



City of  
**Peterborough**

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**TO: Members of the Joint Services Steering Committee**

**FROM: Ken Doherty, Director of Community Services**

**MEETING DATE: October 13, 2011**

**SUBJECT: Report CSSSJSSC11-006  
Beyond the Budget – Additional requests for 2012**

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## **PURPOSE**

A report to provide information, as requested by the Joint Services Steering Committee (JSSC) about social services staffing levels, and funeral rates, and to recommend the committee forward requests for staffing and discretionary benefit increases to both Councils for consideration during their respective 2012 budget deliberations.

## **RECOMMENDATIONS**

That the JSSC endorse the recommendations outlined in Report CSSSJSSC11-006 dated October 13, 2011, of the Director of Community Services, as follows:

That the report be received and the following recommendations be endorsed by the JSSC and forwarded for consideration during the respective Councils' 2012 budget processes.

- a) That the Temporary Supervisor Position be converted to Permanent;
- b) That four additional positions be approved, two as temporary and two as permanent, funded by provincial subsidy and incentive funding; and
- c) That the Discretionary Benefit budget be increased to meet the anticipated demands of implementing the existing policy.

## **BUDGET AND FINANCIAL IMPLICATIONS**

There would be no net tax levy impacts for the 2012 budgets for the City or County if the JSSC endorses and both Councils ultimately adopt recommendations (a) and (b) as the new staff can be funded from a \$130,676 draw from unspent incentive funding, and a matching \$130,676 draw from the Province.

The discretionary benefits recommendations would require adjustment to the Social Services 2012 draft budget to be presented to City Council and would require an additional \$621,685 (gross) cost shared \$491,571 provincially, \$112,031 from the City and \$18,083 from the county.

The draft 2012 Social Services Budget presented to the October 13, 2011 JSSC does not reflect any of the recommendations and the items would have to be added to the Social Services budget during 2012 Budget discussions.

## **BACKGROUND**

At the JSSC meeting on April 14, 2011, the following motion was approved:

That as part of the 2012 Social Services budget deliberation, that the issue of staffing levels as it relates to meeting statutory requirements be undertaken and reported to the Joint Services Steering Committee.

At the same meeting, the committee also requested that staff be directed to provide additional information related to the funeral services report.

The “Beyond the Budget” report, attached as Appendix A, responds to JSSC request for information and provides additional contextual data.

Staff completed a review of other municipal practices and staffing levels, both inside and outside of the corporation. The service requirements for the City and County of Peterborough were analyzed, for the current timeframe and the anticipated demands in 2012. Costs of delivering components of service were assessed, including the cost of supporting a client to employment, the cost of administering a case and the cost of benefits. Delivery options were explored, predominantly options that could address emerging needs such as serving youth and focusing on employment. The process also included a literature review to ensure that national and international practices related to supervisor and leadership were considered.

Based on this analysis, staff developed recommendations relating to staffing and discretionary benefits.

## Staffing Recommendations

The staffing recommendations provide resources required to move towards legislative compliance with no additional cost to the municipal tax levy. There are sufficient funds in the CVP incentive funding to support these staff positions for the next three years. The analysis indicates that eight staff would be needed to meet all the legislative requirements but, given anticipated changes in caseload growth, possible business process changes and competing priorities, only four positions (two temporary and two permanent) are requested at this time. Staffing requirements will be reviewed on an annual basis to determine if the service demand continues based on caseload volume, technological changes and business processes. If service demand diminishes, staffing will be adjusted accordingly. The specific positions that would be implemented as soon as possible in 2012 should approval be received are outlined below in numbers 1 through 5.

1. **Temporary supervisor to be converted to permanent** to maintain an appropriate span of control within the Division.
2. **Temporary Case Manager (Floater):** One additional staff person to provide OW case management and employment supports to ensure Ontario Works delivery occurs within legislated time frames and performance outcomes.
3. **Temporary Youth Case Manager:** One additional staff to deal with increasing caseload in the age range between 16 and 24 with a focus on improved educational and employment outcomes.
4. **Permanent County Outreach Case Manager:** One additional staff due to increased OW caseload in the County over the last three years to provide outreach visits in clients homes or at other suitable public locations. The additional staff will also pilot the concept of a "generic case manager" who delivers OW, employment counselling and children services case management functions for the clients.
5. **Permanent Employment Counselor:** Additional staff to ensure access to timely employment counselling and reviews of participation agreements within legislative time lines.

## Discretionary Benefits Recommendations

The discretionary benefits recommendations represent no service increase to individuals but do require additional funding. In 2009, the discretionary benefit budget was not increased to match caseload growth and the budget was short over \$200,000. The shortfall was transferred from reserves to continue to deliver the same level of service as outlined in the policy. In 2010, again, the budget did not increase to meet the

increasing caseload and the shortfall was \$512,000. The short fall was accommodated within surplus mandatory benefits, again to maintain the existing level of service.

6. To continue to meet the existing discretionary benefits policy demands for the forecasted caseload an **increase in the discretionary benefits** budget of \$491,685 (gross) consisting of \$407,115 provincially, \$75,140 City and \$9,430 from the County is needed.
7. **Funeral rates:** An additional \$130,000 is also being requested to negotiate funeral cost increases. The existing rates have not been changed in 13 years.

The costs associated with the above recommendations are summarized in the following table.

**Table 1 - Additional Cost for Beyond the Budget Recommendations**

	<b>Gross budget for 2012</b>	<b>Provincial share</b>	<b>Unspent incentive funding (CVP)</b>	<b>City</b>	<b>County</b>
<b>Staffing Recommendations</b>					
1. Temp supervisor to perm <sup>1</sup>	\$0	\$0	\$0	\$0	\$0
2. Temp Case Manager Floater	\$66,230	\$33,115	\$33,115	\$0	\$0
3. Temp Case Manager Youth	\$66,230	\$33,115	\$33,115	\$0	\$0
4. Perm Case Manager County	\$66,230	\$33,115	\$33,115	\$0	\$0
5. Perm Employment Counsellor	\$62,661	\$31,331	\$31,331	\$0	\$0
Staffing total	\$261,351	\$130,676	\$130,676	\$0	\$0
<b>Discretionary Benefits Recommendations</b>					
6. Discretionary benefits budget to meet existing policy	\$491,685	\$407,115	\$0	\$75,140	\$9,430
7. Funeral rate increase	\$130,000	\$84,456	\$0	\$36,891	\$8,653
Discretionary benefits totals	\$621,685	\$491,571	\$0	\$112,031	\$18,083
<b>Totals</b>	<b>\$1,144,387</b>	<b>\$752,923</b>	<b>\$261,352</b>	<b>\$112,031</b>	<b>\$18,083</b>

**Recommendations not included in 2012 Draft Social Services Budget**

<sup>1</sup> In proposed 2012 budget as a temporary position

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**Draft 2012 Social Services Budget does not reflect recommendations of this report.**

At its meeting held June 27, 2011 City Council adopted a number of 2012 Budget Guidelines including:

That the 2012 Draft Budget include no new full-time staff positions unless the position is required to deliver new services that are mandated by legislation or it can be clearly demonstrated through a business plan that the position can generate sufficient revenues or cost reductions to cover its salary and benefits.

And

That staff prepare a 2012 Draft Operating Budget that reflects an All-Inclusive (Combined municipal, education and sewer surcharge) percentage increase for a property in the residential class of no more than 2.5%.

Accordingly, the draft 2012 Social Services Budget that is being presented to JSSC on October 13, 2011 does not include any of the staff requests proposed in recommendations (a) and (b).

And the additional Discretionary Benefit as requested in recommendation (c) has also not been included in the draft 2012 budget, as it was viewed as a discretionary enhancement that could not be accommodated within the 2.5% all inclusive tax and sewer increase stipulated by Council.

All of the recommendations in this report, however, have been identified in the 2012 City Budget documents as a “requested but not included item” in the draft budget.

If the JSSC endorses the recommendation in this report, City Council will be made aware of the endorsement during the 2012 Budget discussions and will ultimately decide which, if any, of the items should be added to the 2012 budget.

## **SUMMARY**

Over the past several years, caseloads have risen significantly and staffing levels have remained fairly static. Reallocation of resources has been done as much as possible but the workload is exceeding the capacity of the current staff level. Staff reviewed the specific legislative requirements for Ontario Works and the ability for the existing staff complement to deliver on these requirements and is making recommendations to add four staff to come closer to these requirements. With the change in the OW Administrative funding formula, there is now provincial subsidy available to assist with

the cost of these staff positions. The municipal share of the staff costs are proposed to be taken from an Incentive Fund reserve so as to have no impact on the tax levy. As well as staff pressures, the caseload increases have resulted in additional pressure on Discretionary Benefits. Because of budget process in past years when no volume increase was allowed, there is a gap between budgeted amount and the need, and an increase in this budget is also requested.

Submitted by,

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Attachment: Appendix A - Beyond the Budget 2012