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August 1, 1986

To: The Chairperson of the Board of
Directors/Dean of the Faculty of Law

Re: Additional Staff 1986/97

Please find enclosed, for your information, the Initial Decision of the clinic funding staff regarding applications for additional staff positions for the fiscal year 1986/87.

Yours truly

A handwritten signature in cursive script that reads "Susan E. Ellis".

Susan E. Ellis
Clinic Funding Staff
The Ontario Legal Aid Plan

SEE*sa
Encl.

APPLICATIONS FOR ADDITIONAL STAFF 1986/87

INITIAL FUNDING DECISION

	<u>PAGE</u>
PART I	CRITERIA OF ASSESSMENT..... 1
PART II	ASSESSMENT OF APPLICATIONS..... 2
PART III	ADDITIONAL STAFF DECISION..... 45

July, 1986

PART I

CRITERIA OF ASSESSMENT

Applications for additional staff for the 1986/87 year were sent out March 3, 1986, and applications from 26 clinics for 38 positions were received. In assessing the applications for additional staff, the clinic funding staff used the same seven guidelines for additional staff requests used in the 1985/86 year, which were approved by the Clinic Funding Committee on May 27, 1985. A copy of those guidelines is included as Appendix "A" to this decision.

Most of the applications received met the basic requirements for the allocation of additional staff, and consequently, the process of reaching an initial decision on the allocation of additional staff positions by the clinic funding staff, was one of attempting to assess the urgency of the need or the beneficial impact of the addition of a staff person to the clinic. For some of the clinics which were not allocated an additional staff position in the clinic funding staff's initial decision, we were indeed satisfied that the additional staff position sought might be productively utilized by the clinic and the application was not funded on the basis of relatively marginal positive factors in favour of another application. In some decisions, the need to expand clinic resources was not quite so pressing as in other clinics, and in others, demographic information was a deciding factor when all other factors were relatively equal. This approach is contemplated in the first guideline approved by the Clinic Funding Committee for the assessment of additional staff applications, which addresses relative need.

PART II
ASSESSMENT OF APPLICATIONS

The applications for additional staff were initially assessed as to whether the applications met the minimum requirements outlined in the guidelines approved by the Clinic Funding Committee. Applications which did meet the guidelines were evaluated regarding the relative need and priority for additional staff at that clinic as compared to all of the other applications for additional staff.

1. Advocacy Resource Centre for the Handicapped

Request: one support staff. Present staffing component: seven OLAP funded, three non-OLAP funded.

The clinic now has a ratio of four support staff to six caseworkers, taking into account both OLAP funded and non-OLAP funded staff.

The application for additional staff can be summarized as a request to add one of its existing non-OLAP funded support staff positions into OLAP funding in order to achieve a better staffing ratio within the OLAP funded positions. ARCH was started with three OLAP-funded positions: one support, one CLW, and one lawyer; at later times four positions were added: one support staff, one CLW, and two lawyers. The approved OLAP staffing ratio was therefore 2:2:3.

In allocating staff positions, the clinic funding staff has agreed to proposals by the clinic to organize the positions allocated to the clinic in such a way as to take advantage of higher salary monies provided by OLAP than by the other source funders. In agreeing to those

requests, the clinic obtained a certain funding advantage. The clinic faces having a major grant terminate in this year, and having to locate new other-source funders for three existing staff positions. The clinic feels it will be better able to do that if the three positions do not include two support staff.

The clinic funding staff has assessed this application as failing to meet the fundamental guidelines for additional staff, including the requirement to establish need for additional staff, because overall, the clinic has a good staffing ratio and an adequate staffing component. The solution to ARCH's problem is quite simple: the clinic funding staff will readily agree to another alignment of existing staff positions to achieve the following ratio of seven OLAP funded positions: four professional staff and three support staff; and three non-OLAP funded positions: two professional and one support staff.

2. Algoma Community Legal Clinic

Request: one support staff. Present staffing component: two lawyers, two CLWs and one support staff.

The clinic was established in 1984 and quickly became one of the busiest 4-person clinics. As the clinic got busier, the need for additional support staff increased, and became a pressing need when a second lawyer was added in 1985. The ratio of four caseworkers to one support staff has resulted in an extreme overloading of work for the sole support staff and a resulting loss of efficiency for the caseworkers and the Executive Director. The clinic has been making increasing use of surplus and other funds at the clinic to pay for part-time support

services but this arrangement only partly satisfies the serious need for additional support services in the clinic.

The overall needs in Algoma District justify the expansion to six staff members.

3. Bloor Information and Legal Services

Request: three additional staff positions. Present staffing component: one lawyer, one community legal worker and one support staff.

The basis of this application for additional staff is a proposal to almost double the clinic's geographic boundaries from the present boundaries of University Avenue on the east, St. Claire on the north, Landsdowne on the west, and Bloor Street on the south, by extending the western and northern boundaries of the clinic to the limits of the City of Toronto. Presently, the northwestern parts of the City of Toronto, beyond the current boundaries of Bloor Information and Legal Services, are not served by any general community legal clinic, and the area is not likely to ever be a candidate for the creation of a new clinic. The clinic funding staff has concluded, therefore, that the only mechanism for providing clinic services to this portion of the city is by the expansion of the services of an already existing community legal clinic. The Board of Directors of this clinic is considering this expansion but, since the present staffing component of the clinic is one of the smallest in the system, namely three positions, it would not be possible for it to take on these additional responsibilities without additional resources, particularly additional staff.

The clinic funding staff has concluded that the need for additional staff relative to other clinics, with regard to the new potential service

area which is currently unserved, is high. The proposed area of expansion includes the "junction triangle" a currently unserved area with high levels of poverty within the City of Toronto, and an area which would benefit greatly from the services provided by a community legal clinic. The clinic funding staff therefore proposes that an offer for two additional staff positions, that of a lawyer and that of a support staff position be made to the Board of Directors of Bloor Information and Legal Services. Subject to the following terms and conditions which would allow further consultation between the clinic funding staff and the Board before the Board would make a decision about entering into these further commitments and responsibilities:

1. The geographic boundaries for the provision of legal services be extended on the west and the north to the limits of the City of Toronto, or other such boundaries as will be agreed upon between the Board of Directors of the clinic and the clinic funding staff.
2. The adoption of appropriate job descriptions for the new staff positions and appropriate adjustments to existing job descriptions for the legal Director, community legal worker and secretary, to be agreed upon between the Board of Directors of the clinic and the clinic funding staff.
3. Consultation with the clinic funding staff regarding plans to develop legal services in the expanded area.
4. Consultation with the clinic funding staff regarding any major additional costs associated with the expansion of the clinic legal services, and the move of the existing offices.

5. The clinic shall record and report separate statistics for the calendar years 1986 and 1987 for client services provided in the new geographic area.

The Board of Directors of the clinic and the clinic funding staff are in agreement that continued consultation and discussions should take place regarding the implementation of the proposed expansion of the clinic's legal services. In that regard, the clinic funding staff and the Board of Directors of the clinic have agreed to meet and discuss the above terms and conditions and the plans of the Board of Directors.

4. Community Legal Services (Ottawa-Carleton)

Request: one lawyer. Present staffing component: two lawyers, two CLWs, two support staff.

In the recent past, the clinic has begun satellite operations on a part time basis in the Dalhousie area of Ottawa and in southeast Ottawa. The clinic has made application for an additional lawyer position in order to continue to provide these services outside the main office and to expand them, and to add services to the disabled community.

The clinic funding staff was satisfied this year that additional community legal clinic resources were needed to serve the low-income populations of Ottawa. Information provided in this application concerning income levels, housing and emergency shelters, ethnic and immigrant community information, population and welfare caseloads, and information provided by the South Ottawa Legal Services applicant group for funds for a new community legal clinic, and other demographic information which is available to us have highlighted the overwhelming need to improve and increase the community legal clinic services, and

resources, in the Ottawa community from the existing 12 staff positions divided between two clinics.

In the previous fiscal year, the clinic funding staff encouraged the South Ottawa Legal Services applicant group to work with and cooperate with Community Legal Services (Ottawa-Carleton) in providing some limited legal services in the south part of Ottawa. This was done and a mutually cooperative relationship was established. Community Legal Services (Ottawa-Carleton) began providing satellite visits to the Southeast Ottawa Community Services Organization on a regular basis.

In this fiscal year, 1986/87, the clinic funding staff received an application from the South Ottawa Legal Services group for a third independent community legal clinic to be located in the south part of Ottawa, and the application has been successful. The establishment of a new community legal clinic in Ottawa will result in an increase from 12 to 16 of the total staff positions funded in Ottawa for a community legal clinic, in addition to the other obvious increases in resources provided to a new clinic. Given this substantial influx of new community legal clinic resources to the Ottawa area which will improve and expand the total community legal clinic services available to that community, the clinic funding staff is not prepared to increase the staff of Community Legal Services (Ottawa-Carleton) at the same time.

With the establishment of a third clinic in Ottawa, the three community legal clinics have agreed to begin discussions concerning a reasonable division of responsibility and "jurisdiction" among the three clinics, including physical boundaries. To date, such distinctions regarding responsibilities and boundaries have been made on an ad hoc

basis only. The clinic funding staff is of the view that the success of the services of all three clinics depends very much on the development of reasonable, cooperative, and complementary policies and services among the three clinics. This process establishing a more formal degree of cooperation and coordination will be a developmental one and may involve some adjustments in services, focus or target groups, and may in the long run, lead to larger cooperative projects. The clinic funding staff would like to have a clearer articulation of the collective and separate goals and objectives for the three Ottawa clinics, before making any further expansion to the community legal clinic resources in the Ottawa area.

Since it our expectation that expanded resources will continue to be available to the community legal clinic system, it is therefore our view, because of the above factors, that the most important factors with this particular application is the timing and the overall need for additional resources in the three Ottawa clinics.

The clinic funding staff has also noted an extraordinarily high rate of staff turn-over at the clinic over the past year: only one current staff member has been at the clinic for more than a year; there are currently two vacancies in the 6-person staff. The need to establish a staple staffing component before there's any expansion of staff, is an additional factor weighing against additional staff this year.

5. Downsview Community Legal Services

Request: one lawyer or community legal worker and one support staff.
Present staffing component: two lawyers, one CLW and one support staff.

Downsview Community Legal Services was a new clinic in the 1985/86 fiscal year and opened its doors in January, 1986. At the time of this

application it has, therefore, had a period of only six months of active operation in which to establish its services.

In the short six-month period of operation up to the time of the additional staff application, the clinic has been able to make an excellent start in the establishment of services in the areas of immigration, landlord and tenant, welfare and workers' compensation, as well as in the community legal education and law reform areas. The clinic contemplates expanding the eastern boundary of its catchment area from Bathurst Street to Yonge Street with the addition of staff. The application also contemplates the clinic's caseload increasing over the next year and thereby increasing the demands on the current support staff time. In this sense, the application is primarily based on a projected need rather than a need which currently exists. Because of the short length of time that the clinic has been open, the clinic has not been able to establish a degree of need for additional resources, which would compare with the level of need demonstrated by the applications of other established clinics. For this reason, the clinic funding staff has considered that this application for additional staff is premature.

The application refers to the necessity of adding a Spanish-speaking person to the staff in order to meet the needs of Spanish-speaking clients. While it is entirely appropriate for Boards of Directors of clinics to make the ability to speak a language other than English, a factor in hiring staff, the clinic funding staff can take into account the need to provide language services for client groups in assessing the clinic's need for staff relative to other clinics as part of the overall relative needs assessment, and the assessment of the clinic's

demonstrated ability to utilize its existing client resources and to arrange its existing staffing complement and work assignments to accommodate the needs of the clients in its catchment area, as contemplated in the guidelines approved by the Clinic Funding Committee. It is simply not possible to justify adding staff to clinics simply to provide language services which the clinic cannot presently provide.

6. Dundurn Community Legal Services

Request: one CLW and one support staff. Present staffing component: two lawyers, two CLWs and two support staff.

The clinic currently maintains a CLW position whose responsibility it is to work in the area of housing and accommodation law, including private landlord and tenant law, rent review and non-profit housing. The application states that the current position will be converted to a lawyer position and that therefore the clinic requires an additional CLW position. The additional support staff position is requested because of the additional work which would be generated by the addition of a caseworker to the clinic.

The clinic expects to move its premises to the center of the City of Hamilton by April 1, 1987, and expects that the new location will lead to an increase in demand for services because of increased visibility and proximity to other social services. This may well be the case, but it is the view of the clinic funding staff, as has been indicated in other additional staff decisions, that an application for additional staff based on a projected need for increased resources demonstrates a relatively lesser need for additional staff than applications by clinics

which can demonstrate an existing demand for client services which require additional staff resources to be met.

The clinic funding staff is of the view that the overall demand for additional clinic resources in the Hamilton area has, to a great extent, for the time being been met by the decision to open the Hamilton Mountain Legal and Community Services clinic in 1985/86. The addition of a third clinic to the Hamilton area will go a long way toward satisfying unmet demands for services, particularly if the three clinics cooperate and coordinate their services and area served.

The clinic funding staff is of the view that this application also is premature, in the sense that all of the client services in the Hamilton area will be under review as the three clinics consult and review their services in order to achieve a complementary balance and to eliminate duplication overall in the Hamilton area. This is a process which will involve some shifting and changing of resources or boundaries or areas of concentration among the clinics. In addition, the impact of the move of the Dundurn offices is not known at this time and can be better assessed after it is completed, and some period of operation has concluded in which to assess client demands.

7. Durham Community Legal Clinic

Request: one lawyer or CLW and one support staff. Present staffing component: two lawyers, one CLW and one support staff.

The clinic opened a year ago and very quickly developed an active caseload partly due to the previous existence of a landlord and tenant service, which had developed client awareness and client demands for those services. In particular the clinic experiences an extremely heavy

demand for summary advice compared to other clinics and especially compared to other new clinics. Most of this demand is in the area of landlord and tenant. The heavy demand for summary advice puts a particular strain on the ability of the sole support staff member to provide adequate support services to the three caseworkers and this pressure has increased as the caseload and outreach activities of the clinic have increased.

The clinic is about to commence regular satellite office locations with the establishment of regular part-time office hours in Port Perry. This outreach represents the first stage of expansion to the smaller centres within the Region of Durham, outside Oshawa. The clinic is also expanding its areas of service to include immigration and workers' compensation.

The clinic has stretched the funds available in the salary pool for its existing 4-person staffing component to hire a part-time support staff/intake worker position in order to cope with the support staff demands generated by the clinic. The performance of intake functions on a part-time basis by this person in particular relieves the full-time support staff from telephone answering and reception duties allowing the case support work to be done.

The clinic funding staff is satisfied that the client service demands of this clinic have now surpassed the reasonable capabilities of a single support staff worker to perform and that additional support resources are urgently required. The clinic funding staff therefore views this application for additional support staff position as a high

priority relative to the needs established by other applications for additional staff.

The application for an additional lawyer or CLW position is based on the expansion of clinic services to permit more public legal education and outreach and more direct client services to the rural parts of Durham Region. At the time that the application was drafted, the clinic had an approved staffing component of one lawyer, two CLWs and one support staff, but in the meantime, one of the CLW positions became vacant and the Board decided to hire a second lawyer, rather than a CLW. The clinic Board has struck an Outreach Committee whose task it is to develop plans for the outreach of client services for 1986/87 including outreach to the rural areas of Durham. The Outreach Committee will be developing specific plans in the fall.

This clinic is working steadily to develop its services and to achieve its full clinic mandate of services to the Region of Durham, and has made good progress to date. The clinic has established its ability to utilize its existing staffing component to achieve the beginnings of a careful program of expansion, and the demographics of Durham justify an expansion of the staff position of this clinic. Because the clinic is already hiring to fill two vacant positions, and because the Board will be developing its outreach plans more completely in the fall and winter of 1986, this application for an additional lawyer or CLW position is, in the view of the clinic funding staff, a medium priority for the addition of staff.

8. East Toronto Community Legal Services

Request: one support staff. Present staffing component: three lawyers, one CLW and one support staff.

The clinic has functioned for several years with an unusually high ratio of caseworkers to support staff, and was able to function only because of relatively low productivity. Two significant changes over the last year have generated more active client services and a consequent pressing need for additional secretarial services to support and assist the caseworkers in providing client services: The Board of Directors undertook a review and evaluation of clinic services and developed new priorities and directions for the clinic; staff turnover and amendments to job descriptions have resulted in the creation of a Lawyer/Director position and an influx of new ideas and enthusiasm into the clinic. All of these factors have resulted in a need for additional support services to improve the current ratio of four caseworkers to one support staff.

The overall needs in the clinic's geographic area (the City of Toronto east of the Don Valley) justify this expansion to six staff, and therefore the clinic funding staff have considered this application for additional staff to be a high priority.

9. Etobicoke Community Legal Services

Request: one CLW. Present staffing component: two lawyers, one CLW and one support staff.

The clinic was a new clinic in 1985/86 fiscal year and opened its doors quite recently. In fact at the time of the drafting of the application, the probation periods for permanent staff at the clinic had not yet expired. The clinic was unable to provide sufficient information on current services, due to the short period of time that the clinic has

been opened, to make any assessment of relative need for additional resources or indeed of any of the other criteria for the addition of staff. The clinic has not had an adequate time to permit its current facilities and resources to achieve a level of consistency and stability that is required before additional resources are added to a new clinic.

For this reason, the clinic funding staff considers that this application for additional staff is premature at this time.

10. Hastings & Prince Edward Legal Services

Request: one lawyer and one part-time support staff. Present staffing component: two lawyers, two CLWs and two support staff.

The specific basis for the application for additional staff is in order to establish a regular satellite office in Bancroft, which is located approximately 75 miles to the north of Belleville, and is the urban centre for the northern part of Hastings County. The clinic has been operating since 1980 and established a part-time office in Madoc in 1984, and in Picton in 1985. Both of these existing satellite offices have been expanded since their initial set-up, due to increased client demand for service. The clinic was allocated an additional staff lawyer position in 1984/85 fiscal year and an additional support staff position in 1985/86 fiscal year. The addition of staff and the expansion of satellite services has resulted in substantial increases in files and other client services being handled by the clinic, over the past few years.

The clinic has already made contact with the community in Bancroft, particularly through the existing office in Madoc, by assisting community organizations and through public legal education sessions in Bancroft.

The Madoc office has also received some requests for summary advice and has represented some Bancroft residents in hearings in Belleville. The clinic application has outlined the extreme difficulty in providing consistent services to Bancroft without establishing a regular office in that community. From the existing experience with the Bancroft community, the clinic has identified four areas of client services which are welfare, tenants' rights, workers' compensation, and Social Assistance Review Board; and has identified problems in each of those areas which are specific to the Bancroft community, including the difficulty of obtaining transportation to a larger centre for services. The application has documented the level of poverty in the Bancroft area which would justify the establishment of a permanent satellite office. The application for additional part-time support staff is based on the additional work expected to be generated by an additional lawyer.

This application for additional staff is consistent with the clinic mandate to deliver clinic services to all of Hastings and Prince Edward Counties, and with the implementation of the Board of Directors' plan of study expansion of services to potential clients who are residents of the northerly portion of Hastings County. The clinic has clearly demonstrated its ability to utilize its existing staffing component to provide a full range of clinic services and to begin to provide clinic services to the rural parts of Hastings and Prince Edward Counties. The 1985/86 fiscal year has seen a substantial leap in the demand for client services and the services actually provided by the clinic. The clinic has taken on responsibility for a regular schedule of travelling,

by one staff member to the current satellite offices. In addition, the clinic has had some staff turnover and hirings in the last year.

The clinic funding staff is therefore of the view that this application for additional staff is a medium priority; there is only one factor mitigating against expansion of the clinic at this time, and that is the possible benefits to the staff and the Board of Directors of the clinic of having a year of maintaining client services on a consistent level, after a period of intensive expansion, and of energy, in order to achieve a long term stability and consistency in clinic operations.

11. Justice for Children

Request: one lawyer or CLW. Present staffing component: two lawyers, one community legal worker and two support staff.

The application for an additional caseworker is based on a desire to offer services to children with mental health problems from low-income families which the clinic perceives will be an area of increasing importance due to changes in the law embodied in The Child and Family Services Act and The Mental Health Act. In addition, there may be a role for Justice for Children to play in training child advocates appointed pursuant to the The Child and Family Services Act as part of an inter-disciplinary team.

The clinic was opened in 1982 with a staffing component of three. In the 1984/85 fiscal year an additional lawyer position was allocated to the clinic, in order to accomplish two goals. First, to provide services to other general service clinics, such as casework, advice, training, leadership in law reform issues, etc; and secondly, to increase the capacity of the clinic to accommodate additional client needs and to

increase its capacity to deliver more direct client services and more significant services both to clinic clients and to other clinics. The decision of clinic funding staff at that time stated as follows:

"Justice for Children has not developed sufficiently as a specialized clinic to justify expansion beyond one additional staff position, at this time. In particular, the development of the clinic's roles as a resource to general clinics in providing expertise in children's law, and in formulating law reform issues affecting children, has been slower than anticipated. The implementation by the Board of Directors of a plan of continuing development of the clinic's direct client services together with the development of its role as a specialty clinic within the system of community legal clinics across the province, will continue to increase this clinic's priority for additional staff in the future."

It would appear that the additional staff resources allocated to this clinic in 1984/85 have been largely devoted to providing additional summary advice services, which is a service to clients which is necessary in community legal clinics, but will not justify the addition of staff.

At the funding meeting held this year, the Board of Directors renewed its commitment to develop the clinic's casework expertise, and its role as a provider of high level significant casework. It is, as yet, too soon to assess the results of this renewed priority by the Board of Directors.

The further development of its role in providing direct client services and also in providing a level of expertise to general clinics through training and advice in the future, will increase this clinic's current low priority for the allocation of additional staff.

12. Kenora Community Legal Clinic

Request: one additional support staff. Present staffing component: two lawyers, one community legal worker and one support staff.

The application is for an additional support staff position to act as secretary/receptionist. The clinic was started with a staffing component of three, but initially had difficulty in keeping the CLW position filled, and the clinic operated a great deal of the time with a Lawyer/Director, a support staff and intermittently with a part-time lawyer. In 1984 a second permanent full-time lawyer was hired and in 1985, the fourth position was added to the clinic, and the clinic has maintained a stable four-person staffing structure since that time. The increase in full-time staff members has led to a moderate increase in files, and a substantial increase in summary advice and public education projects. The clinic has, since at least 1984, purchased part-time secretarial assistance for the clinic and the clinic anticipates a growth in the need to utilize part-time secretarial help.

The clinic funding staff is satisfied that the level of activities at the clinic is now beginning to reach the level where the allocation of additional support staff may be warranted, but in the face of other competing demands for the allocation of additional staff resources, which were able to make a more pressing case for additional staff, particularly additional support staff, at the present time have decided to accord this application a lesser priority this fiscal year. If, as the clinic anticipates, the need for additional support staff continues to increase as the outreach plans of the clinic continue to successfully develop the client services, the clinic funding staff would certainly reconsider this application for additional support staff taking into account the higher need established. In making this judgement, the clinic funding staff noted particularly that the hours required for part-time secretarial

assistance for the first three months of the calendar year dropped substantially from 1985 to 1986.

13. Kinna-aweya Legal Clinic

Request: one lawyer and one support staff. Present staffing component: an Executive Director, two lawyers, five community legal workers, two support staff (one of which is divided into four part-time positions).

The clinic maintains a main office in the city of Thunder Bay which is staffed by the two clinic lawyers, the Executive Director, two community legal workers, one full-time support staff and one part-time support staff. The clinic also has three permanent satellite locations in Armstrong, Marathon and Geraldton, each of which have a staff of one full-time CLW and one part-time support staff. The two lawyers located in the central office also supervise the CLWs in the three satellite locations; and the Executive Director located in the Thunder Bay office administers all four clinic offices. The clinic also employs a part-time bookkeeper. The structure and organization of Kinna-aweya Legal Clinic is unique in the system of community legal clinics and reflects the particular needs for community legal clinic services found in the Thunder Bay District, both in the city of Thunder Bay itself and in the smaller centres outside Thunder Bay.

The request for an additional lawyer position is based on several factors. The current ratio of five CLWs to two lawyers places an extremely time consuming responsibility on the lawyers for supervision, particularly considering that three of the CLWs are located in the satellite offices, and a great deal of travelling time must be

accommodated. The work of the clinic itself, as the clinic has matured and developed its services to clients and its expertise in areas of native law and administrative law issues, has become increasingly more sophisticated and legally complex. The clinic's service are at the leading edge of law reform issues and legal analysis for the north in the areas in which it practices. The continuation and expansion of this trend and this capacity has led to a need for a third lawyer who can participate in and become responsible for some aspects of the clinic's work. Finally, the request for additional staff makes the case that the main office of the clinic serving the Thunder Bay clients is understaffed, relative to other major centres of a similar size, in that only the time and resources of two CLWs and one and a half support staff are devoted exclusively to the Thunder Bay clients. The time and resource of the two lawyers and the Executive Director are divided between the four locations, and the demand for services in the Thunder Bay location continues rise as the clinic continues to be successful in establishing itself as a credible and viable community service.

In addition to the matters raised in the request for additional staff, Kinna-aweya has acted as a resource to other groups in clinic projects and has been a significant factor in the success of those projects. The clinic has played an important role in developing training for northern clinics, in assisting to develop other community legal clinics in the north, and has undertaken sophisticated WCB work on a province-wide basis which will benefit not only the clients of the Kinna-aweya clinic but benefits all of the legal clinics in Ontario and their clients. This role of the clinic, which the clinic funding staff

views as important and a contribution to the excellence of the community legal clinic system as a whole, will likely continue. Such activities place a demand on staff time which require the Board of Directors of the clinic to weigh and balance the needs for casework and other services to the clinic clients, and the benefits that will come from such special projects. The clinic funding staff has taken into account all of these factors under the third guideline for additional staff requests, which addresses the likely impact of the proposal for additional staff on the clinic's ability to deliver high quality legal services, in addition to all of the information provided in the additional staff application, and has therefore taken the view that this application must be treated as a high priority for additional staff in 1986/87.

The request for additional staff filed by the clinic indicates that the support staff at the Thunder Bay office have logged as many as 100 telephone calls in an average day (that are answered), and have docketed at least five hours of telephone/reception daily. Given that the Thunder Bay office at present has an allocation of one and a half support staff positions serving five caseworkers and the Executive Director, the clinic funding staff is of the view that the clinic has demonstrated a need for additional support staff services for the Thunder Bay office, and accordingly, is of the view that increasing the current half-time support staff position to a full-time support position, is a high priority this year.

14. Mississauga Community Legal Services

Request: one additional support staff position. Present staffing component: two lawyers, four community legal workers and one support staff.

The clinic has been funded with a seven-person staffing component since 1979. The clinic applied for an additional support staff position in the 1984/85 fiscal year and the 1985/86 fiscal year. A report on support staff arrangements dated June 1, 1983 clearly documented the need for additional support staff to provide essential basic support services to caseworkers at the clinic. In particular, it was very clear that an increased capacity for typing, filing, and the opening and closing of files was needed. The two previous applications for additional support staff were denied on the basis of two reasons. First, on the basis of need; since the municipal Region of Peel was considered a lower priority for the expansion of clinic resources because the demographic indicators of poverty and the total numbers of potential clients were less than other areas where clinics were seeking to expand. Second, the clinic was considered to have the ability to meet its own needs to expand the support services within the clinic by making alterations in the existing staffing component to provide for a better ratio between caseworkers and support staff.

After reviewing this application in detail, the clinic funding staff has concluded that there are several factors contributing to a reassessment of this clinic's application for a second support staff position as a higher priority for the allocation of an additional staff position than was the case in previous years. One such factor is the relative nature of the first guideline for additional staff requests, that is the need

for additional staff relative to the need demonstrated by other community legal clinics. Over the past few years, as additional staff positions have been distributed among clinics, the highest priorities for expansion have gradually become satisfied, and requests for additional resources which were denied in the past may become higher priorities in the present, relative to the other requests. While in the past, Peel Regional Municipality was considered a lower priority for expansion overall, that overall assessment of priority has now been revised.

Another important factor which has been taken into account by the clinic funding staff, has been the assessment of the sixth guideline approved by the Clinic Funding Committee, namely, the clinic's organization of its present staffing component to meet its own needs for a balance between support staff, CLWs and lawyers. The Board of Directors of the clinic has taken steps to alter its existing staffing component and has achieved a significant improvement in the organization of its existing staff. Upon the vacancy of one of the CLW positions, the Board of Directors has created a full-time intake worker position which staff member is responsible for walk-in reception, telephone reception and initial interviewing of potential clients. This reorganization has had a significant impact on the ability of CLWs and lawyers to concentrate their abilities on their major responsibilities of their job descriptions, rather than having to perform rotating shifts of intake and reception duties. This has increased the job satisfaction and ability to perform effectively on the part of both lawyers and CLWs. In addition, this alteration in the staffing component has had a beneficial impact on the existing support staff. Although it is still necessary from time to

time to perform backup reception duties, the support staff is also freer to pursue the major responsibilities of her job description without the constant interruption of reception and telephone duties. The addition of a support staff position which would be responsible for secretarial and backup receptionist functions, would complete the rational revision of job responsibilities which has been begun by the Board of Directors, and would further free the lawyers and CLWs to perfect their legal and adversarial skills in their areas of expertise, and thereby improve the quality of services offered to clinic clients. The clinic funding staff is therefore now satisfied that the application for additional staff substantially satisfies the third guideline for additional staff requests, namely the impact of the proposal for additional staff on the clinic's ability to deliver high quality legal services.

One further change at this clinic also has impact on the need for additional staff. In 1986, the clinic moved its offices to a more visible location which is on more direct transportation routes and therefore easier to access by clients. The result has been predictable: the clinic has experienced a dramatic increase in drop-in clients and intake, so much so that the clinic is required to have a person at all times to backup the intake worker in order to handle all of the walk-in requests for service. This increase in demand for services due to the higher visibility of the clinic will inevitably lead to more active caseloads on the part of all of the clinic workers. The clinic funding staff is convinced that the pre-existing need for additional support services at this clinic has become even greater due to the impact of the move. The clinic funding staff has therefore concluded that this application to add an

additional support staff position to this clinic should be accorded a high priority this year.

However, this assessment on the part of the clinic funding staff is of the need to increase support services at the clinic. Because there has been some suggestion by the Board of Directors that if an additional support staff position is allocated to the clinic, that the Board might consider converting one of the two support staff positions to a CLW position on a full-time or part-time basis, which would result effectively in adding a CLW position to this clinic rather than adding an additional support staff position, the clinic funding staff makes this decision to allocate an additional support staff position conditional upon the Board of Directors' agreeing to maintain the existing job description for the existing support staff position and agreeing to maintain the intake worker's job description as it exists at the present time.

15. Neighbourhood Legal Services

Request: one community legal worker. Present staffing component: two lawyers, three community legal workers and two support staff.

The request is for an additional clinic position to be responsible for the intake and summary advice requirements of the clinic, including implementing the financial guidelines. Currently, the clinic estimates that a total of ten hours per week of CLW time is required for intake and reception, relieving the clinic's secretary from those duties. For the lunch hour shift and one half day shift per week for each of the three community legal workers.

The two support staff positions currently maintained at the clinic are divided as follows: one position is responsible for reception and initial intake, typing, opening and closing of files, word processing as support work for the caseworkers' central records, mail, the tickler system, and office forms; the second position performs the functions of a bookkeeper and financial co-ordinator. The request for an additional intake worker position has been founded on a desire by the Board of Directors of the clinic to free the ten hours per week currently devoted by community legal workers to backup reception duties and to make those hours available for additional community development work by the CLWs. The addition of this position would also free the current receptionist/secretary to devote more of her time to secretarial duties, particularly typing and support functions for the Board of Directors.

The clinic funding staff has concluded that the likely impact of the proposal for additional staff on the clinic's ability to deliver high quality legal services is minimal. The advantage to the clinic of adding ten hours per week to the time available to all of the caseworkers for community development, is not significant particularly when it is considered that the ten hours per week would be divided among three people. The clinic has not developed a policy or plan for community development which would make use of those hours in a way that is integrated with other clinic work and tied to goals and objectives for the development of the community.

The application for additional staff as it has been submitted is not based on an argument that the clinic is in serious need of additional support services. If that is indeed the case, it is the view of the

clinic funding staff after reviewing the application and discussing these matters with the Board of Directors of the clinic, that the position of the Financial Co-ordinator is relatively under-utilized because the duties of that position in most other clinics is able to be accomplished on a part-time basis. (Indeed, the clinic funding staff has offered to allocate funds to the clinic for a part-time bookkeeper if the existing second support staff position were changed to meet the more pressing need for secretarial, reception and intake services.) It would seem that any support work overload could therefore easily be accommodated within the clinic's existing staffing component. The clinic funding staff has therefore concluded that the clinic's need for additional staff, relative to other clinics, cannot be accorded a high priority.

16. Niagara North Community Legal Assistance

Request: one lawyer and one support staff. Present staffing component: two lawyers, two community legal workers and two secretaries.

The clinic maintains a main office in St. Catharines and limited legal services in Niagara Falls, Lincoln and Grimsby. The basis of the application for additional staff is to increase services to Niagara Falls and to Lincoln, Grimsby and West Lincoln, in the western portion of Niagara North, and specifically to open a permanent part-time office in Niagara Falls. The clinic has developed an outreach plan complete with plans for social action to facilitate the expansion of services in an orderly way, and has conducted an informal survey of Niagara Falls agencies in order to investigate the need for increased services in that area.

The clinic funding staff is convinced by the application that the addition of staff in this clinic would result in an overall increase in clinic services and especially an increase in services to areas which are currently served on a limited basis only, and as such, the application meets the requirements, particularly the requirement for need for expansion, as set out by the Clinic Funding Committee. Relative to the other applications for additional staff, the clinic funding staff has made an assessment that this application should be accorded a medium priority for the expansion of its staff.

17. Renfrew County Legal Services

Request: one community legal worker and one support staff. Present staffing component: three lawyers and one support staff.

Upon the recent vacancy for the position of community legal worker at the clinic, the Board of Directors made the decision to fill the position with a lawyer, and therefore request additional staff to add a community legal worker to this clinic's staffing component. The clinic also requests secretarial staff independently of the addition of a fourth caseworker to the clinic. The clinic was opened early in 1985 with its current staffing component of four. The clinic also has, until September, 1986, additional secretarial assistance through the UIC's "Futures Program".

The decision of the Board of Directors to alter the former CLW position to that of a lawyer was made in order to meet the perceived need for an increased capacity for casework as the clinic continues to experience an increased demand for those client services. The clinic will soon be opening a satellite office in Pembroke, and expects an

initial flood of casework beyond what is currently experiencing. The request for an additional community legal worker position is based upon the Board's desire to hire a community development specialist whose function it would be to initiate self-help groups in the areas of welfare, injured workers and tenants. The application also makes reference to other future expansion to Arnprior, Eganville, Cobden and other smaller centres throughout the County of Renfrew.

The application makes clear that all of the staff of the Renfrew County Legal Clinic, including the current support staff, are quite proficient at community development and working with various community groups through public legal education and around law reform issues. The clinic has been successful in working with self-help welfare mothers' groups and tenants' groups, and has addressed various law reform issues. The clinic has already developed contacts with committed community volunteers who are prepared to assist the start-up of injured workers' groups and tenant groups in various areas throughout the county.

The application states that the typing, filing and ongoing secretarial work required by the clinic cannot be handled by one secretary. However, with the addition of the "Futures Program" placement at the clinic, the permanent full-time clinic secretary was moved to the vacant CLW position, which would indicate that the Board of Directors has made the decision that the clinic indeed requires only one secretary. While the clinic funding staff is of the view that the clinic has made quite a satisfactory start, the statistics submitted for the 1985 calendar year show that the clinic activities are somewhat lower than is the case in the other four-person clinics.

The clinic funding staff is not satisfied that the clinic has established a need for additional support staff, relative to the need established by other clinic applications.

The clinic funding staff is convinced that the need to expand the resources of this clinic will continue to grow as the clinic's work progresses, but that in this fiscal year the application for the expansion of staff will be accorded a medium priority because the clinic will be able to continue to offer community development services, although not in the quantity that the clinic would prefer. It is our view that, if the clinic continues to develop its services as it has in the past, that the need to expand the staff of this clinic will soon become a higher priority than at the present time, relative to the needs in other clinics.

18. Rexdale Community Information and Legal Services

Request: one community legal worker. Present staffing component: two lawyers, two community legal workers and two support staff.

The application by the clinic for an additional community legal worker position proposes a juggling of current positions at the clinic. At present, one of the full-time support staff positions has been converted into two part-time positions: a two-day per week support staff member, and a three-day per week community legal worker position. Each of these two positions is held by a different person. In addition, as is the case with the majority of community legal clinics, limited funding is being provided for a part-time bookkeeper, and the clinic has utilized the salary pool to increase this position to a two-day per week Financial Administrator position.

The proposal for additional staff would result in no actual addition of staff members to the clinic but only the increasing of hours for the three current part-time employees. By the addition of one CLW salary, the clinic would increase the current part-time support staff to full-time, and OLAP would recognize the current two-day per week Financial Administrator position (as a CLW position rather than as support staff).

The clinic funding staff is unable to conclude that the impact of this proposal would be an increase in services to the community, nor would it result in any increase in the clinic's ability to deliver high quality legal services. Further, because of the opening of a new clinic in Etobicoke last fiscal year, the overall need to add additional resources to the Etobicoke area is a lower priority than other areas that have not benefited from such expansion.

19. Rural Legal Services

Request: half support staff. Present staffing component: one lawyer and one half support staff.

North Frontenac Community Service Centre and the Queen's University Faculty of Law operate Rural Legal Services as a joint venture. When the CLW position became vacant last year the clinic altered the full-time position to that of a lawyer, resulting in heavier demands upon the half-time support staff. A full-time support staff position will permit continuous intake services to be available for clients who usually drop in unexpectantly for legal services. The rural clients of this clinic frequently have no telephone, and are able to come in to Sharbot Lake only when a ride is available. The clinic funding staff has determined that funds to increase the current half-time support staff to a full-time

position could be made available from the clinic funding budget without affecting the number of full-time positions available for additional staff, this year.

20. Scarborough Community Legal Services

Request: one support staff position. Present staffing component: two lawyers, three community legal workers, three support staff.

At present, the responsibilities of the three support staff positions are divided as follows: one position is responsible for reception and intake, one position is the clinic secretary, primarily responsible for caseworkers support services, and the third position is responsible for office co-ordination, specifically administrative functions and support functions for the Board of Directors. The basis for the application for an additional support staff position is that an increase in legal work, law reform and community development at the clinic has placed expanding demands upon the support staff facilities of the clinic. The application cites an increase in appeal work and paper work generated from involvement in law reform issues. The application also notes that student placements at the clinic have put additional pressure on secretarial services.

The clinic funding staff has noted several inefficiencies in the job descriptions filed by the clinic which would indicate that the clinic is able to accommodate the support requirements within its existing staffing component. The existing secretary who is responsible for primary casework support work such as basic typing must also answer all incoming telephone calls despite the fact that the clinic has a full-time intake worker. Likewise, the clinic's secretary is required to open and close

all clinic files despite the fact that the clinic has a full-time Office Co-ordinator. The secretary is responsible for opening, dating and distributing all mail despite the fact that the Office Co-ordinator is also responsible for the distribution of mail, and the processing of requests to the clinic for information and other correspondence. The intake worker is responsible for organizing strategies and proposals for law reform, despite the fact that this is a function performed by each of the community legal workers in their own particular area of specialization.

The clinic funding staff has concluded that the essential problem in providing sufficient support staff resources to the clinic, is that the Board of Directors has re-defined one of the support staff positions as a community legal worker position and has removed all secretarial functions from that position, thereby leaving the clinic short of the necessary support staff capacity required by the work generated. The application, therefore, must be accorded a low priority because it does not meet guideline #2 and #6, as approved by the Clinic Funding Committee.

21. Simcoe Legal Services Clinic

Request: one support staff. Present staffing component: four lawyers and three support staff.

The clinic employs a fully integrated team approach to the delivery of all legal services, case conferencing, public legal education, outreach, legal research and law reform, including planning of above. The clinic support staff provide reception and intake services, support services for casework, data management and administrative tasks. The clinic has developed a high volume approach to individual casework,

combined with a high impact strategy for individual test-case litigation, and has been at the leading edge in the clinic system for utilizing the Data Manager capabilities of the Lanier system in identifying systematic law reform issues arising from a high volume caseload data base. The clinic's approach to law reform has been innovative, aggressive and high profile, utilizing the team approach to make available high quality research, long-term planning, a multi-stage approach to community development and the application of law reform goals to all of the casework handled by the clinic.

Because of the increasing sophistication of clinic activities, the Board of Directors recently decided to convert its only community legal worker position to that of a lawyer, in order to better ensure the uniform delivery of services, the most efficient delivery of casework services, and to ensure the clinic's ability to continue to expand geographically. The clinic maintains its main office in Orillia and satellite offices in Midland, Collingwood and Barrie. In the 1986/87, the Board of Directors will be studying the feasibility of service delivery to the south part of Simcoe County and the expansion of services in the Barrie area. Law reform issues currently being undertaken as a result of the use of the Data Manager application to existing caseloads include: a major task force involves 28 municipalities regarding a uniform housing standards by-law and enforcement; significant systematic challenges to the procedures of the Social Assistance Review Board in determining the existence of disabilities, permanent unemployability and employability; the application of the Charter of Rights to the termination or partial suspension of benefits without prior hearing under The Workers'

Compensation Act; the development of strategies for the institutionalized mentally disabled in conjunction with the Ontario Association for Mentally Retarded and the National Association for the Mentally Retarded; and significant contributions to the WCB Network in the role of coordinator and as a co-counsel on the leading case strategy currently being heard before the Workers' Compensation Appeals Tribunal.

This clinic has been, and continues to be, extremely energetic in the pursuit of excellence in the delivery of all client services and has repeatedly demonstrated its commitment to high impact strategies; in this way, the clinic has created for itself a somewhat unique role within the clinic system. Although the ratio of four lawyers to four support staff would be unique within the system of community legal clinics, the clinic funding staff is convinced that it is important to continue to support the development of innovative strategies when they are coupled with excellence in service delivery, and that the techniques being developed at Simcoe Legal Services Clinic are providing a substantial benefit to the clients of all of the community legal clinics. The "need" that is demonstrated by this application is therefore of a somewhat different nature than the need demonstrated in other applications for additional staff, and the clinic funding staff has therefore credited this application a medium priority for the allocation of additional staff.

22. Sioux Lookout Community Legal Clinic

Request: one lawyer and one support staff. Present staffing component: one lawyer, one community legal worker and one support staff.

The clinic was opened in 1983 with the very small staffing component of three. While the centre of Sioux Lookout itself is quite small, the

clinic was funded with a mandate to serve the vast geographic area of northwestern Ontario which is dotted with tiny communities hundreds of miles apart. Many of these are fly-in communities. At present, the clinic is serving a population of approximately 7,000 located in the communities of Sioux Lookout, Hudson, Lac Seul, Savant Lake, and Osnaburgh. The clinic has initiated some public legal education programs tailored to the needs of their particular community, using locally available media to provide this information in Oji-cree syllabics, and in oral form via radio. The clinic's initial growth period has seen the establishment of a good caseload base and a cautious and well-planned outreach to communities outside of Sioux Lookout. Because of the particular nature of the area served by this clinic, the demands for travelling are a major consideration in the planning of client services, since much of the travelling must be done by winter road, by canoe, or by airplane, involving relatively large expenditures of both staff time and clinic funds.

The clinic has identified a high need for a legal education program specifically developed for northwestern Ontario populations. Because the area experiences a serious lack of access to the legal system, which is accentuated by the particular language, cultural and geographic differences between communities and other parts of Ontario. The basis of the application for additional staff is to develop a long-term outreach program over a three to five year timeframe for the development of services to five communities in the geographic area, which reflect a cross-section in terms of size and affiliation of tribal councils. The addition of a second lawyer to the clinic would also be of great assist-

ance in improving and revamping the administrative organization of the clinic.

The clinic funding staff is satisfied that this clinic has worked very hard to lay the basic ground work in establishing its ties with the low-income people of native and Metis status in the area that it serves, and in initiating the beginnings of a much needed public legal education service in the north. The clinic has identified legal problems associated with status rights, hunting and fishing rights, juvenile delinquency, and a range of administration problems which are peculiar to northern native communities, as areas of priority for service, but that the serious lack of access to the usual legal services means that the most important service to be developed by this clinic is comprehensive and carefully planned public legal education.

The clinic funding staff is satisfied that the clinic requires additional resources in order to fulfil that mandate. The addition of a staff member to the clinic would permit some division of responsibility between the three caseworkers with a resulting increase not only in quantity of services but in the quality of services developed, due to increasing specialization of the staff within the clinic. The clinic funding staff is therefore of the view that this application is a high priority for the allocation of an additional lawyer position this year.

The application for an additional support staff position is based upon the increase in demands for support services expected with the addition of a lawyer. However, because of the developmental nature the work at this clinic, and because of the requirement for travel by caseworkers, the actual casework support services required at this clinic are notice-

ably lower at this clinic than at other clinics of the same size. The clinic funding staff has therefore assigned a lower priority to the addition of a support staff position for Sioux Lookout Community Legal Clinic, with a view to reviewing the need for this position as the demands for support services increase over the next year.

23. Stormont, Dundas and Glengarry Community Legal Clinic

Request: one lawyer and one support staff. Present staffing component: two lawyers, one CLW and one support staff.

The clinic opened its doors in 1985 and quickly became the busiest of the new clinics. The clinic developed its services in Stormont and has begun to expand its service to clients in Dundas and Glengarry, but its ability to do so will be limited without additional staff. The clinic has taken a leading role in the development of an Eastern Association of Clinics for the purpose of developing training programs and the additional staff to this clinic will provide a benefit to all the eastern clinics. This application represents a high priority for the expansion of clinic services through the allocation of additional staff (as opposed to the addition of staff to catch up with current demands).

24. Sudbury Community Legal Clinic

Request: one additional lawyer position. Present staffing component: two lawyers, two community legal workers and four support staff.

Until very recently, the staffing component at this clinic was two lawyers, three community legal workers and three support staff. Due to staff turnover, the clinic will experience two vacant CLW positions this year. The Board of Directors of the clinic has made the decision that

the clinic requires additional support staff services because of the high volume of work handled by the caseworkers, and also that the clinic requires increased lawyer services because of the recent expansion of clinic services to include a satellite office and because of supervision requirements for CLWs. The Board of Directors would like to ensure the ability of the clinic to continue to expand and at some future date, possibly maintain another satellite offices.

The Sudbury clinic has always experienced one of the highest levels of demand for client services in the system. The high demand has resulted in high levels of caseload and other client services both on an absolute basis and in comparison with other clinics. The application notes that the high level of demand for client services gives every sign of increasing, due to major local economic downturn and the high profile and credibility developed by the clinic within the community. This factor translates into a high workload for support staff as well as for caseworkers in the following areas: reception and intake, typing and filing, administration of various office systems such as tickler, case conference, trust accounts, disbursements, statistics, photocopying, general correspondence and clerical work, and other related matters. The clinic has logged an average of 75 telephone calls and 18 walk-in clients per day. The clinic has achieved a good organization of tasks within the three current support staff positions, such that any overlap, duplication or inefficiencies have been eliminated.

In addition to these factors, the clinic has recently undertaken to expand its physical offices to include a satellite location on a pilot project basis at the Town of Espinola. The Board of Directors agrees in

principle with the extension of legal services to underserved areas, outside of the City of Sudbury, but is cautious in undertaking such projects, in view of the already high demands on clinic staff at the main location. If the pilot project at Espinola, currently being monitored, proves to be successful, a further extension of services may be possible, but will prove extremely difficult without the addition of resources to the clinic.

The clinic funding staff is in agreement with the Board of Directors of this clinic that, in view of all of the above, the clinic requires additional support staff resources and also additional lawyer time, to accommodate both increasing demands at the Sudbury location and the need to extend the services of the clinic to outline areas. The clinic funding staff has therefore agreed to a proposal by the Board of Directors of the clinic to convert one vacant community legal worker position to that of support staff, and has determined that the application for an additional lawyer position is a high priority for the allocation of additional staff for 1986/87.

25. Tenant Hotline

Request: one lawyer and one support staff. Present staffing component: one lawyer and six community legal workers.

The application for expansion by this clinic repeats an application submitted in 1985/86, which was denied, and the same factors which led to the denial of the application last fiscal year continue to be relevant.

There are already three specialty clinics with a combined staffing component of 20 staffing positions devoted exclusively to landlord and tenant representation and advice, in addition to the many staff hours in

general service clinics devoted to the practice of landlord and tenant law. Approximately 4500 files were opened on landlord and tenant matters in 1985, which represents 28% of all clinic files opened for that year. For clinics which do not have students in them, the average percent of the caseload which represents landlord and tenant files in 1985 was 32%. The clinic funding staff has therefore concluded that a relatively generous proportion of community legal clinic resources are already being allocated to meeting the legal needs in the area of landlord and tenant law in Ontario as compared to other potential clinic communities who have urgent unmet legal needs but fewer resources available to them.

The need for additional staff at this clinic has been considered a low priority because the clinic has already a relatively large staffing component of 7 as compared to other clinics. The clinic funding staff has therefore concluded that the clinic's need for additional staff relative to other clinics, having regard to the number of staff already employed by the clinic, the nature of the work being done by the clinic, and the amount of overall clinic resources already devoted to such legal work, is low. In addition, the clinic serves the geographic area of Metropolitan Toronto, an area which enjoys a relatively high quantity of overall clinic resources, as well as a multitude of other various social educational and informational resources and services which are easily accessible.

The clinic is undergoing a management and operations review by independent reviewer retained by, and under guidelines approved by, the Clinic Funding Committee. Pending the completion of this review, and

resolution of the concerns which gave rise to it, adding staff to this clinic is not possible.

26. York Community Services

Request: one lawyer and one support staff. Present staffing component: two lawyers, one community legal worker and one support staff.

Although the clinic currently has two lawyer positions recognized by clinic funding, one of the lawyers has been hired into a previous CLW position and the original job description involving community outreach, summary advice, community organizing, education and law reform has been retained. The Board of Directors of the clinic has determined that the lawyer in this job position is ready, willing and able to take on more complex legal matters, in particular, immigration casework, law reform issues such as affordable housing, participatory groups for the developmentally handicapped and ex-psychiatric patients and other community outreach. The clinic also wishes to also retain two community legal worker positions in order to accommodate a 30% increase in summary advice demands.

The clinic funding staff certainly agrees that the clinic should accommodate the increasing expertise of its current second lawyer and that immigration casework and law reform, is a high priority for clinics, particularly at this time, because of pending reforms. Likewise, affordable housing and community work with the developmentally handicapped and ex-psychiatric patients are both high priorities for clinic work and meet the guidelines for the allocation of additional staff. However, it is quite clear from the application that the clinic is able to incorporate these functions within its existing staffing component, and in fact, has

already done so. The clinic funding staff is of the view that it cannot treat as a high priority the allocation of additional staff resources in order to accommodate increasing demands for summary advice.

The additional support staff position is being sought because of new demands for support work expected to arise from the addition of a staff position and because the nature of the legal work in the future is anticipated to require more traditional legal support typing. The clinic funding staff has viewed applications for additional support staff services based on anticipated needs, rather than currently existing needs, as a low priority for this fiscal year, relative to other applications. We would be very pleased to continue to monitor the need for the expansion of support services at York Community Services, and should the need increase as anticipated, to review the relative need for additional support staff in the next fiscal year.

PART III

ADDITIONAL STAFF DECISION

The clinic funding staff received applications from 26 clinics for 38 positions. Each of the positions applied for was considered in terms of the criteria established by the Clinic Funding Committee and, because so many of the applications met the absolute minimum standards established by those guidelines, attempted to prioritize the potential benefits of allocating each position applied for. In some cases, additional information was sought from the clinic where it was considered that such information would be helpful in arriving at a fair decision.

The clinic funding staff has determined that the following applications for additional staff positions are the highest priority for funding:

- Algoma - one support staff
- Bloor - one lawyer and one support staff
- Durham - one support staff
- East Toronto - one support staff
- Kinna-aweya - lawyer and half-time support staff
- Mississauga - one support staff
- Rural - one half support staff position
- Simcoe - one support staff
- Sioux Lookout - one lawyer
- Stormont - one lawyer and one support staff
- Sudbury - one lawyer.

The Clinic Funding Committee has previously allocated funds equivalent to one staff position for the Research Facility, in order to provide research services on issues relevant to community legal clinics commencing this fiscal year. One additional staff position has been allocated to Halton Hills Community Legal Clinic in this fiscal year, as a result

of a successful appeal of an additional staff position in the 1985/86 fiscal year; a further additional staff position has been allocated in order to provide the legal services of one lawyer to the Georgina Community Resource Centre in order to provide community legal clinic services to the geographic area of the Township of Georgina, in the Region of York. The Georgina Community Resource Centre applied in the 1985/86 fiscal year for funds for a new community legal clinic, but was considered to be too small a geographic area with too small a population to justify the allocation of resources for a full clinic, but that the application had demonstrated that alternative means of meeting the needs for clinic services should be found. Subsequently, a funding offer which would accommodate the hiring of a lawyer and limited support services was made and a funding certificate signed dated June 3, 1986.

The clinic funding staff has further determined that the following applications are a medium priority for the allocation of funds for additional staff in the 1986/87 fiscal year, and meet the basic minimum requirements of the guidelines established by the Clinic Funding Committee:

Durham - one CLW or lawyer ~~and one support staff~~
Hastings - one lawyer and one part-time support staff
Niagara North - one lawyer and one support staff

The clinic funding staff has further determined that the following applications represent a low priority for the expansion of clinic resources in this fiscal year:

Justice for Children - one lawyer or CLW
Kenora - one support staff
NLS - one community legal worker
Renfrew - one community legal worker and one support staff
Scarborough - one support staff

Sioux Lookout - one support staff
YCS - one lawyer and one support staff

Finally, the clinic funding staff has assessed the following applications for additional staff as either not meeting the minimum guidelines established by the clinic funding staff, or has determined that no assessment is possible for these application at this time:

ARCH - one support staff
Downsview - one lawyer or CLW and one support staff
CLS(OC) - one lawyer
Dundurn - one CLW and one support staff
Etobicoke - one CLW
Rexdale - one CLW
THL - one lawyer and one support staff

In conclusion, the clinic funding staff's initial decision for additional staff for the 1986/87 fiscal year is to approve the allocation of the 12 highest priority positions described above, in addition to funding already approved for one support staff for Halton Hills, one staff position at the Research Facility and one clinic lawyer position at Georgina Community Resource Centre, for a total of 15 staff positions.

The Clinic Funding Committee, in June, 1986, reviewed the initial decision to allocate additional staff resources to the five applications accorded the highest priority by the clinic funding staff, including Algoma - one support; Durham - one support, East Toronto - one support; Stormont, Dundas and Glengarry - one lawyer and one support; Rural Legal Services - 1/2 support. This procedure was adopted to allow some of the funds for additional staff to be put to use as early as possible in the fiscal year. The Committee's recommendation to Convocation on these applications was subsequently approved.

The remaining allocations for additional staff in this initial decision of the clinic funding staff remain subject to review by the Clinic Funding Committee and the approval of Convocation.

Approved CFC May 27, 1985

CLINIC FUNDING COMMITTEE GUIDELINES FOR
ADDITIONAL STAFF REQUESTS 1986/87

The Clinic Funding Committee has directed its staff to assess applications for additional staff, taking into account:

1. The clinic's need for additional staff, relative to other clinics, having regard to the number of staff already employed by the clinic, the nature of work being done by the clinic and the amount of overall clinic resources already devoted to such legal work, and the geographical area/population served (and proposed to be served) by the clinic;
2. The demonstrated ability of the clinic to utilize existing clinic resources, including the existing staffing component, to achieve efficiency and effectiveness in the delivery of legal services;
3. The likely impact of the proposal for additional staff on the clinic's ability to deliver high quality legal services;
4. The need for additional staff to implement a planned program of high quality legal services designed to focus on the particular legal needs of the disabled;
5. The need for additional staff in clinics in Toronto, relative to clinics in other parts of the province, having regard to the availability of other legal resources (including clinics, legal aid certificates, duty counsel locations, and the private Bar);
6. The clinic's need, taking into account its ability to so arrange its staff complement and work assignments as to accommodate changed or changing needs, or increased or increasing needs, within its existing staffing component;
7. The need for full-time staff lawyers in community clinics, especially for the purposes of ensuring a high quality of legal services.