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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

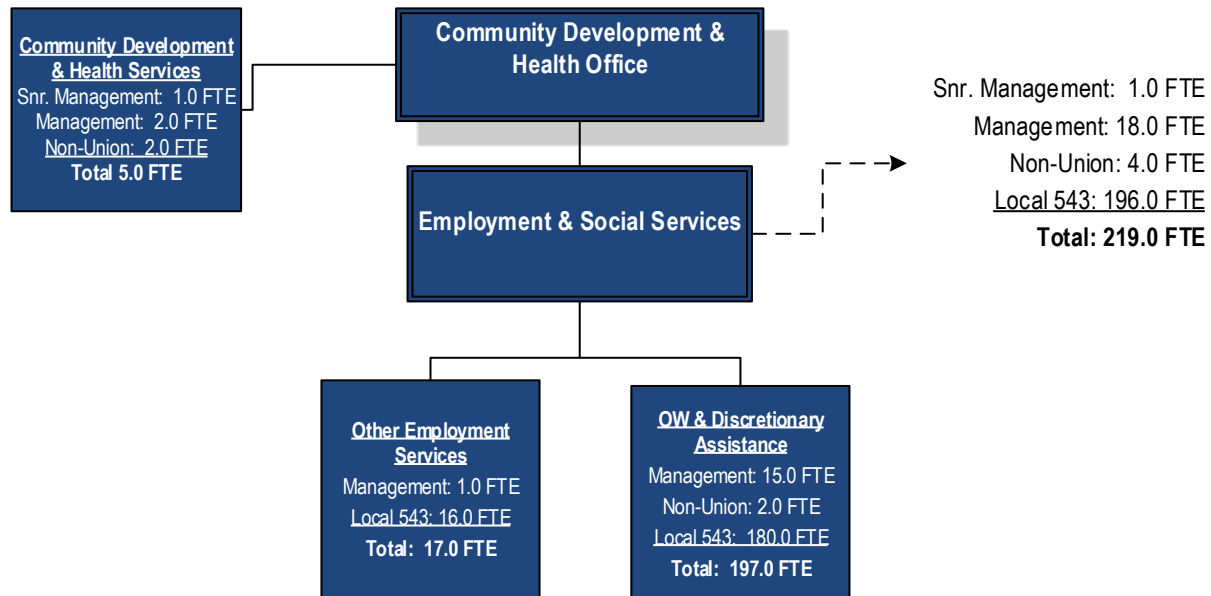
#### **Description**

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

2019 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
<b>Community Development &amp; Health Services</b>	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
	Social Investment Data & Research Analyst/Special Projects Development	Local 543	1.0	1.0	0.0
	<b>Sub-Total</b>			<b>6.0</b>	<b>6.0</b>
<b>Other Employment Services</b>	Supv, Employment	Management	1.0	1.0	1.0
	Job Developer	Local 543	2.0	2.0	2.0
	Caseworker - Employment Services	Local 543	7.0	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
	<b>Sub-Total</b>			<b>17.0</b>	<b>17.0</b>
<b>OW &amp; Discretionary Assistance</b>	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

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
	Coord, Staff Development	Non-Union	1.0	1.0	1.0
	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	14.0	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 - Leamington	Local 543	2.0	2.0	2.0
	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	0.0	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	3.0	3.0	3.0
	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	2.0	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

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
	Records & Supply Clerk	Local 543	1.0	1.0	1.0
	Retroactive Budget Clerk	Local 543	2.0	2.0	2.0
	Social Worker (BSW)	Local 543	2.0	2.0	2.0
	Staff Trainer	Local 543	1.0	2.0	2.0
	Team Clerk (FSW)	Local 543	1.0	0.0	0.0
	<b>Sub-Total</b>		<b>196.0</b>	<b>197.0</b>	<b>197.0</b>
<b>Social Planning &amp; Policy</b>	Community Health Project Manager	Non-Union	1.0	1.0	0.0
	<b>Sub-Total</b>		<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>Total</b>			<b>220.0</b>	<b>221.0</b>	<b>219.0</b>

**C. Budget Summary by Division**

Division	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Community Development & Health Services	(729,600)	(751,524)	(760,822)	(659,225)	(659,225)	0	0.0%
Other Employment Services	(3,310,939)	(2,855,855)	(2,530,281)	(2,407,765)	(2,330,157)	77,608	(3.2%)
OW & Discretionary Assistance	(96,275,394)	(96,799,157)	(97,371,060)	(106,579,650)	(105,676,633)	903,017	(0.8%)
Social Planning & Policy	(521,525)	(540,286)	(674,052)	(191,869)	(191,869)	0	0.0%
<b>Total Revenue</b>	<b>(100,837,458)</b>	<b>(100,946,822)</b>	<b>(101,336,215)</b>	<b>(109,838,509)</b>	<b>(108,857,884)</b>	<b>980,625</b>	<b>(0.9%)</b>
<b>Expenditures</b>							
Community Development & Health Services	839,827	843,945	987,468	875,188	885,076	9,888	1.1%
Other Employment Services	3,471,186	2,855,855	2,530,296	2,407,765	2,341,505	(66,260)	(2.8%)
OW & Discretionary Assistance	105,688,712	104,827,953	104,257,797	114,028,413	113,522,320	(506,093)	(0.4%)
Social Planning & Policy	521,525	540,289	674,057	191,869	191,869	0	0.0%
<b>Total Expenses</b>	<b>110,521,250</b>	<b>109,068,042</b>	<b>108,449,618</b>	<b>117,503,235</b>	<b>116,940,770</b>	<b>(562,465)</b>	<b>(0.5%)</b>
<b>Net</b>							
Community Development & Health Services	110,227	92,421	226,646	215,963	225,851	9,888	4.6%
Other Employment Services	160,247	0	15	0	11,348	11,348	n/a
OW & Discretionary Assistance	9,413,318	8,028,796	6,886,737	7,448,763	7,845,687	396,924	5.3%
Social Planning & Policy	0	3	5	0	0	0	n/a
<b>Total Net</b>	<b>9,683,792</b>	<b>8,121,220</b>	<b>7,113,403</b>	<b>7,664,726</b>	<b>8,082,886</b>	<b>418,160</b>	<b>5.5%</b>

**D. Budget Summary by Major Revenue / Expense Accounts**

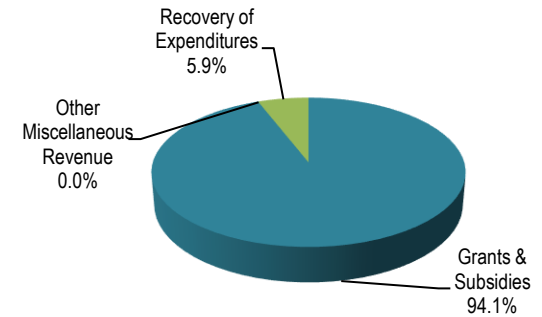
GL Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Grants & Subsidies	(92,312,705)	(93,905,688)	(95,210,569)	(103,623,874)	(102,399,782)	1,224,092	1.2%
Other Miscellaneous Revenue	(67,866)	(2,891)	(317,996)	0	0	0	n/a
Recovery of Expenditures	(8,156,162)	(6,978,783)	(5,752,650)	(6,214,635)	(6,458,102)	(243,467)	(3.9%)
Transfer From Reserve Accounts	(300,725)	(59,460)	(40,000)	0	0	0	n/a
Transfers From Other Funds	0	0	(15,000)	0	0	0	n/a
<b>Total Revenue</b>	<b>(100,837,458)</b>	<b>(100,946,822)</b>	<b>(101,336,215)</b>	<b>(109,838,509)</b>	<b>(108,857,884)</b>	<b>980,625</b>	<b>0.9%</b>
<b>Expenditures</b>							
Financial Expenses	1	(1)	(10)	0	0	0	n/a
Minor Capital	509,407	35,784	108,141	109,730	109,730	0	0.0%
Operating & Maintenance Supplies	192,919	194,856	191,164	165,813	165,813	0	0.0%
Other Miscellaneous Expenditures	44,411	62,035	97,026	120,248	120,248	0	0.0%
Purchased Services	4,625,260	4,415,556	4,945,281	4,946,011	4,405,478	(540,533)	(10.9%)
Salaries & Benefits	17,719,666	18,031,143	17,720,832	18,863,629	18,931,133	67,504	0.4%
Transfers for Social Services	87,359,759	86,277,804	85,272,650	93,286,200	93,196,764	(89,436)	(0.1%)
Transfers to Reserves & Capital Funds	59,460	40,000	105,141	0	0	0	n/a
Utilities, Insurance & Taxes	10,367	10,865	9,393	11,604	11,604	0	0.0%
<b>Total Expenses</b>	<b>110,521,250</b>	<b>109,068,042</b>	<b>108,449,618</b>	<b>117,503,235</b>	<b>116,940,770</b>	<b>(562,465)</b>	<b>(0.5%)</b>
<b>Total Net</b>	<b>9,683,792</b>	<b>8,121,220</b>	<b>7,113,403</b>	<b>7,664,726</b>	<b>8,082,886</b>	<b>418,160</b>	<b>5.5%</b>



**D. Budget Summary by Major Revenue / Expense Accounts**

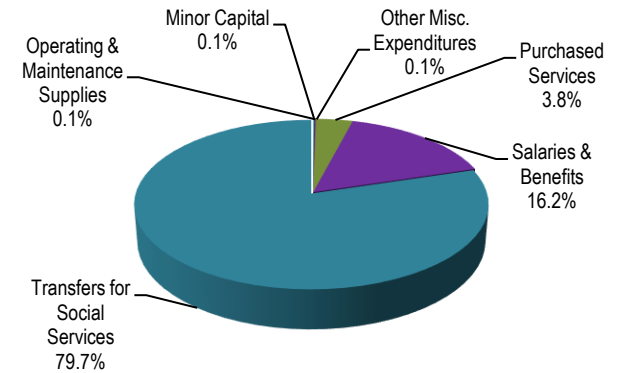
**Revenues**

	<u>2020 Budget</u>	
Grants & Subsidies	(102,399,782)	94.1%
Other Miscellaneous Revenue	0	0.0%
Recovery of Expenditures	(6,458,102)	5.9%
<b>Total Revenue</b>	<b>(108,857,884)</b>	<b>100.0%</b>



**Expenditures**

	<u>2020 Budget</u>	
Minor Capital	109,730	0.1%
Operating & Maintenance Supplies	165,813	0.1%
Other Miscellaneous Expenditures	120,248	0.1%
Purchased Services	4,405,478	3.8%
Salaries & Benefits	18,931,133	16.2%
Transfers for Social Services	93,196,764	79.7%
Utilities, Insurance & Taxes	11,604	0.0%
<b>Total Expenses</b>	<b>116,940,770</b>	<b>100.0%</b>



**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	207,437				
268	2020-0124	[F] Revenue Reduction	Decrease in Ontario Works (OW) Program Delivery (PD) Provincial Revenue	573,041				
271	2020-0241	[H] Line Item Reduction	Elimination of Vacant Position (ES Division - Ministry of Training Colleges and Universities)	0				
273	2020-0126	[I] Revenue Increase	Increase in County Revenue for Ontario Works Program Delivery	(64,668)				
			*** Interdepartmental Reallocations	(297,650)				
<b>Total 2020 Budget Increase/(Decrease)</b>				<b>418,160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* 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

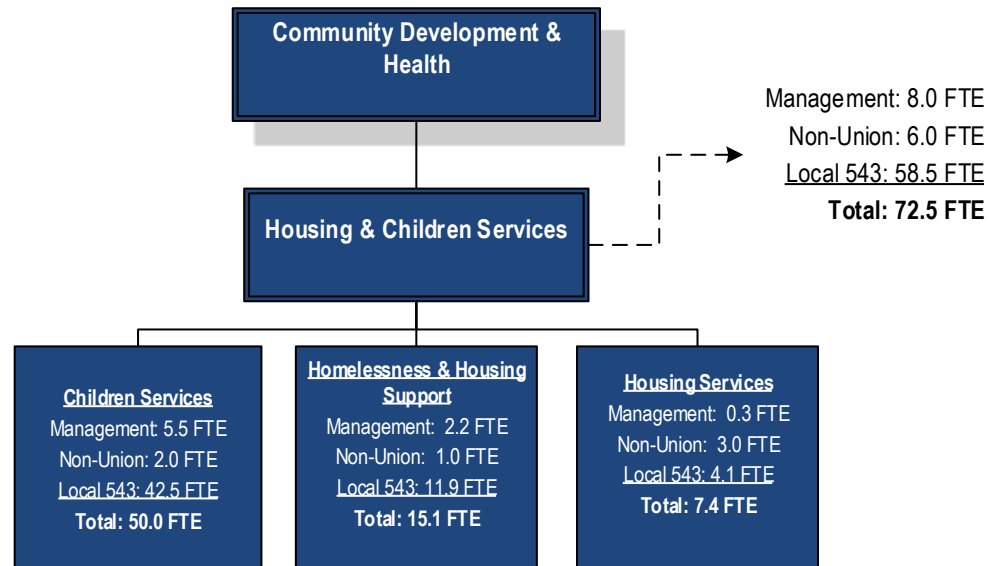
*“Enhancing quality of life”*

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.

#### 2019 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 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
	Supv, Early ON Child & Fam Centres	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	1.0	1.0
	Bilingual Early Literacy Specialist	Local 543	1.0	1.0	1.0
	Caseworker (Children's Serv)	Local 543	7.0	8.0	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	2.0	2.0	2.0
	Contract Clerk	Local 543	1.0	1.0	1.0
	Clerk Steno Intermediate	Local 543	0.0	0.0	0.0
	EarlyON CFC-Data Analysis Coordinator	Local 543	1.0	1.0	1.0
	Early Years Program Development Officer	Local 543	0.0	1.0	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	4.0	4.0
	Junior Clerk Children's Services	Local 543	1.0	0.0	0.0
	OEY Early Childhood Educator	Local 543	15.5	15.5	15.5
	Program Analyst	Local 543	1.0	2.0	2.0
	Program and Policy Clerk	Local 543	1.0	1.0	1.0
	Social Investment Data & Research Analyst/Special Projects	Local 543	0.0	0.0	1.0
	Special Projects Co-ordinator	Local 543	1.0	1.0	1.0
<b>Sub-Total</b>			<b>45.0</b>	<b>49.0</b>	<b>50.0</b>

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
<b>Homelessness &amp; Housing Support</b>	ExDir, Housing & Children Serv	Management	0.0	0.0	0.2
	Mgr,Homelessness & Housing Support	Management	0.0	0.0	1.0
	Supv, Housing Support	Management	0.0	0.0	1.0
	Coordinator, Housing Administration & Development	Non-Union	0.0	0.0	1.0
	Caseworker - Housing Support	Local 543	0.0	0.0	7.0
	Caseworker - Housing Support - Bilingual	Local 543	0.0	0.0	1.0
	Clerk Steno Intermediate	Local 543	0.0	0.0	0.9
	Program Development Officer	Local 543	0.0	0.0	1.0
	Social Worker (BSW)	Local 543	0.0	0.0	1.0
	Special Projects Coordinator	Local 543	0.0	0.0	1.0
	<b>Sub-Total</b>		<b>0.0</b>	<b>0.0</b>	<b>15.1</b>
<b>Housing Services</b>	ExDir, Housing & Children Serv	Management	0.5	0.5	0.3
	Mgr,Homelessness & Housing Support	Management	1.0	1.0	0.0
	Supv, Housing Support	Management	1.0	1.0	0.0
	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	0.0
	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	0.0
	Caseworker - Housing Support - Bilingual	Local 543	1.0	1.0	0.0
	Clerk Steno Intermediate	Local 543	1.0	1.0	0.1
	Maint/Technical Support Person	Local 543	1.0	1.0	1.0
	Program Development Officer	Local 543	2.0	3.0	2.0
	Social Worker (BSW)	Local 543	1.0	1.0	0.0
	Special Projects Coordinator	Local 543	1.0	1.0	0.0
	<b>Sub-Total</b>		<b>21.5</b>	<b>22.5</b>	<b>7.5</b>

**B. Budgeted Full Time Equivalent (FTE's)** *Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
Pathway to Potential	Social Investment Data & Research Analyst/Special Projects Local 543		0.0	0.0	0.0
	<b>Sub-Total</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>			<b>66.5</b>	<b>71.5</b>	<b>72.5</b>

**C. Budget Summary by Division**

Division	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Children's Services	(40,049,103)	(43,066,196)	(60,836,666)	(55,578,780)	(55,624,848)	(46,068)	0.1%
Homelessness & Housing Support	0	0	0	(12,032,309)	(11,465,099)	567,210	(4.7%)
Housing Services	(24,437,041)	(26,646,602)	(34,648,019)	(20,286,529)	(20,597,206)	(310,677)	1.5%
Pathway to Potential	0	0	0	0	0	0	n/a
<b>Total Revenue</b>	<b>(64,486,144)</b>	<b>(69,712,798)</b>	<b>(95,484,685)</b>	<b>(87,897,618)</b>	<b>(87,687,153)</b>	<b>210,465</b>	<b>(0.2%)</b>
<b>Expenditures</b>							
Children's Services	43,726,237	46,889,712	64,746,012	59,733,183	59,606,367	(126,816)	(0.2%)
Homelessness & Housing Support	0	0	0	13,010,471	12,518,326	(492,145)	(3.8%)
Housing Services	31,342,419	33,406,363	42,319,489	26,670,715	27,209,832	539,117	2.0%
Pathway to Potential	0	0	0	0	67,282	67,282	n/a
<b>Total Expenses</b>	<b>75,068,656</b>	<b>80,296,075</b>	<b>107,065,501</b>	<b>99,414,369</b>	<b>99,401,807</b>	<b>(12,562)</b>	<b>(0.0%)</b>
<b>Net</b>							
Children's Services	3,677,134	3,823,516	3,909,346	4,154,403	3,981,519	(172,884)	(4.2%)
Homelessness & Housing Support	0	0	0	978,162	1,053,227	75,065	7.7%
Housing Services	6,905,378	6,759,761	7,671,470	6,384,186	6,612,626	228,440	3.6%
Pathway to Potential	0	0	0	0	67,282	67,282	n/a
<b>Total Net</b>	<b>10,582,512</b>	<b>10,583,277</b>	<b>11,580,816</b>	<b>11,516,751</b>	<b>11,714,654</b>	<b>197,903</b>	<b>1.7%</b>

## Community Development & Health - Housing & Children Services

### D. Budget Summary by Major Revenue / Expense Accounts

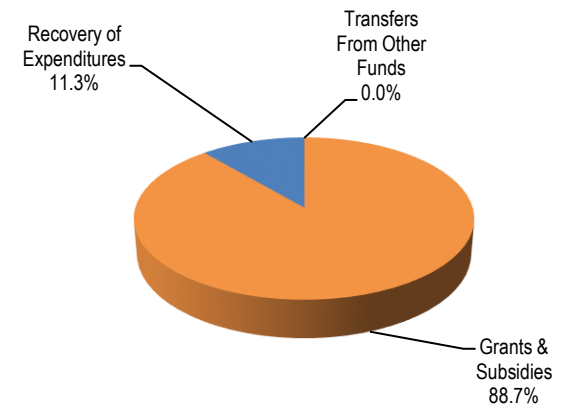
GL Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Grants & Subsidies	(52,613,961)	(56,180,412)	(86,726,668)	(77,777,177)	(77,777,177)	0	0.0%
Recovery of Expenditures	(11,872,183)	(13,532,386)	(8,690,807)	(9,525,231)	(9,881,976)	(356,745)	(3.7%)
Transfers From Other Funds	0	0	(67,210)	(595,210)	(28,000)	567,210	95.3%
<b>Total Revenue</b>	<b>(64,486,144)</b>	<b>(69,712,798)</b>	<b>(95,484,685)</b>	<b>(87,897,618)</b>	<b>(87,687,153)</b>	<b>210,465</b>	<b>0.2%</b>
<b>Expenditures</b>							
Financial Expenses	0	3	(20)	250	250	0	0.0%
Minor Capital	57,508	59,958	33,439	34,531	34,531	0	0.0%
Operating & Maintenance Supplies	183,748	223,657	754,046	721,690	715,064	(6,626)	(0.9%)
Other Miscellaneous Expenditures	144,618	453,244	611,498	43,921	43,921	0	0.0%
Purchased Services	1,286,386	1,581,450	1,946,610	2,712,155	2,649,607	(62,548)	(2.3%)
Salaries & Benefits	5,084,484	5,762,282	6,072,023	6,719,770	7,026,382	306,612	4.6%
Transfers for Social Services	68,294,325	72,196,349	97,628,218	89,161,435	88,911,435	(250,000)	(0.3%)
Utilities, Insurance & Taxes	17,587	19,132	19,687	20,617	20,617	0	n/a
<b>Total Expenses</b>	<b>75,068,656</b>	<b>80,296,075</b>	<b>107,065,501</b>	<b>99,414,369</b>	<b>99,401,807</b>	<b>(12,562)</b>	<b>(0.0%)</b>
<b>Total Net</b>	<b>10,582,512</b>	<b>10,583,277</b>	<b>11,580,816</b>	<b>11,516,751</b>	<b>11,714,654</b>	<b>197,903</b>	<b>1.7%</b>



**D. Budget Summary by Major Revenue / Expense Accounts**

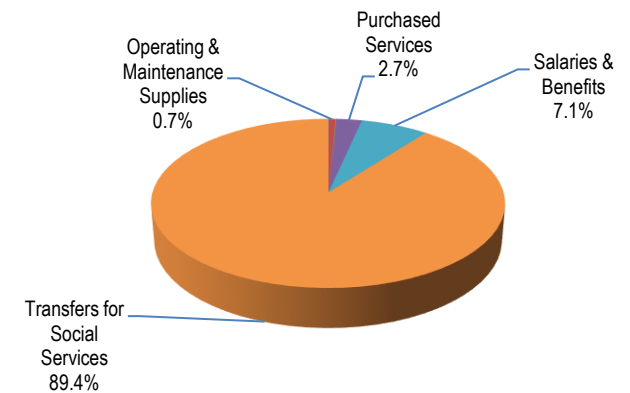
**Revenues**

	<u>2020 Budget</u>	
Grants & Subsidies	(77,777,177)	88.7%
Recovery of Expenditures	(9,881,976)	11.3%
Transfers From Other Funds	(28,000)	0.0%
<b>Total Revenue</b>	<b>(87,687,153)</b>	<b>100.0%</b>



**Expenditures**

	<u>2020 Budget</u>	
Financial Expenses	250	0.0%
Minor Capital	34,531	0.0%
Operating & Maintenance Supplies	715,064	0.7%
Other Miscellaneous Expenditures	43,921	0.0%
Purchased Services	2,649,607	2.7%
Salaries & Benefits	7,026,382	7.1%
Transfers for Social Services	88,911,435	89.4%
Utilities, Insurance & Taxes	20,617	0.0%
<b>Total Expenses</b>	<b>99,401,807</b>	<b>100.0%</b>



**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	97,018				
274	2020-0230	[B] Legislated	Social Housing Service Level Standards	162,694				
277	2020-0114	[I] Revenue Increase	Increase in County Revenue for Housing and Children Services	(131,735)				
278	2020-0231	[M] Service Enhancement	Funding to Expand Street Outreach Services	69,926				
281	2020-0268	[M] Service Enhancement	Addition of One (1) Regular Full-Time Coordinator of Housing Administration and Development	0				
283	2020-0343	[M] Service Enhancement	Addition of One (1) Regular Full-Time Clerk Steno Intermediate in Children's Services	0				
<b>Total 2020 Budget Increase/(Decrease)</b>				<b>197,903</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* 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**

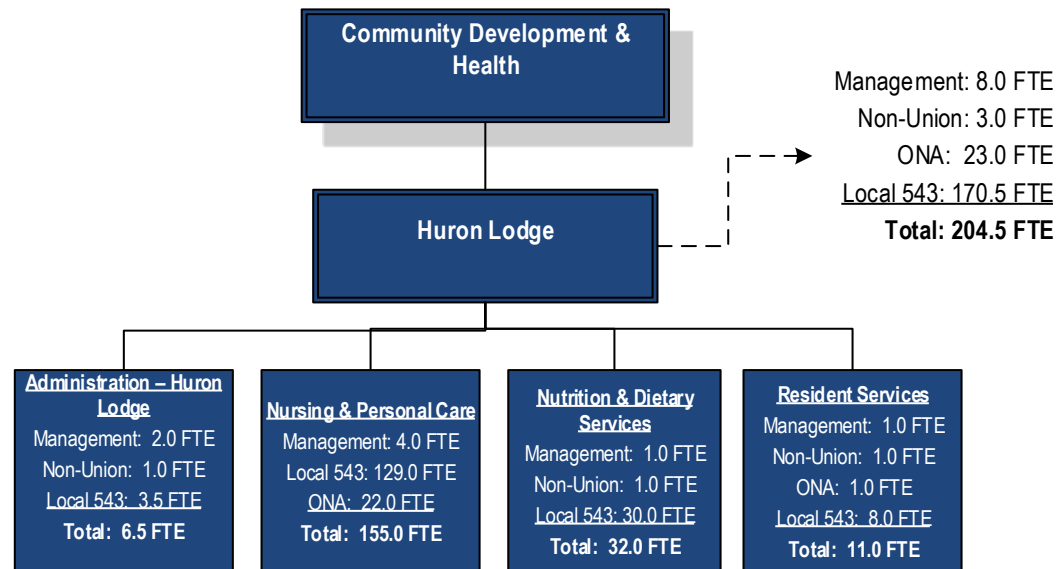
Huron Lodge is a community that provides a heartfelt circle of care for individuals of all ages through team work, compassion and trust.

**Description**

Make each day better than the one before!

In order to achieve our mission and vision statements, Huron Lodge provides interdisciplinary resident centred care and an opportunity to maintain independence and self worth for those that require long-term care placement. Our environment promotes quality of life for our residents while ensuring they are able to continue leading productive and active lives.

**2019 Approved Budgeted Full Time Equivalents (FTE's)**



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
<b>Administration - Huron Lodge</b>	ExDir, Long Term Care/Admin	Management	1.0	1.0	1.0
	Mgr, Program Services	Management	1.0	0.0	0.0
	Manager, Resident & Corporate Services	Management	0.0	1.0	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	0.5	0.5
	<b>Sub-Total</b>			<b>7.0</b>	<b>6.5</b>
<b>Nursing &amp; Personal Care</b>	Director of Care	Management	2.0	1.0	1.0
	Asst. Director of Care	Management	1.0	2.0	2.0
	Clinical Care Supervisor	Management	0.0	1.0	1.0
	Registered Nurse	ONA	12.0	12.0	13.0
	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
	<b>Sub-Total</b>			<b>153.0</b>	<b>154.0</b>

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
<b>Nutrition &amp; Dietary Services</b>	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
	<b>Sub-Total</b>		<b>32.0</b>	<b>32.0</b>	<b>32.0</b>
<b>Resident Services</b>	Mgr, Resident Services	Management	1.0	1.0	1.0
	Registered Dietician	Non-Union	0.0	0.0	1.0
	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	2.0	1.0
	Theraputic Recreation Aide	Local 543	1.0	3.0	4.0
	Theraputic Recreation Assistant	Local 543	1.0	0.0	0.0
	Recreation Aide/Volunteer Coordinator	Local 543	1.0	1.0	1.0
<b>Sub-Total</b>		<b>10.0</b>	<b>10.0</b>	<b>11.0</b>	
<b>Total</b>		<b>202.0</b>	<b>202.5</b>	<b>204.5</b>	

**C. Budget Summary by Division**

Division	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Administration - Huron Lodge	(15,128,239)	(15,081,085)	(15,709,478)	(15,776,135)	(15,942,135)	(166,000)	1.1%
Nursing & Personal Care	(512,287)	(624,151)	(824,731)	(457,928)	(682,997)	(225,069)	49.1%
Nutrition & Dietary Services	(111,469)	(149,477)	(122,159)	(25,001)	(25,001)	0	0.0%
Program Services	(720)	0	0	(58,000)	(22,400)	35,600	(61.4%)
Resident Services	(201,292)	(195,225)	(203,768)	(191,473)	(277,973)	(86,500)	45.2%
<b>Total Revenue</b>	<b>(15,954,007)</b>	<b>(16,049,938)</b>	<b>(16,860,136)</b>	<b>(16,508,537)</b>	<b>(16,950,506)</b>	<b>(441,969)</b>	<b>2.7%</b>
<b>Expenditures</b>							
Administration - Huron Lodge	1,092,290	1,127,274	1,079,165	1,133,262	1,156,112	22,850	2.0%
Nursing & Personal Care	13,960,771	14,091,752	14,970,771	14,863,431	15,338,509	475,078	3.2%
Nutrition & Dietary Services	3,082,337	3,332,171	3,398,183	3,266,877	3,349,464	82,587	2.5%
Program Services	3,580,557	3,109,247	3,387,004	3,338,788	3,305,788	(33,000)	(1.0%)
Resident Services	1,401,038	1,200,792	1,340,323	1,392,703	1,489,085	96,382	6.9%
<b>Total Expenses</b>	<b>23,116,993</b>	<b>22,861,236</b>	<b>24,175,446</b>	<b>23,995,061</b>	<b>24,638,958</b>	<b>643,897</b>	<b>2.7%</b>
<b>Net</b>							
Administration - Huron Lodge	(14,035,949)	(13,953,811)	(14,630,313)	(14,642,873)	(14,786,023)	(143,150)	1.0%
Nursing & Personal Care	13,448,484	13,467,601	14,146,040	14,405,503	14,655,512	250,009	1.7%
Nutrition & Dietary Services	2,970,868	3,182,694	3,276,024	3,241,876	3,324,463	82,587	2.5%
Program Services	3,579,837	3,109,247	3,387,004	3,280,788	3,283,388	2,600	0.1%
Resident Services	1,199,746	1,005,567	1,136,555	1,201,230	1,211,112	9,882	0.8%
<b>Total Net</b>	<b>7,162,986</b>	<b>6,811,298</b>	<b>7,315,310</b>	<b>7,486,524</b>	<b>7,688,452</b>	<b>201,928</b>	<b>2.7%</b>

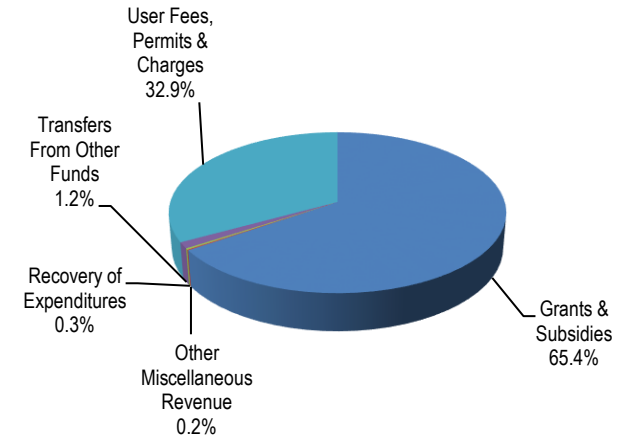
**D. Budget Summary by Major Revenue / Expense Accounts**

GL Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Grants & Subsidies	(10,522,506)	(10,506,598)	(10,988,059)	(10,952,881)	(11,092,741)	(139,860)	(1.3%)
Other Miscellaneous Revenue	(200,753)	(123,854)	(141,195)	(27,002)	(26,502)	500	1.9%
Recovery of Expenditures	(1,275)	(248)	(218,340)	(45,000)	(45,000)	0	0.0%
Transfer From Reserve Accounts	(15,695)	0	0	0	0	0	n/a
Transfers From Other Funds	(12,405)	(137,097)	(131,401)	(58,000)	(208,209)	(150,209)	(259.0%)
User Fees, Permits & Charges	(5,201,373)	(5,282,141)	(5,381,141)	(5,425,654)	(5,578,054)	(152,400)	(2.8%)
<b>Total Revenue</b>	<b>(15,954,007)</b>	<b>(16,049,938)</b>	<b>(16,860,136)</b>	<b>(16,508,537)</b>	<b>(16,950,506)</b>	<b>(441,969)</b>	<b>(2.7%)</b>
<b>Expenditures</b>							
Financial Expenses	(2)	(1,046)	53	0	0	0	n/a
Minor Capital	144,022	197,425	183,324	153,145	153,145	0	0.0%
Operating & Maintenance Supplies	2,863,707	1,139,896	1,244,802	1,057,543	1,115,543	58,000	5.5%
Other Miscellaneous Expenditures	204,302	135,919	248,765	142,168	144,496	2,328	1.6%
Purchased Services	1,663,270	3,130,255	3,091,049	2,922,938	2,947,938	25,000	0.9%
Salaries & Benefits	17,385,713	17,529,352	18,409,086	18,721,694	19,280,263	558,569	3.0%
Transfers for Social Services	157,728	138,692	135,966	143,112	143,112	0	0.0%
Transfers to Reserves & Capital Funds	15,843	3,377	203,285	203,000	203,000	0	0.0%
Utilities, Insurance & Taxes	682,410	587,366	659,116	651,461	651,461	0	0.0%
<b>Total Expenses</b>	<b>23,116,993</b>	<b>22,861,236</b>	<b>24,175,446</b>	<b>23,995,061</b>	<b>24,638,958</b>	<b>643,897</b>	<b>2.7%</b>
<b>Total Net</b>	<b>7,162,986</b>	<b>6,811,298</b>	<b>7,315,310</b>	<b>7,486,524</b>	<b>7,688,452</b>	<b>201,928</b>	<b>2.7%</b>

**D. Budget Summary by Major Revenue / Expense Accounts**

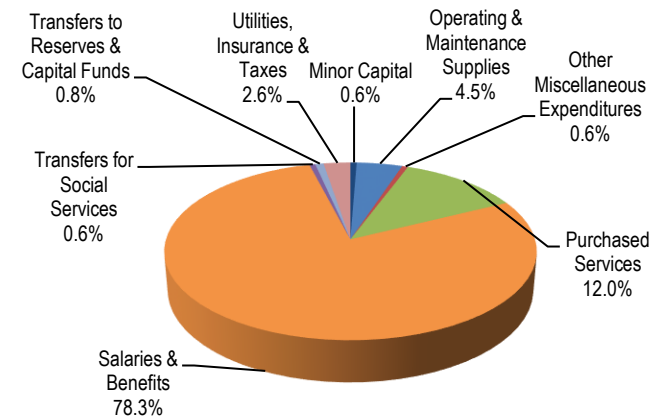
**Revenues**

	<u>2020 Budget</u>	
Grants & Subsidies	(11,092,741)	65.4%
Other Miscellaneous Revenue	(26,502)	0.2%
Recovery of Expenditures	(45,000)	0.3%
Transfers From Other Funds	(208,209)	1.2%
User Fees, Permits & Charges	(5,578,054)	32.9%
<b>Total Revenue</b>	<b>(16,950,506)</b>	<b>100.0%</b>



**Expenditures**

	<u>2020 Budget</u>	
Minor Capital	153,145	0.6%
Operating & Maintenance Supplies	1,115,543	4.5%
Other Miscellaneous Expenditures	144,496	0.6%
Purchased Services	2,947,938	12.0%
Salaries & Benefits	19,280,263	78.3%
Transfers for Social Services	143,112	0.6%
Transfers to Reserves & Capital Funds	203,000	0.8%
Utilities, Insurance & Taxes	651,461	2.6%
<b>Total Expenses</b>	<b>24,638,958</b>	<b>100.0%</b>





**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	197,400				
<b>IC</b> 285	2020-0305	[C] Contractual	In-Camera Item	10,216				
<b>IC</b> 287	2020-0311	[C] Contractual	In-Camera Item	0				33,000
<b>IC</b> 288	2020-0312	[C] Contractual	In-Camera Item	0				95,000
289	2020-0303	[E] Inflationary	Increase Food Expense Budget	40,000				
291	2020-0306	[E] Inflationary	Increase Dietary Supplies and Chemicals	18,000				
293	2020-0304	[F] Revenue Reduction	Eliminate the User Fee for Common Area Rentals for the Residents of Huron Lodge	500				
294	2020-0297	[G] Line Item Increase	Budget Increase for Contracted Laundry Services at Huron Lodge	25,000				
296	2020-0318	[G] Line Item Increase	Budget Increase for Preventative Maintenance at Huron Lodge	20,000				
298	2020-0301	[I] Revenue Increase	Increase in Ministry of Long-Term Care Funding	(36,000)				
300	2020-0302	[I] Revenue Increase	Increase in Resident Accommodation (Rent) Revenue	(130,000)				
302	2020-0307	[I] Revenue Increase	Establish the Revenue Budget for the Alzheimer Society Lease	(22,400)				
303	2020-0308	[I] Revenue Increase	Establish Revenue & Expense Budgets for Ministry of Long Term Care Funding for the Behaviour	0				
<b>IC</b> 305	2020-0309	[M] Service Enhancement	In-Camera Item	99,212				99,209
			*** Interdepartmental Reallocations	(20,000)				
<b>Total 2020 Budget Increase/(Decrease)</b>				<b>201,928</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>227,209</b>

\* 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.