TO: Bert Meunier, Chief Administrative Officer

FROM: Lance Thurston, Commissioner, Department of Community Services

PREPARED BY: Tanie Steacy, Manager, Program Delivery, Social Services
              Adele Lafrance, Manager, Administrative Services, Social Services

DATE OF MEETING: 2004 03 09

SUBJECT: Ontario Works: Addiction Services Initiative 2004, 2005

RECOMMENDATION TO COUNCIL:
This report is provided for Council’s information. There are not any recommendations for Council’s consideration.

ORIGIN/PURPOSE:
This information report provides an overview of the Ontario Works Addiction Services Initiative that must be implemented by the City of Kingston, prior to year end, 2005. As the Consolidated Municipal Service Manager (C.M.S.M.), the City is the designated service delivery agent responsible for the implementation of this new Ontario Works program both in the City of Kinston and the County of Frontenac. Planning and implementation steps will include: community consultation, policy and protocol(s) development and implementation, service delivery planning and collaborative community implementation.

OPTIONS/DISCUSSION:
In May 2001 the Ministry of Community and Social Services announced the expansion of Ontario Works employment assistance measures to include addiction treatment. Due to a number of factors including program success and a prolonged period of economic stability, caseloads in the City of Kingston’s Ontario Works program have declined steadily over the past few years. Consequently, a greater proportion of the present caseload requires more intensive assistance to move into employment and a considerable number of OW participants face significant barriers to employment. These may include a history of long term dependence on social assistance, substance abuse, incarceration, psycho-social problems and other issues.

There are also unique environmental factors that influence service delivery planning in the Kingston area. For example, several correctional institutions and psychiatric facilities are located in Kingston and present additional challenges to Ontario Works in terms of meeting emergency services that may be required by individuals upon release/discharge from these facilities. Subsequent provisions of appropriate supports are often needed to assist these clients.

Recognizing that specialized interventions are required to meet the needs of multi-challenged individuals, the addictions services program will add a new scope of program services.
Intent
The intent of this initiative is to assist Ontario Works participants whose addiction is a barrier to their ability to participate in Ontario Works or to find and maintain employment. The Addictions Services Initiative will build on the Ontario Works program delivery framework and employment assistance measures and related supports. The new program will offer three service paths/options including screening, assessment and treatment. Participants will be responsible to make a commitment to meet their participation requirements and to work with Ontario Works staff and addictions treatment staff to update their treatment plans as needed.

Ontario Works delivery agents are required to implement the Addictions Services Initiative based on the following principles, ensuring that implementation:

- Recognizes that a broad comprehensive approach is best-suited to helping individuals with addictions and their families in their efforts to become economically self-sufficient through employment
- Responds to local needs and reflects and includes the resources offered by the community treatment network
- Provides an integrated, holistic approach to serving this client group who often have multiple problems and multiple needs so that appropriate resources are brought together to address the needs of individual participants and those of their families.
- Brings together appropriate community partners to link participants and their families to the services and supports that are needed.

Preparation for Implementation
In 2004 the City’s Ontario Works staff will commence planning and development work to ensure a successful implementation in the third quarter of 2005. The following preparatory steps will need to be completed this year:

1. Liaise with addiction treatment service providers in the community to ensure a collaborative planning process and also to establish service path linkage for Ontario Works clients.
2. Develop resources/materials and communication protocols to provide effective communications with Ontario Works participants, staff, community partners and members of Council
3. Complete an implementation plan for approval by the Ministry of Community and Social Services.
4. Review available staff resources and re-align staff to the implementation team.
5. Provide specialized staff training and development
6. Determine if the services of specialized personnel are needed by Ontario Works participants

Ontario Works staff has completed several preliminary steps for implementation of the Addiction Services Initiative. As an initial step in the planning phase, a community networking committee was developed in 2003. Partners involved in this committee have extensive experience and expertise working with this client population and will provide valuable assistance in the collaborative planning stage. Other community service partners will be invited to join this working group in 2004. The development of specific strategies appropriate to the pre-implementation stage of planning for this initiative will be articulated in the 2004 Ontario Works Operational Plan.
Challenges
1. As mentioned earlier in the report the profile of the current social assistance caseload has significantly changed since the recession of the early 90’s. Today, the Ontario Works caseload, while lower in overall numbers, includes a greater proportion of recipients with significant challenges. A comprehensive review of the caseload will need to be completed to ascertain relevant data to determine the necessary service levels for the Addictions Services program implementation.

2. For these Ontario Works participants, intensive case management practices are essential. Many of the previously identified barriers are complex, requiring an integrated delivery of program services and individual client supports. Often, basic needs must be addressed first. Once satisfied, Ontario Works staff have identified that meaningful participation planning can be initiated.

3. Although Ontario Works staff has completed the MCSS Advanced Case Management training in 2003 and 2004, specialized staff training is required to promote sensitivity, awareness and knowledge in preparation for implementation.

4. To successfully implement the program, current staff resources will need to be re-aligned in 2004. While the Ontario Works caseload has decreased, the office remains challenged to balance essential work assignments among the existing staff complement. Since the proclamation of the Ontario Works Act and program implementation in 1997, additional programs and services have been undertaken (see Appendix A) to meet Ministry requirements, customer service needs, and/or office administrative accountability and efficiency processes.

In some cases these services compete for staff resources and the ongoing management challenge is to optimize enhanced funding opportunities and programs that generate revenue for the Division through recoveries and re-imbursements without jeopardizing or reducing customer service requirements and effectiveness.

It is anticipated that the comprehensive, preliminary planning steps completed in 2004 will serve to ensure that every available opportunity and strategy is optimized to prepare for the launch in 2005 of this initiative. Ontario Works staff has considerable experience in this scope of service development and delivery. Yet we anticipate that this will be a considerable undertaking for the Division. It is also recognized that the capacity in the treatment system will also be a critical factor in meeting the needs of Ontario Works clients.

EXISTING POLICY/BY-LAW:
Ontario Regulation 479/01, made under the Ontario Works Act, 1997; Amending O. Reg. 134/98 details the requirements of the Addictions Services Treatment Initiative.

The related Ontario Works Directives detail the associated references.

<table>
<thead>
<tr>
<th>Directive #</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>#6.0</td>
<td>Setting Participation Requirements</td>
</tr>
<tr>
<td>#7.0</td>
<td>Participation Agreement</td>
</tr>
<tr>
<td>#42.0</td>
<td>Overview of Monitoring Eligibility</td>
</tr>
<tr>
<td>#43.0</td>
<td>Reviewing Eligibility</td>
</tr>
<tr>
<td>#49.0</td>
<td>Delivery Standards</td>
</tr>
</tbody>
</table>
FINANCIAL CONSIDERATIONS:
Eight thousand dollars ($8,000. gross) has been included in the 2004 Ontario Works Program Delivery budget for planning and implementation of this initiative, as this initiative is part of the Ontario Works Employment Assistance Levels of Service. It is eligible for 80% provincial subsidy if service targets are met in 2004. The net municipal cost for 2004 is estimated at one thousand and six hundred dollars ($1,600.00). At full implementation in 2005, this program also qualifies for the enhanced provincial unit price of $4,500.00 as it is defined as an intensive case management service. However, at this point, further analysis is required in 2004 to forecast the number of participants who will access the service in 2005.

CONTACTS:
Tanie Steacy, Manager, Program Delivery, Social Services Division 546-2695, extension 4802
Adèle Lafrance, Manager, Administration, Social Services Division 546-2695, extension 4801

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:
Marvin Valensky, Ontario Works Program Supervisor, Ministry of Community and Social Services

NOTICE PROVISIONS:
Not applicable

APPENDICES:
Appendix A: Ontario Works Overview of Programs and Services

______________________________
Lance Thurston
Commissioner, Department of Community Services

______________________________
Bert Meunier
Chief Administrative Officer
## APPENDIX A
Overview of Ontario Works Programs and Services Implemented since the Proclamation of the Ontario Works Act, 1997

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Client Service</th>
<th>Efficiency/Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Step Intake: Call Centre Screening + Local Office Verification</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Expanded Community Participation Program</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Enhanced Job Placement Program</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Multi-BARRIER Case Management Team</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Learning, Earning and Parenting Program</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Mandatory Literacy Testing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Rent &amp; Utility Pay Direct</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>OW Internal Review Service</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Consolidated Verification Program</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Family Support Program</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Portability of Overpayments</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Strengthened OW Compliance Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accessibility for Language BarriTed Applicants</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Expansion of Emergency Hostel Services Including:</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>2 New Service Providers and 1 Dedicated Case Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Network Project and Transfer of Technology Management Responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addictions Treatment</td>
<td></td>
<td>Pending</td>
</tr>
</tbody>
</table>
TO: Bert Meunier, Chief Administrative Officer
FROM: Denis Leger, Commissioner of Corporate Services
PREPARED BY: Pat Carrol, Manager of Taxation & Revenue
DATE OF MEETING: 2004-03-09

RECOMMENDATION TO COUNCIL:
N/A

ORIGIN/PURPOSE:
The purpose of this report is to update City Council on the status of taxes receivable and the collection of tax arrears in accordance with governing legislation. This report provides information up to December 31, 2003.

OPTIONS/DISCUSSION:
We reported to Council in December 2003 that realty taxes receivable, including interest, for the third quarter ending September 30, 2003, was $12.5M. Our fourth quarter receivables for the period ending December 31, 2003 are $11 million.

Realty Taxes:
During the fourth quarter supplementary and omitted assessment tax bills were issued for all classes totaling $1.5M, representing both city and school board portions.

Letters were mailed in January to owners of 230 properties that are three years in arrears of taxes. These letters are scheduled to be sent each year in December but were unfortunately delayed due to other priorities. The database for these letters has been improved for this year as we took the opportunity to work with the Information Systems Division to develop a software solution that allows us to extract information from the tax roll. The total amount outstanding due at December 31 for these 230 properties was $2.5M and the total to clear the oldest years and remove the
property from being registered was $852K. Details of collections will be provided in the 1st quarter 2004 report.

There continues to be 21 properties remaining in the tax sale process that are ready for sale. We will be advertising these properties for sale by public tender during 2004. We need to ensure that there is sufficient time allotted for handling the property through the Failed Tax Sale Properties/Policy as identified in report 04-013, as we feel that most of these properties will not sell.

Council approved a new Alternative Instalment Tax Payment Program, (By-law no. 2003-368) in September. We continue to receive new applications from property owners who want to pay taxes using this option. Further information about participation and monthly instalments will be reported in the first quarter 2004.

In summary, we are pleased to report that of the total $153 Million taxes levied in 2003, our overall collections represent approximately 98% collected. The total outstanding receivable (all years) over current year’s levy represents approximately 7%. The table below reflects reality taxes receivable and provides a comparison with last quarter and last year, which indicates reducing arrears for all years, except the oldest year. These arrears are primarily attributed to a few properties having environmental issues and have been registered for tax sale as well as provided for in the City’s allowance for doubtful accounts.

<table>
<thead>
<tr>
<th>Year</th>
<th>September 30, 2003</th>
<th>December 31, 2003</th>
<th>Prior Year</th>
<th>December 31, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>pre-paid</td>
<td>$ 0.00</td>
<td>$ 0.00</td>
<td>$ (4,444,810.68)</td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td>4,944,108.62</td>
<td>3,790,059.88</td>
<td>3,867,333.33</td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td>2,176,159.50</td>
<td>1,934,239.42</td>
<td>1,894,580.28</td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>1,140,252.97</td>
<td>1,014,559.76</td>
<td>911,081.76</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>514,390.13</td>
<td>503,874.19</td>
<td>464,284.90</td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td>395,776.00</td>
<td>398,647.17</td>
<td>475,984.12</td>
<td></td>
</tr>
<tr>
<td>1998</td>
<td>400,727.29</td>
<td>402,884.48</td>
<td>531,367.37</td>
<td></td>
</tr>
<tr>
<td>1997</td>
<td>475,672.73</td>
<td>479,388.00</td>
<td>524,948.30</td>
<td></td>
</tr>
<tr>
<td>1996</td>
<td>490,240.29</td>
<td>493,801.31</td>
<td>645,649.47</td>
<td></td>
</tr>
<tr>
<td>1995 &amp; prior</td>
<td>2,006,328.44</td>
<td>2,035,651.19</td>
<td>1,296,385.93</td>
<td></td>
</tr>
<tr>
<td>Net Receivable</td>
<td>$ 12,543,655.97</td>
<td>$ 11,053,105.40</td>
<td>$ 6,168,784.78</td>
<td></td>
</tr>
<tr>
<td>Outstanding Receivable</td>
<td>$ 12,543,655.97</td>
<td>$ 11,053,105.40</td>
<td>$ 10,613,595.46</td>
<td></td>
</tr>
</tbody>
</table>

**Business Taxes:**

Business taxes have been struck from the roll and the school boards have been billed proportionately, representing a recovery of $536K.

**EXISTING POLICY/BY-LAW:**

As per the provisions of the *Municipal Act, 2001, S.O. 2001, c.25, as amended.*
LINK TO STRATEGIC PLAN:
Not Applicable

FINANCIAL CONSIDERATIONS:
The City’s realty tax arrears are being reduced as a direct result of increased collection efforts. Reductions in arrears results in reduced penalty and interest revenues and increased cash flow, which can be invested or used to limit short-term borrowings.

CONTACTS:
Pat Carrol  Manager of Taxation & Revenue  546-4291  2468
Gerard Hunt  Manager of Finance  546-4291  2205

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:
Finance Division

NOTICE PROVISIONS:
N/A

APPENDICES:
N/A