2016 – 2019 Business Plan
Children’s Services

Service Overview:
The City of London is designated under the Child Care and Early Years Act as the Consolidated Municipal Service Manager (CMSM) for children’s services for the City of London and the County of Middlesex. Children’s Services manages the delivery of mandated child care programs and services that currently include Child Care Fee Subsidy, Child Care Licensee Funding, Special Needs Resourcing, Resource Centres, and Early Years Planning. In 2018, management of Family Support Programs will also become a mandated responsibility of the CMSM.

As part of its Early Years Planning responsibilities, Children’s Services supports the administrative backbone and operation of London’s Child and Youth Network (CYN) and the achievement of the CYN’s four strategic priorities.

2016 – 2019 Budget Summary ($000’s)

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<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tr>
<td>Operating Net Budget Revised*</td>
<td>6,866</td>
<td>7,008</td>
<td>7,069</td>
<td>7,080</td>
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<td>Capital Expenditure Budget**</td>
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* As of April 30, 2018
** Approved 2016-2019 Multi-Year Capital Budget + Approved 2017 and 2018 Budget Amendments

Service Highlights 2016 – 2019:

- As the majority of funding that supports the delivery of the Children’s Services portfolio is determined and provided annually by the Ministry of Education, it is not possible to state with certainty the future level of service that can be maintained. However, it is assumed that core funding levels will remain stable over the next four years. This stable funding should allow Children’s Services to maintain its current strategic approach to Child Care Fee Subsidy caseloads, which is to offer support to families within a defined period of time, currently between 30 and 60 days from completion of the application and
successful determination of eligibility. Stable funding should also allow Children’s Services to maintain current levels of funding/support for Special Needs Resourcing and Child Care Licensee Funding.

- In 2017, the Ministry of Education announced two additional funding allocations beyond core funding (Provincial Expansion Strategy funding and the Canada-Ontario Early Learning and Child Care Agreement) intended to increase access to licensed child care; the stability of these new allocations year over year is, at this point, uncertain.

- Funding for Children’s Services is cost-shared between the Ministry of Education and the CMSM. Over the past several years the annual dollar value of the required CMSM contribution has remained constant, while the amount of Ministry funding has increased. This has allowed the CMSM to increase the level of service to the community without incurring increased costs to the City. It is expected that this trend will continue for the duration of this budget cycle.

- Due to recent changes in the regulations of the Child Care and Early Years Act, funding and management of Family Support Programs in London and Middlesex will transfer from the Ministry of Education to the City of London in January 2018 through a new initiative called EarlyON (early years programming). The funding allocation for the first year of the initiative is approximately $3.8M for London and Middlesex.

- Under the new regulations of the Child Care and Early Years Act, the CMSM will be required to lead the development of a Council-approved Children’s Services Community Integration Plan that includes the integration of EarlyON in London and Middlesex. Related to this additional planning requirement, Children’s Services anticipates adding one or two full-time equivalent employees, using additional funding resources provided by the Ministry of Education.

- The CYN has completed its third community- and Council-endorsed Child and Youth Agenda, to improve outcomes for children, youth and families in London through the achievement of four strategic priorities: Healthy Eating, Healthy Physical Activity, Making Literacy a Way of Life, Ending Poverty and Creating a Family-Centred Service System.

- In 2017, three new Family Centres will be established, bringing the total number of neighbourhood access points to seven. Given the level of interest by the Ministry of Education in the success of London’s work in the development of this integrated approach to service delivery, and recent announcements by the Ministry with respect to capital funding, it is possible that additional Family Centres will be established over the next four years.

- In 2017, the Province announced funding to support an 88 space child care and Family Centre at Blessed Sacrament Elementary School to be built by September 2019. In addition, the Province supported funding to build an 88 space child care as part of the development of a new school in the southeast.

- In 2018, the Province announced funding for London to support the community’s Journey Together Plan. This includes funding to support the creation of an Indigenous-led Child Care and Child and Family Centre by December 2020 and additional funding in 2018 and 2019 to support the implementation of culturally safe spaces across our child care system.
**Key Linkages to the 2015 – 2019 Strategic Plan:**

### Strengthening Our Community

“Support immigrants and newcomers to be successful as they settle in our community”

“Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful”

“Support the health and well-being of all children, youth and families in London”

- Children’s Services supports the cultural diversity that is London. The Child Care licensees that are supported and the Child Care Fee Subsidies that we provide benefit residents in every neighbourhood, including those who are new to the city.
- Children’s Services facilitates the integration of special needs children into community child care programs and other programs that support children and families in the London-Middlesex community. This is accomplished through the provision of financial assistance to organizations that support the integration of children with special needs in community settings.
- Through Children’s Services, the City facilitates the development and implementation of the Child and Youth Agenda, our community plan to improve outcomes for children, youth and families in London. The Child and Youth Network and the Family-Centred Service System strategy are built on the foundation of a community development approach. We are active at the neighbourhood level, working with volunteers and service providers to provide programs and services that reflect the diversity and cultural identity of the people that inhabit these neighbourhoods.

### Growing Our Economy

“Remove barriers to employment”

“Attract and retain newcomers, including international students, foreign trained professionals and multi-generational immigrants to strengthen London’s workforce”

“Attract and retain young talent”

- Accessible and affordable child care is a critical neighbourhood level support for London families, enabling them to work or attend school. The availability of high quality child care and early childhood education programs provides very important opportunities for young children, their development as life-long learners and their preparation for continued success in the school system which, as research has demonstrated, is critically important to the development of an educated, well-qualified workforce.

Through the Child Care Fee Subsidy program, Children’s Services is able to financially support eligible parents, enabling them to pursue better outcomes through employment and education for themselves and their children. Through the General
Operating Grants, Special Purpose Grants and Capital Grants provided to child care licensees, Children’s Services ensures a stable and viable licensed child care service delivery network is available and more affordable for all families in the city.

**Leading in Public Service**

“Continue to effectively and efficiently deliver services that Londoners rely on every day”

London is a recognized leader in the development and implementation of innovative solutions that align with the Ministry of Education Early Years mandate and vision. Children’s Services and the Child and Youth Network are examples where London’s efficiency and effectiveness has influenced provincial policy while positively influencing London families.

### Service Expectations/ Performance Targets?

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<td><strong>How Much?</strong></td>
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<tr>
<td>A  Child Care Fee Subsidy Average Monthly Caseload</td>
<td>2,850</td>
<td>3,000</td>
<td>3,100</td>
<td>3,100</td>
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<tr>
<td>B  Special Needs Resourcing – No. of Children Supported</td>
<td>579</td>
<td>575</td>
<td>585</td>
<td>600</td>
<td>600</td>
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<tr>
<td>C  No. of Child Care Licensees Supported</td>
<td>169</td>
<td>170</td>
<td>175</td>
<td>180</td>
<td>180</td>
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<tr>
<td>D  Number of CYN members (London only)</td>
<td>170</td>
<td>170</td>
<td>170</td>
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<td>170</td>
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<tr>
<td>E  No. of Family Centres/OEYCFCs (London only)</td>
<td>2</td>
<td>4</td>
<td>7</td>
<td>8</td>
<td>10</td>
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<tr>
<td><strong>How Well?</strong></td>
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<tr>
<td>A  Fee Subsidy Wait List at year end</td>
<td>370</td>
<td>150</td>
<td>150</td>
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<tr>
<td>B  % of available child care funding used</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td>C  Number of Child Care Licensees supported financially</td>
<td>95%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
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<tr>
<td>D  % of Child and Youth Agenda initiatives implemented</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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What Are The Challenges and Pressure Points That May Impact The Service From 2016-2019?

Funding for all areas of Children's Services continues to be insufficient to meet the real demand for Fee Subsidies and all other mandated programs. There is a constant need to balance limited funds across many competing priorities. Policies and business practices must be constantly scrutinized to ensure that the service delivery is as efficient as possible. Continuous near real-time monitoring of expenditures is important.

The Ministry of Education continues to drive forward with the modernization of the entire Child Care and Early Years sectors. Changes to the regulations of the Child Care and Early Years Act will bring additional responsibilities and requirements to the City as the CMSM for London-Middlesex, including:

- Requirement for an Integrated Service Delivery Plan - The new regulations formalize a requirement that CMSMs engage with all community partners in the development of a Children’s Services Community Integration Plan to integrate and deliver Child Care and Early Years supports for families. While London has previously developed an annual Child Care Service Plan, the new regulations will require a significant change in how the plan is developed and what is included. There will greater emphasis on demonstrating a collaborative, integrated approach to service delivery. Fortunately, due to the experience and relationships that have developed through the implementation of the Family-Centred Service System approach, the City should be able to meet this new requirement fairly easily. It is expected that the development of the Children’s Services Community Integration Plan will be supported through the addition of dedicated planning staff, funded by the Ministry of Education for this purpose.

- The new EarlyOn funding approach begins on January 1, 2018, at which time the CMSM will begin its responsibility for administering the funds and management of EarlyON Child and Family Centres.

Other Information to Refer to: