



## 2020 to 2023 Business Plan

### Service: Children's Services

**\$0.11**

Cost per day for the average rate payer (2020 to 2023)

**1.32%**

Of the 2020 to 2023 City of London Net Property Tax Supported Budget

#### Who we are:

- The City of London is designated under the *Child Care and Early Years Act (2014)* as the Service System Manager ("SSM") for Child Care and Early Years within the City of London and the County of Middlesex. Within the role of SSM, the City is responsible for: administering Provincial Funding for Child Care and Early Years, coordinating and administering the delivery of mandated Child Care and Early Years services such as Child Care Fee Subsidy and Special Needs Resourcing, developing and implementing local Child Care and Early Years plans and providing capacity building support to local service providers.
- The City is also responsible for planning, managing and supporting EarlyON Child and Family Centres.
- 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.

### What we do:

- The City ensures that families are well supported by a responsive, high quality, accessible and increasingly integrated early year's system that contributes to healthy child development.
- Children's Services supports the Child and Youth Network, made up of approximately 170 organizations, institutions and individuals, who work collaboratively to improve outcomes related to ending poverty, literacy, childhood obesity and service integration for children, youth and families. Through the Ministry of Education, Children's Services is also made aware of concerns regarding licensed child care providers.

### Why we do it:

- **Mandatory** – The City is designated under the *Child Care and Early Years Act (2014)* as the Service System Manager for Child Care and Early Years programs and services for the City of London and the County of Middlesex.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$58,407	\$59,343	\$61,522	\$62,053	<b>\$241,325</b>
Other Revenues	-\$50,625	-\$51,070	-\$51,522	-\$51,980	<b>-\$205,197</b>
<b>Net Tax Levy Supported Operating Budget</b>	<b>\$7,782</b>	<b>\$8,273</b>	<b>\$10,000</b>	<b>\$10,073</b>	<b>\$36,128</b>
Total Capital Expenditures	\$0	\$0	\$0	\$0	<b>\$0</b>
Full-Time Equivalentents (FTE's)	29.8	29.8	29.8	29.8	N/A

Reflects 2020 to 2023 Council Approved Budget – January 12, 2021.

The following section provides an overview of the key activities the service plans to undertake from 2020 to 2023 to implement the Corporation's 2019 to 2023 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

## Service Highlights 2020 to 2023

- **Increased access to the Child Care and Early Years System for London families through the allocation of additional resources to support Child Care Fee Subsidy.**
  - The Licensed Child Care and Early Years Sector in our community has continued to grow over the last several years, with additional growth slated for the coming years to meet the growing demand for services. Likewise, the demand for Child Care Fee Subsidies has also grown. An extensive body of research shows that high quality early childhood education has invaluable impacts on a child's development and future, as well as supporting parents to work or go to school. Our community requires both a growing and developing Child Care and Early Years System as well as Child Care Fee Subsidies available for families to access the Licensed Child Care and Early Years System. As the Service System Manager, the City of London is committed to strategically allocating available funding opportunities to support families in our community to access Child Care Fee Subsidy, and therefore access high quality early learning opportunities.
- **Increased access to the Child Care and Early Years System for London families through the allocation resources to support the development of new Licensed Child Care spaces and expansion of the Child Care and Early Years system.**
  - As stated above, the Child Care and Early Years Sector in our community has grown, and continues to grow to meet a growing demand for services. As the Service System Manager, the City of London is committed to supporting strategic and sustainable growth within the Child Care and Early Years Sector in our community, and ensuring that families continue to have access to a growing number of Child Care and Early Years opportunities to meet their families' needs.
  - In collaboration with the Ministry of Education and other partners, the City of London is supporting the development of new 88 space Child Care and EarlyON Child and Family Centre planned capital builds including an EarlyON Child and Family Centre at St. Anne Catholic School (London District Catholic School Board) and an Indigenous-led Child Care and EarlyON Child and Family Centre at 449 Hill Street. COVID-19 has impacted the timeline for both of these new developments and it is now anticipated these programs may be operational in 2022. Additionally, a new school development in the South East community of London will include a new Child Care centre, anticipated to be in development in 2020/2021. Through a provincial Capital Priorities Submission request, the City of London, in collaboration with the Thames Valley District School Board and the London District Catholic School Board, has identified the need for new Child Care centres within new school builds in the Southwest, Northwest and Northeast communities of London.

## Service Highlights 2020 to 2023

- **Implementation of the 2019-2023 Child Care and Early Years' Service System Plan.**
  - Through extensive consultation throughout the London and Middlesex community of children, families and service providers, the 2019-2023 Child Care and Early Years Service System Plan (the "Plan") was developed. The Plan was approved by Council in the Spring of 2019 and submitted to the Ministry of Education.
  - The London-focused part of the Plan is grounded in London's Family-Centred Service System Vision that, "in every London neighbourhood residents will open a single door to multiple opportunities that support children and families in achieving their full potential". The London-focused part of the Plan established the following three primary goals for our community to focus on over the next four years: (a) Moving beyond collaboration, coordination, and co-location to an integrated, family-centred model of service delivery across the entire service system; (b) Enhancing the early years programs and services through the development of a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system; and (c) Strengthening the licensed child care sector to enhance the accessibility, responsiveness, affordability, and quality of the system. To achieve the goals, the Plan established an Action Plan to utilize the following levers within our community: (1) Governance and Accountability; (2) Funding and Sustainability; (3) Policies and Procedures; (4) Common Experiences; (5) Professional Learning and Capacity Building; (6) Neighbourhood Engagement/Development; (7) Measurement and Evaluation; (8) Interprofessional Community of Practice; (9) Marketing and Communications; and (9) Community Integration Support Team. Within each of these levers, are a series of identified Action items to be achieved collectively with our community, as outlined in the Plan.
- **Implement and evaluate London's Child and Youth Agenda 2017-2021**
  - The Child and Youth Agenda (the "Agenda") 2017 – 2021 is the third collaboratively developed plan for change for the London community. Since the beginning, London's Child and Youth Network (CYN) partners have united around a shared vision for London families: "Happy, healthy children and youth today; caring, creative, responsible adults tomorrow". The Agenda represents years of relationship-building and learning and on-the-ground practice. Implementation of the Agenda will continue and in 2021, the Agenda will be evaluated using the lens of improving outcomes and integrated responses for children, youth, families, and older adults. Based on the evaluation and input from community partners, Civic Administration will support the development and implementation of strategies to support children, youth, families, and older adults by identifying opportunities to integrate strategies to achieve outcomes

## Risks and Challenges Anticipated in 2020 to 2023

- **COVID-19 Impacts**
  - COVID-19 has created a significant delay in not only growth of the system, but sustainability of current operators. With the mandatory provincial closure of programs from March 17 to June 11, 2020 and the slow reopening combined with the uncertainty of provincial funds to sustain the system, a few operators have yet to reopen while others have indicated continuation of their programs is uncertain. Additionally there is a continued challenge to recruit and retain Early Childhood Educators and an inability to operate at pre-COVID capacity while adhering to stringent Public Health guidelines. This experience will continue in 2021. The demand for Child Care Fee Subsidies remains strong.
  
- **Uncertainty regarding Provincial Child Care and Early Years Funding.**
  - The Ministry of Education allocates Child Care and Early Years Funding on an annual basis. Current year Provincial Funding is often unknown into the current year, which creates planning and funding allocation challenges. As discussed below, there is currently great uncertainty regarding Provincial Funding for 2020 and future years.
  - The Federal-Provincial bilateral Agreement to administer the Canada-Ontario Early Learning and Child Care (“ELCC”) Funding to SSMs has continued for the 2020/2021 year. As of early-September 2020, 2021 Provincial Funding allocations had not yet been confirmed.
  
- **Anticipated reductions to Provincial Child Care and Early Years Funding (i.e. administration funding reductions).**
  - The Provincial Government has announced a series of upcoming changes to Child Care and Early Years funding allocations. These changes include a 50% reduction to maximum allowable Administration funding, from 10% to 5%. Originally, this change was expected to begin as of January 2020. As of early-September 2019, this funding change is anticipated to be introduced in 2021.
  - Additionally, the Provincially funded Fee Stabilization Support Funding envelope ended as of March 2019. As of 2020, the City will receive no Fee Stabilization Support Funding

## Risks and Challenges Anticipated in 2020 to 2023

- **Anticipated increases to municipal cost-share requirements to support Provincial Child Care and Early Years Funding (i.e. administration cost-share and Expansion Plan cost-share requirements).**
  - As noted above, the Provincial Government has announced a series of upcoming changes to Child Care and Early Years funding allocations. These changes include the requirement for municipalities to cost-share all Administration funding on a 50%/50% basis and the requirement that municipalities to cost-share all Expansion Plan funding on an 80%/20% basis (the municipality being responsible for 20%). Originally, these changes were expected to begin as of January 2020. As of early- September 2019, the funding changes are anticipated to be introduced in 2021.
- **Need for additional Provincial Child Care and Early Years Funding to support the completed and anticipated growth within the System.**
  - The Child Care and Early Years System in the London community has continued to grow over the last several years, with additional growth slated to take place in the coming years to support continued increased demand for services. As of December 2017 there was a total of 13,328 Licensed centre-based Child Care spaces in the London-Middlesex community. As of December 2018, there were 13,689 Licensed centre-based Child Care spaces in the London-Middlesex community (increase of 361 over December 2017). As of June 2019, there are 14,061 Licensed centre-based Child Care spaces in the London-Middlesex community (increase of 372 over December 2018). The increased numbers of Licensed centre-based Child Care spaces are the result of both 'New Purpose Built Centres' as well as additional expansions in previously existing centres.
  - As the SSM, the City strongly supports strategic expansion and growth within the Child Care and Early Years System. The Provincial Funding required to support the growth and expansion is lacking and uncertain.
- **Growing demand for Provincial Child Care and Early Years Funding to support Child Care Fee Subsidy.**
  - High quality early childhood education has invaluable impacts on a child's development and future, while supporting parents to work or go to school. Our community requires both a growing and developing Child Care and Early Years System as well as Child Care Fee Subsidies available, for families to access the Licensed Child Care and Early Years System.
  - There is a very strong and growing demand for Provincial Funding to support Child Care Fee Subsidy in our community, to allow families to access Licensed Child Care. The demand for Child Care Fee Subsidy resulted in a waitlist being implemented as of September 2018 to ensure that services did not exceed available Provincial Funding. As of early- November 2019, the waitlist for Child Care Fee Subsidy in London exceeds 650 children

The service directly supports the following components of the Corporation’s 2019 to 2023 Strategic Plan:

### Strengthening Our Community

Londoners have access to the supports they need to be successful.

**Expected Result:** Increase opportunities for individuals and families.

**Strategy:**

- Improve access to licensed child care and early years opportunities. (SOC-12)

Metric	2019	2020	2021	2022	2023
<b>176</b> of additional licensed child care spaces created.	0	88	88	0	0
<b>2,850</b> children in receipt of child care fee subsidy monthly, each year.	2,850	2,850	2,850	2,850	2,850
<b>548,225</b> EarlyON visits made by children.	105,346	107,453	109,602	111,794	114,060

**Expected Result:** Increase opportunities for individuals and families.

**Strategy:**

- Work collectively with community partners to improve outcomes and integrated responses for children, youth, families and older adults. (SOC-13)

Metric	2019	2020	2021	2022	2023
<b>187</b> community organizations supporting collective community agendas.	187	187	187	187	187
<b>2</b> community-based plans implemented.	2	2	2	2	2
<b>154</b> community-supported initiatives implemented annually.	154	154	154	154	154
<b>\$5.5M</b> invested to support collective community agendas.	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M

**Other reference information and links:**

- London-Middlesex Child Care and Early Years' Service System Plan 2019-2023: - Available from the Childcare Services office [childrensservicesadmin@london.ca](mailto:childrensservicesadmin@london.ca)
- [Child and Youth Network](http://www.londoncyn.ca) www.londoncyn.ca

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