



2024 Proposed Budget Overview

TBDSSAB Board Meeting
Thursday, November 16, 2023

Presented by: Bill Bradica
Chief Administrative Officer



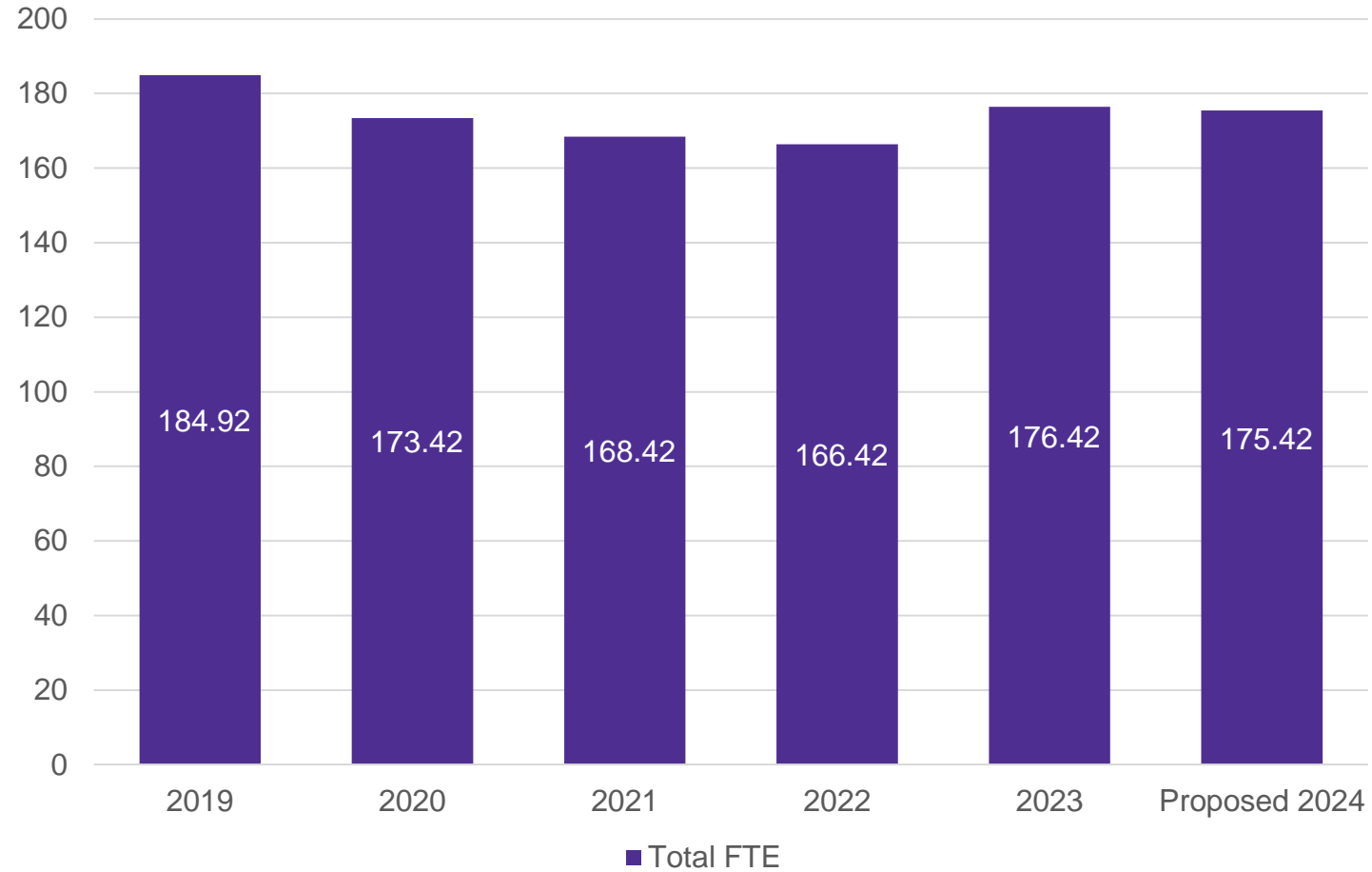
THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Staff Complement Changes Approved by Chief Administrative Officer

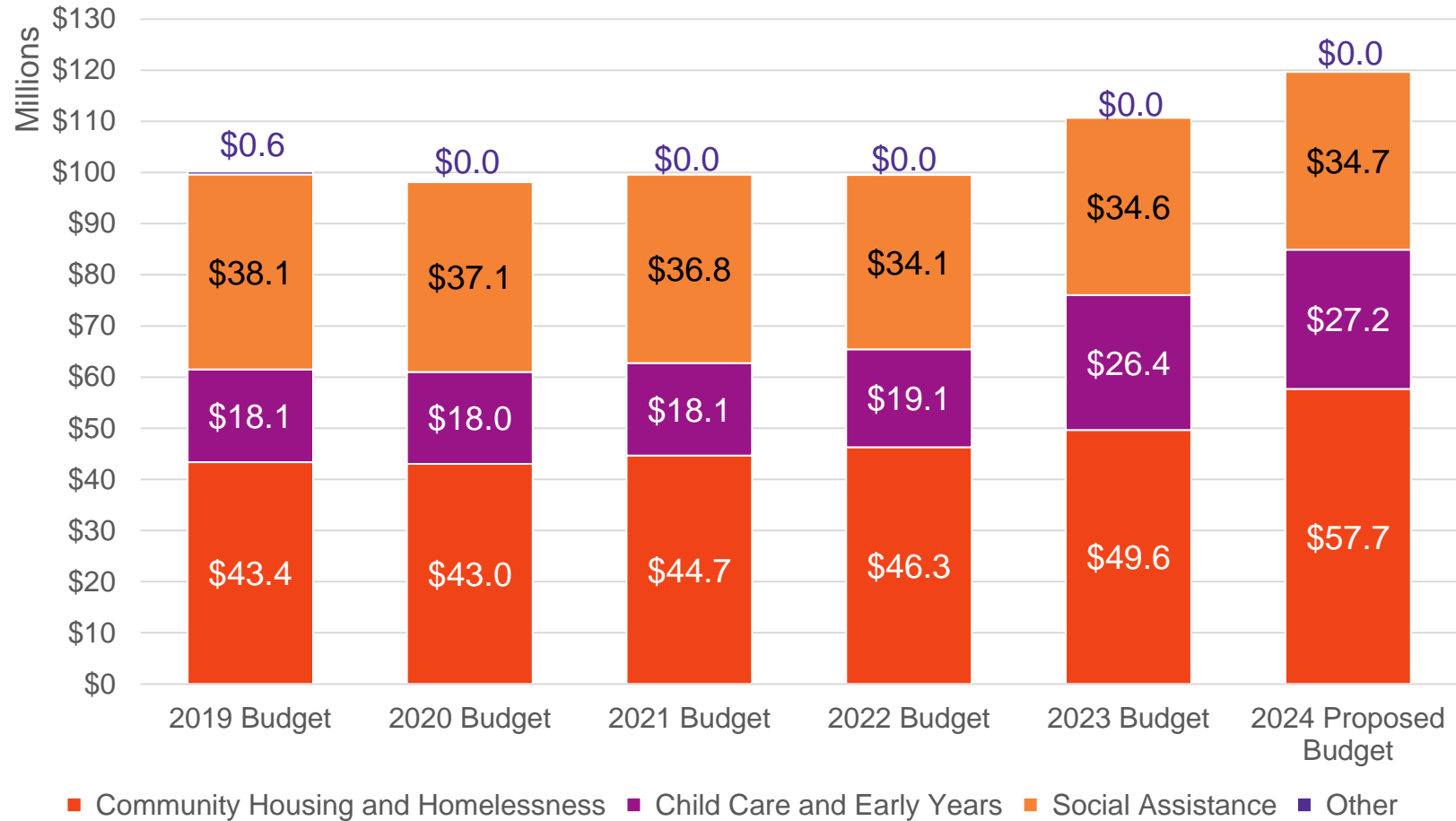
Opening Full Time Equivalentents (FTE)		<u>176.42</u>
2023 In-Year Expansions		
Integrated Social Services - District Tenant & Transitional Outreach and Support Worker	1.00	
Integrated Social Services - Homelessness Prevention Program Analyst	1.00	
Integrated Social Services - Manager, Housing and Homelessness Prevention	1.00	
Integrated Social Services - Early Years Program Officer (temporary)	<u>1.00</u>	<u>4.00</u>
Temporary Expansions to end December 31, 2023		
Integrated Social Services - Grants and Funding Intern (temporary)	(1.00)	
Integrated Social Services - Job Developer (temporary)	(1.00)	
Integrated Social Services - Placement Support Worker (temporary)	(1.00)	
Integrated Social Services - Early Years Program Officer (temporary)	<u>(1.00)</u>	<u>(4.00)</u>
2024 Reductions		
Corporate Services - Eligibility Review Officer	<u>(1.00)</u>	<u>(1.00)</u>
	Adjusted Base FTEs for 2024 Budget	<u>175.42</u>



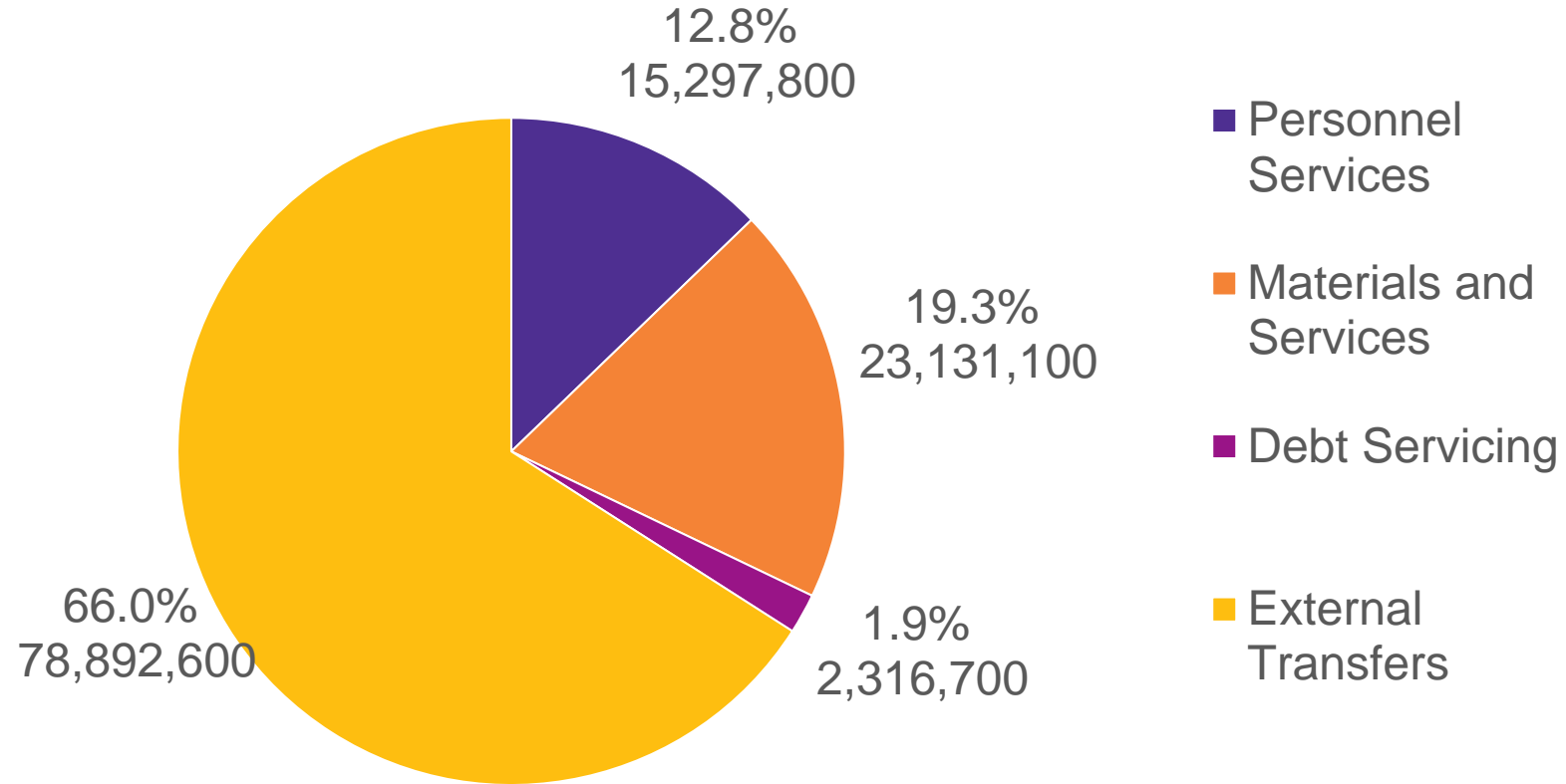
Historical Staff Complement



Budget Expenses



Budget Expenses by Type (Proposed)



What We Fund

Programs & Services

Integrated social services at TBDSSAB are offered through a mix of direct and funded service delivery.



Social Assistance Programs
(Ontario Works)

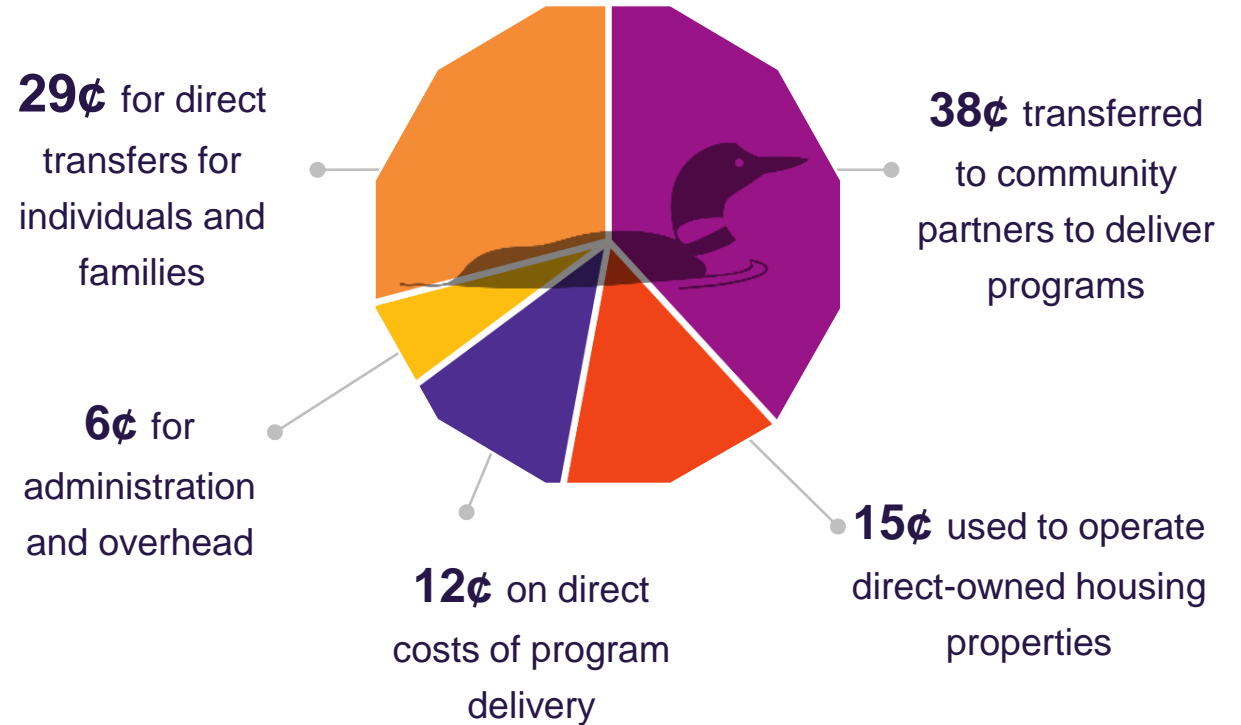


Child Care & Early Years
Programs

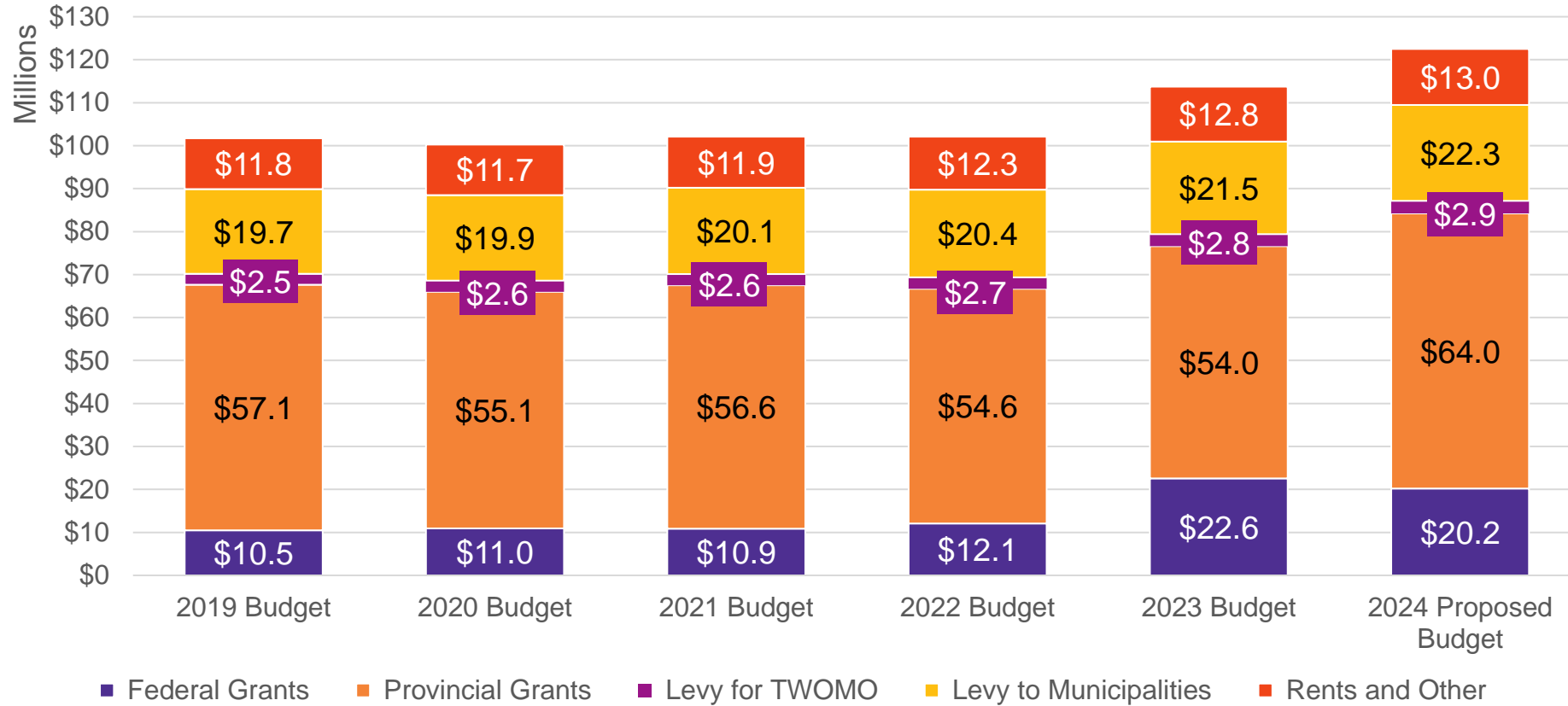


Housing & Homelessness
Programs

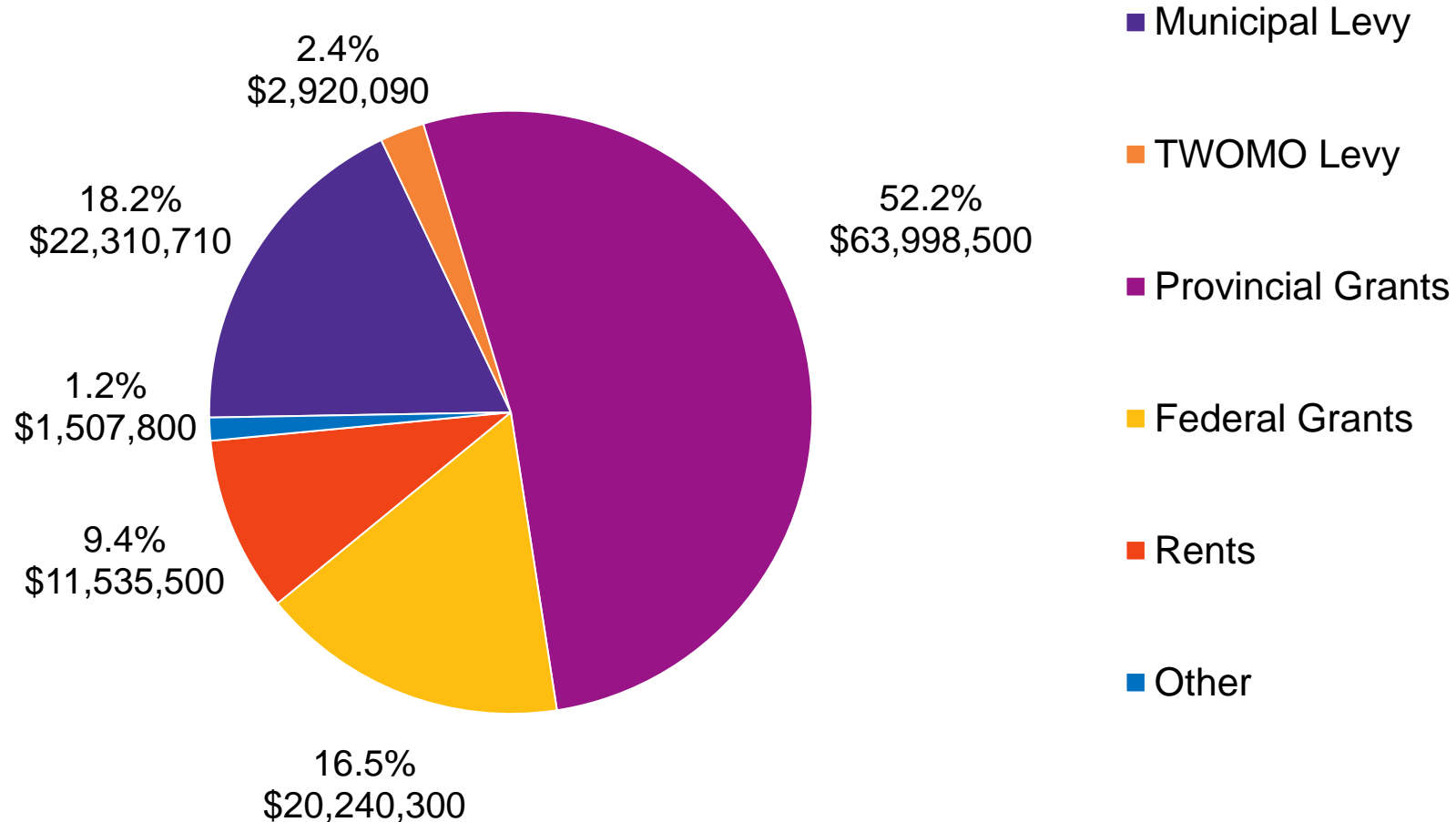
The TBDSSAB Dollar (2024 Proposed Budget)



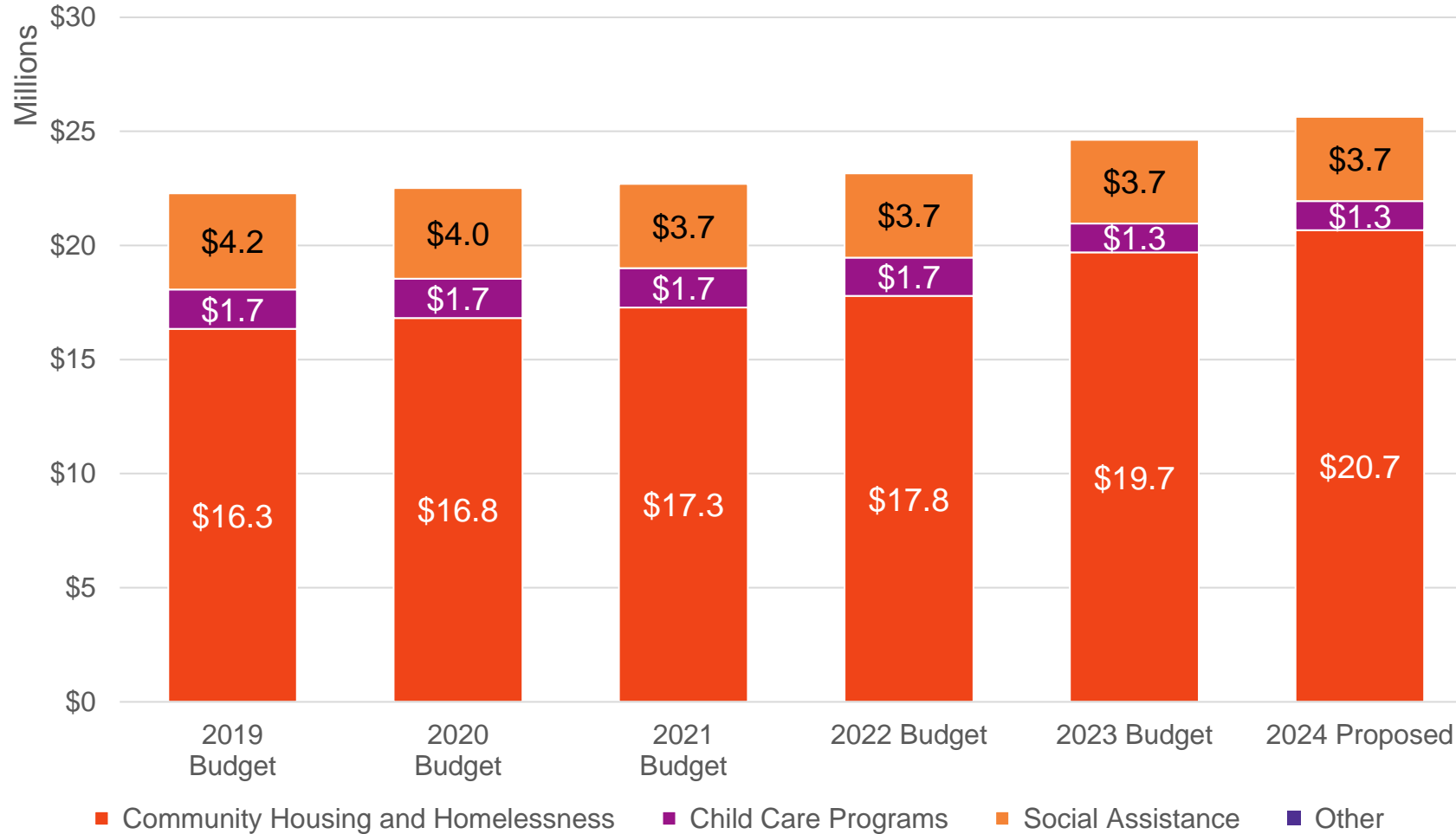
Budget Revenues



Budget Revenues by Type (Proposed)

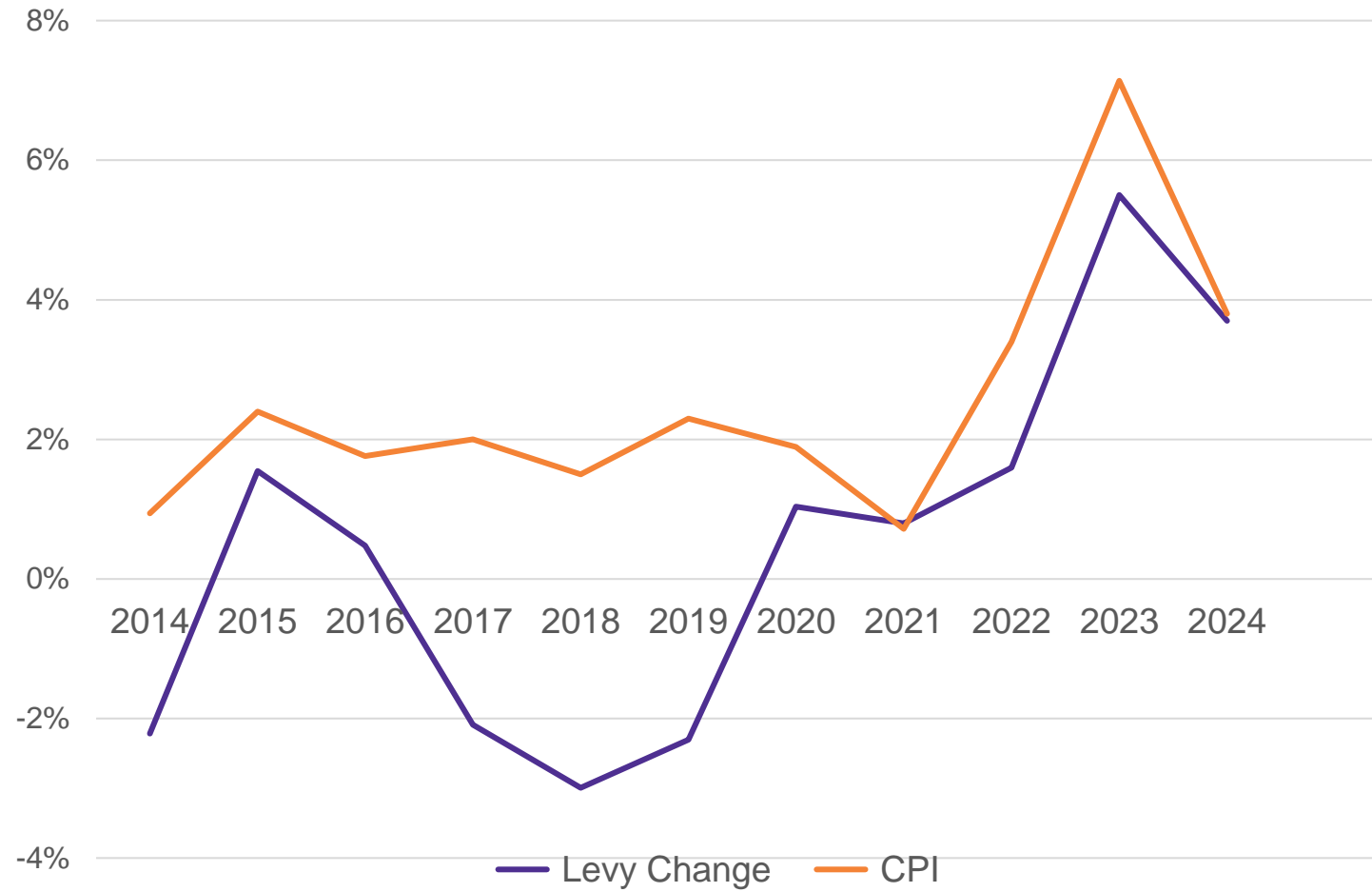


Levy to Municipalities and TWOMO



Levy vs CPI*

Levy Changes vs CPI Changes



*Ontario CPI to September 2024



Debt Payments History

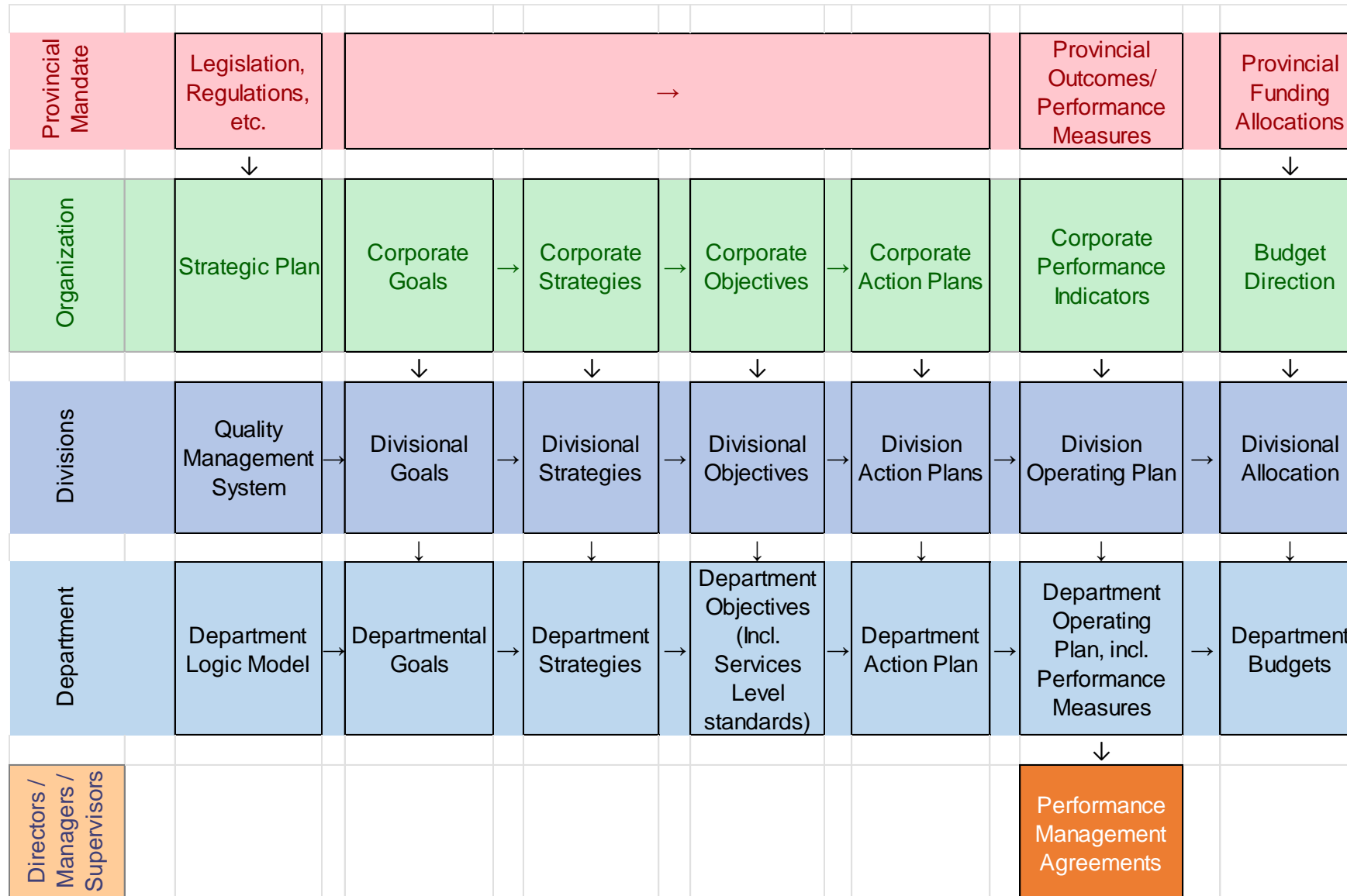


TBDSSAB Strategic Plan 2024 Strategic Plan Objectives

Updated Strategic Plan in Progress



Performance Based Budgeting



2024 Budget Expense Pressures

- Property Tax increase
- Insurance Premiums increase
- Economic Wage Increase
- Employee Benefit costs
- Utility Costs





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions? Comments?



Presented by:

Bill Bradica,

Chief Administrative Officer



2024 Proposed Budget: Board

Pages 26 to 28 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday, November 16, 2023

Presented by: William (Bill) Bradica, Chief Administrative Officer

Board Budget Responsibilities

- The Board must approve governing policies to ensure the effective and efficient use of Board resources, including planning, budgeting and internal control.
- Board Members will review, scrutinize, and approve the annual Budget and monitor performance against the approved Budget on a periodic basis.



Board Budget*

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	Change (\$)	Change (%)
Honorariums	50,900	53,400	52,200	(1,200)	-2.2%
Payroll remittances	2,500	2,500	2,500	-	0.0%
Training	2,500	2,500	2,500	-	0.0%
Mileage	12,300	12,700	11,100	(1,600)	-12.6%
Travel (Board)	2,300	2,300	5,600	3,300	143.5%
Travel (conference)	1,400	2,100	2,200	100	4.8%
Registration fees	1,000	1,000	500	(500)	-50.0%
Paid meals	1,700	1,300	1,500	200	15.4%
Meeting expense	9,300	9,000	5,400	(3,600)	-40.0%
Corporate memberships	9,300	9,800	10,600	800	8.2%
Communications	200	-	-	-	n/a
Insurance - public liability	15,300	16,100	16,200	100	0.6%
Consultant fees	-	25,000	-	(25,000)	-100.0%
Legal fees	5,000	5,000	-	(5,000)	-100.0%
	113,700	142,700	110,300	(32,400)	-22.7%

* Page 28 of Proposed 2024 Operating Budget





2024 Proposed Budget: Office of the Chief Administrative Officer

Pages 29 to 32 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday November 16, 2023

Presented by: Bill Bradica, Chief Administrative Officer

Office of the Chief Administrative Officer

- Chief Administrative Officer
 - Including Communications & Engagement
- Human Resources

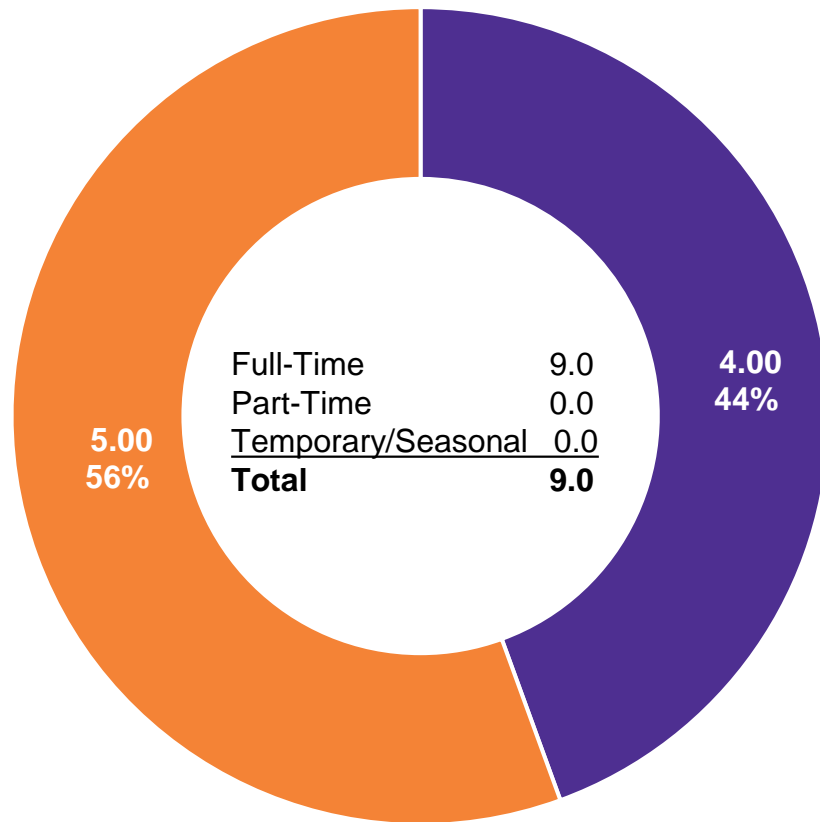


Office of the Chief Administrative Officer

Objectives	Key Performance Indicators
<h2>To Be Determined</h2> <p>Tied to Strat Plan % Achievement Strategic Plan in Progress</p>	



Office of the Chief Administrative Officer 2024 Proposed Staff Complement

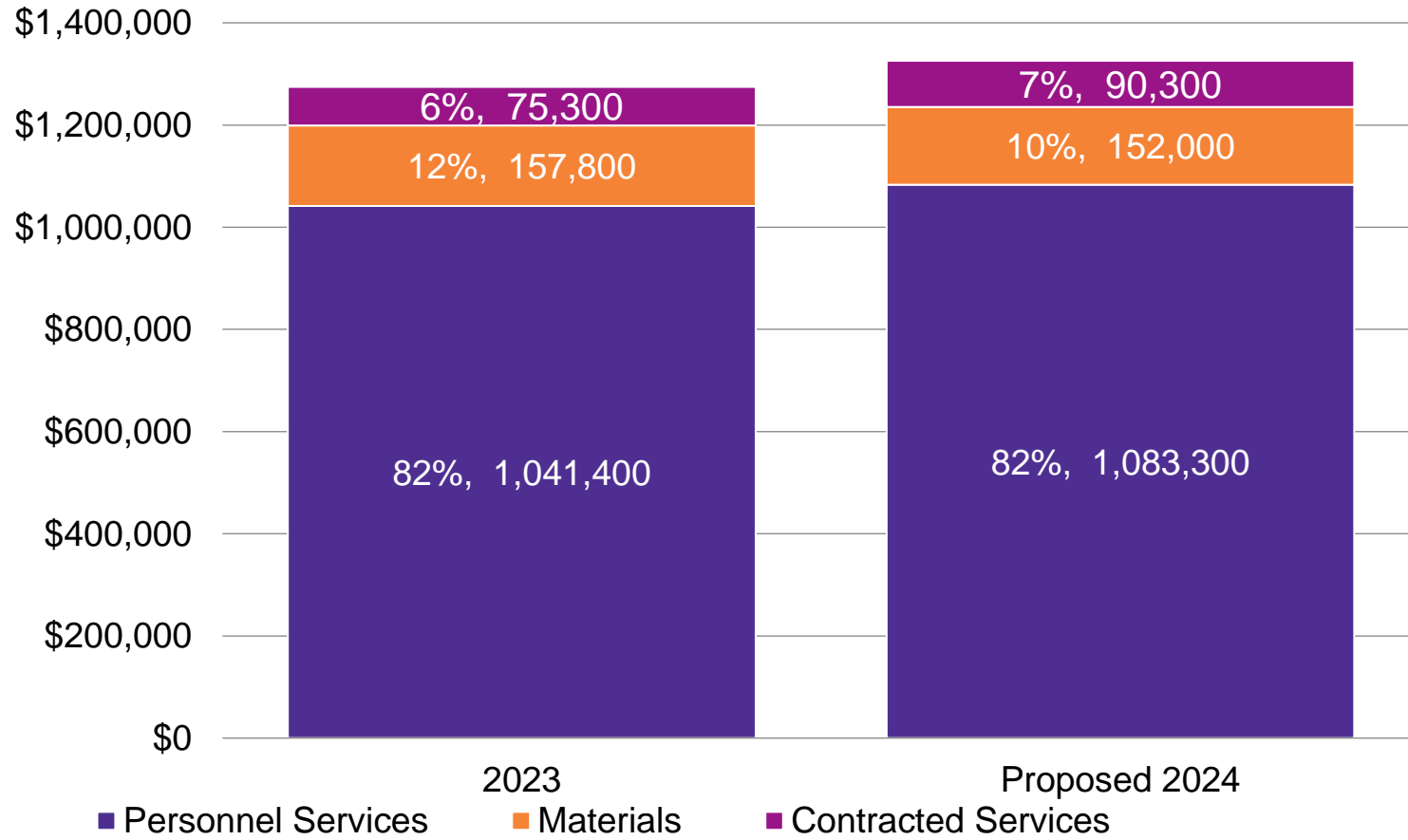


■ Chief Administrative Officer

■ Human Resources



Office of the Chief Administrative Officer





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions? Comments?



Presented by:

Bill Bradica,

Chief Administrative Officer



2024 Proposed Budget: Corporate Services Division

Pages 33 to 40 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday, November 16, 2023

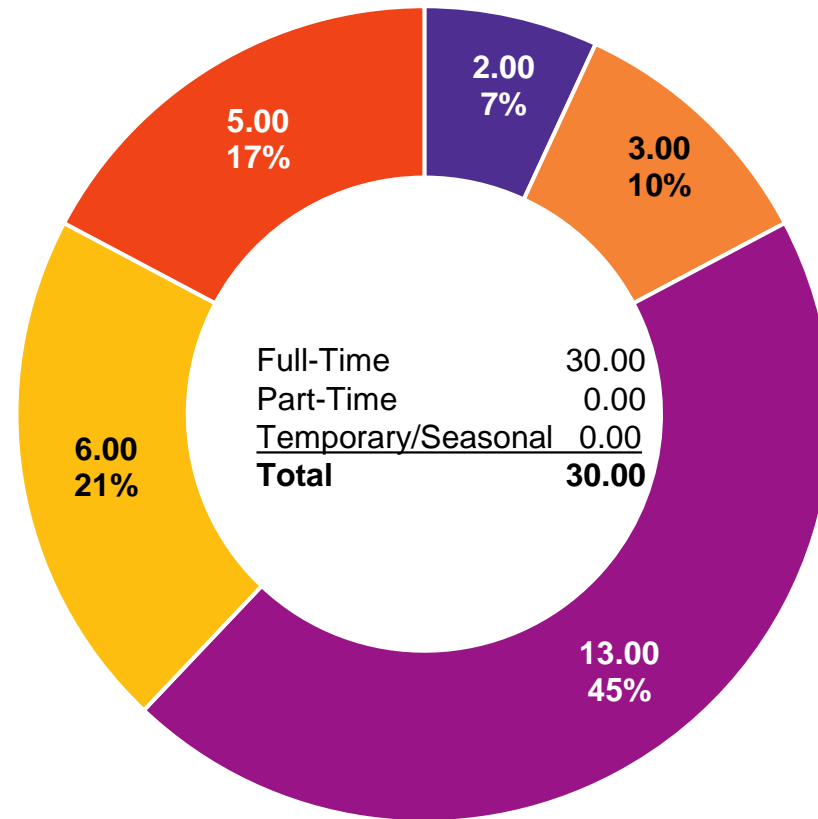
Presented by: Georgina Daniels, FCPA, FCA, Director - Corporate Services Division

Corporate Services Division

- Director, Corporate Services
- Purchasing and Inventory Control
- Finance
- Information Services
- Infrastructure and Asset Management
- Headquarter Building Operations



Corporate Services Division 2024 Proposed Staff Complement



- Director's Office
- Purchasing
- Finance
- Information Services
- Infrastructure and Asset Management



Corporate Services Plans with a 2024 Implication

- Network (Information Technology) Security Audit
- Performance Based Budgeting
- Physical Security Review Recommendations (Beautification Study)
- Capital Planning



Corporate Services Division - Purchasing & Inventory Control

Objectives	Key Performance Indicators
To provide efficient, transparent, ethical, and cost-effective procurement services to TBDSSAB.	<ul style="list-style-type: none">• # of addenda issued per bid document• # of bids received per posted procurement process
To manage supply base efficiently and effectively.	



Corporate Services Division - Finance

Objectives	Key Performance Indicators
To develop and maintain a robust system of financial and internal controls to safeguard TBDSSAB assets.	<ul style="list-style-type: none">• Only proactive recommendations reported in the External Auditor's Management Letter
To record timely and efficient financial transactions to deliver reliable, relevant financial information.	<ul style="list-style-type: none">• # of journal entries posted to correct errors
To provide timely, relevant information to support prudent stewardship of public funds.	<ul style="list-style-type: none">• # of business days to close monthly period



Corporate Services Division – Information Services

Objectives	Key Performance Indicators
To minimize security breaches	<ul style="list-style-type: none">• # of security breaches• # of active viruses that hit the system• Patch management – % of production system unpatched by > 90 days
To maximize end user productivity and minimize disruption	<ul style="list-style-type: none">• Total System Uptime• Phone System Uptime
To maximize system and server uptime	
To ensure client information is accessible, current and organized	<ul style="list-style-type: none">• Error rate on mail Delivery
To ensure privacy requests are completed within the legislated timeframe	<ul style="list-style-type: none">• # of archive boxes stored at off-site facility (relates to those boxes eligible for destruction)• # of Privacy requests within legislative timelines

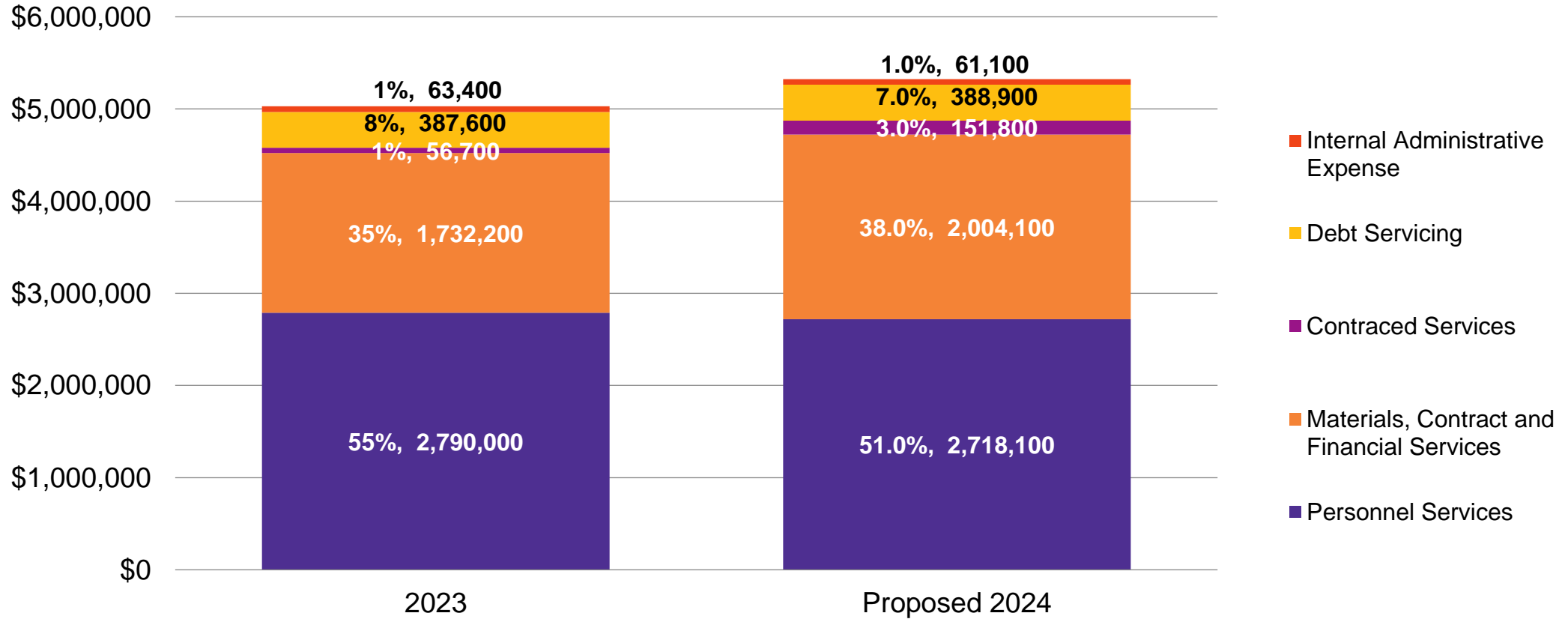


Corporate Services Division – Infrastructure & Asset Management

Objectives	Key Performance Indicators
To maximize financial stewardship decision making relative to long term sustainable planning for TBDSSAB's physical assets	.# of properties within each Facility Condition Index (FCI) gradient
To maximize the efficiency and effectiveness of asset life cycle performance	
To maximize system performance and effective risk management across the spectrum of physical assets	Number system failures based on incomplete or substandard preventative maintenance plans



– Corporate Services Division –





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions?
Comments?



Presented by:

Georgina Daniels, FCPA, FCA, Director – Corporate Services



2024 Proposed Budget: Integrated Social Services Division

Pages 41 to 64 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday, November 16, 2023

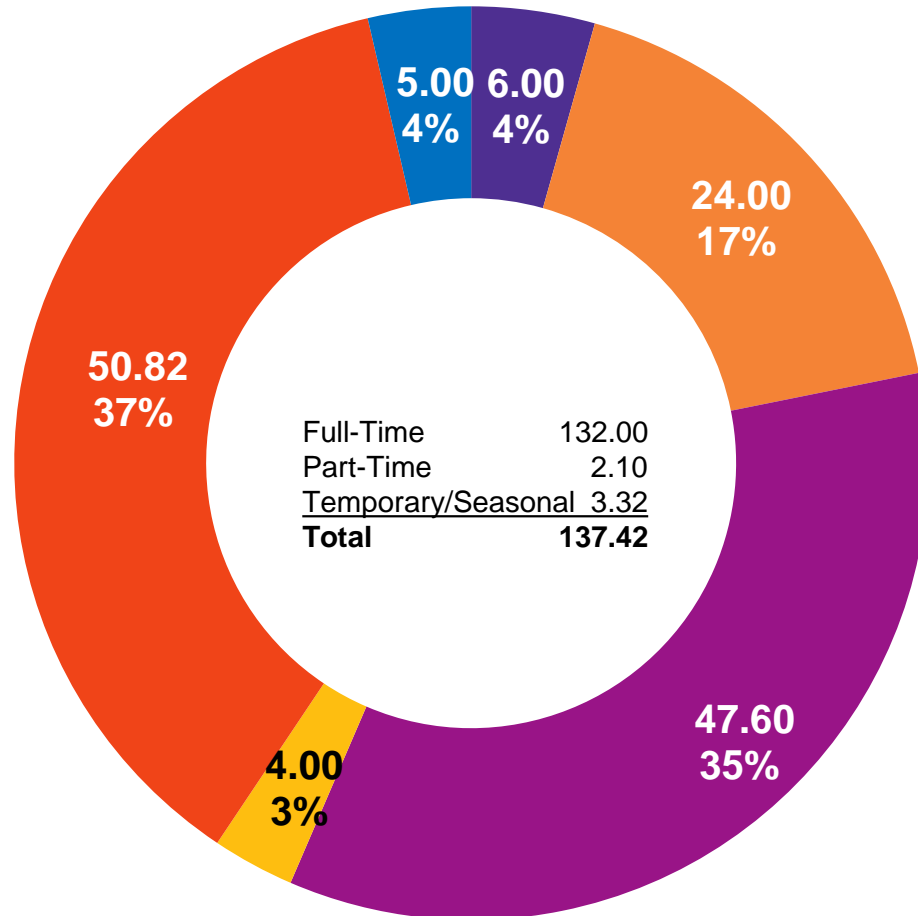
Presented by: William (Bill) Bradica for Ken Ranta, Director – Integrated Social Services Division

Integrated Social Services Division

- Integrated Social Services Program Support
- Director, Integrated Social Services
- Intake and Eligibility
- Social Assistance
- Child Care and Early Years
- Housing and Homelessness Programs



Integrated Social Services Division 2024 Proposed Staff Complement



- Director's Office
- Intake and Eligibility
- Social Assistance
- Child Care and Early Years
- Housing Operations
- Housing and Homelessness Programs





Integrated Social Services Division Program Support

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TBDSSAB Board Meeting, Thursday November 16, 2023

William (Bill) Bradica for Ken Ranta, Director – Integrated Social Services Division

Michelle Wojciechowski, Manager, Intake & Eligibility

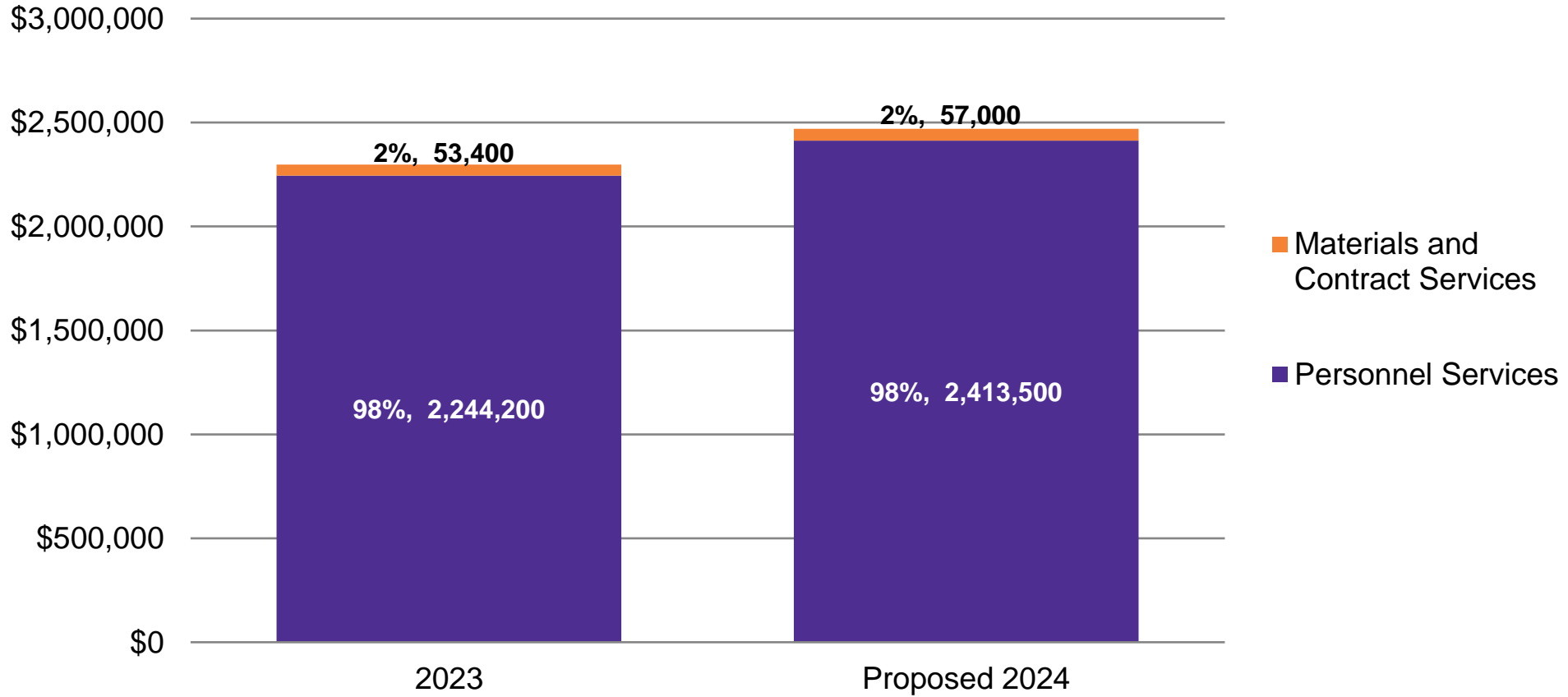
Integrated Social Services Division

Intake and Eligibility

Objectives	Key Performance Indicators
To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services	<ul style="list-style-type: none">• % of responses to intake satisfaction survey that are positive regarding client needs being met at visit
To support people experiencing homelessness or at risk of homelessness through outreach and engagement	<ul style="list-style-type: none">• # of individuals contacted by Transitional Outreach and Support Worker (TOSW) team to engage supports
To determine program eligibility and process program applications in a timely manner	<ul style="list-style-type: none">• % of housing applications processed within 10 days



Integrated Social Services Division Program Support Overall





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions? Comments?



Presented by:

William (Bill) Bradica for Ken Ranta, Director – Integrated Social Services Division

Michelle Wojciechowski, Manager, Intake & Eligibility



Integrated Social Services Division Social Assistance

Pages 45 to 47 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday November 16, 2023

Jennifer Lible, Manager, Social Assistance Programs

Integrated Social Services Division

Social Assistance

Objectives	Key Performance Indicators
To deliver the OW program in accordance with legislation and regulations	<ul style="list-style-type: none">• % of cases with updated Form 1
To develop and deliver appropriate programming to help individuals move along the continuum towards employment and self-sufficiency	<ul style="list-style-type: none">• % of terminations exiting to employment
	<ul style="list-style-type: none">• % of caseload exiting to employment
	<ul style="list-style-type: none">• % of recipients that are employment-ready



Social Assistance Plans with a 2024 Implication

- Employment Services Transformation
- Social Assistance Modernization
 - Three Provincial site pilot for full implementation of centralized intake (not TBDSSAB)
- Neighbourhood Hubs - Enhanced involvement

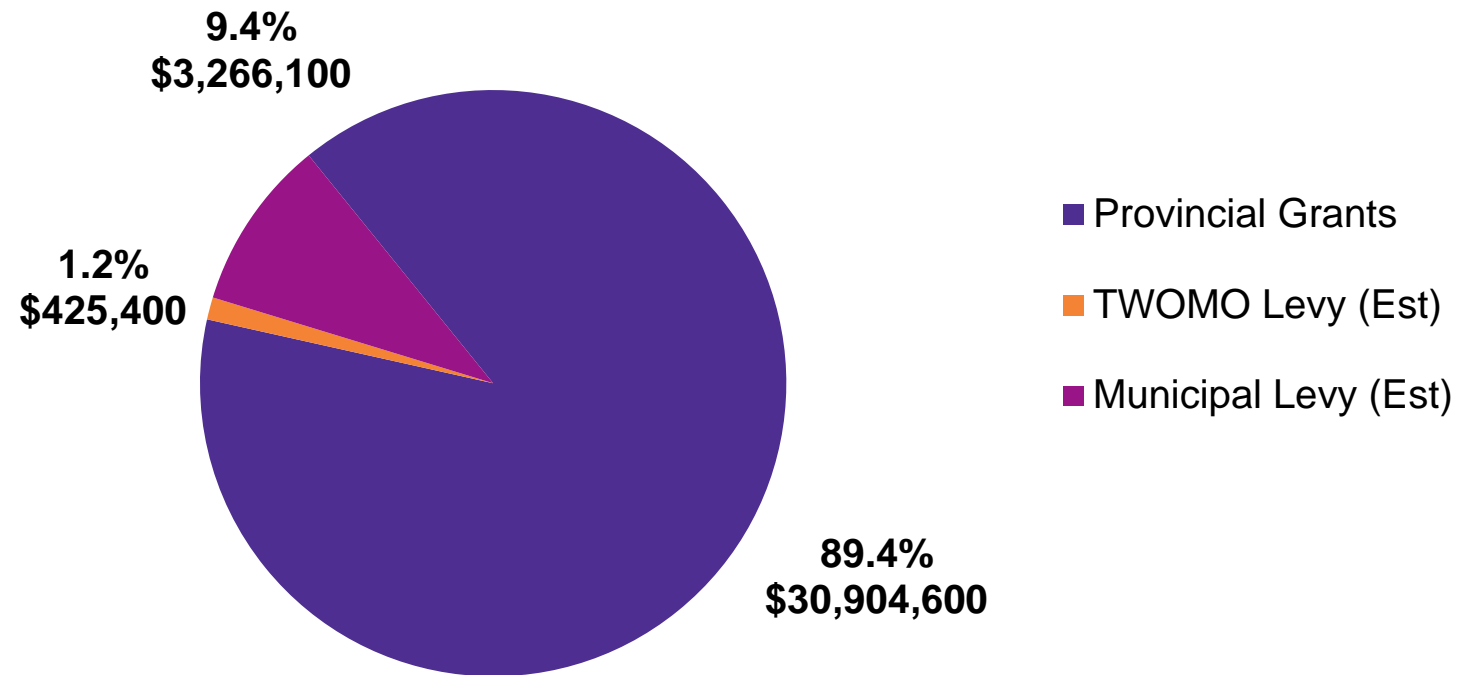


Integrated Social Services Division Ontario Works Financial Assistance



Integrated Social Services Division Ontario Works

Revenues by Type



Integrated Social Services Division

Social Assistance Overall*

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Ontario Works Financial Assistance	23,440,100	23,944,000	24,102,600	158,600	0.7%
Ontario Works Program Delivery	10,640,200	10,640,200	10,634,900	(5,300)	0.0%
Total Expenditures	34,080,300	34,584,200	34,737,500	153,300	0.4%
Grants					
Provincial Grants - OW	(30,244,700)	(30,748,700)	(30,904,600)	(155,900)	0.5%
Financing					
Imputed Rent Adjustment	(146,700)	(167,900)	(141,400)	26,500	-15.8%
Cost to be Levied	3,688,900	3,667,600	3,691,500	23,900	0.7%

* page 45 of Proposed 2024 Operating Budget





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions?
Comments?



Presented by:

Jennifer Lible, Manager, Social Assistance Programs



Integrated Social Services Division Child Care & Early Years

Pages 48 to 51 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday November 16, 2023

Louise Piercey, Manager, Child Care and Early Years

Integrated Social Services Division

Child Care & Early Years

Objectives	Key Performance Indicators
To support Ontario's pedagogy for the early years: "How does learning happen?"	<ul style="list-style-type: none">• % of pedagogical model that has been implemented
To maximize accessibility and affordability of child care for children and families in the District of Thunder Bay	<ul style="list-style-type: none">• # of available Licensed Home Child Care spaces
To increase child care and early years' staff capacity	<ul style="list-style-type: none">• % of educators reporting professional learning needs are met
To increase oversight of service providers	<ul style="list-style-type: none">• # of Governance, Administrative and Financial Reviews administered

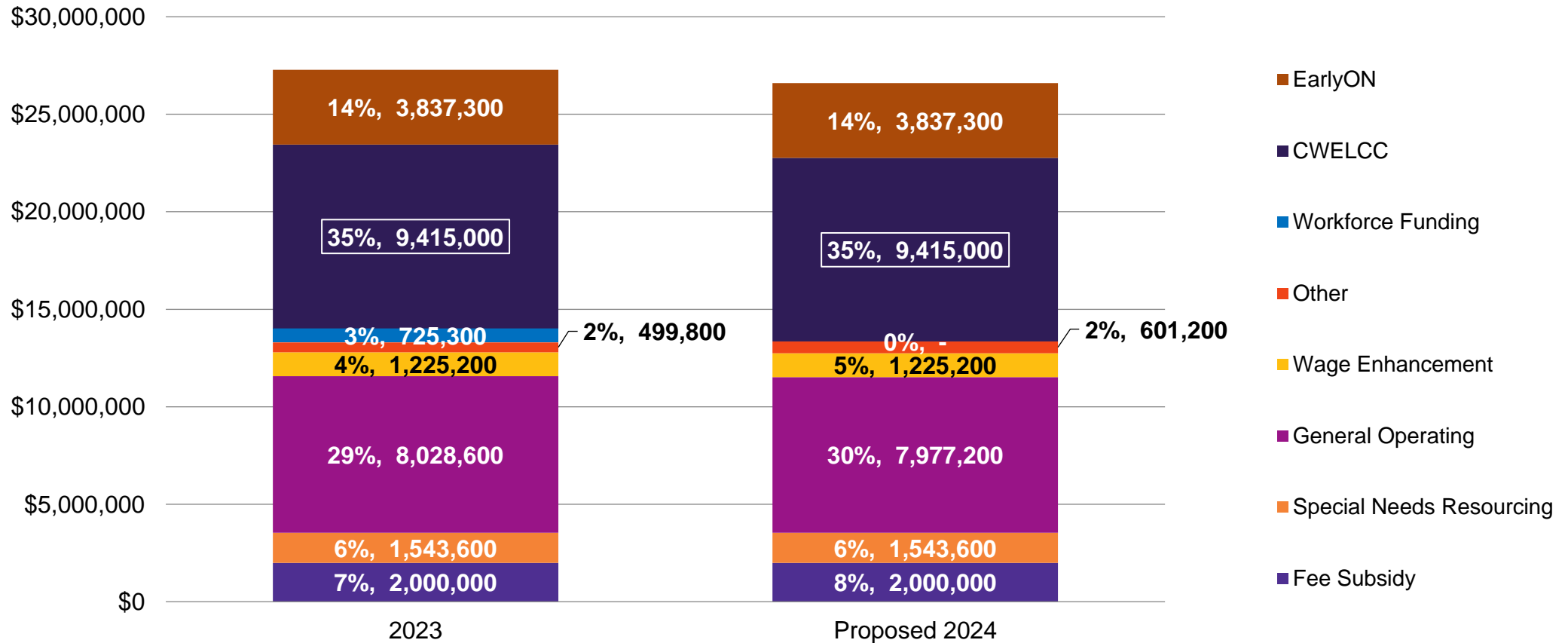


Child Care and Early Years Plans with a 2024 Implication

- Canada Wide Early Learning Child Care (CWELCC) – continued implementation
 - Access and Inclusion Framework for growth
- Child Care and Early Years System Plan, 2023 - 2028
- Early Childhood Educator (ECE) Recruitment and Retention Strategy with partners

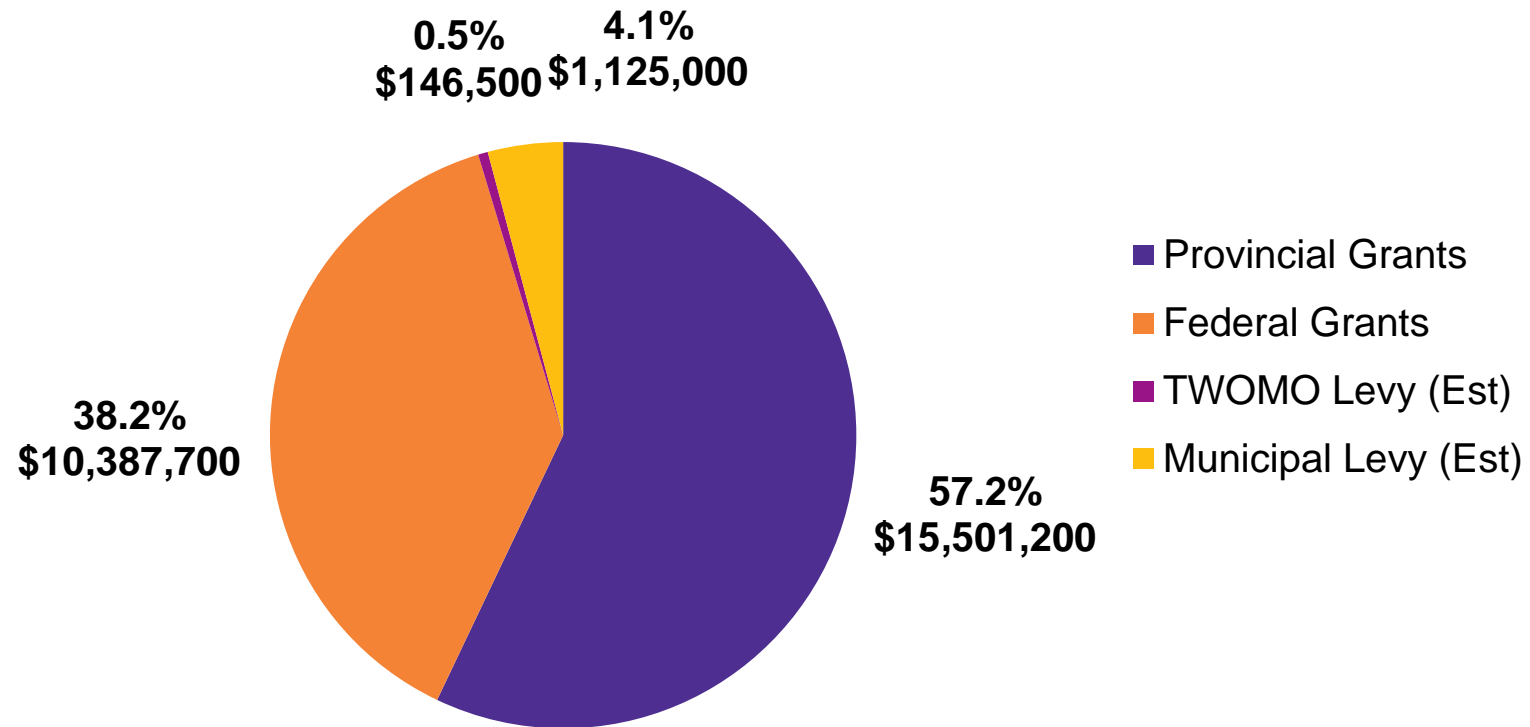


Integrated Social Services Division Child Care Program and EarlyON



Integrated Social Services Division Child Care and Early Years

Revenues by Type



Integrated Social Services Division

Child Care and Early Years Overall: 2023 Proposed Budget*

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Child Care Programs	14,892,500	23,437,500	22,762,200	(675,300)	-2.9%
EarlyON	3,677,200	3,837,300	3,837,300	-	0.0%
Child Care Program Delivery	565,600	601,400	621,100	19,700	3.3%
Total Expenditures	19,135,300	27,876,200	27,220,600	(655,600)	-2.4%
Grants					
Provincial Grants - Child Care	(15,454,400)	(15,503,200)	(15,501,200)	2,000	0.0%
Federal Grants - Child Care	(1,995,200)	(11,089,400)	(10,387,700)	701,700	-6.3%
Financing					
Early Years reserve fund	-	-	(50,000)	(50,000)	n/a
Imputed Rent Adjustment	(10,600)	(12,100)	(10,200)	1,900	-15.7%
Cost to be Levied	1,675,100	1,271,500	1,271,500	-	0.0%





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions?
Comments?



Presented by: Louise Piercey, Manager, Child Care & Early Years Programs



Integrated Social Services Division Housing & Homelessness Prevention

Pages 52 to 53 of Proposed 2024 Operating Budget

TBDSSAB Board Meeting, Thursday November 16, 2023

Crystal, Manager, Housing Operations

Aaron Park, Manager, Housing & Homelessness Prevention

Integrated Social Services Division Housing & Homelessness Prevention

Objectives	Key Performance Indicators
To maintain and grow the supply of affordable housing units in the District of Thunder Bay	<ul style="list-style-type: none">• # net new housing supports (rent supp, Portable Housing Benefits)
To support people experiencing homelessness or at risk of homelessness through outreach and engagement	<ul style="list-style-type: none">• # of chronic homeless people presenting
To provide a respectful , supportive environment for all clients accessing TBDSSAB services	<ul style="list-style-type: none">• # of individuals on the by-name list

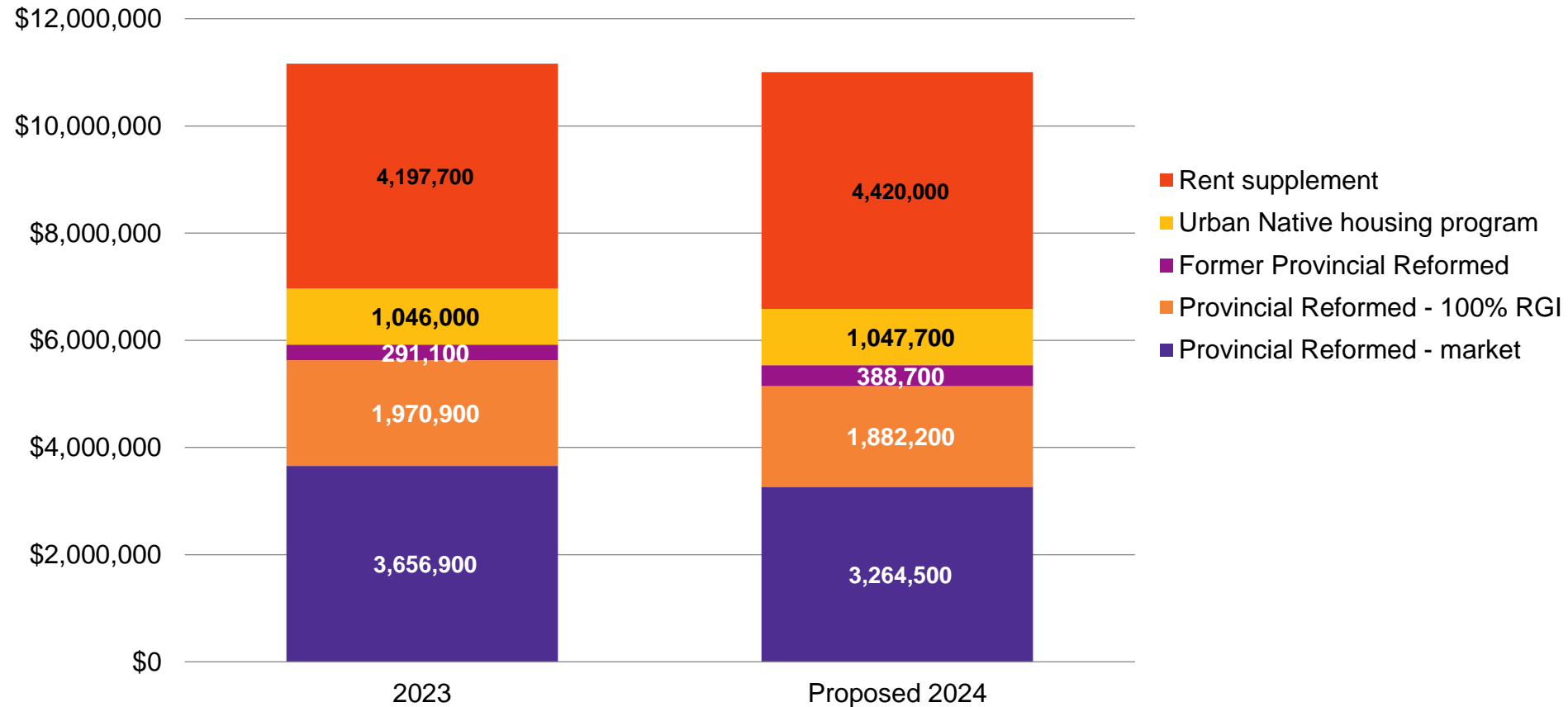


Housing and Homelessness Prevention Plans with a 2024 Implication

- New Operating Agreements for Housing Providers Post-Mortgage Expiry
- New Rental Housing (Ontario Priorities Housing Initiative)
- Housing Provider capital projects (Canada Ontario Community Housing Initiative)
- Expanded Homelessness Prevention Program
 - Focus on Development of Transitional and Supportive Housing



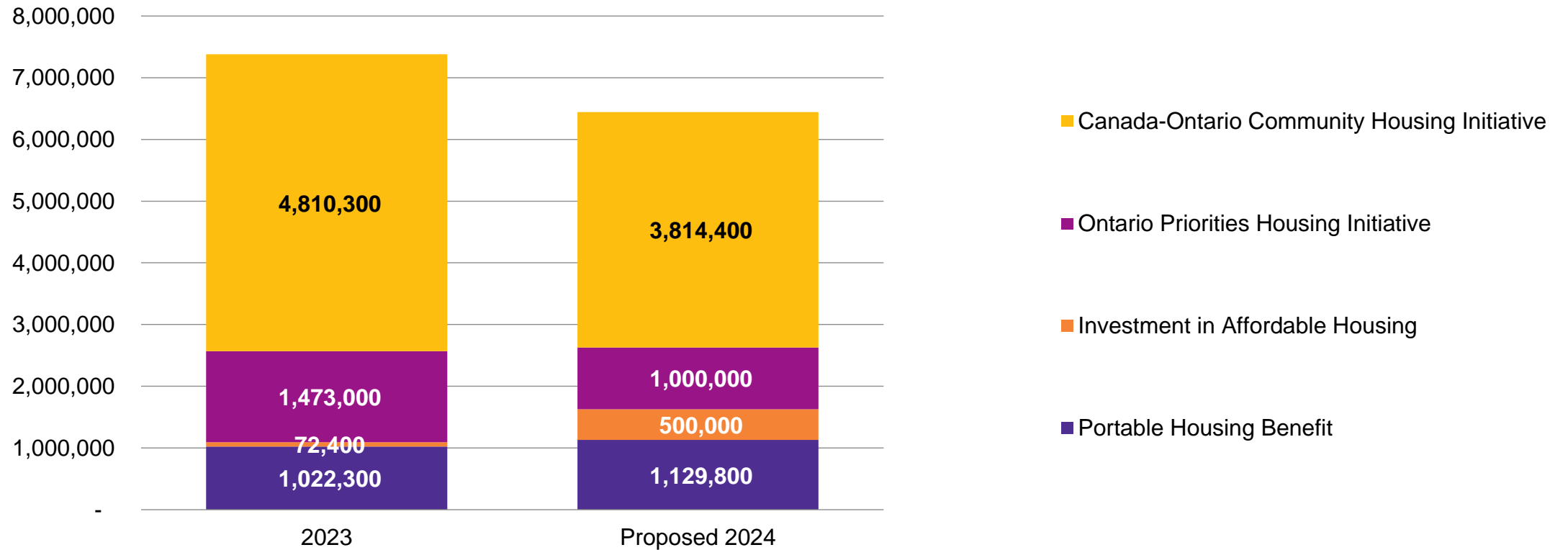
Integrated Social Services Division Legacy Social Housing Programs*



* pages 53 of Proposed 2024 Operating Budget



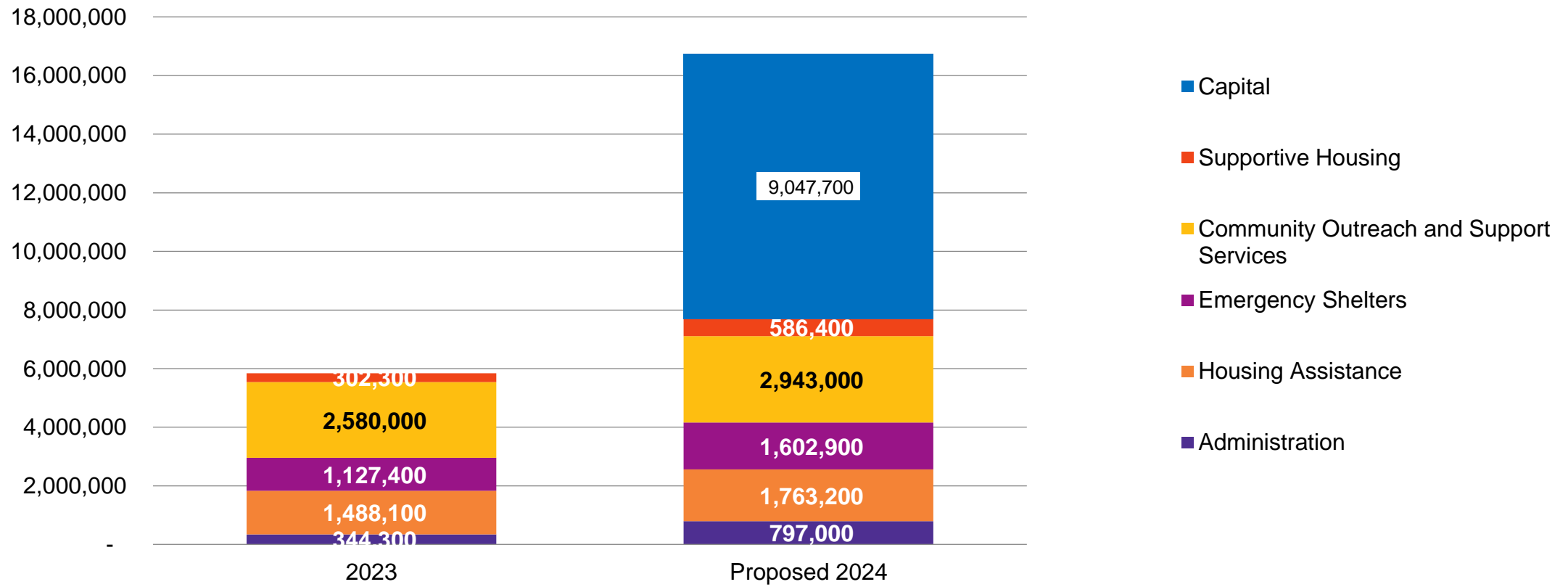
Integrated Social Services Division Community Housing Programs*



* pages 53 of Proposed 2024 Operating Budget



Integrated Social Services Division Homelessness Prevention Program*



* pages 60 of Proposed 2024 Operating Budget



Integrated Social Services Housing Operations

Objectives	Key Performance Indicators
To provide clean, safe, well-maintained, affordable housing options for tenants	<ul style="list-style-type: none">• % of units vacant• # of tenant complaints regarding cleanliness and garbage on site
To create vibrant communities for tenants through engagement and collaboration with community partners	<ul style="list-style-type: none">• # of tenant referrals to services• % of tenants in need of service receive service through community partnerships delivered in community housing properties.
To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services	<ul style="list-style-type: none">• % of responses to tenant survey that are positive

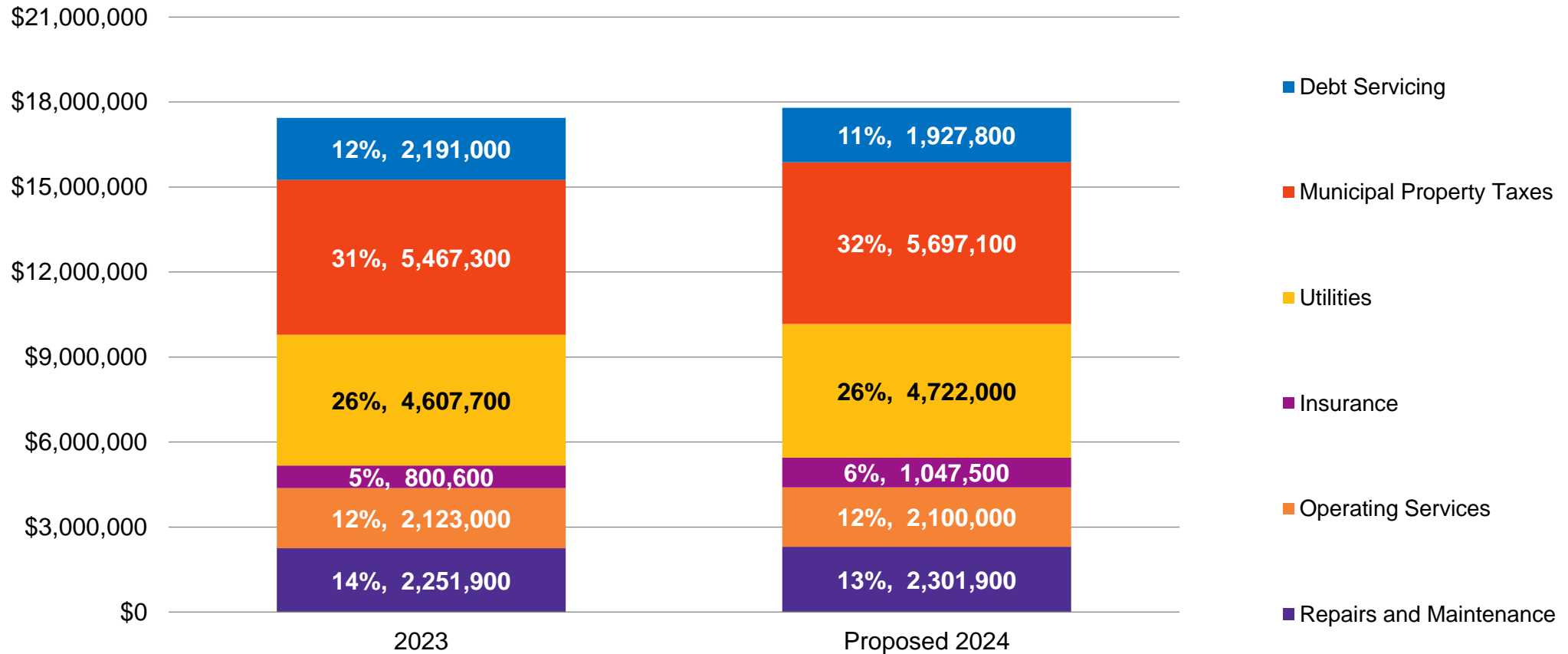


Housing Operations Plans with a 2024 Implication

- Property Beautification
- Maintenance Plan and Cleaning Standards
- Enhanced Tenant Engagement
- Physical Security Review Recommendations
- Landlord Tenant Board back-log



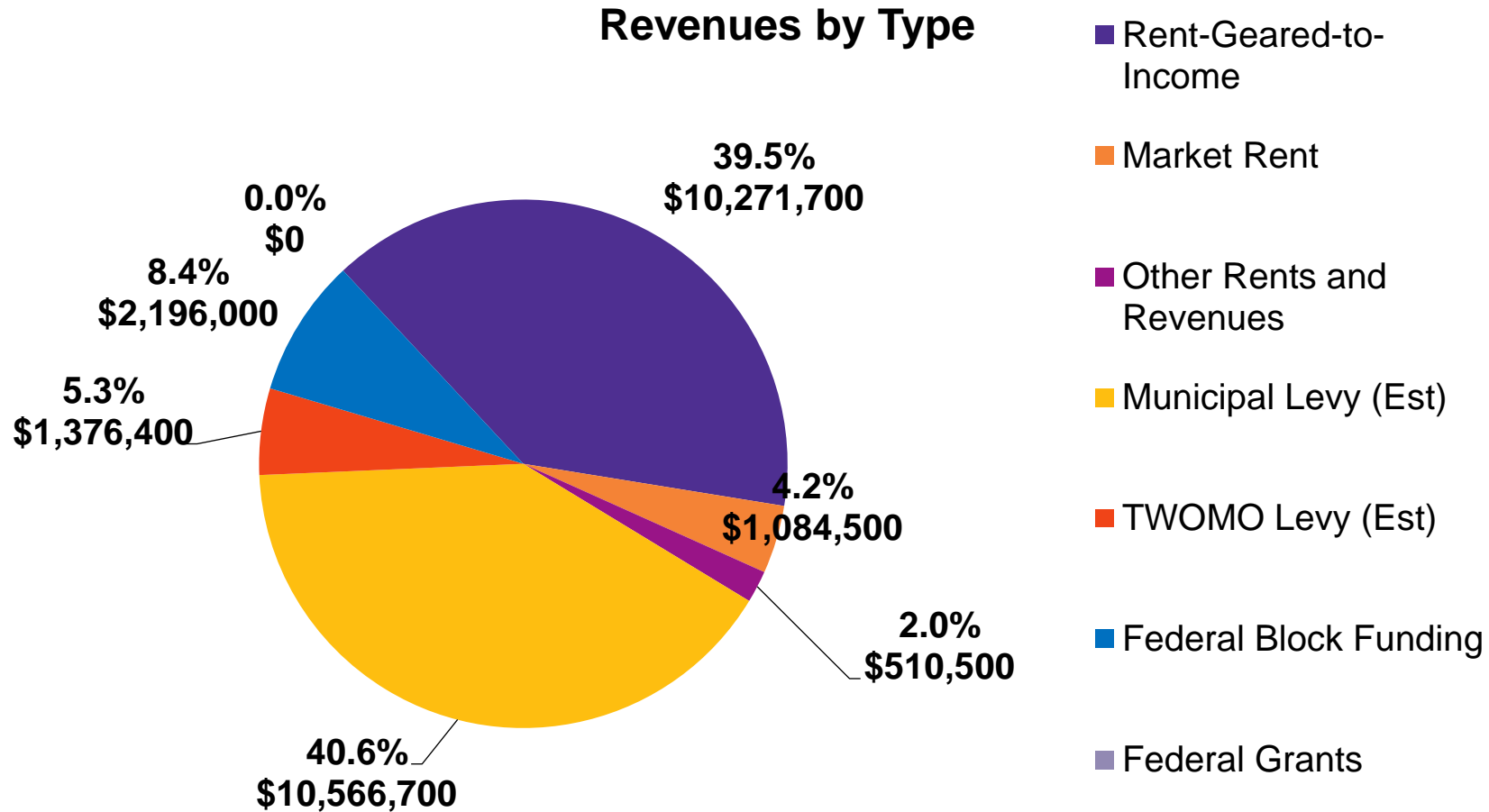
Integrated Social Services and Corporate Services Division Housing Operations*



* Pages 62 of Proposed 2024 Operating Budget



Integrated Social Services and Division Housing Operations*



* pages 62 of Proposed 2024 Operating Budget



Integrated Social Services Division

Housing Operations and Housing & Homelessness Program Summary*

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Community Housing	15,852,000	17,518,300	16,317,500	(1,200,800)	-6.9%
Homelessness Prevention	5,424,300	5,946,800	16,844,900	10,898,100	183.3%
Social Services Relief Fund	2,722,400	1,050,000	-	(1,050,000)	-100.0%
Housing Program Delivery	1,168,800	1,128,900	948,000	(180,900)	-16.0%
Housing Portfolio Property Management	21,126,200	23,085,400	23,755,700	670,300	2.9%
Total Expenditures	46,293,700	48,729,400	57,866,100	9,136,700	18.7%
Revenue					
Rent revenue	(11,102,100)	(11,410,200)	(11,535,500)	(125,300)	1.1%
Other revenue	(407,200)	(338,800)	(354,300)	(15,500)	4.6%
Grants					
Provincial Grants - Housing	(746,600)	(784,200)	(750,000)	34,200	-4.4%
Provincial Grants - Homelessness	(8,152,600)	(6,996,800)	(16,844,900)	(9,848,100)	140.8%
Federal Grants - Housing	(3,576,900)	(5,594,500)	(4,564,400)	1,030,100	-18.4%
Federal Block Funding	(6,518,100)	(5,886,400)	(5,283,800)	602,600	-10.2%
Financing					
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	0.0%
From Levy Stabilization Reserve Fund	(300,000)	(368,200)	(206,800)	161,400	-43.8%
To Housing Portfolio Capital Reserve Fund	2,365,400	2,414,400	2,406,900	(7,500)	-0.3%
Imputed Rent Adjustment	(55,300)	(63,300)	(53,300)	10,000	-15.8%
Cost to be Levied	17,790,300	19,691,400	20,670,000	978,600	5.0%





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions?
Comments?



Presented by: **Crystal Simeoni, Manager, Housing Operations**
Aaron Park, Manager, Housing & Homelessness Prevention



Corporate Services Division 2024 Proposed CAPITAL Budget

Pages 65 to 67 of Proposed 2024 Operating and Capital Budgets

TBDSSAB Board Meeting, Thursday, November 16, 2023

Presented by: Georgina Daniels, FCPA, FCA, Director - Corporate Services Division

Marty Farough, Manager, Infrastructure and Asset Management

Corporate Services Division Capital Projects

2024 Proposed Capital Budget:

65 Capital Projects: \$4,845,000



Corporate Services Division 2024 Proposed Capital Budget

Project Category	\$
• Demand – 11 Projects	540,000
• Planned – 32 Projects	2,802,000
• Green – 11 Projects	754,000
• Risk Management – 11 Projects	749,000



Corporate Services Division Capital Projects Long-Term Forecast

Direct-Owned Capital Budget and Forecast	Forecast								
	2025	2026	2027	2028	2029	2030	2031	2032	2033
Roofing	1,337,000	60,000	361,400	313,200	445,000	460,000	429,000	70,000	-
Windows	367,000	700,000	942,000	445,000	76,400	210,000	50,000	50,000	50,000
Doors	422,600	246,100	114,000	107,000	66,300	190,000	-	-	-
Sitework	479,000	356,000	170,000	426,250	354,000	217,000	111,000	15,000	-
Elevator	-	360,000	20,000	7,500	283,000	704,000	-	-	-
Flooring	257,000	92,000	141,380	121,456	65,400	179,500	100,000	-	-
Electrical	596,000	350,000	146,000	43,000	221,500	432,000	180,000	-	-
Mechanical	415,000	76,000	28,000	793,000	374,400	530,000	235,000	-	-
Life Safety	120,000	330,000	72,000	315,800	150,800	90,000	-	110,000	-
Accessibility Modifications	-	-	-	-	-	-	-	-	-
Plumbing	603,000	658,000	210,000	438,150	172,200	172,000	-	-	-
Painting	429,000	150,000	102,000	419,150	477,100	95,000	85,000	275,000	-
Appliances	115,000	146,550	56,000	34,050	246,500	292,500	89,000	85,000	-
Building Interior Upgrades	155,000	125,000	580,000	121,300	30,000	100,000	197,100	-	-
Building Exterior Repairs	646,000	201,000	304,000	406,550	163,400	441,000	-	-	-
Security	105,000	-	-	-	70,000	-	-	-	-
Common Rooms	8,000	12,000	10,000	6,500	10,500	5,000	2,500	6,500	3,500
TOTAL	\$ 6,054,600	\$ 3,862,650	\$ 3,256,780	\$ 3,997,906	\$ 3,206,500	\$ 4,118,000	\$ 1,478,600	\$ 611,500	\$ 53,500





THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Questions? Comments?



Presented by:

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