



FOOTPRINT ON THE CITY:

A Portrait of the City-Wide Agency Network
and Toronto Neighbourhood Centres



Footprint on the City: A Portrait of the City-Wide Agency Network and Toronto Neighbourhood Centres

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Social Planning Toronto is a non-profit community organization committed to building a civil society in which diversity, equity, social and economic justice, interdependence and active civic participation are central. SPT works with diverse communities, promotes civic engagement, engages in community-based research and conducts policy analysis with an aim at improving the quality of life of all Toronto residents.

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Introduction

In early 2009, Social Planning Toronto (SPT), in collaboration with the City-Wide Agency Network and Toronto Neighbourhood Centres (TNC), conducted a survey of social service agencies and community organizations in Toronto. The purpose of this survey was two-fold. First, to provide both TNC and the City-Wide Agency Network with an updated collective “footprint” of their respective member agencies (i.e. geographic service areas, number of service locations throughout the city, number of individuals served, types programs and services offered, etc.) – important and useful information for conversations with funders, government, and the broader public. The second purpose was to provide current Toronto information regarding employment practices and human resource policies, particularly in the area of employee benefits, for member organizations of the two groups.

The following report summarizes the key findings of the survey and has been divided into two parts: results from organizations representing the City-Wide Agency Network and those representing Toronto Neighbourhood Centres. This is done in order to ensure a more accurate reporting of the findings. TNC agencies may be relatively smaller, have fewer staff, and smaller operating budgets compared to the larger City-Wide organizations, and as such, may skew the survey results. Project partners were also interested in retrieving information specifically from their own member agencies.

Project Partner Profiles

The City-Wide Agency Network represents the twenty city-wide agencies that receive the largest amounts of funding from United Way Toronto. The group meets periodically to consider issues of shared concern, and acts as an informal reference group with a city-wide perspective on the community social service sector in Toronto.

Toronto Neighbourhood Centres (TNC) is an association of non-profit multi-service organizations dedicated to strengthening local neighbourhoods and enabling diverse communities to work together to promote justice and healthy lives for all. There are currently 32 agencies that make up the TNC membership.

Methodology

A 37-item questionnaire, comprising both open and closed-ended questions, was developed and divided into two parts. Questions in Part A focused on overall organizational issues relating to:

- Number of years in operation
- Geographic areas of service
- Number of satellite offices / service locations
- Total number of clients served
- Main sources of funding
- Types of programs and services offered
- Number of paid staff and volunteers
- Methods of determining staff and management salaries

Questions in Part B focused on specific employee benefit plans/programs and human resources policies such as:

- Employee benefits
- Union representation
- Overtime compensation
- Employee pension plans
- Sick days, vacation days and paid leave time
- Employee expenses compensation
- Professional development opportunities

The draft survey was developed by SPT, reviewed by project partners for additional input and was posted online using the web-based survey tool “Survey Monkey”. The survey was pre-tested by community organizations and modified based on additional feedback that was received. The finalized version was launched on April 20th 2009. The survey was disseminated by the project partners to members (i.e. organizations representing the City-Wide Agency Network and the Toronto Neighbourhood Centres) and therefore, was not open to all community agencies in the city. Follow-up emails and phone calls were placed to agencies that had not responded. Data collection ended in September of 2009.

A total of ten of the twenty organizations representing the City-Wide Agency Network, and 18 of the thirty-two Toronto Neighbourhood Centres responded to our survey, for a response rate of 50% and 56% respectively. Not every agency answered each question, so where this occurred, the actual number (N) is reported.

Survey Results

The following report is divided into two sections. Section A summarizes the results of the City-Wide Agency Network, while Section B summarizes results from the TNC.

Section A: Survey Results, City-Wide Agency Network

A total of ten organizations representing the City-Wide Agency Network responded to our survey. The summary of results has been broken down by categories corresponding to the questions found in the survey questionnaire.

Length of Time in Operation

We first asked agencies to indicate how long their organization had been in operation. The total average length of time of operation for all ten organizations was 85.3 years. The length of time ranged from a low of 35 years to a high of 156 years.

Satellite Offices

Agencies were asked to indicate how many additional service locations (i.e. satellite offices) they operated in the city of Toronto. Agencies reported operating a total of 356 satellite locations across the city. This figure ranged from a low of four additional offices to a high of 233 offices. Only two out of the 10 agencies reported not operating any additional satellite offices.

Geographic Area of Service

We asked agencies to identify which areas of the city they serviced (Figure 1). Six out of the 10 respondents indicated that they serviced the entire city of Toronto. The remaining four respondents identified multiple areas of the city they serviced. The breakdown is as follows: four indicated they served Central Toronto and Scarborough; three served North York and Etobicoke; two served East York and one served the former city of York.

Fig. 1

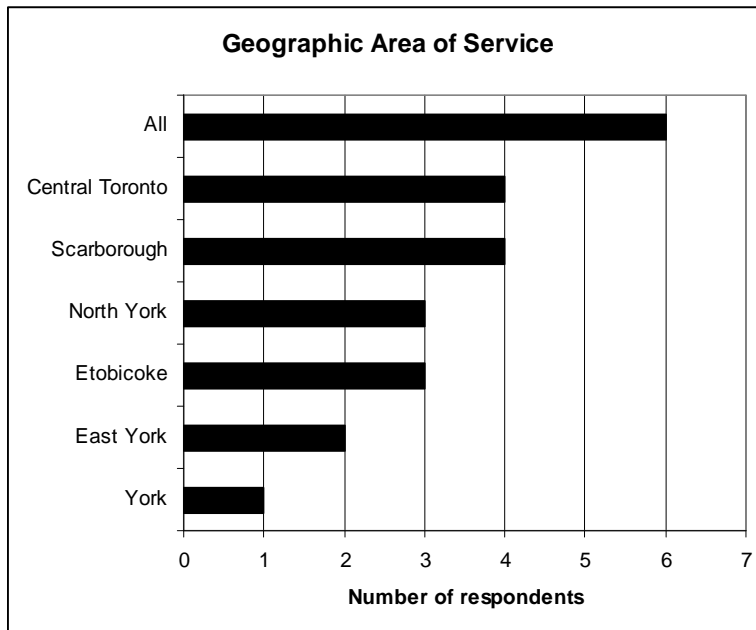
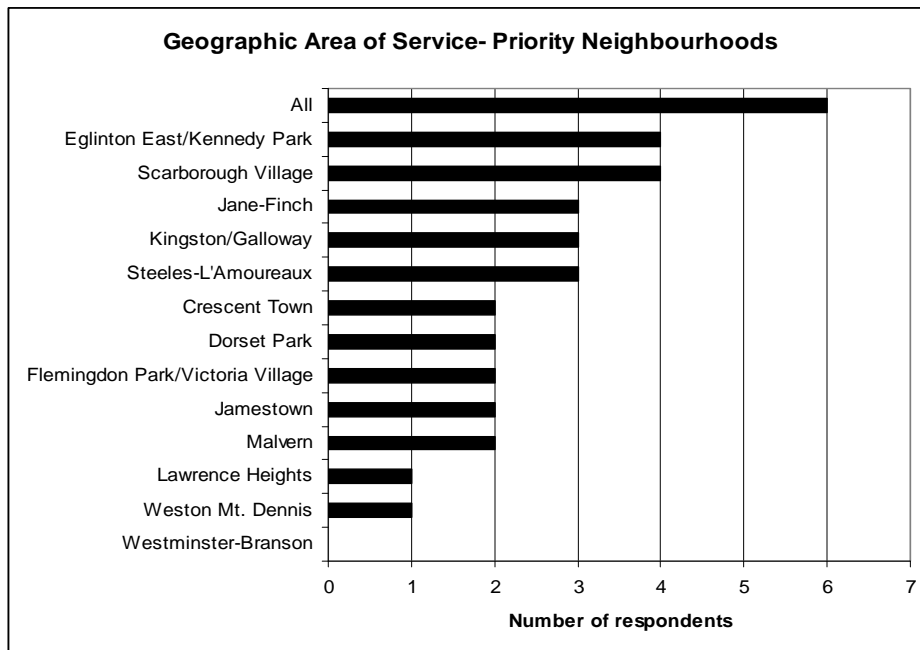


Figure 2 shows the areas of service breakdown for Toronto's thirteen priority neighbourhoods. Six out of 10 respondents indicated that they served all 13 priority neighbourhoods, while the remaining four organizations identified specific multiple locations. Four respondents indicated that they served the Eglinton East/Kennedy Park and Scarborough Village neighbourhoods; Jane-Finch, Kingston/Galloway and Steeles-L'Amoureux were all tied with three responses; Crescent Town, Dorset Park, Flemington Park/Victoria Village, Jamestown and Malvern followed with two responses each; and Lawrence Heights and Weston Mount Dennis were tied with one response. Westminster-Branson was not indicated as being a neighbourhood served (aside from those agencies that responded as serving all areas).

Fig. 2



Operating Budgets

Agencies were asked to provide their total organizational operating budgets for both the 2008 and 2009 fiscal year.

For 2008, the sum total of all operating budgets for the ten responding organizations was \$300,446,818. For 2009, the total was \$352,723,272 (an increase of nearly 17.4% from the previous year). The following table (Figure 3) provides a breakdown of operating budgets for both 2008 and 2009. Eight agencies reported an increase in their 2009 operating budget compared to 2008, while two agencies reported a decrease in their 2009 operating budget compared to 2008.

Fig. 3

Total operating budget	2008 Number of responses	2009 Number of responses
\$100,000 - \$1 million	1	1
\$1 million - \$5 million	2	1
\$5 million - \$10 million	1	2
\$10 million - \$20 million	2	2
\$20 million - \$50 million	2	1
\$50 million - \$100 million	1	2
\$100 million +	1	1

Funding Sources

Respondents were asked to identify their main sources of organizational funding (Figure 4). Of the 10 respondents, seven indicated that they received funding from United Way Toronto and the City of Toronto. The Ontario Ministry of Community and Social Services ranked second with four responses, and third was the Ministry of Training, Colleges and Universities. Various other Federal and Provincial Ministries, as well as organizations such as the Trillium Foundation and Community Care Access Centres, were also mentioned.

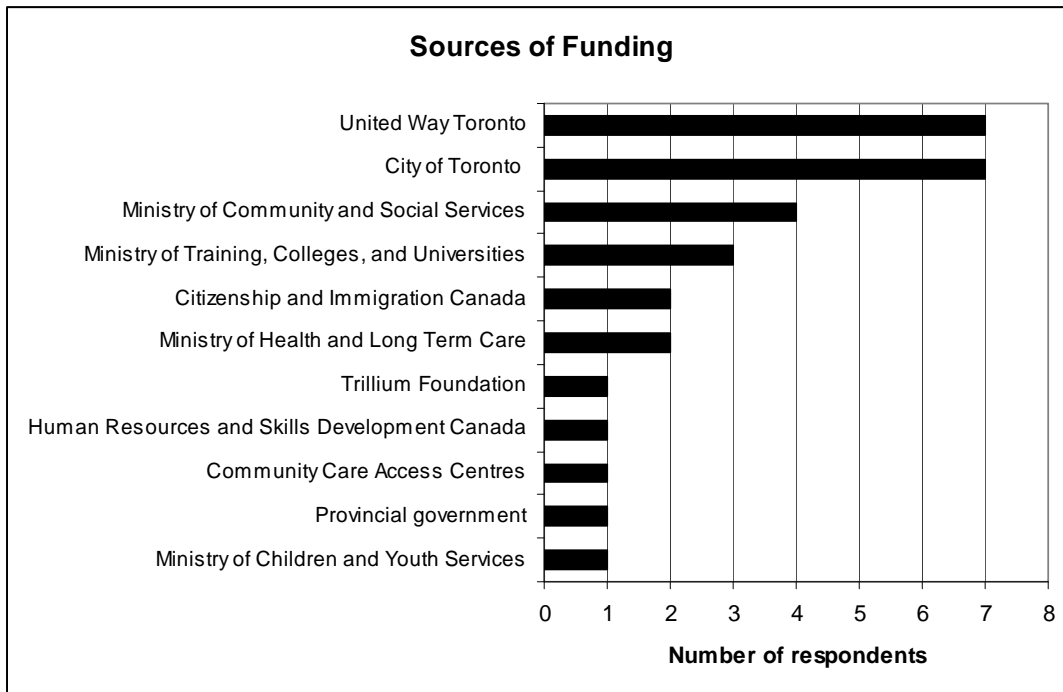


Fig. 4

Staff & Volunteers

The following table (Figure 5) shows the total number of paid staff from responding organizations for 2008.

Fig. 5

Staff categories	Total number of paid staff (2008)
Full-time permanent	3,758
Full-time contract	230
Part-time permanent	613
Part-time contract	1,797
Casual/on call	453

The majority of responding organizations employed staff (which included management and Executive Directors) on a full-time permanent basis totalling 3,758 employees. In second came part-time contract employees at 1,797, and in third were part-time permanent employees at 613. There were also a significant number of casual/on call employees with a total of 453. Although the number of full-time permanent positions is larger than all other categories of employees, when combined, 45% of the total number of employees fell into non-standard forms of employment, such as contract, part-time or casual work, while 36% of positions were non-permanent in nature.

One organization indicated that they employed a combined total of 110 casual/on call and seasonal employees. Another indicated that they employed 500 seasonal camp staff (these two figures were not included in the sum totals in the above table).

We also asked agencies to provide their number of full/part-time volunteers and student interns for 2008. In total, there were approximately 7,007 full/part-time volunteers and student interns. Only one organization out of the 10 indicated that they had no volunteers or students working with them in 2008.

Staff & Management Salaries

Survey participants were asked to indicate which methods they used in determining salaries for both management and non-management staff. Figure 6 compares the methods used for both management and non-management positions. Overall, respondents indicated a combination of methods used in determining salaries for both groups.

For non-management staff, salaries were largely determined by union negotiated increases, market values for similar positions, and cost of living/inflationary increases. For management staff, market measures were predominantly used, as well as being based on union negotiated increases (for non-management staff) and cost of living/inflationary increases.

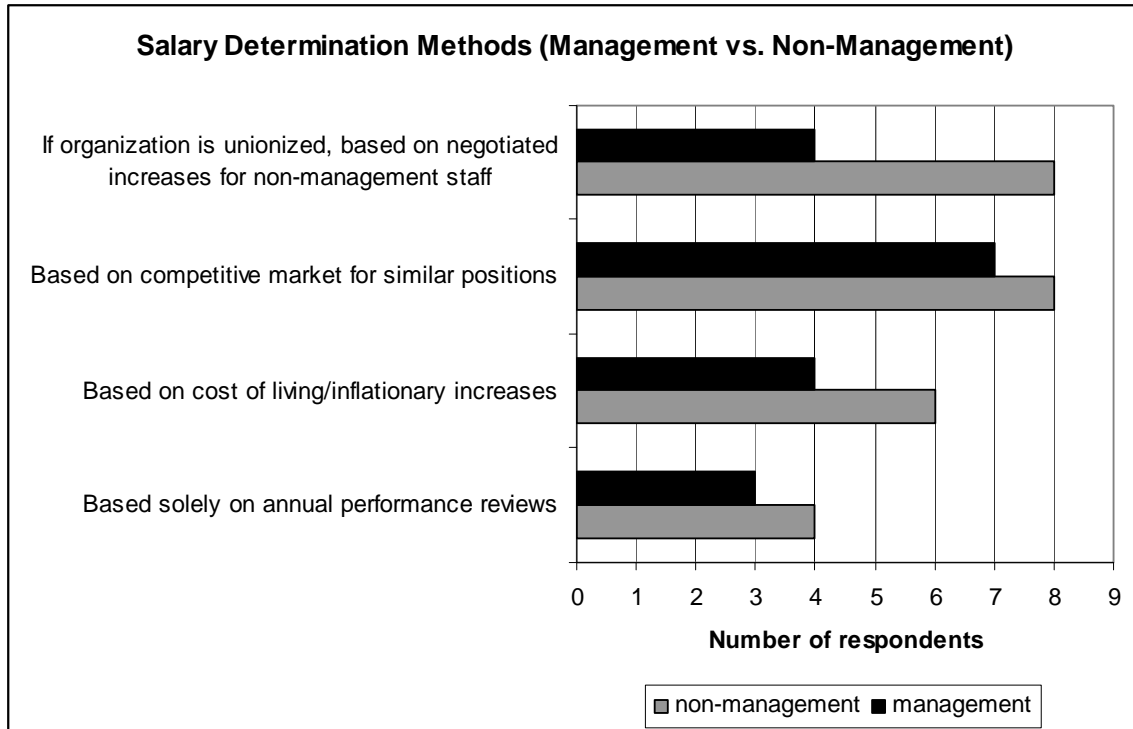


Fig. 6

Only one organization reported using a single method (union negotiations) for determining non-management salaries, while the remaining organizations reported using a combination of methods.

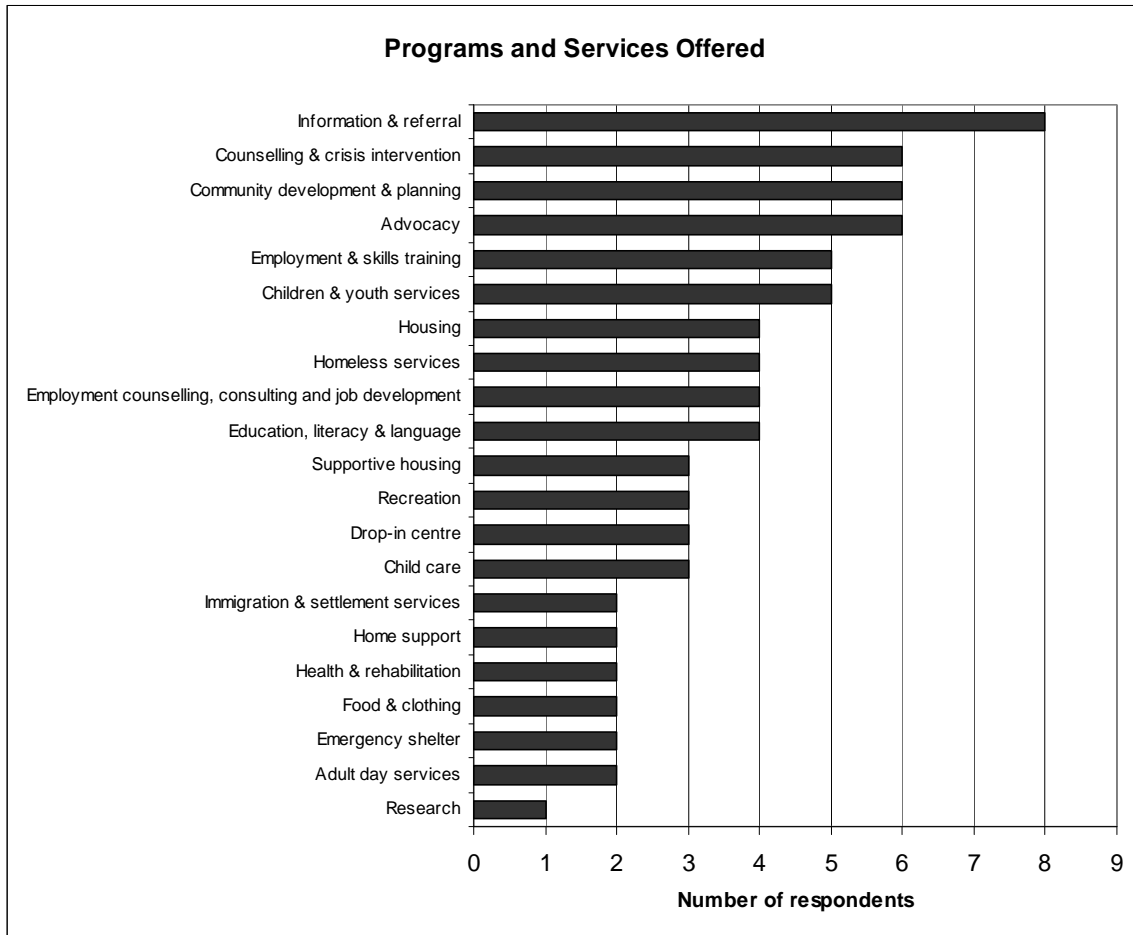
In determining management salaries, three organizations reported using a single method (based on union increases for non-management staff, performance review, and market value), while the rest also used a combination of methods.

We also asked respondents to describe the process or tools they used in assessing the market (if market considerations played a role in determining staff salaries). Seven organizations reported using third party salary surveys to help them in determining staff salaries. Three respondents reported comparing salaries based on similar positions at other organizations.

Programs & Services

A total of 79 programs and services of 21 different types were offered by respondents. Figure 7 lists the programs and services that are offered by responding organizations. The most frequently cited programs and services provided were: information and referral services (eight responses), counselling and crisis intervention, community development and planning and advocacy (all tied with six responses) and employment and skills training and children and youth services (tied with five responses).

Fig. 7



Number of Individuals Served

Organizations were asked to provide us with the total number of people they served in 2008 (including from all satellite offices). The total number of individuals served by the 10 responding organizations reported was 1,884,647. This figure should be used with caution, as it is quite high in comparison to the entire population of the City of Toronto (of approximately 2.5 million). Although our survey asked organizations to specify the number of *unique* visits rather than multiple visits from a single individual, many may have not provided the appropriate figure, or they did not have that number. Furthermore, this total number does not take into account visits made by the same person to different organizations, and as such, may contribute to the inflated figure.

Unionization

Of the 10 organizations, eight had indicated that their employees were organized into a union, while two indicated they were non-unionized workplaces. One organization indicated that it had two unions.

Of the eight organizations that were unionized:

- Six were organized under the Canadian Union of Public Employees (CUPE).
- Two were organized under the Ontario Public Service Employees Union (OPSEU).
- One was organized under the Service Employees International Union (SIEU).

Overtime

Non-management staff overtime

In terms of overtime compensation, of the eight unionized organizations, four indicated that staff members were compensated for overtime with time in lieu of payment, while the remaining four organizations offered both in lieu and overtime pay.

For the two non-unionized workplaces, one organization compensated for overtime with time in lieu of payment, while the other offered both in lieu and overtime pay.

Management overtime

Six out the 10 responding organizations stated overtime for management staff was unpaid. Four stated that management staff was compensated with time in lieu of payment.

Benefits

All ten organizations responded that they provide employees with non-wage benefits, such as a pension plan, RRSP, health and dental benefits, disability benefits, etc. Respondents were asked to describe the types of benefits they offered to staff and to which category of employees (i.e. full-time permanent/contract or part-time permanent/contract) they were available to.

Of the 9 organizations that responded in detail, health, dental, professional development and pension benefits were the most commonly offered benefits to all four types of employees. The least commonly offered benefit was RRSP contributions. Overall, benefits were offered predominantly to those staff members who were employed on a full-time permanent basis, while part-time contract employees were least likely to receive benefits. Figures 8 to 10 provide the breakdown of workplace benefits provided by employee category.

Fig. 8

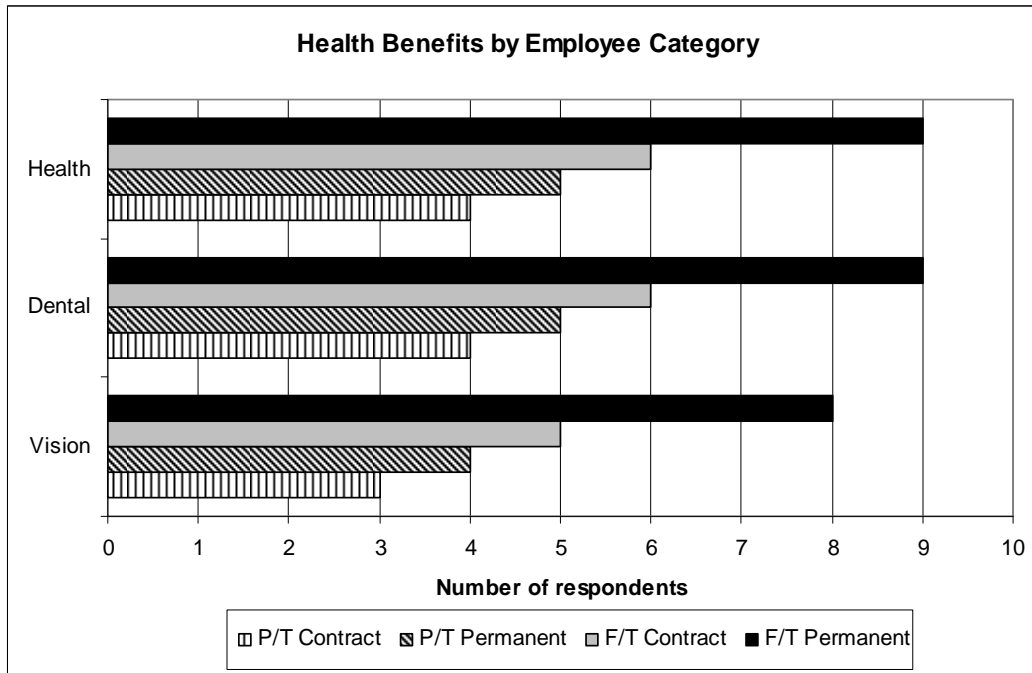


Fig. 9

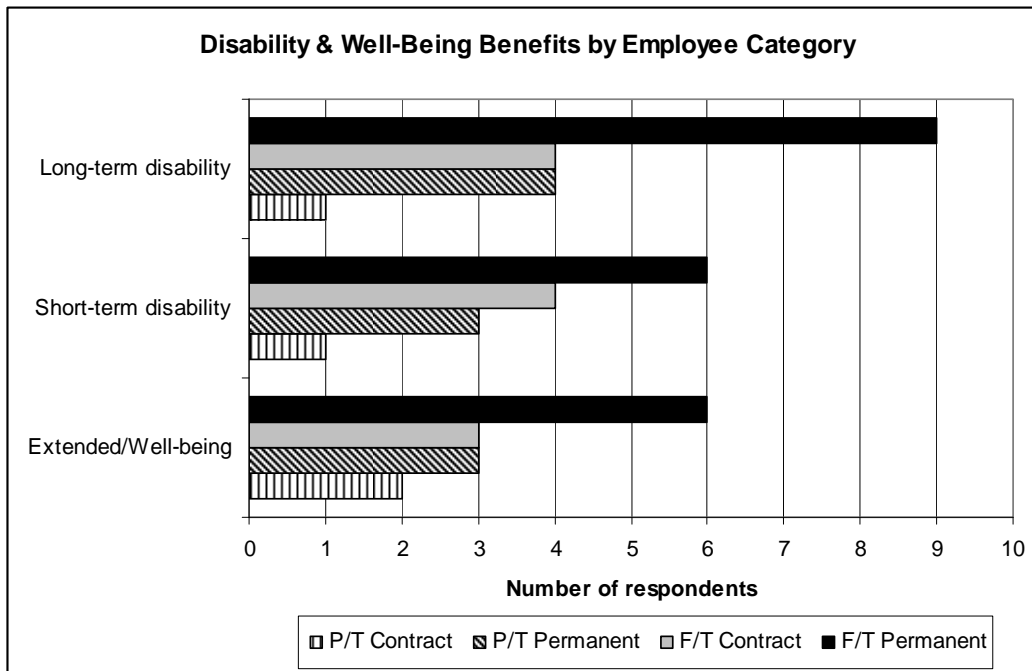
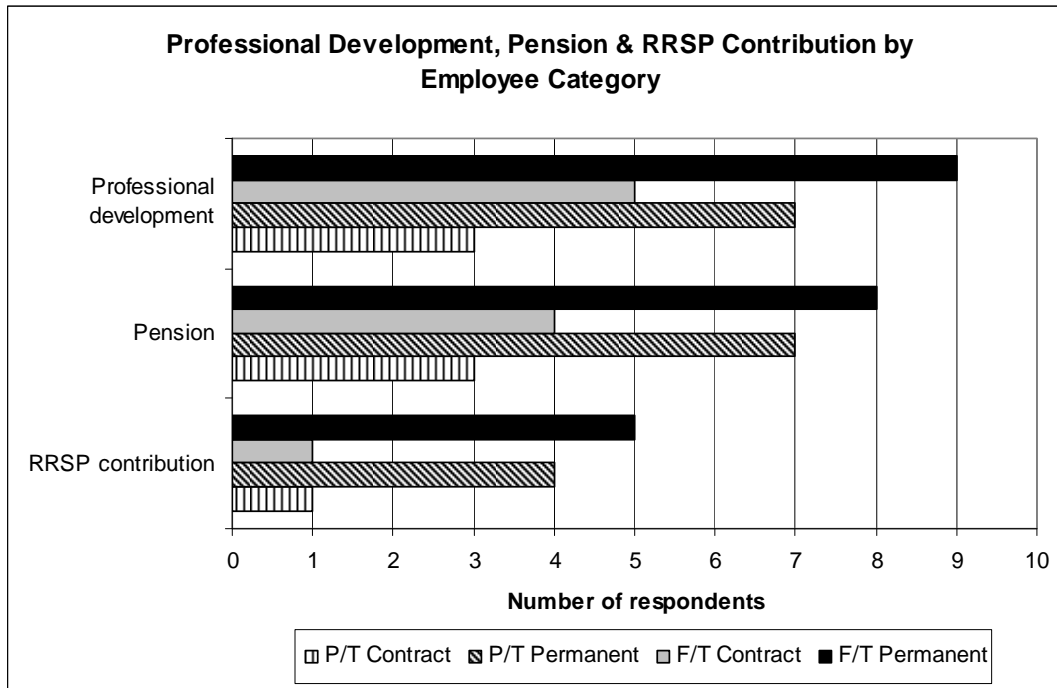


Fig. 10



Respondents were also given the opportunity to provide any additional comments regarding benefits offered or clarifications around category of employees. Organizations, for example, provided their definition of “part-time” employment, as well as, conditions for receiving certain benefits:

- “Part-time is defined as an employee who regularly works under 80 hours in each work period” (Pay period was not defined).
- “Employees with contracts over 10 months and who work more than 17.5 hours per week are eligible for the above benefits”.
- “Full benefit package provided to employees working more than 24 hours (week)”.

As well, survey participants described how some benefits were only available to selected staff members, such as management:

- “Gym membership subsidy for management and office staff. Long-term disability provided to management/office only”.
- “VIP health program is offered to management and executives”.
- “Unionized employees participate in the Pension Plan and Management and Confidential employees participate in the Group RRSP”.

Organizations were asked whether or not staff members were able to opt out of receiving benefits. Four out of nine respondents indicated that employees could not opt out of benefits, while only one indicated that they could. Four respondents stated that

employees might be able to opt out of certain benefits only, if they were receiving them elsewhere, such as through their spousal partner's plan.

In terms of who else could be included to receive an employee's benefits, nine out of nine organizations responded that a staff member's spouse was eligible for benefits. Eight out of the nine respondents indicated that children of a staff member could also be included. No one identified extended family members as being eligible to receive benefits.

Pension Plan & RRSP Contributions

Out of the nine responding organizations, eight indicated that they offered their staff members a pension plan and five provided employees with Registered Retirement Savings Plan (RRSP) contributions. Four organizations provided both a pension plan and RRSP contributions. Four organizations offered only a pension plan, while one offered only an RRSP contribution plan.

Pension Plan Breakdown:

Of the eight organizations that offered a pension plan:

- Four organizations indicated that they provided a **defined benefit** pension plan, which sets the amount of pension payment guaranteed by the employer.
- Two organizations indicated that they provided a **defined contribution** pension plan, which sets the amount of pension payment through a calculation based on contributions.
- Two organizations indicated that they provided **both a defined benefit and defined contribution** plan.

Of the six with a defined benefit pension plan:

- Four are employer-paid and two are partially-paid*.
- The percentage of the employee's income contributed by the employer ranged from a low of three per cent to a high of seven per cent.

Of the four respondents with a defined contribution pension plan:

- One is employer-paid and three are partially-paid.
- The percentage of the employee's income contributed by the employer ranged from a low of two per cent to a high of five per cent.

**Note: Employer-paid refers to benefits which are fully paid by the employer, whereas partially-paid means both the employer and employee contribute towards a benefit or plan.*

RRSP Breakdown:

Of those five respondents that offer RRSP contributions:

- Three are employer-paid contributions, and two are partially-paid.
- The percentage of the employee's income contributed by the employer ranged from a low of four per cent to a high of seven per cent.

Benefit Plans

Figure 11 details which types of benefit plans are offered by responding organizations, whether they are employer-paid or partially-paid, and the employer contribution level. Once again, health benefits plans (including disability benefits), as well as life insurance and professional development opportunities were the ones predominantly offered by responding organizations.

Fig. 11

Benefit plans provided	Number of organizations that provide benefits	Contributors	Employer contribution level (%)
Dental benefits	9	<ul style="list-style-type: none"> • 3 employer-paid • 6 partially-paid 	<ul style="list-style-type: none"> • 3 at 50% • 2 at 75% • 1 at 80% • 3 at 100%
Drug plan benefits	9	<ul style="list-style-type: none"> • 5 employer-paid • 4 partially-paid 	<ul style="list-style-type: none"> • 1 at 50% • 1 at 75% • 2 at 80% • 5 at 100%
Life insurance	9	<ul style="list-style-type: none"> • 4 employer-paid • 5 partially-paid 	<ul style="list-style-type: none"> • 1 at 5% • 1 at 60% • 2 at 75% • 1 at 80% • 4 at 100%

Medical plan benefits (including hospital)	9	<ul style="list-style-type: none"> • 6 employer-paid • 3 partially-paid 	<ul style="list-style-type: none"> • 1 at 50% • 1 at 75% • 2 at 80% • 5 at 100%
Professional development	9	<ul style="list-style-type: none"> • 5 employer-paid • 4 partially-paid 	<ul style="list-style-type: none"> • 1 at 50% • 1 at 80% • 3 at 100% • 4 unknown
Short and long-term disability benefits	9	<ul style="list-style-type: none"> • 3 employer-paid • 5 partially-paid • 1 unknown 	<ul style="list-style-type: none"> • 1 at 5% • 2 at 50% • 1 at 80% • 3 at 100% • 2 unknown
Vision plan benefits	9	<ul style="list-style-type: none"> • 4 employer-paid • 5 partially-paid 	<ul style="list-style-type: none"> • 3 at 50% • 1 at 75% • 2 at 80% • 3 at 100%
Employment Insurance top-up	5	<ul style="list-style-type: none"> • 4 employer-paid • 1 partially-paid 	<ul style="list-style-type: none"> • 1 at 20% • 2 at 80% • 1 at 100% • 1 unknown
Extended/Well-Being benefits	5	<ul style="list-style-type: none"> • 3 employer-paid • 2 partially-paid 	<ul style="list-style-type: none"> • 1 at 75% • 2 at 80% • 2 at 100%

MEPP (Multi-Employer Pension Plan)	2	2 partially-paid	<ul style="list-style-type: none"> • 1 at 5% • 1 at 50%
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Auto & Home Insurance

Respondents were asked to indicate whether their organization provided automobile or household insurance benefits. Only two out of nine respondents stated that they provided auto insurance benefits. When asked to describe those benefits, one organization stated that insurance was based on the number of kilometres driven, while the other stated that they provided \$200 annually for positions that required vehicle access.

None of the respondents indicated that they provided employees with household insurance benefits.

Professional Development

Organizations placed much emphasis on offering their staff opportunities for professional development. All nine responding organizations indicated that they offered their staff members coaching and mentoring opportunities, external workshops, and internal workshops delivered by both third party facilitators and staff (Figure 12). Eight indicated they allowed staff to attend conferences, while six stated that they provided tuition assistance for academic courses.

Fig. 12

Professional development opportunities	Number of respondents
Coaching/mentoring	9
External workshops	9
Internal workshops delivered by 3rd party facilitators	9
Internal workshops delivered by staff	9
Conferences	8
Tuition assistance for academic courses	6

Parental Benefits

Seven out of the nine responding organizations indicated that they offered staff maternity, paternity and adoption benefits. Minimum benefit leave time was based on time specified by current government policies (i.e. mandated under the Federal Employment Insurance Program); however, extended leave time was also offered by two organizations. Respondents may have been unclear as to whether this question was referring solely to government mandated benefits or additional parental benefits offered to employees through the organization. This may have resulted in some agencies reporting offering no benefits.

Additional Benefits

Respondents were asked to describe any additional benefits they provided to staff, particularly those they found to be innovative or considered as a “best practice”. The following are some of the additional benefits survey participants reported:

- “Full-time staff receive a membership to Health, Fitness & Recreation Centres for family; part time staff receive a membership for themselves dependent upon hours worked. Child care discount is provided to full-time staff based on availability at location and spaces”.
- “Longevity Premium: 10 years \$0.50 an hour; 15 years \$0.75 an hour; 20 years \$1.00 per hour”.
- “EAP (Employee Assistance Program) for all employees as well as health spending account for the senior leadership team”.
- “\$60 childcare allowance per month for every child under the age of 12”.
- “Our extended health plan includes a CRA approved spending account called an Incidental Health Expense Account. Expenses covered by CRA but outside of a group plan and/or plan limits. We offer a deferred leave plan of varying lengths. We reimburse mileage on a [per] km basis for business approved travel”.
- “Educational leave unpaid after 12 years. Employee Assistance program”.

Sick Days

Eight out of eight respondents to this question stated that they offered their employees sick days. Organizations were also asked, on average, how many sick days they offered per year. The majority of respondents, five, indicated that they provide anywhere between 11 and 20 sick days per year. One organization offered 10 sick days a year, while two offered 20 or more sick days per year.

Vacation Time

All eight survey respondents indicated that their organization offered staff vacation time beyond the statutory requirements. All organizations accrued vacation time based on tenure with the agency. Respondents were also asked whether a limit was placed on the number of vacation days a staff member could carry over to the next year. Seven out of eight respondents indicated such a limit was in place, which applied to both staff and management.

Additional Leave Time

Organizations were asked to indicate whether they provided additional paid leave time for employees in the form of compassionate time, bereavement time, religious observance days, or other.

- Four out of eight respondents indicated that their organization provided compassionate leave time.
- Eight out of eight respondents offered employees bereavement time.
- Four out of seven respondents indicated that employees are entitled to religious observance days.
- Other types of leave time offered to employees included: the provision of “floater” days; time off for studies or exams; day off for moving; “family responsibility days” to help care for a family member who may be ill; time off for employee wedding or equivalent ceremony; time off for court appearances or legal consultations; days off in case of serious fire or flooding of an employee’s household, and time off for a formal hearing to become a Canadian Citizen.

Staff Compensation

Respondents were asked if employees were compensated for costs incurred on items such as mileage, parking, public transportation and food. Of the eight responding organizations:

- Eight provided personal vehicle mileage compensation. The amount ranged from a low of \$0.34/km to a high of \$0.45/km.
- Six organizations compensated employees for parking costs.
- Five provided public transportation compensation.
- Four compensated employees for food expenses.

Health Workplace Program

A Healthy Workplace Program is a program which aims to enhance the overall health and well-being of staff by providing organizational support and resources to individuals, and by implementing internal workplace policies and programs that promote a healthy workplace environment. Programs such as these are implemented by organizations to help improve the overall health and quality of life of staff. It also helps to reduce employee stress levels, decrease sick time taken, boost morale, and increase work productivity.

We asked respondents to indicate if they had launched a Healthy Workplace Program in their organizations. Only one agency out of eight stated it had such a program. Another agency stated that it intended to initiate a Healthy Workplace Program in late 2009.

Performance Management System

Organizations were asked if they had performance management system in place for employees. Seven out of eight respondents stated that they had a performance management system for both management and non-management staff.

Future Plans

Lastly, we asked survey respondents to tell us what some of their priorities were, as an organization, to enhance benefit packages for their staff. Two out of seven respondents indicated that they had no plans to enhance their benefits. The remaining organizations identified a few of their priority areas:

- “Health spending account; increase to field staff RRSP employer contribution from 1 - 2 %”.
- “Professional development”.
- “Pension – expanding benefits to part-time (staff)”.
- “Control drug costs”.
- “In 2008 extended health and dental benefits were offered to part-time hourly staff with two years service and 700 hours worked in each of the two previous fiscal years. In addition, extended health and dental benefits were offered to full-time contract staff in 2008. Costing the implications of post retirement benefits for long service staff is a current priority”.

Section B: Survey Results, Toronto Neighbourhood Centres

A total of 18 agencies representing the 32 Toronto Neighbourhood Centres responded to our survey. The summary of results has been broken down by categories corresponding to the questions found in the survey questionnaire.

Length of Time in Operation

Respondents were first asked to indicate how long their organization had been in operation. The average length of time in operation of the 18 responding agencies was approximately 51 years. Responses ranged from a low of 11 years to a high of nearly 100 years.

Satellite Offices

Agencies were asked to indicate how many additional service locations (i.e. satellite offices) they operated in the city of Toronto. Respondents reported that, in total, they operated 110 satellite locations across the city. This figure ranged from a low of one additional office to a high of 34 offices. Only one agency reported not operating any additional satellite locations.

Geographic Area of Service

Respondents were asked to describe their organization's service area. As Figure 1 reveals, a majority of TNC agencies, seven out of 18, indicated that they serviced the Central Toronto area. Five agencies reported serving the North York area; York, Scarborough and East York were tied with two responses each; and one agency reported serving the Etobicoke area. Four of the 18 responding agencies reported serving the entire city of Toronto. Nine organizations in total indicated that they serviced only one area of Toronto, whereas the remaining selected either multiple locations or serviced the entire city.

Fig. 1

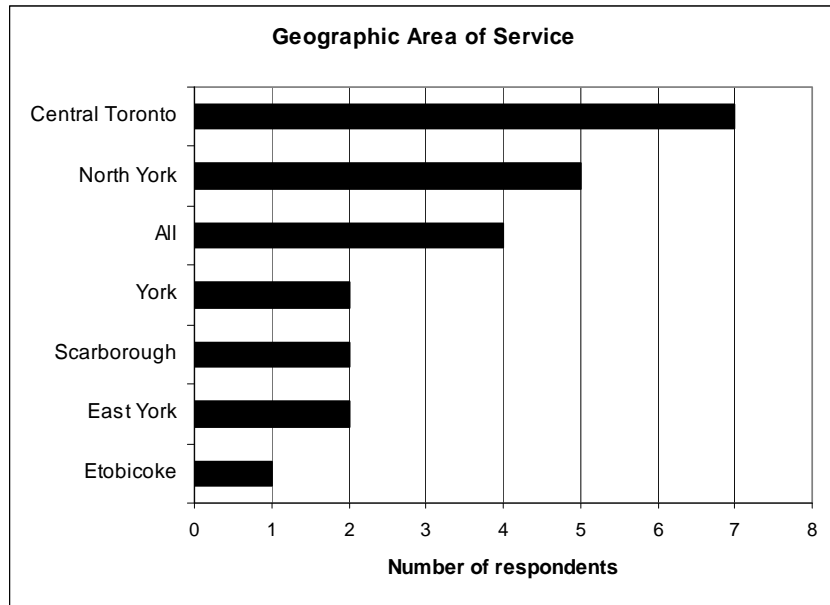
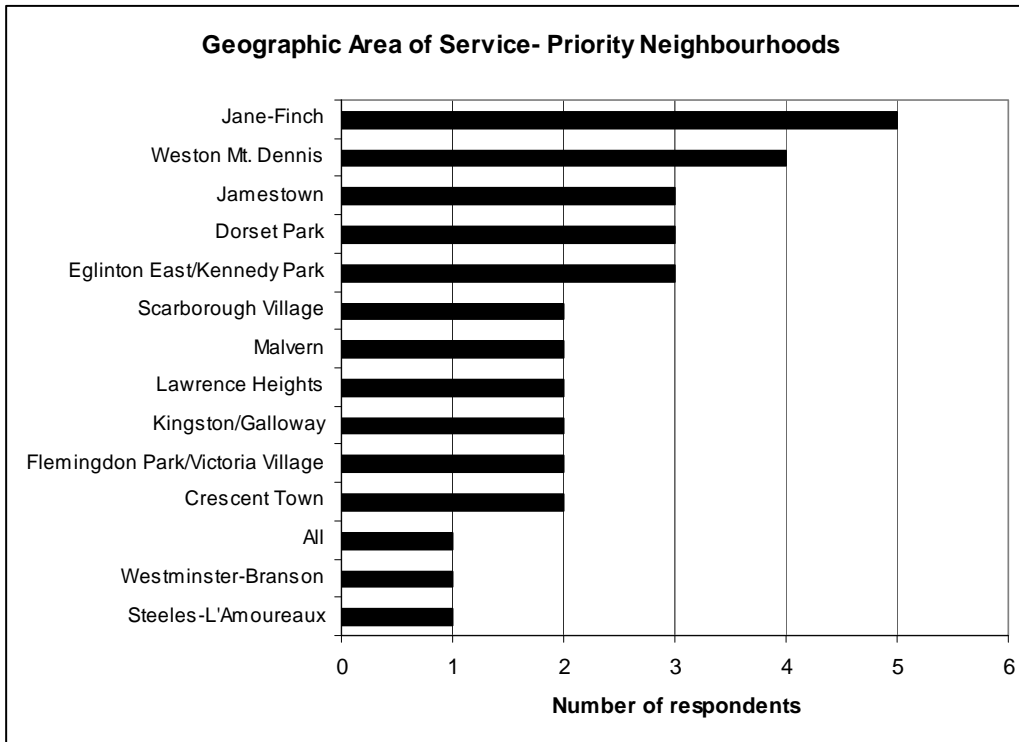


Figure 2 provides a breakdown of organizations' service area by Toronto's 13 priority neighbourhoods. Twelve out of 18 survey participants had responded to this question. Of the 12, five indicated that they serviced the Jane-Finch neighbourhood, while four indicated serving the neighbourhood of Weston Mount Dennis. Jamestown, Dorset Park and Eglinton East/Kennedy Park were tied with three responses; Scarborough Village, Malvern, Lawrence Heights, Kingston Galloway, Flemindgon Park/Victoria Village, and Crescent Town were tied with two responses; and Westminster-Branson and Steeles-L'Amoureux were tied with one. Only one agency out of 12 reported serving all 13 priority neighbourhoods.

Fig. 2



Operating Budgets

Agencies were asked to provide us with their total organizational operating budgets for 2008 and 2009.

For 2008, the sum total of all operating budgets for the 18 responding organizations was \$101,258,482. For 2009, the total was \$107,227,226 (an increase of nearly 5.9% from the previous year). Figure 3 provides a breakdown of operating budgets for both the 2008 and 2009 fiscal year. Eleven agencies reported an increase in their 2009 operating budget compared to 2008, while four agencies reported a decrease in their 2009 operating budget compared to 2008. Three agencies stated that their 2009 operating budget remained unchanged compared to 2008.

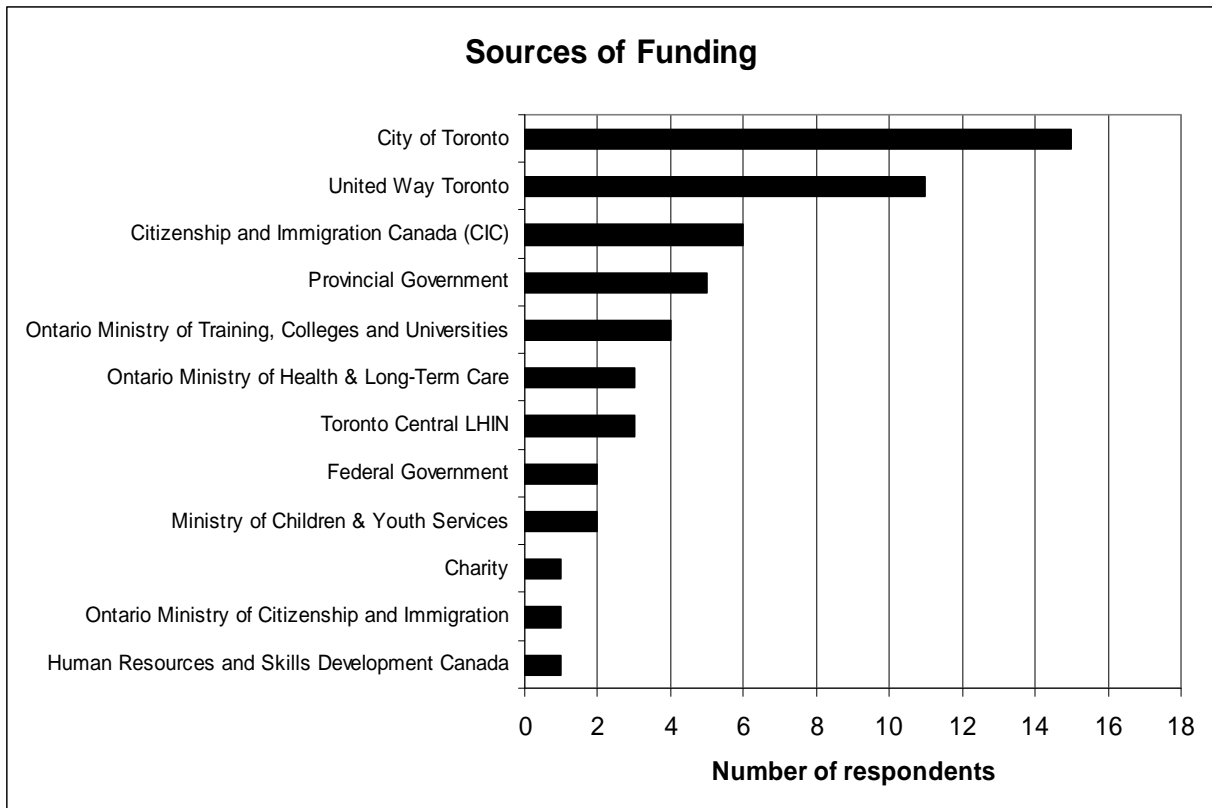
Fig. 3

Total Operating Budget	2008 Number of responses	2009 Number of responses
\$100,000 - \$1 million	3	3
\$1 million - \$5 million	8	8
\$5 million - \$10 million	3	3
\$10 million - \$20 million	3	3
\$20 million +	1	1

Funding Sources

Survey respondents were asked to identify their main sources of organizational funding (Figure 4). The top three sources of funding for the 18 responding TNC organizations were: The City of Toronto with 15 responses, United Way Toronto with 11 responses and the Federal Ministry of Citizenship and Immigration Canada with six responses.

Fig. 4



Staff & Volunteers

The following table (Figure 5) details the total number of paid staff from responding organizations for 2008.

Fig. 5

Staff categories	Total number of paid staff (2008)
Full-time permanent	1,080
Full-time contract	82
Part-time permanent	353
Part-time contract	299
Casual/on call	305

A majority of the responding 18 organizations employed staff (which included management and Executive Directors) on a full-time permanent basis – with a total of 1,080 employees. Part-time permanent employees came in second with 353. The number of casual/on call employees and part-time contract employees were quite close with 305 and 299 employees respectively. Full-time contract employees were the fewest with 82 employees in total. Overall, the total number of employees in non-standard forms of employment (i.e. part-time, contract and casual) nearly equals those in full-time permanent positions - 1,039 and 1,080 respectively. Non-permanent jobs (i.e. contract and casual positions) accounted for nearly 32% of the total number of jobs.

One agency stated that it employed a total of 158 employees, but was unable to provide us with a breakdown by category. Another organization indicated that it employed 47 home support workers, but did not specify under which category they fell. Finally, three organizations reported hiring a total of 25 seasonal staff in 2008.

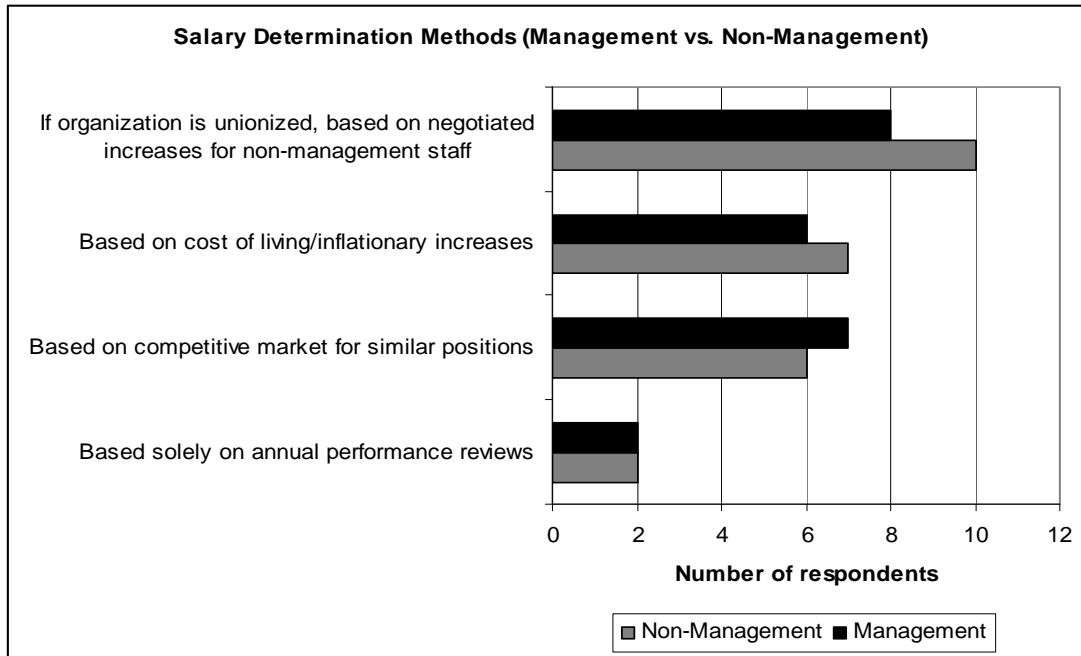
We also inquired into the number of full/part-time volunteers and student interns organizations had in 2008. In total, there were 10,631 full/part-time volunteers and student interns that worked in 18 TNC agencies in 2008.

Staff & Management Salaries

Survey participants were asked to indicate which methods they used in determining salaries for both management and non-management staff. Figure 6 compares the methods used for both management and non-management positions. Overall, respondents indicated a combination of methods were used in determining salaries for both groups; however union-based negotiated increases for non-management staff was the most frequently cited, with a total of 18 responses (10 for non-management staff and eight for management staff).

For non-management staff, salaries were largely determined based on union negotiated increases and cost of living/inflationary increases. For management staff, negotiated increases by unionized non-management staff and competitive market values were the methods most likely to be used.

Fig. 6



Additionally, six organizations commented that the availability of funding (or lack thereof) is a key factor that plays a role in determining salaries for both non-management and management staff. Some comments respondents shared with us included:

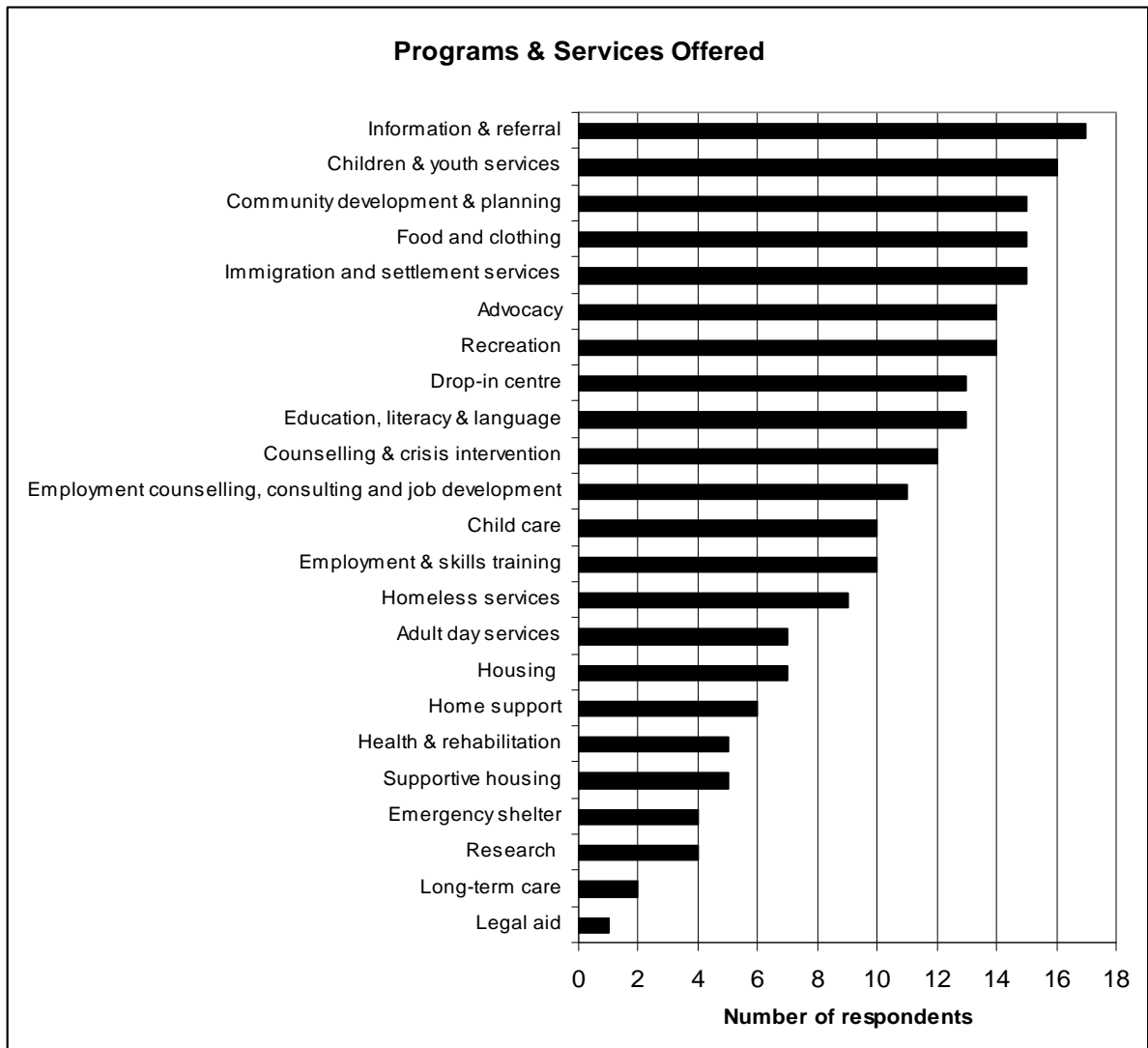
- “We’re a grant based organization, so the money gained from this is the money used to pay employees”.
- “(We) try to approach market standards but are paid well below due to lack of funding”.
- “Based on how much (our funder) will approve. Their criteria for appropriate salaries is unknown...even to them!”

We also asked respondents to describe the process or tools they used in assessing the market (if market considerations played a role in determining staff salaries). Of the eight responses received, all mentioned a variety of research means to gather comparative data that could be used to determine employee salaries. These included: salary surveys of other community organizations and human resources departments, consulting with staff or colleagues from other agencies or internet research such as scanning job search websites.

Programs & Services

A total of 225 programs and services of 23 different types were offered by respondents. The following chart (Figure 7) lists the programs and services offered by the responding 18 organizations. The most frequently cited types of programs and services provided were: information and referral (17 responses), children and youth services (16 responses), community development and planning, food and clothing, and immigration and settlement services (all tied with 15 responses), and advocacy and recreation (tied with 14 responses).

Fig. 7



Other types of programs and services that were offered included: financial problem-solving and income tax clinics, English conversation circles, seniors' services, computer classes, music and arts programs, violence against women programs, health education

and promotion, HIV/AIDS services, and community mediation/conflict resolution services.

Number of Individuals Served

Survey participants were asked to report the total number of individuals served in 2008 (including from all satellite offices). The total number of individuals served by the 13 responding organizations reported was 291,305. Although our survey asked organizations to specify the number of *unique* visits rather than multiple visits from a single individual, we cannot guarantee that every organization was able to provide us with this figure. Furthermore, this number does not take into account visits made by the same person at different organizations.

Unionization

Ten out of 18 responding organizations indicated that their workplaces were unionized; eight organizations were non-unionized.

Of the 10 organizations that were unionized:

- Seven were organized under the Canadian Union of Public Employees (CUPE).
- Two were organized under UNITE HERE!
- One was organized with the Service Employees International Union (SEIU).

Overtime

Non-management staff overtime

In terms of overtime compensation, of the 10 unionized organizations, seven indicated that staff members were compensated for overtime with time in lieu of payment, two offered both in lieu and overtime pay and one indicated that overtime was paid.

For the eight non-unionized workplaces, all reported that employees were compensated for overtime with time in lieu of payment.

Management overtime

Eleven out the 16 responding organizations stated that overtime for management staff was compensated with time in lieu of payment. Four stated that overtime for management was unpaid, and one organization reported that overtime was paid.

Benefits

All 18 respondents indicated that their organization offered employees with non-wage benefits such as a pension plan, RRSP, health and dental benefits, disability benefits, etc.

Respondents were asked to describe the types of benefits they offered and to which category of employees (i.e. full-time permanent/contract or part-time permanent/contract) they were available to.

The most commonly offered benefits for all categories of employees were professional development, health and dental benefits. The least commonly offered benefit was pension plans. Full-time permanent employees were the largest recipients of all forms of benefits, while part-time contract employees received the fewest benefits (or in some instances were completely ineligible for certain benefits such as RRSP contributions or short and long term disability benefits). Figures 8 to 10 provide the breakdown of workplace benefits provided by employee category.

Fig. 8

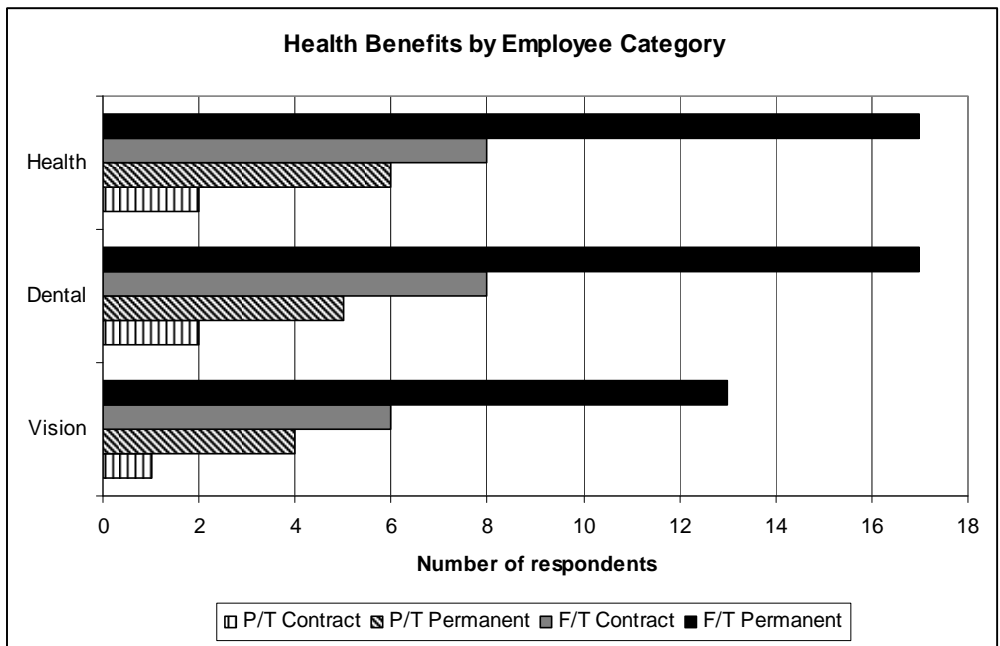


Fig. 9

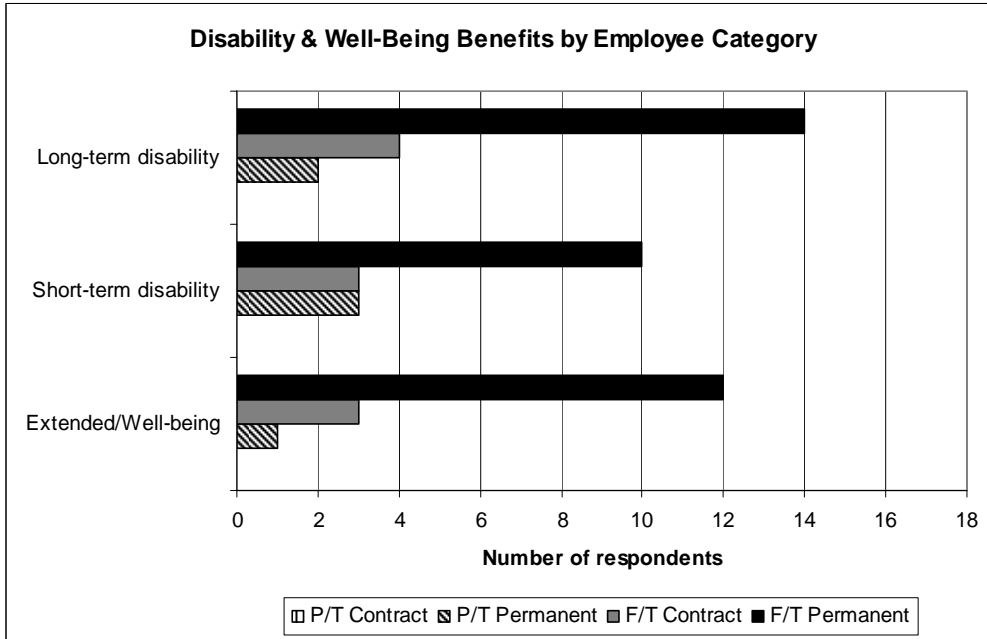
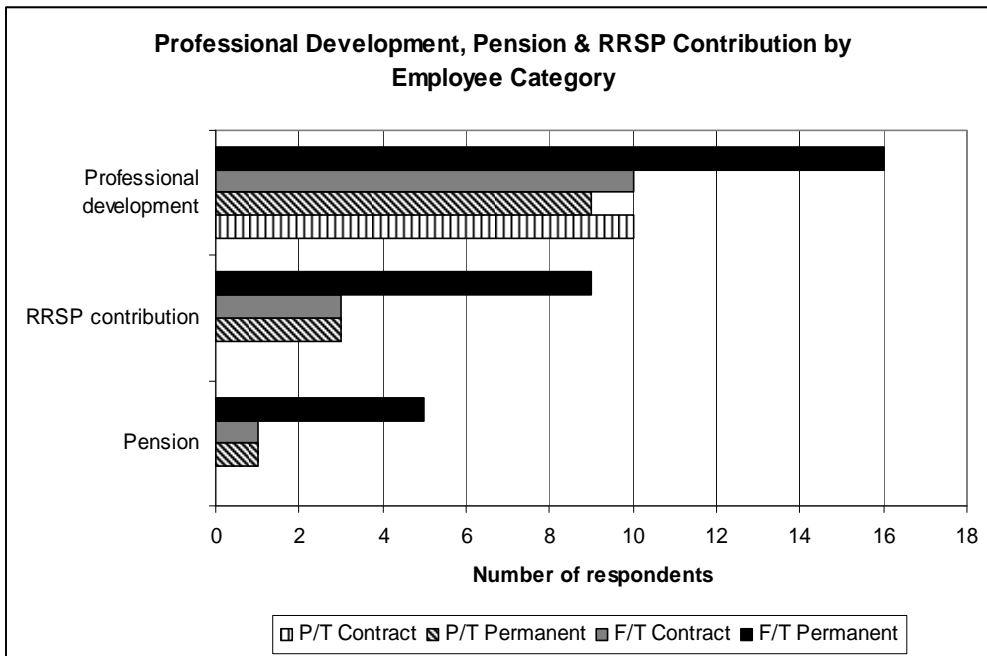


Fig. 10



Respondents were also given the opportunity to provide any additional comments regarding benefits offered or clarifications around category of employees. Comments received revolved primarily around how long an employee would have to work in order to start receiving benefits and how “part-time” employees were defined:

- “Full-time contract can get these benefits if contract is for more than one year or depending [on] funding”.
- “RSP contribution is available only after one year of work. No staff has been added to the Pension Plan since 1998”.
- “Part-time permanent and contracts – benefits available will depend on the number of hours - must work at least 17.5 hours per week”.
- “We provide benefits for contract staff when funding permits. Full-time is 24.5 hours and more”.

Organizations were asked whether staff members had the option of opting out of receiving benefits. Nine out of 17 respondents indicated that employees could not opt out of benefits, while four indicated that they could. Four respondents stated that employees might be able to opt out of certain benefits only, if they were receiving them elsewhere, such as through their spousal partner’s plan.

When asked who else were eligible to receive benefits under an employee’s benefit plan, all 17 respondents stated that spouses and children were covered. Only one organization reported that benefits could be included to cover extended family members.

Pension Plan & RRSP Contributions

Out of the 16 responding organizations in this section, five indicated that they offered their staff members a pension plan and 10 provided employees with a Registered Retirement Savings Plan (RRSP) contribution. Four organizations provided both a pension plan and RRSP contributions. One organization offered only a pension plan, while six offered only an RRSP contribution. Five organizations indicated that they provided no pension plan or RRSP to their employees.

Pension Plan Breakdown:

Of the five organizations that offered a pension plan:

- Three organizations indicated that they provided a **defined benefit** pension plan, which sets the amount of pension payment guaranteed by the employer.
- One organization indicated that they provided a **defined contribution** pension plan, which sets the amount of pension payment through a calculation based on contributions.
- One organization indicated that they provided **both a defined benefit and defined contribution** plan.

Of the four respondents with a defined benefit pension plan:

- Two are employer-paid and two are partially-paid*.

- The percentage of the employee's income contributed by the employer ranged from a low of three per cent to a high of 10 per cent.

Of the two respondents with a defined contribution pension plan:

- Both are employer-paid.
- The percentage of the employee's income contributed by the employer was five and 10 per cent.

**Note: Employer-paid refers to benefits which are fully paid by the employer, whereas partially-paid means both the employer and employee contribute towards a benefit or plan.*

RRSP Breakdown:

Of those 10 respondents that offer RRSP contributions:

- Four are employer-paid, four are partially-paid and two are employee-paid.
- The percentage of the employee's income contributed by the employer ranged from a low of two per cent to a high of seven per cent.

Benefit Plans

Figure 11 details which types of benefit plans are offered by responding organizations, whether they are employer-paid or partially-paid, and the employer contribution level. Health benefits plans (dental, drug plan, and medical plan benefits) were the ones most commonly offered by responding organizations. The employers are also the primary contributor to the employee's benefit plans.

Fig. 11

Benefit plans provided	Number of organizations that provide benefits	Contributors of those reporting	Employer contribution level of those reporting (%)
Dental benefits	17	<ul style="list-style-type: none"> • 14 employer-paid • 1 partially-paid 	<ul style="list-style-type: none"> • 1 at 90% • 12 at 100%
Drug plan benefits	16	<ul style="list-style-type: none"> • 13 employer-paid • 1 partially-paid 	<ul style="list-style-type: none"> • 11 at 100%

Medical plan benefits (including hospital)	15	<ul style="list-style-type: none"> • 13 employer-paid 	<ul style="list-style-type: none"> • 1 at 80% • 10 at 100%
Life insurance	13	<ul style="list-style-type: none"> • 12 employer-paid 	<ul style="list-style-type: none"> • 1 at 95% • 9 at 100%
Professional development	13	<ul style="list-style-type: none"> • 10 employer-paid • 1 partially-paid 	<ul style="list-style-type: none"> • 1 at 50% • 1 at 75% • 6 at 100%
Short and long-term disability benefits	13	<ul style="list-style-type: none"> • 6 employer-paid • 3 partially-paid 	<ul style="list-style-type: none"> • 1 at 5% • 2 at 50% • 4 at 100%
Vision plan benefits	13	<ul style="list-style-type: none"> • 10 employer-paid • 1 partially-paid 	<ul style="list-style-type: none"> • 1 at 75% • 8 at 100%
Extended/Well-Being benefits	12	<ul style="list-style-type: none"> • 11 employer-paid 	<ul style="list-style-type: none"> • 1 at 75% • 7 at 100%
Employment Insurance top-up	5	<ul style="list-style-type: none"> • 4 employer-paid 	<ul style="list-style-type: none"> • 2 at 100%

MEPP (Multi-Employer Plan)	1	-	-
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Auto & Home Insurance

Respondents were asked to indicate whether their organization provided automobile or household insurance benefits to staff. All 16 respondents stated that they did not provide auto insurance benefits for employees.

In regards to household insurance, none of the 15 respondents indicated that they provided this type of benefit either.

Professional Development

TNC organizations were very likely to offer some form of professional development. Figure 12 summarizes the types of professional development opportunities offered by responding organizations. All 17 organizations indicated that they allowed staff members to attend conferences; 16 respondents indicated that staff were encouraged to attend external workshops and internal workshops delivered by 3rd party facilitators; 14 organized internal workshops delivered by staff; 13 provided tuition assistance to staff for academic courses, and 7 organizations offered employees with coaching and mentoring opportunities.

Fig. 12

Professional Development Opportunities	Number of respondents
Conferences	17
External workshops	16
Internal workshops delivered by 3rd party facilitators	16
Internal workshops delivered by staff	14
Tuition assistance for academic courses	13
Coaching/mentoring	7

Parental Benefits

Organizations were asked to indicate whether parental leave benefits (i.e. maternity, paternity and adoption benefits) were provided to employees. Out of 13 respondents: 13 provided employees with maternity benefits, 11 offered paternity benefits and 9 offered adoption benefits. The amount of leave time provided by organizations was

based on time specified by current government employment regulations and/or collective agreements. Respondents may have been unclear as to whether this question was referring solely to government mandated benefits or additional parental benefits offered to employees through the organization. This may have resulted in some agencies reporting offering no benefits.

Additional Benefits

Respondents were asked to describe any additional benefits they provided to staff, particularly those they found to be innovative or considered as a “best practice”. The following are some of the additional benefits survey participants shared with us:

- “Moving days, float days, authorized leaves of absence for educational purposes”.
- “Travel allowance (normal) includes mileage allowance for bicycle travel”.
- “Employee Assistance; Travel reimbursement; Sick leave; Bereavement leave; Leaves of Absence; Cultural/Heritage days”.
- “Staff who have been with the organization for over two years qualify for an unpaid leave of absence of up to one year”.

Sick Days

All 17 survey respondents stated that they offered their employees sick days. Organizations were also asked to report the average number of sick days they offered per year. The majority of respondents, 10, indicated that they provided between 16 to 20 sick days per year. Five organizations provided employees between 11 to 15 sick days per year, and one organization offered between one to 10 sick days per year.

Vacation Time

In regards to vacation time, all 17 respondents to this question indicated that their organization offered staff vacation time beyond the statutory requirements. All organizations accrued vacation time based on tenure with the agency. Respondents were also asked whether a limit was placed on the number of vacation days a staff member could carry over to the next year. Sixteen out of 17 respondents indicated such a limit was in place, which applied to both staff and management; one organization reported having no vacation time carry over limit in place.

Additional Leave Time

Organizations were asked to indicate whether they provided additional paid leave time for employees in the form of compassionate time, bereavement time, religious observance days, or other.

- 10 out of 16 respondents indicated that their organization provided compassionate leave time.
- 16 out of 17 respondents offered employees bereavement time.
- 11 out of 14 respondents indicated that employees are entitled to religious observance days.
- Other types of leave time offered to employees included: the provision of “floater” days, day off for moving and time off for jury duty.

Staff Compensation

Respondents were asked if employees were compensated for costs incurred on items such as mileage, parking, public transportation and food. Of the 17 responding organizations:

- 17 provided personal vehicle mileage compensation. The amount ranged from a low of \$0.35/km to a high of \$0.55/km.
- 17 organizations compensated employees for parking costs.
- 16 provided public transportation compensation.
- Nine compensated employees for food expenses.

Health Workplace Program

A Healthy Workplace Program is a program which aims to enhance the overall health and well-being of staff by providing organizational support and resources to individuals, and by implementing internal workplace policies and programs that promote a healthy workplace environment. Programs such as these are implemented by organizations to help improve the overall health and quality of life of staff. It also helps to reduce employee stress levels, decrease sick time taken, boost morale, and increase work productivity.

We asked respondents to indicate if they had launched a Healthy Workplace Program in their organization. Seven out of 16 agencies confirmed launching such a program; two organizations that said “no” reported that they had an informal program in place.

Two organizations specified launching their program in 2008. One organization reported that their program is led by an internal “wellness committee” run by staff who organize workshops during the year on a variety of health and wellbeing related topics. Another agency reported that they will be evaluating their program’s effectiveness by tracking staff sick days and monitoring staff morale in addition to the completion of a staff satisfaction survey.

Performance Management System

Organizations were asked if they had performance management system in place for employees. Fourteen out of 17 respondents stated that they did have a performance management system for non-management staff, while 13 out of 16 reported a performance management system for management staff.

Future Plans

Lastly, we asked survey respondents to tell us what some of their priorities were, as an organization, to enhance benefit packages for their staff. Only one respondent out of 13 indicated that they had no plans to enhance their benefits. Two respondents commented on needing to find ways to minimize or cap rising benefit costs to employers. The remaining organizations identified a few of their priority areas:

- “The creation of a health and wellness plan”.
- “Short and Long-Term Disability Plan”.
- “To add vision care and extend benefits beyond the age of 65”.
- “Implementing pension contributions”.
- “Exploring RRSP matching program”.
- “Working on extending a better benefits plan to home support workers, who traditionally have had a less rich plan than full-time employees. Would also like to provide short-term disability, but union not interested in this”.
- “Priority is to improve compensation/benefits [for] part-time staff”.
- “Our priority is to not have to cut back benefits. If we were to add a benefit, it would be vision coverage”.
- “We have excellent benefits, likely one of the best in the sector. If we could afford it, short-term disability would be good but it is too costly so we have a high level of sick day entitlement instead. We would prefer a pension over RRSPs but the union members have not supported this as too many staff members take money out of their RRSPs”.

Conclusion

The footprint survey is a source of unique information about the City-Wide Agency Network and Toronto Neighbourhood Centres. Member agencies of these two bodies are important service providers in the community, significant employers to workers in the sector, and key learning centres for volunteers and student interns in the field. Combining select figures gathered from these 28 organizations we find:

- Operating budgets totalling \$459,950,498 (2009 figures).
- A total of 304 community programs and services offered to residents, operating out of 466 offices across the city (2009 figures).
- A total of 8,970 employees and 17,638 volunteers and student interns (2008 figures).

This report paints a picture of the extensive reach of these agencies, their employment practices and human resource issues.



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