

**RAINY RIVER DISTRICT SOCIAL
SERVICES ADMINISTRATION
BOARD**

2021 BUDGET

DRAFT #1
Committee of the Whole
Presented: 11 February 2021

DRAFT #2
Presented: 18 February 2021

**APPROVED: Board Resolution
#23/21
18 February 2021**



**PROVIDING QUALITY, PEOPLE CENTERED SERVICES IN AN EFFICIENT, AFFORDABLE, AND
SUSTAINABLE MANNER**

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RECOMMENDATION

That the Rainy River District Social Services Administration Board (RRDSSAB) approve the 2021 Budget, as presented; and

Furthermore, that the Board approve the 2021 Levy Estimate conditional upon no further MPAC approved assessment changes received prior to February 28th, 2021 as per finance policy *F-3.1: Cost Apportionment Formula*, as presented.

1.0 INTRODUCTION

The 2021 Budget is being prepared using existing planning documents and needs, as identified by the Managers within each department.

2.0 CHANGES FROM PREVIOUS DRAFT

The distribution of costs for the Community Safety and Wellbeing Plan has been updated to reflect allocation of the \$60,000 based on the 2019 apportionment as per previous resolutions, Figure 12, page 16.

Figure 13, page 18, has been added to demonstrate the impact of a refund of \$100,000 of prior year surplus to the municipalities.

The department operating budgets have been updated for a slight change in the levy breakdown between the municipalities and TWOMO due to some late submissions of ratio bylaws. The impact of the ratio changes was minimal.

3.0 SUPPORTING INFORMATION

Consumer Price Index – all items

Canada 2020	0.7%
Ontario 2020	0.7%

Previously negotiated wage increases for 2021 as per agreements

Non-Union Non-Management staff	2.00%
Management staff	One-time grid adjustment
CUPE staff	Unknown*

*CUPE agreement expired at December 31, 2020, contract is awaiting ratification. An estimate has been used for budgeting purposes to mitigate any retroactive settlement back to January 1, 2021.

4.0 OVERALL BUDGET GOALS

As management developed the 2021 Budget, we committed to limiting any budget increases impacting the municipal levy. Staff continue to look for efficiencies, leveraging partnerships, aligning costs with citizen needs while resisting reduction in service levels.

New initiatives have been assessed against the Board's Strategic Plan, the Housing & Homelessness Plan and the Children's Services Plan, to ensure they fit within the adopted strategic direction of the Board.

5.0 2021 PROPOSED CAPITAL BUDGET

Consistent with past practice, the capital budget has been created using Public Sector Account Board (PSAB) standards as opposed to a cash basis. The Board strives to maintain a consistent amortization amount each year through planned revitalization and purchasing of assets. The proposed budget recommends inclusion of the following 2021 capital projects based on a projected net amortization amount of \$634,320 and use of reserve funds in the amount of \$268,655:

- 737 Scott Street parking lot;
- Heritage parking lot extension;
- Photocopier – replacement;
- 5 tablets – EMS on-going replacement;
- Microsoft 365;
- 1 Ambulance – annual replacement;
- 450 Scott Street cameras and card access;
- 450 Scott Street renovations;
- 450 Scott Street front desk accessibility;
- 450 Scott Street HVAC repair;
- EMS cameras and card access;
- 6th & Webster foundation repairs;
- 4th Avenue foundation repairs;
- Cameras for various housing units;
- Elizabeth Manor make-up air unit – replacement;
- Queen Street Manor make-up air unit – replacement;
- Atikokan Family siding – replacement;
- Atikokan Family flooring – replacement;
- Various unit tub surrounds – replacement; and
- 801 Scott Street furnaces – replacement.

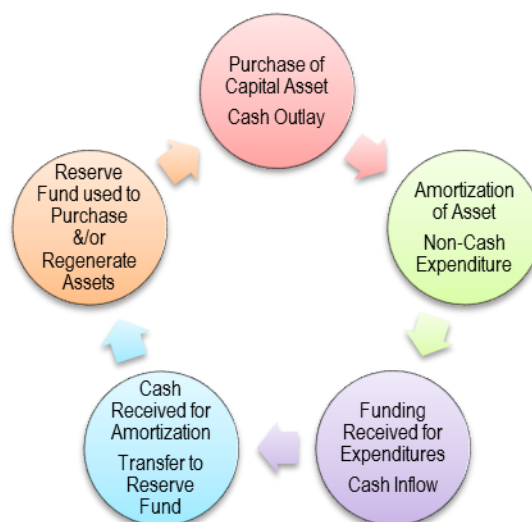


Figure 1: Capital Replacement Cycle

The proposed 2021 Capital Budget is presented as Table 5.1.

G/L Accounts	Budget Line Description	2021 BUDGET	100 Ontario Works	200 Children's Services	300 Emergency Medical Services	400 Community Housing	500 Central Administration
CONTRIBUTIONS TO RESERVES							
62999	Total Amortization	799,235.00	1,166.00	2,600.00	226,936.00	480,479.00	88,054.00
22025	Debentures						
	PPLTD	(164,915.00)	-	-	-	(164,915.00)	-
ESTIMATED AMOUNT AVAILABLE for RESERVE TRANSFER		634,320.00	1,166.00	2,600.00	226,936.00	315,564.00	88,054.00
65000	Transfers to Reserve Funds						
	8-Plex reserve	27,345.00	-	-	-	27,345.00	-
	Ambulance	166,361.00	-	-	166,361.00	-	-
	Ambulance Equipment reserve	37,800.00	-	-	37,800.00	-	-
	Building & Base reserve	58,700.00	-	-	-	-	58,700.00
	Delibs	17,775.00	-	-	17,775.00	-	-
	General Operating Reserve	1,166.00	1,166.00	-	-	-	-
	General Operating reserve	2,791.00	-	-	-	-	2,791.00
	General Operating Reserve	2,600.00	-	2,600.00	-	-	-
	Social Housing reserve	286,938.00	-	-	-	286,938.00	-
	Social housing reserve	1,281.00	-	-	-	1,281.00	-
	Ambulance IT reserve	5,000.00	-	-	5,000.00	-	-
	New Amb Fleet reserve	5,500.00	-	-	-	-	5,500.00
	IT reserve	21,063.00	-	-	-	-	21,063.00
ESTIMATED 2021 TRANSFERS TO RESERVES		634,320.00	1,166.00	2,600.00	226,936.00	315,564.00	88,054.00
CAPITAL PURCHASES							
61050	Land Improvements						
	737 Scott prep parking lot	60,000.00	-	-	-	-	60,000.00
	Parking lot extension Heritage	50,000.00	-	-	-	50,000.00	-
61100	Equipment						
	Photocopier	6,200.00	6,200.00	-	-	-	-
61200	Computer Hardware						
	5 Tablets	22,000.00	-	-	22,000.00	-	-
	DC & Server 2019	10,000.00	-	-	-	-	10,000.00
61250	Software						
	Microsoft 365	15,000.00	-	-	-	-	15,000.00
61300	Ambulance						
	Ambulance	185,000.00	-	-	185,000.00	-	-
61550	Building Improvements						
	450 Scott Cameras & Card Access	17,200.00	-	-	-	-	17,200.00
	450 Scott Renovations	21,000.00	-	-	-	-	21,000.00
	EMS Cameras & Card Access	18,550.00	-	-	-	-	18,550.00
	Foundation Walkways etc (all unit) 6th&Web	85,000.00	-	-	-	85,000.00	-
	Front Desk Accessibility	6,000.00	-	-	-	-	6,000.00
	Furnaces 801 Scott	12,000.00	-	-	-	-	12,000.00
	HSG Cameras	23,025.00	-	-	-	23,025.00	-
	HVAC - repair	30,000.00	-	-	-	-	30,000.00
	Replace make up air unit Elizabeth	65,000.00	-	-	-	65,000.00	-
	Replace make up air unit Queen	65,000.00	-	-	-	65,000.00	-
	Siding Insulation (8units) Aik Fam	116,000.00	-	-	-	116,000.00	-
	Tub surrounds (2units)	13,000.00	-	-	-	13,000.00	-
	Flooring replacement (2units) Aik Fam	20,000.00	-	-	-	20,000.00	-
	Foundation Waterproofing Grading (8units) 4th Ave	63,000.00	-	-	-	63,000.00	-
AMOUNT REQUIRED FROM RESERVES FOR CAPITAL PURCHASES		902,975.00	6,200.00	-	207,000.00	500,025.00	189,750.00
48000	Transfers from Reserves						
	Ambulance Vehicle Reserve	185,000.00	-	-	185,000.00	-	-
	Building & Base Reserve	164,750.00	-	-	-	-	164,750.00
	EMS IT Reserve	22,000.00	-	-	22,000.00	-	-
	General Operating Reserve	6,200.00	6,200.00	-	-	-	-
	IT Replacement Reserve	25,000.00	-	-	-	-	25,000.00
	Social Housing Reserve	500,025.00	-	-	-	500,025.00	-
ESTIMATED 2021 TRANSFERS FROM RESERVES		902,975.00	6,200.00	-	207,000.00	500,025.00	189,750.00

Table 5.1

6.0 2021 PROPOSED OPERATING BUDGETS

6.1 Central Administration

Central Administration consists of costs that are distributable to each of the main services provided by the RRDSSAB. Central Administration is made up of four (4) programs: Administration, Building, Information Technology (IT) and Board. Administration, Building and Board costs are distributed to each of the other four (4) services, Ontario Works, Children's Services, Emergency Medical Services, and Community Housing, based on their proportionate share of the previous year operating budget. IT costs for administration are allocated to Administration and then distributed accordingly; however, IT costs related to specific services are allocated to that service. The Administration budget for 2021 includes the additional levy and expenses related to the Community Safety and Wellbeing Plan (CSWP). As approved by the Board, the plan costs, not to exceed \$60,000, would be borne by the RRDSSAB and then shared among the member municipalities through the apportionment. A separate column has been included on the 2021 Levy Estimate, Table 7.1 page 17, to show the allocation of the CSWP levy.

OPERATING BUDGET - Central Administration
2021 Budget DRAFT 2

	BUDGET 2021	BUDGET 2020	UNAUDITED ACTUAL TO DATE 2020	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
TWOMO	-	-	-	-	0%
Municipal Levy	(39,108.00)	(101,501.00)	(101,501.20)	62,393.00	(61.47%)
Other Revenue	62,500.00	125,000.00	65,909.51	(62,500.00)	(50.00%)
TOTAL REVENUES	23,392.00	23,499.00	(35,591.69)	(107.00)	(0.46%)
EXPENDITURES					
Salaries & Benefits	927,403.00	845,075.00	839,838.92	82,328.00	9.74%
Program Administration	398,833.00	328,125.00	336,505.51	70,708.00	21.55%
Health & Safety	12,250.00	12,250.00	6,710.99	-	0.00%
Professional Services	80,195.00	57,950.00	82,415.83	22,245.00	38.39%
Occupancy	117,984.00	111,695.00	129,622.91	6,289.00	5.63%
Travel & Training	67,960.00	67,960.00	20,273.19	-	0.00%
Vehicle	5,500.00	8,100.00	8,906.55	(2,600.00)	(32.10%)
Program & Client Expenses	71,730.00	11,730.00	1,965.00	60,000.00	511.51%
Amortization	88,054.00	65,556.00	87,852.37	22,496.00	34.32%
TOTAL EXPENDITURES	1,769,909.00	1,508,441.00	1,514,091.27	261,468.00	17.33%
Amounts to be Recovered for Central Administration	(1,746,517.00)	(1,484,942.00)	(1,549,682.96)	(261,575.00)	
Amounts Recovered from Other Programs	1,746,517.00	1,484,942.00	1,437,935.76	261,575.00	
BALANCE	-	-	(111,747.20)	-	

Table 6.1

As noted in Table 6.1, on the previous page, the CSWP has been included under Program and Client Expenses and is directly related to the increase in Municipal cost. The remaining increase to Central Administration is related to negotiated increases in staff salaries, an increase in costs for IT infrastructure and programming and insurance allocations. There has been no increase in staff FTE's only a slight redistribution of personnel between programs.

6.2 Ontario Works

The 2018 Ontario Budget announced a plan for the government's first phase of income security reform. The proposed plan starts with an emphasis on turning social assistance into a more simple, responsive and person-focused service. The government also expects savings to be achieved through social assistance reform, social services modernization, human services integration, reducing reporting requirements and streamlining transfer payments. Assistance that is simpler, easier to access and more responsive to individual needs would provide real opportunities for people to improve their circumstances. Simplifying rules would contribute to a reduction in administrative burden for staff. Combined with ongoing efforts towards service delivery modernization, the changes would allow for refocusing of resources from administrative tasks towards working with individuals and families to access the supports and services they need.

The allocation for 2021 from the Province was unchanged from previous years, however, in 2019 and 2020 the RRDSSAB did not take the full allocation from the Province. The funds allocated but not utilized are to be cost shared 50/50. For 2021 in order for staff to allocate additional time to working with individuals and families, we have included additional caseworker time in the budget, thus utilizing more of the 50/50 allocation provided. Given that we have not used the full allocation in the past 2 years, it is a concern that if we do not uptake more of our allocation that we will most likely lose those funds in future years.

Cost of Administration requirement remains at 10% for 2021, however, we anticipate that this will be reduced in future years to 5%.

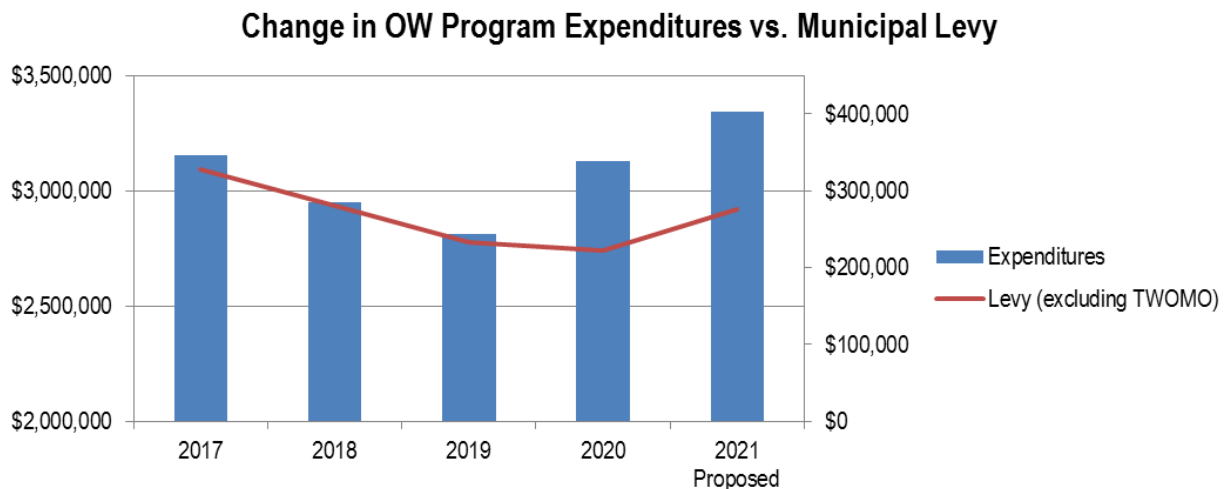


Figure 2

Table 6.2 shows a significant increase in Program & Client Expenses. These expenses are direct client payments for the Ontario Works General Allowance program. Expenditures for this program were fully uploaded to the Province in 2018. The RRDSSAB receives advances and then reconciles for a full cost recovery of these client payments. There is no cost to the municipalities on this increase.

OPERATING BUDGET - Ontario Works
2021 Budget DRAFT 2

	BUDGET 2021	BUDGET 2020	UNAUDITED ACTUAL TO DATE 2020	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	2,824,404.00	2,639,130.00	2,538,439.95	185,274.00	7.02%
TWOMO	94,449.00	74,825.00	74,824.93	19,624.00	26.23%
Municipal Levy	275,976.00	222,575.00	222,575.09	53,401.00	23.99%
Other Revenue	145,690.00	192,690.00	143,846.67	(47,000.00)	(24.39%)
TOTAL REVENUES	3,340,519.00	3,129,220.00	2,979,686.64	211,299.00	6.75%
EXPENDITURES					
Salaries & Benefits	637,113.00	524,615.00	541,597.18	112,498.00	21.44%
Central Administration	157,233.00	129,920.00	129,920.04	27,313.00	21.02%
Program Administration	31,950.00	29,813.00	19,187.60	2,137.00	7.17%
Professional Services	8,535.00	7,790.00	10,621.17	745.00	9.56%
Occupancy	40,052.00	36,296.00	35,996.46	3,756.00	10.35%
Travel & Training	25,650.00	25,650.00	1,770.72	-	0.00%
Program & Client Expenses	2,438,570.00	2,373,320.00	2,118,700.74	65,250.00	2.75%
Amortization	1,166.00	1,166.00	1,166.70	-	0.00%
TOTAL EXPENDITURES	3,340,519.00	3,129,220.00	2,858,960.61	211,299.00	6.75%
Amounts to be Recovered for Ontario Works	-	-	120,726.03	-	
Amounts Recovered from Other Programs	-	-	-	-	
BALANCE	-	-	120,726.03	-	

Table 6.2

6.3 Children's Services

Funding allocations received from the Ministry of Education for 2021 remain consistent with the original funding allocations for 2020. In response to the challenges presented by COVID-19, the Province did not update the funding methodology and associated data elements in 2021 that are used to determine the funding allocations.

As indicated by the Province last year, effective January 1, 2021, Service System Managers (SSMs) are required to cost share provincial child care administrative funding, including wage enhancement grant

administration, at a rate of 50/50 provincial/municipal. This cost share does not apply to Ontario-Canada Early Learning and Child Care Agreement (ELCC), Indigenous-led Child Care (ILCC), or EarlyON funding.

Included in the 2021 funding allocations is a one-time transitional grant of \$127,058 to help offset the new required cost share for provincial child care administration. The addition of this one-time transitional grant brings current year Children's Services funding from the Ministry of Education to the same level as the original approved allocation for the 2020 funding year. There is flexibility in the use of the one-time transitional grant as it can also be applied to child care programs and services as well as toward increased operating costs related to the pandemic.

Similar to last year, the cost share for Expansion Plan operating funding is at a rate of 80/20 provincial/municipal. The Expansion Plan municipal contribution of \$237,157 remains voluntary this year, but this requirement may change in subsequent years. Based on the current year levy estimate, this additional contribution represents an increase of 3.91% to the municipalities. As previously communicated by the Province, the threshold for allowable administrative funding SSMS can spend on child care will be reduced from 10% to 5% in addition to the ongoing cost sharing requirements. This additional restriction will take effect for the 2022 budget year. In the 2020 and 2021 budgets, management has made some changes in advance of this requirement to ensure that the program can be operating within these anticipated guidelines.

The current ELCC agreement between the Province and the federal government is in effect until March 31, 2021. The RRDSSAB ELCC allocation of \$429,672 for the period of April to December 2021 for child care and EarlyON has been included as part of the 2021 funding allocation; however, confirmation of this funding is pending renewal of the provincial-federal ELCC agreement.

The RRDSSAB received \$518,831 in Federal Safe Restart Funding in 2020 which is to be spent by March 31, 2021. This funding is to support the safe reopening of child care centres and to help offset the additional operating costs for child care operators as a result of the pandemic. At this time there is no commitment from either the Province or the federal government for similar financial support for the sector from April to December 2021.

As a result of the 2020 closure and summer re-opening reconciliation process undertaken between SSMS and the Ministry of Education, the Province identified underspending. A portion of this underspending was re-distributed to SSMS for 2021 in the form of the Provincial Child Care and Early Years Funding Re-Investment designed to support the early years sector with COVID-19 specific funding pressures. The RRDSSAB has been allocated \$194,835 to be spent before March 31, 2021. This funding is in addition to the funding allocation for 2021.

Table 6.3 on the next page shows the Children's Services proposed budget for 2021. The decrease in the budget from 2020 to 2021 is reflective of 2019 funding allocations that were allowed to be deferred to 2020 along with the related expenditures. As noted in this table, the 'Amounts to be Recovered' represents net funding and expense transfers between Children's Services programs so as not to duplicate expenses.

	BUDGET 2021	BUDGET 2020	UNAUDITED ACTUAL TO DATE 2020	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	3,253,914.00	5,839,969.00	6,690,395.59	(2,586,055.00)	(44.28%)
TWOMO	76,165.00	69,184.00	69,183.60	6,981.00	10.09%
Municipal Levy	222,550.00	205,794.00	205,794.24	16,756.00	8.14%
Other Revenue	1,157,003.00	775,089.00	442,519.35	381,914.00	49.27%
TOTAL REVENUES	4,709,632.00	6,890,036.00	7,407,892.78	(2,180,404.00)	(31.65%)
EXPENDITURES					
Salaries & Benefits	4,062,954.00	3,016,790.00	2,222,873.43	1,046,164.00	34.68%
Central Administration	326,560.00	249,845.00	249,845.04	76,715.00	30.71%
Program Administration	188,183.00	114,875.00	77,983.51	73,308.00	63.82%
Professional Services	40,840.00	33,960.00	35,937.12	6,880.00	20.26%
Occupancy	94,937.00	84,062.00	64,228.42	10,875.00	12.94%
Travel & Training	19,000.00	24,505.00	1,261.45	(5,505.00)	(22.46%)
Program & Client Expenses	3,135,520.00	6,228,466.00	3,093,666.38	(3,092,946.00)	(49.66%)
Amortization	2,600.00	2,600.00	2,598.96	-	0.00%
TOTAL EXPENDITURES	7,874,594.00	9,755,603.00	5,748,394.31	(1,881,009.00)	(19.28%)
Amounts to be Recovered for Children's Services	(3,164,962.00)	(2,865,567.00)	1,659,498.47	(299,395.00)	
Amounts Recovered from Other Programs	3,164,962.00	2,865,567.00	59,728.95	299,395.00	
BALANCE	-	-	1,719,227.42	-	

Table 6.3

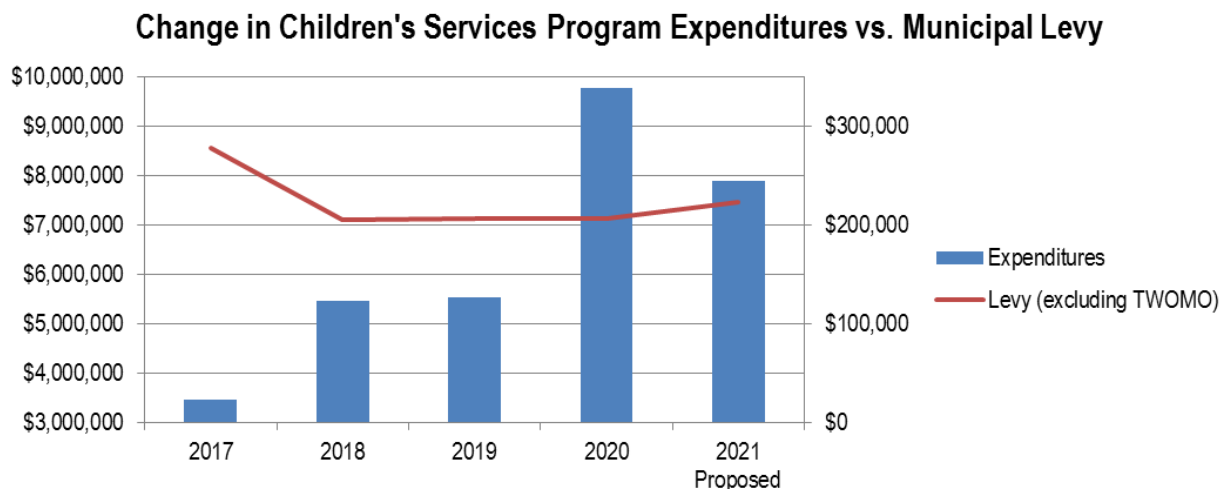


Figure 3

6.4 Emergency Medical Services

Provincial funding for EMS for 2021 has not yet been released. We have built the 2021 budget based on the 2020 funding received from the Province. First Nation (FN) funding from the Province is adjusted every two (2) years and 2021 is an adjustment year. Therefore, we anticipate an increase in 100% provincial funding related to FN however, it could not be quantified at this time and as such, has not been included in the budget. We are unsure at this time when 2021 funding announcements will be made. The CUPE contract for the paramedics ended December 31, 2020, therefore, additional costs related to negotiations have been included in the budget. At the time of this budget draft, union negotiations were still ongoing so an estimate for wage increases has been included in the budget to mitigate any retroactive settlement costs to the board.

This budget also includes the supplemental levy for any ER closure in the district consistent with prior years.

Below is the proposed 2021 EMS operating budget presented as Table 6.4.

OPERATING BUDGET - Emergency Medical Services 2021 Budget DRAFT 2

	BUDGET 2021	BUDGET 2020	UNAUDITED ACTUAL TO DATE 2020	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	3,870,471.00	3,562,811.00	3,656,183.00	307,660.00	8.64%
TWOMO	1,873,121.00	1,803,944.00	1,803,943.91	69,177.00	3.83%
Municipal Levy	2,736,577.00	2,683,017.00	2,552,161.38	53,560.00	2.00%
Other Revenue	9,509.00	-	34,725.69	9,509.00	0%
TOTAL REVENUES	8,489,678.00	8,049,772.00	8,047,013.98	439,906.00	5.46%
EXPENDITURES					
Salaries & Benefits	6,573,584.00	6,328,839.00	5,970,193.48	244,745.00	3.87%
Central Administration	447,508.00	349,783.00	349,782.96	97,725.00	27.94%
Program Administration	304,655.00	239,929.00	227,137.42	64,726.00	26.98%
Health & Safety	6,800.00	6,800.00	4,324.93	-	0.00%
Professional Services	155,430.00	132,520.00	79,075.30	22,910.00	17.29%
Occupancy	286,985.00	298,585.00	287,483.05	(11,600.00)	(3.88%)
Travel & Training	52,200.00	52,200.00	8,247.43	-	0.00%
Vehicle	244,680.00	220,200.00	225,250.86	24,480.00	11.12%
Program & Client Expenses	190,900.00	178,000.00	179,503.73	12,900.00	7.25%
Amortization	226,936.00	242,916.00	303,301.82	(15,980.00)	(6.58%)
TOTAL EXPENDITURES	8,489,678.00	8,049,772.00	7,634,300.98	439,906.00	5.46%
Amounts to be Recovered for Emergency Medical Services	-	-	412,713.00	-	
Amounts Recovered from Other Programs	-	-	-	-	
BALANCE	-	-	412,713.00	-	

Table 6.4

The Community Paramedicine (CP) program included in the EMS budget, Table 6.4 on the previous page, continues to be funded with 100% provincial funding flowed from the LHIN through the Hospital, however no economic increases are being provided. Additional funding was made available this year to enhance the CP program. The RRDSSAB applied for three (3) additional grants, Community Paramedicine Long-Term Care, Community Paramedicine Covid-19 Rapid Response, and Community Paramedicine High Intensity Supports Expansion. If received as submitted, these grants will add approximately \$310,000 to the CP program. This program continues to be extremely well received in particular by our senior's population. It has led to a decreased reliance on 911 services and the local hospital emergency rooms. On-duty paramedic crews do home visits, community events and follow up referrals at the request of various district health providers, including the Hospital, family health teams and allied agencies that provide reports. The CP program also created approximately eighty (80) Coordinated Care Plans for individuals who are high users of the system and have four (4) or more chronic conditions. These plans designate one health provider as the lead agency, while the others involved in the individuals care assist in providing wrap-around care to the patient. The intent is to entrench the program into daily operations of all participating agencies so that coordinated care plans become the standard for every patient.

As part of the proposed Capital Budget, Table 5.1, page 4, an Ambulance will be purchased as part of our ongoing vehicle regeneration. As of 2021, our entire fleet has been serviced with power load systems and stretchers. With this system we have addressed many health & safety concerns and reduced the number of back injuries to our Paramedics. Purchases of Defibrillators have been deferred from 2021 to 2022 to allow management to further review models used by other services and as we have done in the past, make arrangements to purchase in conjunction with a larger service at a significant cost savings.

2021 RRDEMS Response Time Plan

Type of Call	2021 Response Time Targets (from EMS notified of call to arrival at scene)	Recommended 2021 District of Rainy River Benchmark %
Sudden Cardiac Arrest (SCA) i.e. not breathing, no pulse	Defibrillator Response Six (6) minutes or less Set by the MoHLTC	45%
CTAS 1 (other than SCA) i.e. major shock	Paramedic Response Eight (8) minutes or less Set by the MoHLTC	60%
CTAS 2 (emergent care) i.e. chest pain	Paramedic Response Ten (10) minutes or less Set by the RRDSSAB	65% or Better
CTAS 3 (urgent care) i.e. mild asthma	Paramedic Response Fifteen (15) minutes or less Set by the RRDSSAB	65% or Better
CTAS 4 (less urgent care) i.e. ear ache	Paramedic Response Thirty (30) minutes or less Set by the RRDSSAB	65% or Better
CTAS 5 (non-urgent care) i.e. sore throat	Paramedic Response Thirty (30) minutes or less Set by the RRDSSAB	75% or Better

Figure 4

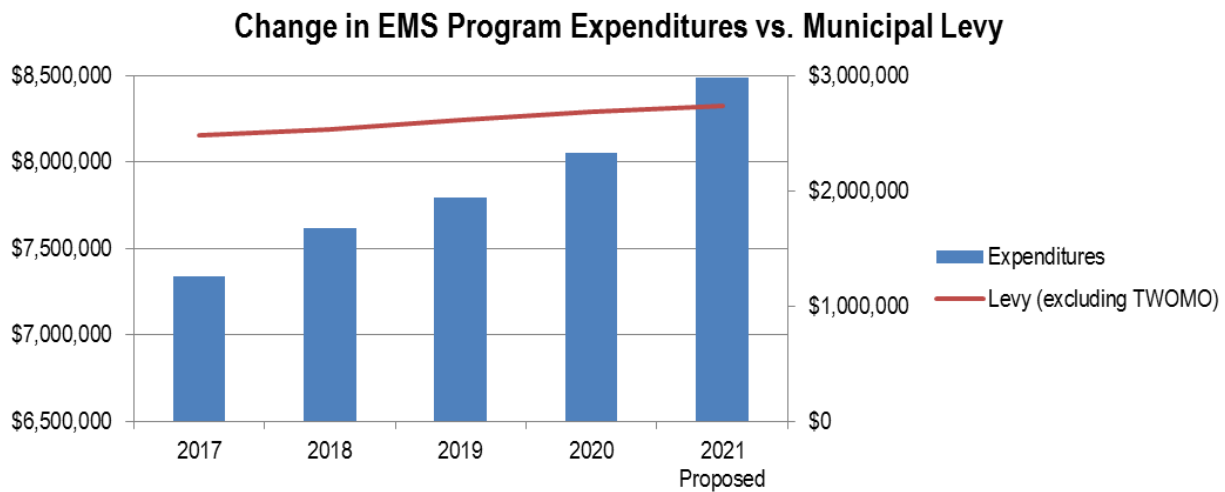


Figure 5

6.5 Community Housing

The Community Housing budget has expanded this year with the addition of new and continuing 100% provincially funded programs. The RRDSSAB will receive Ontario Priorities Housing Initiative (OPHI) funding in the amount of \$110,800 along with new Canada-Ontario Community Housing Initiative (COCHI) funding in the amount of \$207,045 for 2021-22. The OPHI funding will be used to further assist qualifying homeowners with capital repairs to allow them to remain in their home. This program will build on existing Ontario Renovates initiatives. The COCHI funding has been allocated to assist our former Federal Section 95 housing providers with Rent Supplement. These funds will allow us to increase our service level standards without additional cost to the municipalities. The Community Homelessness Prevention Initiative (CHPI) funding allocation will remain the same for 2021-22 at \$463,830, see Figure 6: 2021 Proposed CHPI Allocation, page 14.

The budget for the Non-Profit Housing Providers and the RRDSSAB owned units has minimal changes this year but larger impacts to housing overall. The required subsidy payments to the Non-Profit Providers decreased by \$45,507 resulting from a Provider mortgage expiration and the corresponding rent supplement agreement. The impact on municipal funding of housing programs by the expiring of operating agreements is an issue of concern across the Province. We are working with Providers to determine future needs and what impacts this may have on the Providers and the member Municipalities. As noted above, COCHI funding has been allocated to assisting these providers with expired agreements with new rent supplement funding to assist them with continuing operations.

Each year management completes a thorough review of the RRDSSAB owned buildings in conjunction with a review of the Building Condition Audit (BCA) reports on each building to determine the operating and capital needs for the year. Operating projects in the amount of \$245,000, that don't meet the threshold for Capital, have been included in the proposed Operating Budget for this year; a decrease of \$33,400 from 2020. Any surplus from 2020 operating projects will be brought forward after the annual audit for Board consideration.

As noted in the proposed Operating Budget, Table 6.5, the increase is in Program and Client Expenses, which are directly related to the added 100% funding initiatives from the Province.

OPERATING BUDGET - Community Housing
2021 Budget DRAFT 2

	BUDGET 2021	BUDGET 2020	UNAUDITED ACTUAL TO DATE 2020	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	2,985,373.00	2,267,285.00	2,395,685.30	718,088.00	31.67%
TWOMO	568,144.00	553,402.00	553,402.35	14,742.00	2.66%
Municipal Levy	1,660,085.00	1,646,158.00	1,646,157.79	13,927.00	0.85%
Other Revenue	2,180,399.00	1,868,957.00	2,103,337.28	311,442.00	16.66%
TOTAL REVENUES	7,394,001.00	6,335,802.00	6,698,582.72	1,058,199.00	16.70%
EXPENDITURES					
Salaries & Benefits	1,722,538.00	1,663,855.00	1,584,924.70	58,683.00	3.53%
Central Administration	278,181.00	269,833.00	269,832.96	8,348.00	3.09%
Program Administration	154,634.00	137,796.00	76,007.68	16,838.00	12.22%
Health & Safety	15,500.00	10,000.00	16,796.27	5,500.00	55.00%
Professional Services	150,203.00	128,335.00	127,882.28	21,868.00	17.04%
Occupancy	97,370.00	58,540.00	56,362.12	38,830.00	66.33%
Travel & Training	28,300.00	28,300.00	6,652.34	-	0.00%
Vehicle	45,150.00	34,200.00	28,285.55	10,950.00	32.02%
Program & Client Expenses	4,521,646.00	3,539,372.00	3,512,102.78	982,274.00	27.75%
Amortization	480,479.00	465,571.00	480,308.53	14,908.00	3.20%
TOTAL EXPENDITURES	7,494,001.00	6,335,802.00	6,159,155.21	1,158,199.00	18.28%
Amounts to be Recovered for Community Housing	(100,000.00)	-	539,427.51	(100,000.00)	
Amounts Recovered from Other Programs	100,000.00	-	95,115.96	100,000.00	
BALANCE	-	-	634,543.47	-	

Table 6.5

The purchase of the Apostolic Way Church in 2020 has given us a permanent home for the Warming Center. The 2021 Community Housing budget, above, includes the operation of the Warming Center for 6 months. We have created a separate budget in 2021 for the renovations to the church that are being funded by Federal Reaching Home (RH), Provincial Social Service Relief Funding – Phase 2 (SSRF2), and money from Canadian Mental Health Association (CMHA). These additional three (3) allocations will give us approximately \$863,000 to renovate the Safe Beds section of the project.

As part of the RRDSSAB Housing & Homelessness Plan, the RRDSSAB lead the Rainy River District 2018 Enumeration Count. The method used was Period Prevalence Count (PPC), designed for Northern and Rural communities to cast a wider net than traditional counts in locating the hidden homeless. In collaboration with a community team of service providers, a PPC of homelessness took place in both Fort Frances and Atikokan.

This enumeration process is scheduled to be completed again in 2021. Updated information will enable the RRDSSAB and its community partners to determine changes and/or enhancements to the services provided.

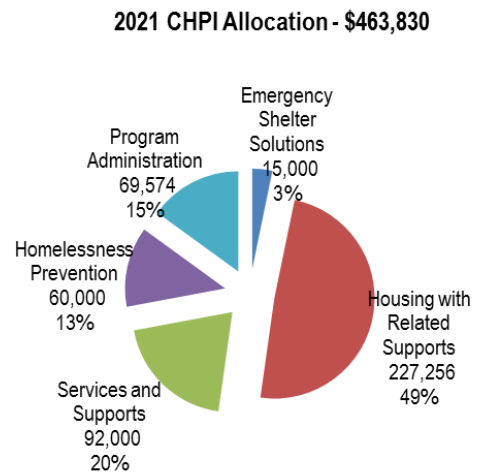


Figure 6: 2021 Proposed CHPI Allocation

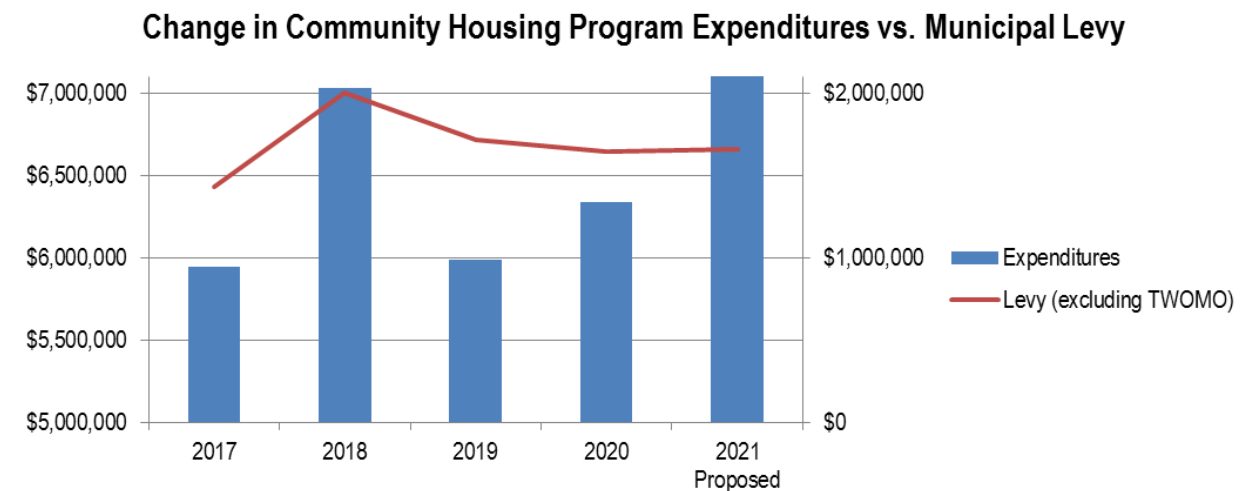


Figure 7

6.6 Operating Budget Summary

Table 6.6 on the following page, shows the total proposed 2021 budget. The overall budget increase was \$189,863; or 0.66% however, there is an increase in cost to the member municipalities of \$201,403, or 4.33%. 1.23% represents the increase for the Community Safety and Wellbeing Plan and the ongoing Supplemental Levy. The increase of 3.10% is related to the increase in cost share in Children’s Services and Ontario Works.

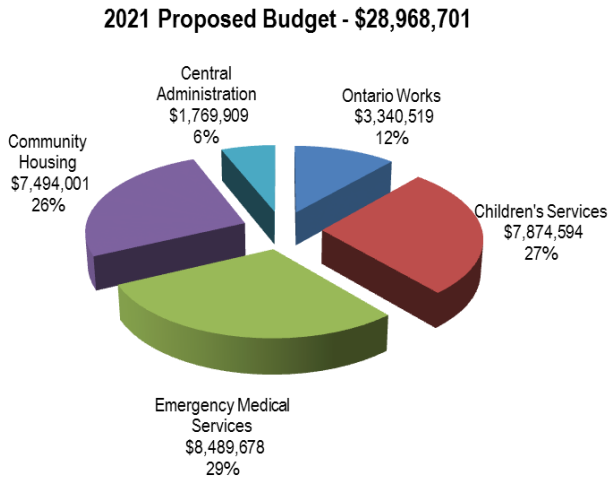


Figure 8

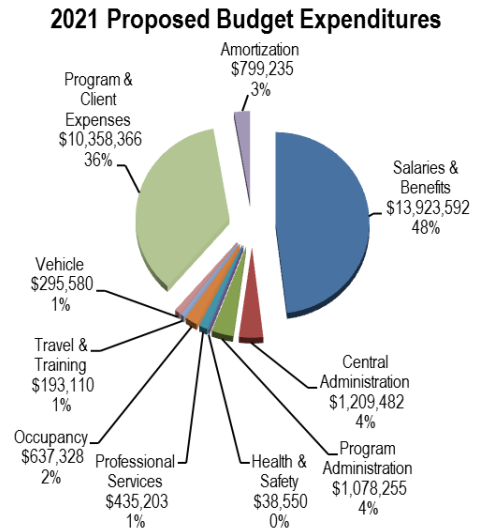


Figure 9

**OPERATING BUDGET
2021 Budget DRAFT 2**

	BUDGET 2021	BUDGET 2020	UNAUDITED ACTUAL TO DATE 2020	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	12,934,162.00	14,309,195.00	15,280,703.84	(1,375,033.00)	(9.61%)
TWOMO	2,611,879.00	2,501,355.00	2,501,354.79	110,524.00	4.42%
Municipal Levy	4,856,080.00	4,656,043.00	4,525,187.30	200,037.00	4.30%
Other Revenue	3,555,101.00	2,961,736.00	2,790,338.50	593,365.00	20.03%
TOTAL REVENUES	23,957,222.00	24,428,329.00	25,097,584.43	(471,107.00)	(1.93%)
EXPENDITURES					
Salaries & Benefits	13,923,592.00	12,379,174.00	11,159,427.71	1,544,418.00	12.48%
Central Administration	1,209,482.00	999,381.00	999,381.00	210,101.00	21.02%
Program Administration	1,078,255.00	850,538.00	736,821.72	227,717.00	26.77%
Health & Safety	38,550.00	29,550.00	27,832.19	9,000.00	30.46%
Professional Services	435,203.00	360,555.00	335,931.70	74,648.00	20.70%
Occupancy	637,328.00	589,178.00	573,692.96	48,150.00	8.17%
Travel & Training	193,110.00	198,615.00	38,205.13	(5,505.00)	(2.77%)
Vehicle	295,580.00	263,150.00	262,442.96	32,430.00	12.32%
Program & Client Expenses	10,358,366.00	12,330,888.00	8,905,938.63	(1,972,522.00)	(16.00%)
Amortization	799,235.00	777,809.00	875,228.38	21,426.00	2.75%
TOTAL EXPENDITURES	28,968,701.00	28,778,838.00	23,914,902.38	189,863.00	0.66%
Amounts to be Recovered	(5,011,479.00)	(4,350,509.00)	1,182,682.05	(660,970.00)	
Amounts Recovered from Other Programs	5,011,479.00	4,350,509.00	1,592,780.67	660,970.00	
BALANCE	-	-	2,775,462.72	-	

Table 6.6

7.0 2021 PROPOSED LEVY

The RRDSSAB Levy is calculated using weighted assessment including PIL's using municipal tax ratios for the municipalities and the weighted average tax ratio for the territories without municipal organization (TWOMO).

Municipality	Change in Assessment	Change in Cost %	Change in Annual Costs
Alberton	2891415	0.1807	10,897.63
Atikokan	(3406304)	(0.0164)	(1,063.88)
Chapple	4138149	0.2581	15,564.74
Dawson	442806	0.0503	3,024.49
Emo	1491247	0.1278	7,694.11
Fort Frances	(34688874)	(1.1700)	(70,934.85)
Lake of the Woods	385879	0.0788	4,728.87
LaVallee	1129232	0.0890	5,360.32
Morley	40919	0.0281	1,687.05
Rainy River	443276	0.0358	2,154.10
Unincorporated*	1063406	0.3379	32,409.44
Total	(26068850)		11,522.00
			(20,887.44)

Figure 10

Assuming no change in the budget from 2020 to 2021, Figure 10 illustrates the increase or decrease in the Municipalities individual cost percentage and the impact on annual costs simply based on the change in assessed value. There was a significant decrease in assessment in the Town of Fort Frances, the effect of which impacts the share borne by each of the remaining municipalities and TWOMO.

Figure 11 gives a snapshot of the 2021 Levy Estimate increases by department from the 2020 Approved Levy. The chart includes the CSWP levy but not the supplemental for EMS.

Changes in Municipal Share by Department:		
Ontario Works	↑	53,400.58
Children's Services	↑	16,755.57
EMS	↑	52,694.69
Community Housing	↑	13,927.41
Central Admin	↑	62,393.00
	↑	199,171.25

Figure 11

The proposed 2021 budget and levy include the supplemental levy for the EMS consistent with prior years. This additional levy has been included to ensure adequate funding is available given the unstable emergency room coverage in the district. The 2021 proposed Levy Estimate, Table 7.1, page 17, shows a levy increase of \$139,171.25, or 3.08% excluding the CSWP and the EMS Supplemental Levy. When the CSWP and supplemental levy are included, the increase will be \$200,036.77 or 4.30%. This increase is directly related to the mandatory cost sharing agreement for Ontario Works and the increased costs sharing requirements for Children's Services.

	2019 Cost %	CSWP Allocation
Alberton	4.4276	3,546.81
Atikokan	11.8650	9,504.69
Chapple	6.2491	5,005.96
Dawson	2.5974	2,080.70
Emo	5.2203	4,181.82
Fort Frances	32.2346	25,822.15
Lake of the Woods	5.2659	4,218.35
LaVallee	3.3691	2,698.88
Morley	2.2379	1,792.71
Rainy River	1.4330	1,147.93
Unincorporated*	25.1001	-
	100.0000	60,000.00

Figure 12: Allocation of CSWP costs based on 2019

2021 Levy Estimate

(Based on Weighted Assessment including P-H-L's using Municipal Tax Ratios for Municipalities and Weighted Average Tax Ratio for Unincorporated Areas)

Municipality	Assessment	Cost %	Ontario Works	Children's Services	Community Housing	Emergency Medical Services	Central Admin	Annual Total	Monthly Allocation	Central Admin Community Safety Wellbeing Plan**	EMS Supplemental Levy	Annual Total incl. Supp Levy and CSWP	Monthly Allocation incl. Supp Levy and CSWP
Albion	106657617	4.7278	17,513.04	14,122.72	105,346.72	165,300.58	(6,289.26)	295,993.79	24,666.15	3,546.81	8,358.92	307,899.52	25,668.29
Alkolan	262364753	11.6299	43,079.94	34,740.16	259,140.10	406,619.30	(15,470.81)	728,108.69	60,675.72	9,504.69	20,561.93	758,175.31	63,181.28
Chapple	151599432	6.7200	24,892.42	20,073.54	149,736.16	234,962.50	(8,939.33)	420,715.29	35,059.61	5,005.96	11,881.08	437,802.33	36,466.86
Dawson	61005920	2.7042	10,017.09	8,077.90	60,256.11	94,548.47	(3,597.32)	169,302.24	14,108.52	2,080.70	4,781.13	176,164.07	14,690.34
Eno	123344558	5.4675	20,253.01	16,332.26	121,828.56	191,162.41	(7,273.23)	342,303.01	28,525.25	4,181.82	9,666.70	356,151.53	29,679.29
Fort Frances	691276788	30.6423	113,506.72	91,533.13	682,780.48	1,071,357.65	(40,762.37)	1,918,415.61	159,867.97	25,822.15	54,176.42	1,998,414.17	166,534.51
Lake of the Woods	122143423	5.4143	20,055.79	16,173.22	120,642.19	189,300.86	(7,202.41)	338,969.65	28,247.47	4,218.35	9,572.57	352,760.56	29,396.71
LaVallee	78045704	3.4595	12,815.00	10,334.16	77,086.46	120,957.14	(4,602.10)	216,590.66	18,049.22	2,698.88	6,116.56	225,406.10	18,783.84
Morley	52022663	2.3060	8,542.05	6,888.41	51,383.27	80,625.99	(3,067.61)	144,372.11	12,031.01	1,792.71	4,077.10	150,241.92	12,520.16
Rainy River	32281745	1.4310	5,300.62	4,274.48	31,884.98	50,031.04	(1,903.55)	89,587.56	7,465.63	1,147.93	2,529.97	93,265.46	7,772.12
Unincorporated*	575213775	25.4976	94,449.33	76,165.03	568,143.97	1,782,960.06	-	2,521,718.38	210,143.20	-	90,160.64	2,611,879.02	217,666.59
Total	2255956378	100.0000	370,425.00	298,715.00	2,228,229.00	4,387,816.00	(99,108.00)	7,186,077.00	598,839.75	60,000.00	221,883.00	7,467,960.00	622,330.00

**based on 2019

2020 APPROVED Levy

(Based on Weighted Assessment including P-H-L's using Municipal Tax Ratios for Municipalities and Weighted Average Tax Ratio for Unincorporated Areas)

Municipality	Assessment	Cost %	Ontario Works	Children's Services	Community Housing	Emergency Medical Services	Central Admin	Annual Total	Monthly Allocation	Central Admin Community Safety Wellbeing Plan	EMS Supplemental Levy	Annual Total incl. Supp Levy and CSWP	Monthly Allocation incl. Supp Levy and CSWP
Albion	103766202	4.5471	13,523.11	12,503.55	100,016.42	155,062.93	(6,166.95)	274,939.06	22,911.59	-	7,950.53	282,889.59	23,574.13
Alkolan	265771057	11.6463	34,636.04	32,024.71	256,166.93	397,154.74	(15,795.08)	704,187.33	58,682.28	-	20,363.30	724,550.62	60,379.22
Chapple	147461284	6.4619	19,217.57	17,768.69	142,132.50	220,368.64	(8,763.80)	390,713.60	32,559.47	-	11,298.44	402,012.04	33,501.00
Dawson	60563115	2.6539	7,892.76	7,297.70	58,374.55	90,502.44	(3,599.34)	160,468.10	13,372.34	-	4,640.33	165,108.43	13,759.04
Eno	121853311	5.3397	15,880.27	14,683.00	117,449.92	182,091.39	(7,241.88)	322,862.69	26,905.22	-	9,336.36	332,199.05	27,683.25
Fort Frances	725965662	31.8123	94,609.90	87,476.94	699,731.54	1,084,846.13	(43,144.99)	1,923,519.53	160,293.29	-	55,623.26	1,979,142.79	164,928.57
Lake of the Woods	121757544	5.3355	15,867.79	14,671.46	117,357.61	181,948.28	(7,236.19)	322,608.94	26,884.08	-	9,329.03	331,937.97	27,661.50
LaVallee	76916472	3.3705	10,023.97	9,268.23	74,136.95	114,940.06	(4,571.24)	203,797.98	16,983.17	-	5,893.32	209,691.30	17,474.27
Morley	51981744	2.2779	6,774.41	6,263.66	50,103.29	77,678.87	(3,089.34)	137,730.89	11,477.57	-	3,982.83	141,713.72	11,809.48
Rainy River	31838469	1.3952	4,149.28	3,836.45	30,687.93	47,577.79	(1,892.20)	84,359.25	7,029.94	-	2,439.45	86,798.70	7,233.23
Unincorporated*	574150389	25.1597	74,824.90	69,183.60	553,402.38	1,715,961.75	-	2,413,372.63	201,114.39	-	87,982.16	2,501,354.79	208,446.23
Total	2282025228	100.0000	297,400.00	274,978.00	2,199,560.00	4,268,123.00	(101,501.00)	6,938,560.00	578,213.33	0.00	218,839.00	7,157,399.00	596,449.92

*NOTE: Unincorporated Share of Land Ambulance Shown at 100% Ministry of Health Share

difference excluding TWOMO
Increase (Decrease) from 2020

200,036.77
4.30%

Table 7.1

As discussed during the budget presentation at the Committee of the whole meeting, a refund of prior year surplus in the amount of \$100,000 will be refunded to the municipalities. Based on the 2021 Levy Estimate, Figure 13 below represents the impact of this refund in relation to the 2021 Municipal cost estimates.

	2020 Approved Levy	2021 Levy Estimate	Surplus Refund	2021 Levy Estimate with Refund
Alberton	274,939.06	295,993.79	(6,345.86)	289,647.93
Atikokan	704,187.33	728,108.69	(15,610.05)	712,498.64
Chapple	390,713.60	420,715.29	(9,019.79)	411,695.51
Dawson	160,468.10	169,302.24	(3,629.70)	165,672.54
Emo	322,862.69	342,303.01	(7,338.69)	334,964.32
Fort Frances	1,923,519.53	1,918,415.61	(41,129.25)	1,877,286.36
Lake of the Woods	322,608.94	338,969.65	(7,267.23)	331,702.42
LaVallee	203,797.98	216,590.66	(4,643.53)	211,947.14
Morley	137,730.89	144,372.11	(3,095.22)	141,276.89
Rainy River	84,359.25	89,587.56	(1,920.68)	87,666.88
Unincorporated*	2,413,372.63	2,521,718.38	-	2,521,718.38
	6,938,560.00	7,186,077.00	(100,000.00)	7,286,077.00
Increase from 2020 excluding TWOMO		139,171.25		39,171.25
		3.08%		0.87%

Figure 13

8.0 CONCLUSION

This budget proposal maintains services at a level consistent with 2020, with enhancements to Community Housing through the influx of additional Federal and Provincial initiatives. The RRDSSAB and its community partners are committed to continue to provide much needed supports and services to the residents of the Rainy River District.

The 2021 Budget proposed in this report indicates an overall budget increase of \$189,863 and an increase in the Municipal Levy from 2020 of \$39,171.25 or 0.87% after the refund of prior years surplus.

Respectfully submitted by:

Leanne Eluik, Director of Finance & Asset Management
 Shelley Shute, Director of Integrated Services
 Management Team

Reviewed by:

Dan McCormick, CAO