

Report #: 10.1
Subject: 2023 Draft Operating and Capital Budget
To: Board Members
Presented By: Shannon Johnson, CFO and Tammy MacKenzie, CAO
Prepared By: Shannon Johnson, CFO and DSSAB Senior Leadership Team
Date: February 9, 2023

Resolution:

THAT the Board receive and adopt The District of Parry Sound Social Services Administration Board 2023 Draft Operating and Capital Budgets

Report:

The District of Parry Sound Social Services Administration Board (DSSAB) is a social services organization, governed by a Board of 13 municipal representatives and 2 representatives from the unincorporated areas. The organization delivers licensed child care, social housing, community services and income support programs throughout the District of Parry Sound. The DSSAB is mandated, under the DSSAB Act, to estimate the expenditures required for social services during the year and to levy municipalities for their share of these costs per the cost apportionment guidelines.

The 2023 Draft Operating and Capital Budget has been developed by the Senior Leadership Team with a commitment to ensuring the District of Parry Sound Social Services Administration Board (DSSAB) can continue to maintain existing levels of service to the community while minimizing municipal levy fluctuations and maximizing Provincial-Municipal cost sharing arrangements.

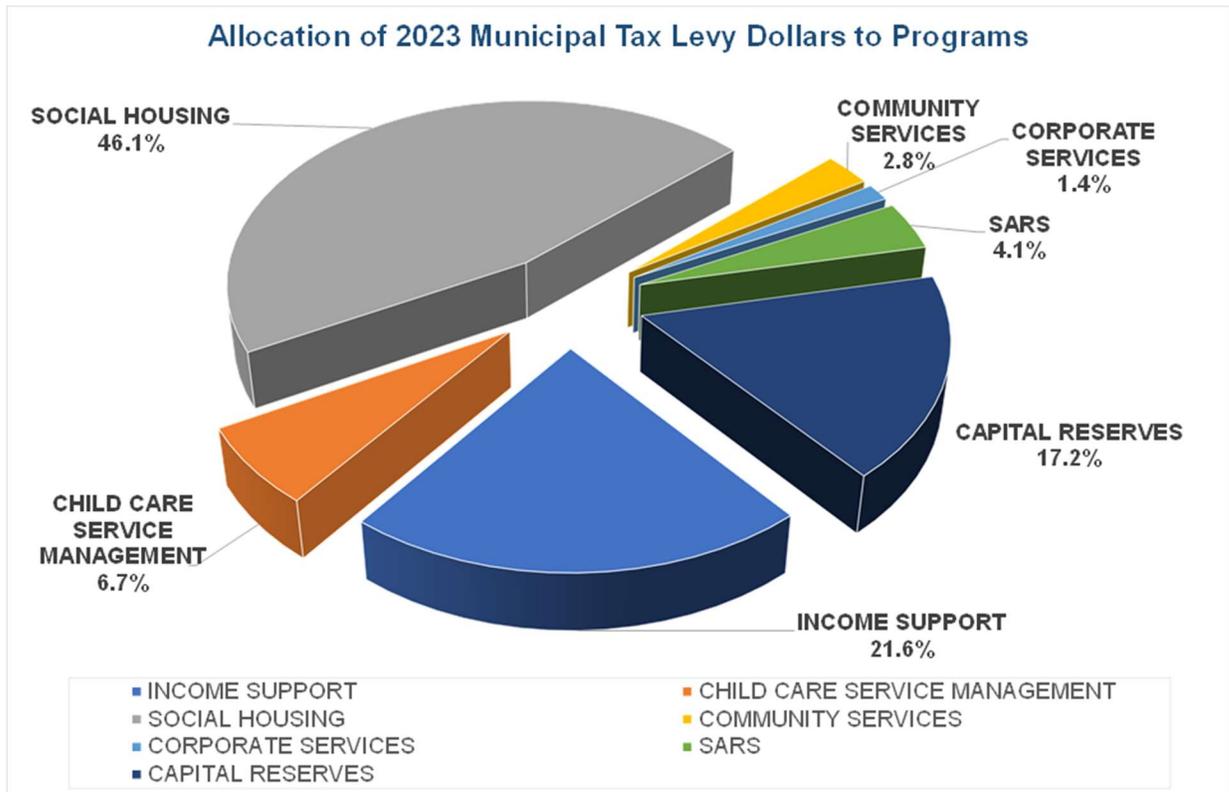
2023 Budget Highlights include:

- Presented at an overall net municipal levy of \$6,697,264 with an annual net municipal levy increase from 2022 of \$211,090 or 3.25%
- An average home in the District of Parry Sound, assessed at \$500,000, will see a 2023 tax dollar increase of \$4.08 which represents an average tax rate increase of 1.92%
- An increase or decrease of \$65,000 to the net levy is equal to 1%
- Funded primarily through: provincial funding (73%); municipal funding (19%); and user fees and grants (8%);
- Operating budget includes \$1,155,000 contributions to capital reserves;
- Capital budget expenditures includes \$4,558,712 funded through capital reserves and grants;
- Non-Profit capital expenditures include \$500,000 funded through social housing capital fund
- Inflationary pressures for the DSSAB include:
 - Adjustments for collective agreement obligations;

- CPI increase for non-union staff and board members;
- Utilities –hydro & gas– 5% + per year
- Insurance premiums
- Cost of supplies and construction increasing due to supply limitations

	2022 Budget	2023 Budget	% of Program Budget of 2023 Net Levy	2023 Tax on \$500k MPAC Assessment
Income Support Program	1,162,954	1,443,993	21.6%	46.65
Child Care Program	449,590	449,590	6.7%	14.52
Housing Program	2,532,000	3,086,895	46.1%	99.73
Community Services	231,409	190,134	2.8%	6.14
Corporate Services	676,000	96,453	1.4%	3.12
Social Assistance Restructuring Fund	270,000	275,200	4.1%	8.89
	\$ 5,321,953	\$ 5,542,264	82.75%	\$ 179.05
Program Facilities Capital Reserve Contributions	400,000	420,000		
Social Housing Capital Reserve Contributions	764,222	735,000		
	\$ 1,164,222	\$ 1,155,000	17.25%	\$ 37.31
	\$ 6,486,174	\$ 6,697,264	100.00%	\$ 216.37

Increase / (Decrease) to Net Municipal Levy	\$ 211,090
Percentage Increase / (Decrease) To Net Levy	3.25%
Percentage Increase / (Decrease) To Tax Rate	1.92%
Increase / (Decrease) On \$500,000 MPAC Assessment	\$ 4.08



An introduction to each program and its services, 2022 major accomplishments, 2023 significant challenges and 2023 budget impacts has been included in the 2023 Draft Operating and Capital Budget package attached to this staff report as Appendix A.

The annual operating and capital budget process is intended to focus on 6 types of budget amendments:

- **Base Level Budget Amendment** – Involves the review of the historical financial results of a program area’s programs and objectives. Budgeted expenses identified that have consistent budget surpluses or deficits and are adjusted to reflect the actual cost to deliver the program within service levels;
- **New/Changed Regulation** - A new or changed legislation or regulation with a financial impact to the DSSAB
- **New Board Direction** - New Board directive with an impact to the DSSAB;
- **Cost/Revenue Driver** - A program area budget shortfall or surplus as a result of changes in project requirements and economic and environmental conditions;
- **Carry-over** - operating and capital projects approved but not yet started or have started but not completed by the end of the year. Remaining funds shall be placed in reserve to be allocated to the project in the subsequent year;
- **Deferral** - capital projects approved but have been delayed due to operating procedures or availability of resources in the budget year. Funding sources shall be placed or remain in reserve to be allocated to the project in the year it is implemented.

Reserves and Reserve Adequacy

Reserves serve several purposes with the greatest demand being the funding of the major repair and replacement of aging infrastructure. Based mainly on the funding of 2022 capital projects that were not completed in 2022 and are now being completed in 2023, the DSSAB will spend \$4,171,712 of reserves. As per Service Agreements with Non-Profit Housing Providers, providers are eligible for capital funding as needed. It is estimated that this funding will be approximately \$500,000 in 2023 and thus leaving an estimated remaining reserve balance at the end of 2023 of \$13,333,570.

The 2023 budget includes \$420,000 as a contribution to the program facilities capital fund and \$735,000 as a contribution to the social housing capital fund. This amount, coupled with additional interest revenue earned of approximately \$120,000 has increased 2023 reserve contributions to \$1,275,000.

The DSSAB currently has three capital reserves as follows:

General Operating Fund:

The DSSAB maintains operating funds for cash management purposes. Annual operating budget surplus or deficit flows through the general operating fund as the DSSAB must balance its budget. As per the Board Operating Reserve Policy, operating funds of no greater than three months of annual operating expenses will be maintained by the DSSAB. This equates to \$7,304,218 at the end of 2022. Our projected level of operating funds on December 31, 2022, is \$3,400,901 or 42 days of annual operating expenses. Coupled with our capital reserve funds, we

believe that we have sufficient funds on hand to meet our current short-term operating requirements.

Program Facilities Capital Fund:

The DSSAB holds capital funds for the operating and capital repairs of its program facilities. These facilities are located:

- South River
 - 16 Toronto St. – Income Support, Child Care Services, First Steps Early Learning and Child Care Centre, EarlyON Child & Family Centre,
- Emsdale
 - 2500, H 592, Perry Township- Highlands Early Learning and Child Care Centre
- Town of Parry Sound
 - 1 Beechwood Drive – Income Support, Housing Program, Child Care Service Management, Women’s Services Outreach and Corporate Services
 - Waubeek St. – Waubeek Early Learning and Child Care Centre
 - 3A Beechwood Dr. – Women’s Services Shelter
 - Waubeek St. – vacant property

Social Housing Capital Fund:

The DSSAB also holds capital funds for the 344 housing units owned and operated within our Social Housing programs. These include the Local Housing Corporation housing units as well as the Non-Profit Housing program units that we fund, as we are responsible for any of their operating or capital shortfalls.

Our building condition assessments (BCA’s), when initially prepared in 2006, indicated that our Social Housing capital fund would be fully depleted over a period of 5-10 years, and that we would need to contribute \$13,249,903 to the fund to maintain these buildings to December 31, 2025. This infrastructure deficit is the DSSAB’s most significant financial exposure and is the result of the Provincial transfer of ownership of the Ontario Housing Stock to the Municipalities in 2000 with \$0 capital reserves.

Per a review of the updated building condition assessments in, it was recommended that the social housing capital fund would require an \$800,000 contribution yearly to maintain these reserves at needed levels into the future. Staff are recommending that Social Housing Capital Fund levy contributions continue at the same level as in 2022, with an additional \$35,000 (5%) for inflation.

Staff are further recommending that BCA’s be updated in 2023 to reflect current replacement costs to ensure that reserve contributions are adequate each year to fund DSSAB and social housing aging infrastructure.



District of Parry Sound Social Services Administration Board 2023 Final Operating and Capital Budget

Approved February 9, 2023

Presented By:
Shannon Johnson, CPA, CGA, Dipl.M.A.
Chief Financial Officer

Tammy MacKenzie, M.Ed RP
Chief Administrative Officer

District of Parry Sound



Social Services
Administration Board

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2023 BUDGET HIGHLIGHTS

The 2023 Draft Operating and Capital Budget has been developed by the Senior Leadership Team with a commitment to ensuring the District of Parry Sound Social Services Administration Board (DSSAB) can continue to maintain existing levels of service to the community while minimizing municipal levy fluctuations and maximizing Provincial-Municipal cost sharing arrangements.

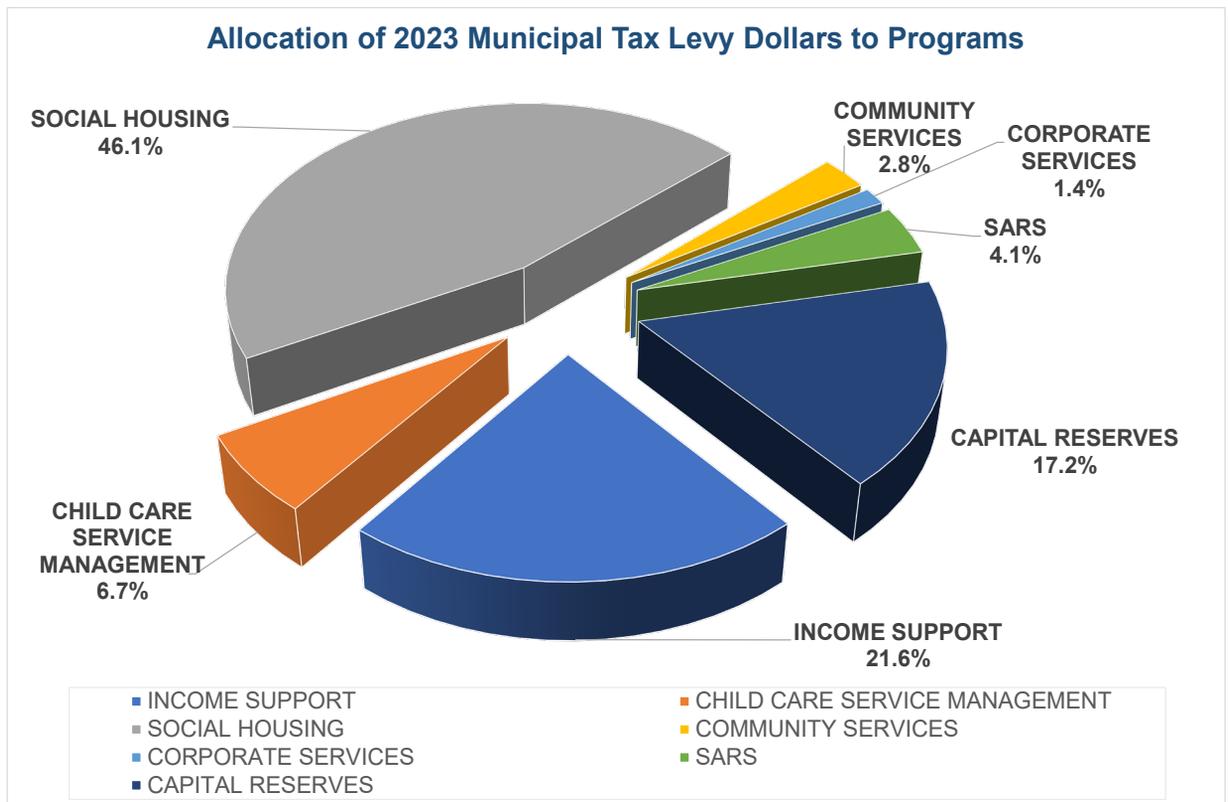
NET REQUIRED LEVY - \$6,697,264 (3.25% over 2022 Net Levy)

- 1.92% rate increase (\$4.08 on property valued at \$500,000)
- An increase or decrease of \$65,000 to the net levy is equal to 1%
- 2023 budget is funded primarily through: provincial funding (73%); municipal funding (19%); and user fees and grants (8%).
- Includes \$1,155,000 contribution to capital reserves
- Capital budget expenditures are \$4,558,712 funded through capital reserves and grants
- Non-Profit capital expenditures include \$500,000 funded through social housing capital fund
- Inflationary pressures for the DSSAB include:
 - Adjustments for collective agreement obligations;
 - CPI increase for non-union staff and board members;
 - Utilities –hydro & gas– 5% + per year
 - Insurance premiums
 - Cost of supplies and construction increasing due to supply limitations
- Interdepartmental Overhead Allocations:
 - In 2023 the DSSAB implemented the allocation of corporate services to program departments to better reflect the true costs of the services. The allocation method provides a consistent, fair and efficient method for distributing costs to program departments on an annual basis;
 - Allocated costs include:
 - ✓ CAO's Office, Finance, Human Resources
 - ✓ Corporate Wide Communications
 - ✓ Information Technology
- The 2023 Budget structure includes:
 - Operating Budget which provides the necessary resources to deliver programs and services to meet the needs of the community and accommodates for inflationary pressures.
 - Capital Budget which provides for the infrastructure requirements of DSSAB buildings and equipment, and social housing stock as identified in Building Code Assessments (BCA)

SUMMARY OF MUNICIPAL LEVY – 3.25% CHANGE TO LEVY

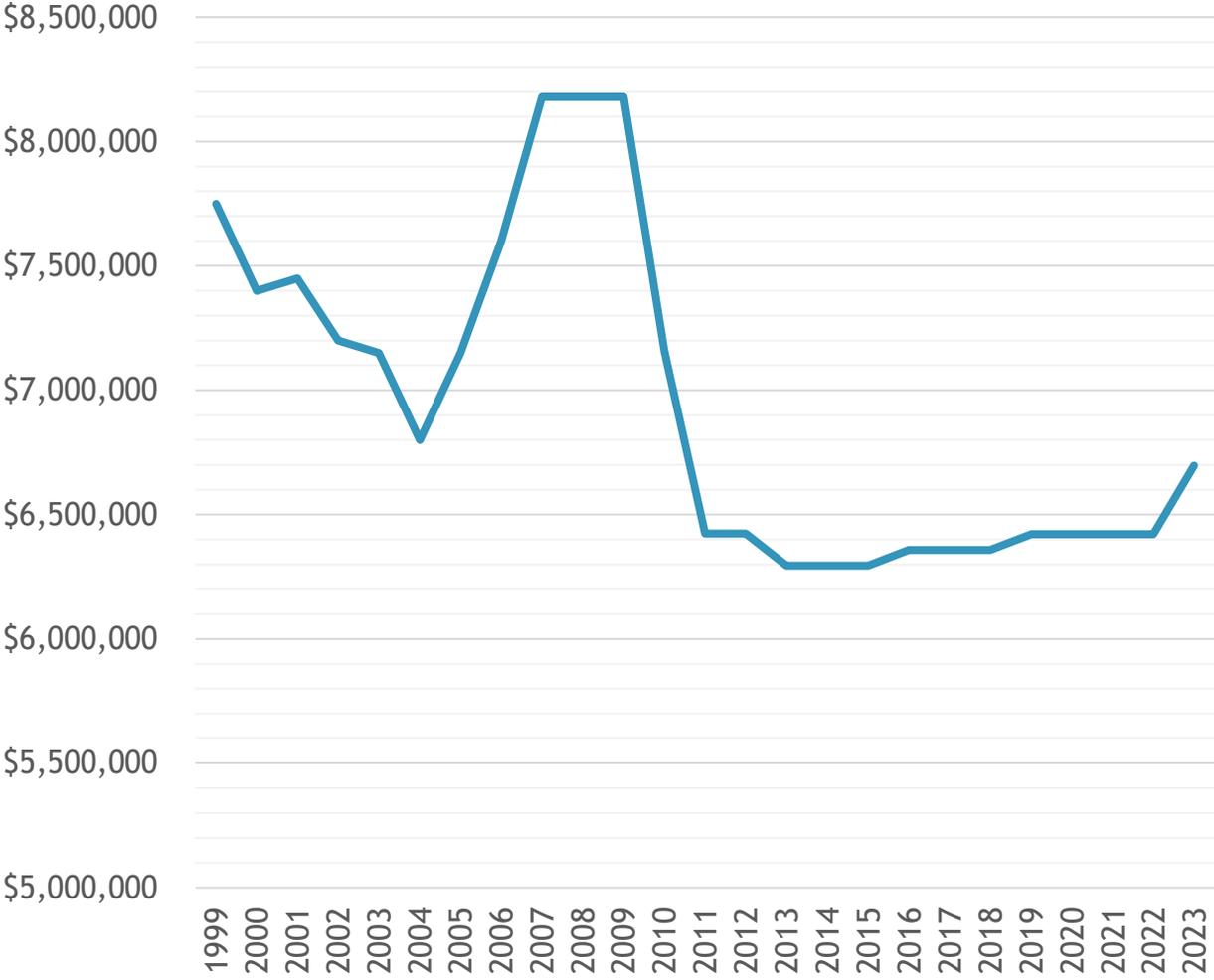
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Community Services	231,409	190,134	2.8%	6.14
Corporate Services	676,000	96,453	1.4%	3.12
Social Assistance Restructuring Fund	270,000	275,200	4.1%	8.89
	\$ 5,321,953	\$ 5,542,264	82.75%	\$ 179.05
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MUNICIPAL LEVY TRENDS

Municipal Levy



The municipal levy decreased drastically in 2011 when ODSP financial assistance costs were uploaded to the Province. Since then, over 13 years, the levy has hovered between \$6,295,415 and \$6,697,264

2023 DRAFT MUNICIPAL LEVY DISTRIBUTION PER APPORTIONMENT GUIDELINES

Municipality	2022 Current Value Assessment Less Exempt	2022 Apportionment Percentage	A		B		C		D	
			2022 Levy \$	2023 Current Value Assessment Less Exempt	2023 Apportionment Percentage	2023 Draft Levy \$	2023 Draft Levy \$	2023 Draft Levy Increase Over 2022 Levy (D - A)		
Seguin	3,638,885,427	23.82%	\$ 1,544,932	\$ 3,683,560,927	23.80%	\$ 1,593,989	\$ 49,057			
The Archipelago	2,156,500,809	14.12%	\$ 915,568	\$ 2,192,033,509	14.16%	\$ 948,560	\$ 32,992			
Carling	1,058,668,754	6.93%	\$ 449,470	\$ 1,073,209,154	6.93%	\$ 464,410	\$ 14,940			
McDougall	791,972,900	5.18%	\$ 336,241	\$ 804,669,600	5.20%	\$ 348,205	\$ 11,964			
Parry Sound	755,008,300	4.94%	\$ 320,548	\$ 764,200,900	4.94%	\$ 330,693	\$ 10,145			
Magnetawan	722,158,409	4.73%	\$ 306,601	\$ 731,415,118	4.73%	\$ 316,506	\$ 9,905			
McKellar	682,621,609	4.47%	\$ 289,815	\$ 690,873,309	4.46%	\$ 298,962	\$ 9,147			
Whitestone	623,068,010	4.08%	\$ 264,531	\$ 632,223,810	4.08%	\$ 273,582	\$ 9,052			
Callander	566,426,100	3.71%	\$ 240,483	\$ 570,757,300	3.69%	\$ 246,984	\$ 6,501			
Perry	489,605,600	3.20%	\$ 207,868	\$ 494,946,800	3.20%	\$ 214,179	\$ 6,311			
Nipissing	397,658,400	2.60%	\$ 168,831	\$ 404,768,300	2.62%	\$ 175,156	\$ 6,325			
Armour	388,508,618	2.54%	\$ 164,946	\$ 393,622,118	2.54%	\$ 170,332	\$ 5,386			
Kearney	386,549,809	2.53%	\$ 164,114	\$ 391,988,109	2.53%	\$ 169,625	\$ 5,511			
Powassan	344,070,524	2.25%	\$ 146,079	\$ 351,283,524	2.27%	\$ 152,011	\$ 5,932			
Strong	301,766,900	1.98%	\$ 128,119	\$ 305,085,600	1.97%	\$ 132,020	\$ 3,901			
Machar	268,843,700	1.76%	\$ 114,141	\$ 270,623,000	1.75%	\$ 117,107	\$ 2,966			
McMurrich	235,588,800	1.54%	\$ 100,022	\$ 238,725,400	1.54%	\$ 103,304	\$ 3,282			
Ryerson	193,193,400	1.26%	\$ 82,023	\$ 196,290,900	1.27%	\$ 84,941	\$ 2,918			
Sundridge	106,669,400	0.70%	\$ 45,288	\$ 106,428,600	0.69%	\$ 46,055	\$ 767			
Burks Falls	82,576,000	0.54%	\$ 35,059	\$ 83,060,800	0.54%	\$ 35,943	\$ 884			
South River	72,755,400	0.48%	\$ 30,889	\$ 74,460,000	0.48%	\$ 32,221	\$ 1,332			
Joly	63,487,200	0.42%	\$ 26,954	\$ 64,650,200	0.42%	\$ 27,976	\$ 1,022			
	14,326,584,069	93.78%	\$ 6,082,521	\$ 14,518,876,978	93.81%	\$ 6,282,759	\$ 200,238			
Unincorporated	950,752,400	6.22%	\$ 403,653	\$ 957,883,100	6.19%	\$ 414,505	\$ 10,852			
Total	15,277,336,469	100%	\$ 6,486,174	\$ 15,476,760,078	100%	\$ 6,697,264	\$ 211,090			

2023 MUNICIPAL DRAFT TAX LEVY INCREASE PER MPAC ASSESSEMENTS

District of Parry Sound Social Services Board						
Impact on 2023 Assessment and 2023 Draft Tax Rate Increase						
ASSESSMENT EXAMPLES	2022 Tax Rate	2022 Property Tax	2023 Tax Rate	2023 Property Tax	Percentage Increase	Total estimated tax dollar increase
Per \$100,000 of Assessment	0.04246%	\$42.46	0.04327%	\$43.27	1.92%	
TOTAL \$:		\$ 42.46		\$ 43.27		\$0.82
\$200,000 Assessed Value	0.04246%	\$84.91	0.04327%	\$86.55	1.92%	
TOTAL \$:		\$ 84.91		\$ 86.55		\$1.63
\$250,000 Assessed Value	0.04246%	\$106.14	0.04327%	\$108.18	1.92%	
TOTAL \$:		\$ 106.14		\$ 108.18		\$2.04
\$350,000 Assessed Value	0.04246%	\$148.60	0.04327%	\$151.46	1.92%	
TOTAL \$:		\$ 148.60		\$ 151.46		\$2.86
\$500,000 Assessed Value	0.04246%	\$212.28	0.04327%	\$216.37	1.92%	
TOTAL \$:		\$ 212.28		\$ 216.37		\$4.08
\$750,000 Assessed Value	0.04246%	\$318.42	0.04327%	\$324.55	1.92%	
TOTAL \$:		\$ 318.42		\$ 324.55		\$6.13
\$1,000,000 Assessed Value	0.04246%	\$424.56	0.04327%	\$432.73	1.92%	
TOTAL \$:		\$ 424.56		\$ 432.73		\$8.17
\$1,500,000 Assessed Value	0.04246%	\$636.84	0.04327%	\$649.10	1.92%	
TOTAL \$:		\$ 636.84		\$ 649.10		\$12.25

As illustrated in the chart above for various MPAC assessment values, we see the 2023 tax dollar impact of a tax increase of 1.92% over 2022 rates.

As outlined as an example in the previous slides, a 1.92% tax increase for a \$500,000 residential home in the District of Parry Sound equates to a \$4.08 property tax dollar increase over 2022.

OPERATING AND CAPITAL BUDGET OVERVIEW

Program Departments:

Income Support - \$281,038 increase to municipal levy

Ontario Works financial assistance costs have been budgeted at the same level as in 2022. Ontario Works program costs seem to have increased by \$281,038; however, there is no additional increase in program costs over the 2022 budget. Due to a redistribution of provincial revenue and interdepartmental corporate services costs, to better reflect the true revenues and expenses within programs, this has increased the 2023 municipal levy over the 2022 municipal levy for presentation purposes.

Over the last couple of year's, the Province has discussed its planning to transform employment services for all job seekers. Included within this is the integration of Ontario Works social assistance employment services into Employment Ontario. At this point in time, we have no way of ascertaining what the impact of this change will be to our operations and whether we will be continuing to provide these supports for our clients.

Child Care Service Management - \$0 increase to municipal levy

There has been no increase to the 2023 municipal levy from 2022. On March 28, 2022, the Federal government and the Province of Ontario announced the Canada Wide Early Learning and Child Care (CWELCC) funding that will reduce the cost of eligible licensed child care in Ontario to an average of \$10 per day by 2025-2026 fiscal year. As a result, the Province's previous year's child care funding model for the DSSAB has increased and has had a direct proportionate increase to 2023 expenses of approximately \$2,945,450 in order to allocate all provincial funding. As a result of reduced child care costs for parents, 2023 parent fee revenue has reduced due to CWELCC revenue replacement flowed to service managers.

Social Housing - \$554,895 increase to municipal levy

Program costs have increased the municipal levy by \$554,895 from 2022 to 2023 which includes contributions to capital reserves. With the increased cost of inflation running at an average construction CPI index of 5% for 2023, this has resulted in an increase costs for labour, materials, fuel and utilities. Within this increase are costs included for the property maintenance of the Non-Profit Organization for Almaguin Housing (The Meadow View, Powassan and The Schnitzel Haus, Sundridge.

OPERATING AND CAPITAL BUDGET OVERVIEW CONTINUED

Community Services – (\$41,275) decrease to municipal levy

Community Services program costs, for our Women's Services and Housing Stability Programs have decreased the 2023 municipal levy by \$41,275. Most of this decrease has resulted from utilizing one-time grant funding from the Province and funding of a portion of the Housing Stability Program from deferred revenue.

The Social Assistance Restructuring Allocation - \$5,200 increase to municipal levy

Funding has increased the municipal levy by \$5,200. We continue our practice of recommending spending to continue as the prior year's allocation in the current year. These funds are used to support those in our communities with the most limited resources and include funding for local food banks, the emergency shelter and energy program, community-based supports for children and the Transitional Support program.

Corporate Services – (\$579,547) decrease to municipal levy

Program costs have decreased by (\$579,547) due to a redistribution of provincial revenue and interdepartmental corporate services costs, to better reflect the true expenses incurred to provide support services within programs.

Contributions to Reserves – (\$9,222) decrease to municipal levy

As reported in the past, the Local Housing Corporation buildings were transferred from the Province to the DSSAB without capital reserves. One of our greatest priorities over the years has been to minimize the risk of a potential capital fund deficit for these buildings. Based on our building condition assessments and asset management planning process, a previous funding approach had been established with a yearly contribution of \$1,100,000 to minimize levy variability and formulate funding costs into the future as well as an additional \$64,222 was contributed in 2022.

To keep consistent with the previous year's funding approach and the increased levels of inflation on construction costs, an additional \$55,000 of capital reserve contributions has been included in the 2023 budget for total reserve contributions of \$1,155,00 this is a decrease of (\$9,222) over the 2022 municipal levy contribution.

Staff have recommended that DSSAB facilities and Social Housing BCA's be updated in 2023 in order to complete an updated asset management plan. Once this revised plan has been completed, staff will present to the Board in the 2024 budget cycle. The plan may require adjustments to reserve contributions to ensure there are sufficient funds to meet future infrastructure needs.

TOTAL EXPENDITURES AND FUNDING

	2022 Budget	2023 Budget	Increase / (Decrease)
Income Support			
Income Support Financial Assistance	\$8,262,000	\$8,262,000	\$0
Income Support Program	3,001,354	3,612,684	611,330
	11,263,354	11,874,684	611,330
Child Care Service Program			
Child Care Service Management	250,000	518,888	268,888
Directly Operated Child Care	5,501,500	7,171,022	1,669,522
Planning and Projects	50,000	216,357	166,357
Early Years	1,037,000	1,165,329	128,329
Inclusion Support Services	615,000	619,318	4,318
External Child Care Providers Fee Subsidy	600,000	600,000	-
External Child Care Providers Operating Subsidy	260,000	260,000	-
External Child Care Providers Operating Wage Enhancement	130,716	130,716	-
External Child Care Providers Operating Revenue Replacement	-	708,038	708,038
Journey Together	295,364	295,364	-
	8,739,580	11,685,031	2,945,451
Housing Service Program			
Housing Service Management	842,410	854,166	11,756
Affordable Housing	25,200	31,736	6,536
Rent Supplement/Housing Benefit/Housing Allowance	149,600	149,600	-
Non-profit Housing Subsidies	644,500	644,500	-
Property Maintenance & Capital Projects	2,095,789	2,625,599	529,811
Tenant Services	465,617	579,267	113,650
Transfer to Capital Reserves	764,221	735,000	-29,221
	4,987,336	5,619,868	632,532
Community Service Programs			
Women's Services	828,680	872,039	43,359
Housing Stability	788,800	953,725	164,925
Emergency Heating and Shelter	396,000	396,000	-
Transitional Housing Support	61,200	61,200	-
Homemaker's Program	100,000	100,000	-
Program Facilities Maintenance	334,699	295,594	-39,105
Transfer to Capital Reserves	400,000	420,000	20,000
	2,909,379	3,098,558	189,179
Corporate Service Programs			
Corporate Services	3,040,987	3,212,682	171,694
Members of the Board	60,000	55,019	-4,981
	3,100,987	3,267,701	166,714
Social Assistance Restructuring Fund	270,000	275,200	5,200
Total Operating Costs	31,270,636	35,821,041	4,550,405
Less Funding From Sources			
Provincial Funding	19,526,987	22,792,096	3,265,109
Parent Fee Revenue	1,500,000	849,294	-650,706
Federal Funding	707,015	663,015	-44,000
Tenant Revenue	910,000	910,000	-
Investment Income	100,000	310,927	210,927
Internal Overhead Expense Recoveries	1,647,973	3,419,395	1,771,422
Other Revenue	392,487	179,050	-213,437
	24,784,462	29,123,777	4,339,315
Net Municipal Levy	\$ 6,486,174	\$ 6,697,264	\$ 211,090
Residential Tax Rate	0.04246%	0.04327%	1.92%
Tax Dollars on a \$500,000 Residential Home	\$ 212.28	\$ 216.37	\$ 4.08

STAFFING SUMMARY

	2022 # OF FTE STAFF	2023 # OF FTE STAFF	INCREASES (DECREASES) IN STAFF
Administration	17.00	16.60	-0.40
Income Support Program	28.11	26.59	-1.75
<u>Child Care Program</u>			
Child Care Service Management	5.25	2.25	-3.00
Directly Operated Child Care	54.50	54.66	0.16
Early Years	10.77	10.21	-0.56
Inclusion Support Services	6.50	6.64	0.14
Subtotal	77.02	73.76	-3.26
<u>Community Services Programs</u>			
Women's Services Program	10.27	10.27	0.00
Housing Stability Program	7.65	8.50	0.85
Subtotal	17.92	18.77	0.85
<u>Housing Service Program</u>			
Housing Service Management	5.25	5.25	0.00
Property Maintenance & Capital Projects	7.75	9.75	2.00
Tenant Services	4.75	4.75	0.00
Subtotal	17.75	19.75	2.00
Total FTE Staff	157.80	155.47	-2.56

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Income Support Program

INCOME SUPPORT PROGRAM - INTRODUCTION

The Income Support Program administers the Ontario Works program to eligible residents of the District of Parry Sound 16 years of age or older, by authority of the Ontario Works Act, 1997.

The program provides Life Stabilization and Employment Assistance supports and provides referrals and coordination with a variety of community partners including Housing Stability, Housing Programs, Employment Ontario, CMHA, ODSP, Esprit and the West Parry Sound Health Centre. Adults must participate in these activities to enable them to become self-reliant.

Ontario Works also issues financial employment and discretionary benefits along with Homelessness Prevention Program funding to eligible OW participants to support employment and life stabilization. The program supports other low-income individuals and Ukrainian Migrants through the issuance of Emergency Assistance, which provides short term financial assistance to those that may be in crisis and works closely with our Housing Stability program in this regard. The integration of Income Support and Housing Stability aligns with the DSSAB's Strategic Plan. Offices are located in the Town of Parry Sound and the Village of South River.

The Program is comprised of the following Staff:

- Director of Income Support and Stability
- Supervisors of Income Support x 2
- Program Leads x 2
- Integrity Officers x 2
- Case Workers x 12
- Case Support Workers x 6

The Income Support Program provides the following services:

- Life Stabilization and Employment Assistance and case coordination
- Issuance of Employment, Mandatory and Discretionary Benefits for dental, vision care, travel, housing etc;
- Emergency Assistance issuance for other low-income individuals and Ukrainian Migrants
- Discretionary Benefits for ODSP recipients
- Employment Assistance for non-disabled and dependent adults with ODSP
- Administer Children's Rec Fund to Social Assistance recipients and Community Housing Tenants
- Completes the Eligibility Verification Process
- Provides access point to other DSSAB programs and services through Intake Case Workers
- Provides Front Desk reception duties to the DSSAB

INCOME SUPPORT PROGRAM - ACCOMPLISHMENTS & CHALLENGES

2022 Major Accomplishments:

- Program Integration with our Housing Stability program to improve service delivery to vulnerable people across the district. Income Support and Stability Division was put forward as a nominee for the OMSSA Patti Moore Human Services Integration award.
- Program continues connect those that can work to employment. In 2022 we achieved at or exceeded pre-pandemic levels regarding % of caseload and % of exits to employment.
- Enhanced the work and coordination with Community Partners to provide wrap around supports
- We have fully implemented Electronic Document Management, reducing the need for paper files. Moving forward with the MCCSS Paperless by Default strategy
- E-signature functionality has been implemented, helping to reduce barriers
- Continue to enhance our FIIT Case Management System with increased integration of the By Name List for Homelessness. Tool also matches clients to employment and training opportunities
- Our South River office has purchased a van to support staff to meet clients in their communities and where appropriate, support where transportation may be a barrier.
- Enhanced our Employment Placement program to support employers with incentives to hire and retain OW recipients
- Selected as a Peer Support Mentor by MCCSS to support other sites onboarding Centralized Intake
- Motivational Interviewing and Trauma Informed Care training completed

Significant Challenges for 2023:

- Employment Services Transformation implementation has started in the North and in Toronto with anticipated implementation for 2024. This transformation means that Ontario Works Employment Assistance will be shifting a new Service System Manager selected by the province to provide integrated employment services. There is anticipated significant funding changes and challenges with this beginning in 2024.
- Along with this, an integrated Common Assessment is expected to be implemented in Ontario Works and will 'integrate' services with Employment Ontario
- Funding certainty after March 2024
- Centralized Intake continues to pose challenges to Ontario Works staff and clients. Ongoing centralization by MCCSS is expected.
- No new rate increases for Ontario Works participants since 2018. A single person on OW receives \$733/month so current inflationary pressures exacerbate the barriers of housing, transportation and food security with our clients
- Increase in mental health and addictions among the caseload with an increased intensity. Services cannot meet demand.

INCOME SUPPORT PROGRAM - OPERATING BUDGET 2023

2023 Budget Impacts:

- Funding has been maintained at the same levels since 2018
- Investment through a re-allocation of funds into client services to support mental health supports and Employment Placement Program
- Van Operating costs in South River to be shared with Housing Stability and Tenant Services
- Continued investment in training

District of Parry Sound

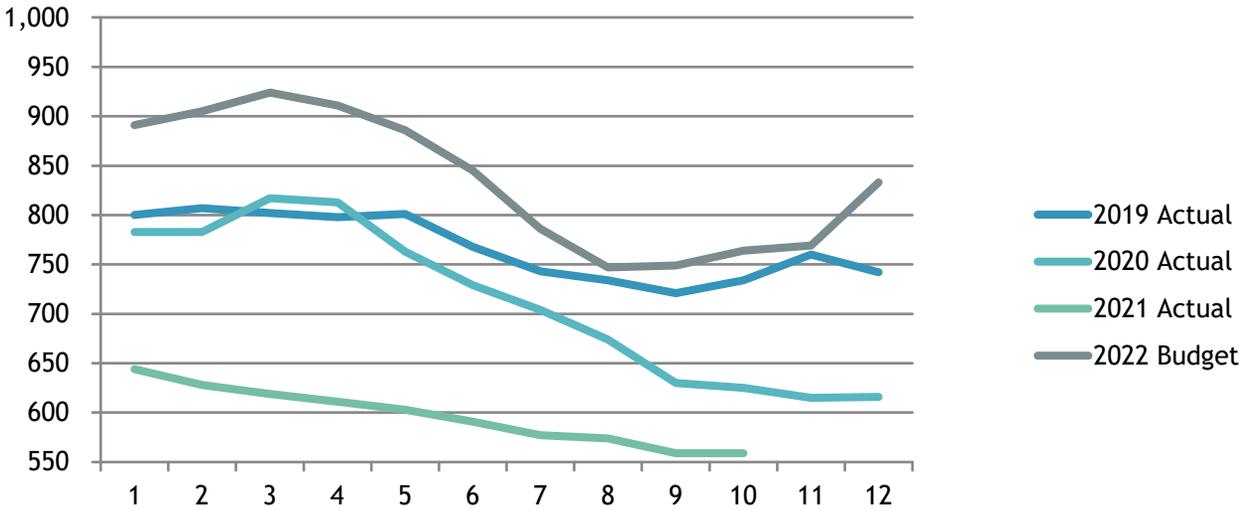


Operating Budget 2023

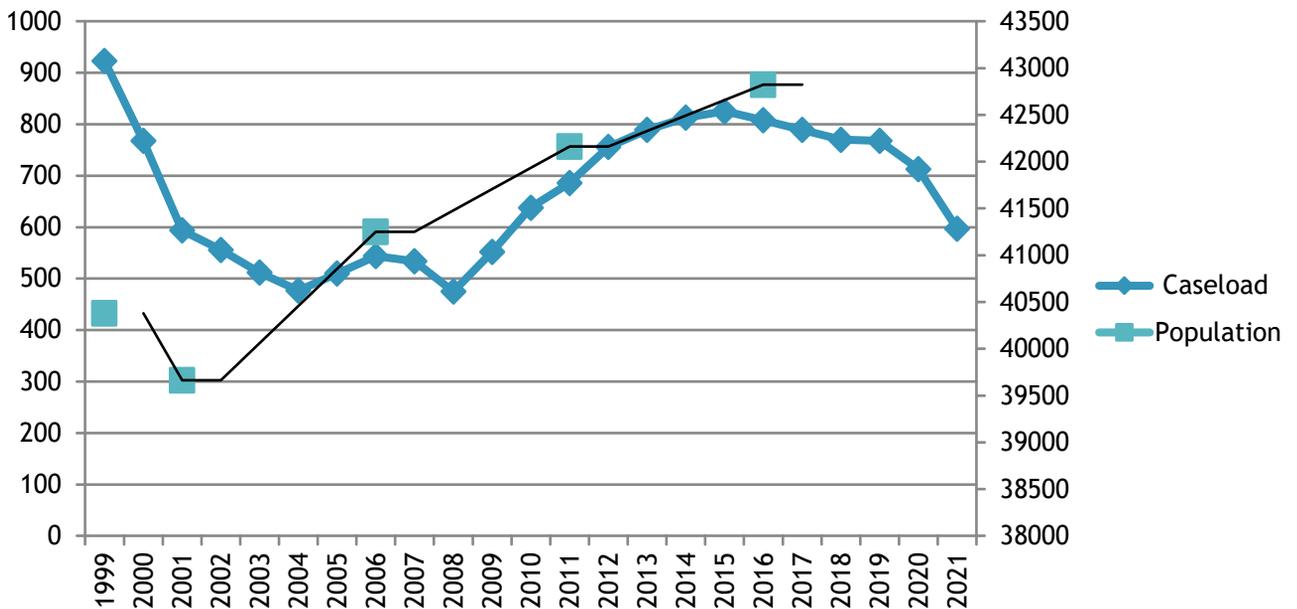
Income Support Program	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Salaries & Benefits	2,737,608	2,014,129	1,974,721	-723,479	-39,408
Operating Costs	340,624	708,825	1,332,563	368,201	623,738
Employment Assistance Costs	300,101	278,400	305,400	-21,701	27,000
Financial Assistance Costs	6,009,160	8,262,000	8,262,000	2,252,840	-
Income Support Program Costs	9,387,493	11,263,354	11,874,684	1,875,861	611,330
Less: Provincial Funding	-2,051,516	-1,838,400	-2,168,692	213,116	-330,292
Less: Provincial Financial Assistance Reimburseme	-6,009,159	-8,262,000	-8,262,000	-2,252,841	-
Total Municipal Levy Requirement:	1,326,817	1,162,954	1,443,992	-163,863	281,038
Percentage of Municipal Levy		17.9%	21.6%		
Increase to Municipal Levy			281,038		
Percentage Increase to Municipal Levy			4.2%		

INCOME SUPPORT - CASELOAD ANALYSIS

Income Support Caseload 2018 - 2021



Caseload and Population Data



District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Child Care Service Management Program

CHILD CARE SERVICE MANAGEMENT PROGRAM - INTRODUCTION

The DSSAB is the designated child care and early years service system manager responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in the District of Parry Sound. Child Care Service Management provides leadership, guidance, and support to licensed child care programs in the district. Child Care Service Management determines eligibility for income support and hours of care for families that reside in the district and oversee the billing process for directly operated child care programs. The Quality Assurance Program ensures that high quality child care is available in all licensed child care programs. Regular visits allow our staff to support and enhance programs and provide opportunities for growth in the sector.

The Department is comprised of the following Staff:

- Director of Housing & Child Care Service Management
- Supervisor of Child Care Service Management
- Supervisor of Quality Assurance – proposed FTE position
- Program Support Workers (3)

The Child Care Service Management provides the following services:

- Eligibility for child care fee subsidy and hours of care for families in the District of Parry Sound
- Billing for directly operated child care programs
 - 4 Directly Operated Centers & 21 Home Child Care providers & School Aged Programs
- Purchase of Service Agreements with child care operators
- Review and monitor Child Care Licensing System
- Cross jurisdictional agreements with other service managers – shared boundaries of child care programs
- Organize/provide training and development opportunities for child care programs in the district
- Provide funding to child care providers to support appropriate repairs and maintenance – maintain health and safety compliance.
- Quality Assurance visits 70 sites in the district (quarterly – or as needed) to ensure adequate levels of child care
- Recommend/support child care programs with goal setting and improving quality of care.
- QA provides Pedagogical support to child care programs – How Does Learning Happen? (well-being, belonging, engagement and expression)

CHILD CARE SERVICE MANAGEMENT PROGRAM – ACCOMPLISHMENTS, CHALLENGES

2022 Major Accomplishments:

- Development and implementation of Quality Assurance Program
- Quality Assurance Supervisor position
- Implementation of the Workforce Development Strategy
- Early Childhood Education - ECE Campaign
- Implementation of Canada Wide Early Learning Child Care – CWELCC (to achieve an average \$10/day child care by 2025)
- Professional development opportunity provided to all child care staff in partnership with Agilec Professional Services
- High Five and Quest 2 certification (QA assessments for recreation programs)

Significant Challenges for 2023:

- Continued implementation of CWELCC
- Recruitment and retention
- Expansion planning
- Funding formula pending from Ministry of Education

2023 Budget Impacts:

- Increase to travel/accommodation (re: mileage increase/cost of hotels)
- Maintain Quality Assurance Program
- Quality Assurance Supervisor
- Administration allocation may be reduced from 10% to 5% - 2023 funding formula pending from MEDU

CHILD CARE SERVICE MANAGEMENT PROGRAM OPERATING BUDGET 2023

District of Parry Sound



Operating Budget 2023

Child Care Program	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Child Care Service Management	249,264	250,000	518,888	736	268,889
Quality Assurance	210,077	50,000	216,356	-160,077	166,356
Directly Operated Child Care	5,062,131	5,501,500	7,171,022	439,369	1,669,522
Early Years	832,345	1,037,001	1,165,329	204,656	128,328
Inclusion Support Services	557,811	615,000	619,318	57,189	4,318
External Child Care Centres	1,660,489	1,286,080	1,994,118	-374,409	708,038
Child Care Program Costs	8,572,118	8,739,581	11,685,031	167,463	2,945,450
Less: Provincial Funding	-5,161,182	-6,789,991	-7,381,943	-1,628,809	-591,952
Less: Provincial CWELCC Funding	-1,175,446	-	-2,950,154	1,175,446	-2,950,154
Less: Parent Fees	-1,287,234	-1,500,000	-849,294	-212,766	650,706
Less: Deferred Revenue	-	-	-54,050	-	-54,050
Total Municipal Levy Requirement:	948,257	449,590	449,590	-498,667	-
Percentage of Municipal Levy		6.9%	6.7%		
Increase to Municipal Levy			-		
Percentage Increase to Municipal Levy			0%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Directly Operated Child Care Program

DIRECTLY OPERATED CHILD CARE PROGRAM - INTRODUCTION

Introduction

Directly Operated Child Care Programs are responsible to deliver high quality developmentally appropriate child care services to the families in the District of Parry Sound. Each licensed child care program is legislated by the Child Care and Early Years Act, as well, the Ontario Ministry of Education has created a foundational pedagogy “How Does Learning Happen?” that guides all of our programs in their planning. The child care programs work closely with many community partners to ensure that families are well served regardless of their challenges. The EarlyON Child and Family Centres and Inclusion Support Services must follow the provincial funding and operational guidelines provided by the Ministry of Education. Revenue funded from Parent fees and Child Service Management and CWELCC.

The Department is comprised of the following Staff:

- 1 Director of Directly Operated Child Care Programs
 - Early Learning and Child Care Centre Staff:
 - 4 Program Supervisors (Registered Early Childhood Educators)
 - 1 Program Team Leader (Registered Early Childhood Educator)
 - 31 Preschool Teachers (Registered Early Childhood Educators)
 - 5 Preschool Teachers (Non-Early Childhood Educators)
 - 4 Cooks
 - 4 Housekeepers

Home Child Care Program

- .5 Program Supervisor (Registered Early Childhood Educator)
 - 2 Home Visitors (Registered Early Childhood Educators)
 - 21 Approved Providers, (Licensed for 50 Home Child Care Providers)

School Age Programs

- .5 Program Supervisor (Registered Early Childhood Educator)
 - 4 Approved Program Part Time Staff (Registered Early Childhood Educators)

EarlyON Child and Family Centres

- 1 Program Supervisor (Registered Early Childhood Educator)
 - 8 Resource Facilitators (Registered Early Childhood Educators)
 - .5 Resource Facilitator (Non-Early Childhood Educator)

Inclusion Support Services

- 1 Program Supervisor (Registered Early Childhood Educator)
 - 6 Resource Consultants (Registered Early Childhood Educators)

DIRECTLY OPERATED CHILD CARE PROGRAM – INTRODUCTION & ACCOMPLISHMENTS

The Directly Operated Child Care Programs provides the following services:

- Flexible scheduling for families to access licensed child care across the district through services at 4 early learning and child care centres and a Home Child Care Program with locations in several communities.
- EarlyON Child and Family Centres offer free drop-in programming at 3 community hubs and 13 satellite programs located in schools, community centres, and other community buildings. Programs run daily at the hubs and weekly at the satellites. Virtual programming will continue post pandemic where families can access parenting resources, children's activity times, story time, and a virtual Mom's to Mom's program for new mothers to connect with other new mom's and Resource Facilitators. In-Person programming includes weekly Mom's to Mom's groups, in-service workshops on health/nutrition/child development, and lots of children's activities
- EarlyON offers Respite Services in Parry Sound and South River where agency clients can book free child care for up to 3 hours, one afternoon a week, to attend appointments that are not suitable for children
- Inclusion Support Services offers free child development support to children and child care programs district wide and assist with successful inclusion of all children in various aspects of a child care program
- Through the support of the Child Care Service Management Team, our licensed child care programs offer child care spaces to families that qualify for fee subsidy
- School Age Programs are offered on the east side of the district and are located in schools where children can move seamlessly between their classrooms and the child care program. Some locations offer both Before and After School Care while others offer After School only. The largest programs may offer a full day program during March and Summer Breaks based on the community need and program viability
- Partner with a number of community agencies, for example, One Kids Place, Handsthefamilyhelpnetwork, NBPS District Health Unit, Children's Aid Society, and four school boards as well as other DSSAB departments to offer families wrap-around care where possible

2022 Major Accomplishments:

- Moved all licensed child care programs to the HiMama platform for parent communication and billing (HCCP will join platform for billing in 2023)
- Increased enrollment at 4 School Age programs and expanded 1 program to offer before school care
- Offered 2 School Age summer programs that were well attended
- Fully re-opened all Directly Operated Child Care services post pandemic to licensing capacity along with all EarlyON hubs and satellite programs
- Able to successfully opt-in to the Canada Wide Early Learning and Child Care Program, refunding and lowering base fees to meet the Ministry of Education's guidelines
- Able to move qualified staff between programs to avoid licensed child care centres closing playrooms due to staffing shortages

DIRECTLY OPERATED CHILD CARE PROGRAM – CHALLENGES & BUDGET IMPACTS

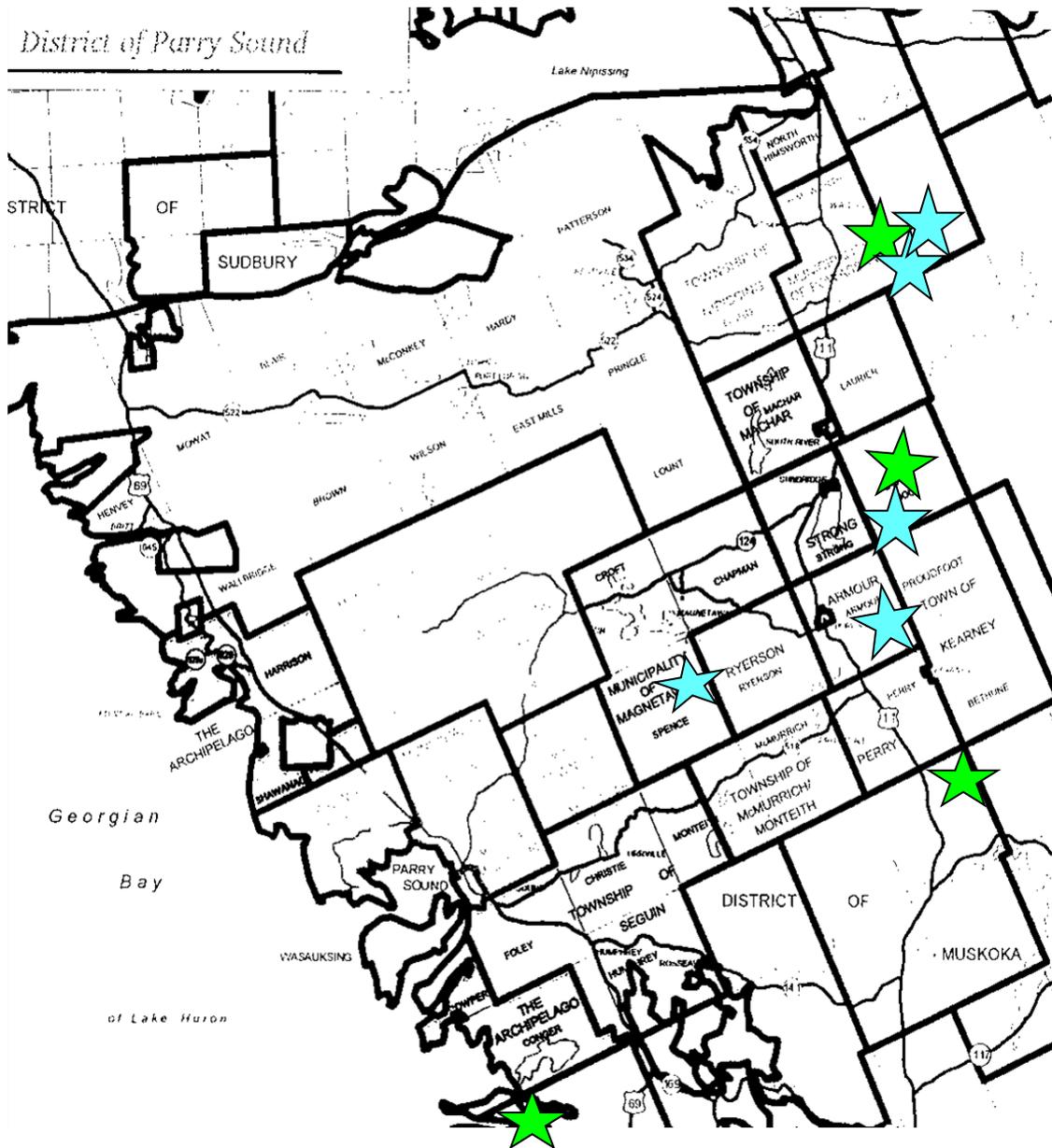
Significant Challenges for 2023:

- Recruitment and retention of qualified staff to meet the needs of all the Directly Operated Child Care Programs
- Increase the casual roster to ensure consistent staffing in the licensed child care centres
- Recruit Home Child Care Providers in underserved communities to meet the child care demands
- Transitioning the Inclusion Support Services Program to align with the Ministry of Education 2023 Program Funding and Operating Guidelines
- Maintain viability of School Age Programs
- Inability to physically increase the number of child care spaces in the district to meet the needs of working families due to the lack of provincial capital funding
- Meeting program quality expectations without additional staff over the licensed minimums to support program planning and special events
- Invest in quality programming without an increase in funding

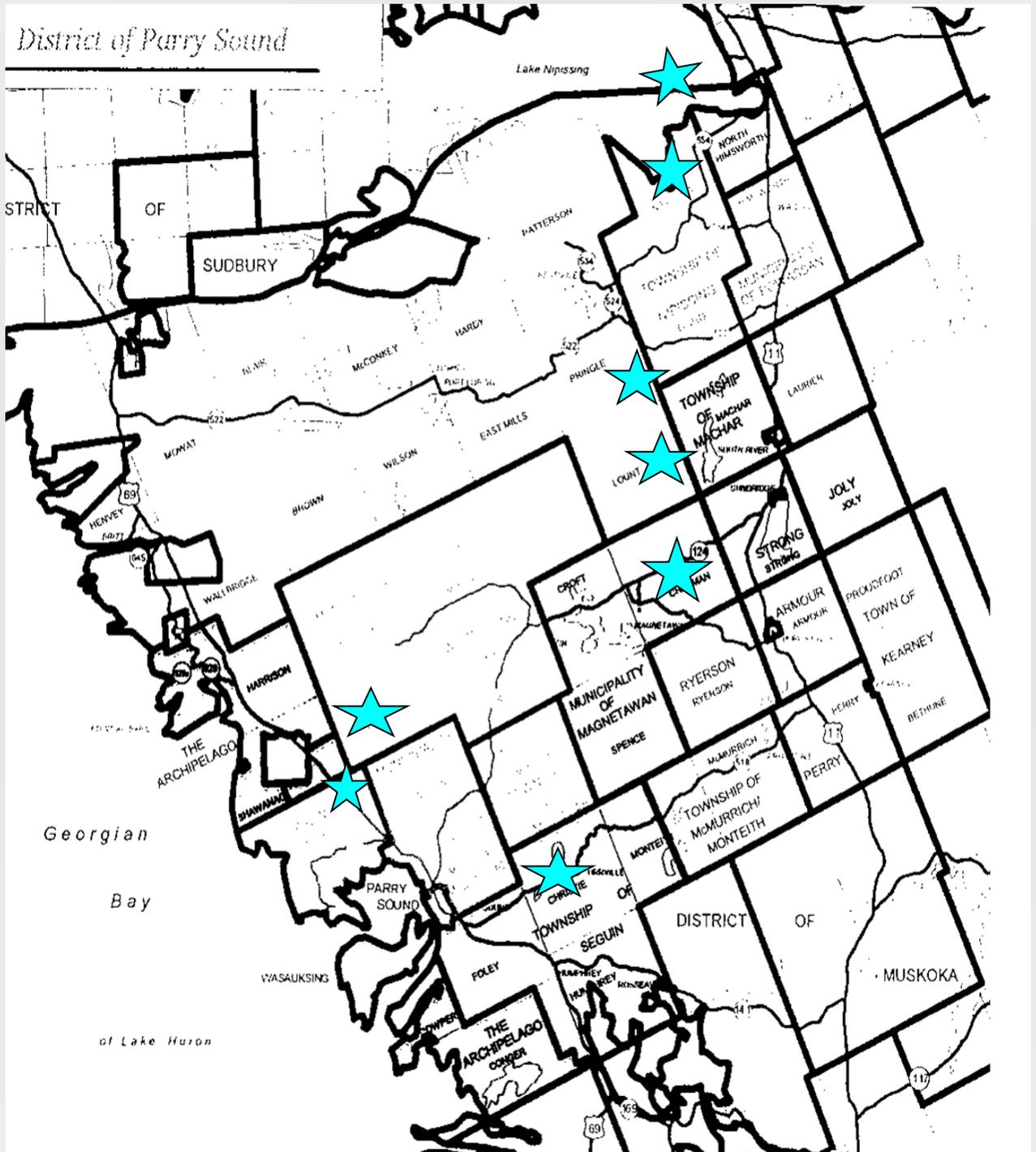
2023 Budget Impacts:

- Ministry of Education has not supplied the 2023 Child Care Program Funding and Operating Guidelines prior to the budget submission which may impact the available operating funds (received guidelines December 8th)
- Canada Wide Early Learning and Child Care Program parent fee reduction for 2023 is unknown at time of budget submission, the Ministry of Education alluded to a larger reduction than was initially anticipated (now set at 37%)
- Ability to retain minimum qualified staffing levels to meet Ministry of Education licensing requirements
- Unknown impact on staffing levels for the Inclusion Support Services Program transition that will be based on the yet to be received Ministry of Education 2023 Program Funding and Operating Guidelines

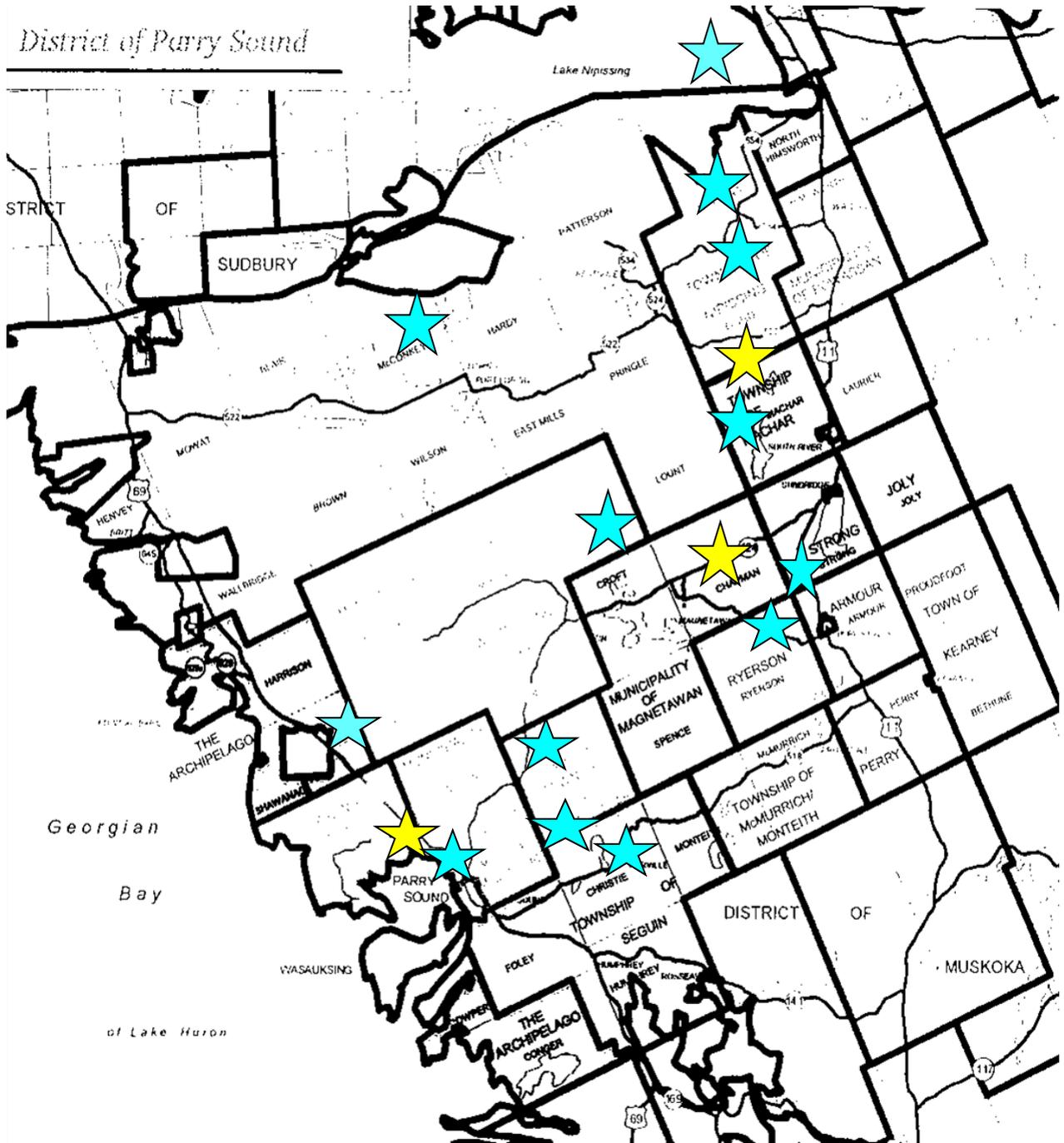
LOCATION OF DIRECTLY OPERATED LICENSED CHILD CARE PROGRAMS



LOCATION OF HOME CHILD CARE PROVIDERS IN THE DISTRICT



LOCATION OF EARLY YEARS PROGRAMS



District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Housing Service Management Program

HOUSING SERVICE MANAGEMENT PROGRAM - INTRODUCTION

Introduction

The DSSAB is the designated housing service manager responsible for funding and administration of community housing programs and oversees affordable housing projects in the District of Parry Sound. To meet local housing needs, service managers may use federal, provincial, and municipal funds to establish, administer and fund housing and homelessness programs and services. Housing Programs provides leadership, guidance, and support to the Local Housing Corporation and Non-Profit Housing providers in the district and adheres to the rules set out in the Housing Services Act (HSA). Housing Programs is responsible for the administration of Rent Geared to Income and managing the Centralized Wait List. Housing Programs seeks opportunities to create affordable housing and maintains a strong working relationship with local landlords and potential developers.

The Department is comprised of the following Staff:

- Director of Housing & Child Care Service Management
- Supervisor of Housing Programs
- Community Relations Worker – Community Development
- Community Relations Worker – Housing Programs
- Program Support Workers (2)

The Housing Program provides the following services:

- Responsible for the Centralized Wait List
- Review eligibility and determine subsidy amount for Rent Geared to Income (RGI)
- Review eligibility for the special priority designation for the Centralized Wait List
- Administration of Ontario Renovates Program and Home Ownership
- Review eligibility and administer:
 - Rent Supplements
 - Canada Ontario Housing Benefit
 - Affordable Housing
 - Canada Ontario Community Housing Initiative/Ontario Priorities Housing Initiative
- Maintain operating agreements with Non-Profit Housing providers
 - Parry Sound Non-Profit Housing Corporation
 - Georgian Bay Native Non-Profit Housing Inc.
 - Golden Sunshine Municipal Non-Profit

HOUSING SERVICE MANAGEMENT PROGRAM – ACCOMPLISHMENTS & CHALLENGES

- Provide training and development opportunities for Local Housing Corporation and Non-Profit Housing providers
- Statistical reporting to Ministry of Municipal Affairs and Housing
- Creation of affordable housing projects
- Landlord engagement

2022 Major Accomplishments:

- Landlord survey
- Canada Ontario Housing Benefit (COHB – rec'd more)
- Waitlist update – included demographics (income/current living arrangements)
- Filled vacancy of CRW Community Development
- Administered Social Services Relief Fund 4/5
- Administered COCHI/OPHI4
- Creation of a Secondary Suites program
- Transferred Housing Allowance Benefit households to COHB
- Developed a process with Housing Stability for By Names List and Centralized Wait List moved from Significant Challenges

Significant Challenges for 2023:

- Staff retirement/recruitment
- End of operating agreements
- Capital program with Non-Profit Housing providers – increased costs of materials/labour/access
- Utilizing Rent Café for waitlist

2023 Budget Impacts:

- Recruitment
- Attending face to face meetings – cost of travel + mileage increase
- Possible inability to complete capital program projects
- Housing Allowance Benefit ended in June 2022 – previously assisted 30 households

HOUSING PROGRAM OPERATING EXPENSES AND FUNDING

District of Parry Sound



Social Services
Administration Board

Operating Budget 2023

Housing Program	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Housing Services Administration	1,574,745	1,661,710	1,680,002	86,965	18,292
Housing Tenant Services	444,650	465,617	579,267	20,966	113,650.10
Housing Property Maintenance & Capital Projects	2,015,494	2,095,789	2,625,599	80,294	529,810.50
Contributions to Social Housing Capital Fund	764,221	764,221	735,000	-	-29,221
Housing Program Costs	4,799,111	4,987,336	5,619,868	188,225	632,532
Less: Provincial Rent Supplement Funding	-161,700	-161,700	-179,700	-	-18,000
Less: Federal Funding	-594,815	-585,815	-585,815	9,000	-
Less: Tenant Revenue	-979,086	-910,000	-910,000	69,086	-
Less: Other Revenue	-7,500	-	-5,500	7,500	-5,500
Less: Property Management Overhead Recovery	-23,100	-33,600	-116,958	-10,500	-83,358
Total Municipal Levy Requirement:	3,032,910	3,296,221	3,821,895	263,311	525,674
Percentage of Municipal Levy		50.8%	57.1%		
Increase to Municipal Levy			525,674		
Percentage Increase to Municipal Levy			7.8%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Housing Tenant Services Program

HOUSING TENANT SERVICES - INTRODUCTION

Introduction

Under the umbrella of the Housing Operations Department, Tenant Services provide supports and direction to all tenants within the Parry Sound District Housing Corporation, and Non-Profit Organization for Almaguin Housing, to preserve or dissolve tenancy.

The Department is comprised of the following Staff:

- Director, Housing Operations
- Supervisor, Tenant Services
- Community Relations Worker, Tenant Services (West)
- Community Relations Worker, Tenant Services (East)
- Program Support Worker

The Tenant Services program provides the following services:

- Tenant mediation and resolution
- Landlord Tenant Board Notices relating to eviction, and disruption of reasonable enjoyment
- Landlord Tenant Board hearing preparation, and attendance
- Organizing, and delivering Tenant Education workshops
- Monitoring rental arrears, reporting to the Housing Service Manager for the provincial data base upload
- Repayment agreements
- Showing units
- Lease agreements
- Assisting with documents as it pertains to ongoing eligibility
- Tenant complaints
- Referrals as needed to community agencies
- Rent collection
- Annual Market Increase letters as per legislation
- Annual rental income tax receipts
- Financial system coordination with Ontario Works and Ontario Disability Support Program
- Service coordination (internally and external)/case coordination
- Maintaining internal service coordination software (FIIT) data base
- Collection of deposits

HOUSING TENANT SERVICES – ACCOMPLISHMENTS & CHALLENGES

2022 Major Accomplishments:

- New Supervisor was hired for Tenant Services
- Separation of Maintenance and Capital Projects and Tenant Services
- Back to face-to-face meetings with tenants
- Replaced Community Relations Worker and stationed in the East side of the District
- The Meadow View opened, and tenants moved in with the assistance of Tenant Services
- Landlord Tenant Board resumed hearings
- Participated in cultural safety training, along with updating First Aid/CPR and Fall arrest certificates

Significant Challenges for 2023:

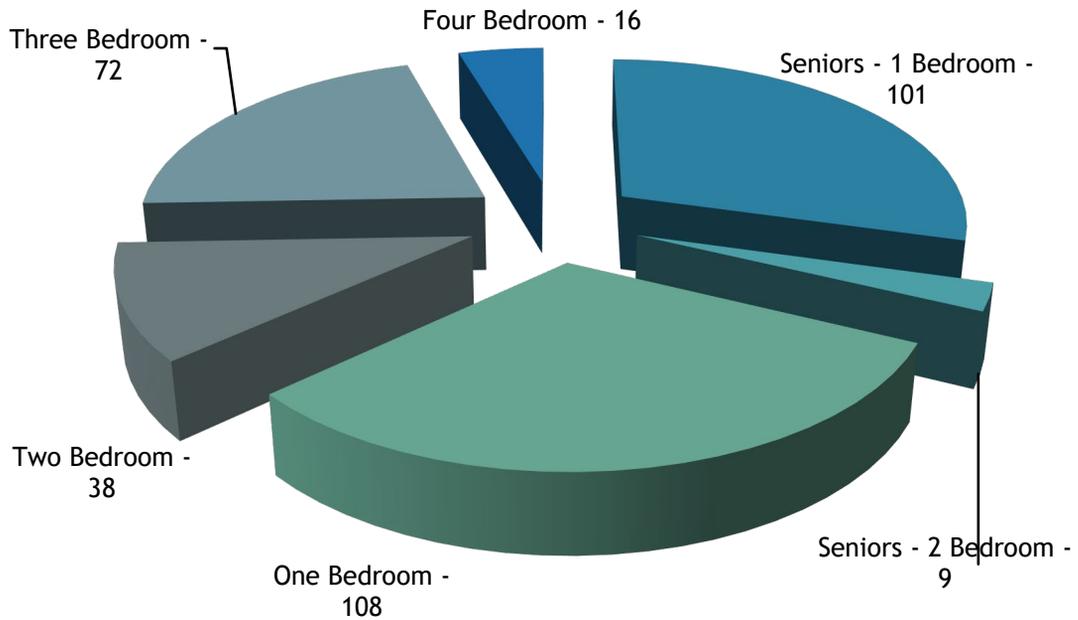
- Recruitment, retention
- Mental wellness and substance misuse more prevalent; not seeing increased services
- Landlord and Tenant Board backlogged from the pandemic
- Due to the rent collection freeze during the pandemic, Tenant Services still processing arrears repayment and collection
- Working through the transition from CERB to social assistance for many of the tenants- recalculation of Rent-Geared-to-Income therefore additional supports will be required

2023 Budget Impacts:

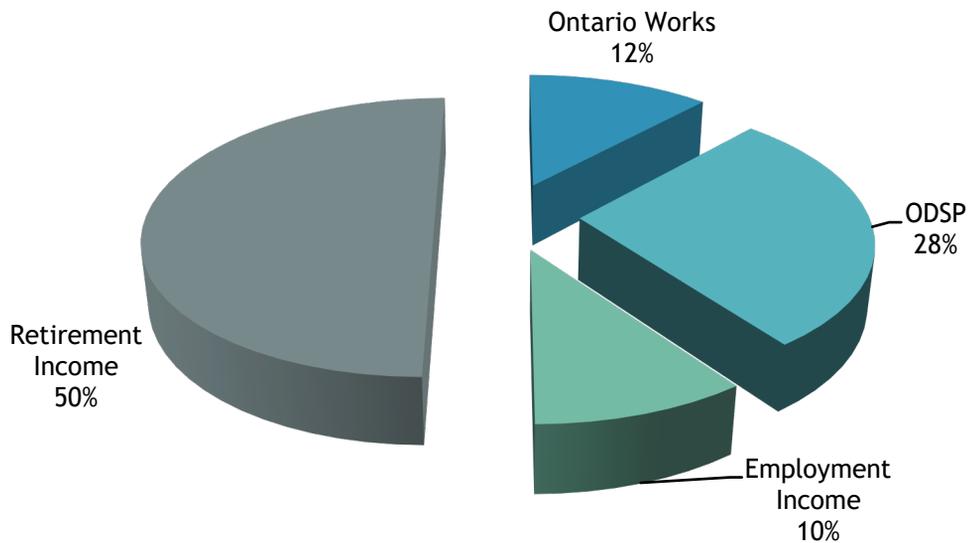
- Tenant Services now has a separate budget from Maintenance and Capital Projects
- Retention of Program Support identified as needed for the program
- An addition of 1.0 fte Tenant Support Worker for the program. An offsetting 1.0 fte reduction has been made to the Income Support Program. The result is an increase in fte compliment and staffing costs for the program; consequently, there is no additional increase to the overall budget.
- Clerical work for CRW, prepares leases, arrears, repayment agreements, process rebates, backfills for staff.
- Manage tenant issues.

SOCIAL HOUSING UNITS AND TENANT INCOME SOURCES

Social Housing Units in the District



LHC Tenant Income Sources



District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Housing Property Maintenance &
Capital Projects

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS - INTRODUCTION

Introduction

Under the umbrella of the Housing Operations Department, the Property Maintenance and Capital Projects program oversees the maintenance, capital repair and planning for the District of Parry Sound Social Services Administration Board (DSSAB) across the district of Parry Sound, to include property maintenance of the Non-Profit Organization for Almaguin Housing (The Meadow View, Powassan and The Schnitzel Haus, Sundridge).

The Parry Sound District Housing Corporation (the Local Housing Corporation or LHC) is a wholly owned subsidiary of the District of Parry Sound Social Services Administration Board (the DSSAB). It was incorporated under the Business Corporations Act. Housing Operations is 100% Municipally funded, and adheres to the Residential Tenancy act, along with the Housing Services Act.

There are 215 rent-geared-to-income units, along with 27 affordable, and 25 market units within the portfolio for a total of 267 homes/units. A total of 5 DSSAB buildings (Beechwood Drive, Waubeek Street x 2 Parry Sound, Highlands Childcare Emsdale, and Toronto Ave. South River), 8 PSDH apartment buildings (Parry Sound, Magnetawan, Sundridge, South River, Burk's Falls, Callander), 2 NOAH apartment buildings (Powassan and Sundridge), and 53 family units across the district (South River, Burks Falls, Parry Sound)

The Department is comprised of the following Staff:

- Director of Housing Operations
- Supervisor of Property Maintenance and Capital Projects
- Facilities Maintenance technician – Custodian (Beechwood, 66 & 118 Church Street)
- Facilities Maintenance Technician – Custodian (part time, Callander)
- Facilities Maintenance Technician – Maintenance
- Facilities Maintenance Technician – Maintenance
- Community Relations Worker – Maintenance
- Custodial contracts (South River, Magnetawan, Sundridge, Burks Falls)

The Property Maintenance and Capital Projects program provides the following services:

- Move out inspections, along with move in inspections
- Coordination of contractors for unit move in readiness
- Minor maintenance and repairs done internally
- Coordination of contractors for major repairs
- Preventative maintenance inspections
- Smoke detector and CO2 inspections
- Fire Suppression Systems

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS - ACCOMPLISHMENTS

- Updates and shares Fire Plans for all LHC/NOAH buildings
- Screening and recruitment for the Qualified Contractor list
- Asbestos management
- Custodial duties
- Office moves, hanging boards/pictures
- Creation and follow up of Work Orders, and Purchase orders
- Payment processing
- Manage the yard maintenance and snow removal RFQ process and awarding
- Manage the ongoing contracts for yard maintenance and snow removal each year
- Respond to, and rectify maintenance complaints
- Scheduling relevant maintenance work for both the DSSAB owned buildings, along with LHC/N.O.A.H. buildings
- Waste management for LHC/NOAH and Administration buildings
- Capital projects based on current condition, along with Building Condition Assessments (BCA)
- Oversee tender process for capital repair, addition, or replacement
- Unit clean out
- Lock/Fob maintenance
- Inventory control and maintenance of LHC/N.O.A.H. assets
- Ordering supplies
- Eaves trough maintenance
- On Call after hours maintenance and coordination of maintenance/repairs
- Heat filter and duct inspection and light maintenance
- Oversee the preventative maintenance contracts for HVAC, elevators, roof management, asbestos survey, alarms, and water purification
- Investigating energy efficiencies, and conversion planning
- Cost sourcing
- Maintaining the Electrical Safety Authority Data Base (ESA)
- Septic Management
- Maintain by-law expectations for the property standards

2022 Major Accomplishments:

- Recruitment of the Supervisor of Maintenance and Capital Projects
- Separation of Tenant Services and Maintenance and Capital Projects
- Recruitment of a full time Facilities Maintenance Technician to replace Beechwood custodial contract
- Return to regular inspections, and maintenance calls suspended during pandemic
- Participated in cultural safety training, along with updating First Aid/CPR and Fall arrest certificates
- Installation of upgraded surveillance camera system at all LHC/N.O.A.H buildings

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS – CHALLENGES & BUDGET IMPACT

Significant Challenges for 2023:

- Rising costs of materials and services
- Scarce service providers able to do the work required in a timely manner
- Staffing retention and recruitment
- Increase of mental wellness and substance misuse with minimal services to respond
- Creating an asset management plan based on updated building condition assessments (BCA)
- Working through procedures as per separation of Tenant Services and Maintenance and Capital Projects
- Catching up on maintenance issues and capital projects for all DSSAB and LHC/N.O.A.H buildings

2023 Budget Impacts:

- Staff retention and recruitment; contract custodians will be retiring in remote locations
- Proposed addition of 1.0 fte in staffing to hire a Facilities Maintenance Technician for building maintenance services in the East side of the District. An offsetting reduction has been made to repairs and maintenance costs to recognize the savings that have been realized by not having to rehire local cleaning contractors for general building maintenance at the South River, Toronto Ave. building
- Proposed addition of 1.0 fte Facilities Maintenance Technician for building maintenance services. An offsetting reduction has been made to repairs and maintenance costs to recognize the savings that have been realized by not having to rehire local cleaning contractors for general building maintenance at the Parry Sound, Beechwood building
- Providing maintenance services to all DSSAB buildings will require additional staffing
- Cost of materials, along with services have increased significantly
- Service providers are more difficult to secure in a timely fashion
- Aging buildings require more preventative maintenance measures to include abatement of asbestos when necessary
- Landlord Tenant Board back log creates the risk of profit loss while awaiting evictions
- Increase of mental wellness and substance misuse with minimal services to respond creates risks associated with damage of assets
- Catching up on maintenance issues and capital projects for all DSSAB and PSDH buildings

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Women's Services Program
(Esprit Place)

WOMEN'S SERVICES PROGRAM (ESPRIT PLACE) – INTRODUCTION

Introduction

The Women's Services Division oversees Esprit Place Family Resource Centre, Violence Against Women outreach services, and the Children's Voices program. Esprit place offers emergency shelter and assistance for women and children in the District of Parry Sound who find themselves in crisis. Priority is given to women leaving abusive situations. Staff provide supportive counselling and information to assist women in changing their lives and the lives of their children. All services and programs are voluntary, free of charge, and confidential. The shelter is an emergency 10-bed home which is staffed 24 hours a day, seven days a week. There are individual bedrooms for privacy, and common areas shared by all residents. We strive to maintain a safe home atmosphere, with expectations of co-operation and tolerance from everyone within the household. Esprit Place provides a friendly and supportive atmosphere for children.

The Department is comprised of the following Staff:

- Director of Women's Services (1)
- Councillors (6)
- Relief Councillors (9)
- Outreach Worker (Children's Voices) (.60 contract)

The Women's Services Department provides the following services:

- Residential Services (Esprit Place Family Resource Centre)
 - Supportive counselling
 - Temporary safe and secure shelter residence
 - Provision of food and other residential supports (i.e. blankets, hygiene products)
 - Emergency transportation
 - Referrals or linking women to alternative accommodations
 - Assisting with housing applications
 - Provision of information on rights, options, and available services
 - Development of safety strategies or plans for women and their children
 - Assistance with information on immigration, transportation and cultural interpretation
 - Services through the local crisis phone line
 - Outreach to women, including promoting shelter services
- Non-Residential Services
 - 24 hour Crisis Phone
 - Crisis Intervention and Supportive Counselling

WOMEN'S SERVICES PROGRAM (ESPRIT PLACE) – ACCOMPLISHMENTS, CHALLENGES & BUDGET IMPACTS

- Emergency Transportation to Esprit Place or another shelter (in partnership with other agencies)
- Community Liaison, Referrals, and Advocacy
- Children's Voices
- Individual counselling for children or youth
- Consultation with parents regarding behaviour strategies
- Group work focusing on topics such as self-esteem, self-care, anger management, and healthy relationships

- The Transitional Housing Support Program – To provide enhanced housing supports across the District to prevent homelessness. Funds one additional community relations worker to work with vulnerable populations in our community
-
- VAW Coordinating Committee

2022 Major Accomplishments:

- As of November 30th the shelter has provided 1835 warm/safe bed nights for women and children seeking support. Esprit place upgraded all 4 washrooms with new toilets and a new tub surround, successfully repaired a major blockage in an outdoor plumbing pipe going to the town water and replaced both hot water tanks to ensure a safe environment for the women and children we serve. The shelter also initiated a pet friendly policy to support women in bringing pets along with them, breaking down barriers to access.

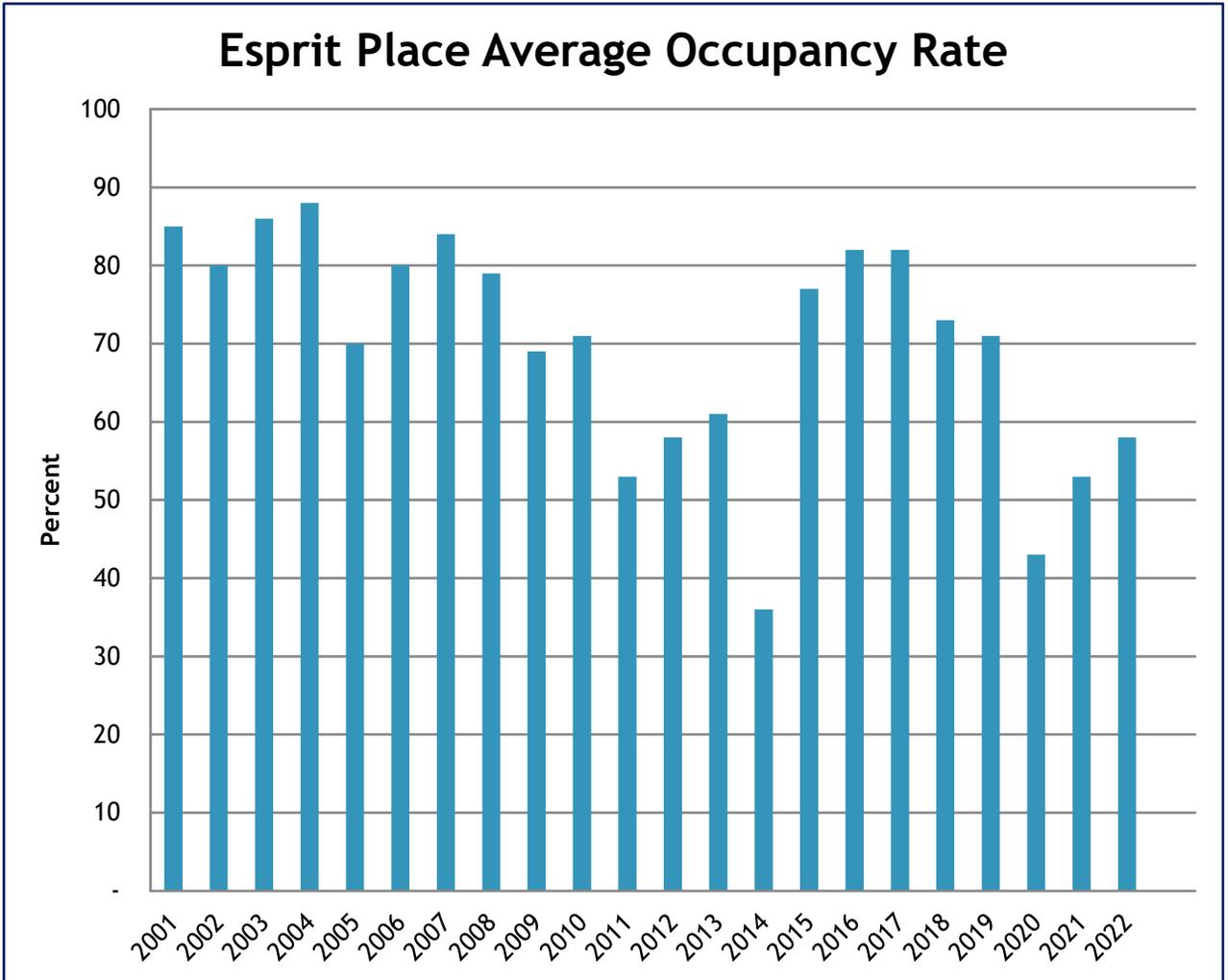
Significant Challenges for 2023:

- Maintaining an optimal staffing compliment to ensure the safe and effective operation of Esprit Place Family Resource Centre and the delivery of comprehensive wrap around supports for Esprit Clients
- Potential for ongoing capacity reductions due to COVID-19 and other respiratory viruses

2023 Budget Impacts:

- Increased staffing costs
- Static MCCSS funding year over year

OCCUPANCY RATES



Esprit Place, our women's shelter, is operated 24 hours per day, 365 days per year. Average occupancy for 2021 was 53% and 58% for 2022.

WOMEN'S SERVICES PROGRAM OPERATING EXPENSES AND FUNDING

District of Parry Sound



Social Services
Administration Board

Operating Budget 2023

Women's Services Program

	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Esprit Shelter Costs	521,030	562,512	607,083	41,482	44,571
Outreach Worker Costs	182,398	190,224	188,516	7,826	-1,707
Child Witness Costs	73,782	48,061	48,606	-25,721	545
VAWCC Costs	17,758	27,883	27,833	10,125	-50
Women's Services Program Costs	794,969	828,680	872,039	33,711	43,359
Less: Provincial Funding	-884,793	-770,930	-784,894	113,863	-13,964
Less: Provincial One time Funding	-52,909	-	-87,145	52,909	-87,145
Total Municipal Levy Requirement:	-142,732	57,750	-	200,482	-57,750
Percentage of Municipal Levy		0.9%	0.0%		
Increase / (Decrease) to Municipal Levy			-57,750		
Percentage Increase to Municipal Levy			-0.9%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Housing Stability Program

HOUSING STABILITY PROGRAM - INTRODUCTION

Introduction

The Housing Stability Program has two main program outcomes:

- To support those who are homeless obtain and retain housing
- To support those at risk of homelessness remain housing

The program and clients are supported through Homelessness Prevention Funding which can be used to support rental/utility arrears, connection fees, rental deposits. The program works closely with our Income Support team to provide integrated supports and intense case management to the most vulnerable in our district which aligns with the DSSAB's Strategic Plan. The Housing Stability team also provides referrals and coordination with a variety of Community Partners like Income Support (OW), ODSP, CMHA, The West Parry Sound Health Centre, OPP, Landlords and Housing Providers, Esprit. The Housing Stability program serves clients throughout the District of Parry Sound

The Department is comprised of the following Staff:

- Director of Income Support and Stability
- Supervisor of Housing Stability
- Program Lead
- Community Relations Workers x 7
- Case Support Worker

The Housing Stability Program provides the following services:

- Administer Homelessness Prevention Program funding to eligible clients to help secure or maintain stable housing
- Manage the By Name List, which tracks those who are homeless in the district along with chronicity that helps to prioritize supports and services
- Provide intense case management with a Housing First approach.
- Provides referrals and leads community service coordination and system navigation with a variety of Stability Supports.
- Provides Public Education
- Provide Transitional Support to residents of Esprit and other victims of Domestic Violence and Human Trafficking
- Acts as a 'homelessness' resource to the DSSAB and the community at large

HOUSING STABILITY PROGRAM – ACCOMPLISHMENTS, CHALLENGES & BUDGET IMPACTS

2022 Major Accomplishments:

- Program Integration with our Income Support program to improve service delivery to vulnerable people across the district. Income Support and Stability Division was put forward as a nominee for the OMSSA Patti Moore Human Services Integration award.
- Integrated Community Relations Workers to provide transitional support for VAW/Human Trafficking Survivors
- Full implementation and onboarding of the By Name List. 43% of people on the list have been housed
- A successful year and winddown of our Hotel Project 'Transitional Housing' Pilot at Midtown Hotel and Caswell
- Enhanced working relationships with community partners. Team is connected with the Social Worker from West Parry Sound Health Centre
- Resumed outreach to Food Banks, By Law, Municipal Offices, The Hub
- Enhanced relationships with Wasauksing First Nation
- Continued expansion of the program, implementation of updated policies and procedures.
- Motivational Interviewing and Trauma Informed Care training completed
- Memorandum of Understanding with Community Paramedicine program expanded to include all DSSAB programs

Significant Challenges for 2023:

- Inflation making the cost of maintaining safe and stable housing a challenge for many
- An increasingly aging and complex population that requires Alternate Levels of Care (ALC) due to medical, cognitive, or mental health concerns beyond the skill set of our staff
- Housing supply especially for those with low incomes
- End of Hotel Project creates a gap with transitional housing
- Community Mental Health and Addiction supports are struggling to keep up with demand

2023 Budget Impacts:

- Saw small increase in funding allocation for 22-23. Expected to continue.
- Entering third year of 3 year TSHP VAW/Human Trafficking Funding Enhancement to support East Parry Sound
- Inflation will impact housing costs for low income and vulnerable people
- Continued investment in Social Worker in partnership with West Parry Sound Health Centre
- Continued investment in training

HOUSING STABILITY PROGRAM OPERATING EXPENSES AND FUNDING

District of Parry Sound



Social Services
Administration Board

Operating Budget 2023

Housing Stability Program

	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Homelessness Program	784,578	850,000	1,014,925	65,422	164,925
Homemakers Program	100,000	100,000	100,000	-	-
Emergency Heating and Shelter	561,555	396,000	396,000	-165,555	-
Housing Stability Program Costs	1,446,133	1,346,000	1,510,925	-100,133	164,925
Less: Provincial CHPI Funding	-369,508	-549,094	-689,831	-179,586	-140,737
Less: Provincial Homemakers Funding	-80,000	-80,000	-80,000	-	-
Less: Municipal Social Assistance Restructuring Funding	-121,200	-121,200	-121,200	-	-
Less: Deferred Revenue	-231,451	-117,287	-125,000	114,164	-7,713
Less: Provincial Emergency Heating and Shelter Funding	-397,594	-304,760	-304,760	92,834	-
Total Municipal Levy Requirement:	246,380	173,659	190,134	-72,721	16,475
Percentage of Municipal Levy		2.7%	2.8%		
Increase / (Decrease) to Municipal Levy			16,475		
Percentage Increase to Municipal Levy			0.3%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Program Facilities Maintenance

PROGRAM FACILITEIS MAINTENANCE - INTRODUCTION

Introduction

The DSSAB incurs facility operating expenses for buildings that we own in the District that are not social housing. The Housing Property Maintenance & Capital Projects division are responsible for ensuring that the internal and external property maintenance of these buildings is maintained throughout the year. These costs include supplies, utilities, insurance and a property management allocation expense from Housing Maintenance which is offset as an overhead recovery from programs.

These facilities are located as follows:

South River

- 16 Toronto St. – Ontario Works, Child Care Services, First Steps Early Learning and Child Care Centre, EarlyON Child & Family Centre, Esprit Outreach program, Housing & Homelessness program.

Emsdale

- 2500, H 592, Perry Township- Highlands Early Learning and Child Care Centre

Town of Parry Sound

- 1 Beechwood Drive –Ontario Works, Social Housing, Child Care Service Management, Esprit Outreach and Corporate Services
- 66A Waubeek St. – Waubeek Early Learning and Child Care Centre
- 66B Waubeek St. – Waubeek Early Learning and Child Care Centre
- 3A Beechwood Dr. – Esprit Women’s Shelter
- Waubeek St. – vacant property

PROGRAM FACILITIES OPERATING EXPENSES AND FUNDING

District of Parry Sound



Social Services
Administration Board

Operating Budget 2023

Program Facilities Maintenance	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
Expense	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Parry Sound - Beechwood Facility	158,744	189,500	187,694	30,756	-1,806
South River - Toronto Avenue Facility	123,715	113,200	75,900	-10,515	-37,300
Parry Sound - Waubeek Street Facility	28,982	32,000	32,000	3,018	-
Transfer to Capital Reserves	400,000	400,000	420,000	-	20,000
Housing Property Maintenance Costs	711,440	734,700	715,594	23,260	-19,105
Less: Internal Overhead Recovery	-311,440	-334,700	-295,594	-23,260	39,106
Total Municipal Levy Requirement:	400,000	400,000	420,000	-0	20,000
Percentage of Municipal Levy		6.2%	6.3%		
Increase / (Decrease) to Municipal Levy			20,000		
Percentage Increase to Municipal Levy			0.3%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Corporate Services

(CAO's Office &

Members of the DSSAB Board)

CORPORATE SERVICES (CAO/BOARD) - INTRODUCTION

Introduction

Working with the Board, the CAO is responsible for the establishment of the Corporate Strategic Directions for the District of Parry Sound Social Services Administration Board (DSSAB). Through management and leadership of the Senior Leadership Team, the CAO provides direction of administration and implementation of the strategic directions and operations of the DSSAB. The CAO manages the execution of the Board's directions and decisions and provides recommendations to the Board regarding periodic updating of the Corporate Strategic Directions.

The Department is comprised of the following Staff:

- Chief Administrative Officer
- Administrative Officer
- Board Chair, Members of the DSSAB Board

The CAO's Office provides the following services:

- Oversee the implementation of the Strategic Plan
- Prepares Board meeting agendas and meeting minutes
- Provide recommendations to the Board
- Preparation of a monthly CAO report
- Provide leadership to the Directors

2022 Major Accomplishments:

- Successful implementation of the strategic plan
- Completion of the Meadow View build
- Building relationships with our local MP, MPP and Community Partners
- Developed and strengthened the Leadership Team
- Restructuring of program staff assignments of Leadership Team
- Participated in all NOSDA delegations with Ministry representatives.

Significant Challenges for 2023:

- Orienting and training new Board members

2023 Budget Impacts:

- Increase of in-person meetings by the CAO

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Corporate Services
(Finance)

CORPORATE SERVICES (FINANCE) - INTRODUCTION

Introduction

The Finance Department is headed by the Chief Financial Officer (CFO). The Finance department provides support to the DSSAB and Social Housing programs and Board to fulfill their obligations with the following principles in mind; efficiency and consistency in program operations; adherence to board policies in all programs and continual organizational development and improvement in program and staff effectiveness.

The Department is comprised of the following Staff:

- Chief Financial Officer
- Finance Officer (2)
- Financial Analyst (2)

The Finance Department provides the following services:

Treasury and Cash Management

- Includes monitoring bank accounts, signing authorities, managing investments and capital reserve planning.
- Investment Policy
- Following the standard of care established, Board assets must be invested with the “care, skill, diligence and judgment that a prudent investor would exercise in making investments.”
- Investment parameters recognize that the DSSAB has a long-term time horizon and that the Board’s objective is to ensure that the value of its investments keeps pace with inflation.

Financial Reporting

- Provides administrative support for all DSSAB program areas while managing the flow of data incorporating separate software systems for Ontario Works (SDMT) , Housing (Yardi), Children’s Services (OCCMS and Hi Mama), Community Services (WISH) and Finance (Financial Edge). Data is aggregated and financial statements are prepared monthly.

Reporting and Analysis to Programs

Detailed activity reports are provided to each Director and Supervisor monthly for review. Financial analysis is prepared regularly as needed. Financial reports are reviewed monthly by the CFO. The financial reports are compared to budgeted figures, variances are investigated, and plans developed for corrective action as required.

Board Financial Reporting

Provide monthly reporting, financial analysis recommendations to Board for decision making.

CORPORATE SERVICES (FINANCE) - INTRODUCTION

Annual Corporate Operating and Capital Budgets

CAO & CFO responsible to lead the organization and preparation of the annual DSSAB and Social Housing corporate budget to the Board for annual approval.

Audit

Preparation and analysis of year-end financial statements for audit. Financial analysis and schedules are prepared by the staff and provided electronically for the auditors to review and provide their professional opinion.

Purchasing

Invoices are processed for payment centrally and reviewed to ensure that they are properly authorized for payment, fall within the constraints of the approved budgets and that purchasing/procurement policies have been followed.

Significant Challenges for 2023:

- Digitizing and revamping many financial processes to work with new environment and ongoing technology changes
- Creating reserve accounts to organize funds related to programs
- Finance staff will be thin in 2023 given focus on updating Asset Management Plan and other projects to create efficiencies

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Corporate Services
(Human Resources /
Health & Safety)

CORPORATE SERVICES (HR/H&S) – INTRODUCTION

Introduction

The Human Resources / Health & Safety (HR) department is the group responsible for managing the employee life cycle and all employment related functions. Areas such as recruitment and selection, legislative compliance, payroll and benefits, organizational development, talent management and performance are key responsibilities. The scope of work is not limited to managing administrative functions. HR also works actively to safeguard the interest of employees and create a positive work environment for them. It serves as a link between employer expectations and employee needs so that a fine balance is maintained. Employee/labour relations are also an ongoing focus, with even more importance coming to the end of our current collective agreement in December 2023. The HR team works to ensure that the employees of the DSSAB are happy, healthy, and productive to assist them in serving the vulnerable populations in our communities.

The Department is comprised of the following Staff:

- Director of Human Resources
- Payroll Coordinator
- HR Coordinator- Pension & Benefits
- HR Coordinator- Training, Performance & Licensing
- HR Coordinator- Recruitment

The Human Resources Department provides the following services:

- Payroll & attendance
- Pension & benefit administration
- Recruitment & Selection, job postings, interviews, hiring
- Job design and job description creation and revision
- Orientation and on-boarding of new staff
- Training including in-house facilitation and organizing external training
- Policy administration
- Workplace accommodations, WSIB administration, absence/sick pay administration
- Administration of all employee leaves (parental, medical, leave of absence etc.)
- Legislative compliance (Employment Standards Act, Labour Relations Act, Occupational Health & Safety Act, Accessibility for Ontarians with Disabilities Act, etc.)
- Employee/ labour relations (Collective Bargaining negotiations and ongoing collective agreement interpretation)
- Licensing for childcare programs
- Vulnerable sector checks
- Employee loans administration

CORPORATE SERVICES (HR/H&S) – INTRODUCTION

- Workplace investigations
- Performance Review process administration
- Addressing work-related issues of individual employees, including discipline and termination
- Maintaining employee records
- Fostering a safe and positive work environment, and promoting employee wellness
- Working with Leadership team to maintain and promote organizational culture
- Keeping employees safe at work by implementing/updating health and safety regulations
- Focusing on diversity, equity, and inclusion
- Helping staff exit the company well, whether retiring, resigning, termination or layoff.

2022 Major Accomplishments:

- Creation of a new Performance Review system that focuses on employee growth and development.
- Implementation of new Policy Management Software
- Navigating a difficult year in the local employment landscape with 116 postings and the Successful hiring and on-boarding of 32 new employees

Significant Challenges for 2023:

- Collective Bargaining – contract expires December 31, 2023
- Creation of a new salary grid for proposal at bargaining
- Recruitment, especially in Childcare and ECE roles

2023 Budget Impacts:

- Legal fees and staffing for preparation and collective bargaining negotiations
- Consultant for new salary grid – related to collective bargaining

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Corporate Services
(Communications)

CORPORATE SERVICES (COMMUNICATIONS) - INTRODUCTION

Introduction

The Communications Team supports all programs/departments by connecting and informing residents of the District of Parry Sound on local social services issues. The Communications Officer provides support and communications work of a confidential nature to the CAO.

Communications is now a subdepartment of the Corporate Services budget. Although there has been an increased focus on communications since January 2021, all advertising budgets have previously been held and managed within each department's budget. The move to bring the management of all advertising, promotion, and public relations into one Communications portfolio was a direct result of the Communications Plan that was presented to the Board in September 2022, and the Strategic Plan, which was presented approved by the Board in 2021. Both plans identified the need for finding efficiencies, growing public awareness of the DSSAB's services, and capitalizing on opportunities to promote the DSSAB as one voice at the corporate level.

The key objectives of the Communications Team are to:

1) Create Awareness; 2) Simplify Navigation; 3) Improve Public Perception

The Communications Team is comprised of the following Staff:

- Communications Officer

The Communications Team provides the following services:

External Communications

- Strategic communications support to all departments in their delivery of programs and services to those we serve.
- Development and implementation of plans, programs, and messaging to promote the DSSAB within the community.
- Ensuring the DSSAB speaks with a unified voice
- Development and distribution of media releases, newsletters and other organizational communications
- Organization of political and other events
- Responding to public and media inquiries, compliments and complaints
- Acts as a spokesperson for the organization, along with the CAO, and Board Chair
- Providing image and reputation management support
- Communicating about the long-term vision of the organization, our Strategic Plan which includes key goals and objectives.
- Providing crisis and issues management support
- Attend & host community events to increase awareness
- Develop content and administer the external DSSAB websites (www.psdssab.org, www.espritplace.ca, www.themeadowview.ca)
- Develop content and administer all social media accounts

CORPORATE SERVICES (COMMUNICATIONS) - INTRODUCTION

Internal Communications

- Supports the Human Resources Team and CAO's Office in their efforts to communicate and engage DSSAB employees
- Publication of the quarterly internal staff newsletter called 'The District'
- Administration of the Internal Staff Website

2022 Major Accomplishments:

- Successful grand opening event at The Meadow View
- Become an ECE campaign – Workforce Development Strategy/Funding Workforce Development (Early Childhood Educators)
 - In August of 2021, one time funding, in the amount of \$149.9 million, was allocated to service managers to develop a Child Care & Early Years Workforce Strategy. Part of this funding was used to launch the "Become an ECE" campaign to highlight existing registered ECE's in the community and recognize the social and economic importance of their work with the goal of creating interest in the field. For more information visit www.BecomeAnECE.ca
- First-ever Communications Plan developed and approved by the Board in September 2022.

Significant Opportunities & Challenges for 2023:

- Recruitment continues to be a challenge. Must find creative ways of reaching a greater audience and promoting DSSAB as an employer of choice
- High cost and lack of readership of the local print newspaper (ie. Less reach for newspaper ads/tenders/RFP'/job postings)
- End of funding for Workforce Development/Become An ECE campaign in March 2023
- Collective Agreement/Bargaining
- The Communications Team will continue to review processes and service levels standards to address any potential gap between community expectation and our ability to deliver prompt and effective services.

2023 Budget Impacts:

- Implementation of Communications Plan over the next 3 years
- Note: The communications budget has historically been included in the CAO's Administration budget. To streamline processes and increase efficiency, communications activities will be removed from program specific budgets and reported under Admin-Communications.

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Corporate Services
(Information Technology)

CORPORATE SERVICES (IT) - INTRODUCTION

Introduction

The Information technology Department (I.T.) is responsible for managing all of the technology needs of the DSSAB. This includes maintaining all computer systems, servers, software, communications, and networks. The department works to ensure that all hardware and software are up-to-date and functioning properly and provides technical support to all employees. The I.T. Department plays a crucial role in the planning and implementation of new projects and initiatives in all departments across the organization and works to provide our programs with the most efficient and cost-effective solutions, allowing the DSSAB's client facing programs to deliver high standards of service. The I.T. department plays a key role in protecting the DSSAB from Cybersecurity threats by implementing and maintaining strong security measures, such as firewalls and network monitoring devices. The department also helps to educate employees on good cyber security practices. Overall, the I.T. department helps to ensure that the DSSAB has the technology it needs to operate smoothly and efficiently.

The Department is comprised of the following Staff:

- Director of Information Technology
- Information Technology Support Technician
- Information Technology Support Technician

The Information Technology Department provides the following services:

- Centralized technology purchasing
- Asset management (technology assets)
- Provisioning of all Desktops and Notebooks for staff and programs
- Mobile device purchasing and plan management
- Mobile device security and provisioning
- Telephone and VOIP management, provisioning, and support
- Wired and wireless network design, implementation and management for all programs
- management of internet access for all DSSAB programs and buildings
- Day to day, end user technical support to all staff and stakeholders
- End user cyber security and cyber awareness training
- Licensing management for all program related and agency wide software purchasing and renewals
- Firewall and Wide area network services and management
- Provisioning and management of VPN and remote access services
- Cyber security management and threat analysis
- Cyber security threat response
- Administration of all employee accounts and credentials

CORPORATE SERVICES (IT) - INTRODUCTION

- Administration of all user email and digital communications
- Administration of all on site and cloud-based servers and services
- Security Camera provisioning and administration
- Access controls management – provisioning and distribution of all card and fob access for DSSAB buildings
- Working closely with all departments to implement new and efficient technology solutions to assist in service delivery
- Technology advisors for all DSSAB programs as well as community partners and stakeholders

2022 Major Accomplishments:

- Technology transition to a more mobile workforce and the return to office
- Implementation of Policy Management software in conjunction with HR
- Implementation of a modernized security camera solution for all DSSAB Housing buildings
- Rework of the DSSAB's Information Technology budget in conjunction with Finance

Significant Challenges for 2023:

- Global supply chain issues continue to impact hardware availability
- Increased operating costs expected from key software vendors (Microsoft specifically)

2023 Budget Impacts:

- 35-40% Increase in Microsoft Licensing costs
- Increased need for device mobility

CORPORATE SERVICES OPERATING EXPENSES AND FUNDING

District of Parry Sound



Social Services
Administration Board

Operating Budget 2023

Corporate Services

	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection	2023 BUDGET
	2022 PROJECTION	2022 BUDGET	2023 BUDGET	vs 2022 Budget (B - A)	vs 2022 Budget (C - B)
Members of the DSSAB Board	28,163	60,000	55,019	31,837	-4,981
CAO's Office	551,381	816,029	543,458	264,648	-272,571
Finance Services	624,605	768,245	780,060	143,640	11,815
Human Resources / Health & Safety Services	515,226	626,703	691,885	111,477	65,182
Communication Services	8,070	93,361	133,650	85,291	40,289
Information Technology	541,850	561,850	1,063,629	20,000	501,779
Corporate Services Costs	2,269,295	2,926,188	3,267,701	656,893	341,513
Less: Interdepartmental Overhead Recoveries	-1,614,688	-1,886,188	-3,068,665	-271,500	-1,182,478
Less: Other Revenue	-391,591	-364,000	-102,582	27,591	261,418
Total Municipal Levy Requirement:	263,015	676,000	96,453	412,985	-579,547
Percentage of Municipal Levy		10.4%	1.4%		
Increase to Municipal Levy			-579,547		
Percentage Increase to Municipal Levy			-8.7%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Social Assistance Restructuring
Fund
(SARS)

SOCIAL ASSISTANCE RESTRUCTURING FUND

Purpose of Social Assistance Restructuring Fund:

- The Social Assistance Restructuring Fund represents amounts that were directed by the Province to be set aside (between 2003 and 2013) and spent to “reduce the depth of child poverty and promote attachment to the labour force”.
- Municipal savings from the Social Assistance Restructuring Fund were realized in reduced financial assistance payments to Ontario Works families with children through the Ontario Child Benefit program.
- The Board has allocated these funds over the years primarily to food security programs and emergency shelter and energy programs for low income families and social assistance recipients.
- These funds had the potential of being reimbursed to municipalities through OMPF (Ontario Municipal Partnership Fund) grants in the past. In 2013 the OMPF grant formula changed to a MFCI (Municipal Fiscal Circumstance Index) basis. As such, social services costs are no longer a determinant of OMPF grants and Social Assistance Restructuring Fund allocations are no longer required.

Program delivery:

- The Board normally approves annual spending allocations from the Social Assistance Restructuring Fund at a separate meeting of the Board. For 2023 the funds were allocated at our November 2022 board meeting.

The 2023 Estimates have been prepared with the following underlying assumptions:

- All funding has been held similarly from the prior years; however; one food declined funding for the 2024 year.
- We continue our practice of spending the prior year’s allocation in the current year.

SOCIAL ASSISTANCE RESTRUCTURING FUNDING COSTS

District of Parry Sound



Social Services
Administration Board

Operating Budget 2023

Social Assistance Restructuring	A	B	C	VARIANCES Increase / (Decrease)	
				2022 Projection vs 2022 Budget (B - A)	2023 BUDGET vs 2022 Budget (C - B)
	2022 PROJECTION	2022 BUDGET	2023 BUDGET		
Recreational Opportunities for children	7,714	20,000	20,000	12,286	-
Food Security Programs	130,000	118,800	124,000	-	5,200
Emergency Shelter & Energy program	60,000	60,000	60,000	-	-
FRP/Homes for Good	61,200	61,200	61,200	-	-
Other Expenses	11,667	10,000	10,000	-1,667	-
Social Assistance Restructuring Costs	270,581	270,000	275,200	-581	5,200
Total Municipal Levy Requirement:	270,581	270,000	275,200	-581	5,200
Percentage of Municipal Levy		4.2%	4.1%		
Increase to Municipal Levy			5,200		
Percentage Increase (Decrease) to Municipal Levy			0.1%		

District of Parry Sound



Social Services
Administration Board

2023 BUDGET

Capital Budget & Reserves

CAPITAL BUDGET AND RESERVES OVERVIEW

General Operating Fund:

The DSSAB maintains operating funds for cash management purposes. As per the Board Operating Reserve Policy, operating funds of no greater than three months of annual operating expenses will be maintained by the DSSAB. This equates to \$7,304,218 at the end of 2022.

Our projected level of operating funds on December 31, 2022 is \$3,400,901 or 42 days of annual operating expenses. Coupled with our capital reserves, we believe that we have sufficient funds on hand to meet our current short-term operating requirements.

Program Facilities Capital Fund:

The DSSAB holds capital funds for the operating and capital repairs of its program facilities that it owns. These facilities are:

South River

- 16 Toronto St. – income Support, Child Care Services, First Steps Early Learning and Child Care Centre, EarlyON Child & Family Centre, Housing Stability program

Emsdale

- 2500, H 592, Perry Township- Highlands Early Learning and Child Care Centre

Town of Parry Sound

- 1 Beechwood Drive –Ontario Works, Social Housing, Child Care Service Management, Esprit Outreach and Corporate Services
- Waubeek St. – Waubeek Early Learning and Child Care Centre
- 3A Beechwood Dr. – Women’s Services Shelter
- Waubeek St. – vacant property

In addition, we lease space for our childcare centre in Powassan from the local school board and from the Sound Community Hub in Parry Sound for our EarlyOn, Integration Support Services and Home Child Care programs.

We are recommending that Program Facilities Capital Fund levy contributions continue at the same level in 2022, \$400,000 with an additional \$20,000 contribution (5%) for inflation in order to ensure that sufficient capital funds are available to meet our ongoing capital requirements

PROGRAM FACILITIES CAPITAL PROGRAM

DSSAB BUILDINGS	2023 FUNDING								
	2022 ACTUAL	2022 BUDGET	2023 BUDGET	2022 VARIANCE	2023 BUDGET vs. 2022	GENERAL OPERATING	PROGRAM FACILITIES	SOCIAL HOUSING CAPITAL FUND	GRANTS
Esprit Women's Shelter	143,426	1,222,500	1,228,500	1,079,074	6,000		- 1,228,500		
Toronto Ave Admin Building	76,656	75,000	109,000	-1,656	34,000		- 109,000		
Beechwood Admin Building	-	231,500	267,500	231,500	36,000		- 267,500		
64 Waubeek Daycare	40,287	33,500	12,500	-6,787	-21,000		- 12,500		
66 Waubeek Daycare	-	89,500	170,000	89,500	80,500		- 170,000		
Highlands Daycare	26,328	75,000	6,000	48,672	-69,000		- 6,000		
TOTAL DSSAB CAPITAL	286,697	1,727,000	1,793,500	1,440,303	66,500	-	- 1,793,500	-	-

The DSSAB's Facilities Capital Budget is reflecting 2023 spending of \$1,793,500 from the Program Facilities Capital Fund; however, of this amount, \$1,247,000 were 2022 projects that were budgeted and approved in 2022 but were not completed. The 2022 capital funds that were unspent have remained in the program facilities capital fund will now be spent in 2023 for these projects.

An additional \$19,000 has been allocated to update the building code assessments to reflect future infrastructure costs. Staff will complete these assessments and prepare an updated asset management plan to be brought forward to the Board during the 2024 budget cycle.

SOCIAL HOUSING CAPITAL PROGRAM

The DSSAB also holds capital funds for the 344 housing units owned and operated within our Social Housing programs. These include the Local Housing Corporation housing units as well as the Non-Profit Housing program units that we fund, as we are responsible for any of their operating or capital shortfalls.

Our building condition assessments (BCA's), when initially prepared in 2006, indicated that our Social Housing capital fund would be fully depleted over a period of 5-10 years, and that we would need to contribute \$13,249,903 to the fund in order to maintain these buildings to December 31, 2025. This infrastructure deficit is the DSSAB's most significant financial exposure and is the result of the Provincial transfer of ownership of the Ontario Housing Stock to the Municipalities in 2000 with \$0 capital reserves.

Per a review of the updated building condition assessments in 2018, it was recommended that the social housing capital fund would require an \$800,000 contribution yearly in order to maintain these reserves at needed levels into the future. Considering the investment income that we are earning on these reserves; we have been making municipal contributions to these reserves of \$700,000 (offset by the additional investment income of \$100,000 each year).

Staff are recommending that Social Housing Capital Fund levy contributions continue at the same level as in 2022, with an additional \$35,000 (5%) for inflation. Staff are further recommending that BCA's be updated in 2023 to reflect current replacement costs to ensure that reserve contributions are adequate each year to fund our aging infrastructure.

SOCIAL HOUSING CAPITAL PROGRAM CONTINUED

The Social Housing Capital Budget is reflecting 2023 spending of \$2,765,212 of which \$2,378,212 will be funded from the Social Housing Capital Fund and \$387,000 from Federal Grants. As per Service Agreements with Non-Profit Housing Providers, they are eligible for capital funding as needed. It is estimated that this funding will be approximately \$500,000 in 2023.

Of this 2023 capital spending, \$42,500 has been allocated to update BCA's and \$950,000 was approved in the 2022 capital budget but these projects were not completed in 2022. The 2022 capital funds that were unspent have remained in the social housing capital fund and will now be spent in 2023 for the implementation of these projects.

SCHEDULE OF CHANGES IN CAPITAL EXPENSE AND RESERVES YEAR OVER YEAR

	General Operating Fund	Program Facilities Capital Fund	Social Housing Capital Fund	Total
Balance, Dec 31, 2020	\$3,267,945	\$2,780,076.33	\$8,141,495	\$14,189,516
Contribution: 2021 Municipal Levy		400,000	700,000	1,100,000
Contribution: 2021 Surplus/Adjustments	382,956			382,956
Contribution: Interest Earned		42,643	106,779	149,423
Capital Expenditures in 2021	-	-156,121	-533,820	-689,941
Non Profit Capital Expenditures in 2021				-
Balance, Dec 31, 2021	\$3,650,901	\$3,066,599	\$8,414,454	\$15,131,954
Contribution: 2022 Municipal Levy		400,000	764,223	1,164,223
Contribution: 2022 Surplus/Adjustments	-250,000			-250,000
Contribution: Interest Earned		20,000	100,000	120,000
Capital Expenditures in 2022		-286,697	-368,697	-655,394
Non Profit Capital Expenditures in 2022			-300,000	-300,000
SSRF Funding		1,519,500	-	1,519,500
Projected Balance, Dec 31, 2022	\$3,400,901	\$4,719,401	\$8,609,981	\$16,730,283
Contribution: 2023 Municipal Levy		420,000	735,000	1,155,000
Contribution: Interest Earned		20,000	100,000	120,000
Capital Expenditures in 2023	-	-1,793,500	-2,378,212	-4,171,712
Non Profit Capital Expenditures in 2023			-500,000	-500,000
Projected Balance, Dec 31, 2023	\$3,400,901	\$3,365,901	\$6,566,768	\$13,333,570
Daily operating cash flow requirements	\$ 81,158			
# Days operating funds on hand	42			
Maximum allowable operating fund	\$ 7,304,218			
Social Housing Reserve Contributions				
per unit (344 units)	\$ 2,137			
Social Housing Spending per unit (344 units)	\$ 6,913			
Contribution Deficit per unit	-\$ 4,777			