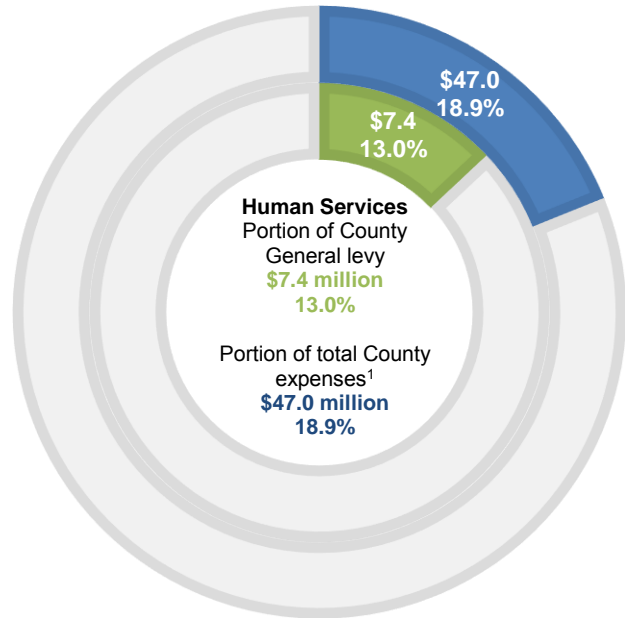




2018 Human Services Business Plan and Budget

Department Overview

Provide integrated human services; financial assistance, child care and shelter, based on Quality of Life assessments and subsequent interventions. Services are delivered in a community based partnership model.

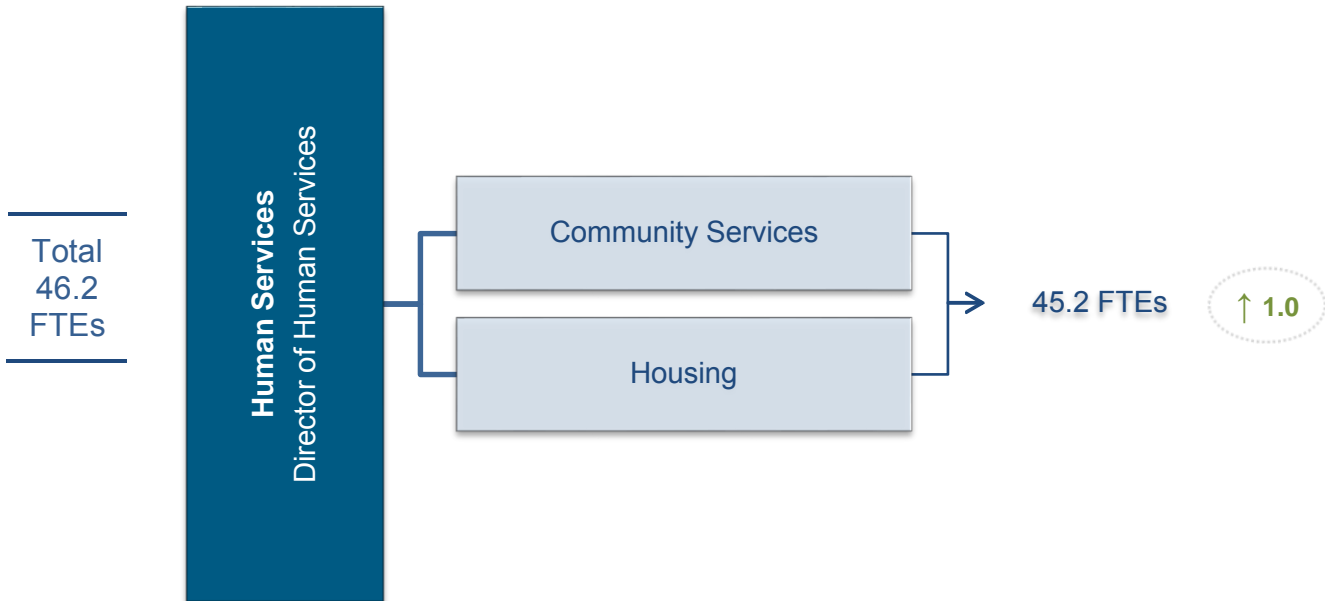


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide:

<p><i>Community Services</i></p> <ul style="list-style-type: none"> Child Care Subsidy Financial Assistance 	<p><i>Housing</i></p> <ul style="list-style-type: none"> Shelter (Direct Deliver) Shelter (Subsidy)
2016 SERVICE LEVEL	
<ul style="list-style-type: none"> 1,994 Child Care spaces 1279 OW Cases 	<ul style="list-style-type: none"> 1,307 Housing Units \$2,601,586 Housing Subsidy Payment

How are we Organized?



Reason for FTE Change:

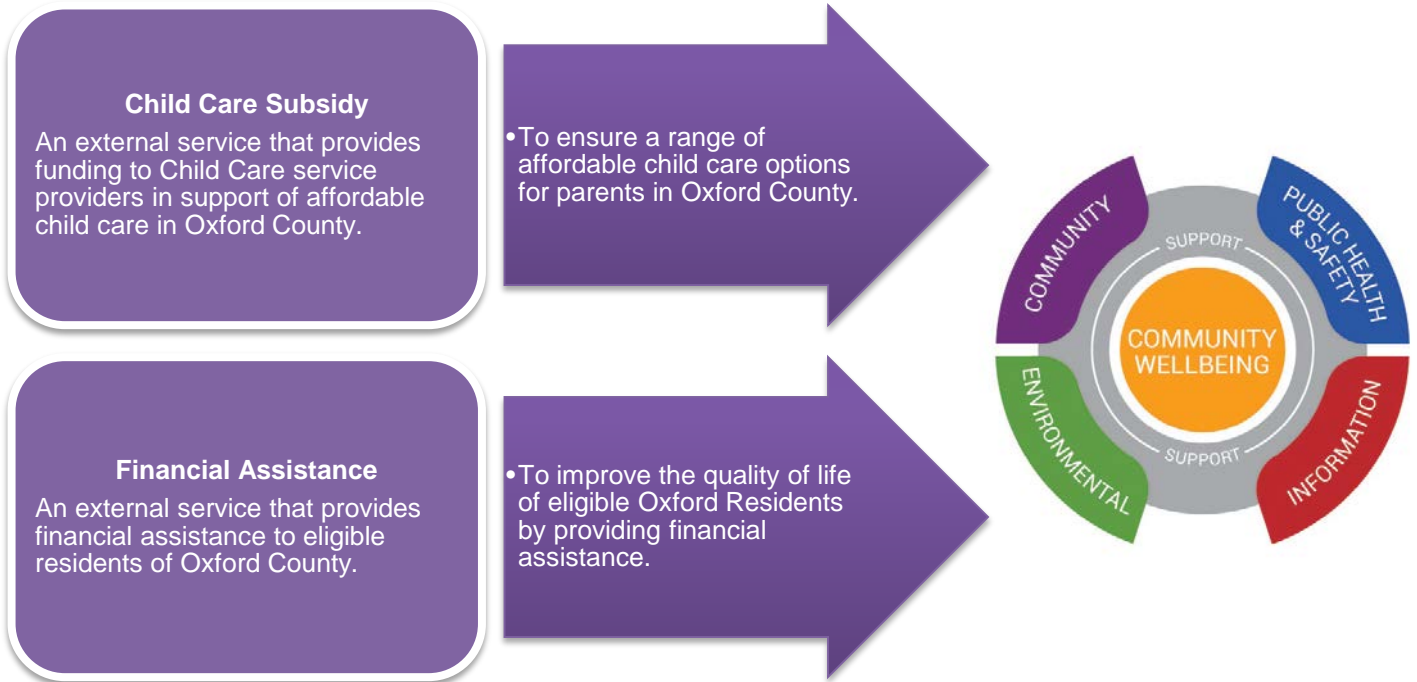
Community Services: Supervisor of Family and Children’s Services. In addition to managing child care services, Consolidated Municipal Service Managers (CMSM’s) will be responsible for the local management of all ministry-funded child and family programs as of January 1, 2018. As such, we require an additional FTE position – Supervisor of Family and Children’s Services.



HUMAN SERVICES FIVE YEAR BUDGET PROJECTION

	2018 REQUESTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET
REVENUES	(35,024,017)	(31,080,778)	(30,719,449)	(30,865,194)	(31,029,462)
SALARIES AND BENEFITS	4,151,663	4,242,160	4,326,605	4,408,652	4,482,845
OPERATING AND PROGRAM EXPENSES	41,207,468	33,591,729	33,529,402	33,916,784	34,310,952
DEBT REPAYMENT	467,064	467,064	359,500	294,183	275,818
CAPITAL	1,221,500	1,177,500	1,395,400	948,000	1,070,500
OTHER	(4,614,737)	(452,500)	(645,400)	(198,000)	(320,500)
TOTAL HUMAN SERVICES	7,408,941	7,945,175	8,246,058	8,504,425	8,790,153

Division Overview



Key Performance Indicators	2016 Actual	2017 Forecast	2018 Budget	2019 Projected	Target
Average employment earnings per case	\$746.33	\$757.28	\$760.00	\$765.00	↑
% of cases with earnings	16.95%	16.76%	16.83%	16.91%	↑
# of Ontario Works cases	1,384	1,279	1,246	1,235	N/A
% of terminations exiting to employment	16.16%	10.46%	11.03%	11.96%	↑
% of licensed child care spaces occupied 0-4 years of age	78%	80%	86%	91%	100%
% of licensed child care spaces occupied 5-12 years of age	38%	50%	61%	67%	100%
Total # of children served	717	800	824	847	↑

Goals and Objectives

Description	2018	2019	2020	Strategic Plan	Other Plan Alignment
Continue and strengthen community partnerships that supports residents in Oxford County				A County that Thinks Ahead and Wisely Shapes the Future	Ontario Works Service Plan
Implement children's services special needs review recommendations identified in the review				A County that Thinks Ahead and Wisely Shapes the Future	Children Services Plan
Continue with the Ontario Early Years Child and Family Centres (OEYCFC) community needs assessment through ongoing engagement with key stakeholders to help design Oxford County's model.				A County that Thinks Ahead and Wisely Shapes the Future	OEYCFC Community Needs Assessment and Initial Plan New Initiative [2018-07]
Implement the 2018-2020 Children's Services Plan				A County that Thinks Ahead and Wisely Shapes the Future	Children Services Plan
Analyze and determine the need for increased licensed child care spaces				A County that Thinks Ahead and Wisely Shapes the Future	Children Services Plan
Complete the implementation of electronic signatures				A County that Thinks Ahead and Wisely Shapes the Future	

New Initiative:	Family and Children’s Services
Department/Division:	Human Services
Strategic Plan Focus:	A County that Works Together
Strategic Plan Objective:	<i>1. ii. Enhance the quality of life for all of our citizens by: Adapting programs, services and facilities to reflect evolving community needs</i>

DESCRIPTION OF REQUEST

That Human Services increase their staffing complement by 1.0 FTE to support the increased responsibilities related to the ongoing Ministry of Education early years initiatives.

DISCUSSION

Background

Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) are the designated child care service system managers responsible for planning and managing licensed child care services in their communities.

Comments

In addition to managing child care services, CMSMs will be responsible for the local management of all ministry-funded child and family programs as of January 1, 2018. This responsibility is part of the Ontario Government’s plan to integrate existing child and family programs into a cohesive system of services and supports known as Ontario Early Years Child and Family Centres.

As outlined in the Child Care and Early Years Act, service system managers are mandated to:

- Establish, administer, operate and fund early years programs, including providing assistance to operators and evaluating and assessing the impact of public funding
- Deliver and administer local policies respecting the operation of early years programs and services
- Coordinate the planning and operation of early years programs and consult with school boards and other prescribed persons or entities in accordance with legislation

- Assess the economic viability of early years programs and facilitate changes to make programs more viable

Conclusions

As the CMSM we play a crucial role as the local service system manager in ensuring an increasingly integrated high quality child care and early year's system for families and children in Oxford County.

RISKS/IMPLICATIONS

It is anticipated that the inter-departmental support will intensify as a result of additional Ministry of Education funding envelopes along with meeting all the ministry reporting requirements.

BUDGET REQUIREMENTS

	2018	2019	2020	2021	2022
Revenues					
Early Learning and Child Care & Expansion provincial funding	(1,166,036)	(1,166,036)	(1,166,036)	(1,166,036)	(1,166,036)
Child and Family Programs provincial funding	(1,080,576)	(1,080,576)	(1,080,576)	(1,080,576)	(1,080,576)
Salaries and Benefits					
Supervisor of Family and Children's Services	87,285	89,251	91,187	93,426	94,827
Operating and Program Expenses					
External transfers related to Early Learning and Child Care & Expansion	1,166,036	1,166,036	1,166,036	1,166,036	1,166,036
External transfers related to Child and Family Programs	993,291	991,317	989,389	987,150	985,749
Net County Levy	\$-	\$-	\$-	\$-	\$-

Staff Requirements (FTE)	2018	2019	2020	2021	2022
Permanent Staff					
Supervisor of Family and Children's Services	1.0	1.0	1.0	1.0	1.0
Total Staff Requirement	1.0	1.0	1.0	1.0	1.0

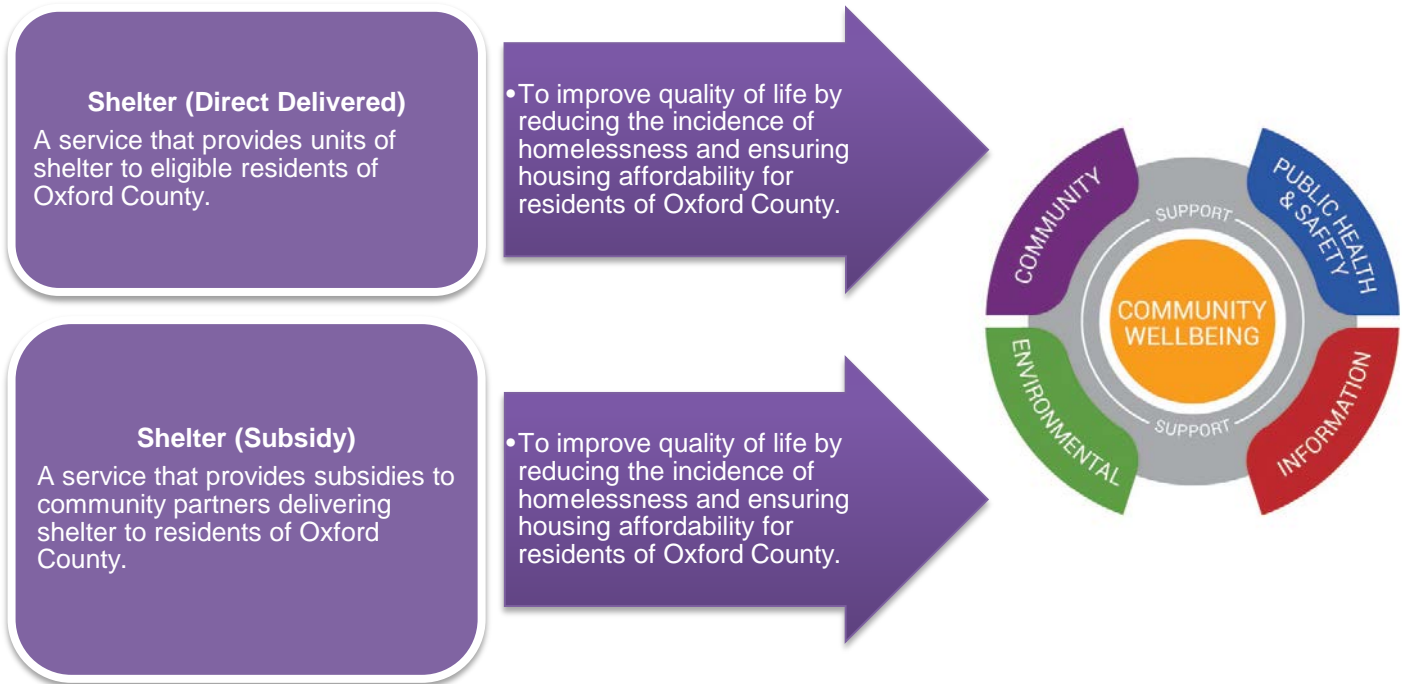
	2017	2017	2018	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
REV - PROVINCIAL GOVT	(10,291,762)	(9,024,318)	(11,513,039)	(2,488,721)	27.6%
REV - INCOME DEDUCTION	(946,521)	(1,200,000)	(950,000)	250,000	(20.8%)
REV - INCOME MAINTENANCE	(9,958,956)	(12,971,340)	(11,621,000)	1,350,340	(10.4%)
REV - OW REIMBURSEMENTS	(339,863)	(460,000)	(345,000)	115,000	(25.0%)
REV - OW REPAYMENTS	(195,055)	(60,000)	(195,000)	(135,000)	225.0%
REV - SERVICE RECOVERY FEES	(5,305)	(6,000)	-	6,000	(100.0%)
TOTAL REVENUES	(21,737,462)	(23,721,658)	(24,624,039)	(902,381)	3.8%
SALARIES AND BENEFITS					
SALARIES	2,706,222	3,066,006	3,058,551	(7,455)	(0.2%)
HONORARIUM	720	2,580	2,600	20	0.8%
BENEFITS	796,811	863,717	909,193	45,476	5.3%
TOTAL SALARIES AND BENEFITS	3,503,753	3,932,303	3,970,344	38,041	1.0%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	712,688	712,864	845,471	132,607	18.6%
MEETING COSTS	2,106	-	-	-	- %
COMPUTER SOFTWARE & SUPPORT	68,317	19,600	14,380	(5,220)	(26.6%)
TELECOMMUNICATIONS	9,500	10,150	9,640	(510)	(5.0%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	17,700	19,170	17,910	(1,260)	(6.6%)
TRAINING/SEMINARS/CONFERENCE	22,000	30,910	22,330	(8,580)	(27.8%)
POSTAGE	33,500	36,940	26,110	(10,830)	(29.3%)
TRAVEL-EXPENSES, MILEAGE	22,950	15,450	18,950	3,500	22.7%
OFFICE SUPPLIES/EXPENSES	16,200	30,090	16,520	(13,570)	(45.1%)
INSURANCE	16,118	16,033	14,506	(1,527)	(9.5%)
LEGAL	5,000	1,500	2,800	1,300	86.7%
PURCHASED SERVICES	11,568	185,000	15,000	(170,000)	(91.9%)
RENT - BUILDING	46,500	48,780	48,350	(430)	(0.9%)
EXTERNAL TRANSFERS	9,202,644	8,182,432	10,030,635	1,848,203	22.6%
BASIC ALLOWANCE	5,514,727	7,195,000	5,781,000	(1,414,000)	(19.7%)
OW RECOVERY (MAN/COMP CHQ)	(350,223)	(1,048,000)	(355,000)	693,000	(66.1%)
SHELTER	5,978,044	7,456,000	6,365,000	(1,091,000)	(14.6%)
SUPPLIES/PROGRAM EXPENSES	739,707	730,790	753,720	22,930	3.1%
TRANSITION CHILD BENEFIT	86,080	103,000	87,000	(16,000)	(15.5%)
TCB(REPAYMENT)	(19,152)	(43,000)	(19,000)	24,000	(55.8%)
PARENT CONTRIBUTION	(379,410)	(350,900)	(380,010)	(29,110)	8.3%
TOTAL OPERATING AND PROGRAM EXPENSES	21,756,564	23,351,809	23,315,312	(36,497)	(0.2%)
CAPITAL					
CAPITAL - FURNISHINGS	574	-	-	-	- %
TOTAL CAPITAL	574	-	-	-	- %
OTHER					
CONTRIBUTIONS FROM RESERVE	(695,401)	(429,640)	-	429,640	(100.0%)
TOTAL OTHER	(695,401)	(429,640)	-	429,640	(100.0%)



**COMMUNITY SERVICES
2018 BUDGET REPORT**










	2017 FORECAST	2017 BUDGET	2018 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
TOTAL COMMUNITY SERVICES	2,828,028	3,132,814	2,661,617	(471,197)	(15.0%)

Division Overview



Key Performance Indicators	2016 Actual	2017 Forecast	2018 Budget	2019 Projected	Target
# of clients served through Consolidated Homelessness Prevention Initiative	1115	1200	1250	1311	1325
# of new clients housed (RGI, Rent Supplement Programs)	180	195	214	235	258
# of new Affordable Housing units (rental, ownership)	74	36	46	74	50
% of clients served / housed from waitlist	11%	13%	14%	16%	↑

Goals and Objectives

Description	2018	2019	2020	Strategic Plan	Other Plan Alignment
Continued facilitation of County of Oxford affordable Housing Development, including the development of County surplus lands located adjacent to Woodingford Lodge in Woodstock.				A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan FutureOxford Community Sustainability Plan Housing First Policy
Implement security measures for all Rent Geared to Income Housing multi-unit residences				A County that Thinks Ahead and Wisely Shapes the Future	New Initiative [2018-08]
Conduct Energy Audits on all non-profit housing projects in an effort to determine energy consumption and establish targets to reduce usage.				A County that Thinks Ahead and Wisely Shapes the Future	 Committed to 100% Renewable Energy by 2050
Working with Oxford community partners across all sectors (municipal, health, social, education, business and others), lead the development of a pragmatic strategy for the elimination of poverty in Oxford County				A County that Thinks Ahead and Wisely Shapes the Future	

New Initiative:	Security Measures for Oxford County Social Housing Units
Department/Division:	Human Services - Housing
Strategic Plan Focus:	A County that Thinks Ahead and Wisely Shapes the Future
Strategic Plan Objective:	<i>1. ii. Enhance the quality of life for all of our citizens by: Maintaining and strengthening core infrastructure, including affordable housing and fibre optic systems infrastructure</i>

DESCRIPTION OF REQUEST

The intent of this initiative is to provide ongoing building security at the social housing units owned and operated by Oxford County. This is viewed as a way to provide a safe and affordable living environment to our tenants. Additionally, the security will detract illegal activities from occurring in the buildings and will assist in protecting the physical structures themselves. There has been an increase in the degree of incidents including assaults in the buildings as reported by police. It is integral that our tenants feel free from danger or risks while living in Oxford County social housing buildings.

DISCUSSION

Background

The provision of safe and affordable shelter is a priority quality of life indicator in the Human Services delivery model. The County of Oxford currently owns 628 social housing units scattered throughout the County. The buildings are well maintained and most tenants are responsible, respectful and are proud of their dwellings. Unfortunately over the past several years it has become apparent that in order to ensure safe buildings measures need to be taken to reduce the risk of personal and property related crimes. Police reports suggest that there is a persistent and increasing amount of illegal activity occurring in the units. The activity has been conducted by both the tenants residing in the buildings and at times by people the tenants allow in. The illegal activity is not only negative for tenants but is detrimental for neighbourhoods as well other members of the community. It is felt the addition of a security company would deter some of these activities and keep tenants safe. Ideally the security company could also assist in travelling to after-hours calls for other County buildings as required. There would be a charge back system set up with the Public Works Department to reconcile the appropriate charges should these calls arise.

Comments

- Social housing is intended to be safe and affordable. Currently there are cameras in the entrances and exit areas of the buildings. This has proven not to be a deterrent but does serve as a means for identifying suspect persons. It is rare that the footage has ever captured activities the police or staff members have been seeking.
- Most people intent on completing negative behaviours are cognizant of the camera placement and conduct their activities out of camera sight.
- Many tenants are aware of the illegal nature of some of the activities but are scared to contact the police for fear they will be targeted once the police leave.
- The presence of security staff will prevent some of these activities and not leave the buildings so open and vulnerable.
- The security will also provide tenants with an increased feeling of safety in their homes.
- 2018 will serve as a pilot for one location in the County with the addition of another location pending positive results of the first year pilot.

Annual security costs for both locations are estimated to be \$160,000.00 per year

Dedicated Security Guard with Car – Based on 56 hours per week.

	Year 1 Bill Rates	Year 2 Bill Rates	Year 3 Bill Rates
Security Guard with Car	\$27.62/hr	\$28.17/hr	\$28.73/hr

Dedicated Security Guard with Car & 12 Daily Remote Video Patrols (up to 4 cameras)

	Year 1 Bill Rates	Year 2 Bill Rates	Year 3 Bill Rates
Security Guard w. Car	\$27.62/hr	\$28.17/hr	\$28.73/hr

Remote Video Cost: \$14,745

Hourly billing rates provided for Security Guard services include the following:

Recruitment, background screening and hiring costs	A dedicated Security Patrol Vehicle
Employee wages, payroll taxes and insurance	Securitas Vision w/ Barcodes
Comprehensive benefit programs (after three months of service)	Complete uniform for each season, including replacements as needed
Branch award qualification for Guard of the Month, Quarter and Year	A dedicated Branch Manager

Introductory, pre-assignment and paid on-site training	Deterrent signs for fence and buildings.
Computer-based post orders, including client emergency contact and response protocols	Monthly service review and planning meeting with local Branch Manager
Site-specific written test based on Post Orders and client policies	24-hour Communications Centre and Mobile Supervisory support
Excellence in Service performance recognition program	Current Provincial Workers Compensation Clearance Certificate

- Public holidays include: (Rates above include premiums on these dates)

New Year's Day, Good Friday, Family Day, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Christmas Day, Boxing Day, Remembrance Day

Conclusions

It is unfortunate that these measures are required but as a landlord and an employer, the County of Oxford needs to ensure a safe environment for its tenants and staff. The provision of a security company providing surveillance to the social housing buildings will deter some criminal activity. Staff will of course continue to work closely with law enforcement and other agencies to enhance safety in all buildings.

RISKS/IMPLICATIONS

There are no risks or implications at this time.

BUDGET REQUIREMENTS

	2018	2019	2020	2021	2022
Operating and Program Expenses					
New Security Measures	80,000	160,000	160,000	160,000	160,000
Net County Levy	\$80,000	\$160,000	\$160,000	\$160,000	\$160,000

HOUSING 2018 BUDGET REPORT

	2017 FORECAST	2017 BUDGET	2018		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - FEDERAL GOVT	(1,705,905)	(1,705,905)	(1,705,905)	-	- %
REV - PROVINCIAL GOVT	(2,605,871)	(3,438,871)	(3,078,380)	360,491	(10.5%)
REV - PROV. GRANT CAPITAL FNDG	(774,828)	(1,265,727)	(3,154,928)	(1,889,201)	149.3%
REV - SERVICE RECOVERY FEES	(283,170)	(259,180)	(286,500)	(27,320)	10.5%
REV - RENT	(2,122,849)	(2,076,900)	(2,110,830)	(33,930)	1.6%
REV - FEED IN TARIFF	(30,779)	(31,500)	(30,675)	825	(2.6%)
REV - OTHER REVENUE	(35,700)	(30,800)	(32,760)	(1,960)	6.4%
TOTAL REVENUES	(7,559,102)	(8,808,883)	(10,399,978)	(1,591,095)	18.1%
SALARIES AND BENEFITS					
SALARIES	143,307	43,588	142,766	99,178	227.5%
BENEFITS	40,506	11,377	38,553	27,176	238.9%
TOTAL SALARIES AND BENEFITS	183,813	54,965	181,319	126,354	229.9%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	224,761	223,143	249,156	26,013	11.7%
BAD DEBTS EXPENSE	20,000	5,000	28,000	23,000	460.0%
PROPERTY TAXES	1,569,112	1,772,085	1,605,990	(166,095)	(9.4%)
INSURANCE CLAIM COSTS	51,760	-	-	-	- %
ADVERTISING/MARKETING/PROMO	1,000	2,500	1,000	(1,500)	(60.0%)
TELECOMMUNICATIONS	28,390	30,275	28,320	(1,955)	(6.5%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	1,503	1,000	1,550	550	55.0%
POSTAGE	5	25	15	(10)	(40.0%)
R & M - BUILDINGS	700,000	650,000	675,000	25,000	3.8%
R & M - EQUIPMENT	800	1,500	1,500	-	- %
SAFETY AND SECURITY	64,950	61,000	146,120	85,120	139.5%
UTILITIES - HYDRO	637,072	679,570	649,814	(29,756)	(4.4%)
UTILITIES - HEAT	180,092	196,300	186,395	(9,905)	(5.0%)
UTILITIES - WATER/SEWAGE	207,854	202,820	210,643	7,823	3.9%
GARBAGE DISPOSAL	70,000	50,750	72,000	21,250	41.9%
INSURANCE	88,221	86,439	77,860	(8,579)	(9.9%)
LEGAL	22,200	23,000	24,820	1,820	7.9%
JANITORIAL SERVICE	200,000	201,790	210,040	8,250	4.1%
PURCHASED SERVICES	131,200	60,700	72,120	11,420	18.8%
HVAC REPAIRS INC CONTRACT	75,500	46,350	55,000	8,650	18.7%
PLUMBING REPAIRS INC CONTRACT	98,500	100,000	95,000	(5,000)	(5.0%)
ELECTRICAL REPAIRS INC CONTRAC	65,000	59,160	61,810	2,650	4.5%
GROUNDWORK INC SNOW	270,000	184,500	250,000	65,500	35.5%
EXTERNAL TRANSFERS	7,005,284	7,738,455	12,750,002	5,011,547	64.8%
EXPENDITURE RECOVERIES	(85,000)	(25,000)	(100,000)	(75,000)	300.0%
SUPPLIES/PROGRAM EXPENSES	85,000	1,858,535	100,000	(1,758,535)	(94.6%)
HSI - RENT SUPPLEMENTS	300,000	442,170	440,000	(2,170)	(0.5%)
TOTAL OPERATING AND PROGRAM EXPENSES	12,013,204	14,652,067	17,892,155	3,240,088	22.1%

HOUSING 2018 BUDGET REPORT

	2017 FORECAST	2017 BUDGET	2018 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
DEBT REPAYMENT					
DEBT REPAYMENT	436,288	436,288	336,835	(99,453)	(22.8%)
DEBT PAYMENT - INTEREST	160,915	160,915	130,229	(30,686)	(19.1%)
TOTAL DEBT REPAYMENT	597,203	597,203	467,064	(130,139)	(21.8%)
CAPITAL					
CAPITAL - BUILDING	193,595	660,000	1,221,500	561,500	85.1%
CAPITAL - FURNISHINGS	33,000	30,000	-	(30,000)	(100.0%)
TOTAL CAPITAL	226,595	690,000	1,221,500	531,500	77.0%
OTHER					
CONTRIBUTIONS TO RESERVE	548,637	-	700,000	700,000	-
CONTRIBUTIONS FROM RESERVE	(1,029,137)	(2,204,137)	(5,314,737)	(3,110,600)	141.1%
TOTAL OTHER	(480,500)	(2,204,137)	(4,614,737)	(2,410,600)	109.4%
TOTAL HOUSING	4,981,213	4,981,215	4,747,323	(233,892)	(4.7%)