BC (CGA-BC)

- A Memorandum of Understanding has been established between CGA-BC and ISSofBC to outline the relationship between the two organizations in the offering of mentorship services through ISSofBC's Mentoring Connections program. In collaboration with CGA-BC, MOSAIC and ISSofBC the development and translation of an "Occupational Fact Sheet for Internationally Educated Accountants: a Guide for Registration as a Certified General Accountant in BC. The fact sheet has been translated into eight languages
- APEG (Association of Professional Engineers and Geoscientists of BC)
- Architectural Institute of BC
- Applied Science Technologists & Technicians of BC
- Connects with the associations to assist immigrant professionals obtain information about credentialing requirements and industry opportunities. Also involves representatives from these associations in the development skills specific ESL curriculum (e.g. higher level ESL curriculum for architects developed with the support of the Architectural Institute of BC).

#### Industry Sector Councils and Groups:

- Wood Manufacturing, Information & Communication Technology and Construction Sector Councils,
- ECO Canada (Environmental Careers)
- Retail BC

Open Door Group participates in employer groups and industry related associations to provide:

- Employer connections, job leads and placements for newcomer clients;
- Forums for educating employers on hiring and supporting jobseekers and employees, promoting job retention;
- Staff use of research, resources and websites relating to, and often produced by the Councils or member companies, in identifying suitable job goals;
- Councils conduct interviews, surveys and focus groups with staff to inform their research on immigrant issues relating to each sector (ISSofBC)

**Local Level Through Local Employer Advisory Groups (LEAG):** Since 2003, ODG has worked directly with employers at a local level. We established local



employer advisory groups(“LEAGS”), in a number of locations within the province, including two in the Lower Mainland and one in Kamloops and Kelowna.

Building upon our previous experience, and in response to the Ministry of Social Development’s call for more greater input from the local community, Open Door Group, working with its partners, has established a number of local advisory groups in catchment areas in which it is bidding.

, The Local Employer Advisory Group in the DTES catchment area was established in early 2011. The LEAG consists of 12 of employers. These include Accenture, T&T Supermarket and Edgewater Casino, to name a few.

The mandate of the LEAG is to act in an advisory capacity to the Employment Network of the DTES, Governance Board of Directors/ Executive Advisory Committee and to provide employment opportunities/postings to clients who attend the partnership employment programs.

Specifically, the goals of the LEAG include but are not limited to:

- Supporting local businesses to hire skilled and qualified employees from diversity groups,
- Identifying skill shortages in their area that Open Door Group and the Employment Network of the DTES can help address through training and effective preparation of participants prior to placement
- Identify local labour market considerations – opportunities, challenges, business environment
- Identify specific needs and challenges of the labour force within the DTES area.
- Identification key demographic challenges, i.e. skill shortages in a particular industry.
- Links/connections/resources to economic development commissions / regional growth strategies.
- Provide employment upcoming placement postings to the partners within the Employment Network of the DTES.

## **Individual Relationships with Employers**

In addition to the first four levels of employer engagement, in the DTES catchment area, staff at Open Door Group have forged excellent relationships and have acquired over 982 employment placements for Clients over the past 3 years.

A complete list of local employers can found in Template #4B, located in Appendix G.

- ii) Provide information about local employers’ profiles, industries, businesses, types of Employment offered, potential opportunities, or any other unique characteristics. Discuss how the Proponent has leveraged such connections with local employers in the past.**

Open Door Group has worked successfully in the DTES community not only in serving client needs but also in developing long lasting relationships with the Employers. This presence in the community is strengthened with the Downtown Eastside Employment Network who has developed and maintained extensive professional connections and working relationships with local employers and employer associations.

### **Economic Profile**

Downtown Eastside is home to over 65,000 individuals and is experiencing a growth in its population particularly in 2011 with a 17% increase. In 2010 over 50,000 or 77% of the area was within the working age. DTES is a diverse community with over 50% of residents are visible minorities, 45% immigrants and just over half the population women. Over the past number of years the DTES has had political, economic and social initiatives directed towards it to assist in improving<sup>22</sup>

- Housing
- Public order and Public Health
- Street safety
- Social and Economic supports
- Heritage and Culture
- Business and employment opportunities
- Access to civic facilities and services
- Building a community on mutual respect and community capacity

Unemployment rates in the DTES were 2.1% versus 2.6% in British Columbia in Sept. <sup>23</sup>. More new jobs were created in the Vancouver and Metropolitan Area in 2006, and at a faster rate, than in previous years. There were 34,500 new jobs created in the region in 2006. Most of these jobs (90 per cent) were created in the service sector<sup>24</sup>. The main industries in Vancouver include:

### **Digital Media (Source Vancouver Economic Development)<sup>25</sup>**

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<sup>22</sup> 10 YEARS OF DOWNTOWN EASTSIDE REVITALIZATION: A BACKGROUNDER, City of Vancouver Planning Department Community Services Group March 1, 2009

<sup>23</sup> Local Health Area 162 – Vancouver Downtown Eastside Statistical Profile 2009 Prepared by BC Stats

<sup>24</sup> Welcome BC website

<sup>25</sup> Vancouver Economic Development [www.vancouvereconomic.com](http://www.vancouvereconomic.com)

60% of the digital media in British Columbia resides in Greater Vancouver **employing about 16,000 people** and generate \$2.3 billion in annual sales.

#### **Education**

With two large universities Simon Fraser University and University of British Columbia, and the Greater Vancouver school system, polytechnic institute, approximately 20 public and private colleges and institutes the education sector is extremely important in terms of employment. About **8% of the workforce** is in the education sector; teachers and professors make up the third-largest occupation group in the city.

#### **Film & Television Production**

Over 36,000 being generated in film and TV production on British Columbia. Vancouver is the core of the production center supported by talent from Vancouver Film School this is a thriving employment market that offers many varieties of work..

#### **Financial Services**

Financial services companies employ more than **55,000 people** in Greater Vancouver. **Information & Communications Technology**

The Sector represents 46,000 employees that offers ample opportunity in many occupations.

#### **Life Sciences**

The life sciences industry in British Columbia includes about 100 biopharmaceutical companies, 60 medical device manufacturing and distribution companies, and 30 bio products companies with total employment of **2,700 people**.

#### **Mining**

More than 1,000 exploration and active mining sites operate around the province; the industry employs **28,000 people** and adds \$7.4 billion to the economy annually.

#### **Performance Apparel**

More than three dozen performance apparel businesses operate in greater Vancouver, ranging from small “hand-made” manufacturers to globally-recognized brands with annual sales of more than \$100 million.

#### **Sustainability-Related Industries**

Vancouver is home to 70 per cent of B.C.’s clean technology sector, with more than 800 companies and more than **12,000 employees**.

#### **Tourism**

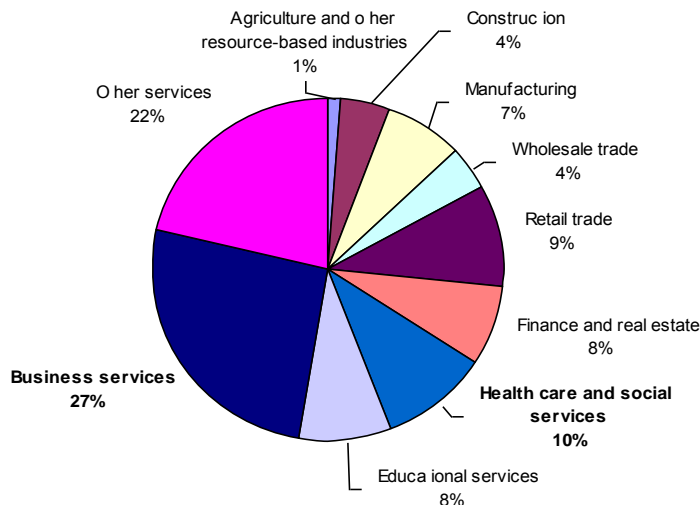
There are more than 24,000 hotel rooms in the region, with more tourist accommodation available in seasonal rooms, hostels and bed and breakfasts.

#### **Transportation & Logistics**

Vancouver’s port is one of the world’s best deep-water harbours and one of the closest

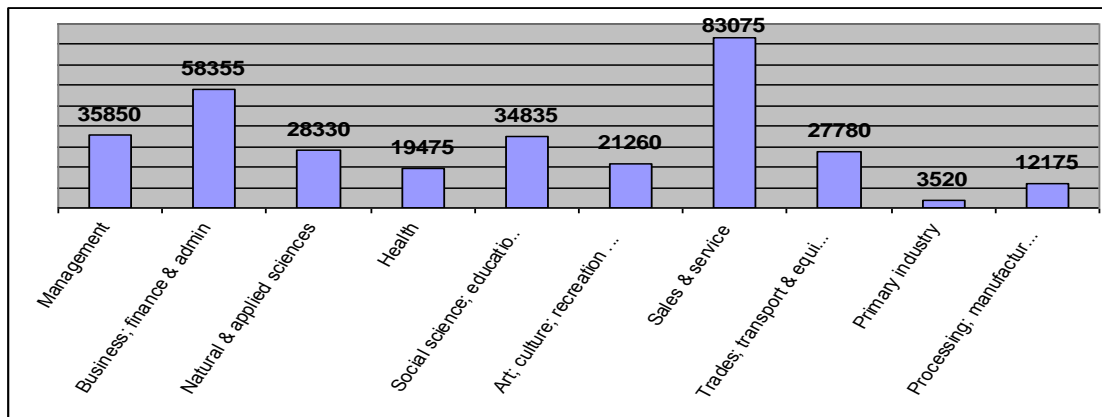
ports in North America to Asia. Vancouver is the top port for foreign export tonnage in North America and has the third most foreign container traffic on the West Coast.

The largest sectors in relation to employment in the City of Vancouver according to the 2006 census were Business Service (27%), Healthcare and social services (10%) and Retail Trade (9%).



### Types of Employment/ Occupations

In relation to the Services Industry: Wholesale Trade, Health and Social assistance are major industries in relation to employment. Within the Goods Industry: Construction and manufacturing are major industries in the Lower Mainland and Southwest in 2008. The largest occupations in 2006 for the City of Vancouver included Sales and Service, Business Finance and Admin as well as Management occupations.



The Downtown Eastside Employment Network has connections with over 170 employers. Many of the employers in our network have operations in Vancouver (some are located in the DTES area); it is also useful to point out that the majority of DTES residents work outside of the DTES catchment area. Employment offered is varied – including administrative work as well as highly specialized positions and executive roles. The following table highlights some of

these employer relationships and identifies the types of occupations being offered to our clients:

| <b>Industry/ Greater Vancouver and DTES Employers</b>  | <b>Occupations being offered</b>   |
|--|--|
| <u>IT, Communications and Marketing:</u><br>TELUS, IBM, Electronic Arts, BCAA, Cannon Design, Accenture, TP Systems, Habanero, Quickmobile, Radical Entertainment<br>Red Engine Works<br>Affinity Bridge   | Software designers/engineers<br>Website architects<br>Business analysts  |
| <u>Finance and Insurance:</u><br>CIBC, Sun Life Financial-Burnaby, Bank of Montreal BMO, HSBC, Certified General Accountants of British Columbia, Deloitte, KPMG, Vancity, PWC, Themis, Maximus Worldwide, ICBC, TD Bank, CTC Bank of Canada, Scotiabank, RBC, VanCity   | Business Analysts<br>Customer Service Representatives<br>Financial advisors<br>Business Analyst<br>Oracle Architect<br>Organizational Project Manager  |
| <u>Retail and Food Services:</u><br>Home Depot, Safeway, Best Buy, Chapters, Old Navy, Zellers, London Drug, Rona, Aritizia, AMEC, Choice's Market, Value Village, Nester's, Canadian Tire, Build-a-Bear, Sugoi, Tim Horton's, The Source, Starbucks, Pizza Hut, Mills Basics, Green Market Organics, Don Dickey Supplies Power Solutions, Rapid Tools, Walmart, Leisure Baths, Chapters, Restore, The GAP, Shaw Communications, T&T Supermarket, The Bay, Professional Warehouse Demonstrations, Ultimate 24k Gold Co. Ltd., Canadian Tire, Michaels Arts and Crafts, London Drugs, Winners, Canadian Maple Delights, Best Buy, Canadian Tire, Canada Safeway, Party Works, Sport Chek, Campbell Travel, BlockBuster Video, | Delivery drivers<br>Cooks, hosts<br>Shift leaders/Managers/supervisors<br>Sales Representatives<br>Demonstrators<br>Stockers<br>Merchandisers  |
| <u>Hotels:</u><br>Westin Hotels, Coast Plaza Hotel, Pan Pacific Hotel, The Westin Bayshore,  | Customer service<br>Cleaners<br>Front desk personnel<br>Concierge  |
| <u>Entertainment:</u><br>Edgewater Casino, Silver City, Gateway Casino, Great Canadian Casinos-Boulevard Casino, Tidal Multi Media, William F. White International Inc.  | Customer service<br>Cashiers<br>Servers<br>Cooks<br>Bus people   |
| <u>Manufacturing</u><br>Sun Rich Fresh Foods, Kryton International, C&E Building Products Inc., Monte Cristo Bakery, Grimm's Fine Foods, In Bronze, Moshe Paper, Sunrise Soya Foods, YCY Better Health Centre, Superior Tofu, WD Upholstery  | Food production workers<br>Estimators<br>Project management<br>Warehouse Order Pickers<br>Class 1 Drivers<br>Distribution Assistant<br>Machine operator<br>Shipping/receiving<br>Meat cutters<br>Packagers |
| <u>Natural and Applied Sciences:</u><br>ACME Analytical Labs, CH2MHILL, BC Hydro, Stantec, Spectra Energy  | Electrical/environmental engineers<br>Drafters/estimators<br>Plant operators<br>Business analysts  |
| <u>Services and Logistics:</u><br>JW Research, Paladin Security, UPS, Allcity Importer Ltd.  | Drivers<br>Security guards   |

| <b>Industry/ Greater Vancouver and DTES Employers</b> | <b>Occupations being offered</b> |
|---|----------------------------------|
| Budget Rent-A-Car, D-Way Food Ltd.                    |                                  |

Through close contact with employers and professional associations, the Downtown Eastside Employment Network staff keep up-to-date on labour market information and employer expectations, which enables them to build clients' skills and employability based on what employers are seeking, and to tailor curricula to meet employers' current needs.

## Potential Opportunities

Over 40 Major Projects are currently in progress in Vancouver at present this represents over \$5bn of capital investment. This creates many employment opportunities for the catchment area. A Employment Network of DTES business development person will be dedicated to developing the ecosystem of companies involved in delivering these projects from supply companies through to construction and engineering. By analyzing the supply chain a focused business development pipeline can be created and potential job opportunities identified for the clients of the ESC.

| <b>Major Project Inventories (In Progress) - Vancouver</b>                 | <b>Start</b> | <b>Finish</b> | <b>Cost (\$m)</b> |
|--|--------------|---------------|-------------------|
| <b>Vancouver City Central Transmission (VCCT) Project</b>                  | Nov-10       | Fall 2012     | 201               |
| <b>UBC - Faculty of Law Building</b>                                       | Jun-10       | Aug-11        | 69                |
| <b>2300 Kingsway Condominium</b>   | Fall 2010    | 2013          | 38                |
| <b>Pinnacle Living on Broadway</b>   | Fall 2010    | Spring 2012   | 30                |
| <b>Canada Place Roof Upgrade</b>   | May-10       | Mar-11        | 21                |
| <b>Social Housing - 188 East 1st Ave</b>                                   | Early 2010   | 2011          | 29                |
| <b>Century Condominium Development</b>                                     | Spring 2010  | 2011          | 60                |
| <b>District South Main Condominium</b>                                     | Summer 2010  | 2012          | 50                |
| <b>Supportive Housing - 1005 Station Street</b>                            | Jul-09       | spring 2011   | 22                |
| <b>UBC Pharmaceutical Science Building</b>                                 | Jul-10       | Mar-13        | 133               |
| <b>Vancouver General Hospital - Robert H.N. Ho Research Centre</b>         | Sep-09       | Spring 2011   | 40                |
| <b>Kidd 1 Substation Upgrade Project</b>                                   | Jun-05       | Early 2011    | 19                |
| <b>James Condominium Development</b>                                       | Fall 2010    | Early 2012    | 40                |
| <b>Maynards Block Residential Project</b>                                  | Spring 2010  | 2012          | 40                |
| <b>Richards Condominiums</b>   | Spring 2010  | 2012          | 35                |
| <b>BC Social Housing Initiative: 4 City-owned sites are being planned.</b> | Early 2010   | 2011          | 205               |
| <b>Residential Development - 1650 Quebec St</b>                            | fall 2009    | Fall 2011     |                   |
| <b>BC Place Stadium Upgrades</b>   | Sept 2008    | Summer 2011   | 563               |
| <b>Laura Secord Elementary School Seismic Upgrades</b>                     | Apr-10       | Aug-11        | 25                |
| <b>School District 39 Ph: (604) 713-5255</b>                               | Summer 2009  | Feb-11        | 150               |
| <b>Beasley Residential Tower</b>   | Mar-08       | Feb-11        | 35                |
| <b>West Pender Place</b>   | early 2009   | Feb-11        | 225               |
| <b>Vancouver Social Housing: Refurbish 23 blgs</b>                         | early 2008   | Spring 2011   | 80                |

|   |             |             |      |
|---|-------------|-------------|------|
| <b>Residential Condominium - 2995 Wall St</b>   | Spring 2010 | Fall 2011   | 20   |
| <b>Hotel Georgia Redevelopment</b>  | Sumer 2008  | Early 2012  | 500  |
| <b>UBC - Wesbrook Place Residential Development: housing, Community Ctr, Village Ctr and School</b> | Early 2007  | 2015        | 200  |
| <b>Pacific Boulevard Improvements</b>   | Sep-06      | Early 2011  | 20   |
| <b>Notre Dame Secondary School Additions</b>  | Jun-08      | 2011        | 20   |
| <b>Capitol Residences</b>   | Feb-07      | Fall 2011   | 40   |
| <b>Queen Elizabeth Theatre Renovation</b>   | Summer 2006 | 2011        | 59   |
| <b>VanDusen Garden Renovation Project</b>   | Fall 2010   | 2012        | 31   |
| <b>Jameson House</b>  | Early 2008  | Early 2011  | 180  |
| <b>UBC - Centre for Integrated Research on Sustainability</b>                                       | Sep-09      | Summer 2011 | 37   |
| <b>Beulah Gardens - 2075 Cassiar Street</b>   | Sep-04      |             | 38   |
| <b>UBC - University Town</b>  | 1999        | Summer 2105 | 350  |
| <b>UBC - Earth Sciences Centre</b>  | Summer 2010 | Jul-13      | 75   |
| <b>Southeast False Creek Neighbourhood</b>  | Fall 2007   | 2011        | 700  |
| <b>Broadway Tech Centre</b>   | 2002        | 2012        | 80   |
| <b>Coal Harbour Redevelopment</b>   | 1992        | Spring 2012 | 1000 |
| <b>Transit Security - ALRT Faregates and Smartcards</b>   | Summer 2009 | Spring 2013 | 110  |

Source; British Columbia Major Projects Inventory, December 2010, Ministry of Finance

## LEVERAGING EMPLOYER CONNECTIONS

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Page 148 redacted for the following reason:

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S21



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**c) Established connections with local organizations**

- i) Demonstrate the Proponent's established connections with local organizations other than Service Providers that are part of its proposal. Please use Supplementary Template #4c (page 15) as part of your response to this section.**

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| Ref: | Community      | Community Name              | Purpose of the Organization/Service  | Description of Proponent's past relationship(s) with Local Employers****  |
|------|----------------|-----------------------------|--|---|
| ODG  | Lower Mainland | BC Employer Diversity Forum | A progressive network of employers that focus on diversity and inclusion in the workplace. | Played a leadership role in establishing and growing the BCEDF in 2010. Member of the Employer Steering Committee to determine topics, speakers, and partnership opportunities for support BC employers in diversity and inclusive hiring. Worked with the BCEDF to present the BC Workplace Diversity Conference in March 2011, which was attended by over 100 BC Employers. |

**ii) Provide information regarding the range, scope, and span of those connections. Discuss how these connections have been leveraged in the past.**

As mentioned in the previous section 4C(i), Open Door Group and the Employment Network of the DTES, share a fundamental belief that engaging with local organizations and providers is vital to effective service delivery.

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| Local Organization Connections   |                                     |
|--|-------------------------------------|
| Organizations  | How Connections Have Been Leveraged |
| <b>Settlement and Integration Services Organization</b><br>Immigrant Services Society of BC<br>SUCCESS settlement program  | S21                                 |
| <b>Employment Support Services</b><br>PICS – Target Wage Subsidy ( Vancouver)<br>Career Edge Organisation<br>Kettle Friendship Society                               |                                     |
| <b>Skills Training Institutes</b><br>UBC,<br>Private training institutes such as Universal<br>Learning Institute, Academy of Learning<br>Vancouver Community College |                                     |
| <b>Employer’s Network Organizations</b><br>BC Employer Diversity Forum<br>Vancouver Board of Trade   |                                     |

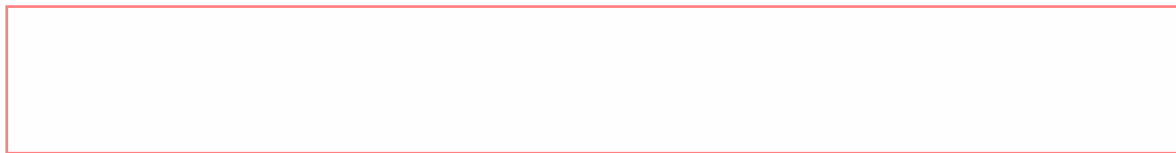
|  |     |
|--|-----|
|  |     |
| <b>Public Service</b>                                      | S21 |
| Northeast Mental Health Team<br>Midtown Mental Health Team |     |
| <b>Others</b>  |     |
| Vancouver Public Library                                   |     |

**d) Established access to local community resources**

**i) Demonstrate the Proponent's established access to local community resources to support service provision and the local labour market.**

Collectively, Open Door Group and the DTES Employment Network have over three decades of working with the diverse community of the DTES. Our client profile includes immigrants, persons with disabilities, youth, survivors of violence and abuse, Aboriginal people and individuals with multiple barriers. As a result, the DTES-EN has developed a network of accessible community resources that are valuable to the various clients we serve.

|     |
|-----|
| S21 |
|-----|



| Community Organization/Service Name                     | Purpose of the Resource/Service (brief description)  | Description of Established Relationship(s) with Local Resource |
|---|--|--|
| Kettle Friendship Society                               | Support service for individuals who were or had been receiving psychiatric treatment in the community.   | S21  |
| Union Gospel Mission                                    | Provides a range of services including meals, outreach, emergency shelter, alcohol and drug recovery, employment and education, affordable housing and children and families programs. |  |
| B.O.B. Building Opportunities with Business             | A non-profit organization that focuses on economic development, specifically within Vancouver's Downtown Eastside.   |  |
| Family Services – Salvation Army                        | Drug and Alcohol treatment and recovery services   |  |
| Carnegie Community Centre                               | Serves disadvantaged residents of the Downtown Eastside.   |  |
| Ray Cam Co-Op Centre – Nobody's Perfect                 | A six-to-eight week, free parenting program offered to parents with children from birth to five years of age.  |  |
| VAST The Vancouver Association for Survivors of Torture | Counselling and specialized medical, psychological, social & settlement services   |  |
| B.C. Housing – Emergency Services                       | The Emergency Services is responsible for supporting provincial partners and local communities with their emergency accommodation and lodging needs.                                   |  |
| Lookout Downtown Shelter                                | A 24-hour, seven-day-a-week emergency centre that provides temporary accommodation and support to those who have no  |  |

|  |  |     |
|--|--|-----|
|  | other housing options  | S21 |
| REACH Community Health                   | Provides dental services at reduced costs  |     |
| Legal Services Society                   | Provides legal services to BC residents living in poverty.   |     |
| Battered Women's Support Services (BWSS) | BWSS provides counselling and advocacy for women survivors of violence in relationships, and education and training on violence against women and related issues |     |

**ii) Provide information on locally available and accessible community resources.**

**iii) Discuss how these resources have been leveraged in the past.**

This section provides information on the community resources that are publically available and accessible in the DTES. As well, this section demonstrates how Open Door Group and the DTES EN have been and will leverage these resources to support service provision and the DTES's local labour market.

There is a multitude of accessible community resources available in the DTES community. The chart below summarizes some of the locally available community resources in the DTES that we currently work with and will work with to address individual needs to increase employability. The information includes resources that are leveraged to address general barriers, provide crisis care services, culture-specific needs, and training needs as well as community attachment. There are hundreds of community resources; many of which are not included in the table below, due to page limitations. However, Open Door Group maintains and updates a complete inventory of local resources in the DTES. This inventory is available at the request of the Province.

| DTES COMMUNITY RESOURCES   |   |
|--|---|
| The following is an overview of the DTES community resources that are locally available and accessible and demonstrations of how these resources have been or will be leveraged.       |   |
| Resource Type  | How resources have been/will be leveraged |
| <b>FOOD</b> <ul style="list-style-type: none"> <li>Food Bank</li> <li>Salvation Army</li> <li>Meals on Wheels</li> <li>Community Gardens</li> <li>Pacific Produce Donations</li> </ul> | S21                                       |

| <b>DTES COMMUNITY RESOURCES</b>   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Quest Outreach</li> <li>▪ Partners in Hope</li> </ul>  |  |
| <b>HEALTH AND WELLNESS</b><br><b>Resources including:</b><br><i>Addiction Resources</i><br><i>Low Cost Dental/Medical</i><br><i>Mental Health Resources</i><br><i>Sexual Health Resources</i><br><i>Personal &amp; Family Counseling</i> <ul style="list-style-type: none"> <li>- Dual Diagnosis Program</li> <li>- Family Services – Salvation Army</li> <li>- Strathcona Mental Health Team</li> <li>- Union Gospel Mission Drug &amp; Alcohol Program</li> <li>- Watari Youth Day Treatment Program</li> </ul> |  |
| <b>EDUCATION</b><br>ESL<br>Highschool Completion/Continuing Education<br>Literacy<br>Post-Secondary Institutions<br>School Districts  |  |
| <b>FINANCIAL RESOURCES</b><br>Government Resources<br>Publications  |  |
| <b>FAMILY SERVICES</b><br>Day Care<br>Families with Low Income<br>Pregnancy Support Resources<br>Ray Cam Co-Op Centre – Nobody's Perfect  |  |
| <b>CULTURE-SPECIFIC NEEDS</b><br>Aboriginal Resources<br>Turtle Island Indigenous Education   |  |
| <b>ADVOCACY</b><br>Legal/Advocacy Resources   |  |

|   |  |
|---|--|
| <b>DTES COMMUNITY RESOURCES</b>   |  |
|   |  |
| <b>HOUSING</b><br>Emergency, Transitional and Supportive Housing<br>Housing Information and Services<br>B.C. Housing – Emergency Services<br>Lookout Downtown Shelter |  |
| <b>PERSONS WITH DISABILITIES</b><br>- Open Door Group   |  |
| <b>GAY/LESBIAN/BI-SEXUAL/TRANSGENDERED</b><br>- Carnegie Community Centre.  |  |
| - <b>Youth</b><br><br>- Gastown Vocational Services   |  |
| <b>SENIORS</b><br>- Carnegie Community Centre.  |  |
| <b>TRANSPORTATION</b>   |  |
| <b>LEGAL</b> (local; provincial)<br>- West Coast Domestic Worker's Association  |  |
| <b>CLOTHING (free; low cost)</b><br>Dress for Success<br>Salvation Army<br>Thrift Stores – Value Village<br>Working Gear  |  |
| <b>IMMIGRANTS/NEWCOMERS</b><br>- REACH Multicultural Centre   |  |
| <b>RECREATION/COMMUNITY</b><br>Libraries<br>Recreation and Community Centres<br>Volunteer Opportunities   |  |

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**e) Commitment to Program objectives**

**i) Discuss how the Program's objectives fit with the Proponent's organizational mission and goals.**

As identified in the RFP, the purpose of this Program *is to support Clients in achieving and sustaining employment as quickly as possible.*

In order to achieve this goal, three outcomes must be met: 1) Clients will have increased independence through their attachment to Community and/or Labour Market; 2) Clients will receive services that align with the labour market needs of the Catchment areas; and, 3) Labour Market services and initiatives will align with the needs of employers and communities.

The objectives to support these outcomes closely parallel Open Door Group's organizational Mission and Goals.

Open Door Group was founded on the fundamental belief that individuals, regardless of their barriers, challenges and limitations can succeed in their efforts of increased independence, and actively contribute to society, if the 'right' type of support is provided. Open Door Group's efforts to support this belief go beyond serving 'only' the Client. We practice, as an organization, a holistic approach to our service delivery by considering the needs of our Clients, Employers, Community Service Providers, Government Partners and Staff. Each stakeholder, and our relationship with them, is important to the quality of our services and outcomes.

Open Door Group is results orientated. In order to achieve these results, we seek to always improve, always evolve in our engagement with the community and our stakeholders.

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**ii) Discuss how the Program fits with the Proponent's other businesses, services, operations, or activities.**

Open Door Group has been providing employment services for over 35 years. We've been working together with the Ministry as a contractor of employment services for 8 years and with the Federal government for over 13 years. Currently, 90% of our current

funding is for employment services. 10% of our funding is with the health authorities working with persons who have a mental health issue primarily within the area of leisure and rehabilitation.

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These fit will with the Ministry's 3 key outcomes and program objectives. They all, ultimately, lead to labour market attachment (or community attachment when labour market attachment is not possible at the time), alignment of services to labour market needs and alignment to employer and community needs.

In terms of a specific service, 5 years ago we went through a major transition within our EPPD program. We worked closely with our staff and other partners to ensure that the transitioning service was a smooth one. Given that the new Program will also require transitioning of clients, we are well prepared to implement the necessary processes and systems.

These are just some of the ways in which our existing businesses align themselves well with the principles, goals and components of the new Program.

**iii) Discuss how important the Program is relative to the Proponent's organization as a whole. Include relative indicators such as percentage of revenue, cost, number of employees or any other indicators.**

**iv) Demonstrate the Proponent's commitment to the objectives of the Program. Provide information on what steps have been or will be taken to ensure successful delivery of the Program's objectives.**

Open Door Group and its partners are committed to meeting and exceeding program outcomes. Historically, in both provincially and federally funded contracts that we've held, we've worked closely with all stakeholders to meet our funders' prescribed outcomes and objectives. Open Door Group has been providing employment services for over 35 years and our experience within the field positions us well to meet the objectives of the new program. Moreover, we are committed to aligning our internal strategies with those of the Ministry in order to make the program a success.

Pages 159 through 164 redacted for the following reasons:

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## 5) Proposed Services and Delivery Method

### a) Facilities and Human Resources

- i) Identify and describe the buildings, facilities, and/or equipments to be used for the Storefront, or other ESC service delivery channels. Your response should align with information supplied in Supplementary Template #4.

Services will be delivered through one main ESC at [S21]. There will be one major satellite office run by Open Door Group situated just across the road at [S21] reserved for multi-barrier Clients. A number of additional satellite offices will be available for specialized groups to receive services more tailored to their specific needs.

Specialized Groups may receive services through the following satellite or ESC locations:

| Specialized Population                  | Agency  | Location/Address   |
|---|---|--|
| Multiple Barrired                       | Open Door Group/SUCCESS                       | [S21]  |
| Aboriginal                              | ACCESS  | #110 – 1607 E. Hastings Street, Vancouver, BC<br>390 Main Street, Vancouver, BC<br>Mailing address: PO Box 21503, [s.19] |
| Victims of Violence/Abuse               | Battered Women's Support Services Association | [s.19]   |
| Immigrants                              | ISSofBC and SUCCESS                           | [S21]  |
| At-Risk Youth                           | PCRS – Broadway Youth Resources Centre        | 691 East Broadway Street, Vancouver, BC  |
| Francophone                             | La Boussole                                   | [S21] or,<br>612 East Broadway, Vancouver, BC  |
| Disabilities - General                  | Open Door Group                               | [S21]  |
| Physical & Sensory Disabilities         | Neil Squire Society                           | #100-2250 Boundary Rd, Burnaby, BC   |
| Hearing Impairments                     | WIDHH   | 2125 West 7th Avenue, Vancouver, BC  |
| Learning and Developmental Disabilities | ALDA  | #608 - 409 Granville Street, Vancouver, B.C  |
| Transgendered, Early Psychosis          | Gastown Vocational Services                   | #405 - 375 Water Street, Vancouver, B.C.   |
| Self-Employment                         | BCIT  | 3700 Willingdon Avenue, Burnaby, BC  |
| Self-Employment                         | SUCCESS                                       | #200-1755 West Broadway, Vancouver, BC   |
| Self-Employment                         | CMHA  | #110-2425 Quebec Street, Vancouver, BC   |
| Outreach                                | Carnegie Community Centre                     | 401 Main Street, Vancouver, BC   |
| Outreach                                | Covenant House                                | 575 Drake Street, Vancouver, BC  |
| Outreach                                | Britannia Community Services Centre           | 1661 Napier Street, Vancouver, B.C   |

Remote services will also be provided through our online solutions platform and through telephone services. Please see section below for a detailed description of our

remote/online service package. Please refer to the Operational Capability Section for information such as proximity to transit, parking availability and a general listing of the attributes of the ESC and the other channels of service delivery.

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#### **Accessibility for Specialized Populations**

S21

Pages 167 through 169 redacted for the following reasons:

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**ii) Describe when, how, and what it takes for the building or facilities to be acquired and set up for service delivery.**

S21

Pages 171 through 174 redacted for the following reasons:

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S21



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**iii) Discuss how the proposed building(s), facility(ies), and/or equipment enable service delivery as well as meet or exceed the requirements in this RFP. Describe any building/facility/equipment features that are included in addition to the requirements in this RFP.**

**Meeting and Exceeding RFP Requirements** The proposed facilities and equipment meet all requirements as stipulated in the RFP in terms of service provision, necessary equipment for Clients, accessibility and sufficient staffing in order to meet the needs of Clients and to meet overall demand. Please refer to the Operational Capability section for a description of the facilities in relation to the requirements. In terms of accessibility:

- ✓ The ESC storefront and all satellite offices are in close proximity to transportation routes (including public transportation) and parking is within close proximity.
- ✓ A general reception telephone line that will be centralized, will be monitored for calls during office hours and voice-mail services available for after hours messages.
- ✓ Hours of operation for the satellite offices will be from 9:00am to 5:00pm, Monday through Friday.
- ✓ Our office email address will be monitored during office hours.
- ✓ Effective public access for those with restricted mobility according to the BC Building Code standards for accessibility
- ✓ Meet the Ministry's prescribed signage requirements as per the Ministry's branding strategy

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Open Door Group and its partners will ensure that its employees and the employees of its service providers sign confidentiality agreements and that all staff receive appropriate privacy and security training. Moreover, we will obtain criminal record checks for all staff.

Open Door Group will provide both in-house and external education programs that support the ongoing requirement of maintaining information security. Such education will be provided to make staff aware of industry best practices and emerging trends with respect to information security.

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The ESC sites selected exceed requirements from a *facilities, accessibility and building* standpoint for the DTES catchment are for the following reasons:

✓

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- ✓ Our extensive network of specialty service providers gives the Clients a great deal of choice in how they would like to receive services – whether it be in the main ESC, or out at one of the offices dedicated to Clients with their specific needs.

- ✓ Transportation: all sites are close to major transit routes.
- ✓ All sites have adequate parking available.
- ✓ All sites meet wheelchair accessibility requirements.

**iv) Propose the staffing level for the Storefront and any other location (if any). Discuss how the proposed staffing level will be able to meet Clients' needs as demand for services fluctuates over time.**

In the chart below are our proposed staffing levels for both the ESC Storefront as well as the Satellite Office as per the numbers indicated in the RFP.

We will manage the fluctuations in demand for services by utilizing flow positions, in agreement with the union. We have also made some conservative estimations at this time with regard to client demand. We will aim for low staff turnover throughout this process by engaging in retention strategies.

Please refer to the Human Resource Capability section 1.e.ii for detailed information on how we will deal with Client's needs as demand for service fluctuates over time.



| DTES - ESC STOREFRONT        |            |                               |   |
|------------------------------|------------|-------------------------------|---|
| Position                     | # of Staff | Daily Client to Staff Ratio   | Description/Rationale   |
| Site Coordinator             | s.21       |                               | The Site Coordinator is responsible for managing operations at the ESC and for supervising Open Door Group staff. Any additional staff outside of Open Door Group's staff will be supervised by their respective employers. Please refer to 1.e.ii for further detail.                                    |
| Resource Room Facilitator    |            |                               | The Resource Room Facilitator will be responsible for supporting Clients conducting self serve job search activities. The client to staff ratio is 1 Resource Room Facilitator to 8.82 Self Serve Clients per day.  |
| Workshop Facilitator         |            |                               | A Workshop Facilitator will deliver all workshops to Clients. Based on best practices we are planning a ratio of one Facilitator to 14.7 Clients.   |
| <b>Total Program Staff</b>   |            |                               |   |
| Position                     | # of Staff | Monthly Client to Staff Ratio | Description/Rationale   |
| Disability Specialist        | s.21       |                               | The Disability Specialist will support Case Managers in defining specialized services for Clients with a disability.  |
| Case Manager: Tier 1         |            |                               | Each Case Manager will provide service to an estimated 28 new Clients per month. Based on ODG current practices and experience this will provide sufficient time to complete required services and action plans.  |
| Case Manager: Tier 2,3,4     |            |                               | Each Case Manager working with clients in Tier 2, 3, and 4 will provide service to a just over 14 new Clients per month. Based on Open Door Groups current practices and experience working with clients with more barriers, a reduced client load is necessary to provide the level of service required. |
| Workshop Facilitator         |            |                               | It is estimated that 7 Clients will be registered in workshops with each Workshop Facilitator per day. From past experience and varying level of client need, we will not go over 7 clients.  |
| Job Developer                |            |                               | The Job Developer will work with Clients who require individualized supports once the action plan is complete in order to secure and maintain employment. It is estimated that each Job Developer work with 4.5 new Clients per month.  |
| <b>Total Case Management</b> |            |                               |   |

|   |                   |                                      |   |
|---|-------------------|--------------------------------------|---|
| <b>and Case Managed Staff</b>                       |                   |                                      |   |
| <b>Total Variable Staff</b>                         | s.21              |                                      |   |
| <b>SATELLITE</b>                                    |                   |                                      |   |
| <b>Position</b>                                     | <b># of Staff</b> | <b>Daily Client to Staff Ratio</b>   | <b>Description/Rationale</b>  |
| Site Coordinator                                    | s.21              |                                      | The Site Coordinator is responsible for managing operations at the ESC and for supervising Open Door Group staff. Any additional staff outside of Open Door Group's staff will be supervised by their respective employers. Please refer to 1.e.ii for further detail.                                    |
| Resource Room Facilitator                           |                   |                                      | The Resource Room Facilitator will be responsible for supporting Clients conducting self serve job search activities. The client to staff ratio is 1 Resource Room Facilitator to 8.82 Self Serve Clients per day.  |
| Workshop Facilitator                                |                   |                                      | A Workshop Facilitator will deliver all workshops to Clients. Based on best practices we are planning a ratio of one Facilitator to 14.7 Clients.   |
| <b>Total Program Staff</b>                          |                   |                                      |   |
| <b>Position</b>                                     | <b># of Staff</b> | <b>Monthly Client to Staff Ratio</b> | <b>Description/Rationale</b>  |
| Disability Specialist                               | s.21              |                                      | The Disability Specialist will support Case Managers in defining specialized services for Clients with a disability.  |
| Case Manager: Tier 1                                |                   |                                      | Each Case Manager will provide service to an estimated 28 new Clients per month. Based on ODG current practices and experience this will provide sufficient time to complete required services and action plans.  |
| Case Manager: Tier 2,3,4                            |                   |                                      | Each Case Manager working with clients in Tier 2, 3, and 4 will provide service to a just over 14 new Clients per month. Based on Open Door Groups current practices and experience working with clients with more barriers, a reduced client load is necessary to provide the level of service required. |
| Workshop Facilitator                                |                   |                                      | It is estimated that 7 Clients will be registered in workshops with each Workshop Facilitator per day. From past experience and varying level of client need, we will not go over 7 clients.  |
| Job Developer                                       |                   |                                      | The Job Developer will work with Clients who require individualized supports once the action plan is complete in order to secure and maintain employment. It is estimated that each Job Developer work with 4.5 new Clients per month.  |
| <b>Total Case Management and Case Managed Staff</b> |                   |                                      |   |
| <b>Total Variable Staff</b>                         |                   |                                      |   |



## **b) Self-serve services**

### **i) Describe the specifics of the services to be provided within the Storefront, and/or through other service delivery channels, as part of self-serve services.**

Self Serve Services delivered by the Employment Network of the Downtown Eastside (EN-DTES) enable all job seekers to access services independently as possible. All job seekers who first access the ESC will be provided an Initial Screening, and Orientation. The information received from the job seeker will assist the Self Serve Specialist best direct job seekers to appropriate services (i.e. resource centre services, self-serve workshops, or Case Management). The Self Serve Services include access to:

- Self-Serve Resource Area
- Information on Job Opportunities and Labour Market Information
- Employment Resource Materials
- Community-based Services
- Self Assessment Tools and Employment Focussed Workshops
- Equipment to Assist in Job Searching (i.e. telephone, fax, printers, etc...)
- Translation and Interpretation Services
- Apprentice support for non-case managed apprentices
- Financial Supports for eligible non-case managed Clients

#### Accessing Self Serve Services

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All locations are physically accessible, culturally appropriate, and welcoming and inclusive. A Floor Plan demonstrating the layout and location of information and resources in the Self-Serve resource area is in section 5. These following locations have been established based on their geographic suitability to The Downtown Eastside Catchment specific population and demographics and accessibility to facilities and equipment necessary to effectively deliver the self services.

#### ***Our Self-Serve Service map for Downtown Eastside***

|                             | <b>Self Serve Resource Centre</b> | <b>Self Serve Workshops</b> | <b>Translation &amp; Interpretation</b> |
|-----------------------------|-----------------------------------|-----------------------------|---|
| <i>EN-DTES - ESC</i>        | ✓                                 | ✓                           | ✓                                       |
| <i>EN –DTES - Satellite</i> | ✓                                 | ✓                           | ✓                                       |
| <i>ACCESS - Aboriginal</i>  | ✓                                 | ✓                           | ✓                                       |

Telephone:



The ESC operates a staffed centralized telephone system with automated answering and voicemail services. Clients are able to speak directly to ESC staff by calling the ESC. Automatic greetings and a telephone tree are enabled outside of regular business hours providing callers with information and directions to the ESC and our website address, and providing voicemail message services. Messages are reviewed, directed or returned at the opening of each business day.

ESC Self-Service Specialists are available to receive and return messages to Client callers. They provided information on how to locate and find information at one of our facilities or through our website and direct callers to appropriate community services to meet their needs. For citizens who are not able to access the EPB location and do not have internet access, ESC staff offer to mail print information and resources. Staff also link callers to our specialized outreach/itinerant services by directly transferring the call to the outreach/mobile services practitioner or service provider, or taking the caller's name and phone number, and having our outreach services practitioner for details on services and scheduling of appointments in a way that best meets the needs of that Client.

#### Website and Online:

First time visitors and returning Clients will be able to access information and limited Self-Service services through the Employment Program of Burnaby website. The website offers the following information and services with site usage, page views and visits will be tracked:

- *Welcome to Your ESC* text and audio files describing the ESC and Self-Serve Services (the Menu of Services)
- How To step by step guides in print and streaming video offering Clients a guided tour of the ESC Menu of Services available on the website and at all the locations.
  - Besides French our PDF copies of all ESC information will be provided in Chinese, Korean, Punjabi, Tagalog, Farsi
- Promotional Materials that encourage web visitors to contact the ESC and access the store front for assistance as meets their needs
  - Online access to tutorials, tips, and resources on job related activities (text and video)
  - Links to Provincial and Federal Labour Market Information
  - Resource Links to local community events
  - Links to the EPB Facebook page
  - Current EPB Twitter (tweets)
  - EPB blog postings
  - Login access from the website to the ESC's facilitated online job search and employment-related (ESS) Workshops

Clients are able to connect directly with ESC staff through a secure email link, by posting messages on the EPB Facebook page, and also by following the Centre on Twitter and the EPB blog. These communication avenues are monitored by staff and responded to within 24 hours.

- ii) Describe in detail how the self-serve services will be set up, maintained, updated, and delivered at the ESC, including, for example, how Client**

**assistance will be offered in the staffed self-services resource area and how translation/interpretation will be provided as needed for Clients.**

The Employment Network of the Downtown Eastside (EN-DTES) ESC's are designed to promote the use of the Self-Serve career and employment resources, information and materials by Clients in as self directed a manner as best meets the needs of each individual. EN-DTES has designed the ESC's and the Self-Serve resource area to be professionally appointed, easily accessible, safe, comfortable and welcoming environments which take into consideration the range of visitors and Clients accessing the ESC from the general public and specialized populations. By utilizing an open space design concept in the Welcome Area and Self-Serve resource area, the ESC offers both physical and visual ease of accessibility.

The design allows for easy monitoring and assistance of person's arriving and exiting from the Centre, and for Self-Serve Specialists to monitor Clients utilizing the Centre services throughout the day. The intension of the layout is to create for Clients and first time visitors a sense of inclusion as soon as they walk in by visually engaging them in the ESC activities and flow, and providing ease of access and interaction with resources, information and ESC staff.

**Awareness & Navigation Services (Self-Serve Component)**

**Greeting** - Upon entering the ESC Welcome Area, all visitors and Clients are greeted by ESC Self Serve Specialists. ESC staff is multilingual and trained to recognize, respect and effectively support a diverse range of Clientele. The ESC incorporates an open layout design which assists visitors, by staff having visual sight lines from the Welcome area through to the resource area allowing for timely acknowledge and greeting of visitors and Clients.

**Initial Service Screening** - As a component of the welcoming process, the Self-Serve Specialist will conduct a brief screening interview to assist in determining the purpose for a Clients' visit. This is an informal but informative step in welcoming first time visitors to the ESC and ensuring they are directed to and provided with the most appropriated services to meet their needs. The initial service screening interview is expected to encompass the following information:

- Asking the Client their reason for seeking services at the ESC
  - Self-identification of job search service needs
- Collecting their Name, Postal Code, Contact Information
  - Clients residing within the catchment area are welcome to utilize the Self-Serve resource area.
- Capturing the Client's recent employment and education history
- Inquiring if the Client has accessed employment support services previously
- Asking questions related to the Client's understanding, comfort and ability to be independent in the Self-Serve resource area
- general questions relating to potential eligibility for Case Management and Financial resources, supports, programs, and benefits (i.e.: current/past employment status, EI, BCEA benefit history)
- High-level questions on potential barriers: e.g. Housing, Disability, Language Level

**Employment Readiness – Level of Support that may be required** - Upon completion of the initial service screening process, ESC staff will be better able to identify and determine if Clients are prepared to be successful in an independent job search using self-service services, or may benefit from a higher level of assistance through the ESC services.

**EI Eligibility** - The Self Service Centres are available for all Citizens; however, some ESC Case Management services are only available to EI Clients and/or BCEA Clients. ESC staff will ensure Clients understand this eligibility requirement, the limitations to services depending on the status and assist Clients to verify their EI eligibility if the initial service screening questionnaire indicates this need. Whether Clients are being assisted by staff or completing the verification in a self-directed manner using our How To step by step guide (available on each computer and telephone station in the ESC). ESC staff and the How To Guide provide information on accessing the My Service Canada website link and/or telephone number, utilizing the Clients current User Access ID code or creating a new Access Key account, and will describe how to complete that information guiding the Client through confirmation of their EI status. Clients are also pointed to the “My Service Canada Account” Video Centre on this government website as well. Determination is made if a Client has had employment services, if they have, a review of Client involvement is completed and documented

**Identifying employment Readiness Skills and Strengths** - Clients identified as benefiting the most from one-to-one assistance to identify employment readiness will be scheduled directly into a meeting with a Case Manager for a MDNA as the first step in the Formal Needs Assessment process. Clients who would prefer to identify their Employment Readiness factors through a self-exploration process before engaging in the FNA will attend the ESS *Identifying Employment Readiness and Skills Strengths* workshop. Upon completion of the workshop, Clients who self-identify as benefiting from Case Management support will be scheduled for an MDNA as the first step in the FNA process.

**FNA Referral** Clients referred to the FNA are provided an overview of the process allowing them the opportunity to be informed about the intent and structure of the meeting with the Case Manager and to begin personal self-reflection to increase readiness for the meeting. Self-Service staff will provide Clients with a *Collection of Client Readiness Information* (CCRI) form to assist in establish further eligibility and details and prepare them for either a self-exploration workshop or direct referral to the FNA. Once an MNDNA appointment is schedule for a Client, ESC staff enters all information collected in the *Collection of Client Readiness Information* into the ICM.

**The Self-Serve Resource Area Access** - New and returning Self-Serve Clients sign into the resource area at the Welcome and reception when arriving for each visit. Only those Clients accessing: Financial Supports; Participating in self-serve employment focused workshops; and Clients scheduled for an FNA with a Case Manager are provided with or have a Unique Identifier confirmed and tracked with each visit. Clients who do not require a Unique ID are required to sign-in allowing the ESC to track and monitor use and flow of the resource area. Self Serve Specialists will be stationed throughout the resource Centre monitoring Clients and offering assistance as needed to self-service and case managed Clients.

**BCEA – Referrals** -Ministry referred BCEA Clients will be scheduled for an interview with a Case Manager within 10 days of the referral. EAW referring staff will be provided with information packages related to the EN-DTES ESC services, location and transit maps to share with their Clients and the name and contact information of the Case Manager meeting with their Client. Clients referred to the ESC will be welcomed and directed to the Self Serve Specialist to check in for their scheduled appointment. Clients will be asked to complete an Information Form to confirm their name, address and/or contact information, which is accompanied with information about consent to participate and disclosure of personal information for service purposes. BCEA referred Clients will have their Unique Identifier information verified through the ICM upon arrival for their appointment and completion of the Information form.

**Other Referrals** - Individuals referred to the ESC through Community and Employer linkages, organization and outreach/itinerant service providers will be welcomed as detailed in the Greeting, Orientation and Screening services section listed above. Direct referrals to Case Managers will be screened prior to receiving an appointment

**Orientation** - First time visitors receive an escorted orientation of the Self-Serve resource area and are offered a Welcome brochure providing details about all services available at the ESC under our *Menu of Services*. Clients receive guidance on the location of information and resources that match their self-identified job search needs and are provided with details regarding efficient use of the resource area. The greeting, orientation, and initial service screening process will take approximately 10-15 minutes to complete after which Clients will access the resource area in a self-directed manner and be provided with assistance as requested and/or as identified by the Self-Serve Specialists. During times when Client flow is high, ESC staff will implement small group orientation sessions delivered sporadically during business hours to provide new Clients and Visitors a more in depth overview of the resource area than may be allowed during peak access times. The orientation service is set up to ensure all users of the self-serve services are aware of the available job search supports in the ESC including: career and employment information and resources, equipment,

The ESC promotes independent use and navigation of the Self-Serve services by Clients with strategically placed signage and *How To* information that clearly identifies and explains the intended ways information can be accessed and utilized by Clients. The *Welcome to Your Employment Network of the DTES ESC* brochure, utilized in the orientation process, includes a floor plan and resource location information on the back. The resource area has signage posted above work and resource stations identifying the collection of information located at the station.

**Menu of Services** - The ESC's *Welcome To Your Employment Network of DTES ESC* brochure describes the Menu of Services offered at the ESC and encourages self-directed use of the Centre. The brochure is located throughout the ESC, on the website and displayed in community organizations throughout the catchment area. It promotes a positive and productive experience for all Clients no matter the access channel the Client is utilizing.

- The brochure is published in the top 5 languages identified for DTES ( Chinese, Korean, Taglog, Punjabi and Farsi)
- is available in large print versions, streaming video on all resource area computers and the EPB website
- Clients, community organization and employers may also access the information provided in the brochure and the Menu of Services through ESC computers, the website

A Calendar of Events promoting upcoming and regularly scheduled information sessions, workshops, employer and community networking and presentation events are posted throughout the welcome and resource area, are published on the website, and continually updated and maintained by Self-Serve Specialists.

The Menu of Services and Calendar of Events provide the following information and details:

- **Continuously updated job postings available online and in print**
- **The Employers Corner:** Catchment business information and Employer Presentations on topics such as: Perfecting the Job Interview; What Your Employer Expects from You; Lifelong Learning – how to continually develop your career and employability skills; Canadian Workplace Culture – What you need to know!; and Your Rights as an Employee in BC
- **ESC hosted Job Fairs, Employer Presentations and Networking Opportunities**
- **Labour Market Information** such as: Online and Printed LMI in Multiple Languages; Targeted Labour Market Information to meet job seekers employment goals; Career Profiles and Where the Jobs Are
- **Career and Job Search Workshops** – group and facilitated online such as: Understanding Labour Market Information and job targeting; Resume and Cover Letter development and customization; Finding the Hidden Job Market and internet job searching; Effectively Marketing Yourself; Dynamic Networking – How to create and sustain connections that will help you secure a job
- **Community Services Information** to local organizations that offer free or low cost services. Current information provided through print and online Directories, information packages, Community Service presentations, and direct referral services and follow up.
- **Leading edge job search equipment** accessibility enabled technology: computers, printers, scanners/copiers, internet with wireless access, fax machines, telephones and voicemail services
- **Training Opportunities** information and referrals to skills development training (schools, institutions, courses)
- **Translation & Interpretation Services** Delivered onsite in Chinese, Korean, Taglog, Punjabi and Farsi
- **Apprentices** Information and details regarding available financial supports
- **Employment Related Financial Supports**
- **Career and Employment Counselling services (case management).**

**Staffed Self-Serve Resource Area** The Self-Serve Specialists are career and labour market information specialists skilled in customer support services. They are positioned at modular workstations within the resource area and primarily work in the welcome and resource areas of the ESC. They may also facilitate or assist with job search and employment related (ESS) workshops. Self-Serve Specialists are S21 and

trained to work with job seekers potentially facing barriers to self-sufficiency, including: language, physical and/or emotional accessibility challenges. Each ESC is continually staffed with a minimum of two Self-Serve Specialists at any given time. This level of staffing ensures availability for Client support services, efficient and ongoing maintenance of all the service resources, including:

- up-to-date job board postings on our Hot Jobs Marque
- consistent monitoring, scheduling and updating of workshop schedules
- maintenance and upkeep of occupational, educational, LMI and job search information which is thematically grouped and arrange into the EPB resource station collections

The Self-Serve Specialists are accountable for administering the resources of the Self-Serve resource area to ensure they meet Client and community need. To ensure all information and resources are current, accurate, sufficient and appropriate for Client needs, the ESC maintains a database cataloguing and tracking system for print, audiovisual, internet and electronic resources. The system tracks all information provided to Clients through the various delivery channels (ESC facilities, websites, telephone and outreach).

**Client Flow** Self-Serve Specialists and ESC reception staff are accountable for managing Client flow into, out of and through the welcome and resource area. EN-DTES service requirements meet and exceed those of the Ministry by implementing systems, processes and staffing levels that drop in and self-referred Clients wait no longer than 15 minutes to access services and staff support. Current Clients are able to schedule time on resource area computers identified for reservations purpose in 30, 45 and 60 minute increments. At 1/3 of all computers are continually available and are not included in reserved computer system so they are readily available for short term access.

**Assisting Clients** Self-Serve Specialists focus on ensuring individual Client self-sufficiency in the resource area. They constantly monitor the resource area and for access to services resources and/or ensure timely access to computer and are readily available to support Clients who seek assistance, and/or offer support when Client need has been identified (either through the initial screening process or at any time a Client is accessing the resource area.) Clients' needing assistance to identify and utilize the employment resources and self-serve services in the most self-directed manner is offered brief learning focused services. These brief services are offered with the goal of facilitating the Client's independency and job search success, and include:

- Use of resource area computers: password and log-in assistance; directions to software and bookmarks; Job search software tutorials; online application assistance
- Describing and providing tools and resources related to effective work search techniques
- Assistance in identifying and utilizing appropriate LMI information that meets the Client's identified job search target and reading level
- Demonstrating the best way to navigate the LMI and job search themed resource station collections
- Offering assistance with identifying appropriate self-serve components of the ESS Workshops

- Learning how to self-register for identified ESS workshops utilizing the online registration system which is available on resource area computers, or by registering with the ESC staff directly
- Providing contact and service information, and/or directly referring Clients to community and government programs that may meet a presenting or emerging need that is outside the scope of the ESC services.

When Self Serve Specialists identify Clients who require more in depth assistance than the brief learning services offered in the resource area, they will engage the Clients in a review of their initial screening and refer the Client to Case Management services.

### **Crisis Care Referrals**

Self-Serve Specialists to monitor and identify Clients who may need crisis care services. ESC staff is trained in the management of crisis situation. The role of ESC staff in a crisis situation is not to provide all the supports required for a crisis intervention. Rather they execute the following steps as a means of connecting the individual in crisis to the resources and services best able to meet their need. Self-Serve Specialists meet with Clients in one of the EBP consultation rooms to ensure a Clients' privacy is protected and encourage open communication:

**Assessment:** Identify what happened during the crisis and the individual's response to it. The Client's response may include an emotional response (fear, anger, guilt, grief); mental reactions (difficulty concentrating, confusion); physical reactions (headaches, dizziness, fatigue); and behavioural reactions (sleep and appetite problems, isolation, restlessness). Assess the individual's potential risk for suicide. Collect information about the individual's strengths, coping skills, and personal support system.

**Education and Intervention:** Empathize with the Client and help them understand that their response to the situation is normal. Help connect that individual to the immediate resources and supports they need. In most cases, you should be seeking an external service to assist the Client with coping & problem solving – not attempting to provide this support yourself. Provide support to the Client in taking action: whether that is contacting their family doctor or other medical professional; a crisis line; a community service provider; or a family / friend for help.

**Follow Up:** Agree on a follow up plan with the Client. Let them know that you'll be checking in with them at a specific time and ensure that you follow through on your commitment. Ensure that you are keeping your leader apprised of the situation until it has been resolved.

### **Establish or Confirm Unique Identifier**

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### **Access to Information on Job Opportunities**

Within the resource centre, several formats to display current job opportunities and hiring information are used. The ESC utilizes various resources to ensure optimum success for Clients. Information on job opportunities and hiring will be available as hard copy, digital and virtual form. The ESC is the key catalyst in ensuring that the job opportunities are updated and valid on an ongoing basis. To promote job and hiring information in a clear and organized way to job seekers, postings are categorized by industry. These resources are available at each ESC storefront, through outreach and itinerant services, and one-on-one services, group and online workshops. By providing access to information on local job opportunities in a variety of methods, formats and languages, the ESC can effectively assist all Client groups gain wider access to employment opportunities, and assist them to meet local employers through promoting available jobs. The ESC resource area includes the following job opportunities resources:

**Job Boards** Maintained Job Board, listing current opportunities by industry. The job boards are paper based, as well as visible on an electronic monitor that allows for the most up-to-date opportunities to be displayed. The digital Job Board is similar to a scrolling marquee that displays the most current employment opportunities in the local labour market.

The Job Board includes opportunities listed on Service Canada, eluta.ca, and other job board sites. Employment opportunities that have been developed by ESC staff and leads that have been generated through employer partnerships are also posted on the board.

**On-Line Job Matching System:** The ESC Online Job Matching system (e.g. the netWORK) is a tool that employers can use to post employment opportunities (both paid and volunteer), while specifying the experience, qualifications, and skills required. Registered Job Seekers create a profile, with the assistance of staff in the resource centre, that includes their skills set and occupation type of interest. The Online Job Board matches Job Seekers to employment opportunities that have been posted and match their skills and interests. Job opportunities are posted by employers, and after being verified by an Administrator to ensure the integrity of the posting. Job postings are completed using a template to ensure the necessary information on the opportunity is available to the job seeker. The type of information collected includes: Job Title; Occupation Type (using NAICS categories); Terms of Employment (Full-time, Part-time, Contract, etc); Educations, Qualifications, Skills; Start and Expiry Date; Salary Wages.



The Online Job Board allows the ESC to facilitate suitable matches between ESC Clients and local employers. In addition, the Online Job Board allows for reporting functions which provides information around the types of jobs being sought to fill in the community, required skills and experience from employers, and the effectiveness of the Online Job Board itself. The Online job Board is a user-friendly solution. Written and visual tutorials are available in paper based and online forms, in addition to ESC staff being available to assist Clients in registering and using the system.

### **Job and Career Fairs**

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**External** - Using a wide network of information to access local hiring events, the ESC promotes and displays upcoming events that may provide access to job opportunities and hiring information to ESC Clients. Local hiring events will be listed on the Job Board (paper-based and electronic), and will be posted on the ESC website. Clients, who have registered with the ESC to receive updates on hiring activity, are notified via email of upcoming events.

**Social Media** The EN-DTES recognizes that having a presence on Social Networks is an effective method to engage the community, employers and Clients. Tools such as Facebook and Twitter are an alternative method to connect community members to resources, events, and updates on the ESC services and local labour market. Using Social Media such as the EN-DTES ESC Facebook page provides an additional channel to engage and promote the services and resources available through the ESC. Maintaining the ESC's Social Media presence is a specific function of an ESC's role, to ensure that information is up to date and of value to the audience. For example, as part of the ESC Social Media plan, the ESC utilizes new technologies and social media as a method to provide access to job opportunities and hiring information. These methods include: ESC Facebook page – lists upcoming internal and external job-related events; Twitter – provides hot job leads through “tweets” to registered followers.

**Traditional Access to Information on Job Opportunities** In addition to the resources listed above that are focused on generating opportunities for ESC Clients to the “hidden” job market, the ESC will also provide access to information on job opportunities and hiring, through traditional means. These include:

- Current newspapers including local publications and Employment paper.
  - o Multi-lingual and culturally-focused publications are available in the ESC

- Listing of Job Search and Opportunities websites
  - o Service Canada – Job Bank
  - o Monster.ca, Workopolis, eluta, Craigslist and more

### **Directory of Community Based Services**

The EN-DTES Name ESC is a key cornerstone of linking community based services within DTES. Information on available services, directly and indirectly employment-related, will be available at the ESC. The ESC staff ensures information on available Community services is up-to-date and includes services across the community. In addition to regular communication through operational connections, the ESC formally meets with the DTES Community Advisory Group, made up of Community Service Providers who serve the DTES area. Please refer to the Community Connection section for a full-list of the members. As part of the mandate of the group, an exchange of information on updates to available programs and services occurs and is relayed at the ESC for Clients to access.

ESC staff is knowledgeable on available community based services and potential referral processes. The directories of community services are all encompassing of all members of the DTES community including specialized populations who are accessing services from the ESC or satellite locations. Information is available in a paper-based form and online. Information is provided in multiple languages and text to speech technology is used to translate information to persons who are visually impaired. In addition, ESC staff is available to assist Clients in identifying and navigating to community-services. The ESC resource room includes a Community Board that lists:

- Community service provider partners and information on how to access services
- Upcoming Community events that may benefit or be of interest to ESC Clients
- Current brochures and information packages from various Community Service providers

In addition the community board and paper-based directory, information on community services is available on the ESC website within a dedicated Community Resources section. Through close connections with DTES Community Service providers, there is opportunity for service providers to present in-person information to Clients in the ESC who may benefit from a specific community-based service. These services are optimal for local Clients, markets, employers and communities by providing access to information on local community resources, Clients are connected to services and resources that will support them in increasing employability and attachment to the local labour market. By providing this information in a variety of methods, formats and languages, the ESC can effectively reach all Client groups, gain a wider access to community resources, and help meet local service providers through promoting programs and resources.

### **Employment Resource Materials**

A variety of Employment Resource Material is provided at the ESC as well as being accessible remotely from the EN-DTES website. The partners collect and collate the most effective employment resource materials that have been used to best serve all members of the DTES community. The employment resource material used through the EN-DTES is based on what has worked effectively for meeting the needs of the Client populations each of the five organizations have served. This includes general, youth,

persons with disabilities, immigrants, aboriginal, Clients with multi-barriers, older job seekers and survivors of violence and/or abuse. Employment Resource Material is provided through several means, including:

- Print based handbooks and toolkits for job-search related activities
- Individualized Labour Market packages that are generated from a job seeker self-assessment and information from the DTES labour market
- Online access to tutorials, tips, and resources on job related activities – word based, and visual.
- In-house workshops for writing resumes, cover letters, job search, job preparation, career exploration, and understanding the local labour market.
- Facilitated online workshops for writing resumes, cover letters, job search, job preparation, career exploration, and understanding the local labour market.

Employment Resource Material is available to all Clients that are served by the ESC. Print based-handbooks and online information is available in multiple languages including Cantonese, Mandarin, Punjabi, and Tagalog. Employment resource material that is specific to a specialized population is available through the ESC. For example, job-search tips and information such as disability supports in the workplace is available.

### **Equipment to Assist in Job Searching**

Connecting ESC Clients efficiently to resources and equipment to assist in Job Searching is a priority at the EN-DTES. The resource room is equipped with sufficient computers to accommodate the number of visits. Please refer to the Facilities section for a detailed listing of equipment that is used in the ESC.

Considerations for each Resource Room Equipment include:

- Sufficient number of computers, phones (available in booths for privacy), fax machines , scanners, printers, photocopiers to limit potential wait-time of Clients to under 15 minutes
- Quality and currency of equipment and software used
- Meets all privacy requirements regarding ESC and Client information
- Security to mitigate risk of damage or breach of privacy
- Accessible to all ESC Clients

The quantity and type of available equipment is based on the number of Clients that will be accessing the ESC. In addition, the equipment and software provides accessibility to all Clients who may be accessing services. The ESC works closely with the Disability Service Network which includes Open Door Group, Neil Squire Society, CNIB (Canadian National Institute for the Blind,) WIDHH (Western Institute for the Deaf and Hard of Hearing), and ALDA (Adult Learning Development Association) to ensure and accessibility needs in relation to equipment and software are met within the ESC.

### **Self-Assessment Tools**

Self Assessment tools offer accessible and structured processes for Clients to:

- understand their own employment readiness
- define areas of strength and areas of growth related to employability and essential skills
- identify issues interfering with effective job search and/or job maintenance

- explore and define their personal characteristics (interests, personality type, and values)
- identify transferable skills by competence and desire to utilize existing skills
- generate occupational possibilities and define job search targets
- understand
- clarify job search goals and workplace drivers

Clients can access assessments through pen and paper or online delivery. We have compiled a suite of self-serve assessments that meet varying Client needs and our Resource Center Facilitator will assist Clients to select and focus on appropriate tools. We have signage indicating that ESC staff are available to assist in interpreting results and we provide Composite worksheets that Clients can use to record the outcomes and learning that they made through the use of Self-Assessment tools. Clients can also register in Workshop to learn about self-assessment tools and to gain support in interpreting them.

We have identified our most often utilized online assessments; however we have many additional pen and paper activities that clients can access and a comprehensive list of online assessments that enables us to provide more targeted solutions for differing client needs.

#### ***Comprehensive Career Assessments***

| Pen & Paper or Card Sorts  | Online   |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Career Pathways – Quick Trip</li> <li>▪ Career Decision Making System Revised</li> <li>▪ Career Flow: A Hope Centred Approach to Career Development</li> <li>▪ Guiding Circles – Booklet 1 Understanding Yourself</li> <li>▪ What Colour is Your Parachute</li> </ul> | <ul style="list-style-type: none"> <li>▪ Career Cruising – Online Career Planning &amp; Guidance System <a href="http://www.careercruising.com/">http://www.careercruising.com/</a></li> <li>▪ Career Insite <a href="https://careerinsite.alberta.ca/careerinsite.aspx">https://careerinsite.alberta.ca/careerinsite.aspx</a></li> <li>▪ Type Focus Careers <a href="http://careers.typefocus.com/">http://careers.typefocus.com/</a></li> <li>▪ Career Motion – Web-based Guidance Tool (described below)</li> </ul> |

#### ***Employment & Job Search Readiness***

| Pen & Paper or Card Sorts  | Online   |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Work Motivation Scale</li> <li>▪ Planning on Purpose Cards</li> <li>▪ Job Search Attitude Inventory, 4<sup>th</sup> Edition</li> <li>▪ Career Thoughts Inventory</li> <li>▪ Barriers to Employment Success</li> </ul> | <ul style="list-style-type: none"> <li>▪ Employment Readiness Scale <a href="http://www.employmentreadiness.com/">http://www.employmentreadiness.com/</a></li> </ul> |

#### ***Employability, Essential & Transferable Skills***

| Pen & Paper or Card Sorts  | Online   |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Knowdell Motivated Skills – Card Sort</li> <li>▪ SkillScan Advanced &amp; Professional Pack</li> <li>▪ Transferable Skills Checklist</li> </ul> | <ul style="list-style-type: none"> <li>▪ Identifying Skills – University of Toronto <a href="http://www.careers.utoronto.ca">http://www.careers.utoronto.ca</a></li> <li>▪ Essential Skills – Self Assessments from HRSDC</li> <li>▪ Blueprint for LifeWork Design Quiz (at <a href="http://jobsetc.gc.ca">jobsetc.gc.ca</a>)</li> <li>▪ Abilities Quiz at <a href="http://jobsetc.gc.ca">jobsetc.gc.ca</a></li> </ul> |

#### ***Personal Characteristics***

| Pen & Paper or Card Sorts  | Online   |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Knowdell Values Cards</li> <li>▪ Career Interest Card Sort</li> </ul> | <ul style="list-style-type: none"> <li>▪ Type Focus</li> <li>▪ Workplace Values Exercise – Quintessential Careers</li> </ul> |

#### ***Generating Occupational Options***

| Pen & Paper or Card Sorts | Online |
|---------------------------|--------|
|---------------------------|--------|

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Career Decision Making System Revised</li> <li>▪ Transition-to-Work Inventory</li> </ul> | <ul style="list-style-type: none"> <li>▪ Career Cruising</li> <li>▪ Career Insite</li> </ul>   |
| <b>Career &amp; Work Drivers</b>  |  |
| Pen & Paper or Card Sorts   | Online   |
| <ul style="list-style-type: none"> <li>▪ Planning on Purpose Cards</li> <li>▪ Work Motivation Scale</li> </ul>                    | <ul style="list-style-type: none"> <li>▪ Career Drivers Assessment<br/><a href="http://www.careerdriversassessment.com">www.careerdriversassessment.com</a></li> </ul> |

Primarily, Clients are referred to the Career Cruising website due to its Canadian content and reputation within the career development industry. Career Cruising is a reasonably priced service the EN-DTES provides for free to all Clients. Clients are provided with a card that has the website address, Username and Password utilized across the Self-Serve services and they are shown how to access the self assessment tool if necessary.

Clients are also directed to print Self Assessment tools and resources located in the resources area, including publications such as:

- What Color Is Your Parachute? (Book and Workbook) – by Richard Nelson Bolles
- Do What You Are – by Paul D Tieger & Barbara Barron
- The Career Adventure, your guide to personal assessment, career exploration and decision making – by Susan M. Johnston & Sandra Moniz-Leece
- Follow Your True Colors to the Work You Love - by Carolyn Kalil
- Strengths Finder 2.0 – by Tom Rath
- Finding Your perfect Work – by Paul and Sarah Edwards
- Where Have I Gone Right? – by Jim Hayhurst

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### **Employment Focused Workshops (Self-Serve Components)**

Self-Serve Clients access job search and employment related (ESS) workshops as non-case managed Clients. These workshops are provided on a rotating schedule to meet Client need and demand and Clients wait no longer than 10 business days to participate in any workshop topic. A Self-Serve Workshop Calendar providing information about the topic, the length of the workshop and links to the workshop schedule. Workshop outlines and job search and employment learning objectives and outcomes are detailed in the Calendar. The Workshop Calendar is available in the resource area for Client and ESC staff reference.

Self-Serve Specialists assist Clients in the resource centre to self-select those workshops which most meet their job search and employment needs. After selecting workshops for attendance, Clients register with an ESC Self-Serve or through the online Workshop Schedule. In order to register for a workshop, all Clients need to have been provided with a Unique Identifier.

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According to 2006 Census data, the top five non-official languages spoken at home in order of prevalence are: Chinese, Mandarin, Cantonese, Korean, and Punjabi. In addition, "Priority Languages" as identified by the province in its current RFP for Settlement and Integration services are Cantonese, Mandarin, Tagalog, Punjabi, French. Languages are based on the most commonly spoken languages in the Burnaby community. Accessible technology is based on accommodating Clients with sensory disabilities such as visual or hearing impairment.

The ESC resource room will be staffed with multi-lingual staff who between the team will speak at least two additional languages to English. In addition, two major partners of the Employment Partnership of BC, SUCCESS and ISSofBC have extensive experience serving multi-lingual and culturally diverse populations within the DTES community.

In addition to multi-lingual staff, printed material and online resources is available in multiple languages based on the top five languages that reflect the DTES community residents. In line with providing services that are accessible to all DTES community members, the ESC works closely with the Disability Service Network to ensure and accessibility needs are met within the ESC and also in terms of providing access to information and resources online.

Speech to Text/Text to Speech technology will be available within the ESC. In addition, the ESC employs a key staff member who is ASL (American Sign Language). The ESC maintains network, including the DSN, which will be available to provide translation and interpretation services when needed.

### **Non-case Managed Apprentice Applications**

Apprentices who are sponsored by an Employer or is being supported by his or her Union Hiring Hall in obtaining an Employer Sponsor, will not be case managed at the ESC; however, have access to support in completing applications for Financial Support in order to attend technical training located within the DTES.

The online application which is an ICM joint application design is accessible to the Ministry, the ESC and the Client. Clients may receive assistance in completing the application in-person or over the phone, as it is a web-based process. For those Clients who may have difficulty completing the application online, the ESC will provide a paper-based version of the application and subsequently enter the information on the automated system. Assistance in completing applications to non-Case managed Apprentices will be offered to Clients who are attending training within the DTES. Because the application process is web-based, assistance in completing applications to non-Case managed Apprentices can be provided through multiple service delivery channels in DTES including in-person at the Storefront location, at one of the three itinerant locations, or over the phone.

The online application process for Financial Supports is estimated to take 30-40 minutes. The level of assistance for eligible Clients will vary from individual to individual. Once the application has been completed, the Self Serve Practitioner works with the Client to use the automated forecasted financial supports amount to plan a budget for the period that he or she will be attending training.

When technical training begins, the Training Institute will notify the ESC if the Client is attending, upon which the ESC will update the online application status accordingly. This will trigger the Ministry to begin the Section 25 Approval process. Once approved, the ESC administration will process the Financial Supports payments. Living allowance payments will be made by direct deposit to the Client every two weeks. If the ESC does not receive notification of attendance for a Client within two weeks of the course start date, the system will automatically 'close' the application. The Training Institute will notify the ESC if at any time the Client is not attending training, upon which the ESC will stop providing financial supports and update the Client's Online Application Status, triggering the Ministry to notify Service Canada to stop Part 1 Benefits

### **Administration of Essential Employment – related Financial Supports**

**Job Search and ESC Service Access Financial Supports to Non-Case Managed Clients** -Non-case managed Clients in need of financial supports to access ESC services or find employment may be eligible for up to \$50 in supports. Assessment for and administration of these supports is described below.

**Job Start Financial Supports to Non-Case Managed Clients** - Non-case managed Clients in need of financial supports to start employment may be eligible for up to \$150 in financial supports. These supports include items such as bus tickets/passes, gas cards, work tools and safety clothing, among other items. A BCEA non-case managed Client must first access job start supports through the Ministry's Confirmed Job Supplement which is available directly from the Ministry. Only in the event that the required essential job start supports cannot be funded through the Ministry, would the BCEA Client be eligible for the Job Start Financial Supports from the ESC. In the event that the BCEA non-case managed Client requests financial supports for Job Start, the Client must first prove that the Ministry will not be providing this funding.

**Financial Need and Assessment** - The administration of essential employment related financial supports will be available to non-case managed Clients in urgent need of financial supports to apply for a job, attend an interview, or commence employment. The practitioner's assessment will include whether the financial support is available through low cost or free services in the community or other programs, the financial eligibility of the Client, the financial need and stressors of the Client, whether previous supports have been provided to the Client, the number of Clients already assisted in comparison to the maximum, and the reason for the request. If the request is approved the Client signs the General Financial Agreement discussed below prior to receiving benefits. If a request for financial supports is not approved and should the Client wish to appeal the practitioner's decision not to approve the request for supports, he or she may choose to take advantage of the ESC's financial dispute resolution process.

**Financial Agreement** - Once a request for financial supports is approved, the practitioner will review the terms of the General Financial Agreement ("the Financial Agreement") which the Client signs to indicate they accept and understand the terms of the agreement. The Financial Agreement requires the Client to acknowledge that the supports must be used for their employment search/start activities and also outlines the repercussions of mis-use. Clients' accountability for the use of the supports is explained in detail.

Once the request is approved and the Client has signed the Financial Agreement, the practitioner completes a Request for Supports form, signs it and provides it to the Client. The signed Request for Supports form is taken by the Client and submitted to an ESC administrator who in turn provides the Client with the support such as transit tickets, bus passes, gas cards, or a vendor voucher for purchase of safety equipment and clothing. The Client signs the Request for Supports form acknowledging receipt of the support.

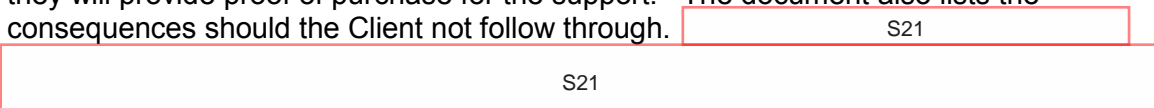
At the end of each day, the ESC administrator collects the data from the submitted Request for Supports forms and enters the financial support details into the ICM and electronic financial system so the ESC staff can track the value of supports provided to each Client and the total number of Clients receiving supports. Once the data has been entered, the ESC administrator reconciles the balance of supports on-hand at the end of the day to the opening balance to ensure all supports distributed have been accounted for. The ESC administrator uses a standardized Financial Supports Reconciliation Form for this process. If the reconciliation balances, the ESC administrator signs the form and files it for Manager review at the end of the week. If it does not balance, the Manager is notified of the discrepancy within 24 hours, and investigates the reasons behind the reconciling items to ensure the ESC's systems are operating effectively. If no issues are identified, at the end of each week, the Manager reviews the reconciliations, signs them to acknowledge their review and files them for audit purposes.

At the end of each month, the Manager reviews a summary report of the supports distributed for the month and forecasts the amount of financial supports needed to replenish and ensure sufficient levels of inventory for the following month. A purchase order is completed by the Manager requesting the required amount of supports needed to replenish supply and submits the purchase order to finance who will then order the new stock.

**Controls to Prevent Client Misuse of Funds** - A number of controls have been put into place to mitigate the risk that Clients may use Provincial funds for purposes other than supporting their employment goals. It is impossible to eliminate this risk completely, however the strategies we have put into place reduce it to as low a level as possible.

The overall intention is to avoid providing Clients with the funds to purchase their own supports, as this presents Clients with a greater opportunity to use funds for other purposes. The majority of supports provided to Self-Serve Clients will be bus tickets/passes, gas cards and vouchers that may be redeemed at retail partners for clothing and other equipment. Occasionally a support will be requested that cannot be administered as a ticket or voucher. In these cases, alternative methods of administration must be employed.

The following diagram illustrates the hierarchy of our preferred methods of administering financial supports to Clients. Funds will only be provided directly to Clients when all other alternatives are deemed to be inappropriate. The Financial Agreement signed prior to administration of the supports requires the Client confirm they understand that the funds are to be used for the purpose of purchasing the specific support, and that they will provide proof of purchase for the support. The document also lists the consequences should the Client not follow through.





**iii) Describe any self-serve services that are included in addition to the requirements in this RFP.**

The Employment Network of the DTES' proposed methods of delivering self-services are client centered, and focus on creating a no-wrong door, and accessible hub of employment services.

For example, our close collaboration with the DSN ensures that the self-services are accessible to all British Columbians. In addition, the innovative strategies to connect with local employers, and established relationships, provide valuable access to local employment opportunities for job seekers. The use of technology is also a value add including our social media strategy, and providing the option of using *eVolve Learning Technologies online platform*. eVolve in a user friendly, online solution that facilitates the remote delivery client-centered services, primarily interactive online workshop options. General and specialized services delivery channels will primarily be delivered in-person through the Main ESC Storefront, the Satellite location, outreach and itinerant locations. However, the eVolve online solutions will be available *as an option* to clients who may have:

- **Mobility** issues e.g. person with severe physical disability and mobility challenges. Or someone who residing in a community with limited access to public transportation.
- **Life Circumstance** issues e.g. single mothers with limited child care and are challenged at attending ESC during regular operating hours, who may have access to internet at-home

Online workshop topics are specifically designed to meet the service requirements in the RFP, enabling facilitators to deliver engaging group or individual ESS workshops online. A Client and Case Manager can include as few as one topic or bundle topics as they see fit given the individual Client's employment needs. The decision to add more workshop topics can be made at anytime during the work with a client. This has been

**c) Case management**

**i) Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of case management.**

Our Case Management services will be delivered and available at seven locations serving Clients in the Downtown Eastside.

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this service region we expect to conduct our Formal Needs Assessments face to face. However, if a unique situation presents itself, we have the technical capability and practical expertise to conduct a web-meeting with clients using Cisco-Webex online Meetings – a secure, encrypted, and highly rated professional web conferencing software.

Our team includes Case Managers that will meet clients in off-site community-based locations when it is in the best interest of the client to do so. Outreach or Itinerant services will include the following locations: Battered Women's Support Services (BWSS) for victims of violence; PCRS – Broadway Youth Resources Centre for Youth; ACCESS Employment Services for Aboriginals; Gastown Vocational Services (GVS) for mental health and programs through local community centres in Downtown Eastside. In addition we will work closely with WIDHH, Neil Squire Foundation, and ALDA to ensure that we can meet with clients on their sites, when that is in the best interest of the client. Our extended community network will be able to call directly through to our Resource Center Facilitator to request and set up outreach meetings for clients.

Our Case Manager's who are doing outreach will have a fully functional portable office that includes:

- Secure laptop ( see section 1diii of this proposal for details on our electronic and physical security standards)
- Access to forms and project materials through encrypted portal with a portable printer
- Internet stick for accessing the internet and cell phone

Where English language presents a communication barrier to conducting the Formal Needs Assessment, clients will be scheduled to meet with Case Managers who can speak the client's first language. Our staff team will include French speakers and individuals who speak the top 5 languages spoken in Downtown Eastside outside of English:

|           |          |        |         |       |
|-----------|----------|--------|---------|-------|
| Cantonese | Mandarin | Korean | Tagalog | Farsi |
|-----------|----------|--------|---------|-------|

### ***Our service map for Downtown Eastside***

|                              | <b>Identify<br/>Need &amp;<br/>assess</b> | <b>Determine<br/>Funding<br/>Source</b> | <b>Develop &amp;<br/>Revise<br/>Action<br/>Plan</b> | <b>Deliver<br/>Services<br/>(Case<br/>Managed)</b> | <b>Monitor<br/>Client<br/>Progress</b> | <b>Review<br/>Results &amp;<br/>Follow Up</b> | <b>Close<br/>Case</b> |
|------------------------------|---|---|---|--|--|---|-----------------------|
| <i>EN-DTES<br/>ESC</i>       | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>EN-DTES<br/>Satellite</i> | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>ACCESS</i>                | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>BWSS</i>                  | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>La<br/>Boussole</i>       | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>GVS</i>                   | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>WIDHH</i>                 | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>ALDA</i>                  | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |
| <i>Neil Squire</i>           | ✓   | ✓                                       | ✓   | ✓  | ✓                                      | ✓   | ✓                     |

**ii. Describe in detail how case management will be set up and delivered at the ESC, including, for example, description of Client assessment processes and how they meet the needs of individual Clients.**

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Pages 201 through 207 redacted for the following reasons:

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### **Determine Funding Status**

Determining Funding Status can occur within Case Management in several different circumstances. A Case Manager must confirm funding sources when: a need for services are identified; a Client is wanting to access self-serve resources; Client is within or has completed FNA; a Client is in the Developing or updating Action Plan stage and has identified a new program or set of services and a Client has been assigned ESC Services, Supplemental Services, or Third Party Services.

Case Managers will understand what funding sources a Client has access to and will verify funding status when a new service is being considered. When there is a change in funding status the Case Manager will update the ICM and Client Action Plan.

**Confirm EI Client Status:** The Case Manager will confirm whether a Client is EI eligible and obtain proof of their EI status from the Client. The Case Manager will suggest that the Client review EI Client Status on-line. This can be done through Service Canada “My Account” or other documented proof that a Client has an active EI claim (i.e. confirmation from the Ministry directly, a letter from EI, or a payment from EI). If a Client does not have an ID / PIN set up with Service Canada the Case Manager will provide the Client to complete and sign Form 5613. The Case Manager will send Form 5613 will be sent to MSD to determine LMDA and EI Client Status and the Client will set up a Service Canada PIN. Once the Client has access to their account they will provide the Case Manager with EI Client Status. The Case Manager will put a paper copy in the Client’s Case File and record the LMDA Client Status, End-Date for EI Benefits, and if the Client is Reachback in the ICM.

**Confirm BCEA Client Status:** The Case Manager will check on the ICM to confirm if a Client is on BCEA for each Client accessing Case Management. If the ICM is showing that a Client is on BCEA the Case Manager will open the BCEA Case and review what type of BCEA income source the Client is receiving (Regular, PPMB, or PWD). The Case Manager will document the eligibility information in the ICM and will make note of BCEA Client status details such as the upcoming review for PWD and / or expiry dates i.e. PPMB. The Case Manager will copy any BCEP documentation for the Client’s hardcopy file.

**Evaluate Potential Other Funding Source(s):** The Case Manager will check the ICM for indicators that the Client may be eligible for potential funding and ask the Client directly if they are aware of being eligible for other funding sources. If the Client or the ICM indicate that there is a potential for other funding sources the Client will complete and sign a “Request for Proof of Service / Funding Eligibility” Form. The Case Manager will assist in the communication between the Client and a Funder whether a Funding Agreement is in place or whether a new Funding Agreement needs to be negotiated. For Clients that obtain a Funding Agreement the Case Manager needs to validate the information on the ICM by identifying the Funding Source, the Funder, the eligible amount (and any limit amounts), the duration, and any terms and conditions.

#### **Determine Financial Needs and Supports**

To ensure that Clients have the proper supports to assist them in successfully attaching to the workforce, we will provide a Financial Assessment. Our assessment is designed to assess overall financial need and specific need related to different programming components.

Within the MDNA, a brief exploration of Client’s current financial situation and pressures will be undertaken. This discussion will provide the first indication if further assessment regarding financial needs for program participation and labour market or community attachment are required and signal the need for further financial assessment.

If the MDNA indicates either financial pressure for the Client in looking for or starting work or a likelihood that the Action Plan may include participation in training, self-employment, work-experience or Clients with disabilities requiring employment-related aids, an Assessment of Financial Need will be conducted prior to the development of the Action Plan. This will ensure that the Client’s capacity is clearly defined before plans are established; ensuring that what is agreed to is financially sustainable for the Client. Before engaging Clients in an Assessment of Financial Need, the Case Manager will confirm the Client’s eligibility against Ministry policy as this will impact the depth of financial assessment we engage in with Clients, dependent upon what financial supports the Client may be eligible to access.

The Assessment of Financial Need will be provided in paper copy with an online version on our website that Clients can download, should they wish to complete the assessment electronically. The Case Manager will review the purpose of the Assessment; explain the Ministry's financial contribution policies, and provide context on why the personal data needs to be acquired (and how it will be managed according to our Privacy Policy). Clients will complete the AFN between the MDNA and the Action Plan Development meeting. The documentation will be forwarded to the Case Manager at least 2 days before the AP meeting is scheduled (recognizing the goal of completing most Action Plans within 10 days of the MDNA). This will allow the Case Manager to review the information prior to the meeting and advise the Client if any additional information should be brought to the meeting.

Clients will be requested to detail the following information to facilitate the Assessment of Financial Need, unless Ministry policy dictates otherwise:

| <b>Criteria</b>                             | <b>Details &amp; Purpose of Request</b>  |
|---|--|
| <b>Income Source</b>                        | Confirming if Self-sustaining, EI, BCEA, SE, LTD, CPP with documentation submitted to verify income source   |
| <b>Monthly Living Costs (Budget)</b>        | Client to complete a summary of current, Minimum living costs identified. The form provided will detail the monthly costs the Client will need to consider. It will further identify costs that may be potentially eligible for consideration based on the Ministry's policy to ensure that Clients understand the limited nature of contribution – that having a cost identified does not mean that it is an eligible cost from a Ministry perspective. |
| <b>Living Situation &amp; Costs</b>         | Rent or own; sharing with roommates; living with family, children, parents, partners. This will form an important component of understanding how the household budget functions including the Client's responsibilities and potential sources of contribution from others  |
| <b>Job-starting Costs</b>                   | Items that have been required for a Client to begin work that the Client could not purchase i.e.: licenses, work tools, safety clothing  |
| <b>Relationship Status &amp; Dependants</b> | Single, Married, Common law, Sole Support Parent; Children (ages, living with the Client). Other dependants?   |
| <b>Assets, Savings &amp; Debts</b>          | Investments, RRSP, RESP, GIC, real estate properties, Financial statements will be requested to validate information   |
| <b>Family Maintenance</b>                   | Receiving or providing family maintenance support  |
| <b>Potential Supports</b>                   | Clients will be requested to identify any/all potential financial supports available to them. This will be further explored in the financial assessment.   |

The Case Manager, when first reviewing the information, will assess the Client and the household financial information to determine whether there is a monthly surplus or deficit by reviewing the monthly income source versus the monthly minimum requirements. Once a deficit or surplus is established (often a deficit for an unemployed person), a further analysis of assets and debt will be undertaken to assess the Client's ability to apply his/her own resources to their monthly income requirements. This provides the information to determine the Client's actual financial need.

When a financial need is established, next steps will be established which many include:

- Access to external referral sources (i.e. food banks, Dress for Success or Working Gear, debt counselling services, etc...)

- Referral to internal workshops such as: Budgeting/Financial Planning workshops
- Registering Client for internal community linkage presentations on Financial Planning with Financial Institutions

The Case Manager will confirm the Client's total costs (including actual expenditure, forecasted expenditure, and Client Tier maximums) to ensure that the Client does not exceed the potential allocation. The Case Manager will further verify that the Client's income source allows for financial supports (i.e.: BCEA, PWD, PPMB, EI) and confirm that the Client does not have supplementary supports for a particular area. For examples a PWD Client may have supports available for child care costs, health care, food etc.

At the conclusion of the financial assessment, the Case Manager will document the findings and results in the Client's file on the ICM and maintain a copy of the financial package in the Client's hard-copy file, for Ministry audit.

***Determine Financial Supports for Job Search, Job Start, and Program***

***Participation including access to ESC services:*** The financial needs determination process considers the appropriate level, type, and duration of support. All information is reviewed based on the Client tier, engagement with a Case Manager, completion of an Action Plan and in consideration of promoting independence. Approved supports must not exceed the expected timeline for the activity related to the support. These supports do not exceed \$50 for job search workshop participation (i.e. transportation) and \$150 for job start related expenses (work boots, tools, equipment for employment, essential work clothing) per Action Plan. Case Manager provides a rationale and supporting documentation when making exceptions for Clients with disabilities or on the temporary supports for Clients in paid work experience. Supports include: transportation, child care top-up, clothing, work tools, equipment, haircut, food, licenses, etc.

***Determine Living and/or Tuition and/or other Training-related Financial Support Needs:*** Only eligible EI Clients receive living supports. Short-term orientation and training certificate courses are not supported. To participate in the training, BCEA Clients with PWD designation seeks the approval and funding of the Ministry.

For training applications, funding may cover applicable weekly basic living costs, tuition, books, dependent care, disability needs, transportation, living away from home, and other personal supports such training gears. Case Manager must support the decision with a rationale based on the Client's research on labour market, acceptance letter from the training institution, and Client's commitment to contribute to the financial cost (e.g. Student Loans). Supports for Apprentices in multi-year training are re-assessed and re-negotiated year-by-year. Clients with disabilities including BCEA Clients with PWD designation are eligible for tuition supports and other training-related Financial Supports.

For Job Creation Partnerships (JCP), non-profit organizations, government agencies, businesses and practice firms are potential supporters of this program. Clients are reimbursed with a specific allowance during the time spent training on the job. Specific funding is administered to Clients based on the need and allowance amount.

For self-employment applications, the Client's financial capability besides business plan is essential in determining eligibility. Case Manager examines the Client's type of business venture and explores Client's labour market knowledge and feasibility and

need for such venture. Case Manager and the Client work together on the general idea of Client's business plan, financial situation and personality to see if the Client can cope with the difficulties associated with a business start up. Case Manager must confirm that the Client met all criteria and writes up a rationale. On acceptance to Self Employment, Client receives continued assistance through classroom lectures and weekly financial supports for 48 weeks. Case Manager monitors Client's progress to ensure participation.

***Determine Disability-Related Financial Need:*** A disability-related employment needs assessment informs if a Client indicates need for financial support to participate in the programs. This specialized determination is administered by the Service Provider partners who have the expertise in serving this Client group. A Disability Related Needs Assessment tool is used. For example, if the assessment identifies the need for Dragon, the naturally speaking software for people with disabilities, ESC staff makes appropriate arrangement for the Client to go through a specialized Assistive Technology Assessment by an industry specialist who confirms the need, identifies appropriate equipment and provides details on associated costs.

***Determine Placement Incentive (Wage Subsidies with Employers):*** For wage subsidy applications, Case Manager determines Client eligibility and sees if work experience is a barrier to Client getting employed. Once a potential Employer is interested in a Client, a wage subsidy/training plan is developed for the Employer to indicate the timeframe, percentage of the subsidy and specific duties that the Client will be trained in. Monitoring is frequent to check Client's progress. Once the training plan is complete, the Employer is encouraged to keep the trained employee on.

***Determine Placement Incentive (Paid or Unpaid Placements):*** EI Clients in Job Creation Partnerships may receive applicable EI Part I, living supports (if Part I ineligible), and temporary Financial Supports on transportation, childcare and disability needs. Case Manager must ensure that JCP terms do not exceed 52 weeks; while unpaid placement terms are limited to 8 weeks and 1 work experience per Action Plan (limited to 3 work experience depending on the Client's ability to work upward a higher level of employment readiness). ESC ensures that both JCP Clients and unpaid placement Clients are covered by WorkSafeBC.

### **Develop and Revise Action Plan**

During the Needs Assessment process, the Case Manager will have confirmed whether an existing action plan was already opened for the Client to verify that the Client is able to participate in the case management process. The Case Manager who conducted the needs assessment will develop the Action Plan with the Client except in situations where it was identified and mutually agreed between the CM and the Client that working with a different CM due to a focus on specialized abilities would be more appropriate. 80% of Clients will have their Action plan developed within 2 -10 days of their MDNA. For the majority of Clients, the Action Plan will be developed immediately upon completion of the MDNA interview.

Through the FNA, an employment objective will have been identified. The Action Planning process begins with ***further verification of the objective***. Through the FNA the Client and Case Manager will have identified the strengths and barriers related to the Client's experience of preparing for, finding, and maintaining employment related to this objective. This information in combination with LMI will enable the Client and Case Manager to verify the appropriateness of the objective as realistic and achievable within



a reasonable period of time that will support them in improving labour market self-sufficiency.

The Case Manager will support the labour market research by assisting the Client in accessing and understanding relevant information. This could be done within the Action Planning meeting together or dependant on the scope of information required, through the support of the Self Serve Centre. **All objectives and selected services will be based on accurate LMI.** This process will include verifying that:

- The chosen employment objective is related to the Client's previous skills and experience
- The Client's personality, personal characteristics, and life situation is well suited to the occupation
- There is demand for the identified occupation as evidenced by job postings, industry/occupational associations and local employers
- The occupation will enable the Client to obtain self-sufficiency within the labour market
- Statistical LMI in the form of labour force trends, occupational outlooks point to a reasonable and sustainable occupational future
- There are no demonstrable barriers that would limit the Client's perspective within the chosen field – where barriers may exist they are explored and if required, mitigation strategies developed

In instances where the LMI does not support a Client's declared objective, the Case Manager will discuss and clearly explain the assessment and reasoning for non-support. The Case Manager will encourage the Client to continue working together with the goal of development and Employment Objective that both agree to as reasonable and realistic.

Should the Client disagree with the Case Manager's assessment of the LMI and employment objective, the Client will be provided information about our Decision Review Process. In addition, public information about this process will be detailed on our project website.

Case Managers will **use a collaborative process to identify and define the services and supports required for a Client to improve Employment Readiness**, undertake job search activities, or gain/maintain labour market attachment. This process informs the development of the action plan by helping the Client and Case Manager identify learning activities in order to address gaps.

With the objective established, the Client and Case Manager will further review how the Client's employment related barriers can be overcome – with a view to establishing the fastest, most effective and efficient return to work. We will utilize a variety of employment counselling techniques to accomplish this, including: reframing, challenging beliefs, sharing stories, brainstorming and prioritizing<sup>27</sup>. Clients will be asked to engage in goal setting activities either individually or together with their Case Manager depending on assessed Client readiness and ability. This process undertaken with Clients will be summarized in Client notes on the ICM.

Together the Client and Case Manager will identify appropriate employment supports related to prioritized need. The employment supports may include: Case managed services; Supplemental services; financial supports; Self-serve services and workshops;

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<sup>27</sup> Canadian Standards and Guidelines for Career Development Practitioners S3.2.4

and Activities and tasks the Client will undertake independently or with the Case Manager's assistance, that will help move the Client toward the Employment Objective. The selected activities will be mapped to the Clients learning needs and goals for competency development will be established. The Action Plan will detail the sequence of events, the specific roles of the Client and Case Manager and will be updated on a regular basis documenting the achieved learning outcomes. For activities that include financial support, this will be detailed on the Action Plan along with any revisions or updated.

Once an Employment Objective is verified and agreed upon and supports and services identified, the Case Manager will:

- record the objective(s) on the Action Plan, and when training support is provided, include the 4 digit NOC code
- explain, in writing on the AP, how the objective(s) are appropriate to the individual Client circumstances, in consideration of labour market conditions and employment needs
- include details about chosen services and supports, with corresponding timelines and methods for ongoing communication
- Provide the Client with a signed copy of the Action Plan

**Review, Revise, & Update Action Plan:** Action Planning involves on-going assessment of Client skills, strengths and abilities and will allow for Client to develop long term and shorter term goals and the action plan itself is a working document that can be added to, changed or edited at any time. The Review, revision and updating of a transferred Client's Action Plan will be conducted at pre-determined and mutually agreed times.

It will also be the responsibility of the Case Manager to ensure the on-going relevancy of the LMI is discussed at established check-ins. Case Managers will counsel Clients to expect that adjustments and fine-tuning will be needed to both the action plan and career choice (Borgen, 183).<sup>28</sup> Should the Case Manager identify that the LMI does not lead to a viable career choice (most efficient and effective route to sustainable work) at any juncture in the action planning process, a back-up career target will be established and the action plan revised as necessary. Back up plans can be seen as a helpful part of the process that enables Clients to attain a greater sense of responsibility.

The check-in process and use of milestones will serve to motivate Clients towards achieving their goals. Case Managers will use the check-in process as an opportunity to motivate Clients. This process of providing ongoing support and motivation will ensure a greater rate of completed action plans (Borgen 183). The check-in process will provide opportunity to evaluate Client learning. The evaluation process will be documented on the action plan and will consist of feedback from the facilitator of the learning activity/workshop, attendance reports and records of completion. Should the need for living supports or other financial supports be determined and the Client is in an inappropriate Tier, this will be assessed, a rationale provided by the Case Manager and the Client will be moved to the appropriate Tier.

### **Assign Resources & Deliver Services**

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<sup>28</sup> Borgen, W., & Maglio, A. (2007). Putting action back into action planning: Experiences of Career Clients. *Journal of Employment Counselling*, 44, 173-184

In the Action Plan the Case Manager will Assign Resources this will be covered in section 5d) they will identify services that need resource assignment such as: Self Serve Services; Employment Support Services Workshops; Financial Resources; Business Concept Acceptance & Self Employment; Employment Support Services – Placement Incentives; Training; and/or Community Provided Services

### **Monitor Client Progress**

During Action Plan development, the Case Manager and the Client discuss shared responsibilities in maintaining ongoing communication through agreed upon channels and timelines. This process allows Case Manager to:

- review Client's activities and results;
- identify ongoing needs for support;
- address emerging issues and resolve conflicts;
- provide timely assistance to Client in completing the Action Plan; and
- capture Client's progress and results for documentation.

Case Manager keeps track of Client activities and results of each activity by using the Reminder Tracker in ICM. A reminder message about the next agreed upon contact point is sent to Client.

The methods of communication are in-person meetings, phone meetings, emails, webcams and VOIP, or secure chat line. The purpose of the contact is to verify if the Client is still active, is experiencing any difficulties, and is progressing as expected. The contact and communication strategy to be used in monitoring progress depend on:

- the complexity of the Action Plan;
- Client's ability to self-manage the steps in the Action Plan;
- Client's emotional readiness and motivation; and
- The agreed timelines of service.

If it is confirmed that Client has stopped participating or cannot be reached, the Case Manager then develops a rationale for incomplete Action Plan.

All contact attempts are recorded in the ICM and Client's paper file. A minimum of 5 attempts, using at least 3 different channels, are made before the Case Manager considers that a check-in point has been missed. If contact is not achieved, Case Manager can use alternative methods including:

- leaving voice mail messages;
- email/texting Clients requesting contact within 48 hours;
- verifying attendance records for ESC services through the ICM; and/or
- through other staff or community partners involved in serving the Client.

Details of contact attempts (e.g. emails or letters), monitoring activities, milestones and supporting documents are entered or attached to Client File in the ICM including all Third Party contacts that may have roles in providing Client the requested Action Plan service delivery (e.g. Service Providers, Employer Representatives, Case Workers, etc)

Should the Client demonstrate a loss of motivation, tardiness, poor attendance or lack of participation while the Action Plan is in effect, Case Manager raises these observations with Client and assesses if:

- new circumstances have emerged;
- there has been a change in his/her personal situation; or
- there are other impacting factors that require a revision to the Action Plan.

Upon completion of an Action Plan intervention, both Case Manager and Client review the results together before proceeding to the next step. When all Action Plans activities are completed and all outcomes are met, a follow up process commences. BCEA Clients are advised to report back to the Employment Assistance Worker.

### **Manage Case File**

The Case Manager will either create a Client case file or locate an existing file in the ICM using an assigned code for security purposes. When an existing EPBC case file exists the Case Manager will open the file and review factors such as accuracy of Client information and whether file information requires updating before using it for further assessment or planning. Case Manager will also use Ministry criteria for determining whether existing file requires replacement. If Client case file is open with another ESC, the Case Manager will contact the other ESC to determine to which ESC the Client should be assigned. As per Ministry guidelines closed files will be re-opened to ensure that duplicate files are not created. Case Managers will be provided with BCEA case files and accompanying Employment Plans.

Clients will be asked to sign a Client Consent form granting the ESC permission to collect employment-related Client information in ICM and in hard copy. The release form will also state that the information collected will be shared with the Ministry.

Every Client case file created will be an accurate and thorough record of the work done with a Client. Both the ICM and hard copy files will contain all forms and supporting documents including: informed consent; preliminary needs assessment, details on the Client's background; formal needs assessment; action plan notes; employment or community attachment objective; rationale for and Client agreement with selected services in the Action Plan; and an ongoing record of contact and progress notes. The case file will also contain documentation related to when these services were accessed, as well as, financial supports provided and why.

### **Follow Up Services**

Follow-up services are provided to case managed Clients once service outcome are met and Clients are independent of any financial supports from employment services (e.g. when Clients are employed with the same Employer post-TWS payments, or have found work after training). The Client and Case Manager agree on the service channels to be used such as email, telephone, mail, in-person visits, Skype, Facebook, or Employer contact.

The purpose is to verify that the Client has maintained successful status and to provide additional support or services where needed. To this end, the ESC ensures that follow-up responsibilities are adhered to in a timely fashion through an electronic "Bring Forward" prompt, two weeks after the ESC has learned that a Client has achieved Service Outcome. One week before scheduled follow-ups, the ESC sends a reminder email or text alert.

If during the follow-ups Case Manager becomes aware of Client's difficulties in sustaining the service outcome, further discussions on Client's challenges and problem-solving solutions can take place through formats like:

- weekly telephone appointments between the Client and the Case Manager;
- set appointment between the Case Manager and the Client;
- referrals to professional services for legal, housing, domestic or other issues;
- phone call or meeting with Client's Employer (with Client's consent);
- referral for further training;
- administration of tuition fees and training supports; and
- Client's attendance at relevant workshops.

If Client is eligible and suitable for employment preparation activities such as assisted job search, paid or unpaid placements, Job Creation Partnerships or wage subsidies, the Case Manager can help Client look for a work experience placement and liaise with Employer (or representative) to find a suitable position.

The work experience placement is regularly monitored by the Case manager through regular visits to the worksite and meetings with the Employer and the Client to solicit feedback and facilitate open dialogue between them. If issues arise, the Job Coach or the Case Manager works with the Client and the Employer to address these issues. Given that a relationship has already been established with the Employer, potential issues may be anticipated and dealt with before finalizing termination of employment.

Job Coaching is available to newly-employed Clients who are at risk of imminently losing employment, and where the service may support Clients in sustaining Labour Market or Community Attachment. It involves determination of on-site aids and accommodations that support Client in:

- maintaining employment;
- developing individual workplace instructions and retention plans with the Employer and Client to ensure success; and
- identifying support from friends, family, and workplace, to facilitate long-term job retention.

Assigned ESC staff trains the Client through a series of structured intervention techniques so that the Client can perform the required tasks. The Client also receives assistance with inter-personal skills to be accepted as a worker at the job site.

### **Customized Employment Follow Up**

**Job Coaching services** will commence upon an agreed upon Employment Proposal between the Employer, Client and Disability Specialist. The Job Coach will assist Client in learning the negotiated tasks. Job Retention system in place with co-workers, friends, family, and/or employer (natural supports) prior to Job Coaching services being reduced and eliminated. Any on-site job accommodations, supports, adaptive aids, learning aids and other resources/devices and aids to support the Client are in place prior to Job Coaching services being reduced and eliminated.

**Job Maintenance/Retention Services** will be used where it is required to maintain the placement. The Job Coach will assist the Client and Employer to: resolve issues that may impact job retention; identifying and arranging accommodations and supports necessary for a Client with a disability to continue in Employment if not already identified; mediate work conflicts arising between the Client and Employer; monitor the Clients progress on a minimum weekly basis, with increased frequency where required.

The Job Coach will Document and report information to Case Manager: all job maintenance/retention contact, services, issues and resolutions in week's 1 – 36 post placement. The Job Coach will consult with the Case Manager at week 36 about Client Progress and if required, services provided in weeks 1 to 36 can continue in weeks 37 – 48 post placements.

Once a service outcome has been achieved, Case Manager makes follow-up at Weeks 4, 12 and 24, at a minimum. Clients having difficulty sustaining service outcomes are contacted more often, for instance weekly or bi-weekly. Out-of-work Clients are invited to meet with the Case Manager to review the circumstances leading to job loss and determine how to proceed, any chance of being re-instated in the job, use the Self-Serve Services, and whether or not to begin a new Action Plan. In the case of a BCEA Client, the Case Manager confers with the Client's dedicated Employment Assistance Worker.

In case of failure to contact the Client at the appointed time, Case Manager documents in the Client file that contacts have been made at different times using at least three different channels at a minimum five separate occasions. If when calling Client on the phone, Client's family members do not speak English, ESC staff with fluency in a second language is requested to contact Client's home. If all contact attempts failed, it may be necessary to contact the Client's Employer.

### **Close Case**

A Client's file will be closed when all the services are complete and / or participation with case management services has ended, or the Client is no longer eligible such as withdrawn, moved out of the province or the follow-up is complete.

To close a Client File the Case Manager will ensure that all case notes are up to date; confirm and then remove all services, supports, and/or resources; and close all services in the Action Plan; check that all resources and assets are returned and debts are clear. The Case Manager will inform the Client that their Case Management Services are ending and update the ICM with applicable close reasons.

The Case Manager will complete a Close Case File Report provided by the Ministry and inform other agencies or services that a Client's file will be closed (i.e. Loan Bank).

If the Client is a BCEA Client the Case Manager will notify the Ministry of the Client's file closing and the closure reason. If required the Case Manager will provide further clarification to the Ministry regarding the file closure.

### **ii) Describe case management or delivery methods that are included in addition to the requirements in this RFP.**

Due to the EPBC's Business Transformation the EN-DTES partnership developed and with this each partner brought their depth and breadth of experience to program delivery. All partners provided their subject matter expert on different aspects of the EPBC and met extensively to develop the current Service Delivery Model. From this our project delivery methodology was chosen from the principles of Universal Design for Learning<sup>29</sup>

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<sup>29</sup> Thoma, C et al. (2009). *Universal Design for Transition: A Roadmap for Planning and Instruction*, Maryland: Paul H. Brookes, Publishing Company.

Page 219 redacted for the following reason:

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- Persistent Outreach: Staff will “reach out” to re-engage Client’s unless the Client has formally requests and/or agrees to end the relationship with the EPBC.

#### d) Case managed services

##### i) Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of case managed services.

Employment Support Services (ESS) delivered by the Employment Network of the Downtown Eastside (EN-DTES) enable case-managed and non-case managed Clients to effectively prepare for, find and maintain employment or community attachment.

Services include:

- Group workshops on “Prepare”, “Find” and “Maintain” topics;
- Individual counselling;
- Employer forums;
- Placement assistance;
- Essential Skills training; and,
- Self-employment orientation and assessment.

The ESS workshops encompass a range of topics focused on hands-on, practical activities and are delivered both face-to-face and online. The topics, rationale, channel/method and session duration for each topic delivered are listed in **Appendix I: Proposed Services and Delivery Approach – Template #5**.

#### Specialized Populations: Inclusive Approach

While attentive to the needs of Specialized Populations, the ESC strives to provide services that are inclusive. In workshops, Clients who are able to learn at a similar pace and have compatible learning needs are grouped together, although they may have other widely differing characteristics and may belong to specialized populations.

Depending on the workshop topic, criteria for determining Client groupings includes:

- Communication ability, readiness and self-confidence;
- Suitable learning style and pace; and,
- Prior skills and knowledge (on job search, self-awareness, labour market, etc.)

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| Client Group      | Specialized Services Provided | Delivery Channel |
|-------------------|-------------------------------|------------------|
| Aboriginal People | Full suite of Case Managed    | S21              |
| Francophone       | Full suite of Case            |                  |



|                                    |   |
|------------------------------------|---|
|                                    | Managed Services                              |
| Immigrants                         | Full suite of Case Managed Services           |
| Multi-barriered Persons            | Full suite of Case Managed Services           |
| People with Disabilities           | Full suite of Case Managed Services           |
| Survivors of Violence and/or Abuse | Full suite of Case Managed Services available |
| Youth                              | Full suite of Case Managed Services available |

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**ii). Describe in detail how case managed will be set up and delivered at the ESC, including, for example, detailed description of the determination of the level of services appropriate for individual Clients.**

### **Assign Resources & Deliver Services**

- From the Action Plan Stage the Case Manager will identify services that need resource assignment such as:
  - Administering Financial Supports
  - Employment Support Services Workshops
  - Self-Employment Orientation and assessment service

### **Administration of Financial supports**

Financial Supports, when identified in the Action Plan, in the form of direct financial assistance to a Client, or as items or services purchased by the ESC, will be provided to the Client. Financial Supports may include: job search supports, job start supports, and supports need to participate in training, paid or unpaid work experience placements, or self employment services.

The following narrative will describe how the ESC intends to administer Financial Supports and Purchased Services ("FSPS") to Case Managed Clients including apprentices not attached to an employer. The policies and procedures outlined will also be applied to partners and service providers who have been delegated the responsibility for administering FSPS to Clients. The Finance Department will be responsible for ensuring that ESC stays in compliance with all CRA requirements associated with the provision of taxable benefits to Clients and related procedures.

**Need and Assessment:** Clients accessing services at the ESC will complete a basic financial assessment to determine the Client's level of financial need and current financial stress, when a financial need is present. All Clients requesting financial supports or assessed as eligible for supports will complete a more comprehensive and supplementary financial assessment related to the type of the financial support identified. The assessment will provide the Case Manager with the information necessary to assess Client eligibility and financial need.

In order to access Financial Supports, the Client must meet specific eligibility criteria, according to the service requested. The need for Financial Supports and Purchased Services (FSPS) must be clearly identified in the Client's Action Plan. The approval process will include a checklist to ensure that the supports being requested do not duplicate other supplements or benefits provided by the Ministry, Government of Canada, or other government agencies. Once approved for financial supports, the practitioner will review the terms of the General Financial Agreement which the Client signs to indicate they accept and understand the terms of the agreement. The General Financial Agreement is discussed in further detail below.

Should a staff member assess the Client's need and eligibility to be such that a Client is not entitled to receive a requested support, they will deny the Client's request. If the request is not approved or if the Client chooses not to sign the Financial Agreement, the Client is referred to other low cost services in the community. Clients will also be referred to free or low cost services in the community if the total of all financial supports required and agreed to exceed the allowable limits set out by the Ministry. Should the Client feel the staff member's assessment was incorrect, they may use the ESC's financial dispute resolution process to appeal the decision. Refer to Appendix A for details of this process.

**Financial Agreement:** Once the Client's need and eligibility has been assessed and the decision has been made to administer a FSPS, the Client will be required to sign a Financial Agreement with the ESC which lays out the conditions under which the support/service will be provided prior to any funding being released. All Clients who apply for funding will be asked to sign the General Financial Agreement (the "Financial Agreement"). In instances where a Ministry financial agreement form or application is required and/or exists, the Ministry Financial agreement will be reviewed with and signed by the Client and the completed form is scanned and saved to the ICM.

The agreement with the Employment Network of the DTES is not intended to duplicate the Financial Agreement signed with the Ministry, but to work in tandem with the Province's Financial Agreement to ensure that all Clients understand their responsibilities with respect to Financial Supports or Purchased Services received, regardless of the amount of funding. The Financial Agreement with the ESC will reinforce the mandate to support the Client's Labour Market Attachment, and will act as part of the internal controls for risk mitigation. The clauses in the General Financial Agreement will apply to all FSPS funding, and addendums to the agreement will be included to apply to specific types of funding including Dependent Care supports, Tuition and Training supports, Disability supports and/or Living supports. These addendums will cover clauses and agreements relevant to the specialized funding requested.

It is important that the Clients have a complete understanding of the different elements of the Financial Agreement and the associated Addendums they are signing. Not only does it detail the conditions under which the FSPS are administered, but it also clearly explains the Client accountability related to the funds they are to receive. In order to ensure the Clients obtain this level of understanding, the practitioner will give a copy of the financial agreement to the Client for review prior to signature. The practitioner will then go over every point in the agreement, by reading verbally and obtaining consent from the Client. The Client will sign the agreement in the presence of the Case Manager. A signed copy of the Financial Agreement (and Addendums if applicable) is given to the Client, and the practitioner will keep a signed copy in the Client's file. The

hard copy agreement will also be scanned and electronically attached to the Client's file in the ICM.

No financial supports will be administered until a signed Financial Agreement is on file.

**Administration of Financial Supports** Once a Client completes the relevant financial assessments, the Case Manager has approved the requests and a signed Financial Agreement is on file, the process of administering financial supports begins. The Case Manager will complete the appropriate Allowance Support form detailing the following: terms and conditions for receiving the financial support, type of participant allowance the Client is eligible to receive, the timeframe for receiving the allowance, maximum supports available to the Client, how the Client will be administered their support, and a Client signature.

| Name of Support Form              | For use with the following supports   |
|-----------------------------------|---|
| Program Allowance                 | Transportation needs; Basic Work tools; Safety Clothing, or equipment; Personal Grooming or work clothes; Food (BCEA Clients only)  |
| Program Allowance Special Request | Childcare costs; Licenses (BCEA Clients only); Identification (BCEA Clients only); Criminal Record Checks; This form would be used when a cheque needs to be issued or direct deposit is to be made for recurring payments in the name of the vendor. |
| Training Support                  | Tuition; Books and Supplies; Student Fees and other incidental training related costs; Essential Program Participant clothing   |
| Disability Support                | Disability employment and/or training supports; Adaptive Technology; Workplace Modifications  |
| Living Supports                   | Client participation in training, Job Creation Partnerships, or Self-Employment   |
| Placement Incentive               | Wage Subsidies and / or Job Creation Partnerships   |
| Workshop Attendance               | Food provided to Clients during employment programming, not exceeding \$5/Client/day  |

**Administering Program Allowance Supports** - For supports requested through the Program Allowance forms the signed form is taken by the Client and provided to the Resource Centre Facilitator who in turn provides the Client with the approved support, based on the timing agreed upon in the form. The Client then signs the Program Allowance Support form acknowledging receipt of the support.

At the end of the day, the Resource Centre Facilitator enters all submitted Program Allowance Support forms for which supports were administered into the electronic financial system and completes a reconciliation of the supports inventory. Once the data has been entered, the ESC administrator reconciles the balance of supports on-hand at the end of the day to the opening balance to ensure all supports distributed have been accounted for. The ESC administrator uses a standardized Financial Supports Reconciliation Form for this process. If the reconciliation balances, the ESC Resource Centre Facilitator signs the form and files it for Manager review at the end of the week. If it does not balance, the Manager is notified of the discrepancy within 24 hours, and investigates the reasons behind the reconciling items to ensure the ESC's systems are operating effectively. If no issues are identified, at the end of each week, the Manager reviews the reconciliations, signs them to acknowledge their review and files them for audit purposes.

At the end of each month, the Manager reviews a summary report of the supports distributed for the month and forecasts the amount of financial supports needed to replenish and ensure sufficient levels of inventory for the following month. A purchase order is completed by the Manager requesting the required amount of supports needed to replenish supply and submits the purchase order to finance who will then order the new stock.

**Administering Program Allowance Special Request Supports** - When it is assessed and approved that a Client requires a program support that is not available through inventory stored onsite (such as transit tickets or vouchers), the Case Manager completes the Program Allowance Special Request Supports form. This form outlines the type of request, the reason for the request, the payee and how the support is to be administered. Once completed and agreed to by the Client, the form is submitted to the Finance department to request payment in the name of the service provider (ie Childcare provider). Refer to the Financial Reporting and Monitoring section for discussion of the FSPS Manager approval and review process. The Finance Department processes the payment within 5 business days. For recurring payments and the majority of situations, these payments will be made by direct deposit. If payment via direct deposit is not feasible, a cheque is either mailed directly to the service provider or held at the ESC for Client pick up should the Client need to be present when paying for the service. Information regarding the details of the request and support are entered into the ICM.

**Administering Training Supports** When a request for training is approved by the Manager, the Case Manager will complete a Training Support Form outlining the terms and conditions of the training supports, the type of training support the Client is eligible to receive, the timeframe for receiving the supports, and the maximum supports available to the Client. The request is signed by the Client and the completed form is scanned and uploaded to the ICM. In addition, the details of the supports are entered into the ICM and the internal database to document the maximum amount available to the Client and to ensure that maximums are not exceeded. In instances where a multi-year training program has been approved, the financial supports and financial agreements are negotiated after each year. A Client's financial needs and circumstances are reassessed and Financial Supports re-established for each training year. Refer to the Financial Reporting and Monitoring section for discussion of the FSPS Manager approval and review process. The Finance Department enters the specifics of the supports into the electronic system and payment is issued to the educational institution and other relevant vendors. In instances where multiple payments will be made at various times during the training, the information is noted by the Finance Department and payments are made based on the timeframes outlined in the Training Support document.

**Administering Disability Supports** Once a request for disability supports is approved by the Manager, the Case Manager will complete a Disability Support Form outlining the terms and conditions of the supports, the type of disability support the Client is eligible to receive, the timeframe for receiving the supports, and the maximum supports available to the Client. If the support relates to adaptive technology, where possible we will arrange for Clients to use aids and devices on a trial basis before committing to a full purchase to ensure the device meets the Client's needs. In addition, alternative funding sources (such as charitable programs or health insurance) for these devices will also be considered prior to purchase. Funding for these devices may also be split between the alternative sources and the ESC. The request is signed by the Client and the completed form is scanned and uploaded to the ICM. In addition, the details of the supports are entered into the ICM and the internal database to document the maximum amount available to the Client and to ensure that maximums are not exceeded. Refer to the Financial Reporting and Monitoring section for discussion of the FSPS Manager approval and review process. The Finance Department enters the specifics of the supports into the electronic system payments are made to service provider. In instances where multiple payments are required, the information is noted by the Finance

Department and payments are made based on the timeframes outlined in the Disability Support document.

**Administering Living Supports** - The Case Manager will negotiate living supports with the Client based on assessed financial need, and using objective cost of living guidelines provided by the Ministry. When a request for living supports is approved by the Manager, the Case Manager will complete a Living Supports Form outlining the terms and conditions of the supports, the type of living supports the Client is eligible to receive, the timeframe for receiving the supports, and the maximum supports available to the Client. The request is signed by the Client and the completed form is scanned and uploaded to the ICM. In addition, the details of the supports are entered into the ICM and the internal database to document the maximum amount available to the Client and to ensure that maximums are not exceeded. Refer to the Financial Reporting and Monitoring section for discussion of the FSPS Manager approval and review process. The Finance Department enters the specifics of the supports into the electronic system and a payment schedule is set up within the system to provide a flat rate allowance direct deposit payment to the Client every two weeks from the start date of the service to completion date (or termination date, if sooner).

**Administering Placement Incentive Supports** When a wage subsidy or job creation placement is secured for a Client, the Case Manager will complete a Placement Incentive Support Form as part of the Placement Incentive Package. The form will include the terms and conditions of the supports agreed to by the Client and employer, the length of the agreement, the timelines and frequency for receiving the supports, and the maximum supports available to the Client. The form is signed by the Client and the completed form is scanned and uploaded to the ICM. In addition, the details of the supports are entered into the ICM and the internal database to document the maximum amount available to the Client and to ensure that maximums are not exceeded. Refer to the Financial Reporting and Monitoring section for discussion of the FSPS Manager approval and review process. The Finance Department enters the specifics of the supports into the electronic financial system including payment issue dates based on the timeframes outlined in the Placement Incentive form. Payments to employers for placement incentives will be processed within 5 business days from receipt of the monthly claim form and will be made by direct deposit.

**Controls to Prevent Client Misuse of Funds** A number of controls have been put into place to mitigate the risk that Clients may use Provincial funds for purposes other than supporting their employment goals. It is impossible to eliminate this risk completely, however the strategies we have put into place reduce it to as low a level as possible. The overall intention is to avoid providing Clients with the funds to purchase their own supports, as this presents Clients with a greater opportunity to use funds for other purposes.

Funds for supports will only be provided directly to Clients when all other alternatives are deemed to be inappropriate. The Financial Agreement signed prior to administration of the supports requires the Client confirm they understand that the funds are to be used for the purpose of purchasing the specific support, and that they will provide proof of purchase for the support. The document also lists the consequences should the Client not follow through. In order to increase the likelihood that the Client will return with original proof of purchase, a meeting will be set up with the Client within one week of the funds being spent to ensure they return with the receipt. If the Client fails to provide proof of purchase at this time, this is an indicator that the Client may have misused the

funds provided, and the due diligence procedures surrounding the collection of misused funds will be employed. These procedures are described in a later section.

**Financial Reporting and Monitoring** There are a number of different FSPS available for distribution to the case managed Clients of all tier groups. Similar to the Self-Serve Clients, all FSPS given to Clients will be entered into the tracking database. This database will provide staff with easy access to an up-to-date summary of all FSPS distributed to each Client at any point in time. In order to keep the ESC running efficiently, practitioners will be provided with the autonomy to administer FSPS of a value less than \$250 to Clients without advance approval of a manager. FSPS greater than \$250 must be approved in advance by a manager prior to distribution to a Client. Staff will be well trained on how to assess the need and eligibility of Clients for supports and the \$250 limit allows them to provide Clients with items such as transportation, work tools, safety clothing, equipment, dependent care, personal grooming/work clothes, food, licenses, criminal record checks, pardons and short-term certificate training without seeking advance approval from a manager. In cases where a support must be paid in a number of instalments which in aggregate exceed \$250, approval from a manager must be obtained. All distribution of supports and services will require documentation of the rationale for the need and eligibility criteria in the database. The database will also provide managers with contract-wide summary reports allowing them to view and analyze FSPS trends. Maximum averages will be closely monitored by management to make sure they are never exceeded.

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The above expense approval limits, used in combination with the detailed reports available through the database is considered to be sufficient in controlling and monitoring the amount and type of FSPS administered to Clients.

**Collection of Misused Funds** A number of different controls have been put into place to help prevent Clients from misusing Provincial funds, however circumstances may still exist where Clients are identified as having gone into overpayment. Examples of instances where this may occur include a Client being provided with funds directly to purchase agreed upon supports, but do not subsequently provide original proof of purchase of the support. Also, Clients who drop out of training courses paid through the ESC where the tuition cannot be recovered would also be identified as having gone into overpayment. Once ESC staff have identified a potential overpayment, they will

immediately begin employing the ESC's debt collection procedures to make every effort to recover the funds from the Client. All identified Client debts will be followed up on for attempted recovery, however only debts over a minimum level of \$20 will be subject to the full debt collection procedure. In some instances, debt that has not been recovered after the completion of the full debt collection process will be transferred to the Ministry.

### **Employment Support Services (ESS) Workshops**

From the information determined in the FNA and developed in the Action Plan stage along with the Client the Case Manager will assign specific ESS workshops that have been selected for the Client to obtain Labour and Community attachment. The Workshop delivery method will be decided such as one-on-one, group; or on-line. The Case Manager will confirm if the workshop will be delivered with a Specialized staff person or not. When the workshop schedule has been confirmed the Case Manager will enter the information in the Client's Action Plan as a Confirmed Resource.

**Multiple Service Delivery Methods** - The Client-centred Employment Support Services meet the objectives of the Ministry and accommodate a wide range of Client needs and learning styles. Most Clients attend group workshops, which offer not only cost advantages, but also opportunities for Clients to build peer support systems and become motivated and energized by group activities. Groups generally include 5-15 participants, but may be smaller (e.g. when participants from specialized populations require more individual attention and feedback) or larger (e.g. for Employer Trade Talks).

Individual counselling, though not the preferred method, is provided when it is the most effective, for example, when:

- the Client's needs would not be met in the group;
- a workshop is not available at the right time (e.g. Client needs interview skills coaching the next morning, Client has a scheduling conflict); or,
- the Client, Facilitator or Case Manager wishes to discuss a confidential matter.

Online and remote delivery mirrors the quality and depth of in-person services and is facilitated by qualified and experienced staff members. Online ESS use a blend of technologies to provide a focused, personalized and timely service to Clients.

**Scheduling** - In-person ESS at the Storefront and Satellite locations are offered during the day Monday-Friday, and access to online modules is offered continuously. When the Client's Action Plan incorporates online delivery, Clients are provided immediate access to any individual online ESS; the Case Manager assigns a Facilitator based on expertise, availability and the Client's specialized need. When the Action Plan includes face-to-face or online group sessions, the Case Manager schedules the Client for workshops. The most essential and in-demand workshops are scheduled once or twice-weekly and the same topics are available on a continuous basis through Online ESS. Therefore, Clients may start working toward their goals immediately after completing the Action Plan.

The entire schedule is reviewed periodically, taking into account feedback from Clients, staff and other stakeholders, as well as changes in Client demographics or labour market conditions.

**Determining Client Needs and Readiness-** The Case Manager and Client collaboratively identify appropriate case-managed services for the Client's Action Plan and determine which delivery channels are most appropriate.

Each group workshop, whether face-to-face or online, has prerequisites. For example, before attending a Resume workshop, Clients: 1) complete a skills and traits assessment and a work/educational history worksheet; 2) possess a suitable language level; 3) have a clear job target and 4) research occupational duties/postings. Before booking Clients for workshops, a staff member in the self-serve or case management area checks the list of workshop prerequisites with the Client. Ensuring that Clients meet prerequisites provides a foundation for the group to have a productive learning experience, where individuals are able to progress at a similar pace and participate interactively.

**Participant Time Commitment** The time required to participate online depends on the number of topics, the format, and any customized instructions outlined by the Client and Case Manager during the Action Plan process. The common level of time commitment is shown below:

| Face-to-Face Individual           | Face-to-Face Group                | Online Individual                                     | Online Group  |
|-----------------------------------|-----------------------------------|---|---|
| 1-2 hours of engagement per topic | 2-3 hours of engagement per topic | 1 week access for every 3-4 topics, 2 hours per topic | 1 week access for every 3-4 topics, 2 hours per topic |

**Effective Curriculum Design -** The ESS model is based on current career development and adult learning practice, utilizing well-researched, proven models such as Universal Design, Choose-Get-Keep (Boston University Center for Psychiatric Rehabilitation) and Active Engagement (Norm Amundson). The following key principles of Universal Design and adult learning are incorporated to promote a high level of learning and engagement:

| Key Concept  | Application   |
|--|---|
| Shared responsibility for learning                 | <ul style="list-style-type: none"> <li>Clients and staff members work collaboratively with clear roles and expectations, promoting Client ownership and accountability</li> <li>Clients are invited to influence the pace and learning environment</li> </ul>   |
| Two-way communication and interaction              | <ul style="list-style-type: none"> <li>Whether in-person or online, sessions are interactive and engaging, involving dialogue, discussion, activities, reflection and feedback</li> <li>Multiple modes of instruction are used for different learning styles</li> </ul>   |
| Reflection on own and others' experiences          | <ul style="list-style-type: none"> <li>Participants work with relevant case studies and examples</li> <li>Speakers (industry, community services) provide updates on trends, hiring practices, workplace culture/practices and resources</li> <li>Past Clients share success stories</li> <li>Clients exchange ideas and actively collaborate with each other</li> <li>Reflective activities allow Clients to create personal meaning</li> <li>Clients complete a self-assessment before and after each workshop</li> </ul> |
| Integrate new ideas with existing knowledge        | <ul style="list-style-type: none"> <li>Facilitators assist Clients in integrating life experiences and previous learning into the subject matter, building on previous knowledge</li> <li>Information is sequenced and grouped so Clients can see connections between topics, activities and outcomes</li> </ul>  |
| Information is perceived is relevant and practical | <ul style="list-style-type: none"> <li>Information, strategies and tools presented can be immediately applied by Clients to personal objectives, Action Plan and job search</li> <li>Labour market information and resources are kept current and strategies are targeted to specific occupations and needs</li> </ul>  |
| Opportunities for self-                            | <ul style="list-style-type: none"> <li>Clients are involved in selection of topics and delivery methods</li> </ul>  |



| Key Concept                          | Application   |
|--------------------------------------|---|
| directed learning                    | <ul style="list-style-type: none"> <li>• Clients are invited to show alternative ways to demonstrate learning</li> <li>• Digital and hard copy materials promote retention and exploration</li> </ul>   |
| Experiment with new ideas and skills | <ul style="list-style-type: none"> <li>• Hands-on activities challenge Clients to test new skills</li> <li>• Clients are supported in trying out new skills so they build self-esteem and self-confidence through progress and achievement</li> </ul> |

- **Flexibility in Workshop Pace and Scope** Workshops needed by most Clients on essential job search skills such as Resume Writing, Cover Letters, Job Search Strategies and Interview Skills, are offered frequently in three formats, each targeted to a different pace and comprehension level:

- a) Core Workshops (for the majority of Clients)
- b) Core Workshops in First Languages
- c) Core Workshops in low-level English

- Core Workshops in First Languages and low-level English provide basic job search skills to employment-ready Clients who are planning, at least in the short-term, to work with employers who have lower-level English requirements. So they may be accessible to Clients with a wide range of abilities and knowledge, handouts used in workshops for essential job search topics (e.g. resumes, interview skills, job search strategies, telephone skills) are available in a standard version, a simplified English version and in first languages.

- Clients who complete the Core Workshops (or have equivalent skills and knowledge) gain further exposure and practice in Building Skills Workshops. These workshops are targeted to Tiers 2-4 Clients and focus on experiential activities to build self-confidence. For example, the Foundational Interview Skills workshop provides an overview of the interview process and introduces essential interview questions. The Building Skills workshop provides additional information and focuses on modeling, practice, feedback and coaching. Prior to attending a Building Skills workshop, Clients may be required to complete assignments (e.g. to read a hand-out and draft responses to interview questions, or to complete an online module).

- **Preparatory Support** - During Needs Assessment, Case Managers identify Clients, including those from Specialized Populations, who are able to participate in higher-level workshops if given extra time to prepare (e.g. Clients who have never participated in adult learning, and Clients who are more comfortable with reading than listening.) In these instances, Case Managers arrange for Clients to receive a toolkit up to 14 days before the workshop as well as guidance from a Resource Specialist if needed. Successful completion of preparatory activities is confirmed by the Case Manager before the Client's attendance is confirmed. This strategy enables more Clients to access workshops and promotes culturally diverse groups, while enabling the Facilitator to maintain the pace of the workshop. Toolkits may include:

- worksheets describing new vocabulary and basic workshop concepts;
- exercises preparing Clients for role play, group work and presentations; and,
- access to online learning materials, reading materials, audio/video clips.

Case Managed Services support Clients in achieving self-sufficiency and Preparing for, Finding and Maintaining employment at the highest possible level. Services are delivered face-to-face and online, in groups and individually, by qualified, competent staff members and for some specialized workshops.

**The “Prepare” Phase** - In the “Prepare” phase, Clients enhance their self-knowledge through workshops, assessments and counselling, developing an appreciation of their strengths and unique value. Clients begin to access community resources and supports; explore the labour market and work options; identify gaps in their qualifications; make career decisions and prepare themselves for employment.

**Workshop Topics and Counselling Approach: “Prepare”** - A listing of “Prepare” workshops with rationale, delivery channel and duration is found below. Since the ESC is mandated to provide employment assistance rather than in-depth personal counselling, workshops on topics such as Impacts of Abuse, Anger Management and Substance Abuse focus on education, self-awareness, strategies and tools to progress toward labour and community attachment goals; they are not therapeutic counselling sessions. Workshops help Clients develop self-help strategies and connect with resources and services such as counselling, legal services and support groups.

- Services in the “Prepare” phase incorporate a holistic framework and a flexible set of counselling tools accessible by Clients from mainstream or specialized populations. To help Clients broaden their perspective and identify strengths, Facilitators may utilize tools to help Clients broaden their perspective and identify strengths. Facilitator may also employ accepted counselling practices such as helping Clients discern patterns from their life stories or administering standardized assessments in groups or individually.

• **Targeted Outcomes: “Prepare”** - The following are examples of learning outcomes, which link with Clients’ Action Plans:

- Enhance skills for managing life demands (management of stress, anger, time, finances; interpersonal skills; coping with psychological effects of job loss, etc.);
- Connect with resources and individuals in their communities and industries;
- Reflect on beliefs and explore ways to adapt to and manage change;
- Identify and talk about their values, strengths, style, experiences and goals;
- Better understand the labour market and research occupations and workplaces;
- Make decisions about job goals that are both rational and creative, considering how jobs fit with market demands, self-development and future uncertainty;
- Prepare targeted resumes, cover letters and a list of referees;
- Set up an email account and social media pages/web portfolio (when appropriate) and learn how to research and network online; and,
- Achieve greater independence and prepare for a high level of job search activity;

| Prepare Workshops   |  |
|---|--|
| <b>Prepare</b>  | <b>Identifying Employment Readiness Skills and Strengths</b> |
| Client self-exploration that supports Clients in considering and identifying personal Employment Readiness factors. Can be used as a means of identifying whether an FNA may be needed, prior to referral to an MDNA. (Group Session; one-one; on-line 2-4 hours) |  |
| <b>Prepare</b>  | <b>Labour Market/Career Research</b>                         |
| Understanding and using LMI topics for effective employment-related decision making. (Group Session; one-one; on-line 2-4 hours)  |  |
| <b>Prepare</b>  | <b>Creating/Updating Resumes</b>                             |
| Effective resume techniques and styles. Clients will be assisted in developing individualized and job specific  |  |

| <b>Prepare Workshops</b>  |   |
|---|---|
| resumes. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Career Planning and Career/Occupational Choices</b>                                      |
| Exploring, understanding options and making effective employment and career decisions when Clients are unsure about occupational choices. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Prepare</b>  | <b>Using Internet and Email</b>   |
| Using the internet and email to prepare to look for work or explore options. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Employment Coaching</b>  |
| Coaching and support services to Clients who are actively job seeking, including: problem solving and providing advice and feedback to improve effectiveness. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Prepare</b>  | <b>Dressed for Employment Success</b>   |
| Assisting Clients to understand how to dress appropriately for interviews and what to wear on the job site. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Prepare</b>  | <b>Budgeting / Financial Planning</b>   |
| Assisting Clients to understand how to plan a budget effectively to facilitate returning to the workforce. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Time Management/Organizational Skills</b>  |
| Managing time for job search and practical organizational skills related to job search and employment. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Building Self-Esteem</b>   |
| Strategies and tools to build self-esteem to ensure a more effective job search. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Recognizing/ Understanding and Overcoming the Impacts of Abuse</b>                       |
| Coaching and support to enable effective Program participation and improve Employment Readiness of Clients who are survivors of violence and abuse. Includes addressing isolation, self-care and personal safety. (Group Session; one-one; on-line 2-4 hours) |   |
| <b>Prepare</b>  | <b>Personal Planning and Goal Setting</b>   |
| Tools and strategies to plan and set personal goals to assist with preparing for work. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Stress/Anger Management</b>  |
| Tools and strategies to better manage stress and assist in managing anger. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Health Enhancement/Personal Care</b>   |
| Information and strategies related to health and personal care issues that may impede success in the workplace. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Prepare</b>  | <b>Self-Awareness</b>   |
| Assess opportunities to improve personal and inter-personal awareness and effectiveness. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Disability Management for Employment Readiness/ Physical and/or Mental Health Issues</b> |
| Information and strategies to manage disabilities in preparation for and succeeding in employment. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Prepare</b>  | <b>Substance Abuse/Relapse Prevention and/or Harm Reduction</b>                             |
| Providing Clients with substance abuse history with strategies and information to prevent relapse and other related issues in preparation for employment. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Prepare</b>  | <b>Accessing the Hidden Job Market</b>  |
| Providing Clients with knowledge and skills related to informational interviews, networking skills and applying labour market research. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Prepare</b>  | <b>Identify and Access Transferable Skills/Prior Learning</b>                               |
| Providing Clients with knowledge and skills related to identifying transferrable skills, how to emphasize transferrable skills in resumes and cover letters. (Group Session; one-one; on-line 2-4 hours)  |   |

## **The “Find” Phase**

**Workshop Topics and Counselling Approach: “Find”** - Clients starting the “Find” phase are ready to initiate contact with decision makers through cold calling, networking and ultimately job interviews. Through hands-on activities, Clients learn techniques and strategies to market themselves effectively and independently. Clients use in-person

meetings, informational interviews, social media, telephone, email and other channels to contact employers, building their networks and their capacity to describe their abilities as they relate to targeted positions. So that Clients are ready to take immediate action, workshop prerequisites include having a defined job target; an understanding of personal skills and strengths; a leads list of potential companies and information on the labour market and job requirements. A listing of “Find” workshops with rationale, delivery channel and duration is found listed in the table below.

Clients of all Tiers, including self-serve Clients, benefit from attending face-to-face workshops, since the energy generated in a group, together with peer support, can revitalize and motivate Clients who begin to feel discouraged and isolated on their own. The Job Search Strategies workshop offer updated information on successful techniques and helping Clients organize and plan an intensive and targeted search. Workshops replicate a workplace environment work in teams and demonstrate professional behaviour, participation and punctuality.

The action orientation of the “Find” phase is geared to produce concrete and immediate results and is supported by Client-centred counselling with a focus on brief counselling and short-term goals. The ESS model is flexible for Clients to attend bundled workshops or drop in for individual topics, as space permits. Clients may also access individual counselling on specific issues; for example, a Client who is invited to interviews but does not receive offers can analyze the situation with a counsellor and receive targeted coaching on how to manage the stumbling blocks of past interviews.

Some Clients may feel acute performance anxiety or other challenging emotions as they are challenged to self-market and contact employers. Facilitators gauge comfort levels within groups and encourage individuals to progress based on ability. This may require coaching and a step-by-step approach to help Clients build confidence.

**Targeted Outcomes: “Find”** - The following are examples of learning outcomes, which link with Clients’ Action Plans:

- Set up an organized job search plan with specific, time-bound objectives/actions;
- Make a job leads list of at least 50 targeted companies;
- Apply to targeted positions through website, email, fax and in person;
- Complete cold calls and/or walk-in visits to employers;
- Practice skills in receiving screening calls and conducting telephone interviews;
- Effectively describe their skills and abilities as relating to specific job targets;
- Learn how to respond to common interview themes and challenging questions on job termination, skills and knowledge gaps, salary expectations, etc.;
- Increase their confidence by doing mock interviews and receiving coaching;
- Make follow-up calls and send professional follow-up emails;
- Make a layout for a well designed and targeted print/web portfolio (professionals)
- Know how make the most of informational interviews, job shadowing, mentoring, volunteering and work experience opportunities;
- Improve communication skills and expand personal and professional networks;
- Practice evaluating and comparing job options, considering pros and cons;
- Identify concrete ways to modify and improve job search approach; and,
- Achieve employment, work experience or community attachment.

- The table below outlines the assessment tools that the ESC selected.

| Find Workshops |            |
|----------------|------------|
| Find           | Job Search |

| <b>Find Workshops</b>   |  |
|---|--|
| Support Clients in undertaking an effective job search, such as identifying suitable work opportunities, understanding local labour market conditions, and learning about different approaches to job search. (Group Session; one-one; on-line 2-4 hours) |  |
| <b>Find</b>   | <b>Job Shadowing</b>                         |
| Information to find effective job shadowing opportunities to assist Clients in their job search. (Group Session; one-one; on-line 2-4 hours)  |  |
| <b>Find</b>   | <b>Cold Calling</b>                          |
| Information regarding approaching employers who have not advertised job vacancies. (Group Session; one-one; on-line 2-4 hours)  |  |
| <b>Find</b>   | <b>Post Interview Follow-up</b>              |
| Information related to etiquette in contacting the employer after the interview and where unsuccessful in obtaining employment, receiving and using feedback effectively. (Group Session; one-one; on-line 2-4 hours)                                     |  |
| <b>Find</b>   | <b>Networking</b>                            |
| Information related to networking for job search, such as how existing relationships may support job search and identifying opportunities for employment networking in social and other environments. (Group Session; one-one; on-line 2-4 hours)         |  |
| <b>Find</b>   | <b>Job Leads and/or Arranging Interviews</b> |
| Support in how to find, follow up on and use job leads effectively. (Group Session; one-one; on-line 2-4 hours)   |  |
| <b>Find</b>   | <b>Interview Skills</b>                      |
| Information on conducting employer research and preparing and succeeding in interviews. (Group Session; one-one; on-line 2-4 hours)   |  |
| <b>Find</b>   | <b>Self-marketing</b>                        |
| Information related to identifying strengths and strategies to market skills effectively to potential employers. (Group Session; one-one; on-line 2-4 hours)  |  |
| <b>Find</b>   | <b>Job Seeker Employers' Forum</b>           |
| Information sharing, networking, job matching sessions with employers and job seekers. (Group Session; one-one; on-line 2-4 hours)  |  |
| <b>Find</b>   | <b>Job Club-like Services</b>                |
| Multi-day job search sessions that combine a range of relevant job search topics with actual job search activities. (Group Session; one-one; on-line 2-4 hours)   |  |
| <b>Find</b>   | <b>Other "Find" focused Support Services</b> |
| Other topics related to finding employment that may not be listed in this section (e.g. negotiating a starting salary). (Group Session; one-one; on-line 2-4 hours)   |  |

- **Placement Incentives** – EN-DTES has a broad range of long-term, well established relationships with employers and organizations, enabling Clients to connect for labour market and community attachment opportunities. The following table summarizes services available to Clients.

• **Workshop Topics and Counselling Approach: "Maintain"** - "Maintain" workshops assist participants in developing personal management, communication and workplace skills to successfully maintain employment or labour market attachment. By enhancing self-awareness and learning new strategies and communication techniques, participants better understand employer expectations and develop competencies to navigate issues that arise in the workplace. "Maintain" workshops are ideal for Clients who have been terminated or repeatedly laid off, or who experience difficulty in teams and workplaces. Workshops also benefit Clients who have little work experience or limited knowledge of workplace culture and communication style, including many Clients from Specialized Populations such as immigrants. A list of "Maintain" workshops showing rationale, delivery channel and duration is listed in the table below.

Since "Maintain" topics deal with workplace communication, face-to-face group delivery is the preferred format, providing Clients with cross-cultural experience working in teams of diverse individuals, honing communication skills such as active listening,

paraphrasing, clarifying, negotiating, conflict management and attending to non-verbal cues. While observing participant behaviour, Facilitators gain a clearer understanding of individual Client issues and how to strategize with Case Managers to assist Clients.

**Outcomes: “Maintain”** - During workshops, Facilitators gain insights based on observation, but since “Maintain” outputs centre on internal and attitudinal shifts, Clients are in the best position to assess their own learning. Thus, Clients complete a pre- and post-assessment to help gauge shifts or progress in understanding, attitude, perception and skill. Assessments also help determine if Clients needs further intervention, and provide Facilitators with information to guide ongoing curriculum evaluation and design.

The following are examples of learning outcomes, which link with Clients’ Action Plans:

- Learn strategies to be an effective team member and build positive relationships;
- Practice two-way feedback, identifying constructive and destructive delivery;
- Practice using active listening to reduce misunderstanding and manage conflict;
- Create strategies for becoming a part of the “organizational culture;”
- Demonstrate an understanding of problem solving and decision making;
- Employ “cool down” strategies to manage anger and aggressiveness;
- Learn strategies for overcoming procrastination, and for prioritizing and planning;
- Develop new strategies for self-care and review hygiene tips;
- Know safety signs and symbols, and how to prevent injuries in the workplace;
- Identify personal strategies to manage change, transition and stress;
- Obtain and maintain employment or community attachment (volunteering); and,
- Increase confidence in starting a new job and passing “probation;”

| <b>Maintain Workshops</b>   |   |
|---|---|
| <b>Maintain</b>   | <b>Effective Workplace Behaviour</b>                                    |
| Information related to learning expected workplace behaviours and understanding how to fit into the organizational culture, maintain employment and develop in the workplace. (Group Session; one-one; on-line 2-4 hours)   |   |
| <b>Maintain</b>   | <b>Workplace/Business Communication Skills</b>                          |
| Knowledge and skills in developing and maintaining effective workplace communication skills; building supportive workplace relationships and teams and dealing with difficult situations in the workplace. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Maintain</b>   | <b>Effective Communication and Problem Solving within the Workplace</b> |
| Knowledge and skills in effective problem solving and workplace communication. This may include strategies to successfully address problems in the workplace, maintain respectful relationships when addressing workplace problems and how to communicate problems to supervisors and co-workers. (Group Session; one-one; on-line 2-4 hours) |   |
| <b>Maintain</b>   | <b>Effective Workplace Oral, Written or Non-Verbal Communication</b>    |
| Knowledge and skills in specific methods of communication for the workplace such as email etiquette and effectiveness, understanding non-verbal communication, perception checking, paraphrasing, summarizing, questioning, raising concerns and offering suggestions. (Group Session; one-one; on-line 2-4 hours)                            |   |
| <b>Maintain</b>   | <b>Understanding Workplace Symbols and Signs</b>                        |
| Knowledge and skills related to safety and other symbols in the Canadian workplace (e.g. what they are and what they mean to workers). (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Maintain</b>   | <b>Active Workplace Listening Skills</b>                                |
| Knowledge and skills in listening to understand and how this skill can be used effectively in the workplace. (Group Session; one-one; on-line 2-4 hours)  |   |
| <b>Maintain</b>   | <b>Workplace Time Management/Organizational Skills</b>                  |
| Knowledge and skills in time management and organizational strategies for the workplace. (Group Session; one-one; on-line 2-4 hours)  |   |

| Maintain Workshops   |  |
|--|--|
| <b>Maintain</b>  | <b>Workplace Assertivenss</b>  |
| Knowledge and skills in how to communicate assertively in the workplace. (Group Session; one-one; on-line 2-4 hours)                           |  |
| <b>Maintain</b>  | <b>Accepting, Starting and Maintaining Employment (to support job retention)</b> |
| Knowledge and skills in accepting employment and transitioning from unemployment to the workplace. (Group Session; one-one; on-line 2-4 hours) |  |

**Bundled Workshops** - Selected face-to-face and online workshops are grouped together in standardized “bundles,” though Clients may also attend the workshops individually. Bundling helps Clients receive the information they need intensively and without gaps, and promotes relationship building among workshop participants as they meet each other repeatedly. Standardized bundling also supports comprehension and retention of learning, enabling Clients to relate topics to each other and immediately apply skills learned in one workshop (e.g. “listening, paraphrasing and clarifying”) in a new context.

A Client’s Action Plan can also include a customized bundle of workshop topics. The Client may start with a face-to-face counselling session with an ES Facilitator, at which time a timeline for completing the bundle is agreed upon. Clients without access to the ESC participate in an Individual Online session, and the process for completing the topics in the bundle is confirmed. The basic framework for online bundles follows:

| Client Tiers 1-2            | Client Tiers 3-4            |
|-----------------------------|-----------------------------|
| 1-4 topics open for 1 week  | 1-3 topics open for 1 week  |
| 5-8 topics open for 2 weeks | 3-6 topics open for 2 weeks |

Bundles of topics which meet the most important job search needs are offered on a regular basis. Clients from Specialized Populations may have very different needs from each other, and not all have special needs. Therefore, rather than grouping topics according to Specialized Population, workshops are bundled according to types of needs that Clients have in common.

#### First Language Workshops

*(French, Mandarin, Cantonese, Farsi, and Korean)*

1. Job Search/Job Leads
2. Resumes / References
3. Interview / Follow-Up Skills
4. Self-Marketing / Telephone Skills

#### Disability management

1. Workplace accommodation
2. Disability disclosure
3. Sleep/pain/stress management
4. Strategies for relapse
5. Understanding disability barriers
6. Creating a personalized wellness plan

#### Women survivors of violence and/or abuse

*(Including male and female former sex trade workers)*

1. Recognizing, Understanding and Overcoming the Impacts of Abuse (RUOIA)
2. Self-esteem
3. Self awareness
4. Stress / Anger Management
5. Health Enhancement/Personal Care
6. Disability management for employment readiness (Mental health issues such as Depression, PTSD or other Trauma related issues)

#### Drug and Alcohol

1. Substance abuse/relapse prevention and/or harm reduction
2. Accessing Services
3. Stress / Anger Management
4. Health Enhancement/Personal Care
5. Disability management for employment readiness (Mental health issues such as Depression, PTSD or other Trauma related issues)

#### Multi-barriered

1. Time management/organizational skills
2. Self Esteem Issues & Self Awareness
3. Personal Planning and Goal Setting
4. Stress/Anger Management
5. Health Enhancement/Personal Care
6. Disability management for employment readiness (Mental health issues such as Depression, PTSD or other Trauma related issues)

#### On The Job Communication Practice Group

1. Accepting, starting & maintaining employment & Effective workplace behaviour/deportment
2. Workplace/business communication skills
3. Effective communication & problem solving within the workplace
4. Effective workplace oral/written/non– verbal communication & Active Workplace Listening Skills
5. Workplace time management/organizational skills
6. Workplace assertiveness & Teamwork

- The following table provides examples of how services and resources will be customized to meet the needs of Clients with special needs.

| Client Group      | • Service | • Resources  |
|-------------------|-----------|--|
| Aboriginal People | S21       | <ul style="list-style-type: none"> <li>• Access to toolkits, online courses, webinars, self reflection journals, recorded workshops and other online resources blogging to build networks, reflection, dialogue</li> <li>• Referrals to Aboriginal centers, and work in partnership to have an Aboriginal elder available</li> </ul> |
| Francophones      |           | <ul style="list-style-type: none"> <li>• Access to French-language materials and resources, both print and online</li> <li>• Newcomer guides and community</li> </ul>  |



| Client Group                       | • Service | • Resources   |
|------------------------------------|-----------|---|
|                                    | S21       | resource materials  |
| Immigrants                         |           | <ul style="list-style-type: none"> <li>• Plain language documents with appropriate language levels for target audience</li> <li>• Translated material for: online learning modules, workbooks, resource lists</li> <li>• Written documents to supplement verbal learning</li> <li>• Simplified and translated handouts for core topics</li> <li>• Links to online multilingual resources</li> <li>• Online access prior to attending workshops to increase understanding and have sections prepared for role-playing</li> <li>• Newcomer guides and community resource materials</li> <li>• Referrals to settlement workers, neighbourhood houses, legal and medical services, multilingual family counseling</li> <li>• Computer literacy coaching for e-mail and online applications</li> </ul> |
| Multi-barriered Persons            |           | <ul style="list-style-type: none"> <li>• Information available in online format to help Clients who cannot come to ESC or have difficulty accessing centres due to working or other time related barriers</li> <li>• Assistance with community attachment, volunteering opportunities, etc.</li> <li>• Computer literacy coaching for e-mail and online applications</li> </ul>   |
| People with Disabilities           |           | <ul style="list-style-type: none"> <li>• Ensure accessibility aids are available to meet Client needs e.g. data entry through voice and text-to-speech, comprehensive screen reading capability, etc)</li> <li>• Online learning system for remote, group or self paced access</li> <li>• Adaptive technology available</li> <li>• Information and resources on personal safety</li> <li>• Referrals to partners</li> </ul>   |
| Survivors of Violence and/or Abuse |           | <ul style="list-style-type: none"> <li>• Self-help materials and access to external support services</li> <li>• Referrals to, and information about, counselling and support services</li> <li>• Referrals and access to peer support groups for women, parents, etc.</li> <li>• Materials for hands-on activities such as creation of a vision-board</li> <li>• An appropriate, safe physical learning space</li> </ul>  |

| Client Group | • Service | • Resources   |
|--------------|-----------|---|
| Youth        | S21       | <ul style="list-style-type: none"> <li>Established linkages to a large network of community services and resources</li> <li>E-services</li> <li>Use of technology: video, animation, digital information, access to online learning</li> <li>Self-paced materials</li> <li>Age-appropriate career planning assessments</li> <li>Partnerships with and referrals to outreach services</li> <li>Youth-oriented design of materials (e.g. side panels, speech balloons)</li> </ul> |

**Evaluating Learning** With tangible outputs (resumes) or demonstrable skills (mock interviews), a Client's progress can be easily observed. But when the objective is shift in attitude, perception or motivation, progress is not easily measured. Workshops embed self-evaluative activities and reflective questions that allow Clients to gauge their own progress, and a preparatory wrap-up activity in each workshop gives Clients the opportunity to assess their development.

Following workshops or bundled series: the Facilitators provide to the Case Manager the Client's participation (attendance/viewing for the Action Plan topics); progress with assignments; and interaction with the Facilitator.

#### • **Self Employment – Orientation and Assessment**

Self Employment Services are considered for Clients who have demonstrated they have exhausted all possible options of securing sustainable employment in the local labour market, and who have been assessed as having an entrepreneurial aptitude as well as the attitude, skills and sufficient product or service knowledge and experience related to their business idea to likely be able to become self employed and independent.

Clients that are potentially eligible for SE Services are: EI Clients; Clients with disabilities; BCEA Clients who have PWD designation; or BCEA Clients who have PPMB designation.

|     |
|-----|
| S21 |
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***Determine Placement Incentive (Wage Subsidies with Employers)*** – For wage subsidy applications, Case Manager determines Client eligibility and sees if work experience is a barrier to Client getting employed. Once a potential Employer is interested in a Client, a wage subsidy/training plan is developed for the Employer to indicate the timeframe, percentage of the subsidy and specific duties that the Client will be trained in. Monitoring is frequent to check Client's progress. Once the training plan is complete, the Employer is encouraged to keep the trained employee on.

***Determine Placement Incentive (Paid or Unpaid Placements)*** – EI Clients in Job Creation Partnerships may receive applicable EI Part I, living supports (if Part I ineligible), and temporary Financial Supports on transportation, childcare and disability needs. Case Manager must ensure that JCP terms do not exceed 52 weeks; while unpaid placement terms are limited to 8 weeks and 1 work experience per Action Plan (limited to 3 work experience depending on the Client's ability to work upward a higher level of employment readiness). EN-DTES ensures that both JCP Clients and unpaid placement Clients are covered by WorkSafeBC.

**Disability Supports and Accommodations:** Within the Case Management process it may become evident that a Client may need Disability Supports or Accommodations. This may occur within the following channels:

- During the Formal Needs Assessment,

- Recommendations from previous Specialized Assessments,
- Results and recommendations from a new Specialized Assessment
- While a Client is in Case Managed Services
- While a Client is employed and in follow up services
- While a Client is in training

An Accommodations and Supports tool was developed to be utilized by Case Managers to assist in determining, what, if any, accommodations and supports are needed. This tool outlines accommodations and supports that are generally used for specific disabilities. Some of these accommodations and supports can be provided easily without requiring funding from the EPBC or other sources. The Tool gives an overview of specific types of disabilities and the accommodations and supports that may be needed.

If disability supports or accommodations are needed to assist in alleviating, reducing, or removing disabling conditions, the written request of a qualified physician and specialist such as occupational therapists, physiotherapists, ophthalmologists, optometrists, dentists, audiologists or technical aids assessors must be obtained.

**Disability Supports may include:** Assistive Technology; Communication and Hearing Devices; Ergonomic Supports; Restorative Supports; Vehicle Modifications; Workplace Access and Modifications; Attendant Services; Interpreting/Captioning; Job Coaching; and Tutoring

**The process to obtain Disability Supports is as follows:**

- Client obtains written request from a qualified specialists pertaining to the disability and the support needed.
- The Case Manager and the Client access providers who can supply the needed support: three quotes are needed from different disability support providers
- The Case Manager and the Client researches alternate sources of funding through the Opportunities Fund, the Vancouver Foundation, specific Community Foundations
- If the Client is approved to go into training the Case Manager and the Client will research alternative funding through the Canada Access Grant, Canada Study Grant, and connect with the Disability Resource Centres at the specific training site to determine what supports they can provide.
- If no other available sources of funding are available, the Client signs the **Client Consent** to the provider of the Disability Support.
- If needed, the Client will receive training from the provider in order to use or access the Disability Support.

All steps are taken to determine if Disability Supports are needed during the Case Management process, however it can become evident in Case Managed, Follow Up, or Supplemental Services that Disability Supports are needed for the Client to achieve their employment goal. If this happens, the process to access Disability Supports outlined above will be followed.

**Specific Information on Assistive Technology of British Columbia (AT-BC):** If a Client needs to access Assistive Technology, a specific process must be followed. Below is an overview of AT-BC; the purpose of accessing their service, information about their support program, the application process, eligibility guidelines, and a Client Example.

The purpose of AT-BC is to provide assistive technology resources to persons with permanent disabilities in order to reduce barriers caused by the disability in preparing for, obtaining, and maintaining employment. AT-BC coordinates and manages an assistive technology loan bank. They provide the following technology resources to participants: technology assessment, technology plans and report, training on assistive technology, trouble shooting and repair support, and test equipment for suitability and compatibility. AT-BC provides technology information to persons who support adults with disabilities through EPPD.

**Application Process** - The Case Manager will send a referral package for technology support that includes the:

- Completed referral form
- Signed EPBC consent form
- Medical Assessment Report or Specialized Assessment outlining assistive technology needed
- Verification of enrollment for training plans – supplied by training institute
- Signed AT-BC Conditions of Loan form

**Equipment for a job site (Employment):** The length of loan of assistive technology for employment referrals is 1 year; for the purpose of assessing the appropriate equipment to complete job tasks. The employee requires assistive technology to eliminate barriers caused by the disability to perform the duties of the job.

**Equipment for Training (Educational):** The length of loan of assistive technology for training/educational referrals is for the duration of a training plan that prepares the adult with a disability for employment. The student:

- Commits to taking training courses to prepare for employment.
- Successfully completes courses.
- Requires assistive technology to eliminate barriers caused by the disability.

### **Customized Employment Service Delivery Model – CE Development**

Customized employment starts with the Client and engages Employers through an interest-based negotiation revealing the benefits of hiring to both parties. The promise of this approach is that stereotypical jobs are reduced and employment better matches a Clients 'personal genius'.

As part of Open Door Group service levels, 70% of Clients who complete a Discovery Assessment will have a positive employment outcome of paid work or self-employment. This will be achieved by qualified Open Door Group Disability Consultants identifying, initiating and creating new jobs with employers that are customized to the individual needs of a Client, or identifying self-employment opportunities when services that are customized for Specialized Populations are determined necessary to effectively support a Client in achieving Labour Market Attachment.

Individualized job goals are negotiated based on the Clients needs, strengths, interests and *ideal conditions of employment* as identified in the Discovery Assessment. The process of Customized Employment Development will meet the unique needs of **both** the Client and the Employer. Throughout Employment Support Services (3.0) and Follow-Up services (2.7) the Case Manager and Disability Consultant will meet on a monthly basis to discuss any potential issues and progress.

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Upon completion of securing a position through customized employment the Disability Consultant would report back to the Case Manager details related to the Clients placement including: Employer & Contact Information; Job Title & NOC Code; Job Start Date; Pay/Hour (including if the employer provides benefits); # Hours/Week; Job Tasks; Recommended site accommodations and plan to implement; Recommended Job Coach training/orientation plan. Details regarding the steps involved in Customized Employment are noted in the charts below:

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**iii) Discuss how the proposed case managed services and their delivery methods meet or exceed requirements in this RFP. Describe any case managed services or delivery methods that are included in addition to the requirements in this RFP**

The Employment Network of the Downtown Eastside will ensure that the Employment Support Services (ESS) workshops are offered to case managed clients both as one-to-one and group sessions. This enables the client to obtain the required knowledge and skills in a learning environment that is comfortable and promotes learning to the individual. Open Door Group will provide a range of workshop topics based on the needs of clients. By offering a variety of facilitation strategies through hands-on learning, practical activities and group discussion for all workshops we will accommodate the variation in client learning styles. Delivering workshops via tele-conferencing means that clients in remote locations, or those not able to participate at the Open Door Group location, can still receive this service. Through the provision of this wide range of workshops topics and the service delivery methods Open Door Group will meet the requirements of the RFP by providing all clients with the fundamental skills to be prepared for, and look for work and the ability to succeed.

Open Door Group as a partner of the EN-DTES has over 7 years experience in performance-based contracts. With this experience ODG brings policies, procedures, and business process for ensure proper determination and administration of Financial Supports. The partnership will apply these principles with the upcoming EPBC:

- **Accountability:** Providing immediate assessment of a Client's financial stress (i.e. how much longer is a Client on EI) to assist in determining the relevancy of services provided to Client
- **Motivation:** Through the Financial Needs Assessment determine a Client's motivation to attach to the workforce which assists with the relevancy of services provided to Client
- **Building Financial Capacity:** Through the Financial Needs Assessment able to bring more awareness to a Client's own financial capacity and to learn how to build and strengthen this area with workshops, connections to community agencies, etc...
- **Interrelationship:** Financial Supports administered will match their employment outcomes
- **Transparency:** The process is open and transparent to the Client and assessments are fully documented to show fairness and accuracy
- **Responsibility:** Encouraging Client's to make a contribution to the level that is realistic to their current financial situation
- **Community Resources:** Ability to connect Client's to community resources that they may not have access or knowledge prior to Financial Needs Assessment
- **Answerability:** having an process and assessments approved by supervisors
- **Relevancy:** only collecting information that is necessary to the Client at that specific moment by having one Financial Needs Assessment and 4 other additional assessments
- **Community Connections:** connecting with community agencies, organizations, and companies to assist in providing Program Allowances.
  - Accounts with various providers of clothing, food, and grooming etc...
  - Ability to be very specific on what types of supports can be purchased
- **Internal Database:** ensure Client maximum averages are not exceeded

- **Quality Assurance:** providing internal quality assurance audits to ensure due diligence on relevant, accurate, and appropriate financial supports were determined.

#### e) Supplemental Services

- Describe in detail how supplemental services will be set up and delivered at the ESC, including, for example, tools and criteria for selecting appropriate services for Clients, and how those services will be delivered (i.e. training, specialized assessments and self-employment).**

Supplemental Services encompass training, self-employment, and specialized assessments and will be delivered to Clients who are assigned these resources by the Case Manager within the Employment Network of the DTES (EN-DTES). Supplement Services will take place at the ESC, itinerant or satellite Specialized Service Providers, and/or external service providers. A breakdown of Supplemental Service providers is listed in **Appendix I: Proposed Services and Delivery Approach – Template #5**.

Supplemental Services Include:

- Training
- Self Employment
- Specialized Assessments

#### **Training**

Training Services are available when an eligible case managed Client lacks the skills needed for sustainable employment and the Action Plan confirms that training is the most appropriate response to address the Client's employment service need. Training Services include support to access:

- Essential Skills & Essential Skills Training
- Short-Term Orientation & Certificate Training
- Skills Training
- Academic Upgrading
- English as a Second Language
- Academic Upgrading
- Apprenticeship Training Supports

The table below outlines what Training Services the EN-DTES ESC; Satellite and itinerant specialized service providers will supply. The remaining training resources we will contract with trainers in the community such as public educational institutions such as VCC Community College.

#### ***Training Service Map for Downtown Eastside Catchment area:***

|             | Essential Skills | Essential Skills Training | Short-Term Certificate Training | ESL | Academic Upgrading | Apprenticeship Training Supports | Skills Training |
|-------------|------------------|---------------------------|---------------------------------|-----|--------------------|----------------------------------|-----------------|
| EN-DTES ESC | ✓                |                           | ✓                               | ✓   |                    | ✓                                |                 |
| ACCESS      | ✓                | ✓                         | ✓                               |     |                    | ✓                                | ✓               |

|                              |   |  |  |   |   |  |   |
|------------------------------|---|--|--|---|---|--|---|
| <b>Broadway Youth - PCRS</b> | ✓ |  |  |   | ✓ |  |   |
| <b>Neil Squire</b>           |   |  |  |   |   |  | ✓ |
| <b>GVS</b>                   |   |  |  | ✓ | ✓ |  | ✓ |

### **Self Employment**

A Client is eligible to move to Self Employment services and when they have completed SE Orientation & Assessment and their business concept has been approved by the Case Manager and the Self Employment service provider. Self Employment Services involve supporting Clients with:

- Business Plan Development
- Entrepreneurial Workshops
- Coaching and Mentoring
- Business Launch and Implementation

The table below outlines which agency will provide the above mentioned Self Employment Services:

### ***Self Employment Service Map for Downtown Eastside Catchment Area***

|                | <b>Business Plan Development</b> | <b>Entrepreneurial Workshops</b> | <b>Coaching and Mentoring</b> | <b>Business Launch &amp; Implementation</b> |
|----------------|----------------------------------|----------------------------------|-------------------------------|---|
| <b>BCIT</b>    | ✓                                | ✓                                | ✓                             | ✓   |
| <b>SUCCESS</b> | ✓                                | ✓                                | ✓                             | ✓   |
| <b>CMHA</b>    | ✓                                | ✓                                | ✓                             | ✓   |

### **Self Employment Network (SEN)**

In order to supply clients with the choice and quality of self employment options offered in the Lower Mainland, the EN-DTES Partnership Group have developed the Self Employment Network. This network consists of, BCIT, CMHA, SUCCESS, and Douglas College; combined these agencies offer over 30 years of experience in delivering self employment in the Lower Mainland. As well as the general population the agencies offer specialised services to persons with cross-disabilities, mental health conditions and immigrants.

### **Specialized Assessments**

EN-DTES Case Manager will refer Clients for Specialized Assessments when through the FNA it has been deemed essential to have specific professional expertise to understand the Employment Readiness or service needs of a Client. Previous assessments will be reviewed and considered to minimize any duplication. Specialized Assessments Services involve:

- Specialized Assessments for persons with disabilities
- Medical Assessment Reports
- Prior Learning Assessment
- Foreign Credentialing
- Customized Employment Development

The table below outlines what Specialized Assessment Services the EN-DTES; Satellite and itinerant specialized service providers will supply. For example the ESC will utilize the specialized skills of ODG Disability Specialist for administering Customized Employment. In addition to referring to specialists, we will offer space in our ESC for delivering the

**Specialized Assessments Service Map for Downtown Eastside Catchment Area:**

|             | Specialized Assessments (Disability) | Prior Learning Assessments | Foreign Credentialing | Customized Employment Development |
|-------------|--------------------------------------|----------------------------|-----------------------|-----------------------------------|
| ODG         |                                      |                            |                       | ✓                                 |
| ISSofBC     |                                      | ✓                          | ✓                     |                                   |
| SUCCESS     |                                      | ✓                          | ✓                     |                                   |
| GVS         | ✓                                    |                            |                       | ✓                                 |
| WIDHH       | ✓                                    |                            |                       | ✓                                 |
| ALDA        | ✓                                    |                            |                       | ✓                                 |
| Neil Squire | ✓                                    |                            |                       | ✓                                 |

ii. Describe in detail how supplemental services will be set up and delivered at the ESC, including, for example, tools and criteria for selecting appropriate services for Clients, and how those services will be delivered (i.e. training, specialized assessments and self-employment).

**Training**

For Clients that lack skills needed for sustainable Employment the Case Manager and the Client will identify appropriate training that addresses a skill gap in order to obtain labour attachment. Clients with existing and relevant transferable skills are not eligible for training. As part of the Formal Needs Assessment and Case Managed process, skill gaps and/or needs are identified. The Case Manager works with the Client to determine the most suitable type of training. Clients access training opportunities based on an assessment of their capabilities, needs and prospects for employment. Employment Network of the DTES' preference is to have: Clients trained to a level where they can be employed as soon as possible and training is supported to lead to a certificate, diploma, or degree. Only EI Clients, Clients with disabilities, BCEA, and PWD Clients will be considered for financial supports, at this time.

Client's suitability will be reviewed before being assigned to Training Services. This includes the Case Manager assisting the Client to: locate and research at least 3 different labour market information sources; contact a minimum of 2 employers in the specific industry to determine skill requirements and to ensure the training matches industry standards for qualifications; research at least three (3) alternative funding sources for training, and if needed, accommodations and supports; and research at least three (3) different training institutions.

Final decisions around verifying the viability of the need for training will be approved by the program manager under the following conditions: all training that exceeds \$500 will require approval; all training that exceeds 6 months in duration will require approval.

The Case Manager will provide rationale for training.

For employed Client's that have strong rationale for training and the Client will need an Authorization to Quit as well as Section 25 – Approval from LMDA or Section 25 – LMDA Approval only.

- If a Client needs **Authorization to Quit (ATQ)** the Client will complete the ATQ forms. The Case Manager will review these forms before sending to the Ministry. The Ministry will review and enter in the ICM whether they accept or decline the ATQ. The Client will also be notified by the Ministry. If a Client is approved they will

continue. If a Client is not authorized to quit the Client will be referred back to Case Management Services – Develop and Revise Action Plan.

- If a Client needs **Section 25 – LMDA Approval** the Client will complete the Section 25 Form. The Case Manager will review the completed form before sending it to the Ministry. The Ministry will review and enter into the ICM whether they are accepted or declined. The Client will also be notified by the Ministry. If a Client is not approved the Client will be referred back to Case Management Services.

For all Clients that are approved to go to Training Services The Case Manager will review: the Training viability; check the Client's cost and maximum averages; and Reviewing the **Client's Financial Need**.

- For Client's that have not exceeded their maximum average costs the Case Manager will set a Financial Commitment on the Training Services.
  - The Case Manager will ensure that a Client does not have a debt with the EPBC, Service Canada, and/or Student Loan before continuing.
- For Client's that do not have debt with any of the above mentioned agencies The Case Manager will create the Client Financial Agreement. The Client will review and sign the agreement. The Client will receive a sign copy and the Case Manager will confirm the payment schedule with the Client.
  - For Clients that have a debt with the EPBC, Service Canada, and/or Student Loan the Case Manager and the Client will establish a repayment schedule and ensure compliance with the repayment schedule before continuing.

Clients that are approved for Training Services their Action Plan will be revised and resources and dates will be assigned for the Client to commence a Training Services. When Training has been confirmed the Case Manager will enter the information in the Client's Action Plan as a Confirmed Resource. Eligible Client's will have at least one of the following as Training Services as a Confirmed Resource.

**Essential Skills:** Essential skills, as defined by Human Resources and Skills Development Canada, are: "the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change". They allow Clients to address the gap between current workplace skills levels and the skill levels required for their chosen occupation in a focused and efficient manner. The purpose of Essential Skills training is to improve the likelihood of successfully completing training and to better prepare the individual for success in the workplace. The Client's action plan should clearly identify a clear, viable job goal with Client presenting gaps in essential skills.

| Essential Skill Training | Definition  | Delivered by  |
|--------------------------|---|---|
| Literacy                 | Reading, writing, document use and numeracy   | Outsourced  |
| Computer Use             | Basic computer skills   | ODG – ESC or outsourced   |
| Thinking                 | Includes problem solving, decision making, critical thinking, job task planning and organizing, use of memory and finding information | Outsourced / In House ESS workshops (Job Retention)                   |
| Oral Communication       | Giving and exchange of information in the workplace   | Outsourced / In House ESS workshops (Communications in the Workplace) |
| Working with Others      | How to work cooperatively with others in the workplace  | Outsourced / In House ESS workshops (Communications)                  |

|                     |  |                   |
|---------------------|--|-------------------|
|                     |  | in the Workplace) |
| Continuous Learning | Knowing how to learn, understanding one's own learning style, and how to gain access to materials, resources and learning opportunities. | Outsourced        |

Staff will use an Essential Skills Profile utilizing the National Occupational Classification (NOC) to identify specific job essential skills. Where Clients lack the required essential skills for an identified position they will be enrolled in those courses/workshops that will address this deficit. EN-DTES will also have access to a tool, developed by Douglas College, for case managers to assess Client's level of Essential Skills for employment placement. There is a self assessment/online tool that will be available in Self Serve, and also a practice TOWES, and a level 1 and 2 TOWES online tool called Measure Up.

**Short term Certificate Training:** When a Client's action plan requires short, focused training such as Food Safe, First Aid, WHMIS or WorldHost, and basic computer training as a pre-requisite to additional training, or as a condition of an employment offer, we will assist Clients on a case by case basis to arrange for direct purchase of the course. All short term certificate training will be delivered by qualified trainers or organizations/institutions. In all instances training agreements will be Client driven and the case manager will document the rationale for this step in the Client action plan. Refer to **Appendix I Proposed Delivery Services Template # 5** for the short term certificate training option and trainers.

**Employment Skills Training:** With knowledge of the employment opportunities and priorities in our local labour market and an understanding of the parameters of both Ministry supported training and the principles of negotiated financial assistance for individuals, the case manager will assist the Client with assessing and selecting the most appropriate training in support of their occupational goal and will provide feedback to Clients as they develop a reasonable financial request for submission for their training plan. In order to support the training process, case managers will include detailed documentation that outlines a full assessment of the Client re-employment and financial needs, a rationale that evidences the Client readiness, eligibility and suitability for training, a summary of LMI that supports the occupational training, and the rationale for the training institution selection within Client Action Plan. Full time training MUST lead to a recognized credential = certificate, diploma or degree.

The Client will have completed career planning, identified an occupational goal, researched and selected a recognized school, case manager agrees with training plan that is based on a skills gap to be addressed or a credential gap. The Client will be required to complete a Training Research Booklet indicating training institutions, course schedules, course pre-requisites, equipment required, course content, course prices and associated fees, if there is a waitlist and how long this might be, and course duration. The Client will be required to sign off on a Training Agreement so the case manager can confirm enrolment, program completion, monitor attendance, review results, progress reports, and access transcripts at the conclusion of training..

**English as a second language:** The Client action plan must demonstrate that the acquisition of the language skill will address his/her employment need. Refer to training provider list for local ESL trainers.

- Language benchmarks
- ELSA for the workplace

**Academic Upgrading:** Academic upgrading can be supported when it is a pre-requisite for specific skills training or it will lead directly to employment. The need for training will be identified in the Action Plan.

**Apprenticeship training:** EN-DTES will support eligible Clients, who are registered as Apprentices with the Industry Training Authority (ITA), and provide specific Apprentice supports during period of ITA approved classroom training. Apprentices who are not attached to an employer or a Union Hiring Hall will be cased managed from the ESC. ODG case manager will:

- Process online applications for Section 25 Approval and Financial Supports
- Provide the EI Reference Code to facilitate application for EI Part I Benefits
- Confirm initial and ongoing course attendance using information provided by the training institute
- Approve automated Financial Support payment calculations once the Ministry has confirmed Client's EI eligibility
- Pay Financial Supports directly to Client
- Direct Clients who do not have an employer sponsor into case management services.
- Provide a Web-Based Application for Employer Sponsored Apprentices as part of the ESC service.

| Routes to Trades         |   |  |   |   |
|--------------------------|---|--|---|---|
|                          | Employer Sponsored Apprentices  |  | Employer Sponsored and ITA Registered   | ITA Registered with NO Employer Sponsor   |
| Eligibility Criteria     |   |  |   | Must be unemployed EI Client, Case Managed & have apprenticeship confirmed in their action plan   |
| ESC Supports             | <div>Eligible Training Provider Online Database</div> <div>Determine financial &amp; Administration Supports e.g. bus clothes work tools etc</div> <div>Web-Based Application</div> |  | <div>Eligible Training Provider Online Database</div> <div>During ITA approved classroom technical training- supports can be provided incl: <ul style="list-style-type: none"> <li>• Basic Living Expenses</li> <li>• Transportation</li> <li>• Dependant care</li> <li>• Disability Related costs</li> <li>• Accommodation</li> </ul> </div> | <div>Eligible Training Provider Online Database</div> <div>During ITA approved classroom technical training- supports can be provided incl: <ul style="list-style-type: none"> <li>• Basic Living Expenses</li> <li>• Transportation</li> <li>• Dependant care</li> <li>• Disability Related costs</li> <li>• Accommodation</li> </ul> </div> |
| Case Management Services |   |  |   | <div>Identify Trades in Action Plan</div> <div>Identify Appropriate training options</div> <div>Evaluate funding sources</div> <div>Confirm training progress</div> <div>Identify Potential Employer Sponsors??</div>   |

**Employer Sponsored Apprentices** will not receive case management. Services provided to Employer Sponsored Apprentices include only the determination and administration of financial supports. However **Employer Sponsored Apprentices registered with the Industry Training Authority (ITA)** may be supported during

periods of ITA approved classroom technical training and are eligible for the supports such as basic living expenses.

Apprentices who **are registered with the Industry Training Authority (ITA) and who are not sponsored by an employer** are considered as any other unemployed job seeker. To support a Client who is not sponsored by an Employer in ITA Apprenticeship training, they must: be an unemployed EI Client; be case managed; and have apprenticeship training confirmed within their Action Plan.

**Delivery Services – Training** - All training needs will be indicated on the Client action plan. The Case Manager will be responsible for: identifying those Clients that require specific training; managing Client expectations in relation to training and sustainable employment opportunities; and monitoring Client enrolment and ongoing progress.

The Client will be responsible for: identifying appropriate courses; providing information to their case manager in a timely manner; attending all courses in which they have been enrolled; and signing off on the Training Agreement.

- **Self Employment**

Self Employment services are for eligible Clients that have already completed the SE orientation & assessment and their business concept is approved by the Case Manager and Self Employment Provider. The Self Employment Provider will provide technical and consultative advice, mentorship, and guidance to Clients throughout all phases of SE Service.

Clients will participate in the program on a full-time basis unless the Client has a disability that prevents them from being able to do participate in a full-time program. Clients will receive Self Employment Services up to 48 weeks.

**Self Employment Success Plan (Business Plan Development) Development Workshops & Entrepreneurial Workshops:** The Client will be scheduled to commence Self Employment Success Plan Development Workshops & Entrepreneurial Workshops which will run concurrently. Workshops have been designed to complement the learning of each Self Employment Success Plan Development Workshop.

At the end of each Business Development Workshop, Clients will complete a self assessment in the form of a checklist/evaluation/quiz to determine their extent of experience, knowledge and/or skills that would be offered in the *Entrepreneurial Module*. The Client in combination with SE provider will determine if a Client should be considered exempt and not be required to participate in the Workshops that might duplicate existing skills and knowledge. Depending on extent of research and preparedness Clients can opt to do both *Success Plan Development Workshops* in conjunction with the *Entrepreneurial Workshops* or they can opt to take only Workshops. A Successful outcome of this section is a: Self Employment Success Plan (Business plan); Start up kit for Self Employment launch; Certificate of completion; Self Employment Support Circle assignment; Start date for business launch.

**Self Employment Success Plan Launch:** Client completes all of the preparatory activities to open the business (such as licensing, hiring, facilities, marketing) and then starts the business. Goal is to be operational (generating income) at a minimum by Week 24-30. During the launch phase, person-to-person coaching is provided with the first checkpoint from Business Coach within the first two weeks of business launch. Site visits are carried out by Business Coaches and Mentors throughout 38 weeks. A Client will not be considered to have achieved a program outcome until they are independent



of any living supports or other financial allowances paid to or for the Client unless the Client is on PWD and are only generating a top up of their benefits.

A Successful Outcome Business Launch is: Self Employment Success Plan Launch; Client successfully replaces income generated through EI, Part II funding through Self Employment endeavour, BCEA, or are able to top up of their benefits.

**Coaching & Mentorship:** Coaching and mentorship will take on a variety of forms throughout the program. Individual coaching can take place independent of the Self Employment Success Plan Workshops and Entrepreneurial Modular Training. Ideally once Clients pass through the Self Employment Orientation workshop they will go through all phases of the modular program in conjunction with coaching and mentorship. In situations where a Client is ready for business launch and is not interested in modular training they can obtain one on one business coaching for a determined length of time. These sessions will be limited in time frame and can involve discussion of marketing strategies, implementation of business etc. (They can be in the form of on-site coaching, telephone or Skype meetings). This should be a rare occurrence as most Clients recommended to the SE orientation will most likely need and benefit from the full suite of training.

In the first 10 weeks of Self Employment Success Plan Training, Clients will be educated in the process of identifying a mentor. All Clients engaged in the SE Modular training program will be required to identify a Mentor for the duration of business start up to compliment the coaching that will be obtained via the SE service provider (Business Coaches). In the rare circumstance where Clients are unable to identify a mentor the SE service provider will work with Clients to identify and approach potential mentors. Clients will also obtain a comprehensive package on working with and maximizing your mentorship relationships. Clients will be encouraged to meet their mentors at a minimum once per month for 1-2 hours.

- **Determine Need and Refer to Specialized Assessments**

The decision to refer to a Specialized Assessment will be made by the Disability Specialist after completing the Disability Employment Related Needs Assessment. When it has been determined necessary to access specific professional expertise in order to understand the Employment Readiness or service needs of a Client we will provide due diligence to ensure that there is not a Specialized Assessment already completed on the Client. This will be done firstly by asking the Client directly, then with a consent signed by the Client inquiring with the Client's family, doctors, support workers, and the Ministry.

If the Client has a previous Specialized Assessment the Case Manager will review the assessment to make sure that it is still valid and has the necessary information needed to verify Employment Readiness. Depending on what aspect needs further clarification the following Specialized Assessments may be accessed:

- |  |  |
|--|--|
| • Neuropsychological Vocational Assessment                         | • Ergonomic Assessment   |
| • Vocational Psychological Assessment                              | • Assistive Technology Assessment                                    |
| • Physical/Functional Work Capacity Learning Disability Assessment | • Medical Assessment Report  |
| • Speech and Language Assessment                                   | • Work Simulation Assessment   |
| • Audiological Assessment  | • Discovery / Employment Profile – Customized Employment Development |

Please see **Appendix I Proposed Delivery Services Template # 5** for a list of the Specialize Assessors.

**The Disability Related Employment Needs Assessment** will be administered in five stages:

1. Disability Related considerations for Labour Market Attachment
2. Determine and Review other relevant disability-related assessments
3. Determine if Client Needs a Specialized Assessment
4. Referring to a Specialized Assessment
5. Completion of Specialized Assessment and the Feedback Session

**1. Disability Related considerations for Labour Market Attachment:** The Disability Specialist will determine what type of supports are needed to assist the Client obtain an Employment Placement accessing supports such as: a modified work schedule; Ergonomic equipment; Assistive Technology; Workplace environment considerations; and specific accommodations for succeeding in employment

**2. Determine and Review other relevant disability-related assessments:** The Disability Specialist will investigate if previous a Specialized Assessment has been formally completed with a Client. This will involve: Consent for release of information to contact medical professionals, family, support workers, MSD, MCFD, educational facilities. This will be used to investigate if a Specialized Assessment exists and to acquire the assessment, if it does. If a previous Specialized Assessments exists the Disability Specialist will review the content; confirm the date administered; what type of assessment; and if the information is relevant to current situation

**3. Determine if Client Needs a Specialized Assessment:** If a Specialized Assessment is needed the Disability Specialist will decide: what type of Specialized Assessment is required; who would be the most suitable assessor for this Client; what are the specific questions needed, to assist in determining a realistic employment goal and rationale as to why this cannot be answered without a Specialized Assessment.

**4. Referring to a Specialized Assessment:** The EN-DTES has a directory and a roster of Specialized Assessors that they utilize. See **Appendix I Proposed Delivery Services Template # 5** that lists all Specialized Assessors and what type of Specialized Assessments they provide. It is required for all Specialized Assessors to demonstrate qualifications in the specific assessment such as being a qualified Occupational Therapist for providing Functional Capacity Evaluations. For any assessor who provides Psychological, Learning Disability, Neurological assessments it is required that they meet the Health Professions Act under the College of Psychologists of BC criteria such as:

- **Registered Psychologist: Ph. D.** and appropriate training and experience to do all things associated with being a psychologist (within their scope of practice and expertise)
- **Registered Psychologist, Limited Practice: Ph.D.;** but lacking certain skills or training in a specific area. The likely person in this category is a new psychologist who didn't quite pass everything, or a psychologist who is being sanctioned in some way. In both cases, for many, the limited practice is temporary. These psychologists will have a letter indicating the limitations of their practice. It might be necessary to request what the limitations are when reviewing a psycho-educational assessment.
- **Psychological Associate:** M.A. and high level of training and experience – competent to do all the things a Psychologist can do unless there is a limitation placed on their practice.

- **Psychological Associate, Limited Practice:** M.A., but not fully competent to do all things. This is where many of the new M.A. registrants will fall. This could be a permanent designation, as it is not necessarily anticipated that they will move to an unlimited practice.

**Referral to Specialized Assessor:** The Client signs a **Client Consent** once the type of Specialized Assessment and the assessor has been determined. A referral form is filled out with any specific questions regarding the Client, and an appointment is scheduled for the Client.

**5. Completion of Specialized Assessment and the Feedback Session:** Once the Specialized Assessment is complete, the Client, the formal assessor, and the Disability Specialist will set a time for a feedback session to discuss the findings of the Specialized Assessment. In certain circumstances a family member or support worker may be present for the feedback session. At the feedback session the Client will be provided with a copy of the Specialized Assessment report. The Disability Specialist will be provided with a Specialized Assessment in electronic and hardcopy. This report will be scanned and attached to the Client file. The outcome of the Specialized Assessment will be entered into the ICM and assist in developing and/or confirming the Client's Employment Objective.

**Disability Supports and Accommodations:** Within the Case Management process it may become evident that a Client may need Disability Supports or Accommodations. This may occur within the following channels:

- During the Formal Needs Assessment,
- Recommendations from previous or new Specialized Assessments,
- While a Client is in Case Managed, Supplementary, or Follow Up Services

An Accommodations and Supports tool was developed to be utilized by Case Managers to assist in determining, what, if any, accommodations and supports are needed. This tool outlines accommodations and supports that are generally used for specific disabilities. Some of these accommodations and supports can be provided easily without requiring funding from the EPBC or other sources. The Tool gives an overview of specific types of disabilities and the accommodations and supports that may be needed.

### **Language Assessment**

**Introduction to CLBPT:** The Canadian Language Benchmarks Placement Test (CLBPT) is a streamlined assessment instrument that is an adaptable, efficient means to place adult learners in ESL programs. It is task-based, assesses four language skills (Reading, Writing, Listening, and Speaking), and is aligned with the Canadian Language Benchmarks levels 1 – 8. A CLBPT will be used to assess and identify the Clients' English language benchmark in order to determine if they have sufficient language proficiency to be successful in a language program. Although not specifically designed to determine entry into non-ESL training or work environments, an assessment of Clients' abilities in the four skills described above can help to predict the possibility of success in skills training programs and/or specific workplace roles.

**Who might be referred for a CLBPT:** The following are some examples of scenarios where a CLBPT would be considered;

- Clients who require entrance into an ESL program that determines entry and/or training level through this assessment (all ELSA programs, province-wide)
- Clients who require further training into any one of the educational facilities that require a CLBPT for entrance (for example, Vancouver Community College is currently aligning all its programs to the CLB and may require this assessment beginning in 2012)

- Clients who would benefit from service provided in the Skills Connect for Immigrants program, which requires a CLBPT score of 6 or higher (5 or higher for lesser-skilled participants)

**The Referral Process for a CLBPT:** When identified as an appropriate course of action, a Client will be referred to an institution that is recognized and accessible to complete a CLBPT with a qualified assessor. The assessment results, which are usually available immediately, will be used in determining eligibility and/or placement in a particular training program.

### **Prior Learning Assessment and Recognition (PLAR)**

**Introduction to PLAR:** PLAR is the process of identifying, assessing and recognizing skills, knowledge, or competencies that have been acquired through work experience, unrecognized training, independent study, volunteer activities, and hobbies. A variety of methods might be used to assess prior learning, which includes written assessments, oral examinations and performance assessments. A Prior Learning Assessment (PLA) will be used to assess and identify the Clients' prior learning for participation in labour market activities and to increase the chance of successful outcomes through a greater understanding of the individual's Knowledge, Skills and Abilities (KSA's)

The following are some examples of scenarios of **Clients who might be referred to a PLA** would be considered:

- require assistance in identifying learning which may be applied to a particular vocational goal
- require assistance in identifying learning which may be applied to a particular academic course which will support them in achieving their vocational goal
- academic qualifications (and work experience) were obtained in a different country that may not be formally recognized in Canada, and where there is a need to identify the validity and appropriateness of the learning
- knowledge and experience has been accumulated over a long period of time
- Where there has been a significant gap since the Client gained the relevant knowledge applicable to his/her vocational goals

Once it has been decided that a Client would benefit or need a Prior Learning Assessment. The Case Manager will assist the Client to refer them to a PLA provider. The Case Manager and the Client will utilize the information provided to develop the Client's Employment Objective.

### **Credential Evaluation, Assessment and Qualification Recognition Services**

Canadian assessment of foreign credentials is an important element of immigrant integration into the Canadian workforce. The Case Manager will assist the Client to decide which organization, association or program is the most suitable for the Client's foreign qualifications. The Case Manager and the Client will utilize the information provided to develop the Client's Employment Objective. ***The results of the Foreign Credential Assessment will be entered into the ICM.***

The organizations, associations, and programs listed below identify the Foreign Credential body, the process and the types of Foreign Credential Assessments Clients can access.

6. ***The Canadian Information Centre for International Credentials (CICIC)*** (<http://www.cicic.ca/>) is a central source of information about the services and organizations around Canada that can help with the accreditation of internationally-acquired skills.

***International Credential Evaluation Service (ICES)*** evaluates the credentials of people who have studied in other provinces or countries and determines comparable levels in British Columbia and Canadian terms. The results of an ICES assessment are provided in evaluation reports. ICES reports are widely accepted by private and public

sector employers in Canada. To access ICES, a service of the British Columbia Institute of Technology (BCIT), brings together a variety of innovative educational assessment services, allowing individuals to receive recognition and credit for studies they have completed elsewhere. Clients can go to BCIT campus site in Burnaby, BC. Or visit <http://www.bcit.ca/ices/> for more information.

**The Foreign Credential Referral Office FCRO** helps internationally-trained professionals access the information they need to get their credentials assessed as quickly as possible, both in Canada and overseas. In addition to the in-person services provided at the Vancouver office, individuals can also seek advice over the phone (1-888-854-1805). Online services have been expanded with the new [www.credentials.gc.ca](http://www.credentials.gc.ca), which builds on the Going to Canada Immigration Portal ([www.goingtocanada.gc.ca](http://www.goingtocanada.gc.ca)). The new website will help Clients identify occupations in Canada for which they may be qualified. It also points Clients towards the appropriate universities, colleges and regulatory bodies to have their [credentials assessed](#), and provides advice for completing the process quickly and successfully. Additionally, the FCRO website outlines labour market information in each province.

**Foreign Credential Recognition Program (FCRP)** helps integrate internationally-trained workers into the workforce by working with key stakeholders to speed up the assessment and recognition of newcomers' qualifications.

**The Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications** ensures that foreign qualifications are recognized faster and in a more consistent way. It also helps newcomers integrate into the labour market more successfully. This can be accessed by accessing the [Human Resources and Skills Development](#) website and internet services for internationally-trained professionals can be found on the [FCRO](#) website.

**The Foreign Credentials and Skills Assessment (FCSA) Program** was developed as a tool for employment counsellors and others such as employers and labour organizations to help immigrants become integrated into Canada's workforce. The cornerstone of the program is the *FCSA Workbook*, which was developed by the CSC in partnership with the British Columbia & Yukon Territory Building & Construction Trades Council, the B.C. Industry Training Authority and the B.C. Government. The *FCSA Workbook* is available electronically at [www.csc-ca.org](http://www.csc-ca.org), as well as at [www.bcbuildingtrades.org](http://www.bcbuildingtrades.org) and [www.itabc.ca](http://www.itabc.ca).

**Discovery/Employment Profile – Customized Employment Development**

Pages 260 through 263 redacted for the following reasons:

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**iii. Discuss how the proposed supplemental services and their delivery methods meet or exceed the requirements in this RFP. Describe any supplemental services or delivery methods that are included in addition to the requirements in this RFP.**

The Employment Network of the Downtown Eastside proved its ability through the delivery of past contracts to be creative in the development of processes and tools to determine the most appropriate services required by clients so they can be successful in obtaining their employment outcome. For the purposes of supplemental services it is imperative for the Open Door Group staff to accurately determine services for clients and to this end we will utilize a number of tools.

- Training – utilize the Formal Needs Assessment and the case managed process. A standardized training decision process. PLAR assessment.
- Essential Skills – the Essential Skills Profile will be used to identify specific job essential skills. Where possible Open Door Group will provide this training through ESS or it will be outsourced locally.
- Short-term Certificate Training: Open Door Group to provide in-house World Host certification, other certification can be obtained through on-line sources or local training institutions.
- Employment Skills Training – completion of a Training Research Booklet required. Client will be required to sign a Training Agreement to monitor progress.
- English as a Second Language – CLBPT assessment. Training provided through local and qualified ESL trainers.
- Academic Upgrading – through local and qualified trainers
- Apprenticeship Training – registration with the Industry Training Authority. Support client to process online applications.
- Self Employment – successful completion of the self employment orientation and assessment. Services delivered by self employment service provider.
- Specialized Assessments – clients will complete a Disability Employment Related Needs Assessment. The decision to refer for an assessment is to be made by a Disability Specialist. Utilize roster of Specialized Assessors for referral. Completion of a feedback session to review results of the assessment. Discovery Assessment for Customized Employment.

Open Door Group partner of EN-DTES will have on a staff a Disability Specialist to support the determination of services for individuals with disabilities. This will ensure that clients are receiving appropriate and necessary services so they can succeed with their employment outcomes. This surpasses the requirements of the RFP. In all other aspects Open Door Group meets the requirements of the RFP.

## **f) Community and employer partnership**

### **i. Describe how current and existing community and employer partnerships will be leveraged for the purpose of delivering the program.**

Open Door Group has developed an innovative Stakeholder Engagement Model that includes strategies to facilitate an overall benefit to the local community. The model identifies five key groups including:

1. Program participants and local community residents
2. Community service providers and organizations
3. Employers and representatives from the local business community
4. Local government
5. Provincial government (Ministry of Social Development) and other funders

The Model involves an approach that identifies the specific needs, motivations and challenges of each group and subsequently uses that information to establish strategies that will positively impact the local community.

As part of Open Door Group's Stakeholder Engagement Model, a major focus is developing high quality and mutually-beneficial partnerships with local employers and community. To achieve this outcome, Open Door Group employs several unique strategies to support community and employer partnerships. For example, in 2009 Open Door Group implemented a Customer Relationship Management system to facilitate and manage high-quality employer partnerships. This system currently includes over 800 established employer connections. These employers have been involved in hiring clients through Open Door Group and/or have met with staff in person to discuss their needs and challenges as an employer and/or have participated in events that support employment programs delivered by Open Door Group.

#### **Leveraging Positioning and Partnerships**

As part of Open Door Group's Stakeholder Engagement Model, a major strategy has been the development of an established two-way channel(s) of communication with community groups and employers. The strategy is geared at facilitating an exchange of information to identify current needs and opportunities. In relation to delivering the Program, Open Door Group's current Community and Employer partnerships provide:

- Access to current local labour market information and a direct input from local employers regarding their needs. Open Door Group currently facilitates a number of local employer feedback events such as the Employer Diversity Forum, on site job fairs and information sessions and frequently meets with local employers in the area to discuss specific needs.
- Access to available employment opportunities in the local community



- Access to community members who may benefit from receiving services from employment programs offered by Open Door Group
- Access to information specific to the local needs of the community members
- Access to complementary resources that partner can offer and share to support participants of the Program. For example Open Door Group frequently refers clients to Dress for Success, Coast Mental Health, and the Kettle Friendship Society to access services.
- Access to delivering outreach/itinerant services to specialized populations at local Community facilities
- Ease of transition: network of partnerships can aid an easier transition of services to the new Program.

Our reputation among our partners is in line with our commitment to client-focused service and a high level of professionalism. A 2010 Stakeholder Feedback survey targeted at Community and Referral partners showed that Open Door Group was rated an average of 4.6 out of 5 (92%) on level of professionalism.

A specific strategy of the Open Door Group Stakeholder Engagement Model, includes an organizational shift of focus from the “**identification of barriers**” to the “**identification of strengths**.” This innovative approach has allowed Open Door Group to connect the individual strengths of job seekers to specific needs of the local labour market. This has positioned Open Door Group as a source of qualified and skilled candidates; hence, bringing value to partnerships with local employers. To demonstrate:

*“You are all very professional in what you do. I have instructed my two people that do hiring to make sure they contact Open Door first to see if there are any qualified applicants when we require people.”* Bruce McNarma, Owner of Cleantech Janitorial

This demonstration along with others in 3eii shows that Open Door Group is positioned as an organization that brings value to partnerships, whether they are with local employers in meeting their needs, or working with Community organizations to support clients in increasing employability and attaching to the local labour market.

#### Access to Current Employer Partnerships

**Value Adds:** Extensive access to high-quality employer relationships (over 800 established employer connections), Strong understanding of local employer profile and needs, Reputation as a leader and connector, Experience developing joint initiatives to meet local labour market needs.

As mentioned before, as part of the Stakeholder Engagement Model, Open Door Group maintains an internal database of local employers. The Open Door Group Customer Relationship Management system allows for categorizing of sector and occupation type, providing a time-saving opportunity to leverage existing relationships and information on employment opportunities and needs with suitable job seekers. For example, a Job developer who is direct marketing a client seeking employment in the food services sector, can search the database on specific criteria to see if there is an established

relationship with an employer that can be leveraged to match the client's skills with a local employer's need.

In addition to the established employer contact recorded in Open Door Group's employer Customer Relationship Management system, through memberships we have access to over 8,050 businesses in the Lower Mainland including:

- Vancouver Board of Trade (Current member): Over 5,800 Business Contacts
- Burnaby Board of Trade (Current member): Over 1,100 Businesses
- Richmond Chamber of Commerce (Current member): Over 1,150 Businesses

Memberships with key business networks and partnerships, is one strategy within the Open Door Group Stakeholder Engagement Model. These memberships have provided access to information of the current labour market, and provided opportunities to promote the services and resources available to both community and employers through networking and participation in events.

Open Door Group also has strong connections on an organizational level that will be leveraged to support the delivery of the Program. For example, Open Door Group has played a leadership role in developing and growing the **BC Employer Diversity Forum (BCEDF)**, a progressive network of over 55 BC Employers from different sectors and sizes. Some members include: VanCity, HSBC, Canada Safeway, Impark, City of Vancouver, Deloitte, Forzani Group as well as small to medium sized businesses like: Cleantech Janitorial, Mattress Recycling, Digitech Renewable, and Raincity Janitorial. The BCEDF meets regularly for employer-driven discussion on creating sustainable opportunities for job-seekers from all groups that make up British Columbia including women, persons with disabilities, immigrants, aboriginal people, youth and older workers. Open Door Group works closely with the BCEDF to develop hiring and employment strategies that are beneficial to both the community and the employers. This partnership provides access to information about the current labour market and the specific needs of local employers. Further details on the BC Employer Diversity Forum are included in Section 4a.



#### Access to Current Community Partnerships

**Value Adds:** Extensive access to potential Program clients through cross-referrals, Strong understanding of local Community profile and needs, Experience developing joint initiatives to leverage existing community resources, established connections to deliver Program services through outreach/itinerant locations to specialized populations.

Through the Stakeholder Engagement Model, Open Door Group have established specific strategies to engage the community in high-quality partnerships. These strategies are focused on maximizing opportunities to support clients in accessing the resources and programs needed to increase employability and ultimately attachment to

the labour market or community. For example, Open Door Group in the DTES has established referral connections with Dress for Success, Working Gear Society, The Carnegie Centre and Salvation Army Belkin House. In addition, our established community partnerships allow for an open flow of communication to stay current on the needs and available resources in the community.

Open Door Group's community partnerships have allowed us to engage in unique joint initiatives and connect clients with a wide range of services that support employability. For example, Open Door Group has developed a partnership with the Workforce Inclusion Initiative – STEP, to gain a better understanding of the local tourism and hospitality industry trends and needs. Conversely, Open Door Group provides information to the WII around the challenges, skills and strengths of our clients looking for employment within the hospitality sector. This partnership has been supported through industry presentations in-house at Open Door Group followed by in-house hiring fairs and interview preparation session for qualified candidates that are held to facilitate the hiring of suitable clients for employment opportunities that have been developed by the WII and fit the programs mandate.

#### Partnerships with Other Community Service Providers

Although Open Door Group's heritage is serving persons with disabilities, we have evolved into an organization that provides services to all British Columbians. As part of Open Door Group's Stakeholder Engagement Model, this shift has led to an expansion of community partnerships to support a benefit all British Columbians.

Over the past year Open Door Group has worked closely with community partners that serve Immigrant populations, aboriginal peoples, youth, women, and older workers. particularly ISS of BC, SUCCESS, ACCESS and PCRS. Having access to information on the programs available to our partners has fostered an ease of navigation of clients to the most suitable resources in the community. The close partnerships that Open Door Group has developed with community support research in the advancement of Best Practice.

In March 2011, Open Door Group presented the BC Workplace Diversity Conference, an event attended by over 100 people representing over 50 BC Employers. As part of Open Door Group's Engagement Model, we invited several community service providers to exhibit their mandates, programs and available resources that would support employers in connecting with program clients. These service providers included: General Case Managers, Aboriginal Service Providers, Immigrant Service Providers, Disability Service Providers including Assistive Technology BC, and Youth Service Providers. The feedback from employers was positive: "It was an excellent event! Special appreciation to the wonderful vendors for demonstrating some amazing accessibility products." Barb Mount, Director of Customer Service, Impark. Lisa Nowostawski, HR Manager Western Region, Pitney Bowes Canada, provided further positive feedback: "I am very interested

in discussing best practices with other employers for working with diversity candidates and employees that I can apply to my workplace and company. I believe there's much more I can do to promote diversity and inclusion and would love the opportunity to learn more"

Another area where Open Door Group will leverage existing community partnerships to support the Program delivery is through access to the Disability Service Network. This partnership will be leveraged to deliver high quality service to clients who have a disability, and provide access to the specific supports that will promote employability and a transition to labour market attachment. In addition, this specialized knowledge and expertise in working with people with disabilities, is available as a resource to local employers who may have questions or require supports to hire and retain employees that may have a disability. The partnership will also be leveraged to support the referral of eligible clients to access the Program. In addition, clients that may have difficulties accessing the ESC storefront, and who may already be receiving some type of support from one of the DSN partners, can receive Program services through outreach or itinerant locations, including those of the DSN members.

#### Direct Input to Understand Community and Employer Needs to Support the Delivery of the Program

In addition to the aforementioned, Open Door Group collects Stakeholder feedback on a bi-annual basis to measure the effectiveness of the program delivery model and identify areas to improve. During the transition to the new Program, Open Door Group offers the advantage of having established channels of communication with community and employer groups, both being key stakeholders in supporting the Program outcomes.

Access to this feedback from current and existing partners will be used to monitor the transitioning to the new Program, and identify opportunities to further collaborate to support the delivery of the Program.

#### **ii Describe in detail specific approaches and services to be provided to support community and employer partnerships, including, for example, how the Program will be marketed, and how partnerships with employers and community will be initiated, established, maintained, and leveraged to support the Program.**

The Downtown Eastside Employment Network has established strong ties with a diverse range of small, medium & large businesses across a range of sectors in the Vancouver Business Community. These partnerships have been developed over time through:

- Dedicated and targeted marketing, in-person presentations, "Employer road-shows", open houses and other business community events
- Networking at VBOT, BCCDA, Career Fairs (i.e. BCIT, VCC), BCHRMA, Linked In website, cultural and community events and more

- Cold-calling (in person, by phone and e-mail) employers in specific industries
- Developed referral system– through employers, service providers, clients and former clients
- Developed email blasts to employers to promote services/special events
- Developed database of employers to ensure efficient methods for follow up
- Industry-focused events and panel discussions
- General and Individualized Hiring Fairs (Career Fairs, Open Houses)
- Informational Interviews with clients: Employers have provided clients with opportunities to conduct labour market research and get the information they need for career development
- Workplace Tours: Employers have provided facility access to job developers and clients, resulting in increased awareness of the job environment
- Training opportunities: Employers have accessed training which has enabled them to retain staff by upgrading skills rather than letting them go and seeking others with the needed skills
- Job postings: Employers have used both onsite and website postings to promote positions with their companies.
- program staff to prepare participants to attain and retain employment
- Employer Advisory Groups: Employers meet together quarterly with the Employment Partners in order to share information about labour market needs and to learn about available employer-specific programming and recruitment opportunities.
- Diversity Forum: The Diversity Forum is a progressive network of employers that focuses on how diversity affects Canadian businesses and meets on a regular basis to share experiences, challenges and solutions.
- Collaboration with other partner organizations working together to create employment opportunities for clients such as Building Opportunities with Business; The Greater Vancouver Business Leadership Network; BC Construction Association STEP Program

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## **Advertising/Promotional Strategies**

Open Door Group determines the exact promotional/marketing vehicle(s) and community platforms that will be used, based on their effectiveness at reaching target audiences

Mediums typically used include: E Bulletins, Newsletters, Newspaper ads, print (brochures, flyers, and posters), Open Door Group Website, Open Door Group Facebook page, Community presentations, internal events, and in-person meeting. When appropriate, press releases are sent to a list of media contact for coverage in local media channels; for example, local publications like the Vancouver Sun, 24Hours, radio, and local television stations.

As part of the stakeholder engagement strategy, specific initiatives to promote awareness of the new Program will be targeted to the general public. Some of these initiatives include:

- Temporary kiosk set up at local shopping malls to provide information on the local ESC and services including Tinseltown Shopping Centre and Woodward's.
- Open House at the ESC advertised through local papers and media including 24 Hours and local radio stations
- Distribution of Program brochures and marketing collateral (available in multiple languages) at various locations throughout the community (e.g. Community centres, public libraries)
- Information sessions on the Program and services available through the ESC held at public facilities such as community centres and libraries
- Create postings on job search websites such as Craigslist and the Job Bank

## **Online Presence**

### **Website**

Open Door Group provides a dynamic and user friendly website that is regularly maintained and is in compliance with the Ministry's Operational Guidelines. The website is developed specifically for the Program in DTES Catchment area. The website provides information on the Program, ESC, and services available through the ESC. The menu of services is available for users to access. The website allows for access to Program information seven days a week, 365 days a year.

The website allows registered users to login with a unique username and password to access information and services relevant to them.

Features of the Website for Employers include:

- Description of Employer Services available through the ESC
- Online job matching service and recruitment tool – the netWORK (refer to next section for details of the job matching solution)

- Alerts to upcoming events that are relevant to local employers e.g. Hiring Fairs, Employer Forums
- Virtual tour of centre so employer partners are able to see a visual of centre

Features of Website for *Community Partners* and *Potential Clients* include:

- One-stop access to all employment related special events throughout the Lower Mainland
- Ability to download and print comprehensive variety of job search resource materials
- Ability to pre-register clients for workshops – if they are registered with ESC
- Review and download printer friendly version of all job postings
- Notification of upcoming job fairs and special events at centre
- Email system to provide details on upcoming events, workshops and services
- Virtual tour of centre so community partners and potential clients are able to see a visual of centre
- E-Workshops available for clients, power point presentations, downloadable documents

#### Online Job Matching System – “The netWORK”

The netWORK is a comprehensive online job matching tool that allows the ESC to facilitate the matching of job seekers to local employment opportunities. Employers register and post employment opportunities, including information on required skills, qualifications and job type. Job seekers create a profile listing their individual skills and qualifications and have the ability to upload a resume and cover letter. Each job that is registered by an Employer is assigned to an administrator who reviews any matching job seeker on-line applications and profiles before putting them forward to the employer.

#### Social Media Strategy

1 As part of Open Door Group’s Stakeholder Engagement Model, Social Media has been identified as an effective avenue to engage clients, community and employer partners.

2 The Social Media strategy includes developing an effective Facebook page for the ESC and a relevant LinkedIn page. Over the past 12 months, Open Door Group has used Facebook to promote awareness of programs, events, labour market information, and provide recognition to partners and currently has over 105 fans. The ESC will have a dedicated Facebook page used to promote the ESC’s menu of services, upcoming events, success stories and general details about the Program. Maintaining the ESC Facebook page and LinkedIn page will be a function of the Self-Serve staff to ensure that up-to-date information is available, creating value to those individuals accessing the pages.



## **Events and Promotions**

### Quarterly Open Houses

Open Houses are held quarterly at the Storefront locations and provide an opportunity to inform the local community of the available services. The target is potential clients, community partners that may offer resources and programs that could support employability, and the local employer, business community. In addition, the Open House allows specific success stories to be showcased to the community, demonstrating the effectiveness and overall community benefit of the Program, and communicate Open Door Group's mission of "Opening Doors and Inspiring all British Columbians to Succeed."

### Hiring Fairs

Based on past experiences with local Employers, internal hiring fairs are an effective way to initiate and maintain partnerships with local employers, as well as market the services available through the Program. Specifically, Employers are invited to participate in sector-specific hiring fairs. Although the focus is to connect clients with long-term, sustainable employment, hiring fairs are also planned in-line with hiring cycles and needs of that industry, as reported by local Employers. For example, the ESC hosts a retail-focused hiring fair in October to accommodate the need to employees in the retail sector. The ESC hosts hospitality and tourism focused hiring fair in April to accommodate the need for employees in this sector.

### Community & Employer Forums

Open Door Group also seeks out involvement in forums within the local business community as a means to initiate and establish relationships with employers. For example, Open Door Group has been involved in the formation of the DTES Business Improvement Association, a non-profit organization that focuses on promoting the economic prosperity of the local community, aimed at working closely with local merchants and employers. In addition, Open Door Group has developed a strong working relationship with B.O.B. (Building Opportunities with Business), a non-profit organization that focuses on increasing employment opportunities in Vancouver's inner-city partly through connecting businesses and service providers.

### Special Events and Recognition

Recognizing and acknowledging the successes that are achieved through the Program and related partnerships, is a key strategy to Open Door Group's Stakeholder Engagement Model. Historically, this has proven to be a pro-active method to encourage involvement with a Program or mission. Examples of these recognition initiatives include:

- Acknowledgement of individual success stories and key employers through features in internal publications (ESC Newsletters, eBulletins) and local publications

- Special Recognition Events to highlight success stories and key partners in facilitating positive outcomes of the Program. For example, the annual BC Workplace Diversity and Inclusion Awards, which recognize individuals and organizations that have demonstrated a commitment to pursuing diverse and including hiring practices for the overall benefit of the community and their company.
- Open House events held at the Open Door Group Vancouver locations including presentations featuring individual success stories and key employers and offering an opportunity for clients, employers and community partners to network.

## Media

Open Door Group will utilize existing partnerships and media contacts to promote awareness of the Program. Advertising is generated through internal and external avenues. These include:

- Partner websites: e.g. Vancouver City websites, Trade Associations (BC Construction Association), Community partners websites (BOB, Kettle Friendship Society).
- Various Publications – mainstream and targeted (e.g. Megaphone, First Nations Drum newspaper)
- Advertising campaigns through strategic channels (e.g. Skytrain, and public transport)
- Promotion of Program through radio advertising and local television stations

Open Door Group will continue to build its network of media contacts within various channels, including print, radio, and television on local, regional and provincial levels.

Press releases on upcoming events, programs and success stories are sent to the growing list of media contacts. As part of Open Door Group's Stakeholder Engagement Model, a key element to the Media strategy is to position the ESC as a resource that the media can access for information regarding the local labour market and the accessibility to employment resources in the local community.

## **Community/Employer Outreach**

Community outreach has proven to be one of the most effective methods to market the programs offered by Open Door Group and develop partnerships and ultimately create opportunities for clients to attach to the local labour market. These initiatives include:

### Committee Involvement and Community Presentations

*Key milestones: Within 6 months of delivering the Employment Program of BC, Open Door Group will be an active member in key local Community and Employer committees. A minimum of three outreach presentations per month to community and employer groups will be completed, specifically focused on marketing the new Employment Program will be completed. Within 6 months of launching the Program, a regular*

*schedule of presentations will have been established to ensure a continuous flow of relevant community information and Program updates.*

Site managers are responsible for reaching out to local community service providers to provide information about the Program and services available at the ESC. Site managers will schedule specific times and dates to make presentations to local community service provider staff and/or clients to market the Program. For example, Open Door Group's local Program Managers schedule regular presentations within the community they serve, to market the EPPD Program. Some of these regular presentations include local Mental Health Teams, the members of ConnecTra around employment programs for persons with physical and mobility barriers, GF Strong Rehabilitation, and to MindWorks. To market the Program to all eligible British Columbians, site managers are responsible to reach out to an extensive network of community service providers including educational institutions, community centre and libraries, and other community groups.

Open Door Group utilizes Job Developers to do outreach to the local employer and business community. To ensure that contacts are not being bombarded by multiple calls and/or visits – and that the information collected on their needs is tracked and used, Open Door Group uses a web-based Customer Relationship Management solution called Highrise. This database allows the team to record and manage information, and enter action items that have been identified when reaching out to the local employer community.

#### Unique Partnerships & Initiatives

*Key milestones: 3 months from Program launch: Growth of membership to unique partnerships including the Local Community and Employer Advisory Group (to 12 providers and 12 employers) and 2 group meetings held. 3 months from Program launch: the BC Employer Diversity Forum (to 65 Employers) and meeting held specifically to promote awareness of the new Program. .*

#### Local Community and Employer Advisory Groups

Local Community and Employer Advisory Groups have been established to engage key Stakeholders in the delivery of employment programs and identify initiatives that will support an overall benefit to the community. Specifically, the Local Community Advisory Group's mandate is to establish ways to better serve clients through community dialogue & consultation.

#### BC Employer Diversity Forum

The BC Employer Diversity Forum (BCEDF) is an employer network that was established in response to a BC-wide Employer Roadshow that Open Door Group completed in 2010. The province-wide feedback from employers was that they are eager to know the "what's," "how's," and "who's" about diversity and inclusive hiring, specifically from a business perspective. The BC Diversity Forum now has three

chapters across the province including the Lower Mainland with 32 members, which are mentioned in detail above.

#### Outreach, including to Specialized Groups

A vital part of the Open Door Group Stakeholder Engagement Model is to identify effective strategies to engage all British Columbians, including Specialized Populations. For example, Open Door Group will develop a plan to work collaboratively with local Mental Health teams and the Disability Service Network, to promote awareness and access to the Program to people who historically have not accessed services from a major centre.

In addition, Open Door Group will initiate liaison activities with Secondary & Post Secondary Schools targeting graduates/non-returning students. The engagement plan includes outreach presentations at youth centers to engage young adults or at-risk youth to promote awareness of the Program.

### **g) Transition of services and Clients**

#### **i) Describe the detailed approach, method, process, or procedure to be used for transitioning Clients from Legacy Programs, including Specialized Populations.**

Introduction - In order to facilitate a smooth and seamless transition with continuous service and payment to Clients, the Employment Network of the DTES has identified and developed effective procedures based on our past experience and success in transitioning clients. The guiding principle for managing the process is that all decisions and transition activities are Client-centered. The Employment Network of the DTES will ensure that:  
New and existing service providers work together to facilitate the Service and Client transition;  
Priorities are determined by Client need as identified in the Transitioning Client Summary;  
The transition occurs at a logical point within the Client's service continuum;  
Services are not duplicated: and,  
Clients with multiple barriers to employment are provided a longer transition period.

Experience - The Employment Network of the DTES has experience with all aspects of Client and Service Transition. In 2007 the Employment Network of the DTES partner Open Door Group (ODG) transitioned approximately over 2800 Clients with the commencement of the new Employment Program for Persons with Disabilities (EPPD). Within a three-month period ODG accomplished the following:

New Service Provider: approximately 1,500 Clients were transitioned from existing service providers to ODG and its sub contractors in the Vancouver Coastal, Cariboo, Okanagan, and Kootenay regions.

New Service Provider: approximately 500 Clients were transitioned from ODG to a new service provider who was awarded the EPPD contract in the Fraser region.

Same to Same: approximately 700 Clients from ODG's old EPPD contract were transitioned to the new EPPD in the Vancouver Coastal, Fraser and Cariboo regions.

New Contract: approximately 150 Clients were transitioned from the Pre Employment Services Contract to the new EPPD contract in the Vancouver Coastal, Fraser, Cariboo, Okanagan, and Kootenay regions.

Open Door Group worked closely with other Service Providers to ensure a smooth, seamless, and effective Client transition.

#### **Detailed Approach and Guiding Principles for the Transition of Legacy Programs to the Employment Program of British Columbia**

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- ii) Provide a transition plan that minimizes disruption of services and ensures continuity of payments.**

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#### **h) Services in languages other than English**

##### **i) Describe how services in languages other than English to meet Client needs reflective of the community being served will be provided;**

The following description of services for immigrants is based on the principle of client-centred service delivery that ensures services are designed for immigrant Clients so that they are able to improve their Employment Readiness and attachment to the labour market as soon as possible. Central to client-centred service is the need for first language services for Clients whose English levels are too low to access services in English. First language services are provided in the Self-Serve area and during Case Management and Case Managed Services.

The ESC encourages and assists Clients in achieving English fluency, which enables them to work in positions at their true capacity. However, financial needs and other circumstances may dictate that Clients require immediate employment assistance in first languages and low-level English. To promote career progress, Clients are guided to prove their communication skills and attend English classes as part of their long-term plan.

In order to build trusting, productive relationships with staff members, Clients need to feel a certain level of comfort as they move through various processes, since the Client's active and willing engagement is critical to a successful outcome. Many immigrant Clients whose English is passable but not fluent frequently feel intimidated in seeking assistance in an environment where English is the only language of service. It is not infrequent that immigrant Clients can speak well but lack writing skills, or can read well but struggle with speaking and listening. The speed with which native English speakers communicate can also be intimidating and stressful.

Clients who are able to speak in their first language to a culturally sensitive ESC staff member, who has an expert knowledge and implicit understanding of the barriers that hinder their job search, are more likely to disclose vital personal information. The staff member's language ability and empathy encourages Clients to express themselves, without being constrained by lack of vocabulary or concern about making mistakes in English. Having more complete information, staff members are better able to assist Clients, who then move more rapidly toward finding employment.

**Initial Contact Phase** Based on Client request or on communication with the Client during the initial contact phase, it is determined whether or not the Client would be best served by a staff member in English, low level English or in the Client's first language. Providing assistance in the first language of Clients helps create an environment where clients feel welcome, valued and better able to convey their needs. Notices in the initial entry area of the ESC are posted to identify that staff are available to assist Clients in 3 languages, and service registration forms are available in these languages to ensure comprehension by Clients.

**Self-Serve Area** In the self-serve area there is the opportunity for ESC staff to observe and assess the ability of the Client to navigate the resources and computers on their own. The inability for a Client to navigate through the various services on their own, would signal with some immigrant Clients the need for either low-level English or first-language support and assistance. The following first-language services would be available in the ESC's Self-serve area:

**Multilingual Resources** Most readily available resources are only available in English (e.g. NOC, labour market information, publications on job search), so immigrant Clients with lower levels of English are not likely to access these materials and benefit from one-on-one support and assistance. Notices are posted to identify that staff are available to assist Clients in Cantonese, Mandarin, Korean, Farsi, Tagalog, and Spanish languages in the self-serve area.

Where multilingual resources are available to support immigrant Clients' settlement and job search, Clients are able to learn about them through an ESC website portal. Examples include job boards, employer directories, newcomer's guides, BC Health Guide, Road Sense, BC Worker's Guide to Human Rights and the Tenant's Survival Guide. Printed lists of resources, as well as hard copies of popular publications, are also available, and self-serve staff maintain a collection of flyers and brochures received from other services and programs.

Access to ethnic newspapers, business directories and job boards enables Clients to expand their community connections and networks. Job postings often include opportunities for Clients with a low English level.

Self-Serve Workshops Self-serve workshops at specific times of the week (e.g. “Interview Skills” in Chinese on Tuesday afternoons and in low-level English on Thursday afternoons) would benefit the Client. A “Finding Work in Canada” orientation session are regularly offered in first languages or low-level English to assist newcomers in getting a quick start in their job search.

Selected materials relating to these workshops are translated into Chinese, Tagalog, farsi, and Punjabi. Examples include one-pagers on job search topics (e.g. Interview Skills, Resumes, Hidden Job Market and Starting a New Job). Based on the specific needs of first language Clients, the following workshops have been developed:

- **Resume Production**—Clients are supported through a guided workshop to access print and electronic resume and cover letter templates in a minimum 3 Languages. This enables Clients to gather their thoughts and information before the meeting individually with a bilingual staff member assist the client in producing a resume in English.
- **Computer Tutorial Workshops**—Most employers have websites and increasingly require jobseekers to apply for positions online. However, some immigrants, such as those from less technologically advanced countries, older workers and individuals in “blue-collar” occupations, need skills in Internet search, word processing or email basics to complete company research, source job openings, prepare resumes and submit applications. Additionally, immigrant Clients are often unaware of how to safely respond to online ads and may provide or post private information exposing them to identity theft. To address these needs, the ESC provide group and individual computer coaching, in a minimum 3 first languages and low-level English. Program staffs maintain a list of resources for computer instruction, such as computer tutorials for ESL speakers at the library and free online tutorials or podcasts that supplement training at the ESC.

**Case Management** In assessment and needs determination, first-language case managers are able to minimize the time taken to solicit information about education and employment background, and are able to engage Clients in a more meaningful and in-depth discussion about personal circumstances, job search activities, targets, service needs and bridging opportunities than would be possible in English. Case managers are also able to refer to the Client’s non-English documents and confirm the accuracy of information that is used to administer financial supports.

For clients with low-level English, the case manager is able to develop the Action Plan collaboratively through discussion in the Client’s first language, which supports the Clients commitment to the Plan. Certain career-related assessments, such as Personality Dimensions, are available in first languages, and case managers are able to provide Clients with assistance in interpreting and using the assessment results.

Immigrants with low-level English skills may feel disconnected from the community at large; the absence of connectedness and family support may negatively affect their self-esteem, emotional well-being and ability to move forward with job search. First-language case managers have key contacts within ethnic and language-related communities and can connect Clients with cultural communities, SWIS workers, settlement counsellors,

free legal services and other resources to reduce isolation, increase employment readiness, provide awareness about exploitation and scams and help Clients integrate and adapt more quickly.

**Case Managed Services** Clients with low-level English skills benefit from specially designed workshops that allow them to better comprehend the subject matter. The ESC delivers a series of core workshops in Chinese as well as low-level English. These two- to three-hour workshops provide basic job search skills for job-ready clients. The series includes essential topics such as: Job Search Strategies, Labour market information, Interview Skills; Self-Marketing, Hidden Job Market, Networking, Telephone Skills, Follow-up Skills and Workplace Communications and Problem Solving.

Workshop design embeds Essential Skills such as cross-cultural communication and teamwork concepts and includes activities to practice skills. This helps Clients develop strategies for dealing with potential issues that may arise during their job search and on the job. Case managers provides individual support to Clients with low-level English when appropriate group workshops are not available, to develop resumes and to orient Clients to job search in BC, hiring processes, interviews, and workplace culture.

Workshop leaders uses effective techniques for ESL clients, such as providing information verbally, in writing and graphically; providing new vocabulary; eliciting stories from clients that highlight their strengths and build confidence speaking; including modeling, role-play and small group work; allowing clients to complete small steps toward larger goals; and, providing relevance/motivation by inviting successful immigrant speakers. Clients receive handouts in English (plain language) or in a minimum of three languages and complete assignments such as company research to reinforce and apply their learning, working with bilingual counsellors as needed.

The ESC coordinate short-term training courses such as FoodSafe or First Aid for Clients in low level English so Clients may qualify for positions that may not require complete English fluency.

**Placement Assistance** Job placement services in multiple languages match Clients for job placement, shadowing with businesses that do not require English fluency. Employers with whom the proponent has established connections are available for information sessions/trade talks, hiring fairs and job placements, and new employers are continually recruited.

**Follow-up Services** To monitor the Client's progress and provide support, case managers who speak multiple languages make contact, since Clients and their families often have difficulty comprehending English by phone. First languages are also useful in obtaining information and providing counselling support by email.

**Other Activities** Multilingual staff members attend career fairs and other events to recruit and assist Clients and provide information through outreach activities such as presentations on Job Search Strategies at libraries or malls

**ii) Where applicable, describe how French language services in the following municipal areas will be provided:**

The DTES Employment Network ESC will provide specialized services to the Francophone population. One of the core partners in the DTES Employment Network, ISS of BC have existing bilingual staff to provide case management services directly from the ESC, however, Francophone clients wishing to access specialized services from an outreach location will have the option of receiving services from partner service provider La Boussole in the DTES. La Boussole has supported marginalized Francophones for nearly 20 years and is the only frontline service provider that offers social, outreach services and employment services specifically to the Francophone community in metro Vancouver. La Boussole staff can also come to the DTES Employment Network location to deliver services if Clients want to receive services from a Francophone organization. La Boussole will be providing the full-suite of services in Case Management and Case Managed services. La Boussole will also provide Outreach services to connect with Francophone Clients.

Open Door Group will also be working with the Provincial Language Service through the Provincial Health Services Authority (PHSA). The Provincial Language Service (PLS) Programs Mission is to strengthen organizations to provide services to the linguistically and culturally diverse public. Their services are province-wide and connected to local communities. We will be working with PLS to provide Francophone interpreting, translation, training and consulting services to ensure all forms and resources available at the ESC can be offered in both French and English.

**iii) Describe how translation and interpretation services, and services converting text to alternate formats accessible for Clients with disabilities will be provided.**

In addition to multi-lingual staff and in-house assistive technology, the EN-DTES offers interpretation services, and service converting text to alternate formats through all channels of service delivery.

**Language Translation and Interpretation Services**

Before translation and interpretation services are required, ESC staff members with first language abilities assist Clients in all stages of service delivery. These kinds of support include the following:

- Advisors in the self-serve area, as well as Case Managers, assist Clients with understanding EI forms, SIN applications, driver's license applications, and other documents that relate to the Client's employment;
- If Clients are accessing services and require first language case management, the ESC's multilingual staff are able to provide translation and interpretation for the Client and ESC staff in person or by email, phone or teleconferencing;
- Staff provide unofficial translation for documents that may be required to obtain information for resume development and other employment and training purposes such

as educational documents, job descriptions and company names from former workplaces and birth certificates; and,

- Clients are able to access online text translators through computers in the self-serve area, and are personally assisted when needed for translation of website information on sites such as Translink, Google Maps, Service Canada, Employment Standards or the Job Bank.

In cases where ESC staff are not able to provide translation and interpretation services, ESC staff contact the Society of Translators and Interpreters of BC (STIBC) to arrange for a qualified interpreter and/or translator. STIBC is the only professional association of qualified and certified translators and interpreters in BC. STIBC provides access to individuals who meet the rigorous standards and code of ethics of the association and are certified in over 80 language combinations. STIBC has a convenient website—[www.stibc.org](http://www.stibc.org)—for connecting with interpreters and/or translators.

**Interpreting Services for clients with hearing impairments:** Prior to accessing external sign language interpreting services, when possible, clients who may be deaf or hard of hearing, will be assisted by an on-site ESC staff member with signing abilities in all stages of service delivery. According to the Western Institute for the Deaf and Hard of Hearing (WIDHH), Most Deaf persons rely on sign language as their primary mode of communication.

These kinds of support include the following:

- Advisors in the self-serve area, as well as Case Managers, assist Clients with understanding EI forms, SIN applications, driver's license applications, and other documents that relate to the Client's employment; Writing boards, video clips with captioning and pre-recorded information with signing is available within the self-serve area
- If Clients are accessing services and require sign language access for case management, the ESC's signing staff are able to provide interpretation for the Client and ESC staff in person or by email, phone or teleconferencing;

In cases where ESC staff are not able to provide sign language interpreting services, ESC staff connect with WIDHH, who in addition providing employment services within the ESC, is the largest provider of sign language interpreting services in Western Canada and has been providing quality services since 1956.

**Group activities including workshops:** A client who is deaf or hard of hearing has an option of attending group workshops at the Storefront location or can be referred to attend workshops provided at WIDHH's location in Vancouver (transportation supports provided.) Should the client choose to attend workshops at WIDHH's location, transportation supports are provided.

### **Telephone Services:**

Clients with hearing or speech impairments can contact the Downtown Eastside ESC through its dedicated TTY telephone line. All Resource room ESC staff are trained on how to use the direct TTY system. Clients may also contact the Downtown Eastside ESC by calling the main phone number and using TELUS Relay Service. All staff delivering services through the Downtown Eastside ESC are trained on using relay services.

### **Accessible Equipment for the Resource Room:**

- In line with providing services that are accessible to all Downtown Eastside community members, the ESC works closely with the Disability Service Network to ensure and accessibility needs are met within the ESC, and also in terms of providing access to information and resources online and within the Resource Area.
- **Converting text to alternate formats:** Through consultation with Assistive Technology BC (ATBC), Neil Squire Society, CNIB, the Western Institute of the Deaf and Hard of Hearing, services to convert text to alternative formats are accessible to clients with disabilities through several means.
- These services include:
  - For clients with visual impairments, 4 number of computers at the Downtown Eastside ESC are equipped with screen reading technology, specifically JAWS.
  - In addition, 4 number of computers at the ESC are equipped Speech to Text technology, specifically Dragon Naturally Speaking.
  - Information on using this technology is available through trained Resource room staff.
  - For Clients with visual impairments or learning disabilities, printed formats can be inaccessible. Clients can obtain electronic versions of printed materials and resources available at the ESC in alternate formats.
  - Formats include converting text in Word documents, textfiles, HTML to Large Text and alternative formats including Braille (outsourced to CNIB)
  - Screen magnification, using a well-known and economical software called ZoomText for people with visual impairments
  - CCTV or video magnifier – Persons with low vision people can use the video magnifier to read printed text.
  - In addition, computers are installed with Word prediction software such as WordCue which is used to support clients with literacy issues.
  - Everything is available electronically (workshop material)
- 
- In consultation with Neil Squire Society, specialized equipment for persons with severe mobility and visual issues will be available included their award winning Speech Assisted Reading and Writing program; the first sip and puff text input technology for high level quadriplegics; the Jouse (a mouth controlled joystick for moving the mouse pointer); and other innovative technologies, including a pda-based control system. Within the ESC, Neil Squire Society has also made recommendations to provide assistive devices, including items such as adaptive mice and keyboards and ergonomic chairs/desks/tables.
- 
- The EN-DTES ESC ensures that all resource material including workshop material is available in electronic format so that it will be accessible using the various technology as described above. Effective methods to ensure services are accessible will be constantly monitored by the REG, and reviewed by the Disability Service Network.

## 6.0 Proposed Key Personnel

**Identify key personnel who will ensure effective delivery of the Program, their roles, responsibilities and accountabilities. Please use Supplemental Template #6 to assist your response to this section.**

Key positions will be filled by staff of the Employment Network of the Downtown Eastside partners. The identified staff have been selected based on a) the variety of Specialized Populations they have experience serving, and b) their experience working with residents of the Downtown Eastside in particular. Many SUCCESS and Open Door Group staff currently provide client services within the BC Employment Program (BCEP). **Refer to Appendix J.**

The below job descriptions were developed in collaboration with, and agreed upon for use by, the Employment Network of the Downtown Eastside partners. **Refer to Appendix K.**

**Provide a one-page resume, summarizing relevant experience and area of expertise for each key personnel identified.**

Qualifications for the non-management service delivery staff identified are described in the resumes in **Appendix K.**

Qualifications for the CEO-Executive Director, the Program Director and the Site Coordinator are referred to in sections **1bi – Qualification Highlights of Key Personnel of the Executive Teams** and **1bii – Qualification Highlights of Key Personnel of the Proposed Management Teams.**

**Discuss key personnel that will be able to meet Clients' and specifically Specialized Populations' needs.**

The Employment Network of the Downtown Eastside partner organizations' staff have experience serving most Specialized Populations demographics, as outlined in **Appendix J.** Therefore, core and specialized services will be provided "in-house" as much as possible, with minimal disruption to and duplication of client services.

Depending on a Specialized Population client's individual needs, the client shall receive services from the following service provider agencies, as outlined below:

| Specialized Population           | Specialized Service Provider   |
|----------------------------------|--|
| <b>Persons with Disabilities</b> | Open Door Group – <i>severe disabilities necessitating Customized Employment, mental health and neurological disorders</i> |
|                                  | Adult Learning Development Association (ALDA) – <i>learning disabilities</i>   |
|                                  | Western Institute of Deaf and Hard of Hearing (WIDHH) – <i>deaf and hard-of-hearing</i>                                    |



|  |  |
|--|--|
|  | Neil Squire Society – <i>physical disabilities</i>               |
|  | Gastown Vocational Society – <i>mental health youth</i>          |
| <b>Immigrants</b>                      | ISSo/BC  |
| <b>Francophone</b>                     | La Boussole  |
| <b>Multi-Barriered Clients</b>         | Open Door Group  |
|  | PCRS   |
|  | SUCCESS  |
| <b>Survivors of Violence and Abuse</b> | Battered Women's Support Services (BWSS)                         |
| <b>Aboriginal</b>                      | Aboriginal Community Career Employment Services Society (ACCESS) |
| <b>Youth</b>                           | Pacific Community Resources Society – <i>youth-at-risk</i>       |
| <b>Self-Employment</b>                 | SUCCESS - <i>all disabilities, multi-barriered</i>               |
|  | CMHA – <i>mental health youth</i>                                |
|  | BCIT   |

## 7 Proposed Annual Fixed Operating Fee (FOF)

- i) **Propose an annual FOF that must not be more than the maximum for each Catchment Area specified in Appendix C.**

Open Door Group has carefully considered the FOF budget for this catchment area. Below is a detailed listing of all items included as part of the proposed annual FOF. In this budget, Open Door Group has made an effort to allocate a significant percentage of the budget towards client-serving staff as opposed to leasehold improvements and facility operating costs, in order to place emphasis on direct client service, as opposed to facilities and overheads.

We have taken care to ensure the proposed annual FOF is less than the maximum for the catchment area.

List items that have been included as part of the proposed annual FOF.

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## 8.0 References

|  |                        |                        |                                 |
|--|------------------------|------------------------|---------------------------------|
| <b>Open Door Group</b>                                       |                        |                        |                                 |
| Ministry of Social Development                               | Christine Peterson     | 250 828-4389           | Christine.Peterson@gov.bc.ca    |
|  | John Duggan            | 604 660-7150           | John.Duggan@gov.bc.ca           |
|  | Marie Sparvier         | 604 435-3705           | marie.sparvier@gov.bc.ca        |
|  | Sandy Rodgers          | (604) 927-2635         | sandy.rodgers@gov.bc.ca         |
|  | Tracy Black            | 604 775-2065           | Tracy.Black@gov.bc.ca           |
|  | Jeff Curr              | (250) 356-2235<br>S22  | jeff.curr@gov.bc.ca             |
| <b>ISS of BC</b>   |                        |                        |                                 |
| Ministry of Jobs, Tourism, and Innovation                    | Jean-Sebastien Garon   | 250 387-4789           | Jean-Sebastien.Garon@gov.bc.ca  |
|  | Leslie Page            | 250 387-5691           | Leslie.Page@gov.bc.ca           |
|  | Athena Baquizal Adan   | S22                    | athena.adan@gov.bc.ca           |
| Ministry of Social Development                               | Gurjit Dusanjh         | 604-590-3346, ext. 273 | gurjit.dusanjh@gov.bc.ca        |
|  | Shane Reynolds         | 604-660-7093           | Shane.Reynolds@gov.bc.ca        |
|  | Susan Luck             | 604 660-7094           | Susan.Luck@gov.bc.ca            |
| <b>SUCCESS</b>   |                        |                        |                                 |
| Ministry of Advanced Education and Labour Market Development | Liane Lubarski         | 250-952-6395           | Liane.x.Lubarski@gov.bc.ca      |
| Ministry of Energy, Mines and Petroleum Resources            | Mike Renaud            | 250) 953-3744          | Michael.Renaud@gov.bc.ca        |
| Ministry of Jobs, Tourism, and Innovation                    | Jean-Sebastien Garon   | 250 387-4789           | Jean-Sebastien.Garon@gov.bc.ca  |
|  | Leslie Page            | 250 387-5691           | Leslie.Page@gov.bc.ca           |
|  | Athena Baquizal Adan   | S22                    | athena.adan@gov.bc.ca           |
| Ministry of Social Development                               | Debbie Wieler          | 604-851-7053           | Deborah.Wieler@gov.bc.ca        |
|  | Gurjit Dusanjh         | 604-590-3346, ext. 273 | gurjit.dusanjh@gov.bc.ca        |
|  | Janet Blakeman         | 604-927-2244           | Janet.Blakeman@gov.bc.ca        |
|  | Laverne Edwards        | (604) 660-7086         | Laverne.Edwards@gov.bc.ca       |
|  | Louise Berketa         | 604-927- 2048          | louise.berketa@gov.bc.ca        |
|  | Margaret Stone-Mockler | 604-660-5350           | Margaret.StoneMockler@gov.bc.ca |
|  | Norman Lew             | S22                    | Norman.Lew@gov.bc.ca            |
|  | Peter Price            | 604 660-7157           | Peter.Price@gov.bc.ca           |

|   |                   |                |                               |
|---|-------------------|----------------|-------------------------------|
|   | Rob Moe           | 604-660-7143   | robert.moe@gov.bc.ca          |
|   | Rob Patterson     | (604) 660-7083 | Robert.RJ.Patterson@gov.bc.ca |
|   | Shane Reynolds    | 604-660-7093   | Shane.Reynolds@gov.bc.ca      |
|   | Sheila Tremblay   | 604-660-7161   | Sheila.Tremblay@gov.bc.ca     |
|   | Sookie Crewe      | 604 660-1570   | Sookie.Crewe@gov.bc.ca        |
|   | Susan Kitchen     | 604-590-3346   | susan.kitchen@gov.bc.ca       |
|   | Susan Luck        | 604 660-7094   | Susan.Luck@gov.bc.ca          |
|   | Trudy Deichen     | 604 660-7103   | Trudy.Deichen@gov.bc.ca       |
| <b>ALDA</b>   |                   |                |                               |
| Ministry of Social Development                      | Tracey Akizuki    | S22            |                               |
| <b>WIDHH</b>  |                   |                |                               |
| Ministry of Children and Family Development         | Diana Tarchuck    | 604 660 1800   | Diana.Tarchuk@gov.bc.ca       |
| Ministry of Social Development                      | Chris Curr        | 604-660 -6934  | chris.curr@gov.bc.ca          |
|   | Marcela Lenger    | S22            | Marcela.Lenger@gov.bc.ca      |
| <b>Neil Squire Society</b>                          |                   |                |                               |
| Ministry of Social Development                      | Sandy Rodgers     | 604 775-2065   | Sandy.Rodgers@gov.bc.ca       |
| <b>Gastown Vocational Services</b>                  |                   |                |                               |
| Ministry of Social Development                      | Sandy Rodgers     | 604 775-2065   | Sandy.Rodgers@gov.bc.ca       |
| <b>La Boussole</b>                                  |                   |                |                               |
| Ministry of Children and Family Development         | Diane Weaver      | 604-951-5884   | Diane.weaver@gov.bc.ca        |
| <b>Pacific Community Resources Society</b>          |                   |                |                               |
| Ministry of Children and Family Development         | Al Clements       | 604-660-6868   | Alan.clements@gov.bc.ca       |
|   | Beverly Dicks     | 604-660-2433   | Beverly.dycks@gov.bc.ca       |
|   | Diane Weaver      | 604-951-5884   | Diane.weaver@gov.bc.ca        |
|   | Mike White        | 604-660-6868   | Mike.white@gov.bc.ca          |
| Ministry of Jobs, Tourism and Innovation            | Christian Garcia  | 604-775-0716   | Chris.M.garcia@gov.bc.ca      |
|   | Leslie Page       | 250 387-5691   | Leslie.Page@gov.bc.ca         |
| Ministry of Public Safety and Solicitor General     | Elizabeth Murtagh | 604-660-5124   | Elizabeth.Murtagh@gov.bc.ca   |
| Ministry of Social Development                      | Chris Chen        | 604-590-3346   | Chris.chen@gov.bc.ca          |
|   | Jeffrey Wong      | 604-660-7415   | Jeffrey.wong@gov.bc.ca        |
|   | Monica Kendal     | 250-356-8996   | Monica.kendal@gov.bc.ca       |
| <b>Battered Women Support Services</b>              |                   |                |                               |
| Ministry of Social Development                      | Trudy Deichen     | 604 660-7103   | Trudy.Deichen@gov.bc.ca       |
| <b>ACCESS</b>                                       |                   |                |                               |
| Ministry of Aboriginal Relations and Reconciliation | Stephanie Papik   | 250-387-2572   | stephanie.papik@gov.bc.ca     |
| Ministry of Jobs, Tourism and Innovation            | Mark Seely        | 604-660-3144   | Mark.seely@gov.bc.ca          |
| <b>CMHA</b>   |                   |                |                               |
| Ministry of Social Development                      | Kenneth Cheng     | 604.775.2013   | Kenneth.Cheng@gov.bc.ca       |
| <b>BC Institute of Technology</b>                   |                   |                |                               |
| Ministry of Advanced Education                      | Linda Kaivanto    | 250 387 - 6163 | SkillsDevelopmentBr@gov.bc.ca |

## Appendix A: Letter of Accreditation



March 28, 2011

Audrey Barron  
Regional Director  
Open Door Group  
#101, 591 Bernard Avenue  
Kelowna, BC V1Y 6N9  
Canada

Dear Ms. Barron:

It is my pleasure to inform you that Open Door Group has been accredited by CARF for a period of three years for the following services:

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employee Development Services  
Employment Services: Employment Planning Services  
Employment Services: Employment Services Coordination

*Governance Standards Applied*

This accreditation will extend through February 2014. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of practice excellence.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation, and we encourage you to make this accomplishment known throughout your community. Communication of this award to your referral and funding sources, the media, and local and federal government officials will promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

The survey report is intended to support a continuation of the quality improvement of your services. It contains comments on your organization's strengths as well as suggestions and recommendations. A quality improvement plan demonstrating your efforts to implement the survey recommendations must be submitted within the next 90 days to retain accreditation. Guidelines and the form for completing the QIP have been posted on Customer Connect, our secure, dedicated website for accredited organizations and organizations seeking accreditation. E-mail notification was previously sent to your organization letting you know that these documents have been posted. Please submit this report to the attention of the customer service unit Administrative Coordinator.

Your Certificate of Accreditation is being sent under separate cover. Please note that you may use the enclosed form to order additional copies of the certificate.

If you have any questions regarding your organization's accreditation, you are encouraged to seek support from a Resource Specialist in your customer service unit by calling extension 7131.

We encourage your organization to continue fully and productively using the CARF standards as part of your ongoing commitment to accreditation. We commend your commitment and consistent efforts to improve the quality of your services. We look forward to working with your organization in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian J. Boon". The signature is fluid and cursive, with the first name "Brian" and last name "Boon" clearly distinguishable.

Brian J. Boon, Ph.D.  
President/CEO

aw  
Enclosures

## Appendix B: Proponent Organization

| # | Organizations Involved  | Proponent Role           | Description of Service Provided   | Contact Name and Position                      |
|---|---|--------------------------|---|--|
| 1 | Open Door Social Services Society (ODG)                       | Lead Partner             | Core ESC Staff, Case Management, Specialized services to Persons with Disabilities, Multi-Barriered               | Tom Burnell, CEO                               |
| 2 | Immigrant Services Society of BC                              | Core Partner             | Core ESC staff, Case Management, Specialized services to immigrant population                                     | Patricia Woroch, CEO                           |
| 3 | S.U.C.C.E.S.S.  | Core Partner             | Core ESC staff, Case Management, Specialized services to immigrants   | Thomas Tam, CEO                                |
| 4 | Adult Learning Development Association (ALDA)                 | Partner – Supplier (DSN) | Specialised services to adults and older youth who have suspected or diagnosed learning disabilities/difficulties | Donna Ginther, Director, Programs and Services |
| 5 | Western Institute for the Deaf and Hard of Hearing (WIDHH)    | Partner – Supplier (DSN) | Specialised services for the Deaf and Hard of Hearing   | Susan Masters, Executive Director              |
| 6 | Neil Squire Society   | Partner – Supplier (DSN) | Specialized services, education, technology and career development for people with physical disabilities          | Dr Gary Birch, Executive Director              |
| 7 | British Columbia Institute of Technology (BCIT)               | Partner - Supplier       | Specialized services for self employment  | Ken Takeuchi, Business Advisor                 |
| 8 | Le Centre Communautaire Francophone La Boussole (La Boussole) | Partner - Supplier       | Specialised services to the Francophone community in metro Vancouver.   | Tanniar Leba, Executive Director               |
| 9 | Gastown Vocational Services (GVS)                             | Partner - Supplier       | Specialized services to youth and adults with mental health disabilities  | Mariella Bozzer, Program Coordinator           |

## Appendix C: Open Door Group Financial Statements



**OPEN DOOR SOCIAL SERVICES SOCIETY**  
**(formerly BC SOCIETY OF TRAINING FOR HEALTH**  
**AND EMPLOYMENT OPPORTUNITIES)**

**AUDITORS' REPORT**  
**AND FINANCIAL STATEMENTS**

**MARCH 31, 2010**

**Open Door Social Services Society**  
**(formerly BC Society of Training for Health**  
**and Employment Opportunities)**

**March 31, 2010**

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| Statement of Changes in Net Assets      | 3      |
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| Statement of Cash Flows                 | 5      |
| Notes to the Financial Statements       | 6 - 10 |
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**AUDITORS' REPORT**

To: the Members of Open Door Social Services Society  
(formerly BC Society of Training for Health and Employment Opportunities)

We have audited the statement of financial position of the Open Door Social Services Society (formerly BC Society of Training for Health and Employment Opportunities) ("Open Door Group" or the "Society")

as at March 31, 2010 and the statements of changes in net assets and operations and cash flows for the year then ended. These financial statements are the responsibility of the Society's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

As explained in Note 2, the Society does not capitalize expenditures of an enduring nature. This treatment satisfies reporting requirements of the Society's two main funding agencies. Canadian generally accepted accounting principles require that property and equipment be capitalized and amortized over their useful lives.

In our opinion, except for the effects to not record and amortize property and equipment as described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2010, and results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

## **CHARTERED ACCOUNTANTS**

Vancouver, British Columbia  
August 12, 2010

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**OPEN DOOR SOCIAL SERVICES SOCIETY**  
**(formerly BC Society of Training for Health and Employment Opportunities)**  
**Statement of Financial Position**  
**As at March 31, 2010**

|     | <b>Operating<br/>Fund</b> | <b>Internally<br/>Restricted<br/>Fund</b> | <b>Client<br/>Assistance<br/>Fund</b> | <b>2010<br/>Total</b> | <b>2009<br/>Total</b> |
|-----|---------------------------|---|---------------------------------------|-----------------------|-----------------------|
| S21 |                           |   |                                       |                       |                       |

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**LIABILITIES**

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**NET ASSETS**

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**Commitments (Note 8)**

Approved by the Board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

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The accompanying notes are an integral part of these financial statements.  
**OPEN DOOR SOCIAL SERVICES SOCIETY**  
**(formerly BC Society of Training for Health and Employment Opportunities)**  
**Statement of Changes in Net Assets**  
**Year Ended March 31, 2010**

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The accompanying notes are an integral part of these financial statements.

**OPEN DOOR SOCIAL SERVICES SOCIETY**  
**(formerly BC Society of Training for Health and Employment Opportunities)**  
**Statement of Operations**  
**Year Ended March 31, 2010**

|     | Operating<br>Fund | Internally<br>Restricted<br>Fund | Client<br>Assistance<br>Fund | 2010<br>Total | 2009<br>Total |
|-----|-------------------|----------------------------------|------------------------------|---------------|---------------|
| S22 |                   |                                  |                              |               |               |

**OPEN DOOR SOCIAL SERVICES SOCIETY**

**(formerly BC Society of Training for Health and Employment Opportunities)**

## Consolidated Statements of Cash Flows

**Years Ended March 31**

|  | 2010 | 2009 |
|--|------|------|
|--|------|------|

The accompanying notes are an integral part of these financial statements.

**OPEN DOOR SOCIAL SERVICES SOCIETY**

**(formerly BC Society of Training for Health and Employment Opportunities)**

Notes to the Financial Statements

March 31, 2010

**1. PURPOSE OF THE ORGANIZATION**

Open Door Social Services Society ("Open Door Group" or the "Society") (formerly (BC Society of Training for Health and Employment Opportunities ("THEO"))) is a provincial organization offering a wide variety of programs and services dedicated to providing education and enhancing health and employment opportunities primarily for those within the mental health community. Open Door Group (formerly THEO) is a British Columbia Society and is a registered charity under the Income Tax Act.

**2. SIGNIFICANT ACCOUNTING POLICIES**

**Basis of accounting**

These financial statements have been prepared on the deferral method of accounting for not-for-profit entities.

**Capitalization policy**

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**Income taxes**

As a non-profit society and registered charity, the Society is exempt from Federal and Provincial Income Taxes.

**Donated services**

The Society does not record any value in the financial statements for the services donated to it by the Directors, members or others.

**Use of estimates**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. Actual results could differ from the estimates.



## Revenue recognition

Revenue is recognized when the requirements as to performance for transactions involving the contracts and agreements are met and ultimate collection is reasonably assured at the time of performance. All other revenue is recorded when earned.

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### **OPEN DOOR SOCIAL SERVICES SOCIETY**

**(formerly BC Society of Training for Health and Employment Opportunities)**

Notes to the Financial Statements

March 31, 2010

## **2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

### **Financial instrument and comprehensive income**

Effective April 1, 2007, the Society adopted the new recommendations of the Canadian Institute of Chartered Accountants (CICA) Handbook Section 1530, Comprehensive Income; Section 3251, Equity; Section 3855, Financial Instruments – Recognition and Measurements; and Section 3865, Hedges, retroactively without restatement. These Handbook Sections provide requirements for the recognition and measurements of financial instruments, and on the use of hedge accounting. Section 1530 establishes standards for reporting and presenting comprehensive income, which is defined as the change in equity from transactions and other events from non-owner sources. Other comprehensive income refers to items recognized in comprehensive income that are excluded from net income calculated in accordance with generally accepted accounting principals. Under the new standards, policies followed for periods prior to the effective date generally are not revised and therefore, the comparative figures have not been restated. The adoption of these Handbook sections had no impact on opening net assets.

Section 3865, Hedges, requires all derivatives to be recorded on the balance sheet at fair value and describe when and how hedge accounting can be used. Hedge accounting results in gains, losses, revenues and expenses from the hedge transaction (usually a derivative) and the item it hedges being recorded in the statement of operations in the same period. The Society currently does not have any hedges in place, and therefore this standard has no impact on its financial statements.

Under Section 3855, financial instruments must be classified into one of these five categories: held-for-trading, held-to-maturity, loan and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments, including derivatives, are measured in the balance sheet at fair value except for loans and receivables, held-to-maturity investments and other financial liabilities, which are measured at amortized cost. Subsequent measurement and changes in fair value will depend on their initial classification, as follows: held-for-trading, financial assets are measured at fair value and changes in fair value are recognized in net income; available-for-sale financial instruments are measured at fair value with changes in fair value recorded in other comprehensive income until the investment is no longer recognized or impaired, at which time the amounts would be recorded in net income.

Upon adoption of these new standards, the Society designated its cash as held-for-trading, which is measured at fair value. Accounts receivables are classified as loans and receivable, which are measured at amortized cost. Accounts payable, accrued liabilities and loans payable are classified as other financial liabilities. The Society had a term deposit held at March 31, 2010. The interest has been accrued and the funds are held in Canadian funds.

**OPEN DOOR SOCIAL SERVICES SOCIETY**

**(formerly BC Society of Training for Health and Employment Opportunities)**

Notes to the Financial Statements

March 31, 2010

2. **SIGNIFICANT ACCOUNTING POLICIES** (continued)

**Financial instrument and comprehensive income** (continued)

S21

**Accounting changes**

Section 1506, Accounting changes, establishes criteria for changes in accounting policies, accounting treatment and disclosure regarding changes in accounting policies, estimates and corrections of errors. In particular, this Section allows for voluntary changes in accounting policy only when they result in the financial statements providing reliable and more relevant information. Furthermore, this Section requires disclosure of when an entity has not applied a new source of GAAP that has been issued but is not yet effective. Such disclosures are provided below. The adoption of this Section had no effects on the financial statements for the year ended March 31, 2010.

3. **FINANCIAL INSTRUMENTS**

The fair value of the Society's cash, term deposits, accounts receivable and accounts payable and accrued liabilities approximate their carrying values due to the relatively short periods to maturity of the instruments.

4. **SHORT-TERM INVESTMENTS**

S21

5. **BANK INDEBTEDNESS**

S21

**OPEN DOOR SOCIAL SERVICES SOCIETY**  
**(formerly BC Society of Training for Health and Employment Opportunities)**

Notes to the Financial Statements

March 31, 2010

6. **INTERNALLY RESTRICTED NET ASSETS**

S21

7. **ECONOMIC DEPENDENCE**

S21

8. **COMMITMENTS**

S21

S21

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**OPEN DOOR SOCIAL SERVICES SOCIETY**  
**(formerly BC Society of Training for Health and Employment Opportunities)**  
Notes to the Financial Statements  
March 31, 2010

9. **INFRASTRUCTURE FEE**

S21



OPEN DOOR SOCIAL SERVICES SOCIETY  
(formerly BC Society of Training for Health and Employment Opportunities)  
Schedule of Operations - Operating Fund  
**Year Ended March 31, 2010**

|                 | General | EPPD | EAS<br>Kamloops | VCHA | EAS<br>Richmond | Customized<br>Employment | EAS<br>Coquitlam | Gardengate<br>Kamloops | BCEP | TOTAL |
|-----------------|---------|------|-----------------|------|-----------------|--------------------------|------------------|------------------------|------|-------|
| <b>Income</b>   |         |      |                 |      |                 |                          |                  |                        |      |       |
| Program revenue | S21     |      |                 |      |                 |                          |                  |                        |      |       |

Infrastructure income (Note 9)

Project income

Interest and other

**Total income**

**Expenses**

General and administrative

Furniture and equipment

Infrastructure expenditures (Note 9)

Program expenditures

Property expenditures

Salaries and benefits

Staff expenditures

**Total expenses**

---

**Excess of income over expenses**

---

S21

***See accompanying notes.***  
Page 11





RBC  
Royal Bank

May 17, 2011

To Whom It May Concern:

Dear Sirs/Mesdames

Re: Open Door Social Services Society

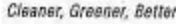
S21

Yours truly,

A handwritten signature in black ink, appearing to read 'Peter Se', written over a horizontal line.

Peter Se  
Account Manager, Commercial Financial Services  
1025W. Georgia Street  
Vancouver, BC V6E3N9  
Tel: (604) 665-0241  
Fax: (604) 665-0798  
Email: peter.se@rbc.com





To whom it may concern,

As a local BC business that provides a range of services to commercial and residential clients throughout the province, recruiting employees is an ongoing challenge. I have worked with them to recruit candidates, and they have been helpful in providing information about other available resources and service providers in the community.

I look forward to a continued relationship with Open Door Group into the future.

BAW

Page 319  
MSD-2011-01192

North and West Vancouver Branch  
211-260 West Esplanade  
North Vancouver, BC V7M 3G7

May 19, 2011

Ministry of Social Development  
Human Ngo, Manger, Procurement

Re: Request for Proposals ELMS-004  
The Employment Program of British Columbia

It is my pleasure to be a reference for the Open Door Social Services Society. Our Branch of the Canadian Mental Health Association (CMHA) has been working with Open Door Group since 2003 and both our organization's staff team and the clients they serve have benefited tremendously from this association.

In terms of defining our business relationship, for the last eight years, CMHA has been a subcontractor to Open Door Group with the Employment Program for People with Disabilities on the North Shore. In 2006, Open Door Group provided an opportunity for CMHA to deliver the BC Employment Program, Mental Health and Addictions bundle, to the North Shore through a similar subcontractor affiliation.

Open Door Group has provided considerable leadership to our Branch in delivering both the EPPD and BCEP employment services. The organization has a substantial I.T. infrastructure with regard to client management and financial reporting and reimbursement. Their staff are readily available and provide timely answers to client related questions as well as queries regarding contract interpretation.

From a financial perspective, Open Door Group demonstrates seamless capability. They reimburse payment in less than 30 days and expediently pay reimbursement request to training facilities, clients and disability support providers.

With regard to employment expertise, collectively the Open Door Group staff design methods and processes that support staff training, professional development and knowledge transfer. One of the best parts of working in partnership with Open Door Group is that by working together, everyone's skills improve.

In addition to their strength in business processes and financial acumen, Open Door Group consistently puts the success of clients in the forefront. They are crystal clear on the purpose and value of supporting our community to attach to the labour market and all of their efforts support this objective. I am proud to be working alongside their committed staff team and the Open Door Group organization as a whole.

I would be happy to provide further information regarding the relationship between CMHA and Open Door Group should you desire. I can be reached at (604) 987-6959.

Sincerely,

Katie Hughes  
Executive Director

May 24, 2011

**Subject: Open Door Group Support**

To Whom It May Concern:

I'm pleased to express my support to Open Door Group in their proposal to be a Contract holder for the Employment Program of BC.

Over the past year, Deloitte has established a working relationship with Open Door Group to promote opportunities for diverse and inclusive hiring. Starting with their participation in Deloitte's Dialogue on Diversity roundtables leading up to the Paralympics, we have since worked together in establishing a customized employment position in our Vancouver office. In addition, we have worked closely through involvement in the BC Employer Diversity Forum and participation in Open Door Group events.

In my dealings with Open Door Group, they have demonstrated an ability and commitment to providing employment support to unemployed British Columbians from all backgrounds and abilities. As well, I commend them on their efforts to engage employers in discussion and action for inclusive hiring practices. I have found their staff to be professional in what they do and offer my support to Open Door Group in their proposal to deliver employer services.

I look forward to a continued relationship with Open Door Group into the future.

Sincerely,



Diana Bartolic  
Talent Leader - Deloitte Management Services  
Deloitte Management Services LP

May 25, 2011

To Whom it may concern:

I am pleased to express my support to Open Door Group in their proposal to be a Contract holder for the Employment Program of BC.

The Forzani Group Ltd, in particular Sportchek, has had a long standing relationship with Open Door Group. Forzani was a Platinum Employer Group member with Open Door Group, when the PEG model existed, and we now participate in the BC Employer Diversity Forum.

We have since worked together in hiring individuals for our various locations and have received support from Open Door group along the way.

While working with Open Door Group, they have shown their commitment to providing support and finding opportunities for unemployed British Columbians from all backgrounds and abilities. As an employer, they have also been there to support me. Their staff is helpful and professional and I look forward to continuing our relationship with them in the future.

Sincerely,



---

Chelsea Smith

Operations Manager  
Richmond Center Sportchek

# West Coast

## Psychological Services

May 25, 2011

Purchasing Services Branch  
c/o 2<sup>nd</sup> Floor 563 Superior Street  
Victoria, B.C. V8V 1T7

### **Re: The Employment Program of British Columbia - Open Door Group**

Please accept this as a letter of support for the Open Door Group regarding the RFP for The Employment Program of British Columbia.

West Coast Psychological Services provides psychological assessment services to a large number of rehabilitation agencies, insurance companies, legal firms, educational institutions and to WorkSafeBC. Our staff currently includes eight Registered Psychologists, and we have conducted several thousand assessments throughout British Columbia over the past twelve years.

We have worked closely with Open Door Group, and have provided many psychological assessments for them throughout the Lower Mainland since 2000. We are very familiar with their services, and with their staff at their various offices, and feel they would be an excellent provider for this program. We have been impressed by their professionalism, dedication, and familiarity with community resources. They are experienced with working with a wide variety of clients, who often have significant challenges. We have found they are efficiently able to facilitate their clients' progress through the stages of vocational rehabilitation, help them develop appropriate goals and strategies, and support them into successful education and employment. As contractors, we have found Open Door Group a pleasure to work with, as they are able to manage any issues quickly and collaboratively, and implement the recommendations from our assessments in an effective manner. In partnership with Open Door Group, we would be able to provide any psychovocational, neuropsychological, learning disability, or other psychological assessments required for The Employment Program of British Columbia. Please do not hesitate to contact me if you require further information.

Sincerely,

Joe Klancnik





| Ref: | Contract Holder<br>(e.g. Fed govt)                           | Description of Service Provided<br>(brief description)   | Geographic Region Served**  | Description of the Outcome/Evaluation of the Contract<br>(e.g. performance measure outcomes.)   |
|------|--|--|---|---|
| ODG  | MSD - Fee for Service  | ACHIEVE- EPPD - Mental Health (Current) – Employment program for persons with a mental health diagnosis  | Vancouver/ Fraser-(Burnaby, Vancouver, Richmond, Port Coquitlam, Surrey)              | Vancouver outcomes:<br>Needs Determination:27, Action Plan Started:117 clients, Action Plan Completed: 80, Employment Search: 53, Placement: 40, Employability workshops/year: 49, Job Readiness Workshops: 51, Disability Mgt Workshops: 9     |
| ODG  | MSD - Fee for Service  | ACHIEVE- EPPD Cross Disabilities (Current)- Employment program for persons with disabilities   | Vancouver Coastal (Vancouver, Richmond, North Vancouver, Sechelt, Squamish, Whistler) | Vancouver outcomes:<br>Needs Determination: 1420, Action Plan Started: 842, Action Plan Completed: 586 , Employment Search: 449, Placement: 339, Employability workshops/year: 297, Job Readiness Workshops: 296, Disability Mgt Workshops: 134 |
| ODG  | MSD - Fee for Service  | JOBSIGHT- BCEP – Employment program for person with Addiction & Undiagnosed Mental Health concerns (Current)   | Vancouver Coastal (Vancouver, Richmond, Sechelt, Whistler, Squamish, North Vancouver) | Vancouver Outcomes:<br>Needs Determination: 2811, Action Plan Started: 1790, Placement: 493, Employability workshops/year:6494 clients, Life Skills Workshops: 635  |
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Job Options</b> , November 2010 to present<br>Five week job search training and support program followed by five week work placement.   | Vancouver, Tri-Cities, Surrey   | Vancouver:<br><br>Currently in 7th of 16 cycles:<br><br><ul style="list-style-type: none"> <li>85 clients served (192 target including 60 immigrants)</li> <li>130 workshops offered (320 target)</li> </ul>                                    |
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Skills Connect</b> September 2009 to present<br>Assists permanent residents of Canada to bridge the gaps towards accessing work in their pre-arrival profession by providing upgrading of language skills, essential skills and technical/ occupational skills. The program also provides assistance with document translation, credential evaluation, and application to membership in professional organizations as well as job search. | Vancouver, Coquitlam, Richmond, New Westminster                                       | Intakes: 481 (107%)<br><br>Action Plans started: 89 (no targets)<br><br>Action Plans completed: 392 (81%)<br><br>Employment placements: 174 (69%)<br><br>Workshops per year: 72 (no targets)  |
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Mentoring Connections</b> July 2008 to present<br>Job mentoring program that matches unemployed and under-employed immigrant jobseekers with volunteer mentors who can offer information and advice on Canadian workplace culture, labour market information  | Vancouver   | Intakes (Assessments): 1035 (average 116% of target/yr)<br><br>Workshops (Events): 27 (average 170% of target/yr)<br><br>Matched: 341 (average  |

| Ref:    | Contract Holder<br>(e.g. Fed govt)                              | Description of Service Provided<br>(brief description)  | Geographic Region Served**                      | Description of the Outcome/Evaluation of the Contract<br>(e.g. performance measure outcomes.)  |
|---------|---|---|---|--|
|         |   | related to the mentees' field, industry-specific information and contacts   |   | 71% of target/yr)  |
| ISS     | Ministry of Advanced Education and Labour Market Development    | <b>Employment Outreach Services</b><br>July 2007 to present: Settlement employment initiative provided through a multilingual team operating in Vancouver,  | Vancouver, Burnaby, New Westminster & Coquitlam | Targets for all areas:<br><br>1054 clients served<br><br>1054 Assessments and action plans<br><br>1581 Referred<br><br>1581 clients linked to services |
| ISS     | Ministry of Housing and Social Development                      | <b>Hospitality Services</b><br>Sixteen (16) project cycles: April 1997 to July 2006 ESL, hotel housekeeping and job search skills training, workplace experience                                    | Vancouver                                       | Jun 05 to Jul 06<br><br>placements: 16 (80%)<br><br>Jun 05 to July 06<br><br>participants: 32 (100%)<br><br>completed: 20 (77%)                        |
| ISS     | Ministry of Housing and Social Development                      | <b>Resident Care Attendant</b><br>Six (6) project cycles: January 1996 to July 2006 ESL, resident care and job search skills training, workplace experience   | Vancouver                                       | Jun 05 to Jul 06<br><br>placements 16 (80%)<br><br>Jun 05 to Jul 06<br><br>participants 32 (100%)<br><br>completed 26 (100%)                           |
| ISS     | Service Canada → Ministry of Housing and Social Development     | <b>Stepping-Up for Women Bridging program</b> , September 1995 to September 2009 ESL, life skills, personal and career counselling/ planning and job search skills training                         | Vancouver                                       | Placements: 111 (no targets)<br>Participants to Feb 09: 151 (94%)  |
| SUCCESS | Federal Government / Ministry of Housing and Social Development | Employment Assistance Services (Keefer) 2007 - Present<br><br>Case Management Services. Case managers develop individual action plans with clients and assist with career planning, job search, and | DTES  | 2007 – 2010<br><br>Action Plans Developed (Case Managed): 2424<br><br>Employed/Self-Employed: 1538   |

| <b>Ref:</b> | <b>Contract Holder</b><br>(e.g. Fed govt)  | <b>Description of Service Provided</b><br>(brief description)  | <b>Geographic Region Served**</b> | <b>Description of the Outcome/Evaluation of the Contract</b><br>(e.g. performance measure outcomes.)                                   |
|-------------|--|--|-----------------------------------|--|
|             | nt   | referrals to other services<br><br>Job Mentoring. Initiative to connect skilled immigrants with locally trained and experienced professionals<br><br>Job Developing. Initiative to connect clients to career matching job positions with local employers |                                   | Workshops: 330<br><br>Workshop Participants: 6439<br><br>Resource Centre visits/year: 5721   |
| SUCCESS     | Ministry of Housing and Social Development | Community Assistance Program 2007 -Present<br><br>Employment Service Assistants work with income assistance clients to re-attach themselves to the community through non-employment methods  | DTES                              | 2007 – 2010<br><br>Participants:<br><br>Successful Community Attachment: 243<br><br>Moved to PWD or PPMB Group: 74<br><br>Employed: 30 |
| SUCCESS     | Ministry of Housing and Social Development | BC Employment Program<br><br>Employment Service Assistants assist income assistance clients with job search, short term training, and language training to overcome barriers to employment   | DTES                              | 2007 – 2010<br><br>Participants: 1531  |

#### Appendix F – Past or Existing Contracts in the Community – Template #4a

| <b>Ref:</b> | <b>Contract Holder</b><br>(e.g. Fed govt) | <b>Description of Service Provided</b><br>(brief description)  | <b>Geographic Region Served**</b>   | <b>Description of the Outcome/Evaluation of the Contract</b><br>(e.g. performance measure outcomes.)  |
|-------------|---|--|---|---|
| ODG         | MSD - Fee for Service                     | ACHIEVE- EPPD - Mental Health (Current) – Employment program for persons with a mental health diagnosis      | Vancouver/ Fraser-(Burnaby, Vancouver, Richmond, Port Coquitlam, Surrey)              | Vancouver outcomes:<br>Needs Determination:27, Action Plan Started:117 clients, Action Plan Completed: 80, Employment Search: 53, Placement: 40, Employability workshops/year: 49, Job Readiness Workshops: 51, Disability Mgt Workshops: 9     |
| ODG         | MSD - Fee for Service                     | ACHIEVE- EPPD Cross Disabilities (Current)- Employment program for persons with disabilities                 | Vancouver Coastal (Vancouver, Richmond, North Vancouver, Sechelt, Squamish, Whistler) | Vancouver outcomes:<br>Needs Determination: 1420, Action Plan Started: 842, Action Plan Completed: 586 , Employment Search: 449, Placement: 339, Employability workshops/year: 297, Job Readiness Workshops: 296, Disability Mgt Workshops: 134 |
| ODG         | MSD - Fee for Service                     | JOBSIGHT- BCEP – Employment program for person with Addiction & Undiagnosed Mental Health concerns (Current) | Vancouver Coastal (Vancouver, Richmond, Sechelt, Whistler, Squamish, North Vancouver) | Vancouver Outcomes:<br>Needs Determination: 2811, Action Plan Started: 1790, Placement: 493, Employability workshops/year:6494 clients, Life Skills Workshops: 635  |

| Ref: | Contract Holder<br>(e.g. Fed govt)                           | Description of Service Provided<br>(brief description)   | Geographic Region Served**                      | Description of the Outcome/Evaluation of the Contract<br>(e.g. performance measure outcomes.)   |
|------|--|--|---|---|
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Job Options</b> , November 2010 to present<br>Five week job search training and support program followed by five week work placement.   | Vancouver, Tri-Cities, Surrey                   | Vancouver:<br><br>Currently in 7th of 16 cycles:<br><ul style="list-style-type: none"><li>85 clients served (192 target including 60 immigrants)</li><li>130 workshops offered (320 target)</li></ul> |
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Skills Connect</b> September 2009 to present<br>Assists permanent residents of Canada to bridge the gaps towards accessing work in their pre-arrival profession by providing upgrading of language skills, essential skills and technical/ occupational skills. The program also provides assistance with document translation, credential evaluation, and application to membership in professional organizations as well as job search. | Vancouver, Coquitlam, Richmond, New Westminster | Intakes: 481 (107%)<br><br>Action Plans started: 89 (no targets)<br><br>Action Plans completed: 392 (81%)<br><br>Employment placements: 174 (69%)<br><br>Workshops per year: 72 (no targets)          |
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Mentoring Connections</b> July 2008 to present<br>Job mentoring program that matches unemployed and under-employed immigrant jobseekers with volunteer mentors who can offer information and advice on Canadian workplace culture, labour market information related to the mentees' field, industry-specific information and contacts  | Vancouver                                       | Intakes (Assessments): 1035 (average 116% of target/yr)<br><br>Workshops (Events): 27 (average 170% of target/yr)<br><br>Matched: 341 (average 71% of target/yr)                                      |
| ISS  | Ministry of Advanced Education and Labour Market Development | <b>Employment Outreach Services</b><br>July 2007 to present: Settlement employment initiative provided through a multilingual team operating in Vancouver,   | Vancouver, Burnaby, New Westminster & Coquitlam | Targets for all areas:<br><br>1054 clients served<br><br>1054 Assessments and action plans<br><br>1581 Referred<br><br>1581 clients linked to services  |

| Ref:    | Contract Holder<br>(e.g. Fed govt)                              | Description of Service Provided<br>(brief description)   | Geographic Region Served** | Description of the Outcome/Evaluation of the Contract<br>(e.g. performance measure outcomes.)  |
|---------|---|--|----------------------------|--|
| ISS     | Ministry of Housing and Social Development                      | <b>Hospitality Services</b><br>Sixteen (16) project cycles: April 1997 to July 2006 ESL, hotel housekeeping and job search skills training, workplace experience   | Vancouver                  | Jun 05 to Jul 06<br><br>placements: 16 (80%)<br><br>Jun 05 to July 06<br><br>participants: 32 (100%)<br><br>completed: 20 (77%)  |
| ISS     | Ministry of Housing and Social Development                      | <b>Resident Care Attendant</b><br>Six (6) project cycles: January 1996 to July 2006 ESL, resident care and job search skills training, workplace experience  | Vancouver                  | Jun 05 to Jul 06<br><br>placements 16 (80%)<br><br>Jun 05 to Jul 06<br><br>participants 32 (100%)<br><br>completed 26 (100%)   |
| ISS     | Service Canada → Ministry of Housing and Social Development     | <b>Stepping-Up for Women Bridging program</b> , September 1995 to September 2009 ESL, life skills, personal and career counselling/ planning and job search skills training  | Vancouver                  | Placements: 111 (no targets)<br>Participants to Feb 09: 151 (94%)  |
| SUCCESS | Federal Government / Ministry of Housing and Social Development | Employment Assistance Services (Keefer) 2007 - Present<br><br>Case Management Services. Case managers develop individual action plans with clients and assist with career planning, job search, and referrals to other services<br><br>Job Mentoring. Initiative to connect skilled immigrants with locally trained and experienced professionals<br><br>Job Developing. Initiative to connect clients to career matching job positions with local employers | DTES                       | 2007 – 2010<br><br>Action Plans Developed (Case Managed): 2424<br><br>Employed/Self-Employed: 1538<br><br>Workshops: 330<br><br>Workshop Participants: 6439<br><br>Resource Centre visits/year: 5721 |
| SUCCESS | Ministry of Housing and Social Development                      | Community Assistance Program 2007 -Present<br><br>Employment Service Assistants work with income assistance clients to re-attach themselves to the community through non-employment methods  | DTES                       | 2007 – 2010<br><br>Participants:<br><br>Successful Community Attachment: 243<br><br>Moved to PWD or PPMB Group: 74<br><br>Employed: 30   |

| <b>Ref:</b> | <b>Contract Holder</b><br>(e.g. Fed govt)  | <b>Description of Service Provided</b><br>(brief description)  | <b>Geographic Region Served**</b> | <b>Description of the Outcome/Evaluation of the Contract</b><br>(e.g. performance measure outcomes.) |
|-------------|--|--|-----------------------------------|--|
| SUCCESS     | Ministry of Housing and Social Development | BC Employment Program<br>Employment Service Assistants assist income assistance clients with job search, short term training, and language training to overcome barriers to employment | DTES                              | 2007 – 2010<br>Participants: 1531  |

## Appendix G - Ministry Template #4b: Connections with Local Employers

| # | Community<br>(census<br>sub-<br>division) | Local Employer<br>Name | Purpose of the Organization  | Description of Proponents' past relationship(s)<br>with Local Employer   |
|---|---|------------------------|--|--|
| 1 | DTES<br>ODG                               | Home Depot             | Home Improvement   | Paid placements for clients: Lot Associates, Clerks for Garden and Paint sections. Hosted ODG specific interview sessions. Long standing relationship.                           |
| 2 | DTES<br>ODG                               | 411 Seniors<br>Centre  | Seniors day centre   | Volunteer placements; front desk and administration. Share job leads.  |
| 3 | DTES<br>ODG                               | United We Can          | Recycling services to local businesses   | Paid placements for clients; Street cleaning, Computer repair & Depot Attendant. Share job leads and provide feedback. Long standing relationship.                               |
| 4 | DTES<br>ODG                               | 24 Hours<br>Newspaper  | Community Newspaper  | Paid placements for clients; Newspaper distribution, promoters. Share job leads.   |
| 5 | DTES<br>ODG                               | Gallery Gachet         | <b>The Gallery</b> serves a cooperative of artists providing support to the mental health community. | Volunteer placements: Gallery attendants. Share job leads. Long standing relationship.   |
| 6 | DTES<br>ODG                               | Impark                 | Parking Company  | Paid and practicum placements for clients: Administration, Call center. Job carving. Participates in Employer Diversity Forum. Attend ODG job fairs. Long standing relationship. |
| 7 | DTES<br>ODG                               | Potluck Catering       | Catering Company   | Paid and Work Experience Placements: Food preparation, kitchen cleaning. Share job leads. Attends ODG job fairs. Long standing relationship.                                     |
| 8 | DTES<br>ODG                               | Tim Hortons            | Restaurant Chain   | Paid placements for clients; Lobby attendants, Counter attendants & greeters. Job carving. Share job leads. Long standing relationship.  |
| 9 | DTES<br>ODG                               | London Drugs           | Retail   | Paid and practicum placements: stock attendants, cashiers. Job carving. Share job leads. Long standing relationship.   |

| #  | Community<br>(census<br>sub-<br>division) | Local Employer<br>Name                               | Purpose of the Organization   | Description of Proponents' past relationship(s)<br>with Local Employer   |
|----|---|--|---|--|
| 10 | DTES<br>ODG                               | Pacific<br>Association for<br>First Nations<br>Women | Non profit organization assisting First Nations<br>Women on the DTES.     | Shared information regarding job leads and creating a<br>partnership.  |
| 11 | DTES<br>ODG                               | Kettle Friendship<br>Society                         | Non profit organization assisting people with<br>mental health diagnoses. | Multiple paid, volunteer and practicum placements.<br>Job lead sharing. Job carving. Long standing<br>relationship.  |
| 12 | DTES<br>ODG                               | Free Geek  | Non profit computer recycling organization                                | Multiple volunteer placements. Job lead sharing and<br>feedback. Long standing relationship. Participated in<br>Employer Diversity Conference.   |
| 13 | DTES<br>ODG                               | Salvation Army –<br>Belkin House                     | Homeless shelter.   | Multiple volunteer and practicum placements. Job<br>lead sharing, information sessions and feedback.<br>Long standing relationship. Long standing<br>relationship. Participated in Employer Diversity<br>Conference. |
| 14 | DTES<br>ODG                               | The Carnegie<br>Centre                               | City run drop in centre.  | Multiple volunteer and practicum placements. Job<br>lead sharing, information sessions and feedback.   |
| 15 | DTES<br>ODG                               | Cineplex –<br>Tinsletown                             | Movie theater   | Job lead sharing, presented clients to various job<br>opportunities.   |
| 16 | DTES<br>ODG                               | Nesters Market                                       | Grocery store   | Paid placements; grocery clerks, cashiers. Job lead<br>sharing.  |
| 17 | DTES<br>ODG                               | Starbucks  | Coffee shop / retailer  | Multiple practicum placements, job lead sharing and<br>information sessions. Long standing relationship.   |
| 18 | DTES<br>ODG                               | Rogers Arena   | Sports / Event Stadium  | Paid placements; concession servers, cleaners. Job<br>lead sharing.  |
| 19 | DTES<br>ODG                               | Emerging Hope  | Non profit landscaping / gardening company                                | Multiple paid and volunteer placements; gardening &<br>landscaping. Job lead sharing.  |
| 20 | DTES<br>ODG                               | Embers Staffing                                      | Non profit staffing agency focusing on DTES<br>residents                  | Multiple paid placements and training sessions. Job<br>lead and labour marker information sharing.   |



| #  | Community<br>(census<br>sub-<br>division) | Local Employer<br>Name                     | Purpose of the Organization                  | Description of Proponents' past relationship(s)<br>with Local Employer   |
|----|---|--|--|--|
| 21 | DTES<br>ODG                               | Tim Hortons                                | Coffee shop / retailer                       | Paid and practicum placements. Job leads sharing and feedback.   |
| 22 | DTES<br>ODG                               | Firehall Arts Centre                       | Theatre / Arts Centre.                       | Paid placements.   |
| 23 | DTES<br>ODG                               | Frog Box                                   | Warehouse / Storage                          | Paid placements; warehousing. Job leads sharing.   |
| 24 | DTES<br>ODG                               | Value Village,<br>East Hastings            | Thrift store                                 | Paid and volunteer placements; stocking shelves, customer service.   |
| 25 | DTES<br>ODG                               | Metasoft                                   | Software sales                               | Job lead sharing and informational interviews, labour market information sharing.  |
| 26 | DTES<br>ODG                               | Our Community Security                     | Non profit security company focusing on DTES | Paid placements. Job lead sharing and feedback.  |
| 27 | DTES –<br>ODG &<br>SUCCESS                | T&T<br>Supermarket                         | Grocery store.                               | Paid placements; store clerk, cashier. Job lead sharing & feedback.  |
| 28 | DTES ODG<br>&<br>SUCCESS                  | Professional<br>Warehouse<br>Demonstrators | Product demonstration                        | Paid placements; demonstrators. Job lead and information sharing & feedback.   |
| 29 | DTES<br>ODG                               | Long &<br>McQuade                          | Music store                                  | Paid placements & job lead sharing.  |
| 30 | DTES<br>ODG                               | Hastings Race<br>Course                    | Horse race course                            | Paid placements; servers, concessions. Job lead sharing. Informational interviews & feedback.  |
| 31 | DTES<br>ODG                               | Union Gospel<br>Mission                    | Non profit drop in centre                    | Volunteer placements. Job lead sharing & feedback.   |
| 32 | DTES<br>ODG                               | Army & Navy                                | Department store.                            | Multiple paid & practicum placements; cashiers and customer service. Job lead sharing. Informational interviews. Host ODG specific interview sessions. |
| 33 | DTES –<br>ODG &                           | Rainbow Castle<br>Daycare                  | Daycare centre                               | Paid placements. Job lead sharing.   |

| #  | Community<br>(census<br>sub-<br>division) | Local Employer<br>Name                         | Purpose of the Organization              | Description of Proponents' past relationship(s)<br>with Local Employer  |
|----|---|--|--|---|
|    | SUCCESS                                   |  |  |   |
| 34 | DTES<br>ODG                               | Lakeview Care<br>Centre                        | Seniors centre                           | Multiple volunteer placements. Job lead sharing and feedback.   |
| 35 | DTES (ISS<br>of BC &<br>ODG)              | Edgewater<br>Casino                            | Casino                                   | Multiple paid placements; guest services, server, busser. Share job leads and feedback.                             |
| 36 | DTES (ISS<br>of BC)                       | ACME Analytical<br>Labs                        | Mineral analysis – laboratory production | Provides job postings and resume referrals; strong hiring potential for ISSofBC clients (lab assistants)            |
| 37 | DTES (ISS<br>of BC)                       | Campbell Travel                                | Travel agency                            | Provides job postings and resume referrals; hiring potential for ISSofBC clients                                    |
| 38 | DTES (ODG<br>& ISS of<br>BC)              | VanCity  | Credit union                             | Multiple paid placements. Hosts information sessions and shares job leads. Participates in Employer Diversity Forum |
| 39 | DTES (ODG<br>&<br>SUCCESS)                | The Bay  | Retail                                   | Job leads, referrals, placements, job fairs, career talks   |
| 40 | DTES (ODG<br>&<br>SUCCESS)                | Dr. Sun Uat-Sen<br>Classical<br>Chinese Garden | Recreational                             | Job leads, referrals and volunteer placements   |
| 41 | DTES<br>ODG                               | Out to Lunch<br>Catering                       | Catering                                 | Paid placements, job lead and information sharing. Attends ODG job fairs.   |
| 42 | DTES<br>(SUCCESS)                         | Sunrise Soya<br>Foods                          | Manufacturing                            | Paid placements, job lead sharing and referrals.  |
| 43 | DTES                                      | JW Research                                    | Market research                          | Multiple paid placements, job lead sharing  |
| 44 | DTES (ODG<br>&<br>SUCCESS)                | Fresh Slice<br>Pizza                           | Fast food                                | Multiple paid placements, job lead sharing and referrals.   |
| 45 | DTES<br>ODG                               | Nasco Staffing                                 | Staffing agency                          | Multiple paid placements, job lead sharing, informational interviews.   |

| #  | Community<br>(census<br>sub-<br>division) | Local Employer<br>Name    | Purpose of the Organization | Description of Proponents' past relationship(s)<br>with Local Employer                          |
|----|---|---------------------------|-----------------------------|---|
| 46 | DTES<br>ODG                               | The Gourmet<br>Warehouse  | Retail                      | Job lead sharing  |
| 47 | DTES<br>ODG                               | White Spot<br>Restaurant  | Family restaurant           | Paid placements. Job lead sharing and referrals.  |
| 48 | DTES<br>ODG                               | The Bread<br>Garden       | Family restaurant           | Paid placements, job lead sharing and referrals   |
| 49 | DTES<br>ODG                               | The Pan Pacific<br>Hotel  | Hotel                       | Job lead sharing and interviews. Member of the<br>Employer Diversity Forum.                     |
| 50 | DTES<br>ODG                               | HSBC                      | Bank                        | Paid placements. Job lead sharing and interviews.   |
| 51 | DTES<br>ODG                               | Pekinpah<br>Restaurant    | Restaurant                  | Paid placements, job lead sharing.  |
| 52 | DTES<br>ODG                               | Spud!                     | Catering                    | Job lead sharing, informational interviews and<br>referrals.                                    |
| 53 | DTES<br>ODG                               | Accenture                 | Contractor for BC Hydro.    | Multiple interview sessions specific for ODG clients.<br>Job lead sharing and referrals.        |
| 54 | DTES<br>ODG                               | TD Canada<br>Trust        | Bank                        | Multiple paid placements. Multiple interview sessions<br>specific for ODG clients. Job carving. |
| 56 | DTES<br>ODG                               | BC Place                  | Sport / Event Stadium       | Multiple paid placements. Job lead sharing and<br>information sessions.                         |
| 57 | DTES<br>ODG                               | CIBC                      | Bank                        | Multiple paid placements. Job lead sharing and<br>information sessions.                         |
| 58 | DTES<br>(SUCCESS)                         | Flaming Wok               | Food and Beverage           | Job leads, referrals, placements, job fairs   |
| 59 | DTES<br>(SUCCESS)                         | Budget Rent-A-<br>Car     | Transportation              | Job leads, referrals, placements, job fairs   |
| 60 | DTES<br>(SUCCESS)                         | Quote End<br>Quote Cross- | Marketing                   | Job leads, referrals, placements, career talks,   |

| #  | Community<br>(census<br>sub-<br>division) | Local Employer<br>Name                    | Purpose of the Organization                         | Description of Proponents' past relationship(s)<br>with Local Employer   |
|----|---|---|---|--|
|    |   | Cultural Strategy                         |   |  |
| 61 | DTES<br>(SUCCESS)                         | Ultimate 24k<br>Gold Co. Ltd.             | Retail  | Job leads, referrals, placements   |
| 62 | DTES<br>(SUCCESS)                         | Koman<br>Construction                     | Construction  | Job leads, referrals, placements   |
| 63 | DTES<br>(SUCCESS)                         | YWBCGO Media<br>Power Inc.                | Marketing   | Job leads, referrals, placements, job fairs  |
| 64 | DTES<br>(SUCCESS)                         | CTC Bank of<br>Canada                     | Banking   | Job leads, referrals, placements   |
| 65 | DTES<br>(SUCCESS)                         | Scotiabank                                | Banking   | Job leads, referrals, placements, job fairs, career talks  |
| 66 | DTES<br>(SUCCESS)                         | Connetic Travel                           | Tourism   | Job leads, referrals, placements   |
| 67 | DTES<br>(SUCCESS)                         | Concord<br>Security                       | Service   | Job leads, referrals, placements   |
| 68 | DTES<br>(SUCCESS)                         | Moshe Paper                               | Manufacturing                                       | Job leads, referrals, placements   |
| 69 | DTES<br>ODG                               | Western Canada<br>Wilderness<br>Committee | Charity raising awareness to Canada's<br>wilderness | Multiple volunteer placements, job lead sharing.   |
| 70 | DTES<br>(ISS of BC)                       | All Star<br>Holdings, Inc                 | Construction services and project<br>management     | Provides consulting on the hiring process in the<br>construction industry; hiring potential for ISSofBC<br>clients with high or low levels of skill. |
| 71 | DTES<br>(ISS of BC)                       | Chacha's: We<br>Clean With Style          | Residential cleaning service                        | Provides job postings and resume referrals; hiring<br>potential for ISSofBC clients  |

## Appendix H: Connections with Local Organizations

| Ref: | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name   | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****   |
|------|---|---|--|---|
| ODG  | Lower<br>Mainland                         | BC Employer<br>Diversity Forum  | A progressive network of employers that focus on diversity and inclusion in the workplace.   | Played a leadership role in establishing and growing the BCEDF in 2010. Member of the Employer Steering Committee to determine topics, speakers, and partnership opportunities for support BC employers in diversity and inclusive hiring. Worked with the BCEDF to present the BC Workplace Diversity Conference in March 2011, which was attended by over 100 BC Employers.           |
| ODG  | Metro<br>Vancouver                        | CMHA Social<br>Enterprise Services<br>Advisory Council                                | Advisory Group established to provide input and feedback in the development of Social Enterprises to support sustainable employment opportunities for people living with Mental Health issues.                             | Member of the Steering committee to help in establishing a viable business plan for social enterprise initiatives to support employment for people with serious mental health issues. Also participated in focus group, staff and clients, as part of the business model development process to ensure the model was in line with the needs of people living with mental health issues. |
| ODG  | Metro<br>Vancouver                        | ACCESS –<br>Aboriginal<br>Community Career<br>Employment<br>Services Society          | Provide education, training, counseling, support and financial services designed to help members of the urban Aboriginal community overcome barriers that may stand in the way of success and self-sufficiency.            | Open Door Group has worked with ACCESS to promote employment opportunities for Aboriginal people. ACCESS has participated in Diversity forums, panel discussions and conferences organized by Open Door Group.  |
| ODG  | Vancouver                                 | Hope Bridge<br>Services Vancouver   | Provides services to the Vancouver and Lower Mainland recovery community including employment programs and addiction services.   | Sub-contractor for Open Door Group's BCEP contract. Frequently refers client for counselling for substance abuse and mental health.   |
| ODG  | Vancouver                                 | Coast Foundation  | Serving people with a mental illness by providing practical and pragmatic help such as housing, jobs, community, rehabilitative social and recreational opportunities, food, clothing and basic life skills training.      | Refer clients for drop-in day programs resource programs for persons living with mental health. Open Door Group and Coast have worked collaboratively to provide space in each other's locations to deliver community programs including Sewing For Hearts and cooking programs.  |
| ODG  | Vancouver                                 | City of Vancouver –<br>International<br>Persons With<br>Disabilities Day<br>Committee | Annual steering committee to engage the community in recognizing and promoting awareness on disabilities and inclusion in Vancouver.   | Active member of annual Steering committee to organize and promote the achievements and inclusion of persons with disabilities on December 3 <sup>rd</sup> each year.   |
| ODG  | Vancouver                                 | Connectra – Sam<br>Sullivan Foundation  | ConnectTra is a connecting agency, linking people with disabilities (mainly physical) to activities and programs that will, over time, allow them to gain confidence and become more active and involved in community life | Cross-referrals and make regular presentations to the Connectra Group about available Employment Programs for persons with disabilities. Participate in and present at Connectra Events including annual Abilities Showcase at the Roundhouse Theatre.  |
| ODG  | Vancouver                                 | Mood Disorder<br>Association  | Providing support, education and hope of recovery for those living with a mood disorder or other mental illness  | Frequent referral of clients in Employment Programs to receive support through drop in groups, support groups, Psychiatrist assessment. Clients stay in employment Program while receiving this external support.   |
| ODG  | Vancouver                                 | Union Gospel<br>Mission   | Provides a range of services including meals, outreach, emergency shelter, alcohol and drug recovery, employment and education, affordable housing and children and families programs.                                     | Refer clients to for supports including basic supports such as food and shelter and additional services that are available eg: tax services.  |
| ODG  | Vancouver                                 | Covenant House  | Provides three core services: Community Support Services, which provides street outreach and a daily, non-residential, drop-in program; a 54 bed-, 24-hour Crisis Shelter; and a 6- 24 months transitional living program  | Cross referrals and presentations to keep staff up to date on available programs.   |
| ODG  | Vancouver                                 | West Coast<br>Psychological   | Provides psychovocational, psychoeducational, and  | Referrals of clients. Cross-training meets with ESCs to do training on types of assessments and   |

| Ref: | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****  |
|------|---|---|--|--|
|      |   | Services                                  | neuropsychological assessments for a wide variety of individuals.  | best practice for vocational planning for persons with psychological issues.   |
| ODG  | Vancouver                                 | Assistive Technology BC (« AT-BC »)       | Provides assistive technology resources to make learning and working environments usable for people with disabilities throughout British Columbia  | Open Door Group has worked with ATBC to promote awareness of available assistive technology that can be used to support inclusive workplaces. AT-BC has participated in Diversity forums, panel discussions and conferences organized by Open Door Group. Also use ATBC as a current provider of assistive technology.   |
| ODG  | Vancouver                                 | Dress For Success                         | Dress for Success helps low and no income women to transition into the workforce by providing professional attire.   | . Open Door Group refers female clients in need to obtain interview apparel as well as to use Dress for Success's computer labs to access job information.   |
| ODG  | Vancouver                                 | CareerEdge Organization                   | A national not for profit in the business of helping launch careers through internships. We have internships for three groups of people – graduates of colleges and universities, graduates of colleges and universities who have disabilities and internationally trained immigrants.   | Work collaboratively to engage persons with disabilities to enter into internships within the Financial industry. Refer candidates for local opportunities and assist with recruitment, hiring and post hire support.  |
| ODG  | Vancouver                                 | UBC – Equal Employment Office             | UBC's internal department to monitor and develop programs to ensure equality.  | Worked/ing in partnership for pilot project . <b>Goal:</b> Create an inclusive workforce. Open Door Group works with UBC EEO to create a pool of qualified candidates that may have a disability to fill positions 2 faculties 1) Sciences 2) Applied Sciences   |
| ODG  | Vancouver                                 | Kettle Friendship Society                 | Support service for individuals who were or had been receiving psychiatric treatment in the community. The mandate of this group was to provide "care" as a complement to existing treatment facilities by attempting to enrich lives, broaden personal and social horizons and encourage participation in community life. – Housing, Advocacy, Employment | Refer clients for programs and employment opportunities. Work closely to ensure supports are in place to help people with disabilities and multiple barriers be successful in a supported employment program. Open Door Group also worked with Kettle for the Dragon boating society.  |
| ODG  | Vancouver                                 | Conquering Waves Dragon Boat Team         | A dragon boat team for clients with mental health diagnosis that is co-facilitated by a variety of organizations including: Kettle Friendship Society, BC Schizophrenia Society, COAST Housing, and Open Door Group  | Open Door Group has been a partner with the Conquering Waves dragon boat team for the past 3 years and is now the host organization for the team.  |
| ODG  | Vancouver                                 | Northeast Mental Health Team              | One of the mental health teams in Vancouver serving residents of Vancouver, 17 years or older with mental illness.   | Open Door Group has partnered with the Rehabilitation team at Northeast in the co-facilitation of a walking program. Meet with mental health team on a regular basis to do case conferencing and program updates. Collaborate to develop best practice, improve service and enable open communication to support client's progress towards labour market attachment                                  |
| ODG  | Vancouver                                 | Midtown Mental Health Team                | One of the mental health teams in Vancouver serving residents of Vancouver, 17 years or older with mental illness.   | Open Door Group has been a partner with the Rehabilitation team at Midtown co-facilitating 3 walking programs a year with them for the past 2 years. Meet with mental health team on a regular basis to do case conferencing and program updates. Collaborate to develop best practice, improve service and enable open communication to support client's progress towards labour market attachment. |
| ODG  | Vancouver                                 | Britannia Community Services Centre       | BCSC provides a wide range of programs and services for Grandview-Woodland and Strathcona  | Refer clients to access community programs. Open Door Group has made presentations about various employment programs available. Also have worked together in placing clients in volunteer placements at the community centre.  |

| Ref:    | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name                  | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****   |
|---------|---|--|--|---|
| ODG     | Vancouver                                 | WIDHH – Western Institute for the Deaf and Hard of Hearing | Provide a variety of services to support and empower people with hearing impairments   | Current and longtime sub contractor for ODG. Tools and forms and cross training of staff. Cross-referrals.  |
| ODG     | Vancouver (Downtown)                      | Vancouver Board of Trade                                   | The Vancouver Board of Trade offers an extensive number of resources and services to put organizations in touch with a network of more than 5,800 business contacts. | Open Door Group is a member of the VBOT. Attend and participate in VBOT networking events.  |
| ODG     | Vancouver (DTES)                          | Gastown Vocational Services (GVS)                          | GVS provides a range of vocational and educational services to both youth and adults who have a mental health disability.  | Gastown Vocational Services is a sub-contractor of Open Door Group in delivering EPPD. Cross-training to develop best practice and case conferencing.   |
| ODG     | Vancouver (DTES)                          | B.O.B. Building Opportunities with Business                | A non-profit organization that focuses on economic development, specifically within Vancouver's Downtown Eastside.   | Open Door Group works in close partnership with B.O.B. Have teamed up to developed mutually beneficial relationships with employers. Have collaborated to develop job opportunities with employers and reduce duplication services. Also cross referrals of clients for each other's programs and regularly participate in each other events. |
| ODG     | Vancouver (Midtown)                       | Riverview/Forensic Unit                                    | Providing specialized tertiary mental health services to all residents of BC   | Referrals. Meet with mental health team on a regular basis to do case conferencing and program updates. Collaborate to develop best practice, improve service and enable open communication to support client's progress towards labour market attachment.  |
| ODG     | Vancouver (West Side)                     | Kitsilano Neighbourhood House                              | KNH provides family, senior, youth, community, support and recreation services and events to the west side area of Vancouver.  | Have referred and supported clients for volunteer placements for community attachment within the EPPD program.  |
| ODG     | Vancouver DTES                            | WorkingGear  | Non-profit organization that provides work clothes for men who have low or no income.  | Open Door Group frequently refers clients to receive support around work clothing to help with Job Prep. Open Door Group staff member volunteers at the location and is on the Board of Directors.  |
| ODG     | Vancouver,                                | Service Canada Centre for Youth                            | Provides free-of-charge employment skills workshops targeted to youth  | Open Door Group participates in the SCCY Roundhouse Discussion to learn more about youth's obstacles and barriers to employment. Open Door Group also participates in SCCY annual job fairs.  |
| ODG     | Various Locations                         | CMHA – Community Mental Health Association                 |  | Sub contractor for EPPD. Vancouver/Burnaby Branch for Self employment. Case conferencing.   |
| SUCCESS | DTES                                      | Pacific Produce Donations                                  | Organic Fruits & Vegetables & Juices   | Available to Single Parents (by referral only) Referred single parent clients. Jan '03-present  |
| SUCCESS | DTES                                      | Quest Outreach   | Provides hot, sit-down meals in the Downtown Eastside and West End. Collects and distributes food for food banks and other agencies feeding the poor.                | Referred clients to the hot meals. January 2003 – present. Referred clients there for volunteer work in exchange for free food. September 2005 - 2010   |
| SUCCESS | DTES                                      | St. Michaels Church  | Student Food Bank  | For clients attending training or workshops or personal appointments who cannot get to the regular food banks. Jan '03-present.   |
| SUCCESS | DTES                                      | Union Gospel Mission                                       | Offers free meals daily  | Referred clients to the free meals. – January 2003 – present  |
| SUCCESS | DTES                                      | Partners in Hope   | Operated a community food co-op with different food package options and free weekly delivery.  | Informed clients of food services – Up until 2011 (program no longer running)   |
| SUCCESS | DTES                                      | Dual Diagnosis   | Provides services to people with a mental  | Referred clients to assessment service and the  |



| Ref:        | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name                   | Purpose of the Organization/Service<br>(brief description)  | Description of Proponent's<br>past relationship(s) with Local Employers****  |
|-------------|---|---|---|--|
| ESS         |   | Program   | illness who have a substance abuse problem. Services include client assessment, consulting, referrals to treatment programs                                   | treatment program. Starting from July 2004   |
| SUCC<br>ESS | DTES                                      | Family Services –<br>Salvation Army                         | Drug and Alcohol treatment and recovery services  | Referred clients who need help in overcoming and managing their addictions<br>Jan '03–present.                             |
| SUCC<br>ESS | DTES                                      | Gastown Vocational<br>Services                              | Three-phase program geared to assist individuals with psychiatric disabilities, ages 16 to 60.  | Referred a client to the Phase 1 comprehensive psychological/vocational assessment. February 2006                          |
| SUCC<br>ESS | DTES                                      | Gift of Sight<br>Program -<br>Lenscrafters                  | Free eye exam & eye glasses   | Referred clients who need<br>1) eyeglasses<br>2) new prescription<br>3) upgrade or replacement<br>Jan '03-present          |
| SUCC<br>ESS | DTES                                      | Strathcona Mental<br>Health Team                            | Provides treatment, rehabilitation, and specialized services to people of all ages with a serious mental illness or behavioural disorder living in Vancouver. | Recommended clients to go for assessment. –<br>starting from April 2003  |
| SUCC<br>ESS | DTES                                      | THEO Mental<br>Health Services                              | Counselling, education upgrading and skills training supports   | Referred clients who have mental health issues<br>Jan '03-present  |
| SUCC<br>ESS | DTES                                      | Union Gospel<br>Mission Drug &<br>Alcohol Program           | 90-day residential alcohol and drug recovery program for men. Primary focus of the program is relapsed prevention planning.                                   | Referred clients to the recovery program and followed up with workers. – January 2003 - present                            |
| SUCC<br>ESS | DTES                                      | Watari Youth Day<br>Treatment Program                       | A six-week substance misuse treatment program for high-risk youth; drug counselling and education.  | Referred clients to the treatment program and worked closely with the addiction counselors there. – January 2003 - present |
| SUCC<br>ESS | DTES                                      | West End Mental<br>Health Team                              | Provides treatment, rehabilitation, and specialized services to people of all ages with a serious mental illness or behavioural disorder living in Vancouver. | Referred a client there for assessment. – August 2005  |
| SUCC<br>ESS | DTES                                      | Keefer Eye Care   | Provides eye exams and glasses  | Referred clients there for service - Present   |
| SUCC<br>ESS | DTES                                      | ACCESS Central  | Detox referral line   | Referred clients to use self-referral to detox/treatment programs - Present  |
| SUCC<br>ESS | DTES                                      | St. Paul's Hospital<br>Outpatient<br>Psychiatry             | Provides individual counselling, support groups, etc.   | Referred clients there who have less severe mental health issues (depression) - Present                                    |
| SUCC<br>ESS | DTES                                      | Native Health Clinic  | Provides walk-in medical services   | Informed clients of available services - Present   |
| SUCC<br>ESS | DTES                                      | Downtown Eastside<br>Walk-In Dental<br>Clinic               | Provides free emergency pain relief dental services   | Referred clients there for emergency pain relief - Present   |
| SUCC<br>ESS | DTES                                      | Ray-Cam Family<br>Drop-In                                   | Parent-run centre provides drop-in for parents and children.  | Referred clients there for emergency childcare.<br>January 2003 - present  |
| SUCC<br>ESS | DTES                                      | Vancouver<br>Community Centre<br>– Adult Basic<br>Education | Offers comprehensive and flexible programs for adults who wish to upgrade their skills and knowledge.   | Referred clients to ABE. January 2003 - present  |
| SUCC<br>ESS | DTES                                      | Downtown East<br>Education Centre                           | Offers education upgrading – operated by the Vancouver School Board   | Referred clients there for computer classes and educational upgrading - Present  |
| SUCC<br>ESS | DTES                                      | SUCCESS   | Provides ELSA classes (English Language Services for Adults) for newcomers  | Referred clients there for classes - Present   |
| SUCC        | DTES                                      | Turtle Island   | Runs Aboriginal Small Business &  | Referred a client there when funding was   |

| Ref:        | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name                   | Purpose of the Organization/Service<br>(brief description)  | Description of Proponent's<br>past relationship(s) with Local Employers****  |
|-------------|---|---|---|--|
| ESS         |   | Indigenous Education  | Entrepreneur Development Program  | available - 2010   |
| SUCC<br>ESS | DTES                                      | <i>Atira Women's Resources Society</i>                      | A community-based organisation supporting all women, and their children who are experiencing the impact of violence committed against them.                                   | Referred a client suffering from an abusive relationship to a workshop there – December, 2005  |
| SUCC<br>ESS | DTES                                      | B.C. Multicultural Health Services Society                  | An agency providing workshops and services to a diverse marginalized populations (homeless people, drug users and sex-trade workers)  | Referred a client to volunteer with BCMHSS – March, 2006   |
| SUCC<br>ESS | DTES                                      | Carnegie Community Centre.                                  | Serves the disadvantaged residents of the Downtown Eastside.  | Referred clients there for a variety of recreational programs and workshops. January 2003 - present  |
| SUCC<br>ESS | DTES                                      | Ray Cam Co-Op Centre – Nobody's Perfect                     | A six-to-eight week, free parenting program offered to parents with children from birth to five years of age.   | Referred clients to the parenting program. January 2003 - present  |
| SUCC<br>ESS | DTES                                      | REACH Community Health Centre – Multicultural Family Centre | Works to lessen the cultural gap between immigrants/refugees and existing health and other community services and institutions.   | Referred refugees & ESL clients to their culturally appropriate direct services and counselling service and worked with counsellors there to lessen the cultural gap. – January 2003 - present |
| SUCC<br>ESS | DTES                                      | VAST The Vancouver Association for Survivors of Torture     | Counselling and specialized medical, psychological, social & settlement services  | Referred clients who have come from war-torn countries to this service for Survivors of Torture and their family members<br>Jan '06-present  |
| SUCC<br>ESS | DTES                                      | B.C. Housing – Emergency Services                           | The Emergency Services is responsible for supporting provincial partners and local communities with their emergency accommodation and lodging needs.                          | Assisted clients to apply for emergency shelter and followed up on status of client's application. – from January, 2006  |
| SUCC<br>ESS | DTES                                      | Bridge Community Clinic/Bridge Emergency Shelter            | A minimal barrier emergency shelter providing shelter for single women undergoing crisis. Emotional support, advocacy, basic necessities (food, toiletries etc) Open 24 hours | Accompanied a female client to the shelter and settled her there. – March 2006   |
| SUCC<br>ESS | DTES                                      | DERA Voicemail Service                                      | Offers low-cost voicemail service to individuals.   | Purchased voicemail boxes to clients. – January 2003 – present<br>(  |
| SUCC<br>ESS | DTES                                      | Lookout Downtown Shelter                                    | A 24-hour, seven-day-a-week emergency centre that provides temporary accommodation and support to those who have no other housing options.                                    | Referred clients for emergency shelter. January 2003 - present   |
| SUCC<br>ESS | DTES                                      | First United Church   | Advocates that can provide assistance with housing applications and shelter   | Referred clients to advocate - Present   |
| SUCC<br>ESS | DTES                                      | Partners in Hope  | Provides updated listings of affordable housing in Greater Vancouver Area   | Taught clients how to search for affordable housing - Present  |
| SUCC<br>ESS | DTES                                      | At Home/Chez Soi Project                                    | Research project investigating mental health and homelessness   | Referred clients to participate in the study (2 clients were provided with stable housing) - Present   |
| SUCC<br>ESS | DTES                                      | Native Housing  | Provide safe and affordable housing to Aboriginal individuals and families  | Informed clients of available services - Present   |
| SUCC<br>ESS | DTES                                      | MCC Thrift Store  | Low-cost clothing, footwear & furnishings   | Referred clients there for attire & household effects. January '03-present   |
| SUCC<br>ESS | DTES                                      | REACH Community Health Centre – Dental Services             | Provides dental services at reduced costs   | Referred clients to the dental service there to improve their appearance. – January 2003 - present   |
| SUCC<br>ESS | DTES                                      | Army & Navy   | Affordable clothing   | Taken clients to shop for new clothes to improve self-image/presentation - Present   |

| Ref:    | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name                                  | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****   |
|---------|---|--|--|---|
| SUCCESS | DTES                                      | Legal Services Society   | Provides legal services to BC residents living in poverty.   | Referred clients for legal aid. January 2003 - present  |
| SUCCESS | DTES                                      | Ray-Cam Family Drop-In   | Parent-run centre provides drop-in for parents and children. It also includes a parent support group, ESL for parents etc.   | Referred clients there for emergency childcare. January 2003 - present  |
| ISS     | Metro Vancouver                           | Affiliation of Multicultural Societies and Services Agencies in BC (AMSSA) | A collation of over 80 organizations providing multicultural programs and immigrant settlement services  | ISSofBC has been a member for more than 14 years. AMSSA creates networking opportunities, disseminates information, provides professional development, and builds the organizational capacity for ISSofBC and its various employment programs and services.   |
| ISS     | Metro Vancouver                           | AMSSA's Immigrant Integration Coordinating Committee (IICC)                | A committee of AMSSA, the IICC provides an opportunity for agencies and associations working with newcomers to address the challenges that new immigrants face and find reasonable solutions   | ISSofBC has been an active member for over 14 years.<br>Patricia Woroch, ISSofBC's CEO, is on IICC's Steering Committee   |
| ISS     | Metro Vancouver                           | Immigrant Employment Council of BC (IECBC)                                 | A solution and action oriented initiative, established to address the issue of access to the labour market for internationally trained skilled immigrants. IECBC's primary goal is to find and implement local solutions that help break down the barriers immigrants face when looking for work in British Columbia | Patricia Woroch, ISSofBC's CEO, is a member of the first Board of the IECBC. Established in October 2008, the IECBC supports the provision of ISSofBC's employment programs through networking opportunities such as the 2009 ALLIES Learning Exchange (June 2009), and by providing information on employment initiatives and methods to improve access to professions and trades. |
| ISS     | Metro Vancouver                           | Ethno Business Council of BC (Ethno BC)                                    | Established in 1988, Ethno BC's purposes are to encourage and support entrepreneurs who are new Canadians and immigrants to BC.  | ISSofBC has been a member of Ethno BC since its inception.<br>•   |
| ISS     | Metro Vancouver                           | Certified General Accountants Association of BC (CGA-BC)                   | Established in 1951, the CGA-BC is the governing and regulatory body responsible for the training and certification of BC's more than 14,000 CGAs and CGA students   | A Memorandum of Understanding has been established between CGA-BC and ISSofBC to outline the relationship between the two organizations in the offering of mentorship services through ISSofBC's Mentoring Connections program.   |
| ISS     | Metro Vancouver                           | Professional Associations  | Examples of professional associations:<br>• APEG (Association of Professional Engineers and Geoscientists of BC)<br>• Architectural Institute of BC<br>• Applied Science Technologists & Technicians of BC<br>• Certified Management Accountants Society of BC   | ISSofBC connects with the associations to assist immigrant professionals obtain information about credentialing requirements and industry opportunities.  |
| ISS     | Vancouver                                 | Immigrant Services Organization Cross Sectoral Managers Meeting            | A joint initiative of immigrant serving organizations which meets once a month to allow organizations to help each other with immigrant clients, and to provide a common voice to advocate for immigrants.   | For the past 8 years, ISSofBC's MCM Manager has sat on this committee. Through this collaboration ISSofBC, MOSAIC, SUCCESS, and PICS have jointly organized a career fair for the past 7 years at the Vancouver Public Library, drawing numerous employers and job seekers. ISSofBC regularly offers workshops at this job fair.  |
| ISS     | Vancouver                                 | BC Mental Health and Addiction Services (BCMHAS)                           | A committee of ISSofBC MOSAIC, AMSSA, Canadian Mental Health Association, University of Victoria, BC Children's Hospital, Provincial Health Services Authority which focuses on a Multilingual Website Project addressing best practices in on-line multilingual mental  | ISSofBC has participated on this committee since 2006.  |

| Ref: | Community<br>(census<br>sub-<br>division)               | Community<br>Organization/Service<br>Name                  | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****   |
|------|---|--|--|---|
|      |   |  | health and addiction information   |   |
| ISS  | Vancouver   | Bridge Community Health Clinic                             | Provides immediate access to primary and preventative health services for refugees with or without legal status  | A partnership has been in place between ISSof BC, Vancouver Community Health Services, Providence Health Care and BC Multicultural Health Services Society since 1994.  |
| ISS  | Vancouver   | Cross-Cultural Mental Health Conference Planning Committee | A committee comprised of Cross-Cultural Psychiatry Department; Vancouver General Hospital; Vancouver Coastal Health Authority; Vancouver Community Mental Health Services and SOS staff members organize the annual two-day conference on immigrant and refugee mental health issues.                                  | The CCMH Conference Planning Committee  |
| ISS  | Vancouver   | Refugee Mental Health Network                              | A network consisting of ISSofBC, Vancouver General Hospital, Vancouver Coastal Health Authority and Vancouver Association of Survivors of Torture to discuss ways to enhance mental health services to refugees  | This network was established in 2003. ISSofBC is represented by the Director of Settlement services. ISSofBC's clients benefit from having access to improved or enhanced mental health services and support networks.  |
| ISS  | Metro Vancouver   | Refugee Trauma Support Project                             | A partnership of Vancouver and Fraser Ministry of Children and Family Development (MCFD) Regions, Vancouver Coastal Health, Fraser Health, ISSofBC, DIVERSECity, Bridge Clinic, Early Childhood Development Programs and different community partners  | Established in 2010 as a multi-year training initiative for MCFD Mental Health teams within Metro Vancouver. ISSofBC is represented by the Manager of Community Settlement Programs. ISSofBC's refugee clients directly benefit from a mental health system that is more culturally responsive to the needs of newcomers.                 |
| ISS  | Vancouver   | Vancouver Refugee Services Alliance (VRSA)                 | This four member agency consisting of Inland Refugee Society, MCC, SOS and ISSofBC works collaboratively to provide coordinated services to refugee claimants  | VRSA has provided enhanced service coordination for the refugee claimant population since 2005 in order to avoid duplication of efforts.  |
| ISS  | Vancouver (Midtown)                                     | Agence Francophone pour l'Accueil des Immigrants           | Offers integration services in French including introduction to the francophone community in BC  | ISSofBC staff collaborate to create and co-facilitate various workshops for the francophone community and attend monthly roundtable meetings with various other francophone serving agencies organized by AFAl to enhance services, networking and professional development.  |
| ISS  | Vancouver   | Dress For Success  | Dress for Success helps low and no income women to transition into the workforce by providing professional attire.   | ISSofBC has been a partner member of the Dress for Success organization for many years and attends meetings once per month, as well as fundraising events. ISSofBC refers female clients in need to obtain interview apparel as well as to use Dress for Success's computer labs to access job information.                               |
| ISS  | Vancouver (Midtown), Burnaby, Richmond, New Westminster | Family Services of Greater Vancouver                       | FSGV is a community-based not-for-profit organization providing crucial social services to children, youth, adults, and families across Vancouver, Richmond, Burnaby, New Westminster, and Surrey. Programs include individual and family counselling, youth services, community education and development, addictions | ISSofBC has been in a partnership with the FSGV since 2001, providing services to FSGV clients on and off site, linking ISSofBC clients to FSGV programs and resources, and acting as a cultural resource for FSGV. FSGV provides office space, equipment and line-support for ISSofBC staff and collaborates with ISSofBC in identifying |

| Ref: | Community<br>(census sub-division)   | Community Organization/Service Name                            | Purpose of the Organization/Service<br>(brief description)  | Description of Proponent's past relationship(s) with Local Employers****  |
|------|--------------------------------------|--|---|---|
|      | ster, Surrey                         |  | prevention and treatment, abuse prevention and trauma treatment, and employment services.   | appropriate services to targeted client groups.   |
| ISS  | Vancouver (West Side)                | Kitsilano Neighbourhood House                                  | KNH provides family, senior, youth, community, support and recreation services and events to the west side area of Vancouver.   | At KNH, ISSofBC provides workshops on employment services, and recently delivered a workshop on peer support to women which was hosted by a VSB SWIS worker. KHN refers clients to ISSofBC for employment services.   |
| ISS  | Vancouver, North Vancouver (Midtown) | Service Canada Centre for Youth                                | Provides free-of-charge employment skills workshops targeted to youth   | ISSofBC participated in the SCCYRoundhouse Discussion to learn more about youth's obstacles and barriers to employment, as well as the 2nd and 3rd Annual SCCY Job Fair. ISSofBC provides support for youth clients by delivering workshops on <i>Secondary Funding and Government of Canada Programs for Youth</i> .   |
| ISS  | Vancouver (Midtown)                  | St. Patrick Catholic Church Parish                             | St. Patrick's provides many programs and services to the community.   | Since 2009, ISSofBC has provided close coordination and referrals to St. Patrick's to help high need clients such as suicidal, homeless, and unemployed clients. An ISSofBC settlement counsellor provides services to a Filipino Seniors Group at St. Patrick's.   |
| ISS  | Vancouver (DTES)                     | University of BC (UBC)<br><br>And<br><br>UBC Learning Exchange | UBC Learning Exchange Storefront Programs offer free educational resources to people who live and work in the Downtown Eastside and other inner city neighbourhoods. Storefront programs include computer training and access, and ESL conversation groups. | ISSofBC has close connections to various UBC programs. For example, ISSofBC's HOST program regularly has practicum students from UBC, and has a close connection to a political science class for volunteers for the ISSofBC ELSA Learning in Action program. The ISSofBC ELSA program has a partnership with the UBC Dental Hygiene program to place dental hygiene students in Vancouver and New Westminster every spring to teach ELSA students about oral health. |
| ISS  | Vancouver (Downtown)                 | Vancouver Board of Trade                                       | The Vancouver Board of Trade offers an extensive number of resources and services to put organizations in touch with a network of more than 5,800 business contacts.  | ISSofBC regularly attends VBoT breakfast and luncheon sessions, Meet and Greet sessions, and information sessions in order to network and make connections with Vancouver's business community.   |
| ISS  | Vancouver (DTES and Midtown)         | Vancouver Community College VCC                                | VCC serves a diverse urban community by providing programs and services that prepare learners for ongoing education, direct entry into employment, career advancement and greater participation in the community.   | ISSofBC has close connections with VCC for employment and language training. Since 2008, ISSofBC has jointly organized the VCC career fair, bringing in employers, advertising to clients outside of VCC and hosting job search workshops during the fair.  |
| ISS  | Vancouver (DTES)                     | Vancouver Public Library                                       | The VPL offers a wide range of events and services, including civic dialogue, computer training, ESL resource centre as well as employment information.   | ISSofBC regularly participates in a joint career fair hosted by VPL. VPL staff trained ISSofBC employment staff from Multilingual Case Management, Skills Connect, and Career Axis on how to access job search tools and materials at VPL. ISSofBC refers clients for labour market information and job search tours, as well as to the ESL resource centre to support in English language training.  |
| ISS  | Vancouver (DTES and Midtown)         | Vancouver School Board VSB SWIS program Continuing Education   | Educational institution offering various full-time and part-time programs as well as community services and events.   | Since the SWIS program start in 2007, ISSofBC regularly provides job search related information to VSB SWIS, presenting job search workshops to VSB parents in different languages at different schools. ISSofBC participated in a joint career fair with the VSB in 2010, and is currently planning the 2011 event.  |

| Ref: | Community<br>(census<br>sub-<br>division)       | Community<br>Organization/Service<br>Name   | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****  |
|------|---|---|--|--|
|      |   |   |  |  |
| ISS  | Vancouver<br>2618<br>East<br>Hastings<br>Street | Vancouver<br>Association for the<br>Survivors of Torture<br>(VAST)                          | VAST assists refugees and newcomers<br>who have endured torture, trauma and<br>political violence through settlement,<br>counselling and community based<br>programs         | VAST is part of an ISSofBC led consortium on<br>the Refugee Information Support and Treatment<br>Program. ISSofBC refers clients for counselling<br>and support.   |
| ISS  | Vancouver<br>(DTES)                             | West Coast<br>Domestic Worker's<br>Association  | WCDWA provides free legal assistance in<br>the form of advocacy, support and<br>counselling to live-in caregivers based in<br>British Columbia.                              | ISSofBC provides workshops on employment<br>services and to prepare clients for permanent<br>residency. ISSofBC staff helped coordinate the<br>WCDWA Legal Advocate to give a legal<br>awareness presentation and offer free legal aid<br>to ISSofBC clients in or exiting the Live-In<br>Caregiver Program. ISSofBC refers clients<br>needing legal advice, and WCDWA refers clients<br>to ISSofBC for employment and settlement<br>services. |
| ISS  | Vancouver<br>(DTES)                             | Access Community<br>through English<br>(ACE)  | ESL/Life Skills program for adults with<br>serious mental illness  | ISSofBC refers clients who have been diagnosed<br>and are in treatment with mental health illnesses<br>for life skills and ESL classes.  |
| ISS  | Vancouver<br>(DTES)                             | Battered Women's<br>Support Services<br>(BWSS)  | BWSS provides counselling and advocacy<br>for women survivors of violence in<br>relationships, and education and training<br>on violence against women and related<br>issues | ISSofBC refers female clients for counselling,<br>advocacy and support.  |
| ISS  | Vancouver<br>(DTES)                             | Britannia<br>Community<br>Services Centre   | BCSC provides a wide range of programs<br>and services for Grandview-Woodland and<br>Strathcona  | ISSofBC and Britannia Community Services<br>Centre provide cross referrals for services.   |
| ISS  | Vancouver<br>(DTES)                             | Embers Vancouver<br>(Eastside<br>Movement for<br>Business &<br>Economic Renewal<br>Society) | EMBERS is a non-profit agency that works<br>to combat poverty and assists in the<br>revitalization of Vancouver by facilitating<br>community-based business development.     | ISSofBC and EMBERS discuss the needs of<br>immigrants who need to start up their own<br>business and how to access services.   |
| ISS  | Vancouver<br>(DTES)                             | First United Church   | Serving the Downtown Eastside for 125<br>years, the First United Church provides<br>support, shelter, housing, a meal service,<br>and a drop in service to DTES clients.     | ISSofBC and First United provide cross referrals<br>for services.  |
| ISS  | Vancouver<br>(DTES)                             | Gastown Vocational<br>Services (GVS)  | GVS provides a range of vocational and<br>educational services to both youth and<br>adults who have a mental health disability.  | ISSofBC and Gastown Vocational Services<br>provide cross referrals for services.   |
| ISS  | Vancouver,<br>North<br>Vancouver                | Immigrant Skilled<br>Trades<br>Employment<br>Program (ISTEP)                                | ISTEP is a pilot project to help landed<br>immigrants build careers in British<br>Columbia's construction industry and<br>provide employers with skilled trades'<br>workers. | ISSofBC refers clients for short term training for<br>trades such as drywalling.   |

| Ref:           | Community<br>(census<br>sub-<br>division) | Community<br>Organization/Service<br>Name  | Purpose of the Organization/Service<br>(brief description)   | Description of Proponent's<br>past relationship(s) with Local Employers****  |
|----------------|---|--|--|--|
| ISS            | Vancouver<br>(Midtown)                    | Little Mountain<br>Neighborhood<br>House   | LMNH provides educational, cultural, recreational and social services for different age groups, ethnic specific groups, families and the wider community of Little Mountain/Riley Park.  | For more than 10 years, ISSofBC has referred Spanish clients to the LMNH Latin community support worker to help clients with settlement, childcare subsidy and financial applications.       |
| ISS            | Vancouver<br>(DTES)                       | Minerva Foundation<br>for BC Women   | A non-profit organization that offers programs to women in the areas of leadership skills, connectivity and education.   | ISSofBC and the Minerva Foundation collaborate to address the financial gaps of live-in caregivers in skills upgrading and training needs.   |
| ISS            | Vancouver<br>(Midtown)                    | Mount Pleasant<br>Neighborhood<br>House  | MPNH provides family, senior, youth, community and recreation services and events to the Mount Pleasant area of Vancouver.   | MPNH is a delivery site for ISSofBC's Job Options program, assisted ISSofBC in recruiting participants and provides on-going support.  |
| ISS            | Vancouver                                 | Philippines<br>Overseas Labour<br>Office (POLO) and<br>Overseas Workers<br>Welfare<br>Administration<br>(OWWA) | OWWA is the lead Philippines government agency tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents.  | Since 2009, ISSofBC refers non-case managed clients such as Filipino Temporary Foreign Workers who have lost their jobs, needed employment referrals, or faced imminent removal from Canada. |
| Neil<br>Squire | Lower<br>mainland                         | Milieu Family<br>Services (2009-<br>present)   | Milieu Family Services has been a provider of valued services for individuals with varying abilities in communities across the Lower mainland, BC since 1989. Our service delivery is guided by our commitment to person centered practice, community networking and inclusion.. | At the end of the program the clients worked with the job developer and the staff from MFL which resulted in employment for these people. They continue to refer clients to us.              |
| Neil<br>Squire | Lower<br>mainland                         | Community Living<br>BC (2008- present)   | Community Living BC (CLBC) delivers supports and services to eligible adults and their families in British Columbia. We believe that individuals and their families know best when it comes to their needs, goals and planning for the future.                                   | We continue to receive referrals from this agency.   |
| ALDA           | Vancouver                                 | C.H.A.D.D.   | Charitable organization that supports people affected by Attention Deficit Hyperactivity Disorder (ADHD) Resource for clients with ADHD.   | Use as a resource and referral agency.   |
| ALDA           |   | UBC Life and<br>Career Centre  | UBC Continuing offers free peer advising and support through the Life and Career Volunteer program.  | We set up appointments with the counselors for our clients needing the extra support with important changes going on in their life.  |
| ALDA           |   | Gordon<br>Neighbourhood<br>House   | Non Profit community based organization.   | Refer clients for services in English Conversation ESL Drop-in and Single Moms' Support  |
| WIDH<br>H      | Vancouver                                 | Gr. Vancouver<br>Assoc. of the Deaf  | Social, Wellness, workshops  | Partnered deaf agency for many years.  |

## Appendix I – Proposed Services and Service Delivery Approach – Template #5

### 5 Proposed Services & Delivery Approach

| #                             | Name of Service                            | Brief Description   | Rationale   |        |
|-------------------------------|--|---|---|--------|
| <b>1) Self Serve Services</b> |  |   |   |        |
|                               | Awareness & Navigation Services            | Initial greeting, orientation and screening. Determine if a client requires and is eligible for case management. Ensure clients are aware of available services. Assist clients to locate employment information. | ODG will greet and orientate clients visiting the ESC or Satellite for the first time to determine if a client requires service and to make client aware of all the services available to them.   | S<br>C |
|                               | Establish or Confirm Unique Identifier     | Confirm a unique identifier to record services and financial supports provided to Client  | ODG will establish the unique identifier with each client to when Financial Supports are provided.  | S<br>C |
|                               | Access to Information on Job Opportunities | Provide job opportunity information to clients from various sources   | ODG has been providing clients with up to date job opportunity information and will provide clients with relevant job opportunity information through the main ESC and Satellite  | S<br>C |
|                               | Directory of Community – based services    | Provide client up to date information on community based services accessible to clients   | ODG has been providing information on community services available and will provide clients with up to date and relevant information regarding community based services and how to access them through the main ESC and Satellite.                                    | S<br>C |
|                               | Employment Resource Material               | Provide clients with relevant and useful employment related resource material   | ODG has been providing clients with relevant employment related resource material and will provide material such as interview preparation material and resume writing advice.   | S      |
|                               | Equipment to Assist in Job Searching       | Provide clients with access to equipment and technology to support job search   | ODG will provide clients with the technology and equipment required to job search through the main ESC and Satellite.   | S      |
|                               | Labour Market Information                  | Assist clients in locating, understanding and using LMI.  | ODG provide assistance to clients and will provide assistance in researching, understanding and applying LMI to support their job search. This could include job market trends, training opportunities, forecasted labour market material and new businesses opening. | S      |
|                               | Self-Serve Assessment Tools                | Make available to clients self assessment tools such as career planning and employability   | ODG will make available to clients self serve assessments.  | S      |
|                               | Employment Focused Workshops               | Provide job search and employment related Employment Support Services available to non case managed clients   | ODG has been providing employment focused workshops for clients through existing ESC's. ODG will facilitate relevant workshops including Employment Readiness Skills, Understanding Labour Market Research, and Interview Skills.                                     | S      |
|                               | Interpretation / Translation Services      | Provide services in languages other than English to meet Client needs.  | ODG has been providing interpretation services to clients and will provide services through the main ESC and Satellite  | S      |
|                               | Non Case Managed Apprentice                | Receive and process applications for Financial Support from non case managed Apprentices  | ODG will process applications for Financial Support for non case managed Clients through the main ESC or Satellite.   | S      |



| #                                  | Name of Service   | Brief Description  | Rationale   |  |
|------------------------------------|---|--|---|--|
|                                    | Applications  |  |   |  |
| <b>2) Case Management Services</b> |   |  |   |  |
|                                    | Formal Needs Assessment – employment Readiness Information & MDNA | Interview process reviewing Employment Readiness Tool provided by the Ministry and utilizing the MDNA Tool to determine Client Tier  | The Ministry is providing the Employment Readiness Tool the MDNA is a tool (E-Map) that ODG developed to determine tier level. This tool has been used since 2006 to determine which service a Client should access and their strengths and barriers to employment.                                   |  |
|                                    | Additional Assessments as Required                                | Administer and interpret the following assessment tools: Employability Map (E-Map); Employment Skills Analysis (ESA); Training Research Booklet; Labour Market Skills Analysis   | Open Door Group has been utilizing these assessment tools since 2003 to gather further information from Clients. Besides the E-Map and the ESA (as they were used as foundational tools for Clients) the other assessment tools listed were administered to Clients on an as needed basis             |  |
|                                    | Career Assessments  | Administer and interpret the following assessment tools: Choices MT; Career Cruising; Ashland Interest Assessment; Self-Directed Search; Employment Skills Analysis (Transferable Skills)                                  | Open Door group has been utilizing these tools with persons with disabilities since 2003 to assist a Client in determining an employment goal which matches all NOC Codes. A tool will be selected based on the depth of information needed and the Client's ability.                                 |  |
|                                    | General Skills Assessment   | Administer and interpret the following assessment tools: Choices MT<br>Personality Dimensions<br>COPES (Values)<br>COPS (Interests), CAPS (Abilities)<br>Employment Skills Analysis (Personality Strengths)<br>CAAT & WRAT | Open Door group has been utilizing these tools with persons with disabilities since 2003 to assist a Client in determining an employment goal which matches all NOC Codes. A tool will be selected based on the depth of information needed and the Client's ability.                                 |  |
|                                    | Self Assessments  | Evaluation of Self Serve Evaluations:<br>Career Quizzes<br>Learning Style Quizzes<br>Career Development<br>CAREERinsite  | Open Door Group will evaluate the assessments that Clients completed in Self Serve. The Case Manager will determine if further assessments are needed to verify the Client's Employment Goal or if the results from the Client's self-assessments are sufficient                                      |  |
|                                    | Administer Disability-Related Employment Needs Assessment         | Disability Related Employment Needs Assessment will be administered.   | Open Door Group staff will administer the DRENA to Client's who are demonstrating indicators that a disability may exist, the Client disclosed they have a disability however they do not have any documentation to detail the disability, has disability related barriers to finding and maintaining |  |

| # | Name of Service  | Brief Description  | Rationale  |             |
|---|--|--|--|-------------|
|   |  |  | employment.  |             |
|   | Determine Need for and Make Referral to Specialized Assessments                    | Referring Client to receive a Specialized Assessment to a qualified Specialized Assessor that matches the Client's disability and barrier.   | Open Door Group has been determining need and referring Clients to receive Specialized Assessments since 2003. ODG has developed relationships and assisted Specialized Assessors to make recommendations that are realistic to employment outcomes required by the Ministry.  | C<br>D<br>C |
|   | Other Type of Assessments  | The Case Manager will determine, refer, or administer other types of assessments such as Driver's License Abstract, Criminal Record Check, or computer testing before making a final determination on an Employment Goal if this license, check, or assessment is needed for employment. | Open Door Group has been acquiring other types of assessments on Client's for over 15 years (i.e. Criminal Record Checks, Driver's Abstract's, etc...). Receiving these additional assessments assist in confirming that the Employment Goal is viable for a Client. Without doing these type of assessments a lot of time can be used irresponsibly with Clients, staff, and employers. | C<br>C      |
|   | Determine Financial Need (Financial Supports, Living/Tuition, Disability Supports) | Case Manager will administer the <b>ESC Financial Application</b> with Clients who are demonstrating need for Financial Supports, Living/Tuition Supports, Disability Supports   | Open Door Group will provide a Financial Application to Clients to determine if Client's actually need financial support and what type of financial support. This will ensure that only Clients that actually need Financial Supports will receive them.   | C<br>C      |
|   | Determine Financial Need (wage subsidies or paid placements)                       | Case Manager will work with the employer to ensure that contracts and expectations of the placement have been properly completed and documented for administration of funds.   | Open Door Group will work with the Employer and the Client to ensure that everyone understands the policy, procedures, the duration, the payment structure, contract, and expected outcomes. This provides a third party involvement to assist in mediating any challenges and ensuring successful placement.  | C<br>C      |
|   | Develop & Revise Action plan   | The Case Manager along with the Client will develop and revise the Action Plan. The Action plan will be the results of the FNA, will Assign Resources the Client agrees to follow through on.  | Working with the Client to develop the Action Plan increases likelihood of success as the Client is in agreement with the plan and the steps to achieve an labour market or community attachment outcome.  | C<br>C      |
|   | Monitor Client Progress  | The Case Manager will monitor the services the Client is expected to participate in, completed services will be documented.  | Monitoring Client progress is pivotal in Case Management services to ensure that Clients are able to follow through on services assigned and to be able to intervene in a timely manner if there are challenges in completing assigned services.   | C<br>C      |
|   | Manage Client File   | The Case Manager will open a Client Case file, document services and progress, and close the Client file at completion or withdrawal of services   | Managing Client Files are necessary to have an accurate picture of the different assessments, services, that a Client participated in. This will act as a tool for quality assurance to ensure that only necessary services were selected and that there is not a duplication of services. A well managed file will  | C<br>C      |

| #   | Name of Service                       | Brief Description  | Rationale   |  |
|---|---------------------------------------|--|---|--|
|   |                                       |  | assist future interventions if a Client is to return to the ESC.  |  |
|   | Follow Up                             | The Case Manager will follow up on the Client once they have obtained their labour or community outcome  | Following up on a Client once they have achieved their employment outcome is crucial to ensure that Clients are successful and to be able to intervene in a timely manner if there are challenges.            |  |
| <b>3) Case Managed Services</b>               |                                       |  |   |  |
|   | ESS - Prepare                         | Identifying Employment Readiness & Strengths; LM & Career Research; Creating / Updating Resumes; Career Planning; Using internet & e-mail; employment coaching; dressed for employment success; budgeting/financial planning; time management / organizational skills; building self-esteem; personal planning & goal setting; accessing the hidden job market;  | Open Door Group has been providing Prepare workshops to Persons with Disabilities, Multi-Barriered, immigrants, and Mainstream Clients. Workshops have been provided in one-one-one sessions or small groups. |  |
|   | Employment Support Service - Find     | Job Search; job shadowing; cold calling; post interview follow up; networking; job leads; arranging interviews; interview skills; self-marketing; job seeker's forum; job club like services   | Open Door Group has been providing Job Club Like service to Mainstream, Multi-Barriered, and Persons with Disabilities since 1998.  |  |
|   | Employment Support Service - Maintain | Accepting; starting and maintaining employment; Effective Workplace Behaviour; Workplace / Business Communication Skills; Effective Communication & Problem Solving in the workplace; Effective Workplace Oral, Written, or Non-Verbal Communication; Understanding workplace Symbols and Signs; Active Workplace Listening Skills; Workplace time management / organizational skills; workplace assertiveness | Open Door Group has been providing Maintain workshops to Clients with Disabilities, Multi-Barriered, and Drug and Alcohol. Workshops have been provided in one-one-one sessions or small groups.              |  |
| <b>4) Supplementary Services (a) Training</b> |                                       |  |   |  |
|   | WorldHost                             | Teaching WorldHost to Client's providing strong customer service skills.   | Open Door Group has been delivering SuperHost or WorldHost to Clients since 1998. This type of certification for Clients assists in their employability and communication skills.                             |  |
|   | Basic Computer                        | Teaching basic computer training to Client's who need this to  | Open Door Group has been delivering Computer Training to Clients seeking Employment since 1998.   |  |

| # | Name of Service  | Brief Description  | Rationale  |                                |
|---|--|--|--|--------------------------------|
|   | Training   | secure employment or to Job search   | Open Door Group is skilled at providing training in computers to Clients in all Tier levels. | C<br>F                         |
|   | Literacy   | Reading, writing, document use and numeracy  | Skill enhancement  | C<br>K<br>F<br>U               |
|   | Computer Use   | Basic computer skills: Windows Explorer, Intro to Word, Internet and Email   | Skill enhancement  | C<br>h<br><br>C<br>U<br>L      |
|   | Thinking   | Includes problem solving, decision making, critical thinking, job task planning and organizing, use of memory and finding information    | Skill enhancement  | E<br>E<br>v<br><br>C<br>F<br>f |
|   | Oral Communication                                       | Giving and exchange of information in the workplace  | Skill enhancement  | E<br>E<br>C<br>i               |
|   | Working with Others                                      | How to work cooperatively with others in the workplace   | Skill enhancement  | E<br>E<br>E<br>F               |
|   | Continuous Learning                                      | Knowing how to learn, understanding one's own learning style, and how to gain access to materials, resources and learning opportunities. | Skill enhancement  | E<br>E<br>v<br><br>C<br>F<br>f |
|   | Short-term Certificate Training Options                  |  |  |                                |
|   | WHMIS – Workplace Hazardous Materials Information System | Canada's national workplace hazard communication standard. Training on the safe use of hazardous materials used in Canadian workplaces.  | Occupational requirement.  | 1<br><br>S<br>A<br>I<br><br>C  |

| # | Name of Service                         | Brief Description  | Rationale   |  |
|---|---|--|---|--|
|   |   |  |   |  |
|   | Emergency First Aid                     | A wide range of First Aid and CPR courses and certification are available with several levels of certification.  | Occupational requirement.<br>Skill enhancement.     |  |
|   | WorldHost                               | Introduced in 1985 to prepare BC's workforce in customer service. Courses in Fundamentals, Japanese Service Expectations, Customers with Disabilities, Service Across Cultures and Front line Management Solutions | Skills enhancement for customer service industries. |  |
|   | Serving it Right                        | A mandatory self-study course that educates licensees, managers and servers about legal responsibilities when serving alcohol.   | Occupational requirement.<br>Skill enhancement.     |  |
|   | Food Safe                               | Provincially recognized certificate program.<br>Food Safe – Level 1 – introduction to how microbes cause food poisoning and prevention measures.   | Occupational requirement.<br>Skill enhancement.     |  |
|   | Transportation of Dangerous Goods (TDG) | Provincially recognized certificate program. Training on handling of dangerous goods when transported  | Occupational requirement                            |  |
|   | Cashier Training                        | Cashier specific computer training   | Occupational requirement                            |  |
|   | Traffic Control Person (Flagging)       | Traffic control course is a Provincial regulatory requirement and certificate involving classroom and practical training.  | Occupational requirement.                           |  |
|   | Basic Computer                          | Windows Explorer, Introduction to Word, Email, Internet Access   | Occupational requirement.<br>Skill enhancement.     |  |

| #                  | Name of Service   | Brief Description  | Rationale  |   |
|--------------------|---|--|--|---|
|                    | Training  |  |  |   |
|                    | Short-term industry training or occupational entry requirements | Training as deemed required by the specific industry                         | Occupational requirement.<br>Supports to meet entry level skills requirements.       | U<br>L  |
|                    | Employment Skills Training                                      |  |  |   |
|                    | Training – Specific skills training                             | Training options specific to requirements of the labour market and industry. | Enables clients to develop specific occupational skills needed in the labour market. | U<br>L<br>I<br>K<br>F<br>U<br>C<br>C<br>(<br>T<br>E<br>C<br>( |
| Academic Upgrading |   |  |  |   |
|                    | Training – Academic upgrading                                   | Pre-requisite for specific skills training, or will lead to employment.      | Occupational requirement   | K<br>F<br>U<br>C<br>A<br>L<br>L                               |
|                    | Adult Basic Education   | Basic education upgrading to pursue further learning                         | Skill enhancement  | K<br>F<br>U<br>L  |
| ESL Training       |   |  |  |   |
|                    | Training - ESL  | Language benchmarks – as required in the workplace                           | Language requirement   | S<br>F<br>D<br>C<br>E<br>I<br>F<br>V<br>F<br>F                |

| #  | Name of Service                               | Brief Description  | Rationale   |                                   |
|--|---|--|---|-----------------------------------|
|  |   |  |   |                                   |
| <b>Apprentice Training</b>                         |   |  |   |                                   |
|  | Apprentice Training                           | Employer sponsored apprenticeship training – specific to industry. Clients must be registered as Apprentices with the ITA.   | Occupational requirement  |                                   |
|  |   |  |   |                                   |
|  |   |  |   |                                   |
| <b>4)Supplemental Services (b) Self-Employment</b> |   |  |   |                                   |
| 1.   | Self-Employment Orientation/Self Assessment   | <p>Provides basic overview of self-employment criteria and eligibility. The equity statement is explained and reviewed with participants.</p> <p>Client information is gathered and confidentiality statement is reviewed.</p> <p>Simple Entrepreneurial Self Assessment tool is reviewed and completed with Client.</p>   | To determine suitability and eligibility for self-employment services.  | Group session; on-one Facilitator |
| 2.   | Concept Paper and Self-Employment Workshop    | <p>Review of completed Simple Entrepreneurial self-assessment which involves into more in-depth discussion regarding eligibility, equity and commitment to the process.</p> <p>Client are provided information on how to develop their business concept paper and gather supporting documents that will support their concept paper.</p> <p><i>Note: Step by Step Instruction and Samples are provided for all the above</i></p>   | Initial business research to support business viability and readiness.  | Group session; on-one Facilitator |
| 3.   | Business Plan Development and Business Launch | If Concept Paper approved, the Client enters into a 52 week contract, as participating in the Self Employment Program, during which time the client will receive Self Employment Benefits, technical instruction, support and coaching. To ensure continuing participation, client must complete and submit a suitable, acceptable Business Plan for submission within a maximum of ten (10) weeks. To do this, participants are required to attend regularly scheduled workshops and one-to-one sessions with their self- | To support clients in developing a viable and effective business plan that considers all aspects of the start-up; delivery of services, target population and financial need. | Group session; on-one Facilitator |

| #  | Name of Service   | Brief Description  | Rationale   |                              |
|--|---|--|---|------------------------------|
|  |   | employment worker.   |   |                              |
| 4.   | Ongoing Monitoring & Support                              | <p>Participants receive ongoing technical support, monitoring and access to CFTC resources.</p> <p>Participants are responsible to submit regular monthly activity reports outlining business status, activities and includes a Profit and Loss Monthly Statement.</p> | On-going monitoring and support to ensure long term business success.   |                              |
| <b>4) Supplementary Services (c) Specialized Assessments</b> |   |  |   |                              |
|  | Buxton Consulting Ltd.                                    | <p>Vocational / Psychological - Length of Assessment: 5 Hours</p> <p>Transferrable Skills Assessment - Length of Assessment: 5 Hours</p>   | <p>Clients don't have to travel</p> <p>The assessment tools are well known for validity and reliability. Assessments are conducted by people who have 28 years experience</p>   | Store travel Home inclu remo |
|  | Community Therapists                                      | <p>Functional Capacity Evaluation (F.C.E.)</p> <p>Functional Driving Evaluation</p> <p>OT RTW Assessment for Brain Injury / Stroke</p> <p>Work Site Evaluation</p>   | <p>Experienced staff</p> <p>Expertise and experience depending on the program</p> <p>Specialized occupational therapists</p>  | Com base travel home         |
|  | Preece & Associates Psychological Consulting Ltd.         | <p>Learning Disability</p> <p>Psychological/Vocational</p> <p>Neuropsychological/Vocational</p>  | <p>Post-doctoral training in mood disorders, neuropsychology, chronic pain and forensics</p> <p>Assessments on adults &amp; adolescents with mental health disabilities parenting assessments &amp; vocational assessments, work with the transgender population, Groups for individuals with anxiety and depression based on the principles of Acceptance and Commitment therapy</p> | Store                        |
|  | Dr. Wong & Associates Professional Psychology Corporation | <p>Psycho-Educational</p> <p>Neuro-psychological</p> <p>Psycho-Vocational</p>  | <p>Works at UBC. In business since 1996. Psycho educational and psycho vocational assessment</p> <p>Services available in Asian languages, French &amp; Spanish</p>   | Vanc Rich travel lowe        |
|  | The M. Jackson Group Inc                                  | <p>Psychological Vocational Assessment</p> <p>Neuropsychological Vocational Assessment</p> <p>Learning Disability Psychological</p>  | <p>Over 26 years experience</p> <p>Different psychologists, 10 other consultants who work in different areas some are professors some work at hospitals</p>   | Store New West and Victo     |



| # | Name of Service                        | Brief Description   | Rationale  |                             |
|---|--|---|--|-----------------------------|
|   |  | Vocational Assessment<br>Business Plan Workshops<br>Interim Wellness Action Plan – to identify Health Priority and related Actions  |  |                             |
|   | Dr. Jeanne LeBlanc (Private Practice)  | Psychological – Vocational-Learning Disability<br>Neuropsychological/Vocational Evaluation  | Over 14 years in business<br>Assessment of clients of different range of disabilities<br>Specialized board certification and rehabilitation psychology   | Store                       |
|   | West Coast Psychological Services, Inc | Psycho vocational Learning Disabilities<br>Neuropsychological & Psycho vocational<br>Psycho vocational + Learning Disabilities<br>Neuropsychological + Psycho vocational + Learning Disabilities                          | In business for over 12 years<br>Over 4000 assessments<br>Familiar with local areas and client base. All psychologists have lots of experience and each performs at least 1000 assessments   | Broad office willing to sto |
|   | ALDA                                   | Neuropsychological Vocational Assessment<br>Vocational Psychological Assessment   | Help to identify realistic vocational goals, appropriate compensatory strategies in the workplace and/or in training. The feedback session with the registered psychologists is an extremely important part of the process as it allows for the client to understand their assessment results. | One- with Psyc              |
|   | Neil Squire                            | ASSISTIVE TECHNOLOGY<br>WORK SIMULATION<br>ASSESSMENT<br>Ergonomic Assessment   | Many clients require supports for employment – it is estimated over 60% can use supports now to help them in their jobs or school or with their activities of daily living.  | At off Burn online          |
|   | WIDHH                                  | Qualified audiologist can provide hearing test and make recommendations on disability supports.   | Audiologist can determine what kind of disability supports the client needs such as hearing aids and FM Systems for employment.  | One with                    |
|   | Gastown Vocational Services            | Neuropsychological/Vocational Assessment<br>Psychological/Vocational Assessment<br>Learning Disability Assessment<br>GVS Occupational Therapists administer:<br>Vocational Assessment<br>Customized employment Evaluation | Standardized psychological tests used by clinical registered psychologists. Administered by Registered Occupational Therapists.<br>Standardized vocational assessment tests.   | Gast Store                  |

| # | Name of Service  | Brief Description   | Rationale  |                              |
|---|--|---|--|------------------------------|
|   | Assistive Technology of BC (AT-BC)                                 | Assistive Technology BC (ATBC) provides assistive technology resources to make learning and working environments usable for people with disabilities throughout British Columbia. | ATBC supports clients by coordinating the loan bank of assistive technology and providing related services to program participants.  | One person and the assistive |
|   | Discovery / Employment Profile – Customized Employment Development | The Disability Consultant will complete the Discovery Process to get to know the individual to reveal personal themes that can be used to develop ideal conditions of employment. | The outcome of the Discovery Assessment will provide the Case Manager and Client with a summary that details the strengths of the individual and identifies the ideal conditions of employment.<br>CE is for people with a documented developmental, neurological, mental health disability (including Autism Spectrum Disorder), learning disorder, & other cognitive conditions as the primary contributing barrier to employment and self-sufficiency | One- with Cons               |
|   | Audiological Assessment  | Qualified audiologist can provide hearing test and make recommendations on disability supports.   | Working with Western Institute for the Deaf & Hard of Hearing (WIDHH) as a partner member of the Disability Services Network clients can meet with Audiologist to determine what kind of disability supports the client needs such as hearing aids and FM Systems for employment.  | One with                     |

#### 4) Supplementary Services (d) Community & Employer Linkages

|  |                                 |   |  |                   |
|--|---------------------------------|---|--|-------------------|
|  | Employer outreach & engagement  | Job Developers and other ESC staff will be responsible for regularly establishing new employer connections and will maintain existing relationships.                    | To build lasting relationships with employers to generate placement opportunities for clients, monitor existing placements and to maintain up to date labour market knowledge.           | On me cal pre net |
|  | Community outreach & engagement | Site Coordinators and other ESC staff will be responsible for regularly establishing new connections within the local community and maintaining existing relationships. | To build lasting relationships with community partners to generate awareness of the organization, increase referrals and intakes and to provide further referral information to clients. | On me pre net     |

#### 5) Specialized Services (a) Immigrants

Specialized Immigrant Case Management employment services will be provided from the main ESC Storefront site at 3 delivered by Open Door Group, SUCCESS and ISS of BC staff. This specialized population will be provided a comprehensive benefits of accessing the specialized site (i.e. both SUCCESS and ISS of BC has several contracts that compliment the that may provide increased benefits and consideration when developing the Action Plan – Settlement & Integration, training SUCCESS and ISS of BC ESC Staff will be Case Managers to clients within this specialized group who wish to receive employment services. SUCCESS and ISS of BC have a combined 74 years experience providing employment services to this population. They will be adopting the case management and case managed service model as outlined in our proposal employment service experience to generate labour and/or community attachment to this specialized population. Please Group's proposed service delivery and approach for a comprehensive overview of case management and case management

| #   | Name of Service                                  | Brief Description  | Rationale  | C                |
|---|--|--|--|------------------|
| <p>and ISS of BC will be providing with the exception of Disability specific services (i.e. Disability Related Employment Network Customized Employment). Open Door Group will work in collectively with SUCCESS and ISS of BC clients to deliver c to this specialized population when a need is identified.</p> <p>Specialized services SUCCESS and ISS of BC will be providing to compliment the Service Model, but support the diverse specialized population include (information provided related specifically to ISS of BC, but SUCCESS will provide a sim</p> |  |  |  |                  |
| 1.  | Case Management – Other Types of Assessments     | <p>Case Manager to provide specific cultural assessments that will assist in developing an appropriate Action Plan:</p> <ul style="list-style-type: none"> <li>- Foreign Credentialing Assessment</li> <li>- English Assessment</li> </ul> | <p>ISS of BC has over 30 years experience providing assessment services to this specialized population. 70% of this specialized client base have degrees or a vocation that they have trained for. The foreign credentialing assessment determines if this vocational certification can be transferred into Canada. If not, what course or steps could the client take to have their certification recognized in Canada.</p> <p>The English assessment determines if the individual has sufficient English abilities for the labour market. If not, they may be referred to ESL training, or the action plan may consider vocations where language would not act as a barrier to sustainable employment.</p>   | C<br>s<br>I<br>M |
| 2.  | Employment Support Services and Essential Skills | Will provide Life Skills and Education workshops and activities that are designed to increase awareness of legal rights and responsibilities, cultural mosaic and other aspects of Canadian life and work-culture.                         | <p>ISS of BC has over 30 years experience providing work based and skills development workshops for this specialized population.</p> <p>For a large portion of ISS of BC client base, English is their second language which means that each step of the job maintenance process can be more challenging. For example, how one culture communicates with co-workers or supervisors in one country, may be perceived as disrespectful in Canada. Job Search and Prepare techniques can also be very different than in the Clients country of origin. For example, in some countries resumes are not used, and interviews are not conducted, in others, Clients often have to pay one person, or any number of people to get work. The formula to support this specialized population in learning often 'very' different job search techniques requires specific workshops that speaks to these differences. Understanding those differences and developing strategies to work within those differences is key to establishing long term labour market attachment.</p> | C<br>o<br>F      |
| 3.  | ESL Training                                     | Assisting eligible clients that have been identified as needing  | ISS of BC has been offering ESL for XX years. Their program called – English Language Services for   | C<br>c           |

| #   | Name of Service   | Brief Description   | Rationale   |  |
|---|---|---|---|--|
|   |   | English as a Second Language  | Adults (ELSA) offers training from basic Literacy to level 5 – all of which have a Labour Market Focus. The program is for qualifying clients through direct enrolment and/or referral through other community services in order to foster communications and client independence in achieving personal goals.<br><br>ISS of BC has been offering for the past year the Enhanced Industry Specific English Language Training for Architects. Curriculum and pilot development for foreign trained architects with benchmarks from <b>CLB 6 to CLB 9</b> . |  |
| 4.  | Develop and Revise Action Plans                                 | Case Manager create Action Plans that outline any accommodations, supports needed to assist a Client to find and maintain employment  | ISS of BC has over 30 years writing detailed employment action plans for Immigrants. These plans outline a Client's cultural background, the accommodations, and supports recommended for a Client to succeed in labour market or community attachment.   |  |
| 5.  |   |   |   |  |
| <b>5) Specialized Services (b) People with a Disability</b> |   |   |   |  |
|   | Awareness & Navigation  | Assisting persons with Disabilities to access Crisis Care, Community Services, alternate sources of funding, to confirm PWD status.   | Open Door Group has been working with persons with disabilities since 1976. The Case Managers will have the necessary resource information to be able to properly refer, assess, and advocate for a person with a disability to the correct organization or service   |  |
|   | Additional Assessments  | The Case Manager will be able to administer and interpret additional assessments for persons with disabilities who may require alternate assessments to acquire information for example the E-Map, ESA, Ashland, CAAT A | Open Door Group has been using additional tools and resources since 2003 to assist Clients that need additional support or different assessments to help with acquiring Client information.   |  |
|   | Administer Disability-Related Employment Needs Assessment       | Disability Related Employment Needs Assessment will be ad   | Open Door Group staff will administer the DRENA to Client's who are demonstrating indicators that a disability may exist, the Client disclosed they have a disability however they do not have any documentation to detail the disability, has disability related barriers to finding and maintaining employment.   |  |
|   | Determine Need for and Make Referral to Specialized Assessments | Referring Client to receive a Specialized Assessment to a qualified Specialized Assessor that matches the Client's disability and barrier.  | Open Door Group has been determining need and referring Clients to receive Specialized Assessments since 2003. ODG has developed relationships and assisted Specialized Assessors to make recommendations that are realistic to employment outcomes required by the Ministry.   |  |
|   | Develop and Revise Action                                       | Case Manager creating Action Plans that outline a person with a   | Open Door Group has over 8 years experience writing detailed Client Service Plans for persons with  |  |

| # | Name of Service   | Brief Description   | Rationale  |                  |
|---|---|---|--|------------------|
|   | Plans   | disability any accommodations, supports needed to assist a Client to find and maintain employment   | disabilities. These plans outline a Client's disability, the accommodations, and supports recommended for a Client to succeed in labour market or community attachment.  | M                |
|   | Placement Incentive – Job Development & Customized Employment Development | Disability Consultant will work with the Client after 7 days of Discovery Assessment being completed. All position will be 'Real Work for Real Pay' and must pay at least minimum wage, The Job duties are tailored to satisfy both the Client and Employer needs.  | Open Door Group has been providing this service since 2009 to CEP Clients however have been providing Job Carving, Job Creation, and Job Task Analysis services in EPPD like services since 2003. This extra support creates a win-win situation for the Client and the Employer.  | C<br>D<br>C      |
|   | Follow-Up Services – Job Coaching   | Job Coaching services will commence upon an agreed upon Employment Proposal between the Employer, Client and Disability Consultant. The JC will assist Client in learning the negotiated tasks. Job Retention system in place with co-workers, friends, family, and/or employer (natural supports) prior to Job Coaching services being reduced and eliminated. Any on-site job accommodations, supports, adaptive aids, learning aids and other resources/devices and aids to support the Client are in place prior to Job Coaching services being reduced and eliminated. | Open Door Group has utilized Job Coaching Services to Clients who need this additional support. This is done in partnership with the employer to bring in or create natural supports in the workplace. This has been very effective with great results of employers or Client contacting ODG when there are difficulties. This extra support increases job retention.  | C<br>a           |
|   | Follow-Up Services – Job Maintenance/Retention Services                   | The Disability Consultant or Job Coach will provide on the job support to the Client and Employer when required to maintain the placement. This will assist the Client and Employer to resolve issues that may impact job retention. All job maintenance/retention contact, services, issues and resolutions in weeks 1 – 36 post placement. Consult with Case Manager at week 36 about Client Progress And if required, services provided in weeks 1 to 36 can continue in weeks 37 – 48 post placement.   | <p>The purpose of this step is to ensure that the client goals are achieved or appropriately adjusted; Client and Employer satisfaction is maintained at a high level. If issues arise that may impact job retention, the Job Coach will intervene and will support the Client in resolving issues through a problem solving process, including working with both the Client and Employer to come to a resolution. If intervention is required and it can't be adequately resolved through mediation, the Job Coach will consult with the Disability Consultant and Case Manager to discuss solutions.</p> <p>The overall purpose of Job Maintenance and Retention Services is to ensure that the Client goals are achieved or appropriately adjusted, Client and Employer satisfaction is maintained at a high level,</p> | C<br>J<br>D<br>C |

| #   | Name of Service  | Brief Description  | Rationale  |  |
|---|--|--|--|--|
|   |  |  | and service delivery objectives are met.   |  |
|   | ESS Workshops – Prepare  | The Disability Consultant will deliver the Disability Management Workshops Workplace Accommodations; Disability Disclosure; Sleep, pain, stress management, creating a personalized wellness plan, strategies for relapse, and understanding disability barriers | Open Door Group has a Disability Consultant that will deliver the Disability Management Workshops. These specialized workshops will assist Clients in understanding their disability further in relation to finding and maintaining employment. These can be taken as group workshops or stand-alone individual workshops. |  |
| <b>5) Specialized Services (c) Francophone</b>                        |  |  |  |  |
| 1.  | The main ESC Storefront in the Midtown catchment, 3631 No. 3 Road, Richmond. will provide specialized services to the specialized population. Core partner in the Richmond Employment Group, SUCCESS and ISS of BC have existing case management services.<br>In order to accommodate this population, Open Door Group will be working with the Provincial Language Service and Health Services Authority (PHSA). The Provincial Language Service (PLS) Programs Mission is to strengthen our services to the linguistically and culturally diverse public. Their services are province wide and connected to local services. We are working with PLS to provide francophone interpreting, translation, training and consulting services to ensure all francophone services available at the ESC can be offered in both French and English. Open Door Group's service model will be available to all francophone and Anglophone clients. |  |  |  |
| 2.  | All Services   | Case Manager to provide off-site Case Management and Case Managed Services to local Bands  | Because a large proportion of clients who access the Chase & District Employment Centre are of Aboriginal descent and reside in outlying Bands, this centre will continue to provide off-site services at those locations to accommodate clients served in those areas.  |  |
| <b>5) Specialized Services (d) Multi-Barrier</b>                      |  |  |  |  |
|   | ESS Workshops – Prepare  | Substance Abuse, relapse prevention, and Harm Reduction workshops will be delivered by a Drug and Alcohol experienced Case Manager or facilitator  | ODG has been delivering Employment Programming to Persons with active substance use issues to assist them to become clean and find employment since 2006.  |  |
| <b>5) Specialized Services (e) Survivors of Violence and/or Abuse</b> |  |  |  |  |
| 1.  | Trauma Recovery - Assessment   | With sensitivity Seasons Consulting Group assesses the individual for the ways in which the trauma is now impacting their life, then they design 1:1 recovery programs based on those issues   | Seasons has worked with over 15,000 trauma survivors since 1996 in Kamloops and throughout the interior of BC. Our goal is not to provide segregated services (a duplication), but to prepare trauma survivors for participation in integrated activities in a multi-gendered world as quickly as possible.                |  |
| 2.  | Trauma Recovery – Therapy  | Counselling: 1:1 or groups   | Counselling using modalities such as EMDR, STST, and Mindfulness-based Cognitive Therapy have been proven to rapidly support trauma recovery. Other modalities are used as needed according to client need and presentation.   |  |
| 3.  | Trauma   | Physical programming for   |  |  |

| #  | Name of Service                   | Brief Description                      | Rationale  |   |
|----|-----------------------------------|--|--|---|
|    | Recovery:<br>Activation           | activation and self esteem enhancement |  | 1 |
| 4. | Trauma<br>Recovery:<br>Employment | Job Placement                          | While trauma survivors may learn interviewing and other job search skills in the classroom, application in the 'real world' is very difficult for them. This service allows the trauma survivor to be supported in volunteer or job placement, allowing time for the application of the skills learned in the classroom setting. | 1 |
|    |                                   | Job Coaching                           | Again, learning a new skill "in situ" is often complicated by the trauma survivors response to "triggers". 1:1 on-site job coaching is designed to provide support while building a 'buddy system' for the trauma survivor from her / his co-worker.   | 1 |

#### 5)Specialized Services (f) Youth

1. To Specialized Youth employment services will be provided by Richmond Youth Services Association (RYSA) through the Storefront at 3631 No. 3 Road, Richmond; if unwilling to access services from the main ESC, RYSA's offices on 7900 No. 3 Road as a satellite office. To support the No Wrong Door philosophy of this service model, this specialized population, regardless of whether they enter the Main ESC sites or the RYSA site, will be provided the choice of service at the Main ESC centre or the RYSA site. This specialized population will be provided a comprehensive overview of the benefits of accessing the specialized site (i.e. awareness of local employment workshops, youth connections, etc.). RYSA Staff will be Case Managers to clients within this specialized group who wish to receive Youth specific employment services. RYSA has been delivering specialized services to youth since 1974 and current employment programs, RYSA has gained extensive exposure in interpreting the needs of the at-risk youth. Please refer to Open Door Group's proposed service delivery and approach for a comprehensive overview of case management and case managed services the Richmond ESC will be providing with the exception of Disability specific services (i.e. Disability Related Employment Needs Assessment and Customized Employment). Open Door Group will work collectively with RYSA youth to deliver disability specific services to this specialized population when a need is identified.

#### 5)Specialized Services (g) Aboriginal Persons

1. Specialized Aboriginal employment services will be provided by Richmond Youth Services Association (RYSA) through the Storefront at 3631 No. 3 Road, Richmond or through RYSA's Pathways Aboriginal Program at the RYSA offices on 7900 No. 3 Road. To support the *No Wrong Door* philosophy of this service model, this specialized population, regardless of whether they enter the Main ESC sites or the RYSA site, will be provided the choice of service at the Main ESC centre or the RYSA centre. This specialized population will be provided a comprehensive overview of the benefits of accessing the specialized site (i.e. awareness of local employment workshops, youth connections, etc.). RYSA Staff will be Case Managers to clients within this specialized group who wish to receive aboriginal specific employment services. They will be adopting the case management and case managed service model as outlined in our proposal using the approach of providing support to generate labour and/or community attachment to this specialized population. Please refer to Open Door Group's proposed service delivery and approach for a comprehensive overview of case management and case managed services the Richmond ESC will be providing with the exception of Disability specific services (i.e. Disability Related Employment Needs Assessment and Customized Employment). Open Door Group will work collectively with RYSA clients to deliver disability specific services to this specialized population when a need is identified.
- RYSA will also provide case management and case managed services to Clients who identify as requiring trades training support.
- Pathways staff will be available to provide Essential Skills Workshops & Training as well as Case Management. These services will be provided in both a 1:1 or Group Facilitation setting.

| # | Name of Service | Brief Description | Rationale | C |
|---|-----------------|-------------------|-----------|---|
|   |                 |                   |           |   |

## Appendix J – Key Positions and Identified Staff



### Key Positions and Identified Staff – modified Template #6

| <b>Staff Name</b> | <b>Staff Employer - Proponent / Partner</b> | <b>Current Title</b>            | <b>Role Proposed for Employment Program of British Columbia (see Job Descriptions)</b> | <b>Specialized Populations staff has experience serving</b>                         |
|-------------------|---|---------------------------------|--|---|
| Tom Burnell       | Open Door Group                             | CEO-Executive Director          | CEO-Executive Director (see 1bi - qualifications)                                      | (non-service delivery position)   |
| Adele Kok         | Open Door Group                             | Program Director                | Program Director (see 1bii – qualifications)   | Disabilities, Multi-Barriered, Aboriginal, Youth, Addictions                        |
| Cori Busby        | Open Door Group                             | Employment Placement Supervisor | Site Coordinator (see 1bii – qualifications)   | Disabilities, Multi-Barriered, Aboriginal, Addictions                               |
| Ann Bo            | ISS of BC                                   | Case Manager / Counsellor       | Case Manager (see 6b – resume)   | Immigrants, Multi-Barriered   |
| Lorill Estar      | SUCCESS                                     | Program Coordinator             | Facilitator (see 6b – resume)  | Disabilities, Multi-Barriered, Survivors of Violence, Youth, Immigrants, Addictions |
| Wei Zhang         | SUCCESS                                     | Job Developer / Case Manager    | Job Developer (see 6b – resume)  | Immigrants, Multi-Barriered, Francophone  |
| Diana Azevedo     | Open Door Group                             | Program Facilitator             | Resource Centre Facilitator (see 6b – resume)  | Disabilities, Multi-Barriered, Aboriginal, Youth, Addictions                        |
| Erin Isnor        | Open Door Group                             | Employment Services Coordinator | Disabilities & Addictions Specialist (see 6b – resume)                                 | Disabilities, Multi-Barriered, Aboriginal, Addictions                               |
| TBD               | TBD   |                                 | Career Assessment Specialist (mobile position, not tied to catchment area)             |   |

## Appendix K – Resumes and Job Descriptions

### Job Description: Program Director, Employment Services

**Reports to:** Open Door Group

#### Description:

The Program Director is responsible for the planning, development, evaluation and fiscal viability of all Employment Service Centres within the specified contract region.

#### Required Certifications:

- Completion of a Bachelor Degree in social sciences or a related discipline, or Bachelors of Business Administration degree
- Leadership, management or supervisory skills certificate
- Or the equivalent of education and expertise

#### Required Knowledge, Skills and Abilities:

- 3-5 years of increasing managerial and supervisory experience, 3 of which must be at Senior Management level;
- 5 years of experience in community and program development
- Knowledge of and experience in developing and managing government funded employment programs;
- Knowledge of local labour market issues
- Knowledge of counseling approaches, educational methodologies, employment placement strategies and management techniques.
- Excellent skills in management, program/service delivery, promotion and marketing.
- Experience in public relations, communications and marketing.
- Competence with networking and building relationships with various stakeholders.
- Demonstrated leadership, teamwork and supervisory skills
- Excellent verbal and written communication skills in English
- Excellent time management and organizational skills.
- Proficient in the use of the Microsoft Office Suite
- Willingness to work weekends and evenings.
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and access to a vehicle during working hours
- Willing to travel and do outreach throughout region

#### Desired Certifications and Abilities:

- Masters degree
- Certified Career Development Practitioner
- MBTI certificate
- Personality Dimensions certificate
- Career Crossroads certificate
- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate
- Strong Labour Relations background an asset
- Multilingual capability and asset

| Areas of Accountability          | Activities  |
|----------------------------------|---|
| Project Planning & Coordination  | <ul style="list-style-type: none"><li>▪ Manage the Funder agreement based on a thorough understanding of the scope, intent and activities in the agreement.</li></ul>   |
| Program Management               | <ul style="list-style-type: none"><li>▪ Facilitates management meetings with Site Coordinators and Quality Assurance Manager to ensure services are meeting needs of clients and contract expectations</li><li>▪ Oversee and coordinate service delivery with Site Coordinators and Subcontractors to ensure optimal outcomes in accordance with contractual requirements.</li><li>▪ Monitor and review service delivery performed to ensure optimal client outcomes.</li><li>▪ Ensures approved curriculums and frameworks are being adhered to.</li><li>▪ Ensure programs operate in accordance with policies, procedures and standards. Support staff to achieve service and statistical goals and objectives.</li><li>▪ Solicit client/participant and community feedback on quality of services being provided. Make recommendations for revising and restructuring delivery of services and programs.</li></ul> |
| Facility and Contract Management | <ul style="list-style-type: none"><li>▪ Negotiate and implement contracts; ensure premises are well maintained.</li><li>▪ Ensure WorkSafeBC regulations are adhered to.</li></ul>   |
| Financial Management             | <ul style="list-style-type: none"><li>▪ Develops contract budget projections and financial reports</li><li>▪ Ensure programs are meeting or exceeding revenue targets</li><li>▪ Ensure service and program expenditures operate within approved budget.</li></ul>   |
| Public Relations and Marketing   | <ul style="list-style-type: none"><li>▪ Develop and implement marketing strategies to ensure program maintains full enrollment</li><li>▪ Coordinate and organize events and activities to profile the program's profile.</li></ul>  |
| Communications                   | <ul style="list-style-type: none"><li>▪ Maintains good communication with and reports regularly to Funder</li><li>▪ Establish and enhance networks with government agencies, community partners, employers and professional bodies</li><li>▪ Conducts program and service orientation to clients, staff, employer and the public.</li></ul>   |

|                 |  |
|-----------------|--|
| Administrative  | <ul style="list-style-type: none"> <li>▪ Responsible for ensuring that relevant statistical, program and client reports are processed accurately.</li> </ul> |
| Human Resources | <ul style="list-style-type: none"> <li>▪ Responsible for the recruitment, hiring, orientation, training, evaluation and supervision of staff.</li> </ul>     |
| Other           | <ul style="list-style-type: none"> <li>▪ Performs other duties as required.</li> </ul>   |

**Job Description: Site Coordinator, Employment Services****Reports to:** Program Director**Description:**

The Site Coordinator is responsible for planning, implementing and managing an employment program, meeting Funder requirements and contractual targets and ensuring that the outcomes lead to clients becoming more independent by developing labour market or community attachments.

**Required Qualifications:**

- Completion of a diploma in social sciences or a related discipline
- Leadership, management or supervisory skills certificate
- Or the equivalent of education and expertise

**Required Knowledge, Skills and Experience:**

- A minimum of 3 to 5 years of experience in program development/management and career/vocational counseling;
- A minimum of 3 to 5 years of experience leading and managing a multi-cultural/disciplinary team of employees;
- Knowledge of and experience in developing and managing government funded employment programs;
- Knowledge of local labour market issues;
- Knowledge of counseling approaches, educational methodologies, employment placement strategies and management techniques.
- Excellent skills in management, program/service delivery, promotion and marketing.
- Experience in public relations, communications and marketing.
- Competence with networking and building relationships with various stakeholders.
- Demonstrated leadership, teamwork and supervisory skills
- Excellent verbal and written communication skills in English
- Excellent time management and organizational skills.
- Proficient in the use of the Microsoft Office Suite
- Willingness to work weekends and evenings.
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and access to a vehicle during working hours
- Willing to travel and do outreach throughout region

**Desired Certifications and Abilities:**

- Bachelors Degree
- Certified Career Development Practitioner
- MBTI certificate
- Personality Dimensions certificate
- Career Crossroads certificate
- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate
- Strong Labour Relations background an asset
- Multilingual capability and asset

| Areas of Accountability          | Activities   |
|----------------------------------|--|
| Project Planning & Coordination  | <ul style="list-style-type: none"> <li>▪ Manage the Funder agreement based on a thorough understanding of the scope, intent and activities in the agreement.</li> </ul>  |
| Program Management               | <ul style="list-style-type: none"> <li>▪ Oversee and coordinate service delivery to ensure optimal outcomes in accordance with contractual requirements.</li> <li>▪ Monitor and review service delivery performed to ensure optimal client outcomes.</li> <li>▪ Ensures approved curriculums and frameworks are being adhered to.</li> <li>▪ Ensure programs operate in accordance with policies, procedures and standards. Support staff to achieve service and statistical goals and objectives.</li> <li>▪ Solicit client/participant and community feedback on quality of services being provided. Make recommendations for revising and restructuring delivery of services and programs.</li> </ul> |
| Facility and Contract Management | <ul style="list-style-type: none"> <li>▪ Negotiate and implement contracts; ensure premises are well maintained.</li> <li>▪ Ensure WorkSafeBC regulations are adhered to.</li> </ul>   |
| Financial Management             | <ul style="list-style-type: none"> <li>▪ Ensure programs are meeting or exceeding revenue targets</li> <li>▪ Ensure service and program expenditures operate with approved budget.</li> </ul>  |
| Public Relations and Marketing   | <ul style="list-style-type: none"> <li>▪ Develop and implement marketing strategies to ensure program maintains full enrollment</li> <li>▪ Coordinate and organize events and activities to profile the program's profile.</li> </ul>  |
| Communications                   | <ul style="list-style-type: none"> <li>▪ Establish and enhance networks with government agencies, community partners, employers and professional bodies</li> <li>▪ Conducts program and service orientation to clients, staff, employer and the public.</li> </ul>   |
| Administrative                   | <ul style="list-style-type: none"> <li>▪ Responsible for ensuring that relevant statistical, program and client reports are processed accurately.</li> </ul>   |
| Human Resources                  | <ul style="list-style-type: none"> <li>▪ Responsible for the recruitment, hiring, orientation, training, evaluation and supervision of staff.</li> </ul>   |
| Other                            | <ul style="list-style-type: none"> <li>▪ Performs other duties as required.</li> </ul>   |

**Job Description: Case Manager, Employment Services****Reports to:** Site Coordinator**Description:**

The Case Manager is responsible for managing all aspects of the clients return to work action plan including follow-up. The case manager supports the client through a variety of employment programs and services and is responsible for marketing the program to both potential clients and employers. The Case Manager will implement and deliver the Employment Program of BC to ensure clients become more independent, through achieving and maintaining sustainable labour market or community attachments

**Required Certifications:**

- High School Diploma
- A related post secondary diploma
- Or the equivalent of education and expertise

**Required Knowledge, Skills and Abilities:**

- Minimum 2 years of experience in employment counseling
- Knowledge of community resources
- Proven experience with Case Management services
- Creative and passionate in working with clients to enhance labour market attachment
- Strong interpersonal skills and capable of working with specialized populations
- Effective verbal and written communication skills;
- Commitment to providing quality service, good team player and ability to multi-task
- Familiar with new Employment Program of BC
- Excellent time management and organizational skills.
- Proficient in the use of the Microsoft Office Suite
- Willingness to work weekends and evenings.
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and access to a vehicle during working hours
- Willing to travel and do outreach throughout catchment area

**Desired Certifications and Abilities:**

- Certified Career Development Practitioner
- MBTI certificate
- Personality Dimensions certificate

- Career Crossroads certificate
- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate
- Multilingual capacity an asset
- Familiarity with assessment and counselling present and past practices, including Assessment Component of Employment Counselling ACEC)

| Areas of Accountability | Activities  |
|-------------------------|---|
| Case Management         | <ul style="list-style-type: none"> <li>▪ Provide awareness and navigations to clients</li> <li>▪ Conduct formal needs assessments with clients using various assessment tools and make referrals to specialized assessment providers as required</li> <li>▪ Develop, review, revise and update actions plans according to client needs</li> <li>▪ Identify job coaching/mentoring needs and coordinate with mentor services as required</li> <li>▪ Monitor client progress by reviewing activities and results on an agreed upon schedule</li> <li>▪ Conduct one-to-one employment counseling to enhance self sufficiency and labour market attachment</li> <li>▪ Support clients in accessing services as needed</li> <li>▪ Supports clients in the development of effective resumes, networking, accessing the hidden job market, and other job search activities, such as providing sample template resume's; showing client's how to log on and use the available computers, advising clients which web-sites to search and registering clients for job-search related workshops</li> </ul> |
| Financial Management    | <ul style="list-style-type: none"> <li>▪ Determine client need and eligibility for, and administer financial supports</li> <li>▪ Ensure client activities are based on need and fall within the scope of the maximum average</li> </ul>   |
| Communications          | <ul style="list-style-type: none"> <li>▪ Communicate effectively in English both verbally and orally with service providers, funders, internal stakeholders and clients</li> <li>▪ Excellent ability to facilitate career exploration and pre employment workshops as required</li> <li>▪ Ability to communicate to a broad range of clients</li> </ul>   |
| Administrative          | <ul style="list-style-type: none"> <li>▪ Utilize the integrated case management system to capture client data and monitor client progress</li> <li>▪ Prepare client progress notes, action plans and follow up reports in accordance with Ministry requirements</li> <li>▪ Open, maintain and close client files using the integrated case management system</li> </ul>   |
| Other                   | <ul style="list-style-type: none"> <li>▪ Performs other duties as required.</li> </ul>  |

**Job Description: Facilitator, Employment Services****Reports to:** Site Coordinator**Description:**

The Facilitator is responsible for assisting clients with overcoming barriers to increase their employability and obtain paid employment through group and one-on-one facilitation of workshops.

**Required Certifications:**

- High school diploma
- A related post secondary diploma
- Certified Career Development Practitioner (CCDP)
- Job Club Leadership Training Certification
- Or the equivalent of education and expertise

**Required Knowledge, Skills and Abilities:**

- A minimum of 2-3 years of facilitation experience, specifically delivering workshops on effective job search strategies, career exploration and labour market information.
- Sound understanding of employment barriers, and experience working with various client groups
- Ability to provide employment counseling to diverse socioeconomic and cultural client populations
- Ability to assist client with identifying employment barriers, and how to apply strategies identified in Job Search, Career Exploration and Labour Market Information workshops
- Knowledge of various assessment tools
- Extensive knowledge of current local and regional economic conditions and labour market information across a range of industry sectors
- Excellent computer skills and the ability to assist clients with career exploration and job search activities.
- Familiarity with training methodologies
- Willingness to work weekends and evenings
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and access to a vehicle during working hours
- Willing to travel and do outreach throughout catchment area

**Other Desired Certifications and Abilities:**

- Experience in teaching and/or adult education
- Instructors Diploma

- Familiarity with counseling and case management methodologies
- MBTI certificate
- Personality Dimensions certificate
- Career Crossroads certificate
- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate
- Employment Readiness Scale certificate
- Multilingual capacity an asset

| Areas of Accountability | Activities   |
|-------------------------|--|
| Curriculum Development  | <ul style="list-style-type: none"> <li>▪ Develop relevant and current curriculum for employment focused and employability skills workshops.</li> <li>▪ Review, evaluate and improve workshops to ensure effectiveness, relevance and quality to support clients in obtaining and maintaining employment.</li> <li>▪ Review and enhance curriculum on a regular basis to ensure information is current and client feedback is addressed.</li> </ul>   |
| Facilitation            | <ul style="list-style-type: none"> <li>▪ Facilitate job search workshops to assist clients with resume development, cover letters, references, interviewing techniques, hidden job markets.</li> <li>▪ Facilitate career exploration workshops to assist clients to recognize skills and values, interests and aptitude related to career choices</li> <li>▪ Facilitate workshops to assist clients with researching information and statistics including occupation profiles, emerging and declining sectors, education and training options.</li> <li>▪ Deliver workshops in an individual, group or on-line format.</li> </ul>  |
| Client Support          | <ul style="list-style-type: none"> <li>▪ Conduct needs assessment to evaluate individual client skills, education and experience</li> <li>▪ Provide client with one-on-one counseling to accomplish job search and career exploration.</li> <li>▪ Provide job search support to clients through utilization of equipment and materials in Resource Centre</li> <li>▪ Provide research assistance for education and training opportunities for clients in preparation for employment training or returning to school</li> <li>▪ Monitor client attendance and progress in workshops and follow-up with Case Manager as required.</li> <li>▪ Provide referrals for participants to other community support services as required.</li> <li>▪ Provide follow-up support as required for returning participants.</li> </ul> |
| Communications          | <ul style="list-style-type: none"> <li>▪ Work with Case Managers and staff to ensure workshops are meeting client needs.</li> </ul>  |
| Administrative          | <ul style="list-style-type: none"> <li>▪ Enter all client information and notes into case management system ensuring accuracy and timeliness</li> <li>▪ Provide written reports as required regarding client performance and progress.</li> <li>▪ Provide referrals for participants to other community support services as</li> </ul>   |

|       |  |
|-------|--|
|       | <p>required.</p> <ul style="list-style-type: none"> <li>Record client information, progress notes, and follow-up with Case Manager as required.</li> </ul> |
| Other | <ul style="list-style-type: none"> <li>Performs other duties as required.</li> </ul>   |

**Job Description: Job Developer, Employment Services****Reports to:** Site Coordinator**Description:**

The Job Developer is responsible for liaising with employers and professional associations to market job-ready clients to employers and to obtain job leads for promoting job searching clients to the employer community. This includes working closely with the ESC staff to ensure the service reflects client needs, abilities and employment goals. The Job Developer will plan and host industry events with local employers and job-ready clients to market the services available at the ESC, arrange employer panels and organize groups of clients and employers for industry information and events.

**Required Certifications:**

- High school diploma
- Post-secondary diploma or certification in human development or business practices-related discipline, combined with 2 or more years experience in human resources field
- Or the equivalent of education and expertise

**Required Knowledge, Skills and Abilities:**

- A minimum of 2-3 years in employment service; recruiter experience an asset
- Knowledge of current local and regional economic conditions and labour market information across range of industry sectors
- Knowledge of occupational matching
- Ability to provide employment and career counseling to diverse socioeconomic and cultural client populations
- Excellent computer skills and ability to assist clients with career exploration & job search activities
- Strong knowledge of business structures and the issues faced by small and large organizations in recruiting and retaining a multicultural workforce
- Proven experience developing productive and professional relationships with both individual clients, employers and business community associations
- Proven ability to be creative in establishing linkages through networking and connecting opportunities
- Demonstrated experience successfully marketing services to employers to garner labour market information, generate job

leads, and create opportunities for employer and job seeker interactions for workplace experience, mentoring or practicums

- Willingness to work weekends and evenings
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and access to a vehicle during working hours
- Willing to travel and do outreach throughout catchment area

**Desired Certifications and Abilities:**

- Job Developer Training certification
- Making Sense of LMI certificate
- Training and/or certification in sales, marketing or human resources
- Multilingual capacity an asset

| Areas of Accountability          | Activities  |
|----------------------------------|---|
| Job Search Tools and Acquisition | <ul style="list-style-type: none"> <li>▪ Collaboratively engage with Case Managers to review identified work search strategies for job search ready Participants</li> <li>▪ Offer feedback on prepared cover letters and resumes of job search ready Participants</li> <li>▪ Review identified target industries and offer feedback on employment engagement plan and come to agreement on selected activities</li> <li>▪ Review Participant's career action plan outlining employment goals and defined activities for employer connections and workplace experience</li> <li>▪ Facilitate in the mock "interview readiness assessment" process with Participant's identified as job search ready</li> </ul> |
| Work Experience and Orientation  | <ul style="list-style-type: none"> <li>▪ Ensure job search ready Participants are actively participating in employer engagement activities as defined in the program that meet their needs</li> <li>▪ Introduce Participants to the online job exchange to access all generated job leads</li> <li>▪ Navigate and support Participants through interviewing and employment decision making processes</li> <li>▪ Liaise with Case Managers to strategize and monitor post employment success of clients</li> </ul>   |
| Public relations and marketing   | <ul style="list-style-type: none"> <li>▪ Market services to employers and community groups to increase awareness and benefits of hiring client group</li> <li>▪ Promote, organize and host several industry events per month such as employers panels, professional association information sessions, industry-specific seminars</li> <li>▪ Promote clients to employers in targeted industry sectors, the local business community, professional associations, community groups</li> </ul>   |
| Communications                   | <ul style="list-style-type: none"> <li>▪ Work with Case Managers and staff to ensure workshops are meeting client needs.</li> <li>▪ Ability to communicate to a broad range of clients and employers</li> </ul>   |
| Administrative                   | <ul style="list-style-type: none"> <li>▪ Utilize the integrated case management system to capture client data and monitor client</li> </ul>   |



|       |                                      |
|-------|--------------------------------------|
| Other | ▪ Performs other duties as required. |
|-------|--------------------------------------|

**Job Description: Resource Centre Facilitator, Employment Services**

**Reports to:** Site Coordinator

**Description:**

The Self-Service Facilitator is responsible for assisting clients in the Employment Service Centre's resource centre.

**Required Certifications:**

- High school diploma
- A related post secondary diploma
- Or the equivalent of education and expertise

**Required Knowledge, Skills and Abilities:**

- A minimum of 1 year experience in a customer service role
- Strong understanding of local and provincial labour market information and employment resource materials
- Strong understanding of the operations of employment resource centres
- Knowledge of employment services
- Strong understanding of community stakeholders, employers and service providers to support a wide range of clientele
- Exceptional customer service skills
- Creative and passionate in working with clients to enhance labour market attachment
- Strong interpersonal skills and capable to work with specialized populations
- Familiar with online and Microsoft Office tools
- Effective verbal and written communication skills; second language an asset
- Commitment to providing quality service, good team player and ability to multi-task
- Familiar with the new Employment Program of BC
- Willingness to work weekends and evenings
- Ability to pass and maintain a criminal record check

**Desired Certifications and Abilities:**

- National Occupational Classification (NOC) Code certificate
- Career Crossroads certificate
- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate

- Employment Readiness Scale certificate
- Certified Career Development Practitioner (CCDP)
- Job Club Leadership Training Certification
- Non-Violent Crisis Intervention (NVCI) training or other customer service/conflict mediation training
- Multilingual capacity an asset

| Areas of Accountability | Activities  |
|-------------------------|---|
| Client Support          | <ul style="list-style-type: none"><li>▪ Support and monitor clients accessing self-serve services in a manner that supports clients independence and self-sufficiency</li><li>▪ Ensure clients are aware of services and staff-assisted functions</li><li>▪ Monitor clients and determine when and if clients are having difficulty and should be assessed for case management</li><li>▪ Assist clients to determine EI status through Service Canada online or by phone</li><li>▪ Assist clients in locating, understanding and using labour market information to effectively support their job search, as well as employment, training and career decision making.</li><li>▪ Support clients in the use of the preliminary needs assessment tool to determine if case management services are required</li><li>▪ Administer essential employment related financial supports to non-case management clients, including employer sponsored apprentices</li><li>▪ Offer self-marketing and networking advice to clients</li><li>▪ Respond to client questions and manage client</li></ul> |
| Communications          | <ul style="list-style-type: none"><li>▪ Liaise with the Facilitator to coordinate workshop schedule.</li><li>▪ Liaise with other community service organizations and ensure a comprehensive, current and accurate directory of local community-based services.</li><li>▪ Work closely with ESC Manager and team members in achieving program objectives.</li></ul>  |
| Administrative          | <ul style="list-style-type: none"><li>▪ Ensure ESC provides up to date information on job opportunities.</li><li>▪ Ensure ESC has current information provided by other community service organizations that may be useful to clients</li><li>▪ Ensure ESC has a variety of relevant, current and credible employment related resource materials and labour market information available to clients.</li><li>▪ Register clients for ESC facilitated workshops and provide follow up contact as required</li><li>▪ Coordinate translation and interpretation services as required</li></ul>  |
| Other                   | <ul style="list-style-type: none"><li>▪ Performs other duties as required.</li></ul>  |

**Job Description: Disability & Addictions Specialist,  
Employment Services**

**Reports to:** Program Director

**Description:**

The Disability & Addictions Specialist is responsible for all aspects of the customized employment clients return to work, including follow up. The Disability & Addictions Specialist is responsible for supporting the client through the discovery process, formal needs assessment referral and interpretation and disability management. The Disability & Addictions Specialist is responsible for developing client employment profiles, customized job carving and development, providing support to ensure client maintains employment and marketing the program to both potential clients and employers.

**Required Certifications:**

- Completion of a Bachelors Degree in Psychology
- Or the equivalent of education and expertise

**Required Knowledge, Skills and Abilities:**

- 3-5 years experience in vocational counseling and group facilitation
- 2 years experience counseling individuals with disabilities or multiple barriers to employment
- 1 year experience counseling individuals with addictions and concurrent disorders
- Knowledge of disability and addiction management methodologies and techniques
- Knowledge of local labour market issues and trends
- Knowledge of counseling approaches, educational methodologies and employment placement strategies
- Strong interpersonal skills and capable of working with specialized populations
- Effective verbal and written communication skills
- Excellent time management and organizational skills
- Proficient in the use of Microsoft Office Suite
- Willingness to work weekends and evenings.
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and access to a vehicle during working hours
- Willing to travel and do outreach throughout catchment area

**Desired Certifications and Abilities:**

- Drug and Alcohol Counselling certification
- Certified Career Development Practitioner
- MBTI certificate
- Personality Dimensions certificate
- Career Crossroads certificate
- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate
- Multilingual capacity an asset
- Familiarity with assessment and counselling present and past practices, including Assessment Component of Employment Counselling ACEC)

| Areas of Accountability | Activities   |
|-------------------------|--|
| Case Management         | <ul style="list-style-type: none"><li>▪ Provide awareness and navigations to clients</li><li>▪ Conduct formal needs assessments with clients using various assessment tools and make referrals to specialized assessment providers as required</li><li>▪ Develop, review, revise and update actions plans according to client needs</li><li>▪ Identify job coaching/mentoring needs and coordinate with mentor services as required</li><li>▪ Monitor client progress by reviewing activities and results on an agreed upon schedule</li><li>▪ Conduct one-to-one employment counseling to enhance self sufficiency and labour market attachment</li><li>▪ Support clients in accessing services as needed</li><li>▪ Supports clients in the development of effective resumes, networking, accessing the hidden job market, and other job search activities, such as providing sample template resume's; showing client's how to log on and use the available computers, advising clients which web-sites to search and registering clients for job-search related workshops</li></ul> |
| Financial Management    | <ul style="list-style-type: none"><li>▪ Determine client need and eligibility for, and administer financial supports</li><li>▪ Ensure client activities are based on need and fall within the scope of the maximum average</li></ul>   |
| Communications          | <ul style="list-style-type: none"><li>▪ Communicate effectively in English both verbally and orally with service providers, funders, internal stakeholders and clients</li><li>▪ Excellent ability to facilitate career exploration and pre employment workshops as required</li><li>▪ Ability to communicate to a broad range of clients</li></ul>  |
| Administrative          | <ul style="list-style-type: none"><li>▪ Utilize the integrated case management system to capture client data and monitor client progress</li><li>▪ Prepare client progress notes, action plans and follow up reports in accordance with Ministry requirements</li><li>▪ Open, maintain and close client files using the integrated case</li></ul>  |

|       |  |
|-------|--|
|       | management system  |
| Other | <ul style="list-style-type: none"> <li>■ Performs other duties as required.</li> </ul> |

**Job Description: Career Assessment Specialist, Employment Services**

**Reports to:** Program Director

**Description:**

The Career Assessment Specialist is responsible for monitoring and directing clients in taking a variety of career and psychometric assessments and evaluations. Interprets and maintains assessment results.

**Required Certifications:**

- Psychometrics training and certification, and
- Bachelors degree in Psychology or related discipline;
- And/or the equivalent of education and expertise

**Required Knowledge, Skills and Abilities:**

- Minimum 3 years experience administering and interpreting career assessments
- Knowledge of current labour market information and labour laws
- Proven experience with Case Management services an asset
- Creative and passionate in working with clients to enhance labour market attachment
- Strong interpersonal skills and capable of working with specialized populations
- Effective verbal and written communication skills
- Commitment to providing quality service, good team player and ability to multi-task
- Familiar with new Employment Program of BC
- Excellent time management and organizational skills.
- Proficient in the use of the Microsoft Office Suite
- Willingness to work weekends and evenings.
- Ability to pass and maintain a criminal record check
- Valid BC Drivers' License and use of a personal vehicle during working hours.
- Must be able to travel throughout the Province.

**Desired Certifications and Abilities:**

- Masters Degree an asset
- Certified Career Development Practitioner
- MBTI certificate
- Personality Dimensions certificate
- Career Crossroads certificate

- Making Sense of LMI certificate
- Starting Points certificate
- Employment Counseling certificate
- Multilingual capacity an asset

| Areas of Accountability                      | Activities  |
|--|---|
| Assessment administration and interpretation | <ul style="list-style-type: none"><li>▪ Conduct career and psychometric assessments using a variety of methods and tools, up to and including A- and B-level assessments</li><li>▪ Administer, score and interpret standardized and non-standardized assessments</li><li>▪ Provide training in assessment development and interpretation of assessment results to Management and staff as requested</li><li>▪ Keep current with new assessment tools and trends</li><li>▪ Conduct and develop literature reviews related to career and psychometric assessment at the direction of Management or as needed for projects</li></ul> |
| Communications                               | <ul style="list-style-type: none"><li>▪ Collaborates with Case Managers to provide guidance in the interpretation and use of assessment data.</li><li>▪ Collaborate with Management to plan program evaluations</li><li>▪ Conduct post-assessment conferences with Case Managers and clients</li><li>▪ Reviews and interprets results of assessment testing for clients and Case Managers</li></ul>   |
| Administrative                               | <ul style="list-style-type: none"><li>▪ Compile client career assessment and referral data into well-document report that is current, valid and relevant to the client's unique needs</li><li>▪ Enter all client information and notes into case management system ensuring accuracy and timeliness</li><li>▪ Record client information, progress notes and follow-up with Case Manager as required</li></ul>   |
| Other  | <ul style="list-style-type: none"><li>▪ Performs other duties as required.</li></ul>  |

Pages 378 through 382 redacted for the following reasons:

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## The Multi Dimensional Needs Assessment Map (MDNA-Map)

The Multi-Dimensional Needs Assessment Map (MDNA-Map) has been developed from the *Employability Map* (E-MAP) that ODG and all its subcontractors have been using since 2006 in both EPPD and BCEP to measure the progress of a client towards their journey of employability. We have adapted our current Employability Map tool to meet the needs of the new model, while still working within the proven success and validity of its core principals and methodology. Prior to Open Door Group adopting this assessment tool, it was piloted successfully and integrated with Off the Streets and into Work (OSW) as part of their service model<sup>31</sup>. It is used as a platform for determining the Client Tier and in the development of an individual action plan that will set the stage in determining needed supports towards labour market and community attachment.

For the purpose of this new model we have broken down the MDNA Map to consider the Conditions, Characteristics or Situational factors as identified in Appendix H: Employment Readiness and Client Tiers as outlined in the RFP – see right. The MDNA Map is comprised of the 3 skill and situational areas discussed on page :



- 1. Employment Readiness**
- 2. Personal Characteristics**
- 3. Life Context**

These areas are then broken down into multiple sub-headings that will furnish a holistic and multi-dimensional understanding of the Client towards their journey of employability.

It is also the first step, and perhaps only step of the FNA process that may be required for some 'lower need' clients to support Tier determination. (Appendix X)

In order to assess what the Client's position is in each of the areas, a scale has been created, based on the assumption that the process of personal change involves a number of stages. These stages have been categorized into 4 levels of employment readiness:

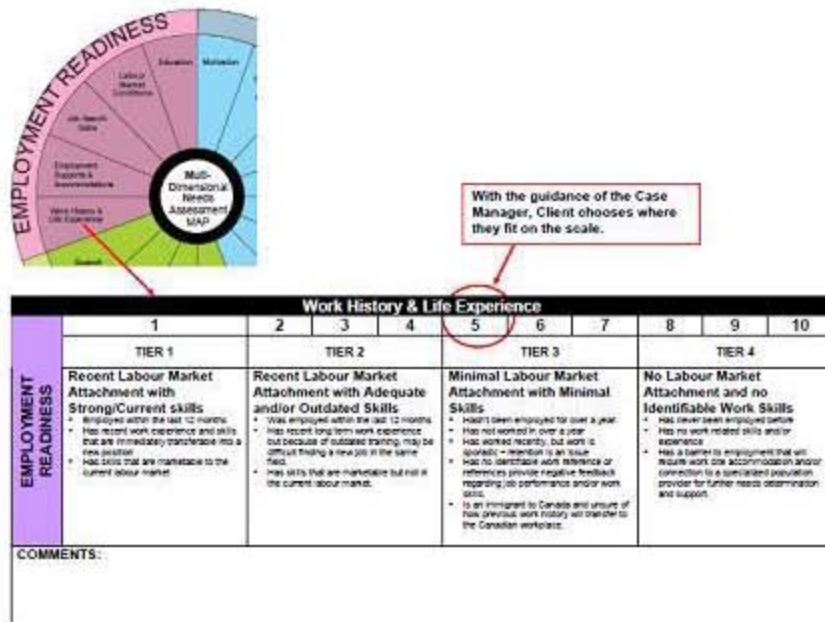
- High Readiness
- Moderate Readiness
- Low Readiness
- Little/No Readiness

In order to create a more sensitive scale, each level has been split into a further 3 areas thereby capturing more subtle changes in the Clients individual situation. The process of administering allows the Case Manager to facilitate the process of assessment, by ultimately allowing the Client to 'choose' or 'map out' where they feel they are at in

<sup>31</sup> Michael Fothergill (2008). The Right Deal for Homeless People: Working towards suitable, sustainable and progressive employment



terms of their employment readiness through discussion of key elements within each level.



As shown above, the Tier Levels are converted into numeric values by using an equivalent scale of 1 – 10. This provides the Case Manager and the Client a clear sense of where the Client is at and what their areas of greatest need are so that *needed* and appropriate interventions can be implemented.

### Mapping the Client's Score – Tier Determination

As mentioned above, the MDNA Map also supports Tier determination. The numerical values are calculated to support with Tier level would be most appropriate according to the Client's level of need – see below.

| SCORE TABLE                               |  |
|---|--|
| EMPLOYMENT READINESS                      |  |
| Work History and Life Experience          |  |
| Education                                 |  |
| Job Search Skills                         |  |
| Labour Market Conditions                  |  |
| Employment Supports and Accommodation     |  |
| PERSONAL CHARACTERISTICS                  |  |
| Communication Skills                      |  |
| Motivation                                |  |
| Personal Style and Attitude               |  |
| Systemic Barriers – Limitations           |  |
| Health Conditions including Mental Health |  |
| Personal Awareness of Health              |  |
| Active Substance Abuse                    |  |
| LIFE CONTEXT                              |  |
| Access to Vehicle/Transportation          |  |
| Family Demands and Influence              |  |
| Shelter and Living Situation              |  |
| Support Systems                           |  |
| TOTAL ALL SECTIONS:                       |  |

Take total number and circle applicable square below

| TIER 1                   | TIER 2                   | TIER 3                   | TIER 4                   |
|--------------------------|--------------------------|--------------------------|--------------------------|
| High Readiness           | Moderate Readiness       | Low Readiness            | Little/No Readiness      |
| 16                       | 32 48 64                 | 80 96 112                | 128 144 160              |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

With the MDNA Map converted into numeric values, the MDNA can also be repeated at a later time in service delivery to measure and compare how far the client has advanced on that scale. This provides concrete and measurable evidence between the provided intervention and learning/positive outcomes for the Client.

The MDNA Map is an effective tool to ensure administering of the assessment is consistent amongst Case Manager and that Tier determination is a result of numerical values which are concrete and measurable according to identified and reported need.

### Delivery Timeframes

The MDNA Map can be completed within 1 – 3 (50 min.) sessions depending on the level of need for the client. The higher the need, the more in-depth the dialogue will be to assist the client in mapping out where they fit on each scale. It is anticipated that this form will be completed within 50 minutes for Clients with high and or moderate employment readiness (Tier 1 & 2 equivalent). Clients with low and/or no employment readiness will require more information flow with the Case Manager so that appropriate interventions to support where the client has mapped themselves at, can be established. Higher needs clients may also require further assessment to accurately determine Tier and support interventions. As a result, Case Manager may conduct or schedule additional assessments as required.

## Appendix L: Multi-Dimensional Needs Assessment

### The Multi Dimensional Needs Assessment Map (MDNA-Map)

The Multi-Dimensional Needs Assessment Map (MDNA-Map) has been developed from the *Employability Map* (E-MAP) that ODG and all its subcontractors have been using since 2006 in both EPPD and BCEP to measure the progress of a client towards their journey of employability. We have adapted our current Employability Map tool to meet the needs of the new model, while still working within the proven success and validity of its core principals and methodology. Prior to Open Door Group adopting this assessment tool, it was piloted successfully and integrated with Off the Streets and into Work (OSW) as part of their service model<sup>32</sup>. It is used as a platform for determining the Client Tier and in the development of an individual action plan that will set the stage in determining needed supports towards labour market and community attachment.

For the purpose of this new model we have broken down the MDNA Map to consider the Conditions, Characteristics or Situational factors as identified in Appendix H: Employment Readiness and Client Tiers as outlined in the RFP – see right. The MDNA Map is comprised of the 3 skill and situational areas discussed on page :

4. **Employment Readiness**
5. **Personal Characteristics**
6. **Life Context**



<sup>32</sup> Michael Fothergill (2008). The Right Deal for Homeless People: Working towards suitable, sustainable and progressive employment

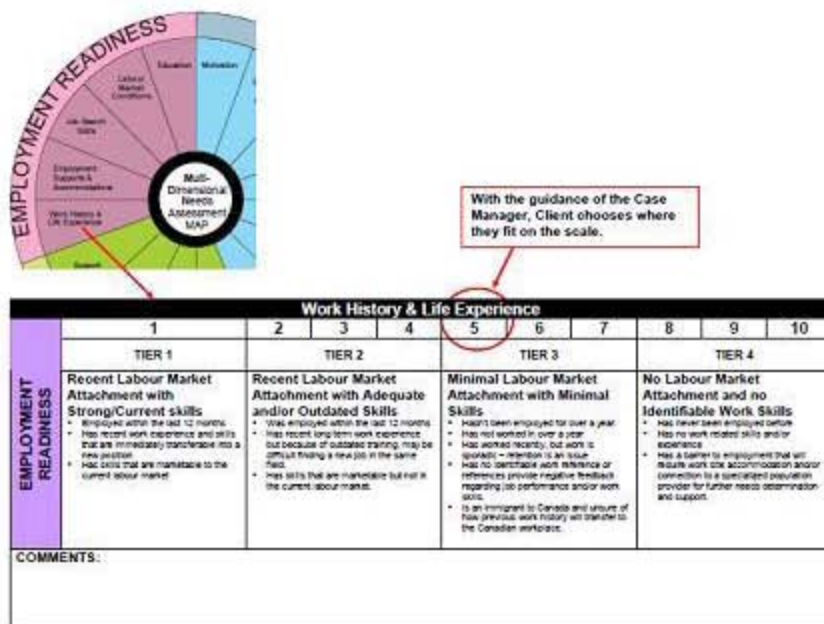
These areas are then broken down into multiple sub-headings that will furnish a holistic and multi-dimensional understanding of the Client towards their journey of employability.

It is also the first step, and perhaps only step of the FNA process that may be required for some 'lower need' clients to support Tier determination. (Appendix X)

In order to assess what the Client's position is in each of the areas, a scale has been created, based on the assumption that the process of personal change involves a number of stages. These stages have been categorized into 4 levels of employment readiness:

- High Readiness
- Moderate Readiness
- Low Readiness
- Little/No Readiness

In order to create a more sensitive scale, each level has been split into a further 3 areas thereby capturing more subtle changes in the Clients individual situation. The process of administering allows the Case Manager to facilitate the process of assessment, by ultimately allowing the Client to 'choose' or 'map out' where they feel they are at in terms of their employment readiness through discussion of key elements within each level.



As shown above, the Tier Levels are converted into numeric values by using an equivalent scale of 1 – 10. This provides the Case Manager and the Client a clear sense of where the Client is at and what their areas of greatest need are so that *needed* and appropriate interventions can be implemented.

### Mapping the Client's Score – Tier Determination

As mentioned above, the MDNA Map also supports Tier determination. The numerical values are calculated to support with Tier level would be most appropriate according to the Client's level of need – see below.

| SCORE TABLE                               |  |
|---|--|
| <b>EMPLOYMENT READINESS</b>               |  |
| Work History and Life Experience          |  |
| Education                                 |  |
| Job Search Skills                         |  |
| Labour Market Conditions                  |  |
| Employment Supports and Accommodation     |  |
| <b>PERSONAL CHARACTERISTICS</b>           |  |
| Communication Skills                      |  |
| Motivation                                |  |
| Personal Style and Attitude               |  |
| Systemic Barriers – Limitations           |  |
| Health Conditions including Mental Health |  |
| Personal Awareness of Health              |  |
| Active Substance Abuse                    |  |
| <b>LIFE CONTEXT</b>                       |  |
| Access to Vehicle/Transportation          |  |
| Family Demands and Influence              |  |
| Shelter and Living Situation              |  |
| Support Systems                           |  |
| <b>TOTAL ALL SECTIONS:</b>                |  |

Take total number and circle applicable square below

| TIER 1<br>High Readiness | TIER 2<br>Moderate Readiness |                          | TIER 3<br>Low Readiness |                          |    | TIER 4<br>Little/No Readiness |                          |     |                          |
|--------------------------|------------------------------|--------------------------|-------------------------|--------------------------|----|-------------------------------|--------------------------|-----|--------------------------|
| 16                       | 32                           | 48                       | 64                      | 80                       | 96 | 112                           | 128                      | 144 | 160                      |
| <input type="checkbox"/> |                              | <input type="checkbox"/> |                         | <input type="checkbox"/> |    | <input type="checkbox"/>      | <input type="checkbox"/> |     | <input type="checkbox"/> |

With the MDNA Map converted into numeric values, the MDNA can also be repeated at a later time in service delivery to measure and compare how far the client has advanced on that scale. This provides concrete and measurable evidence between the provided intervention and learning/positive outcomes for the Client.

The MDNA Map is an effective tool to ensure administering of the assessment is consistent amongst Case Manager and that Tier determination is a result of numerical values which are concrete and measurable according to identified and reported need.

### Delivery Timeframes

The MDNA Map can be completed within 1 – 3 (50 min.) sessions depending on the level of need for the client. The higher the need, the more in-depth the dialogue will be to assist the client in mapping out where they fit on each scale. It is anticipated that this form will be completed within 50 minutes for Clients with high and or moderate employment readiness (Tier 1 & 2 equivalent). Clients with low and/or no employment readiness will require more information flow with the Case Manager so that appropriate interventions to support where the client has mapped themselves at, can be established. Higher needs clients may also require further assessment to accurately determine Tier and support interventions. As a result, Case Manager may conduct or schedule additional assessments as required.

Appendix M: Sample Report on Program Effectiveness, Efficiency and Satisfaction

## Open Door Group Internal Report CARF Reporting

|  |           |
|--|-----------|
| <b>1)CAPABILITY .....</b>  | <b>4</b>  |
| <b>a) Organizations and Relationships .....</b>  | <b>4</b>  |
| i) Provide legal name, operating name, and a brief description of the Proponent and all Service Providers that are part of the proposal .....  | 4         |
| ii) Describe any ownership as well as any legal structure or operating relationships between the Proponent and its Service Providers .....   | 7         |
| iii) Relationship between Service Providers and Proponent .....  | 12        |
| <b>b) Management team.....</b>   | <b>15</b> |
| i) Provide qualification highlights of key personnel of the executive teams. ....  | 15        |
| ii) Provide qualification highlights of key members of the proposed management .....   | 19        |
| iii) Discuss how the proposed executive and management teams of the Proponent and Service Providers will function and coordinate amongst themselves. ....                            | 21        |
| <b>c) Financial capability.....</b>  | <b>23</b> |
| i) Demonstrate capability to financially support Contract operations. ....   | 23        |
| ii) Discuss any financial arrangements will ensure service availability and sustainability of Service Providers during the life of the Contract. required). ....                     | 25        |
| iii) Provide estimated percentages of total Contract revenue that will flow through to each proposed Service Provider. ....  | 27        |
| iv) Discuss how the above arrangements effective and provide supporting financial documents.....   | 29        |
| <b>d) Operational capability .....</b>   | <b>30</b> |
| i) Provide information on the proposed building or facility for the Storefront(s). ....  | 30        |
| ii) Provide information on proposed specialized service locations and service locations other than the Storefront(s), if any.....  | 31        |
| <b>Satellite Office (Multiple Barrired Clients) 36-38 West Pender Street, Vancouver, BC, V6B 2T2</b>   | <b>31</b> |
| <b>Attribute .....</b>   | <b>31</b> |
| <b>Description.....</b>  | <b>31</b> |
| Proximity to public transportation .....   | 31        |
| Parking availability.....  | 32        |
| Elevator access .....  | 32        |
| Washroom facilities .....  | 32        |
| Building signage .....   | 32        |
| Walkways, handrails, doorway space .....   | 32        |
| Wheelchair accessible.....   | 32        |
| Office space .....   | 32        |
| Resource Centre .....  | 32        |
| iii) Discuss any proposed equipment, technology, or business process used to coordinate service delivery to all Clients at the Storefront(s) or other service delivery channels..... | 32        |
| <b>e) Human Resource Capability .....</b>  | <b>45</b> |

|  |           |
|--|-----------|
| i) Provide information on current number of employees, specific areas of expertise, and geographic distribution. Discuss how the current human resources capability enables services delivery in the new Program with minor or manageable adjustments, if any.....   | 45        |
| ii) Provide information on the ability to manage staffing levels and capacity to meet changes in demand for services. ....   | 46        |
| iii) Discuss any methods or processes in place for training, development, and knowledge transfer to build, accumulate, retain, and share corporate knowledge and best practices in order to ensure business continuity, service consistency, meeting performance standards, and operation scalability over the duration of the Contract..... | 47        |
| <b>2)CAPACITY .....</b>  | <b>50</b> |
| <b>a) Current capacity.....</b>  | <b>50</b> |
| i) Provide information regarding capacity in terms of current businesses, contracts, services, Client volume, number of employees, geographic coverage, dollar volume, and any other relevant and appropriate measures available. ....   | 50        |
| ii) Discuss how current capacity enables service provision required under this Contract. Discuss how current capacity enables the Proponent to support any other Contract for which the Proponent has competed. ....   | 54        |

|   |           |
|---|-----------|
| <b>CAPACITY ELEMENTS .....</b>  | <b>56</b> |
| <b>LINKING CURRENT CAPACITY TO SERVICE PROVISION.....</b>   | <b>56</b> |
| <b>GEOGRAPHIC SPAN .....</b>  | <b>56</b> |
| <b>FOR DOWNTOWN EASTSIDE CLIENTS, WE CURRENTLY PROVIDE SERVICES OUT OF OUR EAST 3<sup>RD</sup> LOCATION. PARTNER ISS OF BC PROVIDES SERVICE OUT OF THEIR TERMINAL AVENUE LOCATION AND SUCCESS PROVIDE SERVICE OUT OF THEIR PENDER STREET LOCATION. WE HAVE THE EXPERIENCE OF PROVIDING ‘SATELLITE’ SERVICES TO SPECIALIZED GROUPS THROUGH OUR EXISTING NETWORK OF SUB-CONTRACTORS AND THROUGH MOBILE SERVICES. FOR EXAMPLE, UNDER OUR EPPD AND BCEP CONTRACTS WE SERVICE CLIENTS IN WHISTLER AND SQUAMISH THROUGH SEA TO SKY COMMUNITY SERVICES AND CLIENTS IN SECHELT THROUGH M. MAGAS &amp; ASSOCIATES. IN TERMS OF OUTREACH IN BCEP, WE CURRENTLY PROVIDE SERVICES TO DRUG AND ALCOHOL CLIENTS AT PLACES WITHIN THE DOWNTOWN EASTSIDE SUCH AS THE SALVATION ARMY AND THE UNITED GOSPEL MISSION. ....</b> | <b>56</b> |
| <b>OUR PROPOSED STAFFING STRUCTURE WILL SUPPORT THE ACTIVITY AND DELIVERY OF SERVICES TO MEET THE DEMAND AT THE VARIOUS POINTS OF CONTACT. PLEASE SEE SECTION 2AIII FOR MORE INFORMATION ON GEOGRAPHICAL SPREAD.....</b>  | <b>56</b> |
| <b>SUPPORTING STRUCTURES FOR STAFF AND SERVICE PROVIDERS .....</b>  | <b>56</b> |
| <b>OPEN DOOR GROUP HAS BEEN EXERCISING ITS INTERNAL GOVERNANCE FRAMEWORK SINCE 2003 WHEN IT BEGAN WORKING WITH SUB CONTRACTED AGENCIES. WE HAVE BEEN MANAGING SERVICE PROVIDERS WITHIN A PRIME/SUBCONTRACTOR MANAGEMENT STRUCTURE. THIS IS ACCOMPLISHED, IN PART, BY A GOVERNANCE FRAMEWORK THAT HAS MIRRORED THE MINISTRY’S GOVERNANCE MODEL, WITH US. THESE PRACTICES OF PERFORMANCE MANAGEMENT, GOVERNANCE, QUALITY ASSURANCE, FINANCIAL OVERSIGHT AND A COMMITMENT TO COMMUNICATION AND COLLABORATION FIT WELL WITHIN THE NEW PROGRAM. WE WILL CONTINUE TO WORK WITHIN THIS STRUCTURE IN THE MODEL AND WITH OUR PARTNERS.....</b>   | <b>56</b> |
| <b>PROGRAM PLANS IN PLACE INCLUDING GOALS, OBJECTIVES, TARGETS AND ACTIVITIES.....</b>  | <b>56</b> |

WE CURRENTLY HAVE PROGRAM PLANS IN PLACE FOR ALL OF OUR CONTRACTS AND WE WILL DEVELOP A PLAN FOR THE NEW PROGRAM. THESE PLANS, HAVE HISTORICALLY ACTED AS A GUIDEPOST FOR THE DELIVERY OF SERVICES ENSURING THAT WE'RE STAYING ON TRACK, COMMITTED TO THE OBJECTIVES OF THE PROGRAM. OUR CURRENT PROGRAM PLANNING STRUCTURE WILL ALLOW US TO PROPERLY PLAN FOR THE LAUNCH OF THE NEW PROGRAM AND ENSURE ITS SUSTAINABILITY. IT HIGHLIGHTS ALL ASPECTS OF OPERATIONS. COMPONENTS ARE CONCRETE AND DETAILED WITH TASKS ALLOCATED TO SPECIFIC STAFF. THOSE STAFF RESPONSIBLE FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE PLAN FORMS A CRITICAL MASS OF EXPERTISE IN OPERATIONAL PLANNING WHERE THE PLAN IS TIGHTLY LINKED TO PROGRAM OBJECTIVES. WHEN WE INTRODUCED THE BCEP PROGRAM, WE UNDERWENT A MAJOR CHANGE WITHIN THE ORGANIZATION. WE WERE INTRODUCING A NEW MODEL OF SERVICE DELIVERY WITH A COMPLETELY NEW CLIENTELE. WE WORKED CLOSELY WITH STAFF AND WITH SERVICE PROVIDERS TO MANAGE THESE CHANGES WHILE ENSURING THAT THE TRANSITION AND PROGRAM LAUNCH WENT ACCORDING TO PLAN. GIVEN OUR EXPERIENCE IN HANDLING THESE KINDS OF CORPORATE CULTURAL CHANGES, WE ARE CONFIDENT THAT WE'LL BE WELL PREPARED IN IMPLEMENTING THE NEW PROGRAM UNDER THE NEW PARTNERSHIPS AND THE NEW SERVICE DELIVERY MODEL..... 56

OPEN DOOR GROUP HAS USED RESEARCH DATA TO ALSO INFORM PROGRAM PLANNING. OUR RESEARCH STAFF ASSESSES THE RELEVANCE OF FINDINGS FOR THE COMMUNITY AND FOR CLIENTS. THIS PRACTICE WILL CONTINUE WITHIN THE NEW PROGRAM..... 56

MOREOVER OUR PAST AND CURRENT EXPERIENCE IN CORE FUNDING AND IN FEE FOR SERVICE MODELS PRESENTS US WITH THE ABILITY TO QUICKLY WORK WITHIN THE PARAMETERS OF THE FINANCIAL MODEL THAT IS TIED TO THE NEW PROGRAM. PLEASE SEE SECTION 4EIV FOR A DETAILED DESCRIPTION OF OUR PERFORMANCE MANAGEMENT FRAMEWORK. .... 56

CLEAR SECTORIAL FOCUS ON EMPLOYMENT SERVICES..... 56

OPEN DOOR GROUP HAS BEEN PROVIDING EMPLOYMENT SERVICES FOR MORE THAN 35 YEARS. DURING THAT TIME WE'VE BUILT UP OUR PROCEDURES, KEPT ABREAST OF DEVELOPMENTS WITHIN THE FIELD AND REFINED OUR MODEL OF SERVICE DELIVERY TO MEET THE CHANGING NEEDS OF OUR CLIENTS AND OF THE LABOUR MARKET. THIS IS OUR KEY BUSINESS AREA AND IS ALSO A FUNDAMENTAL



|  |    |
|--|----|
| AREA OF EXPERIENCE WITHIN OUR PARTNERSHIPS. PLEASE SEE SECTION 3FOR DESCRIPTION OF OUR EXPERIENCE AND EXPERTISE.....   | 56 |
| CREDIBILITY WITH FUNDERS .....   | 57 |
| OPEN DOOR GROUP HAS BEEN WORKING IN PARTNERSHIP WITH THE MINISTRY OF SOCIAL DEVELOPMENT SINCE 1998. OVER THE YEARS, OUR RELATIONSHIP HAS BEEN STRENGTHENED BY MAINTAINING OPEN LINES OF COMMUNICATION, BY BUILDING TRUST AND THROUGH CONTINUOUS SHARING AND EXCHANGING. WE HAVE REMAINED RESPONSIVE, FLEXIBLE AND OPEN TO NEW WAYS OF COLLABORATING AND DOING BUSINESS. THE CREDIBILITY THAT WE’VE BUILT AND SUSTAINED WILL FORM THE BASIS UPON WHICH WE INTERACT AND PARTNER UNDER THE NEW PROGRAM..... | 57 |
| CAPACITY FACTOR: ADAPTIVE .....  | 57 |
| PROGRAM GROWTH AND SCALABILITY .....   | 57 |
| OUR DIRECTOR OF OPERATIONAL SYSTEMS CURRENTLY WORKS ON ASSESSING SCALABILITY OF EXISTING PROGRAMS AND WHEN JUDGED APPROPRIATELY TAKING ACTION. UTILIZATION OF RESOURCES IS ALSO CAREFULLY ASSESSED. WE HAVE THE SYSTEMS AND INFRASTRUCTURE IN PLACE TO EFFICIENTLY AND EFFECTIVELY GROW EXISTING PROGRAMS TO MEET NEEDS IN LOCAL AREAS OR OTHER GEOGRAPHIES. ....  | 57 |
| WE HAVE THE EXPERIENCE OF RAMPING UP OR DOWN IN ORDER TO MEET DEMAND. PLEASE SEE SECTION 1E FOR A DETAILED DESCRIPTION ON SCALABILITY AND SECTION 5G FOR OUR PAST EXPERIENCE IN TRANSITIONING A LARGE VOLUME OF CLIENTS.....   | 57 |
| NEW PROGRAM DEVELOPMENT.....   | 57 |
| OUR CONTINUAL ASSESSMENT ALLOWS US TO CREATE NEW PROCESSES AND PROCEDURES TO MEET LOCAL NEED. THERE IS A CONTINUOUS PIPELINE OF NEW IDEAS WITHIN THE ORGANIZATION AND AMONGST THE PARTNERS. THIS EXISTING FRAMEWORK WILL BE INCORPORATED INTO THE NEW PROGRAM.....   | 57 |
| PROGRAM RELEVANCE AND INTEGRATION.....   | 57 |

|   |    |
|---|----|
| GIVEN OUR PAST AND CURRENT EXPERIENCE IN EMPLOYMENT SERVICES, SYNERGIES ACROSS THESE PROGRAMS AND THE NEW EMPLOYMENT PROGRAM WILL BE CAPTURED. LEARNING PROCESSES AND SYSTEMS WITHIN EXISTING CONTRACTS WILL BE INCLUDED IN THE NEW PROGRAM. (EXAMPLES: EXISTING TOOLS, PROCEDURES, FORMS, METHODOLOGIES AND THE LIKE.) .....   | 57 |
| ORGANIZATIONAL PROCESSES .....  | 57 |
| EXISTING ROBUST, LEAN AND WELL-DESIGNED PROCESSES ARE IN PLACE TO ENSURE EFFECTIVE AND EFFICIENT FUNCTIONING OF THE ORGANIZATION WITH CONTINUAL MONITORING AND ASSESSMENT OF PROCESSES. ....  | 57 |
| OUR CURRENT MONITORING AND EVALUATION (M&E) FRAMEWORK TRACK AND REPORT ON FINDINGS. DATA IS ANALYZED AND RESULTS ARE PUBLISHED. THIS FRAMEWORK WILL ALSO BE INCORPORATED IN THE NEW PROGRAM. PLEASE SEE SECTION 4EIV FOR AN ACCOUNT ON CQI AND M&E. ....  | 57 |
| <i>CAPACITY FACTOR: STRATEGIC LEADERSHIP</i> .....  | 57 |
| OPEN DOOR GROUP LEADERSHIP AND MANAGEMENT TEAM .....  | 57 |
| MEMBERS BRING WITH THEM DIVERSE BACKGROUNDS AND EXPERIENCES WITH A BROAD RANGE OF CAPABILITIES. ALL OF OUR MEMBERS HAVE BEEN WORKING WITHIN THE FIELD OF EMPLOYMENT FOR OVER 5 YEARS. MOREOVER, OUR FUNCTIONAL DIRECTORS HAVE A STRONG UNDERSTANDING OF THE BUSINESS AND HOW IT CONNECTS TO THE VARIOUS FUNCTIONAL AREAS WITHIN THE ORGANIZATION. (EG.IT, HR, FINANCE, PR ETC.) PLEASE SEE SECTION 1B FOR A LIST OF QUALIFICATIONS OF OUR SENIOR STAFF..... | 57 |
| SHARED REFERENCES AND PRACTICES. (JOINT VENTURE PARTNERSHIP).....   | 57 |
| AMONGST THE PARTNERSHIP, A COMMON SET OF REFERENCES AND PRACTICES EXIST. PRACTICES ARE DESIGNED TO SUPPORT THE PROGRAM OBJECTIVES AND WILL BE REGULARLY HARNESSSED TO PRODUCE IMPACT.....   | 57 |
| <i>CAPACITY FACTOR: EXTERNAL RELATIONS</i> .....  | 57 |

|   |    |
|---|----|
| OPEN DOOR GROUP HAS BEEN WORKING WITH SUB-CONTRACTORS IN THE DELIVERY OF EMPLOYMENT SERVICES FOR 8 YEARS. WE'VE ESTABLISHED WIN -WIN RELATIONSHIPS WHILE KEEPING OUR CLIENTS AT THE FOCAL POINT OF DECISION MAKING. OPEN DOOR GROUP UNDERSTANDS HOW TO SET UP STRUCTURES WHERE WE CAN SUPPORT AND LEARN FROM ONE ANOTHER WHILE MANAGING PERFORMANCE. .... | 57 |
| ACROSS ALL OF OUR PROGRAMS OUR MARKETING MATERIALS HAVE BEEN USED CONSISTENTLY ALWAYS ADHERING TO MINISTRY BRANDING REQUIREMENTS/STIPULATIONS. IN ADDITION, OUR MATERIALS (INCLUDING ELECTRONIC MEDIUMS) ARE PROVIDED IN MULTIPLE LANGUAGES.....  | 58 |
| EACH YEAR, WE DRAFT A COMMUNICATIONS PLAN THAT IDENTIFIES OUR STAKEHOLDERS AND THEIR VALUES. STRATEGIES ARE THEN CUSTOMIZED TO EACH STAKEHOLDER GROUP. ....   | 58 |
| IN TERMS OF COMMUNITY PRESENCE AND STANDING, ODG AND ITS PARTNERS ARE WIDELY KNOWN WITHIN THE COMMUNITY AND PERCEIVED AS ACTIVELY ENGAGED AND RESPONSIVE. ....  | 58 |
| OUR DIRECTOR OF PUBLIC RELATIONS AND CORPORATE DEVELOPMENT SYSTEMATICALLY COLLECTS INFORMATION THAT IS USED TO SUPPORT AND IMPROVE PLANNING EFFORTS. THIS HAS BEEN THE TREND IN THE PAST AND WE WILL CONTINUE WITH THIS ANNUAL ACTIVITY WITHIN THE NEW PROGRAM. ASSESSMENT OF STAKEHOLDER GROUPS OCCURS ON A REGULAR BASIS.....                           | 58 |
| <i>CAPACITY FACTOR: HUMAN RESOURCES</i> .....   | 58 |
| THE TALENTS, SKILLS AND EXPERIENCE OF OUR CURRENT STAFF ARE CONSISTENT WITH THE OBJECTIVES OF THE PROGRAM. PLEASE SEE SECTION 1B FOR AN OUTLINE OF KEY PERSONNEL AND QUALIFICATIONS.....  | 58 |
| CRITICAL MASS OF INTERNAL EXPERTISE AND EXTERNAL USE OF SUSTAINABLE, HIGHLY QUALIFIED SERVICE PROVIDERS. ....   | 58 |
| KEY PERSONNEL ARE HIGHLY CAPABLE IN MULTIPLE ROLES, ARE COMMITTED TO PROGRAM OBJECTIVES AND EAGER TO COLLABORATE WITH PARTNERS. ....  | 58 |

|  |    |
|--|----|
| THESE INDIVIDUALS BRING COMPLIMENTARY SKILLS TO THE ORGANIZATION, ARE CULTURALLY COMPETENT AND HIGHLY COMMITTED TO THE SUCCESS OF THE PROGRAM. PLEASE SEE SECTION FOR MORE INFORMATION ON HR CAPACITY. ....  | 58 |
| STAFFING LEVELS .....  | 58 |
| AGREEMENTS WITH SUB-CONTRACTORS AND PROGRAM LAUNCH PLANS DICTATE STAFFING LEVELS WITHIN THE ESC, SATELLITE, ITINERANTS AND OUTREACH. ALL POSITIONS WITHIN AND PERIPHERAL TO THE ORGANIZATION WILL BE ADEQUATELY AND APPROPRIATELY STAFFED TO MEET DEMAND OF SERVICES. ....   | 58 |
| CAPACITY FACTOR: OTHER CORE RESOURCES (FINANCE, IT, FACILITIES ETC.).....  | 58 |
| FINANCIAL SYSTEMS AND CONTROLS MEET THE NEEDS OF THE PROGRAM.....  | 58 |
| ALL SYSTEMS ARE CURRENTLY SET UP TO MEET THE NEEDS OF THE NEW PROGRAM. WE HAVE BEEN TRACKING EXPENDITURES AND MONITORING MAXIMUM AVERAGES, WITHIN OUR BCEP, CONTRACT FOR THE LAST 6 YEARS. PLEASE SEE SECTION 5B/C FOR A DESCRIPTION ON THE ADMINISTRATION OF FINANCIAL SUPPORTS.....  | 58 |
| FACILITIES .....   | 58 |
| THE PHYSICAL INFRASTRUCTURE IS WELL-TAILORED TO THE NEEDS OF THE PROGRAM. THE SPACE IS WELL DESIGNED TO ENHANCE THE ORGANIZATION’S EFFICIENCY AND EFFECTIVENESS. THE ESC, THE SATELLITE AND OUR ITINERANT ARE SITUATED IN FAVOURABLE LOCATIONS FOR CLIENTS. THE LAYOUT OF THE ESC INCREASES CRITICAL INTERACTION AMONGST STAFF AND CLIENTS. .... | 58 |
| iii) Discuss how the current and proposed geographic coverage and service delivery methods enable service delivery for the Catchment Area. ....  | 60 |
| b) Maximum Capacity .....  | 61 |
| i) State the capacity for organizational growth as a percentage of current capacity. ....  | 61 |
| ii) Provide information on organizational growth methods, strategies, plans, or processes should the Proponent win all of the Contracts it competes for. Discuss how the Proponent will ensure service delivery under this Contract should this be the only Contract it wins. ....   | 63 |
| iii) State the maximum number of Contracts the Proponent can operate at maximum capacity. Maximum capacity should be current capacity plus a realistic capacity for organizational growth within its geographic coverage. ....   | 65 |
| iv) State all Contract Numbers that the Proponent is competing for under this RFP. ....  | 69 |

|  |            |
|--|------------|
| <b>3) EXPERIENCE AND EXPERTISE .....</b>   | <b>71</b>  |
| <b>a) Delivering Employment Services .....</b>   | <b>71</b>  |
| i) Demonstrate past experience in delivering employment services. ....   | 71         |
| ii) Include information to demonstrate the range, scope and span of experience as well as the relevance, quality and effectiveness of employment services delivered. ....  | 73         |
| <b>b) Working with Clients within the Catchment Area to meet their Employment Objectives</b>   | <b>80</b>  |
| i) Provide information regarding Catchment Area labour market supply such as its demographics, descriptions, profile, uniqueness, specific needs, or any other relevant information.....   | 80         |
| ii) Demonstrate past experience in working with local job-seekers and in meeting their needs.....  | 84         |
| <b>c) Delivering specialized services.....</b>   | <b>86</b>  |
| i) Demonstrate past experience in delivering specialized services. ....  | 86         |
| ii) Include information to demonstrate the range, scope and span of experience as well as the relevance, quality and effectiveness of employment services delivered. ....  | 87         |
| As demonstrated in detail earlier in section 3Ai and ii, the Service Providers that are included in Employment Network of the DTES have provided employment services to general and specialized populations. This section will highlight the specialized services that the Open Door Group and the Employment Network of the DTES provide, previously described in section 3Ai and ii..... | 87         |
| <b>d) Working with Specialized Populations and meeting their needs .....</b>   | <b>93</b>  |
| i) Provide information regarding Catchment Area Specialized Populations, including client volume, specific needs, available resources, or any other relevant information. ....   | 93         |
| ii) Demonstrate past experience in working with Specialized Populations and in meeting their needs.....  | 99         |
| <b>e) Working with employers and communities within the Catchment Area to support the functioning of the local labour market .....</b>   | <b>104</b> |
| i) Demonstrate past experience with the local labour market, and expertise on local economic conditions and trends.....  | 104        |
| ii) Demonstrate the Proponent's experience in working with local employers and in meeting their needs.....   | 108        |
| <b>4) COMMUNITY CONNECTION AND COMMITMENT .....</b>  | <b>113</b> |
| <b>a) Established presence and reputation in the community.....</b>  | <b>113</b> |
| i) Demonstrate the Proponent's established presence and reputation in the community. Please use Supplementary Template #4 and #4a (page 15) as part of your response to this section. ....   | 113        |
| ii) Provide information such as history, traditions, representation, participation, activities, services, reputation, or any other appropriate information. ....   | 114        |
| <b>b) Established connections with local employers.....</b>  | <b>120</b> |
| i) Demonstrate the Proponent's established connections with local employers and businesses. Please use Supplementary Template #4b (page 15) as part of your response to this section. ....   | 121        |
| ii) Provide information about local employers' profiles, industries, businesses, types of Employment offered, potential opportunities, or any other unique characteristics. Discuss how the Proponent has leveraged such connections with local employers in the past.....   | 125        |

|  |            |
|--|------------|
| <b>c) Established connections with local organizations .....</b>   | <b>133</b> |
| i) Demonstrate the Proponent's established connections with local organizations other than Service Providers that are part of its proposal. Please use Supplementary Template #4c (page 15) as part of your response to this section. .... | 133        |
| ii) Provide information regarding the range, scope, and span of those connections. Discuss how these connections have been leveraged in the past. ....   | 134        |
| <b>d) Established access to local community resources .....</b>  | <b>136</b> |
| i) Demonstrate the Proponent's established access to local community resources to support service provision and the local labour market. ....  | 136        |
| ii) Provide information on locally available and accessible community resources. ....  | 138        |
| iii) Discuss how these resources have been leveraged in the past. ....   | 138        |
| <b>e) Commitment to Program objectives .....</b>   | <b>141</b> |
| i) Discuss how the Program's objectives fit with the Proponent's organizational mission and goals. ....  | 141        |
| ii) Discuss how the Program fits with the Proponent's other businesses, services, operations, or activities. ....  | 141        |
| iii) Discuss how important the Program is relative to the Proponent's organization as a whole. Include relative indicators such as percentage of revenue, cost, number of employees or any other indicators. ....                          | 142        |
| iv) Demonstrate the Proponent's commitment to the objectives of the Program. Provide information on what steps have been or will be taken to ensure successful delivery of the Program's objectives. ....                                  | 142        |

## **5) PROPOSED SERVICES AND DELIVERY METHOD .....** **149**

|  |            |
|--|------------|
| <b>a) Facilities and Human Resources .....</b>   | <b>149</b> |
| i) Identify and describe the buildings, facilities, and/or equipments to be used for the Storefront, or other ESC service delivery channels. Your response should align with information supplied in Supplementary Template #4. ....   | 149        |
| ii) Describe when, how, and what it takes for the building or facilities to be acquired and set up for service delivery. ....  | 154        |
| iii) Discuss how the proposed building(s), facility(ies), and/or equipment enable service delivery as well as meet or exceed the requirements in this RFP. Describe any building/facility/equipment features that are included in addition to the requirements in this RFP. ....                           | 159        |
| iv) Propose the staffing level for the Storefront and any other location (if any). Discuss how the proposed staffing level will be able to meet Clients' needs as demand for services fluctuates over time. ....   | 161        |
| <b>b) Self-serve services .....</b>  | <b>166</b> |
| i) Describe the specifics of the services to be provided within the Storefront, and/or through other service delivery channels, as part of self-serve services. ....   | 166        |
| ii) Describe in detail how the self-serve services will be set up, maintained, updated, and delivered at the ESC, including, for example, how Client assistance will be offered in the staffed self-services resource area and how translation/interpretation will be provided as needed for Clients. .... | 167        |
| iii) Describe any self-serve services that are included in addition to the requirements in this RFP. ....  | 183        |
| <b>c) Case management .....</b>  | <b>183</b> |
| i) Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of case management. ....   | 183        |

|   |     |
|---|-----|
| ii. Describe in detail how case management will be set up and delivered at the ESC, including, for example, description of Client assessment processes and how they meet the needs of individual Clients. ....  | 184 |
| ii) Describe case management or delivery methods that are included in addition to the requirements in this RFP. ....  | 202 |
| d) Case managed services .....  | 204 |
| i) Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of case managed services. ....  | 204 |
| ii). Describe in detail how case managed will be set up and delivered at the ESC, including, for example, detailed description of the determination of the level of services appropriate for individual Clients. ....   | 205 |
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| CLIENT TIERS 3-4 .....  | 219 |
| 1-3 TOPICS OPEN FOR 1 WEEK .....  | 219 |
| 3-6 TOPICS OPEN FOR 2 WEEKS.....  | 219 |
| iii) Discuss how the proposed case managed services and their delivery methods meet or exceed requirements in this RFP. Describe any case managed services or delivery methods that are included in addition to the requirements in this RFP .....  | 231 |
| e) Supplemental Services.....   | 232 |
| i) Describe in detail how supplemental services will be set up and delivered at the ESC, including, for example, tools and criteria for selecting appropriate services for Clients, and how those services will be delivered (i.e. training, specialized assessments and self-employment).....                          | 232 |
| ii. Describe in detail how supplemental services will be set up and delivered at the ESC, including, for example, tools and criteria for selecting appropriate services for Clients, and how those services will be delivered (i.e. training, specialized assessments and self-employment).....                         | 234 |
| iii. Discuss how the proposed supplemental services and their delivery methods meet or exceed the requirements in this RFP. Describe any supplemental services or delivery methods that are included in addition to the requirements in this RFP. ....  | 248 |
| f) Community and employer partnership .....   | 249 |
| i. Describe how current and existing community and employer partnerships will be leveraged for the purpose of delivering the program. ....  | 249 |
| ii Describe in detail specific approaches and services to be provided to support community and employer partnerships, including, for example, how the Program will be marketed, and how partnerships with employers and community will be initiated, established, maintained, and leveraged to support the Program..... | 253 |
| g) Transition of services and Clients .....   | 262 |
| i) Describe the detailed approach, method, process, or procedure to be used for transitioning Clients from Legacy Programs, including Specialized Populations. ....   | 262 |
| ii) Provide a transition plan that minimizes disruption of services and ensures continuity of payments.....   | 266 |
| h) Services in languages other than English .....   | 269 |
| i) Describe how services in languages other than English to meet Client needs reflective of the community being served will be provided; .....  | 269 |

|   |            |
|---|------------|
| ii) Where applicable, describe how French language services in the following municipal areas will be provided:.....   | 272        |
| iii) Describe how translation and interpretation services, and services converting text to alternate formats accessible for Clients with disabilities will be provided. ....                                    | 273        |
| <b>6.0 Proposed Key Personnel.....</b>  | <b>276</b> |
| Identify key personnel who will ensure effective delivery of the Program, their roles, responsibilities and accountabilities. Please use Supplemental Template #6 to assist your response to this section. .... | 276        |
| Provide a one-page resume, summarizing relevant experience and area of expertise for each key personnel identified. ....  | 276        |
| Discuss key personnel that will be able to meet Clients' and specifically Specialized Populations' needs. ....  | 276        |
| <b>7 PROPOSED ANNUAL FIXED OPERATING FEE (FOF).....</b>   | <b>277</b> |
| i) Propose an annual FOF that must not be more than the maximum for each Catchment Area specified in Appendix C.....  | 277        |
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| INTEREST AND OTHER .....   | 2          |
| <b>TOTAL INCOME .....</b>  | <b>2</b>   |
| <b>EXPENSES .....</b>  | <b>2</b>   |
| GENERAL AND ADMINISTRATIVE .....   | 2          |
| FURNITURE AND EQUIPMENT.....   | 2          |
| INFRASTRUCTURE EXPENDITURES (NOTE 9) .....                                       | 2          |
| PROGRAM EXPENDITURES.....  | 2          |
| PROPERTY EXPENDITURES .....  | 2          |
| SALARIES AND BENEFITS .....  | 2          |
| STAFF EXPENDITURES.....  | 2          |
| <b>TOTAL EXPENSES.....</b>   | <b>2</b>   |
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|---|-----------|
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**APPENDIX M: SAMPLE REPORT ON PROGRAM EFFECTIVENESS,  
EFFICIENCY AND SATISFACTION ..... 6**

**Job Sight (BCEP) PROGRAM EFFECTIVENESS – Cohort 18 – 1 Oct – 31 Dec  
2010**

| <b>Objective:<br/>Effectiveness<br/>Measures</b>                         | <b>Indicator</b>  | <b>Applied to<br/>Whom</b>            | <b>Time Measure</b>                       | <b>Data Source</b>                                    | <b>Obtained by</b>        | <b>Target Goal<br/>Expectancy</b>  |
|--|---|---------------------------------------|---|---|---------------------------|--|
| <b>1. To deliver<br/>employment services<br/>to British Columbians</b>   | % Clients accepted<br>into program  | Program<br>Participants               | Cohort 18<br>1 Oct 2010 – 31<br>Dec 20110 | Client Service<br>History, ODG<br>database            | Vocational<br>Counsellors | 90% of clients<br>accepted who<br>attend for<br>intake.<br><b>(Ministry)</b> |
| <b>2. Clients achieve an<br/>Employment Goal</b>                         | % Clients that<br>confirm<br>employment goal                                  | Program<br>Participants               | Cohort 18<br>1 Oct 2010 – 31<br>Dec 20110 | Client Service<br>History, ODG<br>database            | Vocational<br>Counsellors | (DWS)<br>70%<br><b>(Ministry)</b>  |
| <b>3. Clients obtain a<br/>reduction to<br/>employment barriers</b>      | % clients that<br>complete EMAP   | Program<br>Participants               | Cohort 18<br>1 Oct 2010 – 31<br>Dec 20110 | Client Service<br>History, ODG<br>database            | Vocational<br>Counsellors | (ISS)<br>30%<br><b>(Ministry)</b>  |
| <b>4. Clients obtain<br/>employment</b>                                  | % Clients in initial<br>placement   | Program<br>Participants               | Cohort 18<br>1 Oct 2010 – 31<br>Dec 20110 | Client Service<br>History, ODG<br>database            | Vocational<br>Counsellors | 10%<br><b>(Ministry)</b>   |
| <b>5. Ensure clients<br/>obtain attain<br/>community<br/>connections</b> | % Clients are<br>provided with<br>referrals to other<br>community<br>agencies | Referrals to<br>community<br>agencies | Cohort 18<br>1 Oct 2010 – 31<br>Dec 20110 | Client Service<br>history, and<br>program<br>invoices | Vocational<br>Counsellors | 25%<br><b>(Ministry)</b>   |

**Request for Proposals**  
**The Employment Program of British Columbia**

**Proposal Evaluation Workbook**  
**Desirable Criteria**

**TEAM #** [Click here to enter text.](#)

**PROPONENT** [Click here to enter text.](#)

**CONTRACT #** [Click here to enter text.](#)

**RFP Number ELMS-004**

*Issue Date: March 30, 2011*

*Closing Date: May 26, 2011*

**1. Capability (20 Points):**

| a) Organizations and Relationships (4 points)   | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Provide legal name, operating name, and a brief description of the Proponent and all Service Providers that are part of the proposal.</li> <li>ii. Describe any ownership as well as any legal structure or operating relationships between the Proponent and its Service Providers.</li> <li>iii. Discuss how the proposed Service Providers and their relationships with the Proponent will effectively deliver the services to Clients including Specialized Populations and meet the Program objectives.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

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Contract # [Click here to enter text.](#)

| b) Management Team (4 points)   | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"><li>i. Provide qualification highlights of key personnel of the executive teams.</li><li>ii. Provide qualification highlights of key members of the proposed management teams involved for service delivery and Contract management.</li><li>iii. Discuss how the proposed executive and management teams of the Proponent and Service Providers will function and coordinate amongst themselves.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |

| c) Financial Capability (4 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Demonstrate capability to financially support Contract operations.</li> <li>ii. Discuss any financial arrangements or methods such as revenue sharing, cost sharing, transfer payments, fees for services to ensure service availability and sustainability of Service Providers during the life of the Contract (note: specific dollar amounts are not required).</li> <li>iii. Provide estimated percentages of total Contract revenue that will flow through to each proposed Service Provider in the form of revenue sharing, cost sharing, transfer payments, fees for services, or any other applicable methods used by the Proponent.</li> <li>iv. Discuss how the above arrangements are effective. Provide supporting documents such as financial statements, agreements or confirmation letters to demonstrate overall financial capability.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| d) Operational Capability (4 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Provide information on the proposed building or facility for the Storefront(s).</li> <li>ii. Provide information on proposed specialized service locations and service locations other than the Storefront(s), if any.</li> <li>iii. Discuss any proposed equipment, technology, or business process used to coordinate service delivery to all Clients at the Storefront(s) or other service delivery channels.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |



| e) Human Resource Capability (4 points)   | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"><li>i. Provide information on current number of employees, specific areas of expertise and geographic distribution. Discuss how the current human resources capability enables service delivery in the new Program with minor or manageable adjustments, if any.</li><li>ii. Provide information on the ability to manage staffing levels and capacity to meet changes in demand for services.</li><li>iii. Discuss any methods or processes in place for training, development, and knowledge transfer to build, accumulate, retain, and share corporate knowledge and best practices in order to ensure business continuity, service consistency, meeting performance standards, and operation scalability over the duration of the Contract.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |

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**2. Capacity (20 Points):**

| a) Current Capacity (10 points)  | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"><li>i. Provide information regarding capacity in terms of current businesses, contracts, services, Client volume, number of employees, geographic coverage, dollar volume, and any other relevant and appropriate measures available.</li><li>ii. Discuss how current capacity enables service provision required under this Contract. Discuss how current capacity enables the Proponent to support any other Contract for which the Proponent has competed.</li><li>iii. Discuss how the current and proposed geographic coverage and service delivery methods enable service delivery for the Catchment Area.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |

| b) Maximum Capacity (10 points)   | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. State the capacity for organizational growth as a percentage of current capacity. Capacity for organizational growth must be realistic and sustainable by the Proponent. Unrealistic or unsustainable organizational growth increases the risk of failure and will negatively affect the proposal's evaluation score.</li> <li>ii. Provide information on organizational growth methods, strategies, plans, or processes should the Proponent win all of the Contracts it competes for. Discuss how the Proponent will ensure service delivery under this Contract should this be the only Contract it wins.</li> <li>iii. State the maximum number of Contracts the Proponent can operate at maximum capacity. Maximum capacity should be current capacity plus a realistic capacity for organizational growth within its geographic coverage.</li> <li>iv. State all Contract Numbers that the Proponent is competing for under this RFP. Proponents should not compete for more Contracts than its maximum capacity. Competing for more Contracts than maximum capacity automatically earns the Proponent a minimum score for the "capacity" criteria in all of its proposals. Proponents must be prepared to deliver services under all or any of the Contracts that it wins as a result of the RFP.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issue:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |

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### **3. Experience and Expertise (30 points)**

| <b>a) Delivering Employment Services (6 points)</b>  | <b>Score (%)</b> |
|--|------------------|
| <ul style="list-style-type: none"><li>i. Demonstrate past experience in delivering employment services.</li><li>ii. Include information to demonstrate the range, scope and span of experience as well as the relevance, quality and effectiveness of employment services delivered.</li></ul> |                  |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |                  |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>  |                  |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>   |                  |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>  |                  |

| b) Working with Clients within the Catchment Area to meet their employment objectives (6 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Provide information regarding Catchment Area labour market supply such as its demographics, descriptions, profile, uniqueness, specific needs, or any other relevant information.</li> <li>ii. Demonstrate past experience in working with local job-seekers and in meeting their needs.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| c) Delivering Specialized Services (6 points)  | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Demonstrate past experience in delivering specialized services.</li> <li>ii. Include information to demonstrate the range, scope and span of experience as well as the relevance, quality and effectiveness of employment services delivered.</li> </ul> |           |
| <p align="center"><b>COMMENTS/NOTES (Please reference appropriate page/section #)</b></p>  |           |
| <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <p><b>Concerns/Issues:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| d) Working with Specialized Populations and meeting their needs (6 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Provide information regarding Catchment Area Specialized Populations, including client volume, specific needs, available resources, or any other relevant information.</li> <li>ii. Demonstrate past experience in working with Specialized Populations and in meeting their needs.</li> </ul> |           |
| <p align="center"><b>COMMENTS/NOTES (Please reference appropriate page/section #)</b></p>  |           |
| <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <p><b>Concerns/Issues:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| e) Working with employers and communities within the Catchment Area to support the functioning of the local labour market (6 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Demonstrate past experience with the local labour market, and expertise on local economic conditions and trends. Provide information regarding local labour market including its uniqueness, specific needs, historical challenges, future opportunities, or any other relevant information. Discuss how this knowledge has been used to meet local labour market needs in the past.</li> <li>ii. Demonstrate the Proponent's experience in working with local employers and in meeting their needs.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |



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**4. Community Connection and Commitment (20 Points)**

| a) Established presence and reputation in the community (4 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"><li>i. Demonstrate the Proponent's established presence and reputation in the community.</li><li>ii. Provide information such as history, traditions, representation, participation, activities, services, reputation, or any other appropriate information.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |

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Contract # [Click here to enter text.](#)

| b) Established connections with local employers (4 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"><li>i. Demonstrate the Proponent's established connections with local employers and businesses.</li><li>ii. Provide information about local employers' profiles, industries, businesses, types of Employment offered, potential opportunities, or any other unique characteristics. Discuss how the Proponent has leveraged such connections with local employers in the past.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |

Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

| c) Established connections with local organizations (4 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"><li>i. Demonstrate the Proponent's established connections with local organizations other than Service Providers that are part of its proposal.</li><li>ii. Provide information regarding the range, scope, and span of those connections. Discuss how these connections have been leveraged in the past.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |

| d) Established access to local community resources (4 points)   | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Demonstrate the Proponent's established access to local community resources to support service provision and the local labour market.</li> <li>ii. Provide information on locally available and accessible community resources. Discuss how these resources have been leveraged in the past.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| e) Commitment to Program objectives (4 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Discuss how the Program's objectives fit with the Proponent's organizational mission and goals.</li> <li>ii. Discuss how the Program fits with the Proponent's other businesses, services, operations, or activities.</li> <li>iii. Discuss how important the Program is relative to the Proponent's organization as a whole. Include relative indicators such as percentage of revenue, cost, number of employees or any other indicators.</li> <li>iv. Demonstrate the Proponent's commitment to the objectives of the Program. Provide information on what steps have been or will be taken to ensure successful delivery of the Program's objectives.</li> </ul> |           |
| <p align="center"><b>COMMENTS/NOTES (Please reference appropriate page/section #)</b></p>  |           |
| <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <p><b>Concerns/Issues:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

**5. Proposed Services and Delivery Method (70 Points):**

| a) Facilities and Human Resources (8 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Identify and describe the buildings, facilities, and/or equipment to be used for the Storefront, or other ESC service delivery channels.</li> <li>ii. Describe when, how, and what it takes for the building or facilities to be acquired and set up for service delivery. Include detailed information such as:               <ul style="list-style-type: none"> <li>• Information related to leasing, rental, or ownership;</li> <li>• Accessibility for Specialized Populations;</li> <li>• Security and safety for Clients and staff of the Storefront, and other service delivery channels;</li> <li>• Location, transit, main streets, parking, any other details; and</li> <li>• Factors used to select the proposed buildings, facilities, or equipment.</li> </ul> </li> <li>iii. Discuss how the proposed building(s), facility(ies), and/or equipment enable service delivery as well as meet or exceed the requirements in this RFP. Describe any building/facility/equipment features that are included in addition to the requirements in this RFP.</li> <li>iv. Propose the staffing level for the Storefront and any other location (if any). Discuss how the proposed staffing level will be able to meet Clients' needs as demand for services fluctuates over time.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| b) Self-Serve Services (8 points)  | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"><li>i. Describe the specifics of the services to be provided within the Storefront, and/or through other service delivery channels, as part of self-serve services.</li><li>ii. Describe in detail how the self-serve services will be set up, maintained, updated, and delivered at the ESC, including, for example, how Client assistance will be offered in the staffed self-services resource area and how translation/interpretation will be provided as needed for Clients.</li><li>iii. Describe any self-serve services that are included in addition to the requirements in this RFP.</li></ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"><li>•</li></ul>  |           |

| c) Case Management (10 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of case management.</li> <li>ii. Describe in detail how case management will be set up and delivered at the ESC, including, for example, description of Client assessment processes and how they meet the needs of individual Clients.</li> <li>iii. Describe case management or delivery methods that are included in addition to the requirements in this RFP.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |



| d) Case Managed Services (10 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of case managed services.</li> <li>ii. Describe in detail how case managed services will be set up and delivered at the ESC, including, for example, detailed description of the determination of the level of services appropriate for individual Clients.</li> <li>iii. Discuss how the proposed case managed services and their delivery methods meet or exceed requirements in this RFP. Describe any case managed services or delivery methods that are included in addition to the requirements in this RFP.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |

| e) Supplemental Services (10 points)  | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Identify specific services to be provided within the Storefront, and/or through other service delivery channels, as part of supplemental services.</li> <li>ii. Describe in detail how supplemental services will be set up and delivered at the ESC, including, for example, tools and criteria for selecting appropriate services for Clients, and how those services will be delivered (e.g. training, specialized assessments and self-employment).</li> <li>iii. Discuss how the proposed supplemental services and their delivery methods meet or exceed the requirements in this RFP. Describe any supplemental services or delivery methods that are included in addition to the requirements in this RFP.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| f) Community and Employer Partnerships (8 points)  | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Describe how current and existing community and employer partnerships will be leveraged for the purpose of delivering the Program.</li> <li>ii. Describe in detail specific approaches and services to be provided to support community and employer partnerships, including, for example how the Program will be marketed, and how partnerships with employers and community will be initiated, established, maintained, and leveraged to support the Program.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |

| g) Transitioning of Services and Clients (8 points)   | Score (%) |
|---|-----------|
| <ul style="list-style-type: none"> <li>i. Describe the detailed approach, method, process, or procedure to be used for transitioning Clients from Legacy Programs, including Specialized Populations.</li> <li>ii. Provide a transition plan that minimizes disruption of services and ensures continuity of payments.</li> </ul> |           |
| <p align="center"><b>COMMENTS/NOTES (Please reference appropriate page/section #)</b></p>   |           |
| <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <p><b>Concerns/Issues:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |

| h) Services in languages other than English (8 points)   | Score (%) |
|--|-----------|
| <ul style="list-style-type: none"> <li>i. Describe how services in languages other than English to meet Client needs reflective of the Community being served will be provided;</li> <li>ii. Where applicable, describe how French language services in the following municipal areas will be provided:               <ul style="list-style-type: none"> <li>• Victoria</li> <li>• Nanaimo</li> <li>• Vancouver</li> <li>• Abbotsford</li> <li>• Chilliwack</li> <li>• Kelowna</li> <li>• Kamloops</li> <li>• Penticton</li> <li>• Prince George</li> </ul> </li> <li>iii. Describe how translation and interpretation services, and services converting text to alternate formats accessible for Clients with disabilities will be provided.</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>  |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |

**6. Proposed Key Personnel (20 Points)**

| a) Key personnel, roles, responsibilities and accountabilities (6 points)   | Score (%) |
|---|-----------|
| Identify key personnel who will ensure effective delivery of the Program, their roles, responsibilities and accountabilities. |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li></li> </ul>  |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li></li> </ul>   |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li></li> </ul>  |           |

| b) Experience and expertise of key personnel (6 points)   | Score (%) |
|---|-----------|
| Provide a one page resume, summarizing relevant experience and area of expertise for each key personnel identified. |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |

| c) Ability to meet Client's and Specialized Populations' needs (8 points)                                 | Score (%) |
|---|-----------|
| Discuss key personnel that will be able to meet Clients' and specifically Specialized Populations' needs. |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>                                       |           |
| <b>Strengths:</b> <ul style="list-style-type: none"> <li></li> </ul>                                      |           |
| <b>Weaknesses:</b> <ul style="list-style-type: none"> <li></li> </ul>                                     |           |
| <b>Concerns/Issues:</b> <ul style="list-style-type: none"> <li></li> </ul>                                |           |



**7. Proposed Annual Fixed Operating Fee (20 Points)**

| Proposed Annual Fixed Operating Fee   | Score (%) |
|---|-----------|
| <p>a) Propose an annual FOF that <b>must not</b> be more than the maximum for each Catchment Area as specified in Appendix C.</p> <p>b) List items that have been included as part of the proposed annual FOF.</p> <p>c) The following formula will be used to score the proposed annual FOF (provided it does not exceed the maximum):<br/> Proposed prices of zero dollar (\$0) will be considered as one dollar (\$1) for evaluation purposes. The lowest priced proposal will be assigned full score for the price (i.e. 20 points). Prices in the remaining proposals will be compared to this lowest price to determine a pro-rated score value according to the following formula:</p> <p><b>S = (Min times W) divided by P</b></p> <p>Where:</p> <ul style="list-style-type: none"> <li>▪ S = the score assigned to a proposal (other than the lowest priced proposal) in relation to price</li> <li>▪ Min = the price proposed in the lowest priced proposal</li> <li>▪ P = the price proposed under a proposal (other than the lowest priced proposal)</li> <li>▪ W = total points available for price</li> </ul> |           |
| <b>COMMENTS/NOTES (Please reference appropriate page/section #)</b>   |           |
| <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |
| <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>   |           |
| <p><b>Concerns/Issues:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>  |           |

**Request for Proposals**  
**The Employment Program of British Columbia**

**Proposal Evaluation Workbook**  
**Interview Criteria**

**TEAM #** [Click here to enter text.](#)

**PROPONENT** [Click here to enter text.](#)

**CONTRACT #** [Click here to enter text.](#)

**RFP Number ELMS-004**

*Issue Date: March 30, 2011*

*Closing Date: May 26, 2011*

Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

**Interview Criteria (15 Points)**

| 1. Presentation/ Demonstration (5 Points)  | Score (%) |
|--|-----------|
| <p><b>Guide to Evaluation Panel, based on Proponent's presentation/demonstration:</b></p> <p>a. Did the presentation/demonstration clarify/confirm/validate the information provided in the proposal?</p> <p>b. Did the presentation/demonstration raise any concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?</p> |           |
| <b>COMMENTS/NOTES</b>  |           |
| <p><b>Strengths:</b></p> <ul style="list-style-type: none"><li>•</li></ul>   |           |
| <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"><li>•</li></ul>  |           |

| 2. Questions and Answers (10 Points)  | Score (%) |
|---|-----------|
| <p><b>Questions from Evaluation Panel, based on proposal contents and in order of priority, reflecting the top (up to) five concerns/issues for the Province:</b></p> <ul style="list-style-type: none"> <li>a. <b>Issue/concern #1:</b> How would you (the Proponent) address this concern/issue?</li> <li>b. <b>Issue/concern #2:</b> How would you (the Proponent) address this concern/issue?</li> <li>c. <b>Issue/concern #3:</b> How would you (the Proponent) address this concern/issue?</li> <li>d. <b>Issue/concern #4:</b> How would you (the Proponent) address this concern/issue?</li> <li>e. <b>Issue/concern #5:</b> How would you (the Proponent) address this concern/issue?</li> </ul> <p><b>Guide to Evaluation Panel, based on Proponent's answers:</b></p> <ul style="list-style-type: none"> <li>a. Did the answers satisfactorily address the Province's issue/concern?</li> <li>b. Did the answers raise any additional concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?</li> </ul> |           |

Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

a. **Issue/concern #1:** How would you (the Proponent) address this concern/issue?

**Guide to Evaluation Panel, based on Proponent's answers:**

- a. Did the answers satisfactorily address the Province's issue/concern?
- b. Did the answers raise any additional concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?

#### COMMENTS/NOTES

**Strengths:**

- 

**Weaknesses:**

-

Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

b. **Issue/concern #2:** How would you (the Proponent) address this concern/issue?

**Guide to Evaluation Panel, based on Proponent's answers:**

- a. Did the answers satisfactorily address the Province's issue/concern?
- b. Did the answers raise any additional concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?

#### COMMENTS/NOTES

**Strengths:**

- 

**Weaknesses:**

-

Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

c. **Issue/concern #3:** *How would you (the Proponent) address this concern/issue?*

**Guide to Evaluation Panel, based on Proponent's answers:**

- a. *Did the answers satisfactorily address the Province's issue/concern?*
- b. *Did the answers raise any additional concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?*

**COMMENTS/NOTES**

**Strengths:**

- 

**Weaknesses:**

-

Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

d. **Issue/concern #4:** *How would you (the Proponent) address this concern/issue?*

**Guide to Evaluation Panel, based on Proponent's answers:**

- a. *Did the answers satisfactorily address the Province's issue/concern?*
- b. *Did the answers raise any additional concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?*

**COMMENTS/NOTES**

**Strengths:**

- 

**Weaknesses:**

-



Proponent: [Click here to enter text.](#)

Contract # [Click here to enter text.](#)

e. **Issue/concern #5:** *How would you (the Proponent) address this concern/issue?*

**Guide to Evaluation Panel, based on Proponent's answers:**

- a. *Did the answers satisfactorily address the Province's issue/concern?*
- b. *Did the answers raise any additional concerns/issues for the Province regarding the proposal, the subsequent Contract, or subsequent contractual relationship with the Province?*

**COMMENTS/NOTES**

**Strengths:**

- 

**Weaknesses:**

-

## Part A - Mandatory Criteria

\*Please attach the first page of the Proposal to this document\*

**PROPONENT NAME**

**CONTRACT #**

**CATCHMENT AREA NAME**

**CHAIR NAME**

Proposals not clearly demonstrating that they meet the following Mandatory Criteria will be excluded from further consideration during the evaluation process.

| Mandatory Criteria |  | Criteria Met |             |
|--------------------|--|--------------|-------------|
| 1.                 | The proposal must be received at the closing location before the specified closing time.   | YES          | NO          |
| 2.                 | The proposal must be in English and must not be sent by mail, facsimile, or e-mail.  | YES          | NO          |
| 3.                 | One electronic copy of the proposal must be submitted in accordance with BC Bid instructions for e-bidding. Only pre-authorized e-bidders registered on BC Bid system can submit electronic bids; or   | YES          | NO          |
|                    | One complete electronic proposal on flash drive (i.e. memory stick) must be submitted with one unaltered, completed Request for Proposals cover page including an originally-signed Proponent Section. | E-bid        | Flash Drive |

Proponent has      Met      Not Met all mandatory criteria.

\_\_\_\_\_  
Chair Signature

May 26, 2011\_\_\_\_\_  
Date



Ministry of  
Social Development

## Request for Proposals

### The Employment Program of British Columbia

# Proposal Evaluation Workbook Reference Check Criteria

**TEAM #** [Click here to enter text.](#)

**PROPONENT** [Click here to enter text.](#)

**CONTRACT #** [Click here to enter text.](#)

**RFP Number ELMS-004**

*Issue Date: March 30, 2011*

*Closing Date: May 26, 2011*

*Proponent:* Click here to enter text.

*Contract #* Click here to enter text.

**Reference Check Criteria (10 Points)**

| 1. Validation of proposal information (5 Points)   |   | Score (%) |
|--|---|-----------|
| <p>a. Did Click here to enter text. (the Proponent / Service Provider) have any contracts with you?</p> <p>b. What was the value of the Contract(s)?</p> <p>c. What were the major deliverables of the Contract(s)?</p> <p>d. What was the duration of the Contract(s)?</p> <p><b>Guide to Evaluation Panel, based on Proponent's answers:</b></p> <p>a. Did the references validate the proposal information?</p> <p>b. Were the references satisfactory?</p> |   |           |
| COMMENTS/NOTES:  |   |           |
| <p><b>Reference #1</b></p> <p>Full Name: Click here to enter text.</p> <p>Title and Organisation: Click here to enter text.</p> <p>Phone Number: Click here to enter text.</p> <p>E-mail: Click here to enter text.</p>  | <p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> |           |
| <p><b>Reference #2</b></p> <p>Full Name: Click here to enter text.</p> <p>Title and Organisation: Click here to enter text.</p> <p>Phone Number: Click here to enter text.</p> <p>E-mail: Click here to enter text.</p>  | <p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> |           |

*Proponent:* Click here to enter text.

**Contract #** Click here to enter text.

| 1. Validation of proposal information (5 Points)   |                                  | Score (%) |
|--|----------------------------------|-----------|
| <b>Reference #3</b><br>Full Name: <a href="#">Click here to enter text.</a><br>Title and Organisation: <a href="#">Click here to enter text.</a><br>Phone Number: <a href="#">Click here to enter text.</a><br>E-mail: <a href="#">Click here to enter text.</a> | a.<br><br>b.<br><br>c.<br><br>d. |           |
| <b>Additional Notes/Comments:</b>  |                                  |           |

Proponent: Click here to enter text.

Contract # Click here to enter text.

| 2. Previous contract performances (5 Points)   |   | Score (%) |
|--|---|-----------|
| <p>a. Did Click here to enter text. (the Proponent / Service Provider) fulfill all deliverables and obligations of the contracts?</p> <p>b. Were services provided within budget and expenses accounted for?</p> <p>c. Were services provided on a timely basis, meeting timelines or final deadline?</p> <p>d. Were services delivered by subcontractors accurately fully documented with rationale provided where needed?</p> <p><b>Guide to Evaluation Panel, based on Proponent's answers:</b></p> <p>a. Did the references confirm that previous contract performance was satisfactory?</p> |   |           |
| COMMENTS/NOTES   |   |           |
| <p><b>Reference #1</b></p> <p>Full Name: Click here to enter text.</p> <p>Title and Organisation: Click here to enter text.</p> <p>Phone Number: Click here to enter text.</p> <p>E-mail: Click here to enter text.</p>  | <p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> |           |
| <p><b>Reference #2</b></p> <p>Full Name: Click here to enter text.</p> <p>Title and Organisation: Click here to enter text.</p> <p>Phone Number: Click here to enter text.</p> <p>E-mail: Click here to enter text.</p>  | <p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> |           |
| <p><b>Reference #3</b></p> <p>Full Name: Click here to enter text.</p> <p>Title and Organisation: Click here to enter text.</p> <p>Phone Number: Click here to enter text.</p> <p>E-mail: Click here to enter text.</p>  | <p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> |           |

**Proponent:** Click here to enter text.

**Contract #** Click here to enter text.

| 2. Previous contract performances (5 Points) |  | Score (%) |
|--|--|-----------|
| <p><b>Additional Notes/Comments:</b></p>     |  |           |