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A. Departmental Overview

Mission

“Enhancing Quality of Life”

Through leadership and collaboration we are committed to enhancing the quality of life for people and our community

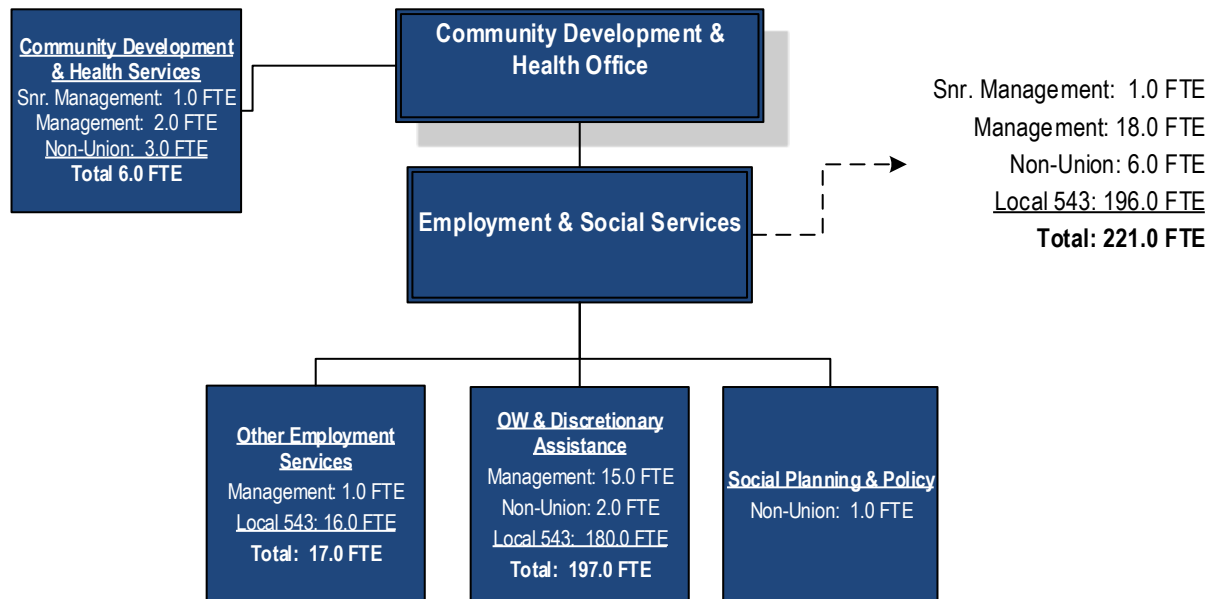
Description

The Community Development and Health Office works closely with the Mayor and City Council to achieve the goals and objectives as determined by City Council. The Community Development and Health Commissioner is part of the Corporate Leadership Team while managing the daily operations of service delivery across a number of diverse portfolios. The Commissioner strives to deliver effective and efficient services in a people centred and compassionate manner for the benefit of the community.

The Community Development and Health Office is comprised of four distinct service areas. Employment and Social Services is the municipal service manager for the Ontario Works (OW) program in Windsor and Essex County. OW Financial Assistance and Program Delivery Funding are provincially subsidized funding envelopes to administer and provide employment assistance and financial assistance to eligible participants. Other employment services include the Employment Ontario program, which consists of the Employment Services (ES) Program and Second Career, that is funded by the Ministry of Training, Colleges and Universities. The Local Immigration Partnership (LIP) resides within the Community Development portfolio and is a federal program funded by Citizenship and Immigration Canada. The LIP promotes settlement and integration of immigrants in Windsor and Essex County. The Commissioner also oversees special projects that arise from time to time including the provincially funded Healthy Kids Community Challenge program and the Oral Health Advisory Committee.

A. Departmental Overview

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) |
|--|--|-------------------|------------------------|------------------------|------------------------|
| Community Development & Health Services | Commissioner Community Development & Health | Senior Management | 1.0 | 1.0 | 1.0 |
| | Manager Social Policy & Planning | Management | 1.0 | 1.0 | 1.0 |
| | Manager of Admin. - Social & Health Services | Management | 1.0 | 1.0 | 1.0 |
| | Executive Initiatives Coordinator | Non-Union | 1.0 | 1.0 | 1.0 |
| | Executive Administrative Assistant | Non-Union | 1.0 | 1.0 | 1.0 |
| | Special Projects Development Coordinator | Non-Union | 0.0 | 1.0 | 1.0 |
| | Sub-Total | | | 5.0 | 6.0 |
| Other Employment Services | Supv, Employment | Management | 1.0 | 1.0 | 1.0 |
| | Job Developer | Local 543 | 3.0 | 2.0 | 2.0 |
| | Caseworker - Employment Services | Local 543 | 9.0 | 7.0 | 7.0 |
| | Caseworker - Employment Services - Bilingual | Local 543 | 1.0 | 1.0 | 1.0 |
| | Resource Centre Greeter | Local 543 | 2.0 | 2.0 | 2.0 |
| | Resource Centre Greeter (Bilingual) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Junior (Team) | Local 543 | 3.0 | 3.0 | 3.0 |
| | Sub-Total | | | 20.0 | 17.0 |
| OW & Discretionary Assistance | EXDir. Employment & Social Ser | Management | 1.0 | 1.0 | 1.0 |
| | Mgr Employment & Training Init | Management | 1.0 | 1.0 | 1.0 |
| | Mgr Customer Service | Management | 1.0 | 1.0 | 1.0 |
| | Mgr Policy & Staff Develop | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Support Services | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Ontario Works | Management | 7.0 | 7.0 | 7.0 |
| | Supv, Ontario Works Bilingual | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Employment | Management | 1.0 | 1.0 | 1.0 |
| | Supervisor of Administration | Management | 1.0 | 1.0 | 1.0 |
| | Coord, Staff Development | Non-Union | 1.0 | 1.0 | 1.0 |

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) |
|----------|--|------------------|------------------------|------------------------|------------------------|
| | Coordinator, Social Planning | Non-Union | 1.0 | 1.0 | 1.0 |
| | Administrative Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Caseworker - Float | Local 543 | 8.0 | 8.0 | 14.0 |
| | Caseworker Discretionary Ben. | Local 543 | 3.0 | 3.0 | 3.0 |
| | Caseworker Employment Services | Local 543 | 15.0 | 15.0 | 15.0 |
| | Caseworker - Employment Services - Bilingual | Local 543 | 1.0 | 1.0 | 1.0 |
| | Junior Clerk (ERO) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Junior (File) | Local 543 | 4.0 | 4.0 | 4.0 |
| | Clerk Junior (Fin) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Junior (Switchboard) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Junior (Team) | Local 543 | 10.0 | 10.0 | 10.0 |
| | Clerk Junior (Team) - Bilingual | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Steno Intermediate | Local 543 | 2.0 | 2.0 | 2.0 |
| | Coord, Policy & Procedure | Local 543 | 1.0 | 1.0 | 1.0 |
| | Data Analyst | Local 543 | 3.0 | 3.0 | 3.0 |
| | Eligibility Review Officer | Local 543 | 6.0 | 6.0 | 6.0 |
| | Family Support Worker | Local 543 | 6.0 | 6.0 | 0.0 |
| | Intake Service Representative | Local 543 | 5.0 | 5.0 | 5.0 |
| | Intake Service Representative (Bilingual) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Intermediate Clerk | Local 543 | 3.0 | 3.0 | 3.0 |
| | Intermediate Receptionist Learn | Local 543 | 1.0 | 1.0 | 1.0 |
| | Intermediate Clerk-S/S Finance | Local 543 | 1.0 | 1.0 | 1.0 |
| | Intake Receptionist | Local 543 | 5.0 | 5.0 | 5.0 |
| | Intake Receptionist (Bilingual) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Job Developer | Local 543 | 4.0 | 4.0 | 4.0 |
| | Local SDMT Business Expert | Local 543 | 1.0 | 1.0 | 2.0 |
| | Ontario Works Caseworker | Local 543 | 84.0 | 84.0 | 84.0 |
| | Ontario Works Caseworker (Bilingual) | Local 543 | 2.0 | 2.0 | 2.0 |
| | Records & Supply Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Retroactive Budget Clerk | Local 543 | 2.0 | 2.0 | 2.0 |

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) |
|-------------------------------------|---|------------------|------------------------|------------------------|------------------------|
| | Social Worker (BSW) | Local 543 | 2.0 | 2.0 | 2.0 |
| | Staff Trainer | Local 543 | 1.0 | 1.0 | 2.0 |
| | Team Clerk (FSW) | Local 543 | 1.0 | 1.0 | 0.0 |
| | Sub-Total | | 196.0 | 196.0 | 197.0 |
| Social Planning & Policy | Community Health Project Manager | Non-Union | 0.0 | 1.0 | 1.0 |
| | Local Immigration Partnership Project Assistant | Local 543 | 1.0 | 0.0 | 0.0 |
| | Sub-Total | | 0.0 | 1.0 | 1.0 |
| Total | | | 221.0 | 220.0 | 221.0 |

C. Budget Summary by Division

| Division | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Community Development & Health Services | (682,330) | (729,600) | (751,524) | (723,188) | (723,188) | 0 | 0.0% |
| Other Employment Services | (3,222,005) | (3,310,939) | (2,855,855) | (2,881,558) | (2,904,795) | (23,237) | 0.8% |
| OW & Discretionary Assistance | (78,382,773) | (96,275,394) | (96,799,157) | (106,607,875) | (106,650,269) | (42,394) | 0.0% |
| Social Planning & Policy | 0 | (521,525) | (540,286) | (566,764) | (296,869) | 269,895 | (47.6%) |
| Total Revenue | (102,639,145) | (100,837,458) | (100,946,822) | (110,779,385) | (110,575,121) | 204,264 | (0.2%) |
| Expenditures | | | | | | | |
| Community Development & Health Services | 803,977 | 839,827 | 843,945 | 994,334 | 981,896 | (12,438) | (1.3%) |
| Other Employment Services | 3,226,660 | 3,471,186 | 2,855,855 | 2,888,399 | 2,904,795 | 16,396 | 0.6% |
| OW & Discretionary Assistance | 82,979,838 | 105,688,712 | 104,827,953 | 114,217,269 | 114,097,381 | (119,888) | (0.1%) |
| Social Planning & Policy | 0 | 521,525 | 540,289 | 566,764 | 296,869 | (269,895) | (47.6%) |
| Total Expenses | 114,550,698 | 110,521,250 | 109,068,042 | 118,666,766 | 118,280,941 | (385,825) | (0.3%) |
| Net | | | | | | | |
| Community Development & Health Services | 121,647 | 110,227 | 92,421 | 271,146 | 258,708 | (12,438) | (4.6%) |
| Other Employment Services | 4,655 | 160,247 | 0 | 6,841 | 0 | (6,841) | (100.0%) |
| OW & Discretionary Assistance | 4,597,065 | 9,413,318 | 8,028,796 | 7,609,394 | 7,447,112 | (162,282) | (2.1%) |
| Social Planning & Policy | 0 | 0 | 3 | 0 | 0 | 0 | n/a |
| Total Net | 11,911,553 | 9,683,792 | 8,121,220 | 7,887,381 | 7,705,820 | (181,561) | (2.3%) |

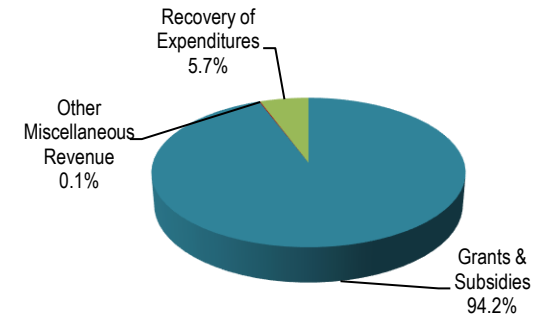
D. Budget Summary by Major Revenue / Expense Accounts

| GL Category | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Grants & Subsidies | (93,543,933) | (92,312,705) | (93,905,688) | (104,392,173) | (104,171,748) | 220,425 | 0.2% |
| Other Miscellaneous Revenue | (77,785) | (67,866) | (2,891) | (105,000) | (105,000) | 0 | 0.0% |
| Recovery of Expenditures | (8,960,975) | (8,156,162) | (6,978,783) | (6,282,212) | (6,298,373) | (16,161) | (0.3%) |
| Transfer From Reserve Accounts | (56,452) | (300,725) | (59,460) | 0 | 0 | 0 | n/a |
| Total Revenue | (102,639,145) | (100,837,458) | (100,946,822) | (110,779,385) | (110,575,121) | 204,264 | 0.2% |
| Expenditures | | | | | | | |
| Financial Expenses | 0 | 1 | (1) | 0 | 0 | 0 | n/a |
| Minor Capital | 93,074 | 509,407 | 35,784 | 103,730 | 103,730 | 0 | 0.0% |
| Operating & Maintenance Supplies | 172,197 | 192,919 | 194,856 | 181,745 | 181,745 | 0 | 0.0% |
| Other Miscellaneous Expenditures | 54,635 | 44,411 | 62,035 | 71,373 | 71,373 | 0 | 0.0% |
| Purchased Services | 4,470,770 | 4,625,260 | 4,415,556 | 5,053,423 | 5,050,663 | (2,760) | (0.1%) |
| Salaries & Benefits | 17,180,846 | 17,719,666 | 18,031,143 | 19,192,215 | 18,972,605 | (219,610) | (1.1%) |
| Transfers for Social Services | 92,245,446 | 87,359,759 | 86,277,804 | 94,054,887 | 93,891,432 | (163,455) | (0.2%) |
| Transfers to Reserves & Capital Funds | 300,725 | 59,460 | 40,000 | 0 | 0 | 0 | n/a |
| Utilities, Insurance & Taxes | 33,005 | 10,367 | 10,865 | 9,393 | 9,393 | 0 | 0.0% |
| Total Expenses | 114,550,698 | 110,521,250 | 109,068,042 | 118,666,766 | 118,280,941 | (385,825) | (0.3%) |
| Total Net | 11,911,553 | 9,683,792 | 8,121,220 | 7,887,381 | 7,705,820 | (181,561) | (2.3%) |

D. Budget Summary by Major Revenue / Expense Accounts

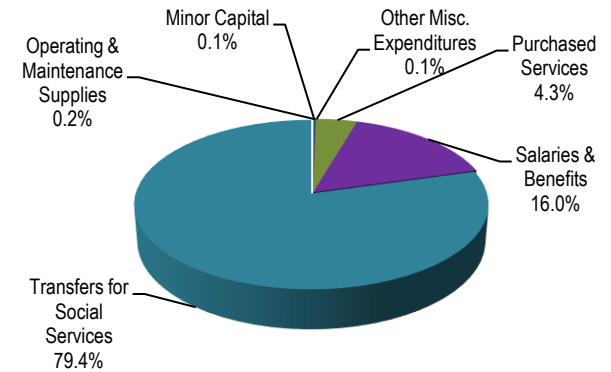
Revenues

| | <u>2019 Budget</u> | |
|-----------------------------|----------------------|---------------|
| Grants & Subsidies | (104,171,748) | 94.2% |
| Other Miscellaneous Revenue | (105,000) | 0.1% |
| Recovery of Expenditures | (6,298,373) | 5.7% |
| Total Revenue | (110,575,121) | 100.0% |



Expenditures

| | <u>2019 Budget</u> | |
|----------------------------------|--------------------|---------------|
| Minor Capital | 103,730 | 0.1% |
| Operating & Maintenance Supplies | 181,745 | 0.2% |
| Other Miscellaneous Expenditures | 71,373 | 0.1% |
| Purchased Services | 5,050,663 | 4.3% |
| Salaries & Benefits | 18,972,605 | 16.0% |
| Transfers for Social Services | 93,891,432 | 79.4% |
| Utilities, Insurance & Taxes | 9,393 | 0.0% |
| Total Expenses | 118,280,941 | 100.0% |



E. Budget Issue Summary

| *Issue Detail Page No. | Ref. # | Category | Description | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | One-Time Funding |
|--|-----------|-------------------------|---|-------------------|--------------------|-----------------------|--------------------|---------------------|
| | n/a | Salary & Wage | ** Departmental Salary & Wage Adjustment | 164,876 | | | | |
| 288 | 2019-0194 | [H] Line Item Reduction | Elimination of Community Health Project Manager | (6,508) | | | | |
| 290 | 2019-0197 | [H] Line Item Reduction | Employment Services - Expenditure and Revenue Realignment | (23,237) | | | | |
| 291 | 2019-0202 | [H] Line Item Reduction | Reduce Temporary Salary Budget Dollars - Ontario Works (OW) Caseworker – Heavy Workload | (85,793) | | | | |
| 293 | 2019-0198 | [I] Revenue Increase | Increase in County Revenue for Ontario Works Program Delivery | (114,877) | | | | |
| 294 | 2019-0201 | [I] Revenue Increase | Increase in Provincial & County Revenue for Ontario Works Program Delivery | (100,767) | | | | |
| 295 | 2019-0263 | [I] Revenue Increase | Increase in Transit Windsor Recoveries for Ontario Works Transportation Passes | (270,986) | | | | |
| 297 | 2019-0336 | [I] Revenue Increase | Increased Corporate Cost Recovery - Ontario Works Program Delivery (OW) | (47,904) | | | | |
| | | | *** Interdepartmental Reallocations | 303,635 | | | | |
| Total 2019 Budget Increase/(Decrease) | | | | (181,561) | 0 | 0 | 0 | 0 |

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

*** The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

A. Departmental Overview

Mission

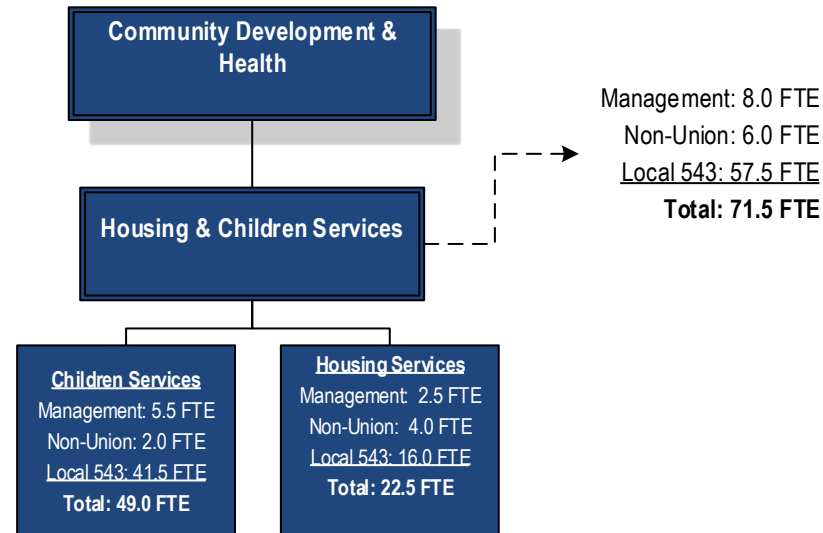
“Enhancing quality of life”

Through leadership and collaboration we are committed to enhancing the quality of life for people and our community

Description

Housing and Children’s Services has service management responsibility for a variety of housing, homelessness and children’s programs provided to individuals, children and families who reside in Windsor and Essex County. Housing and Housing Support Services provides programs that offer subsidies and supports that include emergency, short term and permanent housing, reduce the risk of homelessness and provide opportunities to repair homes and multi-residential units. Children’s Services provides child care subsidies for employment and educational opportunities, support children with special needs by allowing them to have an opportunity to participate in a child care program, enhance the wages of early childhood educators and support parents in the development and learning of their young children.

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) | |
|-------------------|--|------------------|------------------------|------------------------|------------------------|-------------|
| Children Services | ExDir, Housing & Children Serv | Management | 0.5 | 0.5 | 0.5 | |
| | Manager of Children Services | Management | 1.0 | 1.0 | 1.0 | |
| | Supervisor, Ontario Early Years | Management | 1.0 | 1.0 | 1.0 | |
| | Supv, Child Care Subsidy | Management | 1.0 | 1.0 | 1.0 | |
| | Supv, Childrens Serv Systems | Management | 1.0 | 1.0 | 1.0 | |
| | Supv, Program & Policy | Management | 1.0 | 1.0 | 1.0 | |
| | Coord, Staff Development | Non-Union | 1.0 | 1.0 | 1.0 | |
| | Early Years Coordinator | Non-Union | 0.0 | 0.0 | 1.0 | |
| | Bilingual Early Literacy Specialist | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Caseworker (Children's Serv) | Local 543 | 7.0 | 7.0 | 8.0 | |
| | Caseworker (Children's Serv) - Bilingual | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Child Care Data Analysis Coord | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Children Services System Analyst | Local 543 | 1.0 | 2.0 | 2.0 | |
| | Contract Clerk | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Data Analysis Coordinator-OEY | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Early Years Program Development Officer | Local 543 | 0.0 | 0.0 | 1.0 | |
| | Early Learning Initiatives Clerk Bilingual | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Intake Clerk - Bilingual | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Intermediate Clerk Steno | Local 543 | 3.0 | 3.0 | 4.0 | |
| | Junior Clerk Children's Services | Local 543 | 1.0 | 1.0 | 0.0 | |
| | OEY Early Childhood Educator | Local 543 | 15.5 | 15.5 | 15.5 | |
| | Program Analyst | Local 543 | 1.0 | 1.0 | 2.0 | |
| | Program and Policy Clerk | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Special Projects Co-ordinator | Local 543 | 1.0 | 1.0 | 1.0 | |
| | Sub-Total | | | 44.0 | 45.0 | 49.0 |

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) |
|-------------------------|---|------------------|------------------------|------------------------|------------------------|
| Housing Services | ExDir, Housing & Children Serv | Management | 0.5 | 0.5 | 0.5 |
| | Mgr,Homelessness & Housing Support | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Housing Support | Management | 1.0 | 1.0 | 1.0 |
| | Coord, Housing Admin & Develop | Non-Union | 1.0 | 1.0 | 1.0 |
| | Coord, Housing Admin & Policy | Non-Union | 1.0 | 1.0 | 1.0 |
| | Coordinator, Housing Administration & Development | Non-Union | 1.0 | 1.0 | 1.0 |
| | Social Housing Analyst | Non-Union | 1.0 | 1.0 | 1.0 |
| | Administrative Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Caseworker - Housing Support | Local 543 | 7.0 | 7.0 | 7.0 |
| | Caseworker - Housing Support - Bilingual | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Steno Intermediate | Local 543 | 1.0 | 1.0 | 1.0 |
| | Maint/Technical Support Person | Local 543 | 1.0 | 1.0 | 1.0 |
| | Program Development Officer | Local 543 | 2.0 | 2.0 | 3.0 |
| | Social Worker (BSW) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Special Projects Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Sub-Total | | 21.5 | 21.5 | 22.5 |
| Total | | | 65.5 | 66.5 | 71.5 |

C. Budget Summary by Division

| Division | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Housing Services | (13,780,756) | (24,437,041) | (26,646,602) | (32,141,168) | (32,675,267) | (534,099) | 1.7% |
| Children's Services | (37,217,738) | (40,049,103) | (43,066,196) | (57,001,588) | (57,001,588) | 0 | 0.0% |
| Total Revenue | (60,282,669) | (64,486,144) | (69,712,798) | (89,142,756) | (89,676,855) | (534,099) | 0.6% |
| Expenditures | | | | | | | |
| Housing Services | 20,069,428 | 31,342,419 | 33,406,363 | 39,472,977 | 39,977,296 | 504,319 | 1.3% |
| Children's Services | 41,001,640 | 43,726,237 | 46,889,712 | 61,030,691 | 61,156,209 | 125,518 | 0.2% |
| Total Expenses | 71,138,611 | 75,068,656 | 80,296,075 | 100,503,668 | 101,133,505 | 629,837 | 0.6% |
| Net | | | | | | | |
| Housing Services | 6,288,672 | 6,905,378 | 6,759,761 | 7,331,809 | 7,302,029 | (29,780) | (0.4%) |
| Children's Services | 3,783,902 | 3,677,134 | 3,823,516 | 4,029,103 | 4,154,621 | 125,518 | 3.1% |
| Total Net | 10,855,942 | 10,582,512 | 10,583,277 | 11,360,912 | 11,456,650 | 95,738 | 0.8% |

Community Development & Health - Housing & Children Services

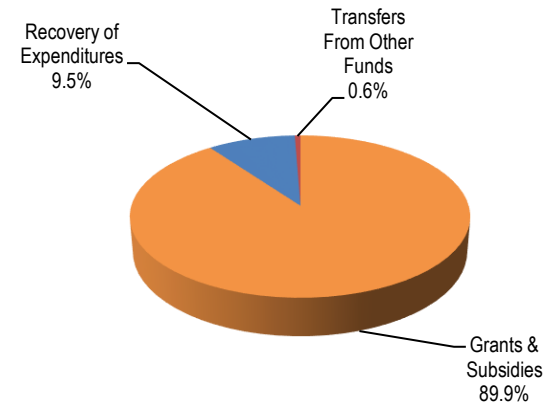
D. Budget Summary by Major Revenue / Expense Accounts

| GL Category | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Grants & Subsidies | (48,977,701) | (52,613,961) | (56,180,412) | (80,618,318) | (80,618,318) | 0 | 0.0% |
| Recovery of Expenditures | (9,019,170) | (11,872,183) | (13,532,386) | (8,407,228) | (8,508,537) | (101,309) | (1.2%) |
| Transfers From Other Funds | (693,250) | 0 | 0 | (117,210) | (550,000) | (432,790) | (369.2%) |
| Total Revenue | (60,282,669) | (64,486,144) | (69,712,798) | (89,142,756) | (89,676,855) | (534,099) | (0.6%) |
| Expenditures | | | | | | | |
| Financial Expenses | 0 | 0 | 3 | 250 | 250 | 0 | 0.0% |
| Minor Capital | 95,108 | 57,508 | 59,958 | 52,607 | 52,607 | 0 | 0.0% |
| Operating & Maintenance Supplies | 199,157 | 183,748 | 223,657 | 233,604 | 233,604 | 0 | 0.0% |
| Other Miscellaneous Expenditures | 1,144,374 | 144,618 | 453,244 | 26,376 | 26,376 | 0 | 0.0% |
| Purchased Services | 734,708 | 1,286,386 | 1,581,450 | 1,667,442 | 1,668,787 | 1,345 | 0.1% |
| Salaries & Benefits | 5,215,974 | 5,084,484 | 5,762,282 | 6,541,174 | 6,669,667 | 128,493 | 2.0% |
| Transfers for Social Services | 63,710,027 | 68,294,325 | 72,196,349 | 91,963,036 | 92,463,035 | 499,999 | 0.5% |
| Utilities, Insurance & Taxes | 39,263 | 17,587 | 19,132 | 19,179 | 19,179 | 0 | n/a |
| Total Expenses | 71,138,611 | 75,068,656 | 80,296,075 | 100,503,668 | 101,133,505 | 629,837 | 0.6% |
| Total Net | 10,855,942 | 10,582,512 | 10,583,277 | 11,360,912 | 11,456,650 | 95,738 | 0.8% |

D. Budget Summary by Major Revenue / Expense Accounts

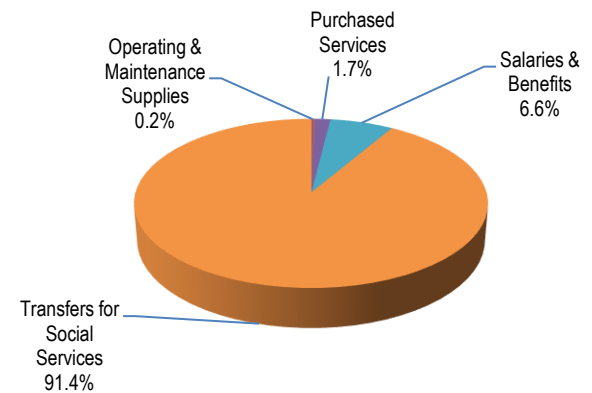
Revenues

| | <u>2019 Budget</u> | |
|----------------------------|---------------------|---------------|
| Grants & Subsidies | (80,618,318) | 89.9% |
| Recovery of Expenditures | (8,508,537) | 9.5% |
| Transfers From Other Funds | (550,000) | 0.6% |
| Total Revenue | (89,676,855) | 100.0% |



Expenditures

| | <u>2019 Budget</u> | |
|----------------------------------|--------------------|---------------|
| Financial Expenses | 250 | 0.0% |
| Minor Capital | 52,607 | 0.1% |
| Operating & Maintenance Supplies | 233,604 | 0.2% |
| Other Miscellaneous Expenditures | 26,376 | 0.0% |
| Purchased Services | 1,668,787 | 1.7% |
| Salaries & Benefits | 6,669,667 | 6.6% |
| Transfers for Social Services | 92,463,035 | 91.4% |
| Utilities, Insurance & Taxes | 19,179 | 0.0% |
| Total Expenses | 101,133,505 | 100.0% |



E. Budget Issue Summary

| *Issue Detail Page No. | Ref. # | Category | Description | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | One-Time Funding |
|--|---------------|---------------------|---|-------------------|--------------------|-----------------------|--------------------|---------------------|
| | n/a | Salary & Wage | ** Departmental Salary & Wage Adjustment | 128,493 | | | | |
| 298 | 2019-0184 [B] | Legislated | Federal Block Funding Loss | 0 | | | | 216,000 |
| 301 | 2019-0387 [G] | Line Item Increase | Increased Demand for Emergency Shelter Services & Potential Deficit in 2019 | 0 | | | | 500,000 |
| 303 | 2019-0177 [I] | Revenue Increase | Increase in County Revenue for Social Housing | (101,310) | | | | |
| 304 | 2019-0180 [M] | Service Enhancement | Funding to Expand Street Outreach Services | 68,555 | | | | 67,210 |
| Total 2019 Budget Increase/(Decrease) | | | | 95,738 | 0 | 0 | 0 | 783,210 |

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

A. Departmental Overview

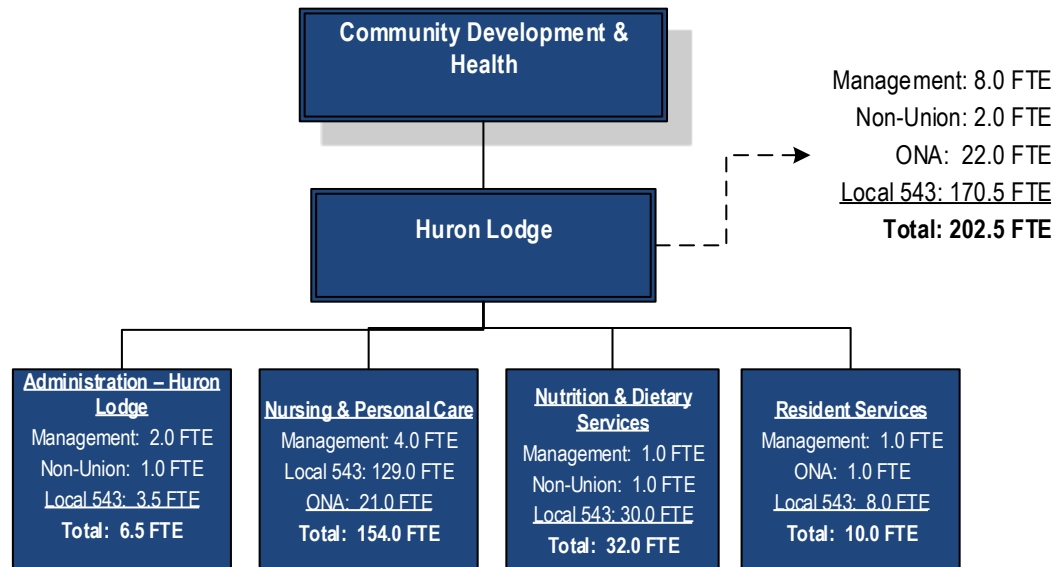
Mission

Huron Lodge is a long-term care home committed to providing compassionate quality care in a home-like setting for those who require 24 hour nursing and personal care.

Description

The mandate of Huron Lodge is to provide for the physical, psychological, spiritual, social and cultural needs of our residents and to develop and maintain a home-like atmosphere that promotes a feeling of friendship, vitality and enjoyment in living.

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) |
|-------------------------------------|--|--------------------|------------------------|------------------------|------------------------|
| Administration - Huron Lodge | ExDir, Long Term Care/Admin | Management | 1.0 | 1.0 | 1.0 |
| | Mgr, Program Services | Management | 1.0 | 1.0 | 0.0 |
| | Manager, Resident & Corporate Services | Management | 0.0 | 0.0 | 1.0 |
| | Administrative Assistant | Non-Union | 1.0 | 1.0 | 1.0 |
| | Resident Financial Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Clerk Steno Senior | Local 543 | 1.0 | 1.0 | 1.0 |
| | Administrative Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Junior Clerk - Typist | Local 543 | 1.0 | 1.0 | 0.5 |
| | Sub-Total | | | 7.0 | 7.0 |
| Nursing & Personal Care | Director of Care | Management | 2.0 | 2.0 | 1.0 |
| | Asst. Director of Care | Management | 1.0 | 1.0 | 2.0 |
| | Clinical Care Supervisor | Management | 0.0 | 0.0 | 1.0 |
| | Registered Nurse | ONA | 12.0 | 12.0 | 12.0 |
| | Registered Nurse | ONA (HL-RPT) | 9.0 | 9.0 | 9.0 |
| | Registered Practical Nurse | Local 543 (HL-RPT) | 9.5 | 9.5 | 9.5 |
| | Registered Practical Nurse | Local 543 | 15.0 | 15.0 | 15.0 |
| | Personal Support Worker | Local 543 | 60.0 | 60.0 | 60.0 |
| | Personal Support Worker | Local 543 (HL-RPT) | 42.5 | 42.5 | 42.5 |
| | Med Transcript/Admin Asst | Local 543 | 1.0 | 1.0 | 1.0 |
| | Nursing Records Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| Sub-Total | | | 153.0 | 153.0 | 154.0 |

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

| Division | Position Description | Position Profile | 2016 FTE (Approved) | 2017 FTE (Approved) | 2018 FTE (Approved) |
|---|---|--------------------|------------------------|------------------------|------------------------|
| Nutrition & Dietary Services | Supervisor of Dietary Services & Nutrition Manager | Management | 1.0 | 1.0 | 1.0 |
| | Coordinator Dietary Services & Nutrition Supervisor | Non-Union | 1.0 | 1.0 | 1.0 |
| | Cook | Local 543 | 4.0 | 4.0 | 4.0 |
| | Junior Clerk-Typist (Diet/ResSrvs) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Kitchen Staff II | Local 543 | 13.0 | 13.0 | 13.0 |
| | Nutritional Administrative Asst | Local 543 | 1.0 | 1.0 | 1.0 |
| | Kitchen Staff II | Local 543 (HL-RPT) | 11.0 | 11.0 | 11.0 |
| | Sub-Total | | 32.0 | 32.0 | 32.0 |
| Resident Services | Mgr, Resident Services | Management | 1.0 | 1.0 | 1.0 |
| | Registered Dietician | Non-Union | 0.0 | 0.0 | 0.0 |
| | Staff Development Coordinator | ONA | 1.0 | 1.0 | 1.0 |
| | Social Worker | Local 543 | 1.0 | 1.0 | 1.0 |
| | Entertain. & Activities Coord. | Local 543 | 1.0 | 1.0 | 1.0 |
| | Adjuvant | Local 543 | 3.0 | 3.0 | 2.0 |
| | Theraputic Recreation Aide | Local 543 | 1.0 | 1.0 | 3.0 |
| | Theraputic Recreation Assistant | Local 543 | 1.0 | 1.0 | 0.0 |
| | Recreation Aide/Volunteer Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| Sub-Total | | 10.0 | 10.0 | 10.0 | |
| Total | | 202.0 | 202.0 | 202.5 | |

C. Budget Summary by Division

| Division | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Administration - Huron Lodge | (7,050) | (15,128,239) | (15,081,085) | (15,541,338) | (15,776,338) | (235,000) | n/a |
| Nursing & Personal Care | (890,570) | (512,287) | (624,151) | (354,113) | (460,113) | (106,000) | 29.9% |
| Nutrition & Dietary Services | 0 | (111,469) | (149,477) | (25,001) | (25,001) | 0 | n/a |
| Program Services | (14,966,999) | (720) | 0 | 0 | (58,000) | (58,000) | n/a |
| Resident Services | (18,360) | (201,292) | (195,225) | (189,085) | (189,085) | 0 | 0.0% |
| Total Revenue | (15,882,979) | (15,954,007) | (16,049,938) | (16,109,537) | (16,508,537) | (399,000) | 2.5% |
| Expenditures | | | | | | | |
| Administration - Huron Lodge | 1,120,212 | 1,092,290 | 1,127,274 | 996,885 | 1,135,981 | 139,096 | 14.0% |
| Nursing & Personal Care | 14,049,966 | 13,960,771 | 14,091,752 | 14,595,511 | 14,865,024 | 269,513 | 1.8% |
| Nutrition & Dietary Services | 0 | 3,082,337 | 3,332,171 | 3,190,769 | 3,264,288 | 73,519 | n/a |
| Program Services | 6,558,551 | 3,580,557 | 3,109,247 | 3,289,062 | 3,347,062 | 58,000 | 1.8% |
| Resident Services | 1,271,763 | 1,401,038 | 1,200,792 | 1,354,813 | 1,393,028 | 38,215 | 2.8% |
| Total Expenses | 23,000,492 | 23,116,993 | 22,861,236 | 23,427,040 | 24,005,383 | 578,343 | 2.5% |
| Net | | | | | | | |
| Administration - Huron Lodge | 1,113,162 | (14,035,949) | (13,953,811) | (14,544,453) | (14,640,357) | (95,904) | 0.7% |
| Nursing & Personal Care | 13,159,396 | 13,448,484 | 13,467,601 | 14,241,398 | 14,404,911 | 163,513 | 1.1% |
| Nutrition & Dietary Services | 0 | 2,970,868 | 3,182,694 | 3,165,768 | 3,239,287 | 73,519 | n/a |
| Program Services | (8,408,448) | 3,579,837 | 3,109,247 | 3,289,062 | 3,289,062 | 0 | 0.0% |
| Resident Services | 1,253,403 | 1,199,746 | 1,005,567 | 1,165,728 | 1,203,943 | 38,215 | 3.3% |
| Total Net | 7,117,513 | 7,162,986 | 6,811,298 | 7,317,503 | 7,496,846 | 179,343 | 2.5% |

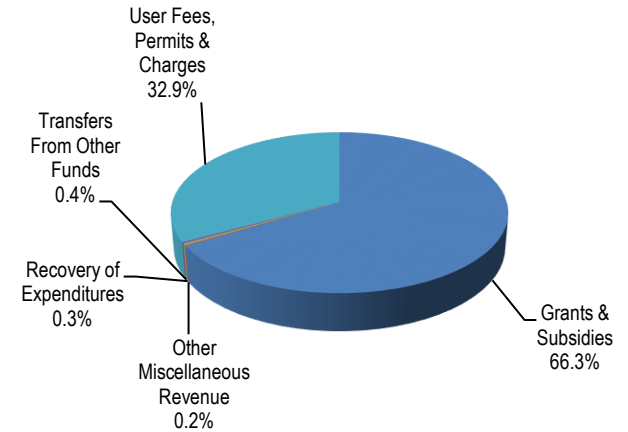
D. Budget Summary by Major Revenue / Expense Accounts

| GL Category | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Grants & Subsidies | (10,641,049) | (10,522,506) | (10,506,598) | (10,626,881) | (10,952,881) | (326,000) | (3.1%) |
| Other Miscellaneous Revenue | (116,707) | (200,753) | (123,854) | (27,002) | (27,002) | 0 | 0.0% |
| Recovery of Expenditures | (50,823) | (1,275) | (248) | (45,000) | (45,000) | 0 | 0.0% |
| Transfer From Reserve Accounts | (10,400) | (15,695) | 0 | 0 | 0 | 0 | n/a |
| Transfers From Other Funds | 0 | (12,405) | (137,097) | 0 | (58,000) | (58,000) | n/a |
| User Fees, Permits & Charges | (5,064,000) | (5,201,373) | (5,282,141) | (5,410,654) | (5,425,654) | (15,000) | (0.3%) |
| Total Revenue | (15,882,979) | (15,954,007) | (16,049,938) | (16,109,537) | (16,508,537) | (399,000) | (2.5%) |
| Expenditures | | | | | | | |
| Financial Expenses | 53 | (2) | (1,046) | 0 | 0 | 0 | n/a |
| Minor Capital | 243,701 | 144,022 | 197,425 | 96,597 | 151,142 | 54,545 | 56.5% |
| Operating & Maintenance Supplies | 3,012,854 | 2,863,707 | 1,139,896 | 1,023,746 | 1,057,746 | 34,000 | 3.3% |
| Other Miscellaneous Expenditures | 59,333 | 204,302 | 135,919 | 138,538 | 142,168 | 3,630 | 2.6% |
| Purchased Services | 1,443,436 | 1,663,270 | 3,130,255 | 2,900,421 | 2,881,437 | (18,984) | (0.7%) |
| Salaries & Benefits | 17,583,460 | 17,385,713 | 17,529,352 | 18,218,590 | 18,723,742 | 505,152 | 2.8% |
| Transfers for Social Services | 150,772 | 157,728 | 138,692 | 143,112 | 143,112 | 0 | n/a |
| Transfers to Reserves & Capital Funds | 1,892 | 15,843 | 3,377 | 203,000 | 203,000 | 0 | n/a |
| Utilities, Insurance & Taxes | 504,991 | 682,410 | 587,366 | 703,036 | 703,036 | 0 | 0.0% |
| Total Expenses | 23,000,492 | 23,116,993 | 22,861,236 | 23,427,040 | 24,005,383 | 578,343 | 2.5% |
| Total Net | 7,117,513 | 7,162,986 | 6,811,298 | 7,317,503 | 7,496,846 | 179,343 | 2.5% |

D. Budget Summary by Major Revenue / Expense Accounts

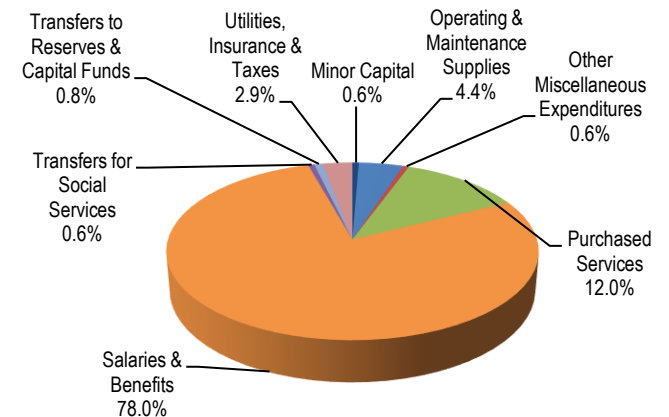
Revenues

| | <u>2019 Budget</u> | |
|------------------------------|---------------------|---------------|
| Grants & Subsidies | (10,952,881) | 66.3% |
| Other Miscellaneous Revenue | (27,002) | 0.2% |
| Recovery of Expenditures | (45,000) | 0.3% |
| Transfers From Other Funds | (58,000) | 0.4% |
| User Fees, Permits & Charges | (5,425,654) | 32.9% |
| Total Revenue | (16,508,537) | 100.0% |



Expenditures

| | <u>2019 Budget</u> | |
|---------------------------------------|--------------------|---------------|
| Minor Capital | 151,142 | 0.6% |
| Operating & Maintenance Supplies | 1,057,746 | 4.4% |
| Other Miscellaneous Expenditures | 142,168 | 0.6% |
| Purchased Services | 2,881,437 | 12.0% |
| Salaries & Benefits | 18,723,742 | 78.0% |
| Transfers for Social Services | 143,112 | 0.6% |
| Transfers to Reserves & Capital Funds | 203,000 | 0.8% |
| Utilities, Insurance & Taxes | 703,036 | 2.9% |
| Total Expenses | 24,005,383 | 100.0% |



E. Budget Issue Summary

| *Issue Detail Page No. | Ref. # | Category | Description | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | One-Time Funding |
|--|-----------|-------------------------|---|-------------------|--------------------|-----------------------|--------------------|---------------------|
| | n/a | Salary & Wage | ** Departmental Salary & Wage Adjustment | 109,860 | | | | |
| 307 | 2019-0209 | [A] Annualization | Conversion of the Contracted Dietician Position at HL to a Regular, Full-Time Position | 26,829 | | | | |
| 308 | 2019-0210 | [B] Legislated | Establish Budget for Resident Record Archival Agreement | 12,895 | | | | |
| 310 | 2019-0216 | [B] Legislated | One-Time Funding to Cover Legislated Health and Safety Training Requirements | 0 | | | | 58,000 |
| 312 | 2019-0207 | [C] Contractual | Increase Other Pay Due to Contractual Obligations | 110,000 | | | | |
| 314 | 2019-0211 | [C] Contractual | Software and Technology Requirements | 31,666 | | | | |
| 316 | 2019-0214 | [C] Contractual | Increase Budget for Professional Fees Reimbursed Due to Contractual Obligations | 3,000 | | | | |
| 317 | 2019-0213 | [G] Line Item Increase | Budget Increase for Cell Phones | 3,000 | | | | |
| 318 | 2019-0219 | [G] Line Item Increase | Increase Required for Equipment Repairs for Nursing and Personal Care and Dietary Divisions | 17,000 | | | | |
| 319 | 2019-0206 | [H] Line Item Reduction | Conversion of One Full Time Adjuvant to One Full Time Therapeutic Recreation Aide | (2,907) | | | | |
| 321 | 2019-0208 | [I] Revenue Increase | Increase in Ministry of Health and Long Term Care (MOHLTC) Funding | (186,000) | | | | |
| 323 | 2019-0212 | [I] Revenue Increase | Establish Revenue & Expense Budgets for New Ministry of Health & Long Term Care Program | 0 | | | | |
| 325 | 2019-0275 | [I] Revenue Increase | Increase in Resident Revenue Due to the Conversion of Short Stay Beds to Regular Long Stay Be | (15,000) | | | | |
| | | | *** Interdepartmental Reallocations | 69,000 | | | | |
| Total 2019 Budget Increase/(Decrease) | | | | 179,343 | 0 | 0 | 0 | 58,000 |

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

*** The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.