



BOARD REPORT

REPORT No.: 2023-44

MEETING DATE: NOVEMBER 15, 2023

SUBJECT: 2023 THIRD QUARTER FINANCIAL STATUS REPORT

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2023 Third Quarter Financial Report, and projection to year-end as well as progress of Key Performance Indicators (KPI).

BACKGROUND

In accordance with Budget Policy No. CS-02:83, a Financial Report is prepared and reported to the Board quarterly to provide a comparison of year-to-date and forecast revenues and expenditures to the approved Budget and includes an explanation of significant variances to the approved Budget, by program area. The year-to-date and forecast information is provided on the same basis that Federal/Provincial funding is provided, where certain accruals for potential future employee entitlements are not considered, and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased.

KPIs were identified through the budget process and in accordance with the Budget Policy, are reported to the Board through the quarterly financial reports to support the alignment of resources to achieve identified outcomes.

COMMENTS

Financial Status – Operating

Overall, total spending on TBDSSAB-delivered programs, for the period ended September 30, 2023, was \$4,534,700 (5.5%) over the year-to-date Budget, with a net unfavourable variance of \$1,262,400.

Overall, from a program levy operating perspective, Administration is forecasting a favourable program levy operating variance of \$7,100 for the 2023 year. A summary of net forecast cost variances, by program, is presented below:

2023 Forecast Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 47,900
Child Care and Early Years	\$ 500
Community Housing Programs	\$ 358,600
Direct-Owned Community Housing Building Operations	\$ (749,900)
Additional Interest on Unrestricted Funds	\$ 350,000
Forecast Program Levy Favourable Variance	\$ 7,100

Although Administration is forecasting a relatively small variance overall, there are significant variances between programs:

- **Community Housing Programs:** Administration expects a favourable variance primarily due to additional administrative recovery that was not anticipated during the budget development process.
- **Direct-Owned Community Housing Building Operations:** Administration expects an unfavourable variance due primarily to lower rent-gear-to-income revenue, as well as over-spending on electrical standards compliance, snow removal, security and custodial coverage. This is somewhat offset by underspending in personnel services due to temporarily vacant positions.

Highlights for the third quarter and full-year forecast to year-end, as well as detailed variance explanations and KPI commentary are provided in Attachment #1 - 2023 Third Quarter Financial Report – Operating.

Financial Status – Capital

At the end of 2022, the Chief Administrative Officer approved the carryforward of 60 capital projects totaling \$3,326,980. Total capital expenditures and commitments on these carryforward projects, for the period ended September 30, 2023, were \$2,309,300.

The Board-approved capital budget for 2023 was \$4,499,000 representing 136 projects. Total capital expenditures and commitments on the projects, for the period ended September 30, 2023, were \$526,730. Key position vacancies during the first half of the year within the Infrastructure and Asset Management Department have resulted in delays and internal resources have been directed towards completion of the 2022 capital carryforward projects on a priority basis.

Administration anticipates that most 2023 capital projects will be completed or awarded by the end of the year, however supply chain issues will likely result in several projects being carried forward and completed in 2024.

Highlights for the third quarter capital expenditures and project status updates are provided in Attachment #2 – 2023 Third Quarter Financial Report – Capital.

Financial Legislative Compliance

TBDSSAB is required to file, and remit payment for, certain Federal, Provincial, and other payroll remittances and contributions, including Canada Pension Plan, Employment Insurance, Employee Income Tax, Employer Health Tax, Harmonized Sales Tax, and the Ontario Municipal Employee Retirement Savings Plan.

Attachment #3 - Fiduciary Responsibility Checklist, certified by the Director, Corporate Services Division, and the Chief Administrative Officer, indicates that all filings and remittances were made in accordance with the established requirements and timelines, and that TBDSSAB is compliant with all applicable labour laws.

TBDSSAB is also required to file, and submit, certain financial and program reports to the Province in accordance with its various funding agreements. All reports were filed in accordance with the established requirements and timelines.

STRATEGIC PLAN IMPACT

This Report relates to the Board's strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources.

FINANCIAL IMPLICATIONS



There are no direct financial implications associated with this Report.

CONCLUSION

It is concluded that the 2023 Third Quarter Financial Report indicates a year-to-date net deficit of \$1,262,400 and, Administration is forecasting a favourable program levy variance of \$7,100.

REFERENCE MATERIALS

- Attachment #1 [2023 Third Quarter Financial Report – Operating](#)
- #2 [2023 Third Quarter Financial Report – Capital](#)
- #3 [Fiduciary Responsibility Checklist](#)

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SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

**2023 THIRD QUARTER
FINANCIAL REPORT**

Operating Budget



INTRODUCTION

A financial report is prepared and reported to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) quarterly to provide a comparison of year-to-date and forecast revenues and expenses to the Board-approved budget and includes an explanation of significant variances to the approved budget, by program area.

This Report is provided on the same basis that Provincial funding is provided, and matches the annual budget format, where certain accruals for potential future employee entitlements are not considered and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased. This Report will identify any anticipated program levy operating surplus, or deficit, for the year.

Key Performance Indicators (KPI) for all areas of the organization were identified through the 2023 Budget Process in accordance with the updated Budget Policy. This Report includes KPI results and commentary on progress towards objectives.

EXECUTIVE SUMMARY

Reflecting results for the 9-month period ending September 30, 2023, this Report provides an indication of TBDSSAB's financial status for the year, and identification of any significant variances from the 2023 approved Operating Budget.

Overall, from an operating levy perspective, Administration is forecasting to be in a favourable position of \$7,100 for the 2023 year. Table 1 provides a breakdown of the forecast year-end variances, by program.

Table 1:

2023 Forecast Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 47,900
Child Care and Early Years	\$ 500
Community Housing Programs	\$ 358,600
Direct-Owned Community Housing Building Operations	\$ (749,900)
Additional Interest on Unrestricted Funds	\$ 350,000
Forecast Program Levy Favourable Variance	\$ 7,100



2023 Third Quarter Financial Report
Operating Budget

Table 2 shows the 2023 Operating Budget revenue and expenditures, third quarter variances, and year-end projections.

Table 2:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	18,247.9	18,247.9	-	0.0%	24,330.5	24,330.5	-	0.0%
Federal grants	16,927.7	14,156.2	(2,771.5)	-16.4%	22,570.3	21,221.2	(1,349.1)	-6.0%
Provincial grants	40,524.7	38,162.6	(2,362.1)	-5.8%	54,032.9	59,853.8	5,820.9	10.8%
Rents	8,557.7	8,078.6	(479.0)	-5.6%	11,410.2	10,846.6	(563.6)	-4.9%
Other revenue	283.0	248.1	(34.9)	-12.3%	377.3	364.7	(12.6)	-3.3%
Interest on unrestricted funds	225.0	225.0	-	0.0%	300.0	650.0	350.0	116.7%
Interest on restricted funds	542.0	1,091.5	549.6	101.4%	722.6	771.5	48.9	6.8%
From (to) reserve funds	(2,200.1)	(2,899.2)	(699.2)	31.8%	(2,933.4)	(2,997.0)	(63.6)	2.2%
Prior year surplus	-	-	-	n/a	-	400.0	400.0	n/a
Total Financing	83,107.8	77,310.7	(5,797.1)	-7.0%	110,810.4	115,441.2	4,630.8	4.2%
Expenses								
Personnel services	11,150.8	10,770.9	379.9	3.4%	14,867.7	14,508.7	359.0	2.4%
Interest on long-term debt	170.0	174.3	(4.2)	-2.5%	226.7	228.5	(1.8)	-0.8%
Materials	16,082.0	14,911.9	1,170.1	7.3%	21,442.7	22,070.7	(628.0)	-2.9%
Contract services	148.5	108.7	39.8	26.8%	198.0	223.5	(25.5)	-12.9%
Rents and financial expenses	97.9	131.0	(33.1)	-33.8%	130.5	163.9	(33.4)	-25.6%
External transfers	53,694.7	50,714.1	2,980.6	5.6%	71,592.9	75,886.9	(4,294.0)	-6.0%
Loan principal repayment	1,763.9	1,762.3	1.6	0.1%	2,351.9	2,351.9	-	0.0%
Total Expenses	83,107.8	78,573.1	4,534.7	5.5%	110,810.4	115,434.1	(4,623.7)	-4.2%
Excess (Deficiency) of Revenues over Expenses	-	(1,262.4)	(1,262.4)	n/a	-	7.1	7.1	n/a

2023 THIRD QUARTER OPERATING BUDGET RESULTS

The Third Quarter Report provides an indication of TBDSSAB's financial status as at September 30, 2023, and a projection for the year, and identifies any significant variances from the 2023 Operating Budget. Overall, in Q3, TBDSSAB recorded a net deficit of \$1,262,400, and is projecting a small favourable variance of \$7,100 or 0.03% at year-end.

KPI results and commentary are also provided in each section.

A. Board and Office of the Chief Administrative Officer

This section includes expenses associated with the Board, and Office of the Chief Administrative Officer (CAO), including Human Resources.

Table 3:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	242.5	235.7	(6.7)	-2.8%	323.3	323.2	(0.1)	0.0%
Ontario Works	500.6	490.1	(10.4)	-2.1%	667.4	667.7	0.3	0.0%
Child care and early years programs	124.4	124.4	0.0	0.0%	165.9	166.2	0.3	0.2%
Housing programs	174.1	174.0	(0.1)	-0.1%	232.1	232.7	0.6	0.3%
Total Allocation	1,041.5	1,024.3	(17.2)	-1.7%	1,388.7	1,389.8	1.1	0.1%
Financing								
Other Revenue	-	4.3	4.3	n/a	-	4.3	4.3	n/a
From (to) reserve funds	21.3	-	(21.3)	-100.0%	28.4	28.4	-	0.0%
Total Financing	21.3	4.3	(17.0)	-79.9%	28.4	32.7	4.3	15.1%
Expenses								
Personnel services	823.0	855.8	(32.9)	-4.0%	1,097.3	1,129.8	(32.5)	-3.0%
Materials	160.9	129.3	31.6	19.7%	214.5	203.0	11.5	5.4%
Contract services	79.0	43.5	35.5	45.0%	105.3	89.7	15.6	14.8%
Total Expenses	1,062.8	1,028.6	34.3	3.2%	1,417.1	1,422.5	(5.4)	-0.4%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 3, above, shows the 2023 Operating Budget revenues and expenditures, third quarter variances and year-end projections for the Board and Office of the CAO.

Expenses related to the Board and Office of the CAO are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Overall, the forecast for Board and Office of the CAO expenses is materially on budget.

Key Performance Indicators

Office of the CAO

Strategic Plan Objectives Complete

Strategic Plan 2020-2023 progress



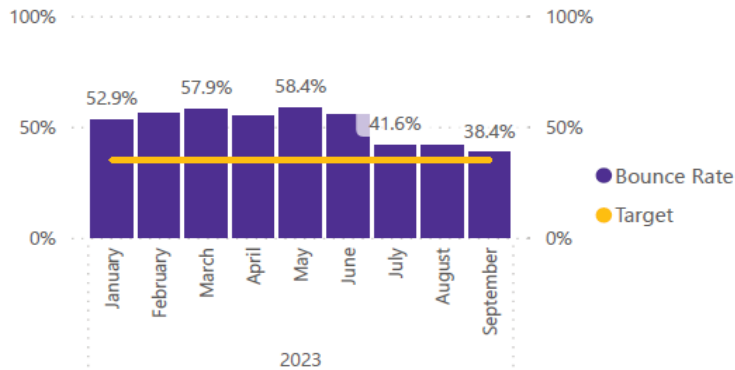
86.0%!

Goal: 90.0% (-4.44%)

To improve website navigation by updating and reducing content.

Website Bounce Rate

Target: Decrease Bounce Rate by 25% in 2023



Pages Removed From Website
During Quarter

29!

Goal: 38 (-23.68%)

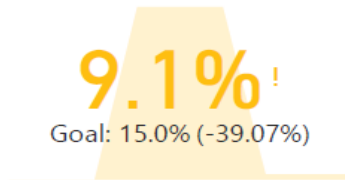
The Office of the CAO is responsible for the overall strategic direction and management of TBDSSAB. This includes ensuring the Board's Strategic Plan 2020-23 is implemented. The strategic plan is on target to be 90% implemented by the end of 2023.

Due to an update in the Google Analytics platform, where the statistics for the TBDSSAB website are derived, Page Exit rate is no longer available. This metric has been adjusted to Bounce Rate for this quarter (Bounce Rate is the percentage of visitors to a website who navigate away from the site after viewing only one page. It is calculated by dividing the single page visits by the total visits to the website).

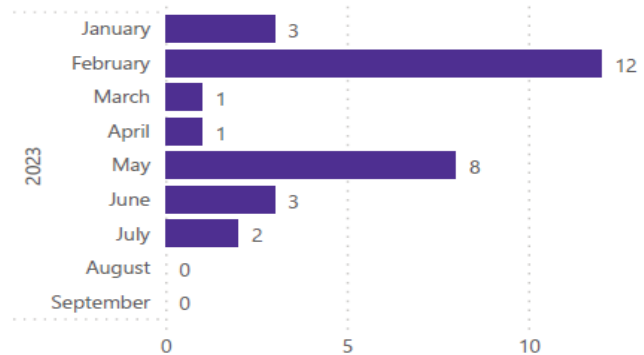
Effective communication is also important to the success of TBDSSAB operations as it ensures individuals and families know and understand the services TBDSSAB provides. The TBDSSAB web site is monitored for opportunities to improve accessibility, navigation and performance. A more fulsome review and clean-up of the web site is in progress; through this clean-up, it is expected the goal of a 25% reduction in web pages will be met or exceeded.

Human Resources

EAP Utilization Rate



EAP Utilization Monthly



Grievances Received During Quarter

0 ✓
Goal: 0



To provide efficient, transparent, ethical, and cost-effective labour relations at TBDSSAB.

Human resource management is vital to TBDSSAB’s operations as it enables effective recruitment and retention of employees, and maintains a healthy, accepting workplace culture and environment. To measure the effectiveness of the Human Resources Department, Administration has established a KPI target of zero grievances received and a target Employee Assistance Program (EAP) utilization rate of 15%.

In Q3 there were no grievances received. This result is consistent with the positive relationship between management and the bargaining unit.

Also, in Q3, the EAP utilization rate was 9.1%. TBDSSAB offers EAP services to all employees and family members for counselling, consultations, community referrals, and other resources. Services are available 24 hours per day, seven days a week. Administration encourages all staff to utilize these services if needed.

B. Corporate Services

Corporate Services includes costs associated with the Division Director's Office, Purchasing, Finance, Information Services, and Infrastructure and Asset Management.

Table 4:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	1,107.2	1,073.7	(33.5)	-3.0%	1,476.3	1,381.3	(95.0)	-6.4%
Ontario Works	1,585.2	1,690.9	105.7	6.7%	2,113.6	2,145.6	32.0	1.5%
Child care and early years programs	129.8	132.7	3.0	2.3%	173.0	171.9	(1.1)	-0.6%
Housing programs	194.3	200.7	6.5	3.3%	259.0	259.1	0.1	0.0%
Total Allocation	3,016.4	3,098.0	81.6	2.7%	4,021.9	3,957.9	(64.0)	-1.6%
Financing								
Levy to municipalities and TWOMO	(225.0)	(225.0)	-	0.0%	(300.0)	(300.0)	-	0.0%
Interest on unrestricted funds	225.0	225.0	-	0.0%	300.0	650.0	350.0	116.7%
Interest on restricted funds	542.0	1,091.5	549.6	101.4%	722.6	771.5	48.9	6.8%
Other revenue	-	1.0	1.0	n/a	-	1.3	1.3	n/a
From (to) reserve funds	(542.0)	(1,091.5)	(549.6)	101.4%	(722.6)	(771.5)	(48.9)	6.8%
Total Financing	-	1.0	1.0	n/a	-	351.3	351.3	n/a
Expenses								
Personnel services	2,092.5	2,024.2	68.3	3.3%	2,790.0	2,660.7	129.3	4.6%
Materials	903.5	1,058.4	(154.9)	-17.1%	1,204.7	1,254.1	(49.4)	-4.1%
Contract services	42.5	39.4	3.2	7.4%	56.7	73.9	(17.2)	-30.3%
Rents and financial expenses	10.1	9.3	0.8	8.0%	13.5	13.5	-	0.0%
Total Expenses	3,048.7	3,131.3	(82.6)	-2.7%	4,064.9	4,002.2	62.7	1.5%
Recoveries								
From HQ building operations	32.3	32.3	-	0.0%	43.0	43.0	-	0.0%
Total Expenses Less Recoveries	3,016.4	3,099.0	(82.6)	-2.7%	4,021.9	3,959.2	62.7	1.6%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	350.0	350.0	n/a

Table 4, above, shows the 2023 Operating Budget revenues and expenditures, third quarter variances and year-end projections for Corporate Services.

Expenses related to Corporate Services are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for Q3 and the full-year forecast include:



Interest on Unrestricted Funds	Forecast \$350,000 (116.7%) favourable
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Unrestricted interest income is generated based on the operating accounts maintained by TBDSSAB for regular business operations. With interest rates at a substantially higher level during 2023, additional interest income is being earned, and would be available for inclusion in the operating revenues.

Administration is recommending that all unrestricted interest income earned in 2023, estimated at \$650,000, be allocated to operations in 2023 to offset the adjustment due to the impact on Direct-Owned Housing rent due to COVID rent restrictions, discussed within the Direct-Owned Community Housing Building Operations section later in this report.

Personnel Services	Forecast \$129,300 (4.6%) favourable
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Personnel Services expenses were lower than budget in Q3 and are forecast to be under budget by \$129,300 at year-end due to temporarily vacant positions throughout the year, primarily in the Infrastructure and Asset Management department. Vacant positions are now filled.

Materials	Forecast \$49,400 (4.15%) unfavourable
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Materials expenses were higher than budget in Q3 and are forecast to be higher than budget by \$49,400 at year-end primarily due to higher costs associated with computers hardware, leases, and software maintenance.

Key Performance Indicators

The overarching objective of the Corporate Services Division is to establish and maintain an effective system of internal controls to safeguard the assets of TBDSSAB.

Finance

To record financial transactions in an efficient, effective, and professional manner to deliver reliable and relevant financial information.

Vendor Complaints Over
Late Payments

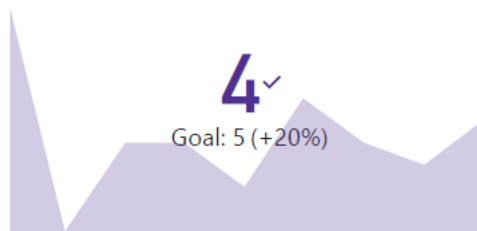
0[✓]
Goal: 0

To develop and maintain a robust system of financial and internal controls to safeguard TBDSSAB assets.

Reported in Auditor's Management Letter

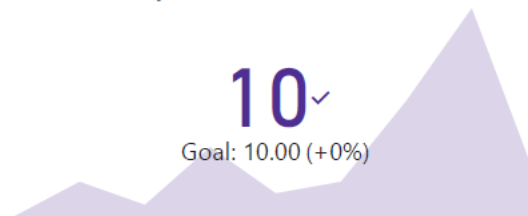
100%[✓]
Goal: 100.0% (+0%)

Average Journal Entries Posted to Correct
Errors



To provide timely, relevant information to support prudent stewardship of public funds.

Business Days to Close



Auditing standards require auditors to communicate material weaknesses or significant deficiencies in internal control discovered during the annual audit. The Internal Control Letter is an overall measurement of the organization's system of internal controls. The objective is to have only proactive recommendations in the Internal Control Letter. The Board's Auditor delivered a clean Internal Control Letter, for the 2022 fiscal year.

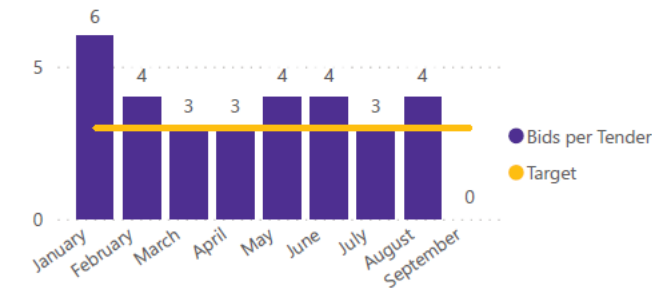
The other Finance Department KPIs, as indicated above, are measures related to the timeliness and accuracy of the financial information to enable informed decision-making. In Q3, the Finance Department has met the established targets.

Purchasing and Inventory Control

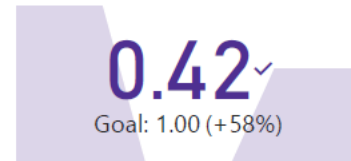
To provide efficient, transparent, ethical, and cost-effective procurement services to TBDSSAB.

Bids Received per Posted Procurement Process

Target: 3 or more



Average Addenda Issued per Bid Document



To manage supply base efficiently and effectively.

The quality of bid documents is key to achieving efficient, transparent, ethical, and cost-effective outcomes through the purchasing process. The quality of those documents is measured by the number of addenda (changes, questions, or clarifications) issued for each public procurement process because a high-quality bid document should result in fewer addenda required during the bidding process. The structure of the specifications in the document should result in less bidders being excluded from this process, while increasing the number of potential bids being submitted. This enhanced quality contributes to greater transparency related to the job specifications and requirements, and greater confidence from potential bidders on the work to be completed, which should result in enhanced competitive bidding per posted procurement document. This confidence will result in bidders submitting bids with appropriate costs and reduces the opportunity for change orders that negatively impacts the budget of the project. Recognizing that even miscellaneous clarifications may be required once a document is released, a target of one addendum per public procurement process has been established. The target has been achieved through Q3 results.

Attracting multiple bidders improves the opportunity to attain greater cost savings/ cost avoidance, the ability to optimize organizational spending allocation, and that the specifications being written are being understood clearly. This will also eliminate the dependency of relying on too few bidders which in turn affects the competitive process adversely. An average of three bids per procurement process has been established as the target to balance the number of submissions for those projects that are more general, and those projects that require specific expertise and would naturally have a limited number of bidders. The target has been achieved through Q3 results.



Information Services

To maximize end user productivity and minimize disruption and to maximize system and server uptime

Average Phone Uptime

100%✓

Goal: 99.00% (+1.01%)

Average System Uptime

100%✓

Goal: 99.00% (+1.01%)

To ensure privacy requests are completed within the legislated timeframe

Privacy Requests Completed by
Required Timeframe

100%✓

Goal: 100.00% (+0%)

of Archive Boxes Stored at Off-Site Facility

- to be reported annually (in Q4)

To minimize security breaches

Security Breaches

0✓

Goal: 0

Active Viruses that
Penetrated Defenses

0✓

Goal: 0

To ensure client information is accessible, current and organized

Mail Error Rate

5.85%!

Goal: 1.00% (-485%)

Information technology (IT) systems have been established and are maintained to maximize server and system uptime to support TBDSSAB staff with technology resources. The KPI was established at 99% to ensure maximum productivity. The average uptime for Q3 was 100%.

Information Services provides and maintains security systems to prevent breaches and viruses from entering TBDSSAB systems. The KPI target is established at zero security breaches through the perimeter. There were no breaches or viruses that penetrated TBDSSAB's defenses in Q3.

Information Management ensures that the client information is accessible, accurate and available as mail delivery is an essential communication mechanism for the people TBDSSAB serves. The accuracy of mail delivery and receipt is important, it provides consistent and timely communication. The Error Rate KPI for mail delivery was established at 1% of all pieces of mail that are posted. The Error Rate for mail delivery in Q3 was 5.85% vs 3.11% at Q2; This increase relates to mail being returned to TBDSSAB and is attributed to 2 events: The Social Assistance Survey sent out in June to all active Social Assistance recipients, and an increase in termination of service letters sent in

August and September. Administration will work to gather additional information where possible to identify gaps in address validation or assist recipients in moving to a paperless process.

Given TBDSSAB's commitment to environmental stewardship, its move to electronic documents for client records, as well as its continual review of processes to move more of its records to digital format, TBDSSAB expects to reduce the number of archive (paper) boxes over time. An annual target was set to have a reduction of 10% of the number of boxes stored off-site. The final KPI will be measured at year end.

Recognizing that delays in Freedom of Information (FOI) requests can have repercussions on external processes, the KPI for completion of FOI requests within the legislated timeline is 100%. The result for Q3 was 100%.

Infrastructure and Asset Management

To maximize financial stewardship decision making relative to long term sustainable planning for TBDSSAB's physical assets and to maximize the efficiency and effectiveness of asset life cycle performance



of properties with an FCI value > 30
- to be reported annually (in Q4)

System Failures Based on Incomplete or Substandard Preventative Maintenance Plans

0 ✓

Goal: 0.00



To maximize system performance and effective risk management across the spectrum of physical assets

With its significant investment in physical capital assets, maximizing (mechanical) system performance is key to enhancing a long-term capital planning program. Situations that require immediate or emergency work negate long term physical and financial sustainability. Measuring the condition (Facility Condition Index (FCI)) of the physical assets is the KPI; the related target is that zero (0) properties will have an FCI greater than 30%, as a calculation greater than 30% is defined as an asset that is deteriorated and requires immediate capital expenditure. Because this indicator is impacted by the capital program, it is measured on an annual basis, after capital budget projects have been completed.

Preventative Maintenance plans are key to ensuring TBDSSAB's investment in physical capital assets is maintained to maximize system performance and effective risk management. This further supports the ability to implement long-term capital planning processes. The target is to have zero system failures on large mechanical equipment such as elevators, generators, make-up air, and domestic water heater systems. In Q3, this target was met.

C. Office Headquarters Building Operations

Table 5, below, shows the 2023 Operating Budget revenues and expenditures, third quarter variances and year-end projections for the Office Headquarters Building Operations.

Table 5:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	190.1	190.1	-	0.0%	253.4	253.4	-	0.0%
Ontario Works	728.6	728.6	-	0.0%	971.4	971.4	-	0.0%
Child care and early years programs	52.8	52.8	-	0.0%	70.4	70.4	-	0.0%
Housing programs	84.5	84.5	-	0.0%	112.6	112.6	-	0.0%
Total Allocation	1,055.9	1,055.9	-	0.0%	1,407.8	1,407.8	-	0.0%
Financing								
Other revenue	2.6	2.9	0.3	10.4%	3.5	3.0	(0.5)	-14.3%
From (to) reserve funds	(152.3)	(152.3)	-	0.0%	(203.0)	(203.0)	-	0.0%
Imputed rent adjustment	(182.5)	(247.1)	(64.6)	35.4%	(243.3)	(251.1)	(7.8)	3.2%
Total Financing	(332.1)	(396.5)	(64.4)	19.4%	(442.8)	(451.1)	(8.3)	1.9%
Expenses								
Interest on long-term debt	61.2	63.5	(2.3)	-3.7%	81.6	83.4	(1.8)	-2.2%
Materials	385.5	320.4	65.1	16.9%	514.0	503.9	10.1	2.0%
Loan principal repayment	229.5	228.0	1.5	0.7%	306.0	306.0	-	0.0%
Internal administrative expense	47.6	47.6	-	0.0%	63.4	63.4	-	0.0%
Total Expenses	723.8	659.4	64.4	8.9%	965.0	956.7	8.3	0.9%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to Office Headquarters Building Operations are allocated to programs as an Imputed Rent, based on a predetermined calculation approved through the annual Operating Budget. Overall, expenses were under budget in Q3 but are forecast to be materially on budget at year-end.



D. Integrated Social Services Program Support

Integrated Social Services (ISS) Program Support includes costs associated with integrated program eligibility, policy and data research, and the shared intake and reception area located at TBDSSAB headquarters.

Table 6, below, shows the 2023 Operating Budget revenues and expenditures, third quarter variances and year-end projections for ISS Program Support.

Table 6:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	125.6	120.6	(5.0)	-4.0%	167.4	160.4	(7.0)	-4.2%
Ontario Works	713.6	678.4	(35.3)	-4.9%	951.5	900.7	(50.8)	-5.3%
Child care and early years programs	286.8	289.4	2.6	0.9%	382.4	366.1	(16.3)	-4.3%
Housing programs	345.2	346.1	0.8	0.2%	460.3	441.7	(18.6)	-4.0%
Total Allocation	1,471.2	1,434.4	(36.8)	-2.5%	1,961.6	1,868.9	(92.7)	-4.7%
Financing								
Other revenue	26.3	15.7	(10.6)	-40.3%	35.0	35.0	-	0.0%
Total Financing	26.3	15.7	(10.6)	-40.3%	35.0	35.0	-	0.0%
Expenses								
Personnel services	1,683.2	1,692.9	(9.8)	-0.6%	2,244.2	2,238.1	6.1	0.3%
Materials	40.1	19.3	20.8	51.9%	53.4	45.2	8.2	15.4%
Contract services	-	-	-	n/a	-	1.5	(1.5)	n/a
Total Expenses	1,723.2	1,712.2	11.0	0.6%	2,297.6	2,284.8	12.8	0.6%
Recoveries								
From homelessness programs	225.8	262.1	(36.4)	-16.1%	301.0	380.9	(79.9)	-26.5%
Total Expenses Less Recoveries	1,497.5	1,450.1	47.3	3.2%	1,996.6	1,903.9	92.7	4.6%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to ISS Program Support are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. The forecast for ISS Program Support is materially on budget.

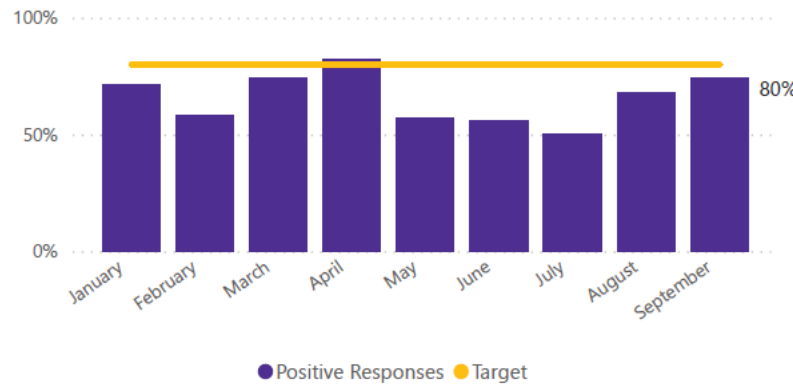


Key Performance Indicators

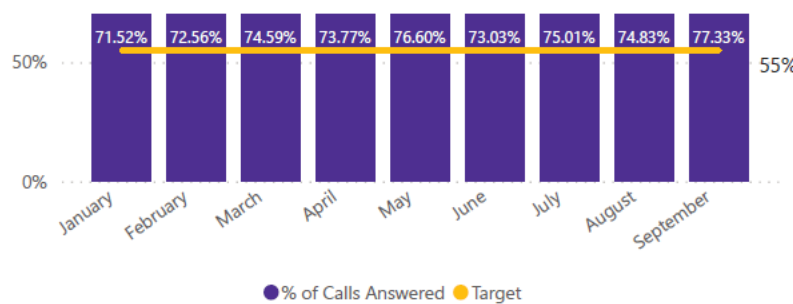
Intake and Eligibility

To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services

% of Positive Intake Satisfaction Survey Responses When Asked If Needs Were Addressed



% of Incoming Calls Answered by Staff Month



To determine program eligibility and process program applications in a timely manner

Housing Waitlist Applications Processed within 10 Business Days*

90.4% ✓
Goal: 70.0% (+29.14%)

* Applications received in the quarter

The KPIs for the Intake and Eligibility Department are centred around effective customer service and timely eligibility decisions. This will lead to more open and honest communication which is essential to ensure individuals and families receive the appropriate services.

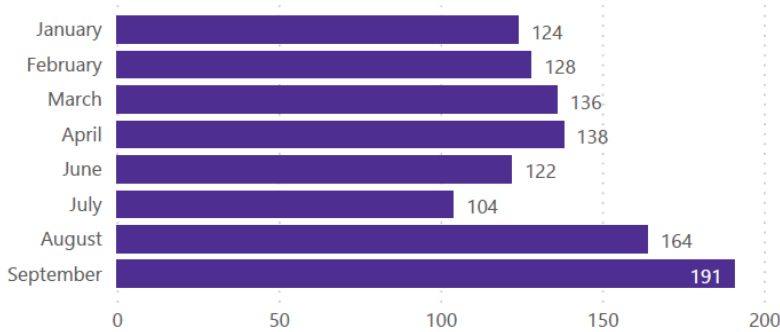
Due to the inclusion of online applications earlier in 2023, the Housing Application Processing indicator required a change for reporting, including new data points to consider. During Q2, the learning curve of the modified job processes caused some variances in the data, rendering it unreliable. Q3 is an accurate representation of application processing times, above the target of 70% of applications processed within 10 business days.

With regards to incoming calls, Intake averaged 3,797 calls per month during Q3, with a YTD average of 2,939 per month. For Q3, 26 calls were answered per hour.



To support people experiencing homelessness or at risk of homelessness through outreach and engagement

People on the TOSW Active Caseload in Quarter by Month



TOSW Outreach Contacts with People Not on Caseload

197 ✓
Goal: 125 (+57.6%)

* Note - May HIFIS Outage by Lakehead University - reports unable to run accurately

Through outreach and engagement, staff work with people experiencing homelessness or at risk of homelessness to find more permanent housing solutions. The active Transitional Outreach Support Worker (TOSW) caseload has steadily increased into Q3 and the contacts with people not included in the official caseload, has reached 197 relative to the goal of 125 in Q3.

E. Social Assistance

Through the Ontario Works (OW) program, TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families in the form of financial and employment benefits to assist recipients to reach financial independence through employment.

Table 7, below, shows the 2023 Operating Budget revenues and expenditures, third quarter variances and year-end projections for the OW program. Overall, OW program expenses were lower than budget in Q3, and are forecast to be lower than budget by \$47,900 at year-end.

Table 7:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	2,750.7	2,750.7	-	0.0%	3,667.6	3,667.6	-	0.0%
Provincial grants	23,061.5	22,790.8	(270.7)	-1.2%	30,748.7	30,289.5	(459.2)	-1.5%
Other revenues	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	125.9	170.5	44.6	35.4%	167.9	173.3	5.4	3.2%
Total Financing	25,938.2	25,712.0	(226.1)	-0.9%	34,584.2	34,130.4	(453.8)	-1.3%
Expenses								
Personnel services	3,058.4	2,909.8	148.6	4.9%	4,077.9	3,951.9	126.0	3.1%
Materials	392.9	358.5	34.4	8.8%	523.9	478.7	45.2	8.6%
Contract services	3.8	2.0	1.7	45.6%	5.0	5.0	-	0.0%
Rents and financial expenses	80.6	76.7	3.8	4.7%	107.4	103.1	4.3	4.0%
External transfers	18,696.8	18,529.8	167.0	0.9%	24,929.1	24,621.4	307.7	1.2%
Internal administration allocation	3,009.2	3,069.2	(60.0)	-2.0%	4,012.3	3,993.8	18.5	0.5%
Imputed rent recovery	728.6	728.6	-	0.0%	971.4	971.4	-	0.0%
Total Expenses	25,970.3	25,674.7	295.6	1.1%	34,627.0	34,125.3	501.7	1.4%
Recoveries								
From homelessness programs	32.1	32.1	-	0.0%	42.8	42.8	-	0.0%
Total Expenses Less Recoveries	25,938.2	25,642.6	295.6	1.1%	34,584.2	34,082.5	501.7	1.5%
Excess (Deficiency) of Revenues over Expenses	-	69.5	69.5	n/a	-	47.9	47.9	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q3 and the full-year forecast include:

Personnel Services	Forecast \$126,000 (3.1%) favourable
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Personnel Services expenses were lower than budget in Q3 and are forecast to be under budget by \$126,000 at year-end due to temporarily vacant positions throughout the year. Vacant positions are now filled or in the recruitment process.



External Transfers **Forecast \$307,700 (1.2%) favourable**

External transfers are lower than budget in Q3 and are forecast to be under budget by \$307,700 at year end based on the estimated number of Ontario Works caseloads through the last quarter of 2023.

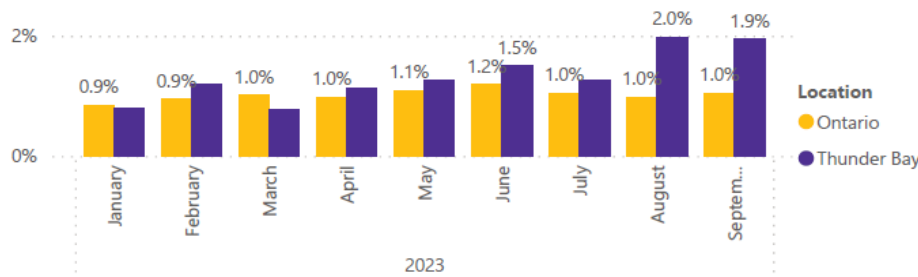
OW financial assistance is 100% provincially funded, so there is no impact on the levy to Municipalities and TWOMO.

Key Performance Indicators

To develop and deliver appropriate programming to help individuals move along the continuum towards employment and self-sufficiency

Average % of caseload exiting to employment - Performance Report

Target: Higher than Ontario Average

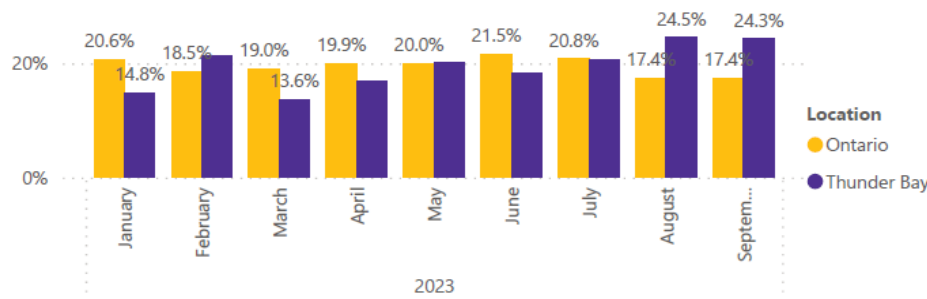


2.9%

of Caseload Exiting to Employment - including Retroactive Case Closures

Average % of terminations exiting to employment - Performance Report

Target: Higher than Ontario Average



% of clients that are employment-ready - Unable to report - waiting on Common Assessment Tool

Ontario Works is an employment-focused program with the goal of moving individuals along the continuum towards employment and self-sufficiency. The Social Assistance Program KPIs include the percentage of caseload exiting to employment in comparison to the Provincial average. For Q3, the percentage of caseload exiting to employment is 1.9% compared to the Provincial average of 1.09%.

The majority of exits from Ontario Works are grants to ODSP which is a strong indicator of the employability of our caseload. A Common Assessment Tool will be mandatory for caseworkers to complete with each adult of the benefit unit once TBDSSAB is part of the Employment Service Transformation. This will provide a more accurate picture of the caseload employment readiness. This KPI will be reported once the tool is ready.

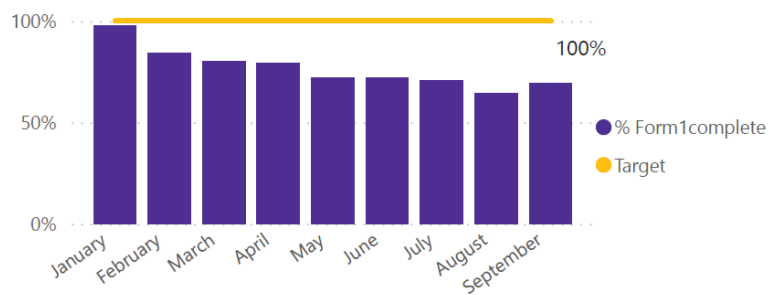
To provide a respectful, supportive environment for all clients accessing TBDSSAB services

96.1%

of respondents that answered positively to the question "Are Staff Friendly, Courteous and Helpful?"

To deliver the OW program in accordance with legislation and regulations

% of Form 1 Complete by Month of Review



Ontario Works Legislation requires a full financial update to all client files at least once every 24 months. Administration has developed supplemental controls including a monthly check on the Form 1 application for a portion of active cases to ensure the update has been completed. For Q3 year-to-date, 5.4% of the reviewed files were not updated within 24 months.

It is important to note that the majority of overdue Form 1s are due to missed appointments by the recipient and their assistance is suspended until they attend and complete the update. Assistance is not issued for those who are overdue except under exceptional circumstances.

Administration uses client-surveys to determine the overall satisfaction of experiences with social assistance. To align with the KPI of providing a respectful, supportive environment for all clients accessing TBDSSAB services, Administration measured the respondents who answered positively that staff are friendly, courteous and helpful. Based on the results of this years' survey, 96.1% of respondents answered this question positively.

F. Child Care and Early Years

TBDSSAB is the service system manager for child care and early years' services in the District of Thunder Bay and administers child care and EarlyON programs to create a comprehensive, consistent, quality-driven system to support children and families.

Table 8, below, shows the 2023 Operating Budget revenues and expenditures, third quarter variances, and year-end projections for child care and early years' programs. Overall, child care and early years' program expenses were lower than budget in Q3 and are forecast to be less than budget by \$3.1 million at year-end.

Table 8:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	953.6	953.6	-	0.0%	1,271.5	1,271.5	-	0.0%
Federal grants	8,317.1	6,025.2	(2,291.9)	-27.6%	11,089.4	8,438.0	(2,651.4)	-23.9%
Provincial grants	11,627.4	9,268.7	(2,358.7)	-20.3%	15,503.2	15,117.6	(385.6)	-2.5%
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	9.1	12.4	3.3	36.1%	12.1	12.6	0.5	4.1%
Total Financing	20,907.2	16,259.9	(4,647.3)	-22.2%	27,876.2	24,839.7	(3,036.5)	-10.9%
Expenses								
Personnel services	343.2	372.3	(29.1)	-8.5%	457.6	492.2	(34.6)	-7.6%
Materials	31.9	30.1	1.8	5.5%	42.5	36.9	5.6	13.2%
Contract services	0.8	4.1	(3.3)	-442.7%	1.0	7.4	(6.4)	-640.0%
External transfers	19,937.6	15,564.0	4,373.6	21.9%	26,583.4	23,528.1	3,055.3	11.5%
Internal administration allocation	805.8	811.4	(5.6)	-0.7%	1,074.4	1,057.3	17.1	1.6%
Imputed rent recovery	52.8	52.8	-	0.0%	70.4	70.4	-	0.0%
Total Expenses	21,172.0	16,834.7	4,337.3	20.5%	28,229.3	25,192.3	3,037.0	10.8%
Recoveries								
Other recoveries	264.8	264.8	-	0.0%	353.1	353.1	-	0.0%
Total Expenses Less Recoveries	20,907.2	16,569.8	4,337.3	20.7%	27,876.2	24,839.2	3,037.0	10.9%
Excess (Deficiency) of Revenues over Expenses	-	(310.0)	(310.0)	n/a	-	0.5	0.5	n/a

Federal and Provincial grants are determined by applying the various cost-sharing formulae to actual expenses.



2023 Third Quarter Financial Report
Operating Budget

Expense highlights for Q3 and the full-year forecast include:

External Transfers Forecast **\$3,055,300 (11.5%) favourable**

External transfers for child care and early years were less than budget in Q3 and are expected to be less than budget at year-end due to CWELCC advances being less than expected. Under CWELCC, in 2023, parent fees have been reduced by 52.75% and CWELCC funding is provided to child care operators to replace this revenue.

Total enrollment in licensed child care has been lower than expected and as a result, less CWELCC has been advanced to child care operators. Lower enrollment is expected to continue in 2023 as workforce constraints are preventing child care operators from operating at full capacity. Administration continues to work through the process to implement the CWELCC.

A further breakdown of External Transfers is provided in Table 9, below:

Table 9:

Description	Year-To-Date				Year 2023			
	Budget	Actuals	Variance		Budget	Forecast	Variance	
	(\$000s)	(\$000s)	(\$000s)	(%)	(\$000s)	(\$000s)	(\$000s)	(%)
External Transfers								
Fee Subsidy	1,500.0	1,069.8	430.2	28.7%	2,000.0	1,401.3	598.7	29.9%
Special Needs	1,157.7	1,157.4	0.3	0.0%	1,543.6	1,543.6	-	0.0%
General Operating	6,021.5	4,469.4	1,552.0	25.8%	8,028.6	8,447.4	(418.8)	-5.2%
Wage Enhancement	918.9	1,063.7	(144.8)	-15.8%	1,225.2	1,063.7	161.5	13.2%
Other	220.2	173.6	46.6	21.2%	293.6	304.2	(10.6)	-3.6%
Workforce Funding	522.2	676.1	(153.8)	-29.5%	696.3	676.1	20.2	2.9%
EarlyON	1,652.8	1,462.7	190.0	11.5%	2,203.7	2,194.6	9.1	0.4%
Journey Together	883.1	882.9	0.2	0.0%	1,177.4	1,177.4	-	0.0%
CWELCC	7,061.3	4,608.3	2,452.9	34.7%	9,415.0	6,719.8	2,695.2	28.6%
Total	19,937.6	15,564.0	4,373.6	21.9%	26,583.4	23,528.1	3,055.3	11.5%

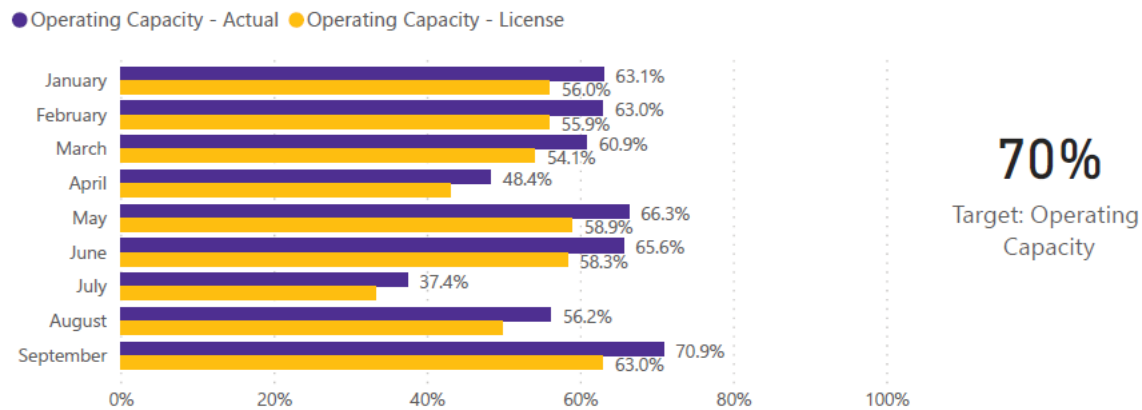


Key Performance Indicators

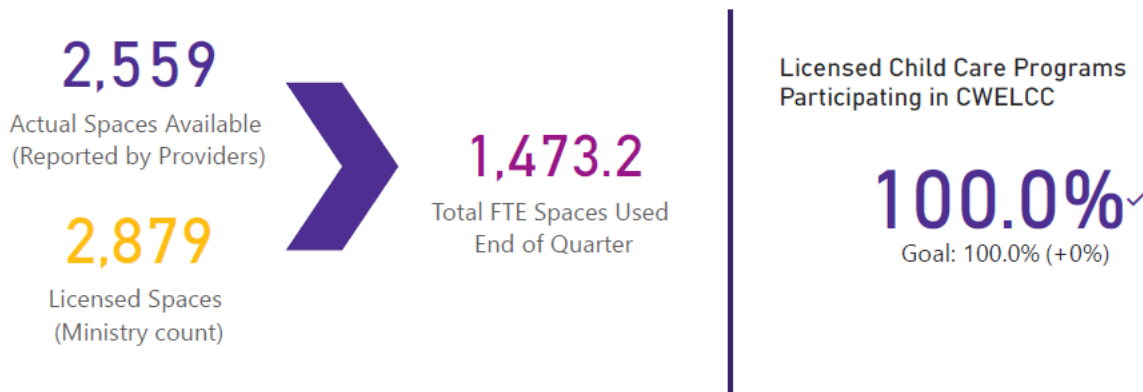
The role of the Service Manager is to maximize accessibility and affordability of child care for children and families in the District of Thunder Bay.

To maximize accessibility and affordability of child care for children and families in the District of Thunder Bay

Licensed Spaces Filled (Operating Capacity - Actual and License) by Month



Note - includes all licensed spaces from birth to 12 years of age (infant to school age)



There are currently 2,879 licensed child care spaces throughout the District and child care operators must work within provincially established child-to-adult ratios. However, operators are permitted to have mixed-ratio groups. Coupled with the significant shortage of Registered Early Childhood Educators (RECE) locally and across the province, the actual available spaces, as currently reported by operators, is 2,559. For 2023, an overall target of 70% of spaces filled has been established as workforce constraints are a barrier for child care operators to be able to operate at full capacity. At the end of the third quarter, 63% of licensed spaces (70.9% of available spaces) were filled.



Administration, in partnership with Confederation College, has established a bursary program for prospective and active students to encourage recruitment and retention in the child care sector. Also, TBDSSAB has provided funding to support Confederation College in implementing a fast-track ECE program which will allow educators, currently working in the sector, to become registered ECEs and count towards child/educator ratios. These initiatives will boost the workforce and allow the sector to move towards operating at full capacity.

Thirty-five (35) new ECEs graduated from Confederation College in spring 2023, and twenty-nine (29) secured employment in the sector either on a part-time or full-time basis. As well, most first-year students secured employment within the child care sector for the summer of 2023. For September 2023, there were sixty (60) new students enrolled, and thirty-five (35) students returning into their second year.

To provide a respectful, supportive environment for all clients accessing TBDSSAB services

% of responses to client survey that are positive

*Not Applicable -
Child Care Survey not scheduled for 2023*

To support Ontario's pedagogy for the early years: "How does learning happen?"

% of Pedagogical Model Implemented

61.7% ✓
Goal: 61.7% (+0%)

Administration uses parent-surveys to determine the overall satisfaction of experiences in the child care sector. The last parent-survey was conducted in 2018 before the pandemic. Administration is targeting 2024 to conduct the next survey and will report this KPI at that time.

TBDSSAB recently introduced a new capacity build process (CBP) to the Child Care and Early Years community, which was presented to the CCEY managers within the sector. This implementation of the CBP has begun to roll out and will become more robust as TBDSSAB Programs Officer positions get filled; hence, TBDSSAB's pedagogical approach is on track to be fully implemented in 2024.

G. Housing and Homelessness Programs

TBDSSAB is the service system manager for various housing and homelessness programs and services in the District of Thunder Bay. TBDSSAB supports housing units operated by non-profit housing providers, rent supplement agreements and portable housing benefits. TBDSSAB also administers programs and services aimed at reducing chronic homelessness in the District of Thunder Bay.

The following significant events have impacted, or will impact, the financial performance within Housing Programs:

- Homelessness Prevention Program (HPP) – In April 2023, Administration received confirmation of its HPP allocation for the 2023/24 year. The allocation of \$16.5 million is \$11.0 million higher than what was expected during 2023 budget deliberations. Administration has submitted an investment plan to the Province and will work towards its implementation.

Table 10, below, shows the 2023 Operating Budget revenues and expenditures, third quarter variances and year-end projections for Housing and Homelessness Programs.

Table 10:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance (\$000s)	(%)	Budget (\$000s)	Forecast (\$000s)	Variance (\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	6,400.4	6,400.4	-	0.0%	8,533.9	8,533.9	-	0.0%
Federal grants	6,713.3	6,871.9	158.6	2.4%	8,951.1	10,264.9	1,313.8	14.7%
Provincial grants	5,827.1	6,103.0	275.9	4.7%	7,769.5	14,446.7	6,677.2	85.9%
Other revenue	45.0	17.8	(27.2)	-60.5%	60.0	17.7	(42.3)	-70.5%
From (to) reserve funds	232.5	150.0	(82.5)	-35.5%	310.0	310.0	-	0.0%
Prior year surplus	-	-	-	n/a	-	400.0	400.0	n/a
Imputed rent adjustment	14.6	19.8	5.1	35.2%	19.5	20.0	0.5	2.6%
Total Financing	19,233.0	19,562.9	329.9	1.7%	25,644.0	33,993.1	8,349.1	32.6%
Expenses								
Personnel services	339.2	355.3	(16.2)	-4.8%	452.2	464.2	(12.0)	-2.7%
Materials	2,489.9	1,246.1	1,243.8	50.0%	3,319.8	3,488.1	(168.3)	-5.1%
Contract services	15.0	17.6	(2.6)	-17.1%	20.0	36.0	(16.0)	-80.0%
Rents and financial expenses	-	-	-	n/a	-	-	-	n/a
External transfers	15,059.3	16,620.3	(1,561.0)	-10.4%	20,079.0	27,736.0	(7,657.0)	-38.1%
Internal administration allocation	1,616.3	1,664.8	(48.5)	-3.0%	2,155.1	2,547.3	(392.2)	-18.2%
Imputed rent recovery	84.5	84.5	-	0.0%	112.6	112.6	-	0.0%
Total Expenses	19,604.0	19,988.5	(384.5)	-2.0%	26,138.7	34,384.3	(8,245.6)	-31.5%
Recoveries								
From housing programs	169.3	137.2	(32.0)	-18.9%	225.7	291.4	65.7	29.1%
From homelessness programs	201.8	193.1	(8.7)	-4.3%	269.0	458.3	189.3	70.4%
Total Expenses Less Recoveries	19,233.0	19,658.2	(425.2)	-2.2%	25,644.0	33,634.6	(7,990.6)	-31.2%
Excess (Deficiency) of Revenues over Expenses	-	(95.3)	(95.3)	n/a	-	358.6	358.6	n/a

Overall, Housing Program expenses were lower than budget in Q3, but are forecast to be higher than budget by \$7,990,600 at year-end. A program levy operating surplus of \$358,600 is expected primarily due to higher administrative recovery related to the additional HPP funding.

Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses. Expense highlights for Q3 and the full-year forecast include:

Materials	Forecast \$168,300 (5.1%) favourable
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Materials were lower than budget in Q3 and are expected to be \$168,300 lower than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
OPHI	360.0	301.1	58.9	16.4%	480.0	1,181.7	(701.7)	-146.2%
COCHI	2,109.3	922.7	1,186.6	56.3%	2,812.4	2,278.3	534.1	19.0%
Other	20.6	22.4	(1.8)	-8.8%	27.4	28.1	(0.7)	-2.6%
Total	2,489.9	1,246.1	1,243.8	50.0%	3,319.8	3,488.1	(168.3)	-5.1%

The favourable variance in the Canada-Ontario Community Housing Initiative (COCHI) is due to anticipated timing of project completion.

OPHI and COCHI are funded 100% by the Federal and Provincial governments.



External Transfers	Forecast \$7,657,000 (38.1%) unfavourable
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External transfers for Housing Programs were higher than budget in Q3 and are expected to be \$7,657,000 higher than budget at year-end. A further breakdown of this variance is provided in Table 12, below:

Table 12:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Provincial Reformed	4,220.9	4,218.8	2.1	0.0%	5,627.8	5,596.9	30.9	0.5%
Former Provincial Reformed	218.3	200.2	18.1	8.3%	291.1	291.1	-	0.0%
Urban Native housing program	784.5	928.4	(143.9)	-18.3%	1,046.0	1,139.8	(93.8)	-9.0%
Private landlord rent supplement	1,789.4	1,790.1	(0.7)	0.0%	2,385.8	2,406.6	(20.8)	-0.9%
Non-profit rent supplement	592.2	573.0	19.2	3.2%	789.6	772.3	17.3	2.2%
Portable Housing Benefit	766.7	617.0	149.7	19.5%	1,022.3	850.0	172.3	16.9%
IAH Rent Supplement	35.0	73.2	(38.2)	-109.1%	46.7	73.2	(26.5)	-56.7%
IAH Ontario Renovates	-	180.1	(180.1)	n/a	-	230.2	(230.2)	n/a
IAH-SIF housing allowance	17.7	37.6	(19.9)	-112.5%	23.6	37.6	(14.0)	-59.4%
OPHI Rental Housing	375.0	-	375.0	100.0%	500.0	-	500.0	100.0%
OPHI Ontario Renovates	311.3	143.3	167.9	54.0%	415.0	178.2	236.8	57.1%
COCHI rental housing	-	1,652.0	(1,652.0)	n/a	-	1,652.0	(1,652.0)	n/a
COCHI capital repairs	654.3	497.5	156.8	24.0%	872.4	847.3	25.1	2.9%
COCHI rent supplement	666.8	621.9	44.9	6.7%	889.0	830.8	58.2	6.5%
COCHI transitional operating	68.2	156.6	(88.4)	-129.7%	90.9	179.3	(88.4)	-97.3%
Reaching Home	45.0	17.7	27.3	60.6%	60.0	17.7	42.3	70.5%
HPP Operating	3,648.1	4,184.3	(536.2)	-14.7%	4,864.1	6,033.4	(1,169.3)	-24.0%
HPP Capital	-	650.0	(650.0)	n/a	-	4,904.6	(4,904.6)	n/a
SSRF	787.5	-	787.5	100.0%	1,050.0	1,590.3	(540.3)	-51.5%
Home for Good	78.5	78.5	(0.0)	0.0%	104.7	104.7	-	0.0%
Total	15,059.3	16,620.3	(1,561.0)	-10.4%	20,079.0	27,736.0	(7,657.0)	-38.1%

The unfavourable variance is mainly due to additional 2023/24 HPP funding committed/ spent in 2023. The HPP Investment Plan has been submitted to the Province and Administration will work towards implementation of the plan. HPP is 100% Provincially funded so there is no impact on the levy, however the additional HPP funding provides additional administrative recoveries.

There is also an unfavourable variance due to COCHI funding provided to support new rental housing, and Social Services Relief Fund (SSRF) funding that was allocated in prior years and should be fully disbursed in 2023, as well as capital related to the additional HPP funding allocation received during the year. The COCHI is 100% Federally funded and the SSRF and HPP allocations are 100% Provincially funded so there is no impact on the levy.



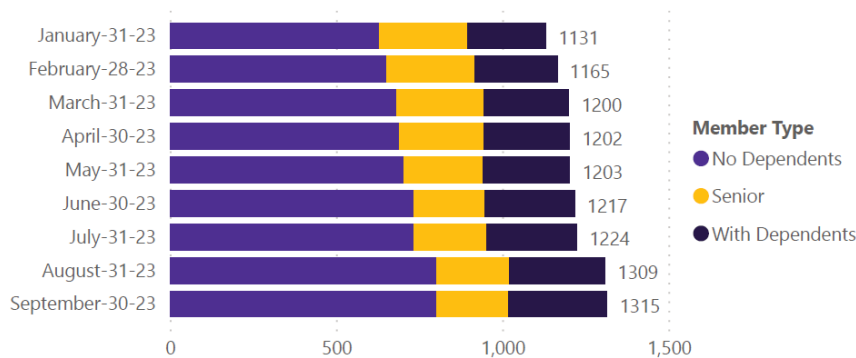
Key Performance Indicators

The role of the Service Manager is to maintain and grow the supply of affordable housing units in the District of Thunder Bay. The Service Manager also provides support for people experiencing homelessness or at risk of homelessness through outreach and engagement.

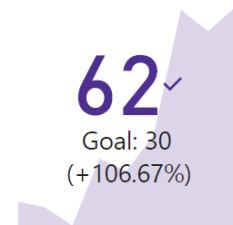
To maintain existing relationships and grow the supply of new affordable housing units in the District of Thunder Bay

Community Housing Waitlist by Family Status

Target: Decrease in waitlist over time



Net New Housing Supports*



* New PHB, HFG, and Rent Supplement units
Target 30 by end of 2023

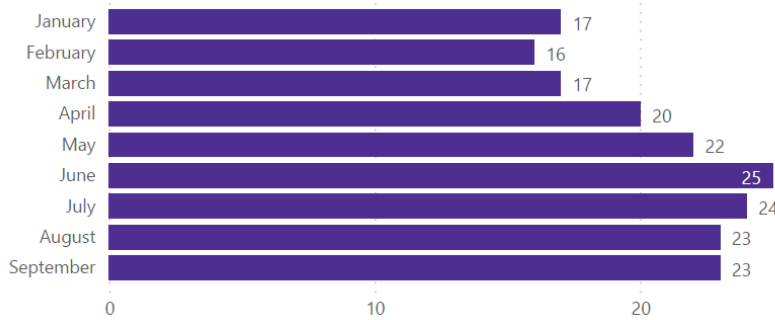
The Community Housing Waitlist is an indicator of housing need in the District of Thunder Bay. In the third quarter, the waitlist has increased due, in part, to the increased outreach efforts to homeless individuals. During the third quarter TBDSSAB staff participated in visits to homeless encampments and assisted individuals to complete housing applications. Administration has exceeded its net new housing supports goal for 2023 which will help address the waitlist increase. Also, within its direct-owned housing portfolio, Administration is working towards turning over its unoccupied units quicker to make them available to prospective tenants. This should also help reduce the waitlist.



To support people experiencing homelessness or at risk of homelessness through outreach and engagement:

Number of People Experiencing Chronic Homelessness Using a Shelter

Target: Decrease in number of people experiencing chronic homelessness using shelter

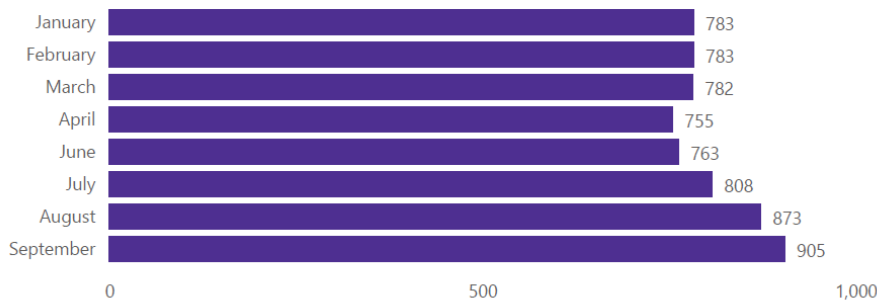


38
YTD Total Unique Individuals
Experiencing Chronic
Homelessness Served at Shelters

To provide a respectful, supportive environment for all clients accessing TBDSSAB services

Active Clients on the By Name List Over Time

Target: Decrease in active clients experiencing homelessness



905
Active Clients on the
By Name List at
the end of Quarter

In support of the Province’s goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters and manages the ‘By Name’ list of individuals experiencing homelessness. Through outreach and engagement, staff can work with these individuals to find more permanent housing solutions. The number of people experiencing chronic homelessness using a shelter decreased slightly in Q3 and the by name list trended higher in Q3 due in large part to the outreach efforts to the homeless encampments. In Q3, 54 individuals were on the high needs homeless waitlist, and 68 accessing housing through the Home for Good program throughout the quarter.

H. Direct-Owned Community Housing Building Operations

TBDSSAB operates and maintains 2,493 direct-owned housing units throughout the District of Thunder Bay. Table 13, below, shows the 2023 Operating Budget revenues and expenditures, third quarter variances, and year-end projections for direct-owned Community Housing building operations.

Overall, direct-owned Community Housing building operation expenses were more than budget in Q3 and are expected to continue to result in an unfavourable variance at year-end. In addition, rent revenues will also be lower than budget due to higher than expected vacancies; resulting in an overall unfavourable program levy variance of \$749,000 at year end.

Table 13:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	8,368.1	8,368.1	-	0.0%	11,157.5	11,157.5	-	0.0%
Federal grants	1,897.4	1,259.2	(638.2)	-33.6%	2,529.8	2,518.3	(11.5)	-0.5%
Provincial grants	8.6	-	(8.6)	-100.0%	11.5	-	(11.5)	-100.0%
Rents	8,557.7	8,078.6	(479.0)	-5.6%	11,410.2	10,846.6	(563.6)	-4.9%
Other revenue	209.1	206.4	(2.7)	-1.3%	278.8	303.4	24.6	8.8%
From (to) reserve funds	(1,759.7)	(1,805.5)	(45.8)	2.6%	(2,346.2)	(2,360.9)	(14.7)	0.6%
Imputed rent adjustment	32.9	44.5	11.6	35.4%	43.8	45.2	1.4	3.2%
Total Financing	17,314.1	16,151.4	(1,162.7)	-6.7%	23,085.4	22,510.1	(575.3)	-2.5%
Expenses								
Personnel services	2,811.4	2,560.5	250.9	8.9%	3,748.5	3,571.8	176.7	4.7%
Interest on long-term debt	108.8	110.8	(2.0)	-1.8%	145.1	145.1	-	0.0%
Materials	11,677.4	11,749.9	(72.4)	-0.6%	15,569.9	16,060.8	(490.9)	-3.2%
Contract services	7.5	2.2	5.3	71.3%	10.0	10.0	-	0.0%
Rents and financial expenses	7.2	45.0	(37.8)	-524.3%	9.6	47.3	(37.7)	-392.7%
External transfers	1.1	-	1.1	100.0%	1.4	1.4	-	0.0%
Loan principal repayment	1,534.4	1,534.3	0.1	0.0%	2,045.9	2,045.9	-	0.0%
Internal administration allocation	1,475.3	1,430.0	45.2	3.1%	1,967.0	1,864.9	102.1	5.2%
Imputed rent recovery	190.1	190.1	-	0.0%	253.4	253.4	-	0.0%
Total Expenses	17,813.1	17,622.7	190.4	1.1%	23,750.8	24,000.6	(249.8)	-1.1%
Recoveries								
Recovery from Ontario Works progra	209.9	209.9	-	0.0%	279.8	279.8	-	0.0%
Recovery from homelessness progra	273.9	319.6	45.7	16.7%	365.2	440.4	75.2	20.6%
Recovery from building overhead	15.3	15.3	-	0.0%	20.4	20.4	-	0.0%
Total Expenses Less Recoveries	17,314.1	17,078.0	236.1	-15.6%	23,085.4	23,260.0	(174.6)	-21.6%
Excess (Deficiency) of Revenues over Expenses	-	(926.6)	(926.6)	n/a	-	(749.9)	(749.9)	n/a

2023 Third Quarter Financial Report
Operating Budget

Highlights for Q3 and the full-year forecast include:

Rents	Forecast \$563,600 (4.9%) unfavourable
--------------	---

Rent revenue was lower than budget in Q3 and is expected to be \$563,600 less than budget at year-end. The variance is related to rent-geared-to-income (RGI) which is based on tenant incomes. The province had implemented a rent-freeze for 2021 which was lifted January 1, 2022. Beginning in the fall of 2022, annual tenant rent reviews have resulted in lower rents retroactive to prior periods. This trend has continued into 2023. Administration had anticipated rents would increase slightly in 2023 as the economy recovered after the pandemic, however, with only approximately 100 tenants' RGI based on earned income, increases have not materialized.

The remaining revenue shortfall relates to vacant units in excess of industry standards. Administration is working through an aggressive plan to ready units for occupancy in an attempt to mitigate year end unfavourable variances.

Personnel Services	Forecast \$176,700 (4.7%) favourable
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Personnel Services expenses were lower than budget in Q3 and are forecast to be under budget by \$176,700 at year-end due to temporarily vacant positions throughout the year.

Materials	Forecast \$490,900 (3.2%) unfavourable
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Materials costs were higher than budget in Q3 and are expected to be \$490,900 higher than budget at year-end. A further breakdown of this variance is provided in Table 14, below:

Table 14:

Description	Year-To-Date				Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
Repairs and maintenance	1,688.9	1,775.9	(87.0)	-5.1%	2,251.9	2,386.6	(134.7)	-6.0%
Operating services	1,713.1	1,961.6	(248.6)	-14.5%	2,284.1	2,742.3	(458.2)	-20.1%
Insurance	600.5	614.5	(14.0)	-2.3%	800.6	832.0	(31.4)	-3.9%
Gas	555.5	538.9	16.6	3.0%	740.7	754.1	(13.4)	-1.8%
Electricity	1,405.1	1,223.2	181.9	12.9%	1,873.5	1,793.6	79.9	4.3%
Water	1,295.4	1,299.2	(3.8)	-0.3%	1,727.2	1,730.0	(2.8)	-0.2%
Hot water tanks	78.9	90.2	(11.3)	-14.3%	105.2	120.8	(15.6)	-14.8%
Municipal taxes	4,100.5	4,017.2	83.3	2.0%	5,467.3	5,409.5	57.8	1.1%
Other	239.6	229.2	10.4	4.3%	319.4	291.9	27.5	8.6%
Total	11,677.4	11,749.9	(72.4)	-0.6%	15,569.9	16,060.8	(490.9)	-3.2%

The anticipated unfavourable variance is due primarily to over-spending on electrical standards compliance, security, and custodial coverage resulting from the staff vacancies mentioned above.

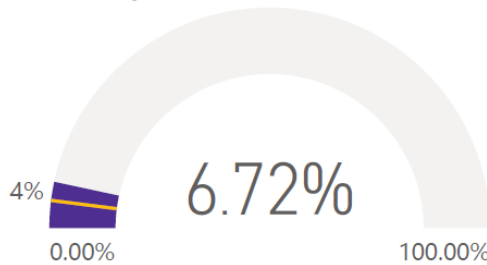


Key Performance Indicators

TBDSSAB provides safe, well-maintained, affordable housing options for tenants and creates vibrant communities through tenant engagement.

To provide clean, safe, well-maintained, affordable housing options for tenants

Total Vacancy Rate for the Quarter



201 Complaints about Cleanliness or Garbage in the Tenant Survey* **-15.0%** Target: Decrease in Complaints about Cleanliness or Garbage in 2024 Survey

To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services

46.8%

Positive Responses to Tenant Survey**



15.0%

Target: Increase in Positive Responses in 2024 Survey

* Complaints for cleanliness or garbage are all "Poor" responses to 4 questions of the 2022 Tenant Survey - 11.5% of the total responses to these questions.

** Positive responses to tenant survey are of all questions asked in the 2022 Tenant Survey

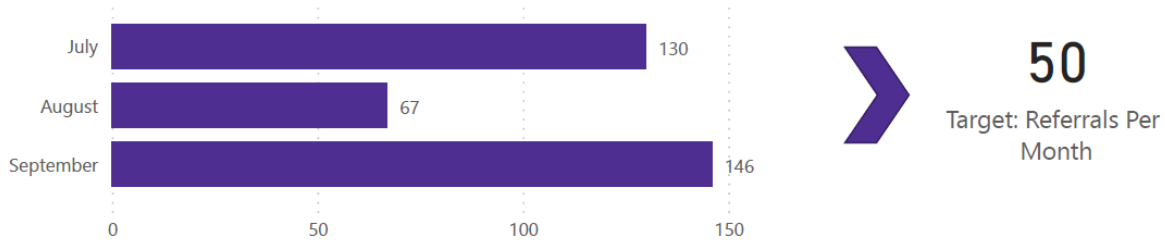
Vacancies in TBDSSAB-owned housing units occur throughout the year as tenants leave community housing or are transferred into other community housing units. Once a tenant moves out, the unit is assessed, and necessary repairs are made. Effective turnaround processes are important to ensure those individuals and families in need can be housed in a safe, well-maintained housing unit. Administration had established a target of 4% vacancy. In Q3 the vacancy rate was 6.72%; Administration continues to review practices and processes to expedite the turnover of units with the intention of aligning outcomes with the target by year end.

Administration uses tenant-surveys to determine the overall satisfaction of experiences in the direct-owned housing. The last tenant survey was conducted in 2022 and Administration is targeting 2024 to conduct the next survey and will report this KPI at that time.



To create vibrant communities for tenants through engagement and collaboration with community partners

Tenant Referrals Made to Services by Month



Community Partners with Services in Properties by Month



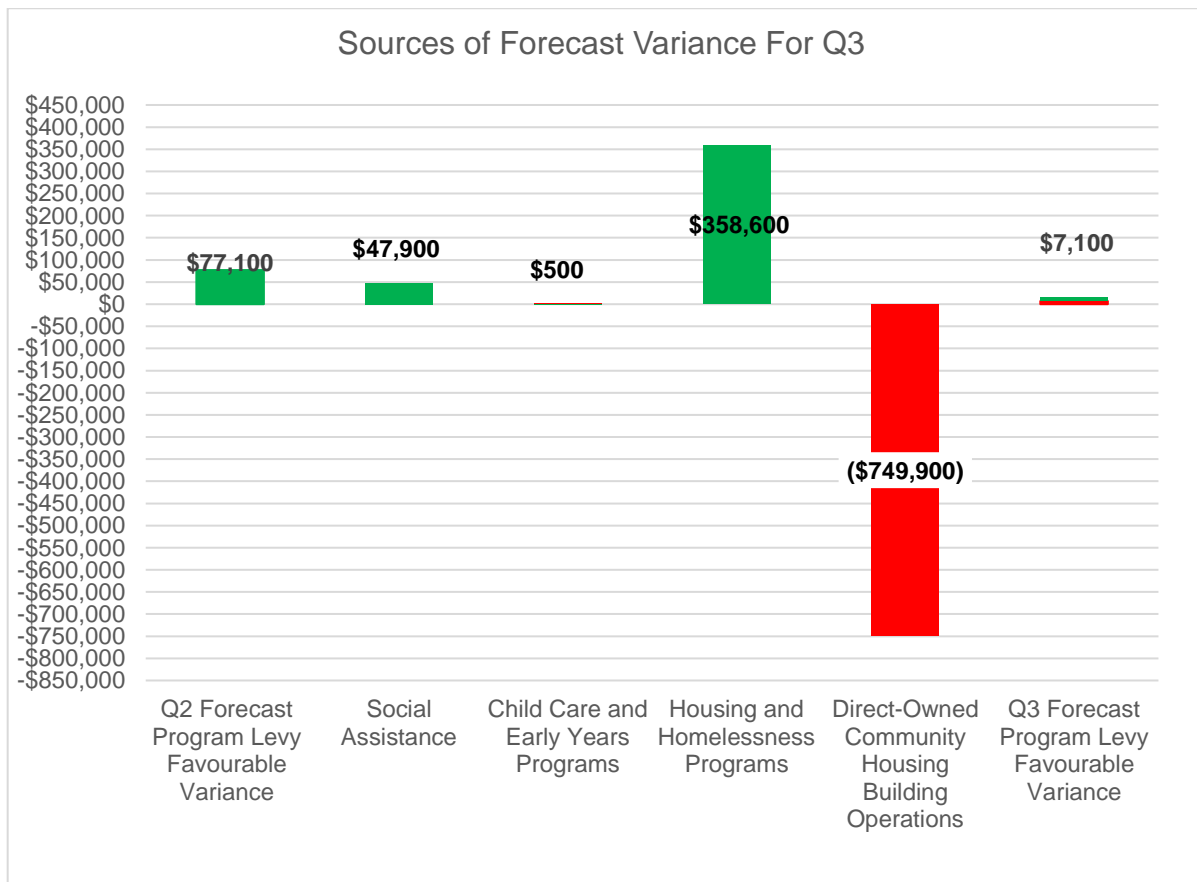
A high level of referrals from Tenant Support Workers to external agencies for supports continues versus the target. The number of agencies providing direct services within TBDSSAB properties remains consistent at a level slightly below target.



CONCLUSION

The 2023 Second Quarter Financial Report identified an overall favourable program levy operating variance of \$77,100 with favourable variances for Social Assistance (\$13,000), and Housing and Homelessness Programs (\$417,200) being offset by an unfavourable variance within Direct-Owned Community Housing Building Operations (\$353,100).

Through the 2023 Third Quarter Financial Report, Administration is projecting a favourable program levy of \$7,100 for the 2023 year. The chart below summarizes the sources of variances in Q3, by program:





**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

**2023 THIRD QUARTER
FINANCIAL REPORT**

Capital Budget



INTRODUCTION

On February 16, 2023, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approved the 2023 Capital Budget which included 136 projects totaling \$4,324,000 (net of insurance deductibles). This includes individual capital projects in the direct-owned community housing portfolio (\$4,218,000), and TBDSSAB Headquarters (\$106,000).

In 2023, the Capital Budget is financed from the Housing Portfolio Capital Reserve Fund, the Office Building Reserve Fund, and the Canada-Ontario Community Housing Initiative (COCHI).

Also, subsequent to the 2022 year-end process, the Chief Administrative Officer (CAO) approved 60 capital projects, totaling \$3,326,980, from the 2022 Capital Budget to be carried forward and completed in 2023 and 2024.

A financial report is prepared and reported to the Board quarterly to provide a comparison of year-to-date status of the various components of the approved Capital budget.

2023 THIRD QUARTER CAPITAL BUDGET RESULTS

Reflecting results for the nine-month period ending September 30, 2023, this Report provides an indication of TBDSSAB's financial status in relation to the 2023 approved Capital Budget.

Overall, in Q3, TBDSSAB has spent or committed \$2,836,006 towards capital projects (2023 Approved Capital Budget and Carryforward projects).

A. 2022 Carryforward Projects

Through the 2022 year-end process, the CAO approved the carryforward of 60 capital projects totaling \$3,326,980. At September 30, 2023, TBDSSAB had spent or committed \$2,309,276 related to 2022 capital carryforward projects.

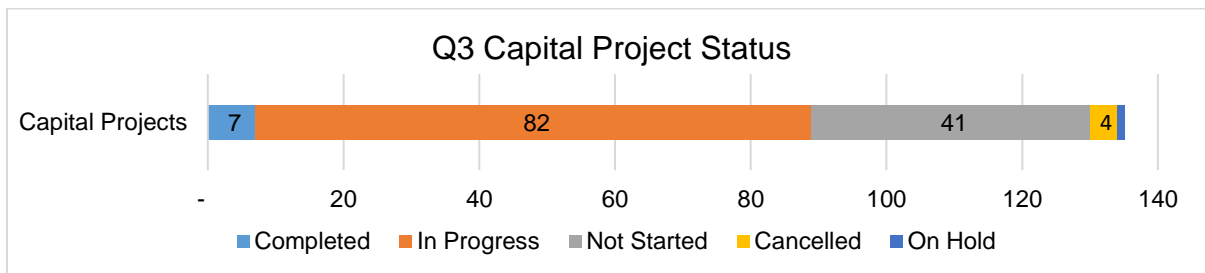
Twenty-five (25) projects were completed; Of the remaining 35 projects:

- Twenty-seven (27) were awarded with completion expected in 2023;
- Five (5) will be tendered in Q4 with completion expected in Q4 or 2024;
- Three (3) projects have been cancelled.

B. 2023 Individual Capital Projects

The Board approved a total Capital Budget related to individual direct-owned housing portfolio projects and the TBDSSAB Headquarters totaling \$4,324,000. Based on the approved list, each project was reviewed and scheduled throughout the year to maximize procurement efficiency and project completion based on the nature of the project.

At September 30, 2023, \$526,730 or 12% of the approved 2023 capital budget had been spent or committed against the approved projects. Temporary vacancies in technical positions within the Infrastructure and Asset Management Department during the first half of 2023 delayed the start of 2023 capital projects, however, significant progress has been made on the 2023 capital budget during Q3:



Of the 82 projects that are “in progress”, eleven (11) have been awarded, twenty five (25) were in the procurement stage, and forty seven (47) were in the scope/review stage as at September 30, 2023. One project was on hold pending the outcome of decisions from the Situation Analysis Ad Hoc Committee.

Highlights of Completed Projects:

- Various Buildings – appliance (refrigerators and ranges) replacement;
- Headquarters – third floor office renovation;
- Assef Court – life safety updates;
- Spence Court – electrical upgrades;
- Cumberland Court – roofing and parking lot repairs.

CONCLUSION

At September 30, 2023, approximately 92% of the 2022 carryforward capital projects were either completed, awarded, in construction, or cancelled.

Administration continues to maintain an aggressive schedule, with the intent that significant progress will be made towards completion of the 2023 capital budget during this calendar year; however, supply chain issues as well as project complexity will result in several projects being carried forward for completion in 2024.



**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

Fiduciary Responsibility Checklist

Year: 2023


[Supporting Documents](#)

	Q1	Q2	Q3	Q4	Comments
Corporate Filings					
Canada Pension Plan Contributions	✓	✓	✓		
Employment Insurance Premiums	✓	✓	✓		
Employer Health Tax (EHT) Premiums	✓	✓	✓		
Income Tax Deductions	✓	✓	✓		
OMERS Contributions	✓	✓	✓		
Workplace Safety and Insurance Board Premiums	✓	✓	✓		
T4s	✓				
EHT Annual Return	✓				
Harmonized Sales Tax Rebate	✓				
Tax Filing (TBDHC)		✓			
Internal Governance					
Bank Reconciliation	✓	✓	✓		
Listing of Cheques	✓	✓	✓		
Debt Payments Made	✓	✓	✓		
Insurance Renewal					
Provincial Reporting					
Ontario Works Monthly Subsidy Claim (20 th of each month)	✓	✓	✓		
OW Budget Submission		✓			
OW Mid-Year and Year-End Report		✓	✓		
Child Care & Early Years Estimates Report			✓		
Child Care & Early Years Financial Statement Report		✓	✓		
Service Manager Annual Information Return		✓			
Social Housing TWOMO Report	✓	✓	✓		
Canada-Ontario Community Housing Initiative Report	✓		✓		
Canada-Ontario Housing Benefit	✓	✓	✓		
Investment in Affordable Housing Report	✓	✓			This program has ended
Ontario Priorities Housing Initiative Report	✓		✓		
Homelessness Prevention Program Report	✓	✓	✓		

I certify, to the best of my knowledge and belief, that the above remittances, contributions, filings, and reporting requirements were completed during the period in accordance with established requirements and timelines.


Director - Corporate Services Division 08-Nov-23
Date

And, I certify, to the best of my knowledge and belief, that TBDSSAB is in compliance with all applicable labour laws, including the Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act, Employment Standards Act, and Canada Labour Code.


Chief Administrative Officer 08-Nov-23
Date