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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 as a whole.

Description

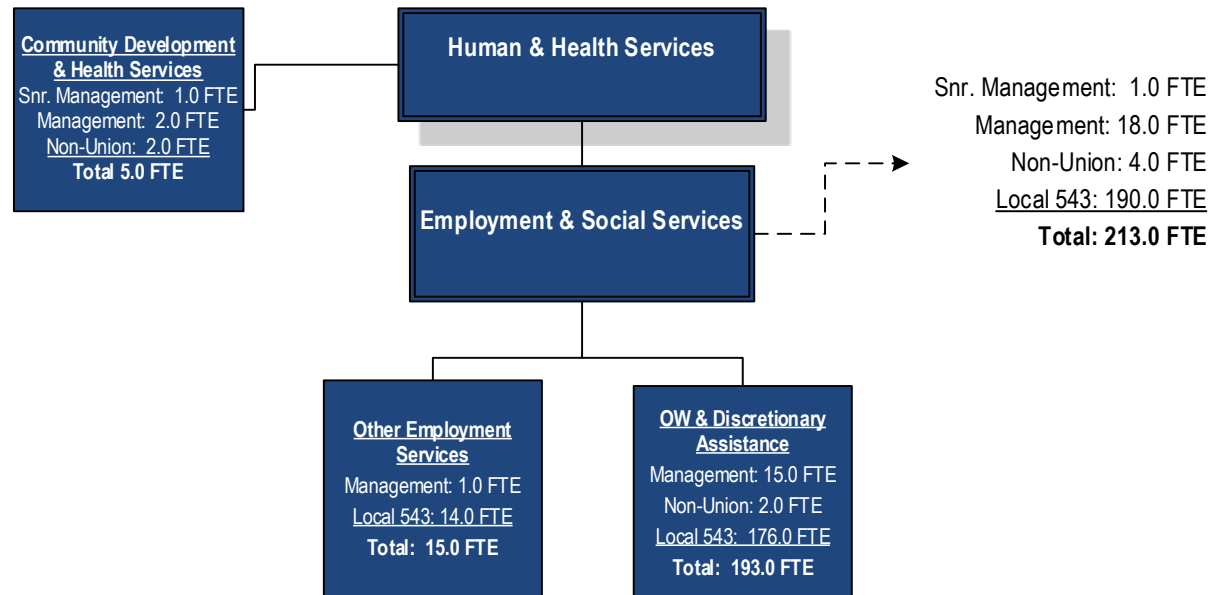
The Human and Health Services Department works closely with the Mayor and City Council to achieve the goals and objectives as determined by City Council. The Commissioner, Human and Health Services is part of the Corporate Leadership Team while leading the daily operations of service delivery across 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 Employment and Social Services (E&SS) department falls within the Human and Health Services portfolio. The E&SS department is broken down into two divisions. The department operates as the Consolidated Municipal Service Manager (CMSM) 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. The other division is Employment & Training Services (ETS). Operating as an Employment Ontario service provider and funded 100% by the Ministry of Labour, Training & Skills Development (MLTSD), this division delivers the Employment Services (ES) Program, Second Career program and the Canada Ontario Jobs Grant program to individuals and employers in Windsor & Essex County.

In addition, the Windsor-Essex Local Immigration Partnership (WE LIP) resides within the Human and Health Services portfolio and is a federal program funded by Immigration, Refugees and Citizenship Canada. The WE LIP promotes the settlement and integration of immigrants in Windsor and Essex County. The Commissioner also provides oversight to special projects that arise from time to time.

A. Departmental Overview

2021 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
Community Development & Health Services	Commissioner Human & Health Services	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
	Sub-Total			5.0	5.0
Other Employment Services	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	6.0	6.0
	Caseworker - Employment Services - Bilingual	Local 543	1.0	1.0	1.0
	Resource Centre Greeter	Local 543	2.0	2.0	1.0
	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			17.0	16.0
OW & Discretionary Assistance	EXDir. Employment & Social Services	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
	Coordinator, Social Planning	Non-Union	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
	Administrative Assistant	Local 543	1.0	1.0	1.0
	Caseworker - Float	Local 543	14.0	14.0	0.0
	Caseworker Discretionary Benefits	Local 543	3.0	3.0	3.0
	Caseworker Employment Services	Local 543	15.0	15.0	14.0
	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	0.0
	Clerk Junior (Team)	Local 543	9.0	9.0	9.0
	Clerk Junior (Team) - Bilingual	Local 543	1.0	1.0	1.0
	Clerk Junior - Backup Receptionist (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	1.0	1.0
	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
	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	2.0
	Intake Receptionist (Bilingual)	Local 543	1.0	1.0	1.0
	Job Developer	Local 543	4.0	4.0	4.0
	Local Business Expert	Local 543	2.0	2.0	2.0
	Ontario Works Caseworker	Local 543	84.0	84.0	98.0
	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	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
	Social Worker (BSW)	Local 543	2.0	2.0	2.0
	Staff Trainer	Local 543	2.0	2.0	2.0
	Sub-Total		197.0	196.0	193.0
Total			219.0	217.0	213.0

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Community Development & Health Services	(760,822)	(732,017)	(1,104,971)	(659,225)	(873,676)	(214,451)	32.5%
Other Employment Services	(2,530,281)	(2,587,465)	(2,012,664)	(2,273,322)	(2,273,322)	0	0.0%
OW & Discretionary Assistance	(97,371,060)	(97,148,247)	(90,528,976)	(105,684,554)	(105,645,605)	38,949	(0.0%)
Social Planning & Policy	(674,052)	(190,517)	(200,718)	(296,453)	(296,453)	0	0.0%
Total Revenue	(101,336,215)	(100,658,246)	(93,847,329)	(108,913,554)	(109,089,056)	(175,502)	0.2%
Expenditures							
Community Development & Health Services	987,468	925,000	1,290,376	895,084	1,109,535	214,451	24.0%
Other Employment Services	2,530,296	2,587,278	2,012,664	2,273,322	2,284,893	11,571	0.5%
OW & Discretionary Assistance	104,257,797	104,167,883	96,634,434	113,094,559	112,993,207	(101,352)	(0.1%)
Social Planning & Policy	674,057	190,518	200,718	296,453	296,453	0	0.0%
Total Expenses	108,449,618	107,870,679	100,138,192	116,559,418	116,684,088	124,670	0.1%
Net							
Community Development & Health Services	226,646	192,983	185,405	235,859	235,859	0	0.0%
Other Employment Services	15	(187)	0	0	11,571	11,571	n/a
OW & Discretionary Assistance	6,886,737	7,019,636	6,105,458	7,410,005	7,347,602	(62,403)	(0.8%)
Social Planning & Policy	5	1	0	0	0	0	n/a
Total Net	7,113,403	7,212,433	6,290,863	7,645,864	7,595,032	(50,832)	(0.7%)

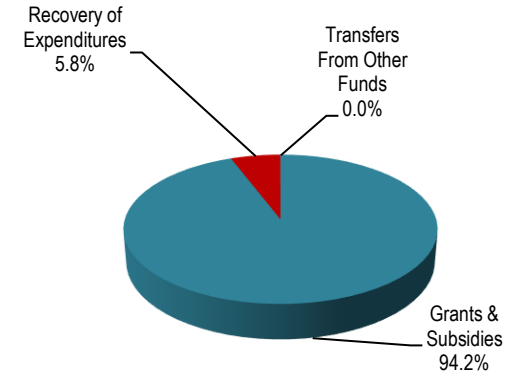
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(95,210,569)	(94,714,256)	(87,707,661)	(102,734,250)	(102,734,250)	0	0.0%
Other Miscellaneous Revenue	(317,996)	0	(210,000)	0	0	0	n/a
Recovery of Expenditures	(5,752,650)	(5,872,692)	(5,702,530)	(6,179,304)	(6,340,500)	(161,196)	(2.6%)
Transfer From Reserve Accounts	(40,000)	(48,812)	(49,624)	0	0	0	n/a
Transfers From Other Funds	(15,000)	(22,486)	(177,514)	0	(14,306)	(14,306)	n/a
Total Revenue	(101,336,215)	(100,658,246)	(93,847,329)	(108,913,554)	(109,089,056)	(175,502)	(0.2%)
Expenditures							
Financial Expenses	(10)	319	1,114	44,200	44,200	0	n/a
Minor Capital	108,141	238,903	340,487	108,206	108,206	0	0.0%
Operating & Maintenance Supplies	191,164	132,832	131,713	158,118	158,118	0	0.0%
Other Miscellaneous Expenditures	97,026	89,860	64,577	118,704	118,704	0	0.0%
Purchased Services	4,945,281	4,948,804	4,687,259	4,458,188	4,467,168	8,980	0.2%
Salaries & Benefits	17,720,832	17,267,739	17,060,210	18,931,208	18,946,898	15,690	0.1%
Transfers for Social Services	85,272,650	85,130,994	77,662,279	92,731,091	92,831,091	100,000	0.1%
Transfers to Reserves & Capital Funds	105,141	49,624	171,113	0	0	0	n/a
Utilities, Insurance & Taxes	9,393	11,604	19,440	9,703	9,703	0	0.0%
Total Expenses	108,449,618	107,870,679	100,138,192	116,559,418	116,684,088	124,670	0.1%
Total Net	7,113,403	7,212,433	6,290,863	7,645,864	7,595,032	(50,832)	(0.7%)

D. Budget Summary by Major Revenue / Expense Accounts

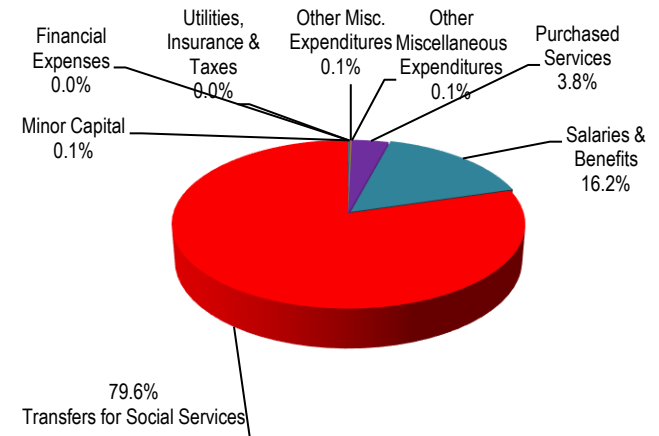
Revenues

	<u>2022 Budget</u>	
Grants & Subsidies	(102,734,250)	94.2%
Recovery of Expenditures	(6,340,500)	5.8%
Transfers From Other Funds	(14,306)	0.0%
Total Revenue	(109,089,056)	100.0%



Expenditures

	<u>2022 Budget</u>	
Financial Expenses	44,200	0.0%
Minor Capital	108,206	0.1%
Operating & Maintenance Supplies	158,118	0.1%
Other Miscellaneous Expenditures	118,704	0.1%
Purchased Services	4,467,168	3.8%
Salaries & Benefits	18,946,898	16.2%
Transfers for Social Services	92,831,091	79.6%
Utilities, Insurance & Taxes	9,703	0.0%
Total Expenses	116,684,088	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	FTE Impact
P	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	(89,781)					
IC	255	2022-0105 [A] Annualization	In-Camera Item	0				14,306	1.0
P	259	2022-0194 [F] Revenue Reduction	County Revenue Reduction - Ontario Works Program Delivery Budget	38,949					
P	260	2022-0193 [M] Service Enhancement	Funding for the Implementation of the Regional Community Safety and Well Being Plan	0					
Total 2022 Budget Increase/(Decrease)				(50,832)	0	0	0	14,306	1.0

* 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.

A. Departmental Overview

Mission

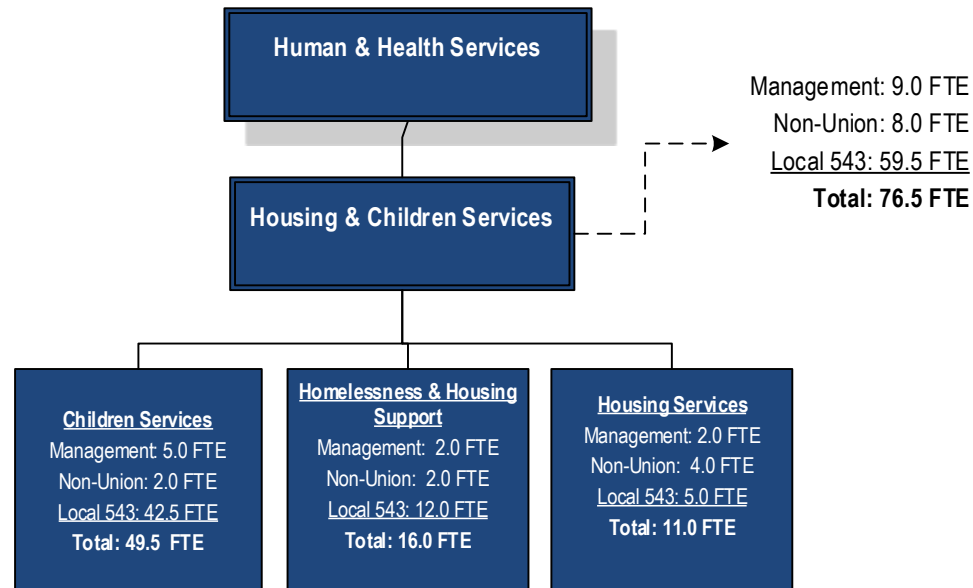
“Enhancing quality of life”

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 and prevent and reduce the risk of homelessness. 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.

2021 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
Children Services	ExDir, Housing & Children Serv	Management	0.5	0.0	0.0
	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
	Professional Development Coordinator	Non-Union	1.0	1.0	1.0
	Early Years Coordinator	Non-Union	1.0	1.0	1.0
	Bilingual Early Literacy Specialist	Local 543	1.0	1.0	1.0
	Caseworker (Children's Serv)	Local 543	8.0	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	1.0	1.0
	EarlyON CFC-Data Analysis Coordinator	Local 543	1.0	1.0	1.0
	Early Years Program Development Officer	Local 543	1.0	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	4.0	4.0	4.0
	Junior Clerk Children's Services	Local 543	0.0	0.0	0.0
	OEY Early Childhood Educator	Local 543	15.5	15.5	15.5
	Program Analyst	Local 543	2.0	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	1.0	0.0	0.0
	Special Projects Co-ordinator	Local 543	1.0	1.0	1.0
Sub-Total			50.0	49.5	49.5

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
Homelessness & Housing Support	ExDir, Housing & Children Serv	Management	0.2	0.0	0.0
	Mgr, Homelessness & Housing Support	Management	1.0	1.0	1.0
	Supv, Housing Support	Management	1.0	1.0	1.0
	Coordinator, Housing Administration & Development	Non-Union	1.0	1.0	1.0
	Emergency Planning Officer	Non-Union	0.0	0.0	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	0.9	1.0	1.0
	Program Development Officer	Local 543	1.0	1.0	1.0
	Social Worker (BSW)	Local 543	1.0	1.0	1.0
	Special Projects Coordinator	Local 543	1.0	1.0	1.0
	Sub-Total			15.1	15.0
Housing Services	ExDir, Housing & Children Serv	Management	0.3	1.0	1.0
	Manager Social & Affordable Housing	Management	0.0	0.0	1.0
	Coord, Housing Admin & Develop	Non-Union	1.0	2.0	2.0
	Coord, Housing Admin & Policy	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
	Clerk Steno Intermediate	Local 543	0.1	0.0	0.0
	Maint/Technical Support Person	Local 543	1.0	1.0	1.0
	Program Development Officer	Local 543	2.0	2.0	2.0
	Social Investment Data & Research Analyst/Special Projects	Local 543	0.0	1.0	1.0
Sub-Total			7.5	10.0	11.0
Total			72.5	74.5	76.5

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Children's Services	(60,836,666)	(56,602,647)	(44,867,642)	(52,437,811)	(51,646,199)	791,612	(1.5%)
Homelessness & Housing Support	0	(12,101,123)	(17,018,812)	(12,691,035)	(12,878,548)	(187,513)	1.5%
Housing Services	(34,648,019)	(16,285,925)	(18,327,413)	(18,515,668)	(18,724,792)	(209,124)	1.1%
Total Revenue	(95,484,685)	(84,989,695)	(80,213,867)	(83,644,514)	(83,249,539)	394,975	(0.5%)
Expenditures							
Children's Services	64,746,012	60,685,138	47,525,321	55,110,471	54,551,117	(559,354)	(1.0%)
Homelessness & Housing Support	0	13,092,091	18,031,206	13,951,726	15,435,852	1,484,126	10.6%
Housing Services	42,319,489	22,671,478	25,196,990	26,878,907	27,223,547	344,640	1.3%
Total Expenses	107,065,501	96,448,707	90,753,517	95,941,104	97,210,516	1,269,412	1.3%
Net							
Children's Services	3,909,346	4,082,491	2,657,679	2,672,660	2,904,918	232,258	8.7%
Homelessness & Housing Support	0	990,968	1,012,394	1,260,691	2,557,304	1,296,613	102.8%
Housing Services	7,671,470	6,385,553	6,869,577	8,363,239	8,498,755	135,516	1.6%
Total Net	11,580,816	11,459,012	10,539,650	12,296,590	13,960,977	1,664,387	13.5%

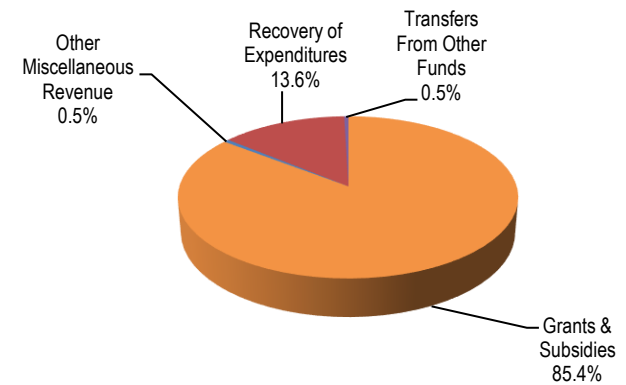
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(86,726,668)	(73,760,842)	(70,110,679)	(72,406,740)	(71,088,518)	1,318,222	1.8%
Other Miscellaneous Revenue	0	0	0	0	(454,808)	(454,808)	n/a
Recovery of Expenditures	(8,690,807)	(10,199,148)	(10,033,262)	(10,637,915)	(11,318,916)	(681,001)	(6.4%)
Transfers From Other Funds	(67,210)	(1,029,705)	(69,926)	(599,859)	(387,297)	212,562	35.4%
Total Revenue	(95,484,685)	(84,989,695)	(80,213,867)	(83,644,514)	(83,249,539)	394,975	0.5%
Expenditures							
Financial Expenses	(20)	(19)	0	250	250	0	0.0%
Minor Capital	33,439	97,820	133,563	47,598	47,598	0	0.0%
Operating & Maintenance Supplies	754,046	752,166	1,260,269	581,101	581,101	0	0.0%
Other Miscellaneous Expenditures	611,498	753,191	517,100	224,471	224,471	0	0.0%
Purchased Services	1,946,610	3,210,623	6,142,314	3,621,818	3,583,472	(38,346)	(1.1%)
Salaries & Benefits	6,072,023	6,413,447	6,296,307	7,510,559	7,455,360	(55,199)	(0.7%)
Transfers for Social Services	97,628,218	84,902,257	76,384,361	83,927,395	85,290,352	1,362,957	1.6%
Transfers to Reserves & Capital Funds	0	298,000	0	0	0	0	n/a
Utilities, Insurance & Taxes	19,687	21,222	19,603	27,912	27,912	0	n/a
Total Expenses	107,065,501	96,448,707	90,753,517	95,941,104	97,210,516	1,269,412	1.3%
Total Net	11,580,816	11,459,012	10,539,650	12,296,590	13,960,977	1,664,387	13.5%

D. Budget Summary by Major Revenue / Expense Accounts

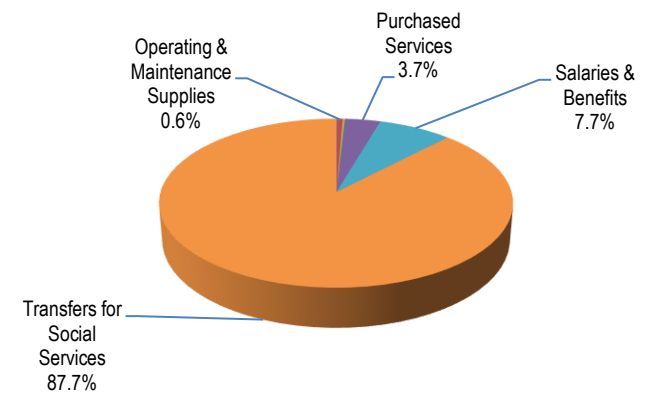
Revenues

	<u>2022 Budget</u>	
Grants & Subsidies	(71,088,518)	85.4%
Other Miscellaneous Revenue	(454,808)	0.5%
Recovery of Expenditures	(11,318,916)	13.6%
Transfers From Other Funds	(387,297)	0.5%
Total Revenue	(83,249,539)	100.0%



Expenditures

	<u>2022 Budget</u>	
Financial Expenses	250	0.0%
Minor Capital	47,598	0.0%
Operating & Maintenance Supplies	581,101	0.6%
Other Miscellaneous Expenditures	224,471	0.2%
Purchased Services	3,583,472	3.7%
Salaries & Benefits	7,455,360	7.7%
Transfers for Social Services	85,290,352	87.7%
Utilities, Insurance & Taxes	27,912	0.0%
Total Expenses	97,210,516	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	FTE Impact
P	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	(2,190)					
IC	263	2022-0034 [A] Annualization	In-Camera Item	82,167					
P	266	2022-0035 [B] Legislated	Social Housing Service Level Standards	161,383					
IC	269	2022-0010 [F] Revenue Reduction	In-Camera Item	271,297				542,594	(1.0)
P	273	2022-0033 [F] Revenue Reduction	Federal Block Funding Loss	0				661,282	
P	277	2022-0036 [I] Revenue Increase	Increase in County Revenue for Housing and Children's Services	(153,270)					
P	278	2022-0028 [A] Annualization	Operating Funding for New Supportive Housing Units & New Emergency Shelter	841,000					
P	281	2022-0029 [M] Service Enhancement	Addition of One (1) Regular Full Time Coordinator of Housing Admin and Development (HIFIS)	0					1.0
P	283	2022-0365 [M] Service Enhancement	Funding to Offset New Pressures in Homelessness Budget	464,000				90,000	
Total 2022 Budget Increase/(Decrease)				1,664,387	0	0	0	1,293,876	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.

A. Departmental Overview

Mission

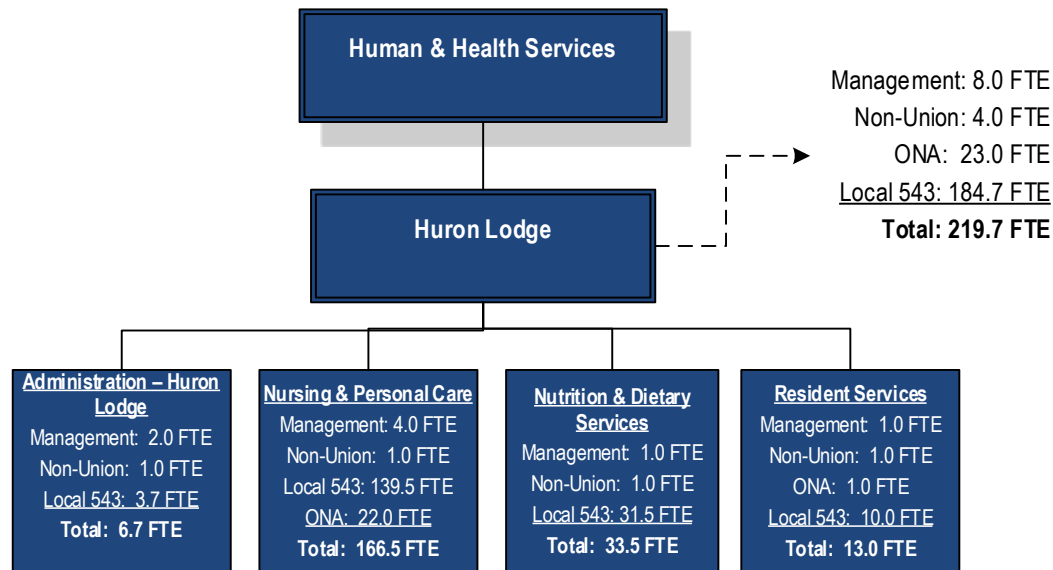
Huron Lodge is a community that provides a heartfelt circle of care for individuals of all ages through team work, compassion and trust.

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.

2021 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
Administration - Huron Lodge	ExDir, Long Term Care/Admin	Management	1.0	1.0	1.0
	Manager, Resident & Corporate Services	Management	1.0	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	0.5	0.7	0.7
	Sub-Total			6.5	6.7
Nursing & Personal Care	Director of Care	Management	1.0	1.0	1.0
	Asst. Director of Care	Management	2.0	2.0	2.0
	Clinical Care Supervisor	Management	1.0	1.0	1.0
	Coordinator of Attendance & Schedules	Non-Union	0.0	1.0	1.0
	Registered Nurse	ONA	13.0	13.0	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	69.0
	Personal Support Worker	Local 543 (HL-RPT)	42.5	42.5	43.0
	Med Transcript/Admin Asst	Local 543	1.0	1.0	1.0
	Nursing Records Assistant	Local 543	1.0	1.0	2.0
	Sub-Total			155.0	156.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 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	14.0
	Nutritional Administrative Asst	Local 543	1.0	1.0	1.0
	Kitchen Staff II	Local 543 (HL-RPT)	11.0	11.0	11.5
	Sub-Total		32.0	32.0	33.5
Resident Services	Mgr, Resident Services	Management	1.0	1.0	1.0
	Registered Dietician	Non-Union	1.0	1.0	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	1.0	1.0	1.0
	Theraputic Recreation Aide	Local 543	4.0	4.0	6.0
	Recreation Aide/Volunteer Coordinator	Local 543	1.0	1.0	1.0
Sub-Total		11.0	11.0	13.0	
Total		204.5	205.7	219.7	

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Huron Lodge	(15,709,478)	(16,145,604)	(18,740,541)	(17,305,441)	(16,994,737)	310,704	(1.8%)
Nursing & Personal Care	(824,731)	(668,123)	(949,534)	(492,954)	(486,954)	6,000	(1.2%)
Nutrition & Dietary Services	(122,159)	(152,417)	(127,791)	(170,822)	(109,656)	61,166	(35.8%)
Program Services	0	(16,691)	(70,982)	(22,400)	(22,400)	0	0.0%
Resident Services	(203,768)	(56,612)	(30,625)	(12,501)	(5,501)	7,000	(56.0%)
Total Revenue	(16,860,136)	(17,039,447)	(19,919,473)	(18,004,118)	(17,619,248)	384,870	(2.1%)
Expenditures							
Administration - Huron Lodge	1,079,165	1,150,245	1,238,207	1,175,282	1,177,284	2,002	0.2%
Nursing & Personal Care	14,970,771	14,959,302	16,846,313	16,389,315	16,376,502	(12,813)	(0.1%)
Nutrition & Dietary Services	3,398,183	3,476,342	3,932,314	3,569,409	3,563,752	(5,657)	(0.2%)
Program Services	3,387,004	3,186,201	3,546,187	3,396,678	3,396,678	0	0.0%
Resident Services	1,340,323	1,495,579	1,475,350	1,601,999	1,605,240	3,241	0.2%
Total Expenses	24,175,446	24,267,669	27,038,371	26,132,683	26,119,456	(13,227)	(0.1%)
Net							
Administration - Huron Lodge	(14,630,313)	(14,995,359)	(17,502,334)	(16,130,159)	(15,817,453)	312,706	(1.9%)
Nursing & Personal Care	14,146,040	14,291,179	15,896,779	15,896,361	15,889,548	(6,813)	(0.0%)
Nutrition & Dietary Services	3,276,024	3,323,925	3,804,523	3,398,587	3,454,096	55,509	1.6%
Program Services	3,387,004	3,169,510	3,475,205	3,374,278	3,374,278	0	0.0%
Resident Services	1,136,555	1,438,967	1,444,725	1,589,498	1,599,739	10,241	0.6%
Total Net	7,315,310	7,228,222	7,118,898	8,128,565	8,500,208	371,643	4.6%

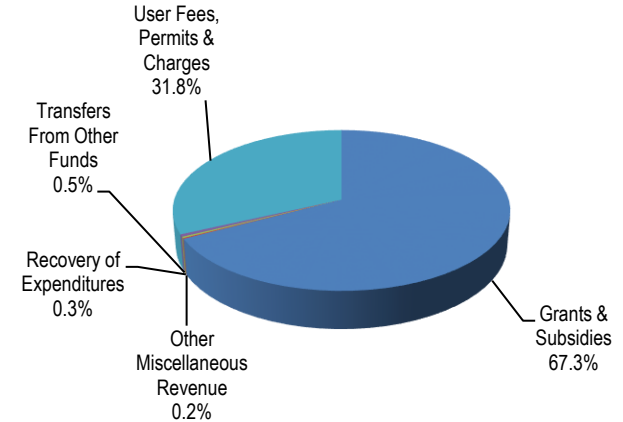
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(10,988,059)	(11,198,823)	(13,951,400)	(11,934,713)	(11,857,037)	77,676	0.7%
Other Miscellaneous Revenue	(141,195)	(144,451)	(151,853)	(26,502)	(26,502)	0	0.0%
Recovery of Expenditures	(218,340)	(196,470)	(262,898)	(45,000)	(45,000)	0	0.0%
Transfers From Other Funds	(131,401)	0	(48,727)	(391,849)	(84,655)	307,194	78.4%
User Fees, Permits & Charges	(5,381,141)	(5,499,703)	(5,504,595)	(5,606,054)	(5,606,054)	0	0.0%
Total Revenue	(16,860,136)	(17,039,447)	(19,919,473)	(18,004,118)	(17,619,248)	384,870	2.1%
Expenditures							
Financial Expenses	53	1	0	0	0	0	n/a
Minor Capital	183,324	225,026	255,836	165,166	165,166	0	0.0%
Operating & Maintenance Supplies	1,244,802	1,257,994	1,478,342	1,122,062	1,122,062	0	0.0%
Other Miscellaneous Expenditures	248,765	229,188	211,607	146,825	146,825	0	0.0%
Purchased Services	3,091,049	3,024,410	3,172,454	2,980,781	2,979,901	(880)	(0.0%)
Salaries & Benefits	18,409,086	18,619,067	20,897,869	20,680,418	20,668,071	(12,347)	(0.1%)
Transfers for Social Services	135,966	142,453	139,324	143,112	143,112	0	0.0%
Transfers to Reserves & Capital Funds	203,285	203,305	270,148	203,000	203,000	0	0.0%
Utilities, Insurance & Taxes	659,116	566,225	612,791	691,319	691,319	0	0.0%
Total Expenses	24,175,446	24,267,669	27,038,371	26,132,683	26,119,456	(13,227)	(0.1%)
Total Net	7,315,310	7,228,222	7,118,898	8,128,565	8,500,208	371,643	4.6%

D. Budget Summary by Major Revenue / Expense Accounts

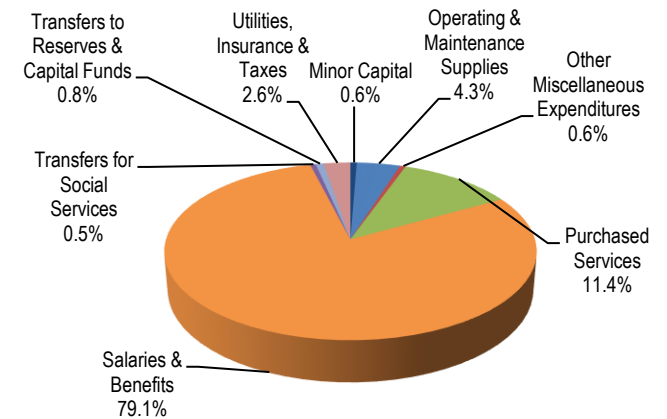
Revenues

	<u>2022 Budget</u>	
Grants & Subsidies	(11,857,037)	67.3%
Other Miscellaneous Revenue	(26,502)	0.2%
Recovery of Expenditures	(45,000)	0.3%
Transfers From Other Funds	(84,655)	0.5%
User Fees, Permits & Charges	(5,606,054)	31.8%
Total Revenue	(17,619,248)	100.0%



Expenditures

	<u>2022 Budget</u>	
Minor Capital	165,166	0.6%
Operating & Maintenance Supplies	1,122,062	4.3%
Other Miscellaneous Expenditures	146,825	0.6%
Purchased Services	2,979,901	11.4%
Salaries & Benefits	20,668,071	79.1%
Transfers for Social Services	143,112	0.5%
Transfers to Reserves & Capital Funds	203,000	0.8%
Utilities, Insurance & Taxes	691,319	2.6%
Total Expenses	26,119,456	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	FTE Impact
P	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	60,939					
P	286	[F] Revenue Reduction	Elimination of Ministry of Long-Term Care High Wage Transition Funding (HWTF) Stream	310,704					
P	287	[M] Service Enhancement	One-Time Funding for Coordinator of Attendance & Schedules Full Time Position	0				84,655	
Total 2022 Budget Increase/(Decrease)				371,643	0	0	0	84,655	0.0

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