SUBJECT: Ontario Works Caseload Contingency Plan (CS09021) (City Wide)

RECOMMENDATION:

(a) That funds in the amount of $1,128,000 be transferred to the Ontario Works Stabilization Reserve Fund #110044 to cover additional costs incurred in 2009 resulting from an increase to the Ontario Works caseload.

(b) That the Mayor correspond with the Minister of Community and Social Services to request that the gross approved amount for Ontario Works Cost of Administration, in the 2009 Ontario Works Service Contract, be equal to the City of Hamilton’s budget for the same costs.

(c) That copies of the letter be forwarded to all local Mops, the Association of Municipalities of Ontario and the Ontario Municipal Social Services Association.

Joe-Anne Priel,
General Manager
Community Services Department

EXECUTIVE SUMMARY:

The Ontario Works (OW) Program is facing a situation where the number of applicants is increasing and the number of cases exiting the program is decreasing. It is necessary to explore what impact this situation will have on client service; the impact on the municipal budget and staff workload; and to establish a mitigation plan.
The average monthly caseload for 2008 was 10,035 cases which is an increase of 2.8% from 9,753 cases in 2007.

The caseload rose by 396 cases (3.8%) to 10,437 cases from November to December 2008. When establishing the 2009 budget, 10, 500 average monthly cases (increase of 4.4%) was forecast. Intake for December and January, caseload numbers and economic predictions indicate that the actual monthly caseload may increase by 400 cases each month in 2009, which may translate to an average monthly caseload of 13,906 which is 32.4% higher than budgeted.

A proposed contingency plan outlined in Report CS09021 utilizes a number of indicators and a phased action plan to maintain service levels for the OW Program. At full implementation, additional costs may reach $1,565,040 (net) to administer the program and another 4,619,033 (net) for the municipality’s cost share of client benefits for a total pressure of $6,184,073 (net).

At this time, the Ministry of Community and Social Services (MCSS) has provided no mitigation plan in response to increased OW caseloads throughout the province. The Hamilton/Niagara Regional Office has stated that there are no known plans to increase funding for OW Cost of Administration or Employment Assistance, despite a greater demand on services. Funding for Cost of Administration is capped to 2007 rates. There is no cap on funding for client benefit costs as it is a mandatory program and cost shared 80/20 with the province. The 2009 OW Service Contract has not yet been finalized with the MCSS. Staff will continue to work with the MCSS to negotiate a service contract that is in accordance with the actual cost of administering the OW Program.

A number of possible options are being explored within OW Employment Services to meet increased demand during this economic downturn when there is greater competition for fewer job opportunities. Employment Services have similar challenges to case management including increased referrals and demand for services. Various options are being explored and a more detailed plan will be provided to Council in April 2009 concerning the impact of the economic downturn and the resulting increased need for employment services.

In the 2009 budget submission, Community Services Department put forward a total savings of $1,128,000. Staff were directed to review their budgets and reduce in areas where there would be minimal or no impact on service levels and thus, a 2.6% maintenance budget increase was submitted. Additional savings were brought forward for Council’s consideration in order to reach a 2% departmental increase per the established guideline. Staff were then asked to identify investment opportunities for these savings. The opportunities for investment were to be specifically related to maintaining the caseload ratio so that employment results would be maintained during the current economic downturn.

Although the OW program saw a significant increase in applications in the month of January 2009, it is too early to tell if this increase is a “blip” or a trend. Staff are
implementing a short-term contingency plan (e.g. overtime and changes to business procedures) in order to ensure timely service.

Therefore, given the current level of uncertainty, it is recommended that Council approve the transfer of $1,128,000 to the Ontario Works Stabilization Reserve Fund #110044 to offset any additional costs incurred in 2009 resulting from the increase to the Ontario Works caseload. There is currently $1.7 million in the Ontario Works Stabilization Reserve Fund.

**BACKGROUND:**

**2008 OW Caseload Statistics:**

The average monthly caseload for 2008 was 10,035 cases, which was an increase of 2.8% from 9,753 cases in 2007.

Factors that impacted the increase include a slower economy, fewer transfers to the Ontario Disability Supports Program (ODSP), higher accommodation costs for rent and utilities, and fewer participants finding employment due to employment barriers.

**Labour Market Predictions** for 2009 and 2010 are not favourable with some predicting a steady downturn. When competition in the labour market increases, OW participants are often unable to secure the level of position they could obtain in a positive labour market. Laid-off workers who are awaiting Employment Insurance (EI) benefits or whose EI benefits have expired may need to apply for financial assistance thus leading to changes in the caseload profile.

**Increase in applications for Employment Insurance Benefits:** The affect of plant closures and lay-offs usually impact the OW caseload up to a year after the closure occurs. Local Employment Offices are reporting a significant increase in the number of applications for EI and the local OW office is finding an increase in applicants who are awaiting their first EI payment. For example, there were 210 assignments processed for EI payments in January 2008 and 293 in January 2009 which is a 28% increase over the same time last year.

**Child Care Subsidy Waitlist:** A waitlist for child care subsidy was implemented in June 2008 which is delaying participation in employment activities and progress to paid employment and financial independence for families with young children. As of January 7, 2009, 890 children were on the waitlist for child care fee subsidies. Of that total, 63 children’s’ parents were in receipt of OW or Ontario Disability Support Program (ODSP) Benefits and indicated child care was required because they were working, and 261 children’s parents were in receipt of OW or ODSP Benefits and required child care because they were engaged in pre-employment activities. These families may have made ‘short-term’ informal child care arrangements with family, friends or others while waiting for a fee subsidy to be made available. Until a fee subsidy becomes available and Child Care staff contact the parents, it is unknown if they are still employed or engaged in pre-employment activities. Best practice literature and program experience
has demonstrated that when parents in receipt of social assistance are unable to access stable subsidized high quality licensed child care their ability to successfully participate in and successfully complete pre-employment activities and/or to obtain and sustain employment is severely jeopardized.

There is no indication from the Ministry of Children and Youth Services (MCYS) at this time that there will be any increase to the 2009 program budget (the number of fee subsidies) or the child care cost of administration budget.

**Ontario Disability Support Program (ODSP):** In 2008, there was an 8% decrease, or 80 less cases granted ODSP than in 2007. It is becoming increasingly difficult for Ontario Works participants to apply for ODSP due to a shortage of physicians and other health professionals who are able to complete the necessary medical documentation. Many participants require additional case management supports in compiling the necessary documentation and following through with preparatory appointments. A pilot project is under development in Employment and Income Support Division to hire a Community Liaison Worker to work with ODSP applicants with the objective of increasing the number of successful ODSP applications.

**CityHousing Hamilton**

There are currently 4,135 households on the Access to Housing wait-list for rent-gassed-to-income social housing units. This number has been relatively stable over the past few months but typically, there is a lag of new applicants during a recession as households can continue to pay an unsubsidized market rent for several months. Housing Division staff are closely monitoring this situation to ascertain any immediate increase in the wait-list statistics. The most effective and timely response would be for the senior levels of government to increase their funding for housing allowance and rent supplement programs that would build upon the recent Federal budget that will provide additional funding for new affordable housing supply at slightly below average market rent levels.

**Budgeted 2009 OW Caseload:**

The chart below shows caseload figures for the past three years and the 2009 budget forecast:

<table>
<thead>
<tr>
<th>City of Hamilton OW Caseload</th>
<th>Actual 2006</th>
<th>Actual 2007</th>
<th>Actual 2008</th>
<th>Forecasted 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly # of Intake Applications</td>
<td>13,895</td>
<td>13,767</td>
<td>14,564</td>
<td>15,000</td>
</tr>
<tr>
<td>Average Monthly Caseload Jan. to Dec.</td>
<td>10,127</td>
<td>9,753</td>
<td>10,035</td>
<td>10,500</td>
</tr>
<tr>
<td>Cost Per Case (Basic Needs, Shelter &amp; Temporary Care only)</td>
<td>$745</td>
<td>$757</td>
<td>$729</td>
<td>$684</td>
</tr>
</tbody>
</table>

The budgeted average monthly caseload for 2009 is 10,500 cases, which is an increase of 4.4% over the 2008 actual caseload size.
In 2008, the average cost per case was $729 per month for Basic Needs, Shelter Subsidy or Temporary Care. The cost decreased in 2008 because in July 2008, families no longer received the Basic Needs portion for children less than 18 years of age on their Ontario Works cheque. It is instead paid separately through the Ontario Child Benefit. The positive impact of the Ontario Child Benefit is also reflected in the lower cost per case in 2009 to $684.

**Adjusted 2009 Caseload Forecast:**

The caseload rose by 396 cases (3.8%) to 10,437 cases from November to December 2008. When establishing the 2009 budget, 10,500 average monthly cases (increase of 4.4%) was forecast. Intake for December and January, caseload numbers and economic predictions indicate that the actual monthly caseload may increase by 400 cases each month in 2009 which is 32.4% higher than budgeted.

<table>
<thead>
<tr>
<th>Month</th>
<th>Caseload Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>December-08</td>
<td>10,437 (Actual)</td>
</tr>
<tr>
<td>January-09</td>
<td>10,837</td>
</tr>
<tr>
<td>February-09</td>
<td>11,237</td>
</tr>
<tr>
<td>March-09</td>
<td>11,637</td>
</tr>
<tr>
<td>April-09</td>
<td>12,037</td>
</tr>
<tr>
<td>May-09</td>
<td>12,437</td>
</tr>
<tr>
<td>June-09</td>
<td>12,837</td>
</tr>
<tr>
<td>July-09</td>
<td>13,237</td>
</tr>
<tr>
<td>August-09</td>
<td>13,637</td>
</tr>
<tr>
<td>September-09</td>
<td>14,037</td>
</tr>
<tr>
<td>October-09</td>
<td>14,437</td>
</tr>
<tr>
<td>November-09</td>
<td>14,837</td>
</tr>
<tr>
<td>December-09</td>
<td>15,237</td>
</tr>
</tbody>
</table>

The OW Intake Unit is currently booking application appointments up to 13 business days from the first point of contact. The provincial standard is within four business days. Intake numbers have increased by about 25% in January of this year in comparison to January 2008.

The budgeted OW Case Manager complement is 80 (with seven vacancies) and eight OW Team Leads (with one vacancy) which translates to a caseload ratio of 125:1 at full complement. Vacancies, sick leaves and work accommodations cause an increase to the actual caseload ratio which is much higher. Some case managers are carrying a caseload of up to 180 cases. The optimum caseload ratio is 90 to 110:1 for a regular caseload and 50:1 for intensive case management.

There is a direct correlation between caseload size and the length of time that an individual or family stays on social assistance. It is the role of the OW Case Manager to not only determine eligibility but negotiate and monitor a participation agreement to increase employability with the goal of financial independence. Case management is
most effective when the worker is able to meet with the participant on a regular basis and make referrals to appropriate community resources with follow-up.

The following table demonstrates caseload growth of 400 cases per month and the impact on caseload ratio with staffing levels at full complement.

<table>
<thead>
<tr>
<th>Month</th>
<th>Caseload Estimate</th>
<th>Caseload Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>December-08</td>
<td>10,437</td>
<td>125:1</td>
</tr>
<tr>
<td>January-09</td>
<td>10,837</td>
<td>130:1</td>
</tr>
<tr>
<td>February-09</td>
<td>11,237</td>
<td>135:1</td>
</tr>
<tr>
<td>March-09</td>
<td>11,637</td>
<td>140:1</td>
</tr>
<tr>
<td>April-09</td>
<td>12,037</td>
<td>145:1</td>
</tr>
<tr>
<td>May-09</td>
<td>12,437</td>
<td>150:1</td>
</tr>
<tr>
<td>June-09</td>
<td>12,837</td>
<td>155:1</td>
</tr>
<tr>
<td>July-09</td>
<td>13,237</td>
<td>160:1</td>
</tr>
<tr>
<td>August-09</td>
<td>13,637</td>
<td>165:1</td>
</tr>
<tr>
<td>September-09</td>
<td>14,037</td>
<td>170:1</td>
</tr>
<tr>
<td>October-09</td>
<td>14,437</td>
<td>180:1</td>
</tr>
<tr>
<td>November-09</td>
<td>14,837</td>
<td>185:1</td>
</tr>
<tr>
<td>December-09</td>
<td>15,237</td>
<td>190:1</td>
</tr>
</tbody>
</table>

Impact on Budget:

The following chart lists figures from the 2009 budget submission for Ontario Works Cost of Administration and Employment Assistance. Both are budgeted above the capped amount established by MCSS. Although Cost of Administration is intended to be cost shared 50/50 and Employment Assistance 80/20, the chart illustrates the shift in the actual cost sharing arrangement to a greater amount contributed by the municipality. The “above cap” figures are the amounts that are falling to the levy in 2009 only. They do not include the amounts in 2008 that were above the cap.

<table>
<thead>
<tr>
<th>OW Program Funding Envelopes</th>
<th>Municipal Budget Gross ($)</th>
<th>Municipal Budget Net ($)</th>
<th>($ Above Cap</th>
<th>Municipal Cost Share</th>
<th>Provincial Cost Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cost of Administration</td>
<td>18,692,558</td>
<td>9,790,000</td>
<td>227,643</td>
<td>47.6</td>
<td>52.4</td>
</tr>
<tr>
<td>2. Employment Assistance</td>
<td>10,132788</td>
<td>7,750,277</td>
<td>258,950</td>
<td>23.5</td>
<td>76.5</td>
</tr>
</tbody>
</table>

At this time, the MCSS has provided no mitigation plan in response to increased OW caseloads throughout the province. The Hamilton/Niagara Regional Office has stated that there are no known plans to increase funding for OW Cost of Administration or Employment Assistance despite a greater demand on services. Funding for Cost of Administration is capped to 2007 rates. There is no cap on funding for client benefit costs as it is a mandatory program.
A portion of OW funding is outcome based including Employment Assistance, Consolidated Verification Process (CVP), Family Support and Eligibility Review. Target achievement will be impacted by economic conditions and the redeployment of staff to case management to respond to the immediate crisis which is the completion of applications for assistance. Some of the staff in CVP, Family Support and Eligibility Review Units are funded 100% by the MCSS with no impact to the net levy. Failure to meet targets at year-end because staff are redeployed elsewhere will result in a recovery from MCSS and a budget pressure. A request has been made to MCSS to adjust targets due to the present situation.

**Employment Services:**

The OW Program is implementing a new service delivery model during the first half of 2009 called the Employment Services Transition (EST). Employable participants will be assigned an Employment Counsellor who will work closely with the participant to prepare for and obtain sustainable employment. This will allow quicker entry into the job market for the most job-ready. The Employment Counsellor caseload is based on the premise that 30% of OW participants are employable. The remaining 70% of the caseload are deferred from employment activities for a number of reasons for example, health issues prevent them from working or they have young children. There may be additional barriers to employment that must be addressed prior to successfully obtaining a job such as the need for stable housing, getting a high school diploma, attending English as a Second Language (ESL) courses. Others are in the process of applying for ODSP due to physical or mental health issues.

A number of possible options are being explored within OW Employment Services to meet increased demand during this economic downturn when there is greater competition for fewer job opportunities. Employment Services have similar challenges to case management including increased referrals and demand for services. Various options are being explored and a more detailed plan will be provided to Council in April 2009 concerning EST, the impact of the economic downturn and the resulting increased need for employment services.

**ANALYSIS/RATIONALE:**

**OW Caseload Contingency Plan:**

In order to mitigate the impact on client service and case management workload, indicators were developed with associated plans of action:

- Number of calls for applications and applications booked;
- Proportion of applications screened out;
- Length of time between initial call and application appointment date;
- No show rate/applicants seen;
- Grant rate;
- Caseload ratio for Case Managers;
• Termination rate; and,
• Proportion of caseload referred to Employment Services.

Phase 1 - Current Situation:

• Most recent caseload statistics (December 2008) - 10,437 ongoing cases.
• Caseload ratio is at least 140:1 with some caseloads as high as 180:1. Caseload ratio would be 125:1 if there was a full complement of case managers.
• There is a 13-day wait time between initial call and application appointment.
• Termination rates are reportedly slowing down, as there is greater competition for fewer job opportunities. The January termination report will not be available until the beginning of February for analysis.

Proposed Action Plan:

• Offer overtime pay to OW Case Workers to reduce the wait time for an application appointment.
• Review intake procedures to increase proportion of pre-screening and therefore reduce number of in-person application appointments.
• Increase efficiencies by reducing number of “no-shows” with reminder calls and alternate scheduling arrangements.
• Increase number of grants to ODSP by providing increased supports to participants during the application process.
• Reduce participation in the Voluntary Leave of Absence Program for employees to by exception only.
• Strictly enforce rule of 20% of workforce to take vacation at any given time to meet operational requirements.
• Redeploy staff from other job functions to assist in the completion of applications.
• Reduce training, meetings and workshop attendance by employees so they may focus on their core functions.
• Periodic postings are underway for OW Case Workers, Case Aides and support staff to create a pool of potential candidates to facilitate rapid hiring.

If by April 2009:

• Caseload is 11,637 (10% increase);
• Caseload ratio is more than 140:1 at full complement;
• No reduction in intake numbers;
• Continues to be necessary to offer paid overtime to complete applications;
• There is more than a four-day wait time between initial call and application appointment;
• Termination rates are low; and,
• The Special Supports Unit is unable to manage the number of applications for discretionary benefits due to the downturn in the economy. There is an increase in the number and complexity of applications from OW, ODSP, seniors and low-income residents.
Proposed Action Plan:

Previous action items plus increase complement as follows:

- Eight (8) OW Case Workers (one per team). Increase total number of caseworkers to 88.
- Seven (7) Case-Aides (one per team). One team is piloting a Case Aide position that provides administrative assistance to Case Managers. Early results from pilot are positive. Case-Aides require considerably less training than Case Workers.
- One (1) Senior Caseworker for Special Supports Team.
- One (1) OW Trainer to train new employees. It takes a minimum of three-months to train an OW Case Worker given the complexity of the position.
- Two (2) receptionists due to an increase in traffic at the front desks.
- All four (4) of the OW offices have limited space and the capacity to add eight (8) additional staff at most. It will be necessary to house an additional OW Case Management Team at a satellite office.

If by July 2009:

- Caseload is 12,837 (10% increase);
- Case Managers have a caseload ratio of 140:1;
- Caseload ratio is more than 140:1 at full complement;
- No reduction in intake numbers;
- Continues to be necessary to offer paid overtime to complete applications;
- There is more than a four-day wait time between initial call and application appointment; and,
- Termination rates are low.

Action Plan:

Previous action items and increase complement by

- Eight (8) OW Case Workers (one per team). Total number of Case Workers will be 96;
- One (1) Program Manager;
- One (1) Team Control Clerk; and,
- It will be necessary to house an additional OW Case Management Team at a satellite office.

If by October 2009:

- Caseload is 14,120 (10% increase);
- Caseload ratio is more than 140:1 at full complement;
- No reduction in intake numbers;
- Continues to be necessary to offer paid overtime to complete applications;
• There is more than a four-day wait time between initial call and application appointment; and,
• Termination rates are low.

Action Plan:

Previous action items and increase complement by

- Eight (8) OW Case Workers. Total number of Case Workers will be 104;
- One (1) Program Review Officer to address additional volume; and,
- One (1) Family Support Enforcement Clerk.

Child Care Fee Subsidy Program Contingency Plan

Phase 1 – Current Situation:

The Child Care Fee Subsidy Program caseload has grown considerably in the past three years, from an active caseload of 2,520 children in January 2006 (with no waitlist) to an active caseload of 3,305 children in December 2008 plus the current waitlist of 890 children. During this period, there has been no corresponding increase in the number of staff to administer the program. The ratio of fee subsidy workers to active children receiving fee subsides in January 2006 was 1:174, and by December 2008, it was 1:228 or 1:291, when the management of the waitlist is factored in.

The increase in the caseload and the development of the waitlist have both had a significantly negative impact on the capacity of the program to provide service to clients in a timely manner. Currently when a fee subsidy becomes available for a child on the waitlist it takes approximately 30 calendar days for the file to be completed in full and the child to begin to attend child care (from time of initial attempt to contact the client, appointment to complete application, clients selecting and securing a child care program, etc.).

The Child Care Program is currently piloting a new Business Process Review program delivery model which has as its primary goals; improved customer service, and increased program efficiencies. A report regarding the new delivery model will be forthcoming to Committee in the second business quarter of 2009. In the meantime, an interim plan has been developed to alleviate time required to complete applications and place children in the child care system when a fee subsidy space does become available for child on the waitlist.

Proposed Action Plan:

Over the next one to two months offer overtime pay to Child Care Fee Subsidy Workers to reduce the wait time to process applications (to be funded 100% through the Best Start Reserve with no impact on the net levy).
Further recommendations regarding management of the Child Care Fee Subsidy Caseload will be made upon the completion of the Business Process Review referenced above.

**ALTERNATIVES FOR CONSIDERATION:**

An alternate is for the OW Program, which is comprised of Employment and Income Support and Benefit Eligibility Divisions, to work within the 2009 budgeted staff complement for 2009 as follows:

- Assign applications to Case Managers to the fullest extent possible
- Continue to offer overtime hours to address the backlog of applications;
- Redeploy staff from other job functions to complete applications; and,
- Adjust 2010 budget and complement to address caseload increase.

**Potential Impact:**

- Case Manager’s prime function will be the completion of applications. At present, it is the role of the OW Case Manager to not only determine eligibility but negotiate and monitor a participation agreement to increase employability with the goal of financial independence.
- Case load ratios will continue to increase up to 190:1 on average with full complement.
- Customer service levels will not be met for timeliness and quality of service.
- Non-compliance with ministry mandates such as; regular participation agreement updates, length of wait time to complete an application; and, documentation standards.
- Length of time on assistance will increase. There is a direct correlation between caseload size and the length of time that an individual or family stays on social assistance.
- Outcome funding will be jeopardized as targets will not be achieved.
- Employee morale will decrease and staff turnover will potentially increase.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Financial & Staffing Implications:

All of the expenditures in the following chart are cost-shareable items under OW Cost of Administration, but these costs are above the cap as established by MCSS.
### Financial Impact – OW Client Benefits:

With caseload growth of about 400 cases per month and an average cost per case of $684 per month for Basic Needs, Shelter Subsidy and Temporary Care, it is estimated that there may be a variance of $20,193,778 (gross) $4,038,755 (net) for 2009.

When the caseload increases, there will also be an increase in demand for mandatory client benefits such as special diet, community and employment start-up benefits and discretionary benefits such as utility arrears and transportation costs. With an estimated 15% increase in the issuance of other benefits, it is forecast that there may be a net variance of $4,619,033 from the 2009 budgeted amount.

<table>
<thead>
<tr>
<th></th>
<th>Budgeted ($)</th>
<th>Adjusted ($)</th>
<th>Variance Gross($)</th>
<th>Variance Net ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Benefit Costs</td>
<td>86,841,214</td>
<td>107,034,992</td>
<td>20,193,778</td>
<td>4,038,755</td>
</tr>
<tr>
<td>Mandatory Benefits</td>
<td>11,094,994</td>
<td>12,759,243</td>
<td>1,664,249</td>
<td>332,849</td>
</tr>
<tr>
<td>Discretionary Benefits</td>
<td>8,247,642</td>
<td>9,484,788</td>
<td>1,237,146</td>
<td>247,429</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106,183,850</strong></td>
<td><strong>129,279,023</strong></td>
<td><strong>23,095,173</strong></td>
<td><strong>4,619,033</strong></td>
</tr>
</tbody>
</table>
Legal Implications:

There are no legal implications associated with the recommendations of Report CS09021.

POLICIES AFFECTING PROPOSAL:

The OW Program is delivered and funded by authority of the Ontario Works Act and its Directives.

RELEVANT CONSULTATION:

- Corporate Services Department, Budgets & Finance Division, Finance and Administration Section;
- Community Services Department, Benefit Eligibility Division;
- Community Services Department, Social Development and Early Childhood Services Division; and,
- Community Services Department, Housing Division.

CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ☐ Yes ☑ No

Environmental Well-Being is enhanced. ☐ Yes ☑ No

Economic Well-Being is enhanced. ☐ Yes ☑ No

Does the option you are recommending create value across all three bottom lines? ☐ Yes ☑ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants? ☑ Yes ☐ No

By increasing the caseload ratio for Ontario Works Case Managers, it will have a positive impact on client service and staff workload.