

**RAINY RIVER DISTRICT
SOCIAL SERVICES
ADMINISTRATION BOARD**

**2023
BUDGET**

DRAFT #1
Presented: 2 February 2023
Committee of the Whole

DRAFT#2
Presented: 16 February 2023

**APPROVED: Board Resolution
#18/23
16 February 2023**



TABLE OF CONTENTS

1.0 RECOMMENDATION 2

2.0 INTRODUCTION..... 2

3.0 CHANGES FROM PREVIOUS DRAFT 2

4.0 SUPPORTING INFORMATION 2

 4.1 Consumer Price Index – all items (December 2022) 2

 4.2 Previously negotiated wage increases for 2023 as per agreements 2

 4.3 NOSDA CAO group discussions on 2023 Budgets 3

5.0 OVERALL BUDGET GOALS 3

6.0 2023 PROPOSED CAPITAL BUDGET 3

7.0 2023 PROPOSED OPERATING BUDGETS 5

 7.1 Central Administration 5

 7.2 Ontario Works 7

 7.3 Children’s Services 8

 7.4 Emergency Medical Services..... 11

 7.5 Community Housing..... 13

8.0 Operating Budget Summary..... 16

9.0 2023 PROPOSED LEVY 17

10.0CONCLUSION 20

1.0 RECOMMENDATION

That the Rainy River District Social Services Administration Board (RRDSSAB) approves the 2023 Budget, as presented.

2.0 INTRODUCTION

The 2023 Budget is being prepared using existing planning documents and needs, as identified by the Managers within each department. Planning allocations for Base funding and First Nations funding for Land Ambulance from the Ministry of Health have not yet been received along with the planning allocations for the 100% Provincially funded housing programs. The 2022 allocations have been used for budget purposes. Salaries have been calculated using the applicable negotiated 2023 increases in conjunction with the updated 2023 rates for all deductions.

The 2023 Levy Estimate is included for review and discussion as part of the 2023 Budget process.

3.0 CHANGES FROM PREVIOUS DRAFT

Surplus repayment schedule updated to 2022 cost percentages, original was calculated on 2023 cost percentages in error, *Figure 11, page 19*.

Items listed in Section 6.0: *2023 PROPOSED CAPITAL BUDGET* were correct, however, the incorrect version of the chart was included. It has been corrected.

4.0 SUPPORTING INFORMATION

4.1 Consumer Price Index – all items (December 2022)

Canada 2022	6.3%
Ontario 2022	6.0%

4.2 Previously negotiated wage increases for 2023 as per agreements

Non-Union Non-Management staff	1.75%
Management staff	1.75%
CUPE staff	1.75%

4.3 NOSDA CAO group discussions on 2023 Budgets

Thunder Bay	8.9-10%, presenting 8.3% currently.
Sault St. Marie	11%, will cut projects to obtain 3-4%. 2022 was an 8% increase.
Parry Sound	3%, using interest only from reserves to offset.
Sudbury	3.7%
Kenora	8.5%, increase is predominantly Housing and EMS, using reserves to offset.
Cochrane	3%, 2022 was 12% used reserves to reduce.
Manitoulin-Sudbury	2.95%, down to 2.95% using reserves to offset.

5.0 OVERALL BUDGET GOALS

As management developed the 2023 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.

6.0 2023 PROPOSED CAPITAL BUDGET

Consistent with past practice, the capital budget has been created using Public Sector Accounting 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 2023 capital projects based on a projected net amortization amount of \$745,002 and use of reserve funds in the amount of \$923,998:

- 3 tablets – EMS on-going replacement;
- Microsoft 365 exchange, DC server 2019;
- 2 Ambulances – annual replacement;
- 1 Power cot – annual replacement;
- DSSAB Fleet SUV;
- 450 Scott Street cameras and card access;
- 450 Scott Street HVAC repair;
- Photocopier;
- EMS cameras and card access;
- Cameras for various housing units;
- Green Manor resurface parking lot;

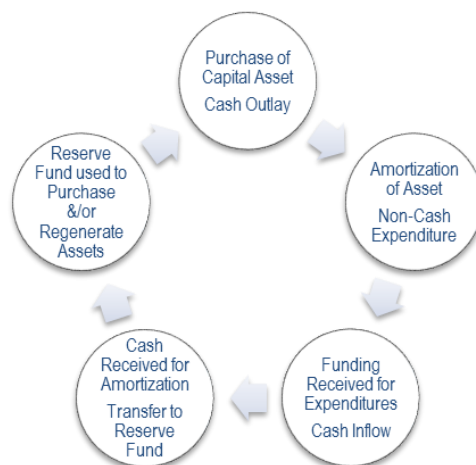


Figure 1: Capital Replacement Cycle

- 6th & Webster resurface parking lot;
- Elizabeth resurface parking lot;
- Fotheringham Court lawn tractor;
- Lady Frances generator install;
- Lady Frances replace boiler;
- Rose Manor replace water heater;
- Queen Street Manor elevator upgrade;
- Queen Street Manor replace water heaters;
- Armit Avenue replace exterior steps;
- Heritage replace make-up air unit;
- Heritage replace water heater;
- Fourth Street foundation waterproofing (6 units);
- 6th & Webster replace furnaces (9 units);
- 6th & Webster courtyard interlocking stones – remove & reset;
- Atikokan Family tub surrounds (2 units);
- Atikokan Family replace exterior siding (4 duplexes);
- Atikokan Family driveway resurfacing;
- Atikokan Family replace electrical panels; and
- Riverview Manor replace electrical panel & subpanel.

The 2023 Capital Budget is shown below as *Table 1: Contributions to Reserves* and *Table 2: Capital Purchases from Reserves* on page 5.

CAPITAL BUDGET
2023 Budget DRAFT 1

GL Accounts	Budget Line Description	2023 BUDGET	100		200	300	400	500
			Ontario Works	Children's Services	Emergency Medical Services	Community Housing	Central Administration	
CONTRIBUTIONS TO RESERVES								
62999	Total Amortization	867,091.00	1,628.00	3,130.00	220,094.00	537,671.00	104,568.00	
22025	Debtentures							
	PPLTD	(122,089.00)	-	-	-	(122,089.00)	-	
ESTIMATED AMOUNT AVAILABLE for RESERVE TRANSFER		745,002.00	1,628.00	3,130.00	220,094.00	415,582.00	104,568.00	
65000	Transfers to Reserve Funds							
	8-Plex reserve	31,968.00	-	-	-	31,968.00	-	
	Ambulance IT reserve	5,000.00	-	-	5,000.00	-	-	
	Ambulance Defibrillator reserve	50,000.00	-	-	50,000.00	-	-	
	Ambulance Equipment reserve	15,000.00	-	-	15,000.00	-	-	
	Ambulance Vehicle reserve	150,094.00	-	-	150,094.00	-	-	
	Auto Fleet reserve	8,680.00	-	-	-	-	8,680.00	
	Building & Base reserve	65,891.00	-	-	-	-	65,891.00	
	General Operating reserve	1,628.00	1,628.00	-	-	-	-	
	General Operating reserve	8,935.00	-	-	-	-	8,935.00	
	General Operating reserve	3,130.00	-	3,130.00	-	-	-	
	IT reserve	21,062.00	-	-	-	-	21,062.00	
	NEW Church reserve	33,333.00	-	-	-	33,333.00	-	
	Social Housing reserve	350,281.00	-	-	-	350,281.00	-	
ESTIMATED 2023 TRANSFERS TO RESERVES		745,002.00	1,628.00	3,130.00	220,094.00	415,582.00	104,568.00	

Table 1: Contributions to Reserves

GL Accounts	Budget Line Description	2023 BUDGET	100 Ontario Works	200 Children's Services	300 Emergency Medical Services	400 Community Housing	500 Central Administration
CAPITAL PURCHASES							
61050	Land Improvements						
	Resurface parking lot Green	50,000.00	-	-	-	50,000.00	-
	Resurface parking lot 6th&Web	50,000.00	-	-	-	50,000.00	-
	Resurface parking lot Elizabeth	50,000.00	-	-	-	50,000.00	-
61100	Equipment						
	Lawn tractor Fotheringham	21,000.00	-	-	-	21,000.00	-
	Install gas powered generator Lady Frances	16,000.00	-	-	-	16,000.00	-
	Photocopier 2nd floor 450 Scott	15,000.00	-	-	-	15,000.00	-
61150	Automotive						
	DSSAB Fleet SUV	55,000.00	-	-	-	-	55,000.00
61200	Computer Hardware						
	3 Tablets	13,000.00	-	-	13,000.00	-	-
	DC & Server 2019	10,000.00	-	-	-	-	10,000.00
61250	Software						
	Office 365/Exchange	15,000.00	-	-	-	-	15,000.00
61300	Ambulance						
	2 Ambulance	436,000.00	-	-	436,000.00	-	-
61350	Ambulance Equipment						
	Powercot	33,000.00	-	-	33,000.00	-	-
61550	Building Improvements						
	450 Scott Cameras & Card Access	20,000.00	-	-	-	-	20,000.00
	Driveway resurfacing (4units) Atik Fam	40,000.00	-	-	-	40,000.00	-
	Elevator upgrades Queen	60,000.00	-	-	-	60,000.00	-
	EMS Cameras & Card Access	20,000.00	-	-	-	-	20,000.00
	Foundation waterproofing Grading (6units) 4th Str	110,000.00	-	-	-	110,000.00	-
	Furnace replacement (9units) 6th&Web	40,000.00	-	-	-	40,000.00	-
	HSG Cameras Eliz LF HH	55,000.00	-	-	-	55,000.00	-
	HVAC - repair 450 Scott	40,000.00	-	-	-	-	40,000.00
	Replace main electrical panel & subpanel Riverview	60,000.00	-	-	-	60,000.00	-
	Replace make-up air unit Heritage	150,000.00	-	-	-	150,000.00	-
	Replace 2 water heaters Queen	30,000.00	-	-	-	30,000.00	-
	Replace exterior steps (all units) Armit	40,000.00	-	-	-	40,000.00	-
	Replace tub & surround (2units) Atik Fam	18,000.00	-	-	-	18,000.00	-
	Replace exterior siding (4duplexes) Atik Fam	150,000.00	-	-	-	150,000.00	-
	Replace electrical panels Atik Fam	25,000.00	-	-	-	25,000.00	-
	Replace 1 water heater Heritage	16,000.00	-	-	-	16,000.00	-
	Replace 1 boiler Lady Frances	15,000.00	-	-	-	15,000.00	-
	Replace 1 water heater Rose	16,000.00	-	-	-	16,000.00	-
AMOUNT REQUIRED FROM RESERVES FOR CAPITAL PURCHASES		1,669,000.00	-	-	482,000.00	1,027,000.00	160,000.00
48000	Transfers from Reserves						
	Ambulance Equipment Reserve	33,000.00	-	-	33,000.00	-	-
	Ambulance Vehicle Reserve	436,000.00	-	-	436,000.00	-	-
	Building & Base Reserve	80,000.00	-	-	-	-	80,000.00
	EMS IT Reserve	13,000.00	-	-	13,000.00	-	-
	IT Replacement Reserve	25,000.00	-	-	-	-	25,000.00
	Social Housing Reserve	1,027,000.00	-	-	-	1,027,000.00	-
	General Operating Reserve	55,000.00	-	-	-	-	55,000.00
ESTIMATED 2023 TRANSFERS FROM RESERVES		1,669,000.00	-	-	482,000.00	1,027,000.00	160,000.00

Table 2: Capital Purchases from Reserves

7.0 2023 PROPOSED OPERATING BUDGETS

7.1 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 2023, *Table 3* below, includes additional funds for the update to the Board’s Strategic Plan, funds to support hiring a Consultant for CAO recruitment, and the addition of one (1) permanent FTE Communications Officer. The Communications Officer is paramount to improving organizational and departmental branding, modernizing the RRDSSAB messaging and demonstration of diversity. The branding and messaging will be aligned with the updated Strategic Plan and RRDSSAB policies. We anticipate modernization of our Website, and improved positive social media presence will assist in recruitment. The costs of the Strategic Plan update and CAO recruitment are one-time costs for 2023. 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 also been a slight redistribution of personnel between programs.

OPERATING BUDGET - Central Administration
2023 Budget DRAFT 1

	BUDGET 2023	BUDGET 2022	UNAUDITED ACTUAL TO DATE 2022	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
TWOMO	-	-	-	-	0%
Municipal Levy	(46,650.00)	(94,724.00)	(94,723.98)	48,074.00	(50.75%)
Other Revenue	189,500.00	62,500.00	1,298,748.57	127,000.00	203.20%
TOTAL REVENUES	112,850.00	(32,224.00)	1,204,024.59	145,074.00	(450.20%)
EXPENDITURES					
Salaries & Benefits	1,364,856.00	1,144,760.00	902,743.44	220,096.00	19.23%
Program Administration	586,676.00	417,182.00	576,536.35	169,494.00	40.63%
Health & Safety	9,600.00	12,250.00	6,355.23	(2,650.00)	(21.63%)
Professional Services	204,260.00	130,245.00	99,535.51	74,015.00	56.83%
Occupancy	151,114.00	126,274.00	178,090.78	24,840.00	19.67%
Travel & Training	72,910.00	67,960.00	38,673.20	4,950.00	7.28%
Vehicle	9,750.00	5,500.00	5,395.81	4,250.00	77.27%
Program & Client Expenses	11,730.00	11,730.00	9,636.80	-	0.00%
Amortization	104,568.00	95,757.00	95,817.23	8,811.00	9.20%
TOTAL EXPENDITURES	2,515,464.00	2,011,658.00	1,912,784.35	503,806.00	25.04%
Amounts to be Recovered for Central Administration	(2,402,614.00)	(2,043,882.00)	(708,759.76)	(358,732.00)	
Amounts Recovered from Other Programs	2,402,614.00	2,043,882.00	1,960,914.26	358,732.00	
BALANCE	-	-	1,252,154.50	-	

Table 3: Operating Budget – Central Administration

7.2 Ontario Works

In February 2021, Minister Smith announced Ontario’s vision for social assistance which builds on the Recovery and Renewal plan that focuses on people, providing them with a range of services and supports to respond to their unique needs and address barriers to success so they can move towards employment and independence. Transformation of employment services is an important step towards Ontario’s new vision for social assistance which sets out plans to build a more responsive, person-centered social assistance system.

As delivery partners, we are to develop specific activities and strategies to address key Ministry priorities in 2023 to support a better client experience, outcomes and system efficiencies in the specific areas of:

- Social Assistance Delivery;
- Improving Employment Outcomes;
- Leverage Local Economic Development;
- Develop and Maintain Local Community Service Partnerships; and
- Strengthen Program Accountability.

The allocation for 2023 from the Province remains unchanged from 2018. The funding consists of 100% provincial dollars along with funding cost shared at 50/50. Consistent with previous years, the budget maintains the additional caseworker time in order for staff to allocate additional time to working with individuals and families. With the one-time allocated central costs, the Ontario Works share has increased for the current year.

Cost of Administration requirement remains at 10% for 2023, however, we anticipate that this will be reduced in future years to 5%.

The Ontario Works Operating Budget is shown as *Table 4: Operating Budget – Ontario Works* on page 8.

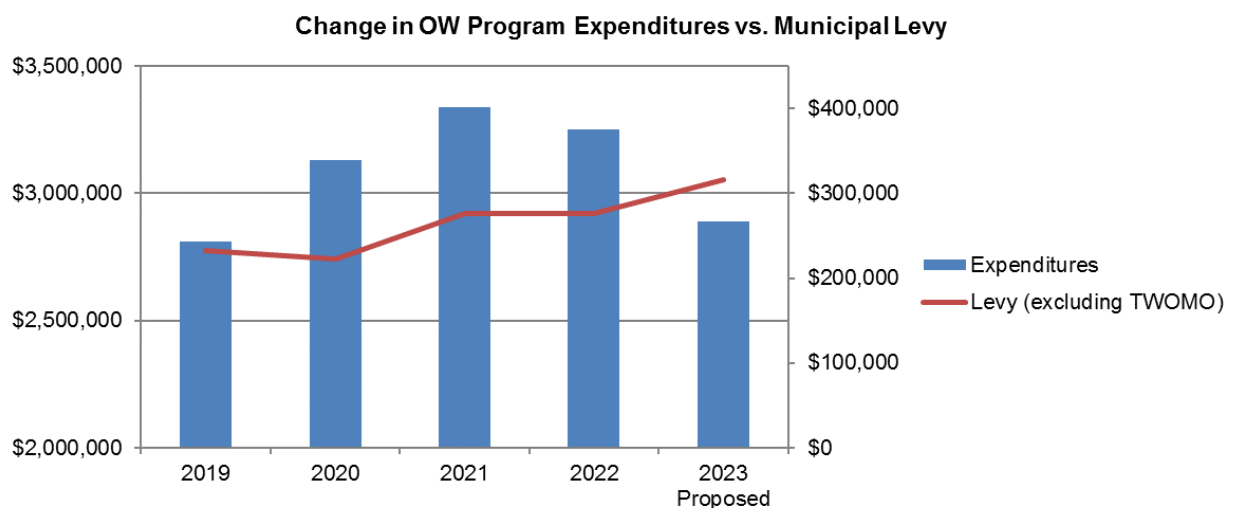


Figure 2: 5-year change in OW expenditures vs. levy

	BUDGET 2023	BUDGET 2022	UNAUDITED ACTUAL TO DATE 2022	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	2,348,158.00	2,801,475.00	2,531,633.25	(453,317.00)	(16.18%)
TWOMO	107,785.00	94,449.00	94,351.45	13,336.00	14.12%
Municipal Levy	315,950.00	275,976.00	276,073.60	39,974.00	14.48%
Other Revenue	117,690.00	80,190.00	123,664.91	37,500.00	46.76%
TOTAL REVENUES	2,889,583.00	3,252,090.00	3,025,723.21	(362,507.00)	(11.15%)
EXPENDITURES					
Salaries & Benefits	641,159.00	622,494.00	587,705.36	18,665.00	3.00%
Central Administration	220,826.00	179,718.00	179,718.00	41,108.00	22.87%
Program Administration	31,840.00	27,260.00	15,528.63	4,580.00	16.80%
Professional Services	9,840.00	8,395.00	4,037.82	1,445.00	17.21%
Occupancy	35,792.00	36,608.00	36,746.18	(816.00)	(2.23%)
Travel & Training	23,250.00	25,550.00	7,072.15	(2,300.00)	(9.00%)
Program & Client Expenses	1,925,248.00	2,350,140.00	1,959,298.83	(424,892.00)	(18.08%)
Amortization	1,628.00	1,675.00	1,535.44	(47.00)	(2.81%)
TOTAL EXPENDITURES	2,889,583.00	3,252,090.00	2,791,642.41	(362,507.00)	(11.15%)
Amounts to be Recovered for Ontario Works	-	-	234,080.80	-	
Amounts Recovered from Other Programs	-	-	-	-	
BALANCE	-	-	234,080.80	-	

Table 4: Operating Budget – Ontario Works

7.3 Children's Services

Service agreements and funding allocations for 2023 were released by the Ministry of Education in early December 2022. Provincial funding allocations have remained consistent with funding received last year including the allocation for Indigenous-Led Child Care (ILCC).

Key differences in child care and EarlyON funding allocations this year are due to increases in the Canada-Ontario Early Learning and Child Care (ELCC) agreement funding, with additions of \$45,358 and \$53,451 to child care and EarlyON respectively. Additionally, a new mental health allocation of \$21,379 was provided in the EarlyON envelope to support children, families and the workforce in early years settings.

The Province of Ontario entered into a bilateral agreement with the federal government

for the Canada-Wide Early Learning and Child Care (CWELCC) program in Winter, 2022. CWELCC represents the largest increase in RRDSSAB child care funding for 2023 with an allocation of \$1,949,941, the majority of which is dedicated to supporting parent fee reductions and workforce compensation.

New this year is the introduction of a 5% holdback on funding allocations, including CWELCC. The holdback will be released upon ministry review as part of the regular 2023 financial statements and reporting and reconciliation process.

In 2022, the threshold for allowable administrative funding service system managers (SSMs) can spend on child care was reduced from 10% to 5%. This was in addition to the ongoing cost sharing requirements previously introduced. SSMs were also required to continue to cost share all provincial child care administration funding, including wage enhancement grant administration funding, at a rate of 50/50 provincial/municipal. All of these requirements remain in effect for 2023.

The cost share does not apply to ELCC, ILCC, CWELCC, workforce strategy, or EarlyON funding. Similar to previous years, the cost share for General (core services) and Expansion Plan funding remains at a rate of 80/20 provincial/municipal. The Expansion Plan recommended cost share of 80/20 also remains consistent with prior years.

Similar to last year, the RRDSSAB received a one-time transitional grant again this year in the amount of \$228,702 from the Province to help offset the required cost share for provincial child care administration. The transitional grant is intended to provide stability to the sector as the Ministry continues to work on the development of a new Child Care Funding Formula (CCFF) for future years with the intention of integrating the current funding approach for allocating child care funds with the new CWELCC program. Consultations with the Province are expected this year as they plan for updates to the funding methodology and associated data elements that are used to determine funding allocations. The new CCFF is anticipated for 2024.

Finally, an expansion of directly-operated programs is taking place in 2023. Northern Lights Atelier and the Atikokan EarlyON Child and Family Centre are entering their first full year of operation. There is also an anticipated expansion of the operating capacity at Northern Lights once staffing complements are increased. Operations are also expected to increase at Stepping Stones Atelier in Emo. The budget includes the request for an additional position within Children's Services to support program planning and implementation, community engagement, and quality improvement as our overall children's service system continues to quickly expand.

In anticipation of the funding and administration percentage changes, over the past few years the RRDSSAB had systematically reduced its administration costs and increased the levy to incorporate the required cost share, so for 2023 the municipal cost share remains the same as 2022. As noted in *Table 5: Operating Budget – Children's Services* on *page 10*, there is a slight variance in the municipal levy from 2022 due to the change in the assessment percentages.

	BUDGET 2023	BUDGET 2022	UNAUDITED ACTUAL TO DATE 2022	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	3,106,488.00	2,693,732.00	4,757,335.62	412,756.00	15.32%
TWOMO	75,984.00	76,165.00	76,086.13	(181.00)	(0.24%)
Municipal Levy	222,731.00	222,550.00	222,628.99	181.00	0.08%
Other Revenue	2,073,986.00	1,009,009.00	916,610.20	1,064,977.00	105.55%
TOTAL REVENUES	5,479,189.00	4,001,456.00	5,972,660.94	1,477,733.00	36.93%
EXPENDITURES					
Salaries & Benefits	4,931,730.00	3,437,191.00	2,957,175.99	1,494,539.00	43.48%
Central Administration	475,627.00	434,318.00	434,318.04	41,309.00	9.51%
Program Administration	199,358.00	195,950.00	157,152.14	3,408.00	1.74%
Health & Safety	7,000.00	7,000.00	3,174.35	-	0.00%
Professional Services	87,160.00	48,290.00	40,734.35	38,870.00	80.49%
Occupancy	215,414.00	102,061.00	74,508.63	113,353.00	111.06%
Travel & Training	19,500.00	19,500.00	1,246.53	-	0.00%
Vehicle	-	-	102.57	-	0%
Program & Client Expenses	3,217,455.00	2,960,329.00	2,852,344.61	257,126.00	8.69%
Amortization	3,130.00	3,130.00	2,868.58	-	0.00%
TOTAL EXPENDITURES	9,156,374.00	7,207,769.00	6,523,625.79	1,948,605.00	27.03%
Amounts to be Recovered for Children's Services	(3,677,185.00)	(3,206,313.00)	(550,964.85)	(470,872.00)	
Amounts Recovered from Other Programs	3,677,185.00	3,206,313.00	2,214,442.42	470,872.00	
BALANCE	-	-	1,663,477.57	-	

Table 5: Operating Budget – Children's Services

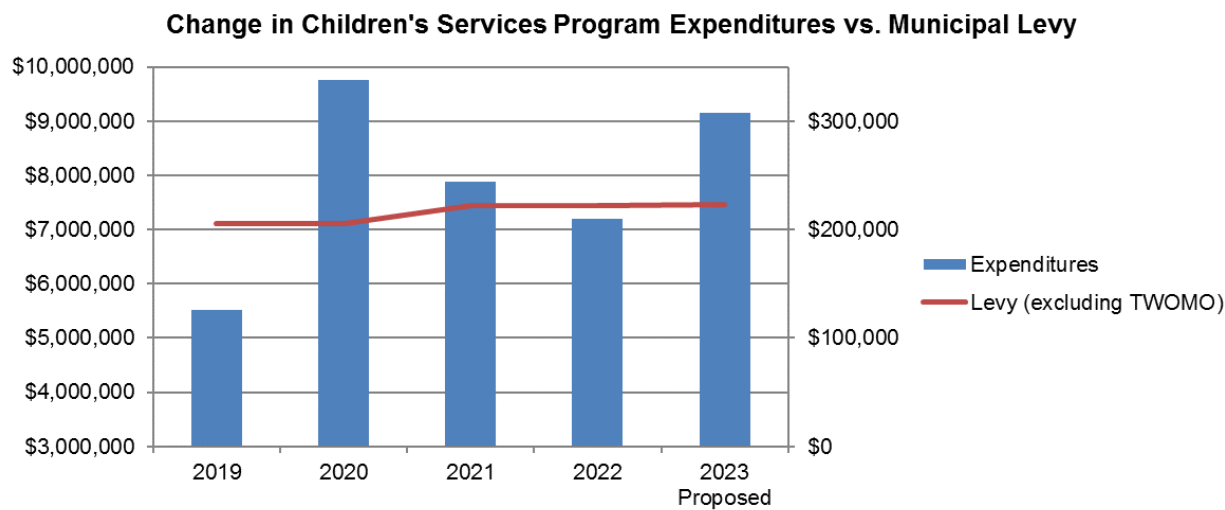


Figure 3: 5-year change in CS expenditures vs. levy

7.4 Emergency Medical Services

Provincial base funding for Land Ambulance for 2023 has not yet been released. First Nation funding is updated every two (2) years and 2023 is an update year. We have not received anything relating to this funding allocation to date. Given the unknowns, we have built the 2023 budget based on the 2022 funding received from the Province. We are unsure at this time when 2023 funding announcements will be made.

Consistent with prior years, this budget also includes the supplemental levy for any ER closure in the district.

The Community Paramedicine (CP) program included in the EMS budget continues to be funded with 100% provincial funding flowed from Ontario Health, through the Hospital, and the Ministry of Long-term Care (CPLTC), however, no economic increases are being provided.

Despite no economic increases to CP and CPLTC, in 2022 the RRDSAB received additional CP Expansion funding in the amount of \$124,000 to March 31, 2023. Late 2022, we also received additional CP Alternate Level of Care (CPALC) funding of \$110,240 to March 31, 2023. We anticipate this funding will be extended for another year to March 31, 2024. These 100% provincial dollars will assist in expanding the CP program to ensure more citizens of our district have access to health services.

These programs continue 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 intent is to entrench the program into daily operations of all participating agencies so that coordinated care plans become the standard for every patient.

In 2023, two (2) Ambulances will be purchased as part of our ongoing vehicle regeneration. Given the global supply chain issues for the automotive industry, we did not receive our 2021 vehicle until fall of 2022. In order to secure purchase of our 2022 and 2023 scheduled replacements, a deposit for two (2) vehicles was made in December of 2022. As of 2023, our entire fleet will be serviced with power load systems and stretchers. One (1) Ambulance scheduled to be purchased in 2023 will include only the power cot, the power load system will be removed from an older vehicle and mounted into the new vehicle.

Paramedic recruitment continues to be an issue, staff and management continue to explore all possibilities to address the paramedic shortage in our district as well as the Province.

The 2023 *Operating Budget – Emergency Medical Services* is on *page 12*, below along with the *2023 Response Time Plan*.

2023 RRDEMS Response Time Plan

Type of Call	2023 Response Time Targets (from EMS notified of call to arrival at scene)	Recommended 2023 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: 2023 Response Time Plan

OPERATING BUDGET - Emergency Medical Services 2023 Budget DRAFT 1

	BUDGET 2023	BUDGET 2022	UNAUDITED ACTUAL TO DATE 2022	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	4,205,852.00	3,908,899.00	4,319,391.81	296,953.00	7.60%
TWOMO	1,958,147.00	1,837,440.00	1,835,536.59	120,707.00	6.57%
Municipal Levy	2,869,950.00	2,684,449.00	2,551,430.74	185,501.00	6.91%
Other Revenue	9,509.00	9,509.00	17,004.36	-	0.00%
TOTAL REVENUES	9,043,458.00	8,440,297.00	8,723,363.50	603,161.00	7.15%
EXPENDITURES					
Salaries & Benefits	6,893,781.00	6,556,945.00	6,124,628.90	336,836.00	5.14%
Central Administration	560,559.00	479,247.00	524,175.96	81,312.00	16.97%
Program Administration	351,008.00	300,028.00	292,025.53	50,980.00	16.99%
Health & Safety	5,600.00	6,800.00	4,637.66	(1,200.00)	(17.65%)
Professional Services	152,545.00	125,320.00	86,069.27	27,225.00	21.72%
Occupancy	298,702.00	280,555.00	310,717.50	18,147.00	6.47%
Travel & Training	53,050.00	52,200.00	24,304.69	850.00	1.63%
Vehicle	314,319.00	241,340.00	303,925.70	72,979.00	30.24%
Program & Client Expenses	193,800.00	188,800.00	184,730.16	5,000.00	2.65%
Amortization	220,094.00	209,062.00	155,362.84	11,032.00	5.28%
TOTAL EXPENDITURES	9,043,458.00	8,440,297.00	8,010,578.21	603,161.00	7.15%
Amounts to be Recovered for Emergency Medical Services	-	-	712,785.29	-	
Amounts Recovered from Other Programs	-	-	-	-	
BALANCE	-	-	712,785.29	-	

Table 6: Operating Budget – Emergency Medical Services

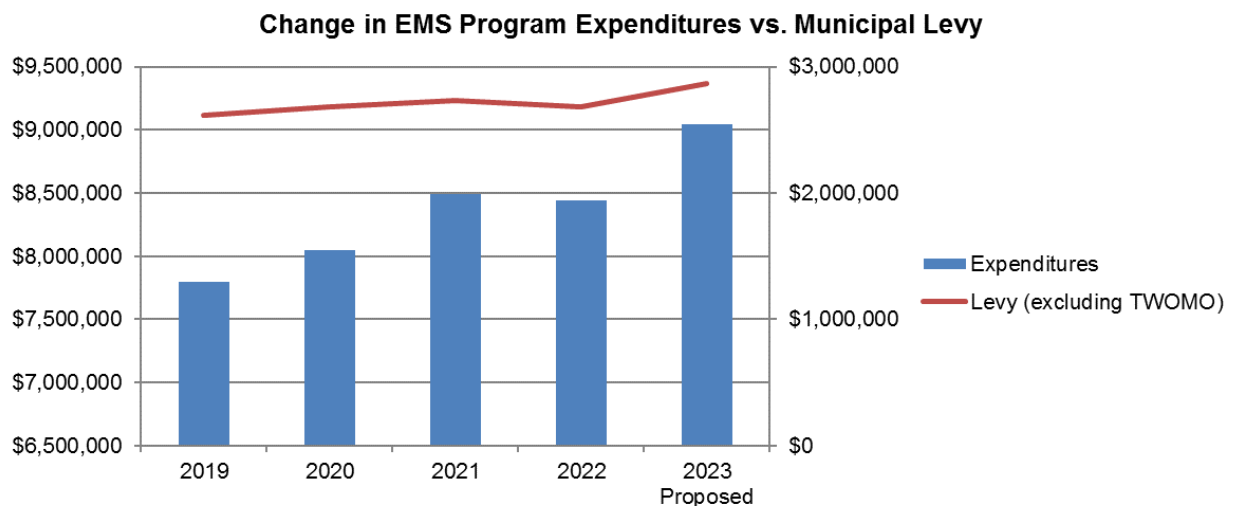


Figure 5: 5-year change in EMS expenditures vs. levy

7.5 Community Housing

Funding allocations for the 100% provincially funded programs has not been released as of yet for 2023-24. The Community Housing budget has been constructed with the assumption that this funding will remain constant for 2023-24. Should the funding be different from anticipated, program expenditures will be adjusted to match the 100% funding received with no financial impact to the Municipalities. Ontario Priorities Housing Initiative (OPHI) funding in the amount of \$101,300 will be used as part of the Ontario Renovates Initiative to further assist qualifying homeowners with capital repairs to allow them to remain in their home.

The Canada-Ontario Community Housing Initiative (COCHI) funding in the amount of \$301,363 has been allocated in part to assist our former Federal Section 95 housing providers with Rent Supplement. These funds will allow us to increase our service level standards. COCHI funding requires cost matching. As the municipalities already contribute significant amounts to maintain buildings in the RRDSSAB portfolio, management is reviewing scheduled projects to determine if any qualify under the COCHI guidelines. If projects qualify, then the projects will be moved under the COCHI funding and the funds already contributed through the municipal levy can and will be considered as part of the cost matching requirements. This has the potential to provide the Board with a significant cost savings if the Board is able to cost match with the Province instead of paying for the entire project.

The Strong Communities Rent Supplement Program (SCRSP) Agreement that the RRDSSAB entered into with the Province in 2002 ended March 31, 2022. The Province combined the SCRSP and the Community Homelessness Prevention Initiative (CHPI) along with Homes for Good (the RRDSSAB had no funding under this program) to create the Homelessness Prevention Program (HPP) in the spring of 2022. The RRDSSAB's allocation for HPP was \$540,500 which was the total of our SCRSP and CHPI allocations

plus an additional \$41,029. We are assuming the allocation will remain the same for 2023-24 at \$540,500, see below, *Figure 6: 2023 HPP Allocation*.

There is an increase of \$75,226 to the budgets for the Non-Profit Housing Providers for 2023. There are no mortgage expirations in 2023. Reconciliations will take place this year for the Non-Profits. Recoveries from the Non-Profits as a result of the reconciliations will be held to redirect to Non-Profits affected by the significant inflation rates. The formula dictated by the Province and the respective indices did not keep pace with the increased costs and the small, 100% rent geared to income (RGI) providers are suffering significant financial issues as a result. We will also be undertaking a review of the funding formula to ensure equity and viability amongst our Providers with minimal impact to the Municipal cost. 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 \$216,500 that don't meet the threshold for Capital, have been included in the proposed Operating Budget for this year; a decrease of \$6,500 from 2022. Any surplus from 2022 operating projects will be brought forward after the annual audit for Board consideration.

The purchase of the Apostolic Way Church in 2020 has given us a permanent home for the Warming Center. The 2023 Community Housing budget includes the operation of the Warming Center for 6 months. In 2022, renovations to the church, funded by Federal Reaching Home (RH), Provincial Social Service Relief Funding – Phase 2 (SSRF2), SSRF3, SSRF4 and SSRF5, and money from Canadian Mental Health Association (CMHA), were completed for the Safe Beds section of the project along with the majority of the Transition beds project. These safe beds are being operated through a partnership with CMHA and they will also be our partner for the Transition beds. The final phase of the renovation will be the office space on the upper floor to house the CMHA staff

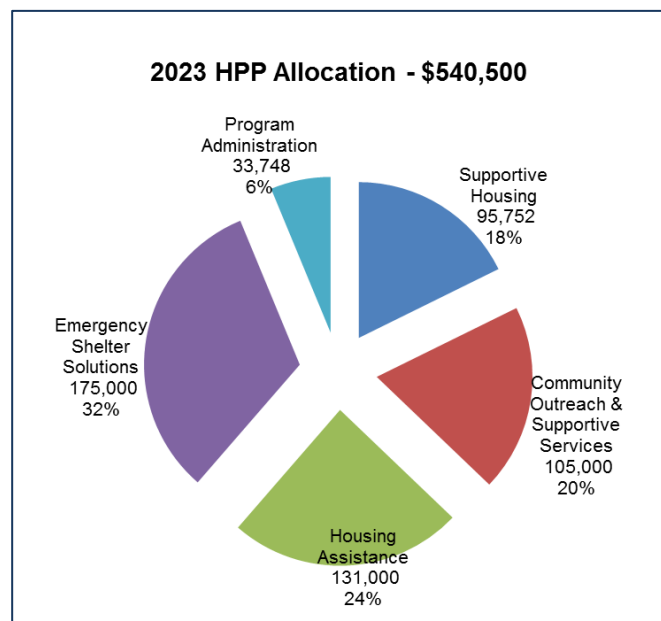


Figure 6: 2023 HPP Allocation

providing for safe and easy access for staff and client interaction.

As part of the RRDSSAB Housing & Homelessness Plan, the RRDSSAB will lead the Rainy River District 2023 Enumeration Count. The updated information will enable the RRDSSAB and its community partners to determine changes and/or enhancements to the services provided. The Housing & Homelessness Plan will also be reviewed this year as it has reached ten (10) years. Funds have been included in the budget for a consultant to complete the Plan.

OPERATING BUDGET - Community Housing
2023 Budget DRAFT 1

	BUDGET 2023	BUDGET 2022	UNAUDITED ACTUAL TO DATE 2022	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	2,082,754.00	2,030,841.00	2,047,811.57	51,913.00	2.56%
TWOMO	714,286.00	642,443.00	648,144.71	71,843.00	11.18%
Municipal Levy	2,118,781.00	1,902,181.00	1,896,479.48	216,600.00	11.39%
Other Revenue	2,305,981.00	1,948,920.00	2,021,567.06	357,061.00	18.32%
TOTAL REVENUES	7,221,802.00	6,524,385.00	6,614,002.82	697,417.00	10.69%
EXPENDITURES					
Salaries & Benefits	2,257,943.00	1,844,206.00	1,799,071.26	413,737.00	22.43%
Central Administration	441,653.00	359,436.00	359,436.00	82,217.00	22.87%
Program Administration	128,096.00	149,663.00	53,674.57	(21,567.00)	(14.41%)
Health & Safety	13,500.00	12,500.00	14,298.16	1,000.00	8.00%
Professional Services	291,790.00	149,768.00	240,056.04	142,022.00	94.83%
Occupancy	76,935.00	72,035.00	57,028.41	4,900.00	6.80%
Travel & Training	42,950.00	28,300.00	19,439.45	14,650.00	51.77%
Vehicle	14,340.00	45,150.00	19,660.02	(30,810.00)	(68.24%)
Program & Client Expenses	3,790,048.00	3,576,212.00	4,198,529.14	213,836.00	5.98%
Amortization	537,671.00	494,063.00	461,053.03	43,608.00	8.83%
TOTAL EXPENDITURES	7,594,926.00	6,731,333.00	7,222,246.08	863,593.00	12.83%
Amounts to be Recovered for Community Housing	(373,124.00)	(206,948.00)	(608,243.26)	(166,176.00)	
Amounts Recovered from Other Programs	373,124.00	206,948.00	-	166,176.00	
BALANCE	-	-	(608,243.26)	-	

Table 7: Operating Budget – Community Housing

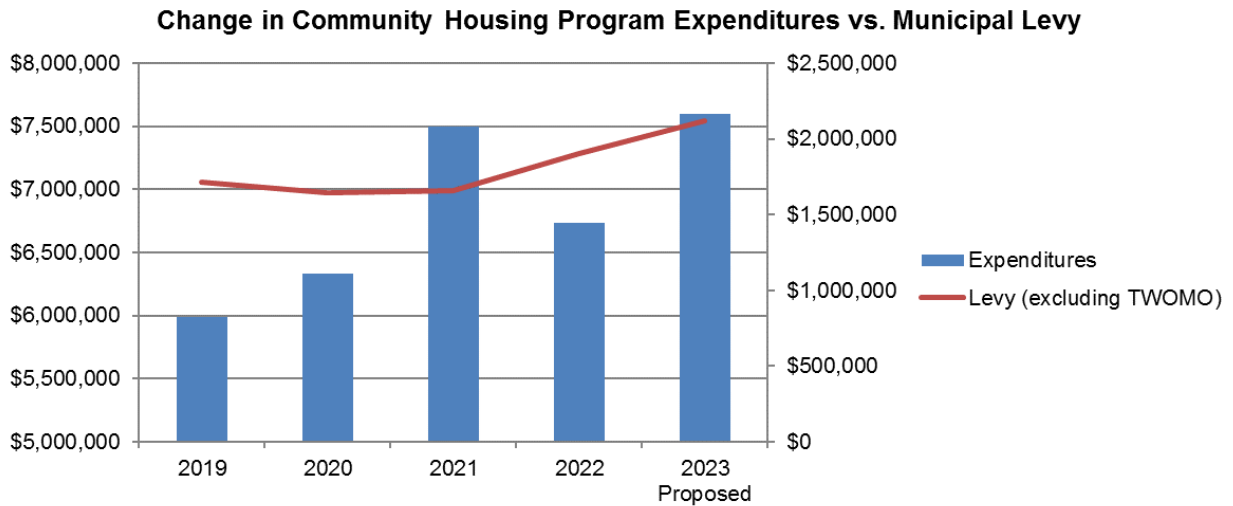


Figure 7: 5-year change in CH expenditures vs. levy

8.0 Operating Budget Summary

Table 8: Operating Budget – All Departments on page 17, shows the total proposed 2023 operating budget. The overall budget increased by \$3,556,658 or 12.87%. The estimated increase in cost to the member municipalities is \$483,094 or 9.96%. The increase to the municipalities is related to the additional one-time costs for 2023 in addition to inflationary factors for utilities, fuel, building materials and food.

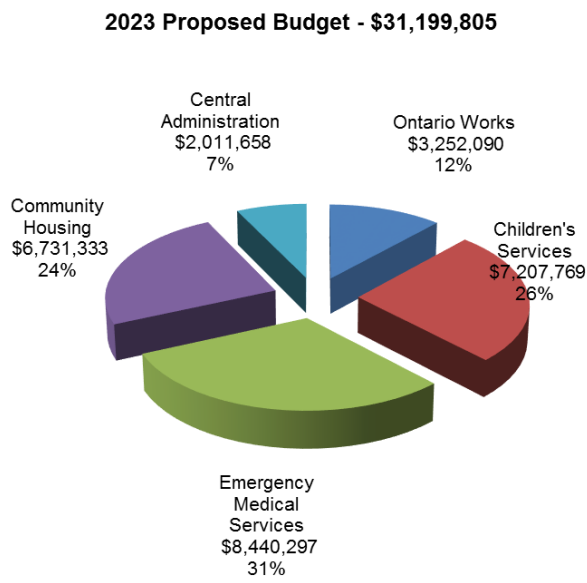


Figure 8: Proposed Budget by Department

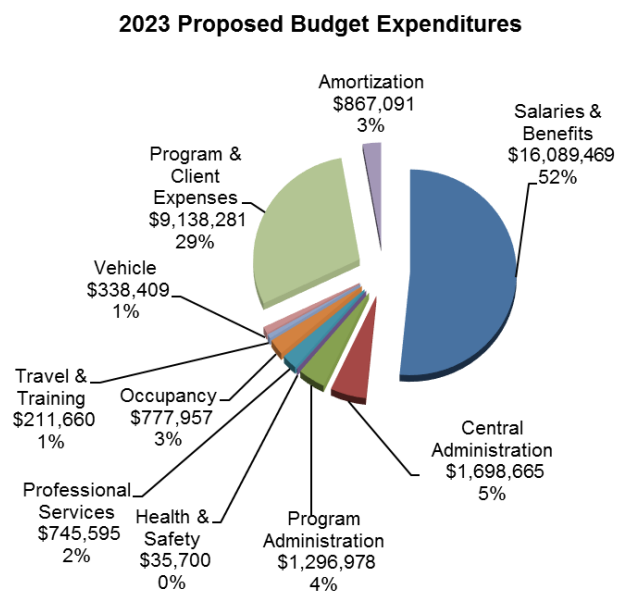


Figure 9: Proposed Budget by Expenditures

	BUDGET 2023	BUDGET 2022	UNAUDITED ACTUAL TO DATE 2022	BUDGET VARIANCE	BUDGET VARIANCE %
REVENUES					
Federal/Provincial	11,713,252.00	11,434,947.00	13,656,172.25	278,305.00	2.43%
TWOMO	2,856,202.00	2,650,497.00	2,654,118.88	205,705.00	7.76%
Municipal Levy	5,480,762.00	4,990,432.00	4,851,888.83	490,330.00	9.83%
Other Revenue	4,696,666.00	3,110,128.00	4,387,703.57	1,586,538.00	51.01%
TOTAL REVENUES	24,746,882.00	22,186,004.00	25,549,883.53	2,560,878.00	11.54%
EXPENDITURES					
Salaries & Benefits	16,089,469.00	13,605,596.00	12,371,324.95	2,483,873.00	18.26%
Central Administration	1,698,665.00	1,452,719.00	1,497,648.00	245,946.00	16.93%
Program Administration	1,296,978.00	1,090,083.00	1,102,214.49	206,895.00	18.98%
Health & Safety	35,700.00	38,550.00	28,465.40	(2,850.00)	(7.39%)
Professional Services	745,595.00	462,018.00	471,346.93	283,577.00	61.38%
Occupancy	777,957.00	617,533.00	660,038.35	160,424.00	25.98%
Travel & Training	211,660.00	193,510.00	103,350.40	18,150.00	9.38%
Vehicle	338,409.00	292,240.00	339,158.08	46,169.00	15.80%
Program & Client Expenses	9,138,281.00	9,087,211.00	9,374,351.53	51,070.00	0.56%
Amortization	867,091.00	803,687.00	551,721.96	63,404.00	7.89%
TOTAL EXPENDITURES	31,199,805.00	27,643,147.00	26,499,620.09	3,556,658.00	12.87%
Amounts to be Recovered	(6,452,923.00)	(5,457,143.00)	(949,736.56)	(995,780.00)	
Amounts Recovered from Other Programs	6,452,923.00	5,457,143.00	4,175,356.68	995,780.00	
BALANCE	-	-	3,225,620.12	-	

Table 8: Operating Budget – All Departments

9.0 2023 PROPOSED LEVY

The levy estimate has been calculated using the 2022 assessment information for 2023 taxation for all municipalities as submitted to the RRDSAB along with their 2022 tax ratios in accordance with the approved apportionment formula. The Levy Estimate includes the supplemental levy for 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 *2023 Proposed Levy Estimate, Table 9, page 18*, shows a levy increase of \$483,094.19 or 9.96%, excluding the EMS Supplemental Levy.

2023 Levy Estimate

(Based on Weighted Assessment including P-I-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	EMS Supplemental Levy	Annual Total incl. Supp Levy	Monthly Allocation incl. Supp Levy
Alberton	109091231	4.8322	20,475.85	14,434.60	136,900.33	176,988.25	(3,023.26)	345,745.78	28,812.15	9,035.45	849,049.23	29,565.10
Atikokan	261073006	11.5643	49,002.04	34,544.33	327,624.70	423,489.80	(7,235.15)	827,425.72	68,952.14	21,623.30	849,049.02	70,754.08
Chapple	147621694	6.5389	27,707.82	19,532.82	185,252.83	239,459.00	(4,091.06)	467,861.41	38,988.45	12,226.73	480,088.14	40,007.35
Dawson	63416064	2.8090	11,902.86	8,391.01	79,581.84	102,867.99	(1,757.46)	200,986.24	16,748.85	5,252.42	206,238.66	17,186.56
Emo	128187155	5.6781	24,060.06	16,961.31	160,864.12	207,933.99	(3,552.47)	406,267.01	33,855.58	10,617.07	416,884.07	34,740.34
Fort Frances	683260557	30.2852	128,244.43	90,406.82	857,434.62	1,108,325.52	(18,935.29)	2,165,476.11	180,456.34	56,590.87	2,222,066.97	185,172.25
Lake of the Woods	123747829	5.4814	23,226.82	16,373.91	155,293.13	200,732.91	(3,429.44)	392,197.33	32,683.11	10,249.38	402,446.71	33,537.23
LaVallee	79359301	3.5152	14,895.33	10,500.57	99,589.26	128,729.72	(2,199.30)	251,515.57	20,959.63	6,572.91	258,088.48	21,507.37
Morley	54763882	2.4258	10,278.89	7,246.18	68,724.07	88,833.18	(1,517.68)	173,564.65	14,463.72	4,535.80	178,100.45	14,841.70
Rainy River	32796508	1.4527	6,155.73	4,339.53	41,156.86	53,199.63	(908.89)	103,942.86	8,661.90	2,716.36	106,659.22	8,888.27
Unincorporated*	574257731	25.4369	107,785.17	75,983.92	720,645.23	1,863,021.00	-	2,767,435.32	230,619.61	95,125.72	2,862,561.04	238,546.75
Total	2257574957	100.0000	423,735.00	298,715.00	2,833,067.00	4,593,551.00	(46,650.00)	8,102,418.00	675,201.50	234,546.00	8,336,964.00	694,747.00

2022 APPROVED Levy

(Based on Weighted Assessment including P-I-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	EMS Supplemental Levy	Annual Total incl. Supp Levy	Monthly Allocation incl. Supp Levy
Alberton	106920102	4.7317	17,527.36	14,134.26	120,403.68	161,985.24	(6,013.84)	308,036.70	25,669.73	8,505.53	316,542.24	26,378.52
Atikokan	261110251	11.5553	42,803.67	34,517.37	294,038.58	395,585.17	(14,686.43)	752,258.36	62,688.20	20,771.41	773,029.78	64,419.15
Chapple	145313854	6.4308	23,821.23	19,209.71	163,639.23	220,152.24	(8,173.34)	418,649.06	34,887.42	11,559.77	430,208.83	35,850.74
Dawson	62108116	2.7486	10,181.35	8,210.36	69,940.50	94,094.54	(3,493.34)	178,933.42	14,911.12	4,940.72	183,874.14	15,322.85
Emo	126416542	5.5945	20,723.40	16,711.59	142,358.80	191,522.58	(7,110.44)	364,205.93	30,350.49	10,056.48	374,262.41	31,188.53
Fort Frances	695318383	30.7709	113,983.18	91,917.36	783,004.24	1,053,415.71	(39,108.94)	2,003,211.55	166,934.30	55,312.82	2,058,524.37	171,543.70
Lake of the Woods	122839895	5.4362	20,137.08	16,238.77	138,331.10	186,103.92	(6,909.26)	353,901.61	29,491.80	9,771.96	363,673.57	30,306.13
LaVallee	77754148	3.4410	12,746.20	10,278.68	87,559.64	117,798.47	(4,373.37)	224,009.62	18,667.47	6,185.37	230,194.99	19,182.92
Morley	53683226	2.3757	8,800.26	7,096.63	60,453.16	81,330.73	(3,019.47)	154,661.32	12,888.44	4,270.52	158,931.84	13,244.32
Rainy River	32634828	1.4442	5,349.81	4,314.15	36,750.37	49,442.16	(1,835.58)	94,020.91	7,835.08	2,596.11	96,617.02	8,051.42
Unincorporated*	575561275	25.4711	94,351.46	76,086.11	648,144.69	1,743,964.25	-	2,562,546.51	213,545.54	91,572.31	2,654,118.82	221,176.57
Total	2259606620	100.0000	370,425.00	298,715.00	2,544,624.00	4,295,395.00	(94,724.00)	7,414,435.00	617,869.58	225,543.00	7,639,978.00	636,664.83

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

difference excluding TWOMO
Increase (Decrease) from 2022

488,543.78
9.90%

Table 9: 2023 Proposed Levy Estimate

The following schedule, *Figure 10*, shows the change in annual costs by Municipality along with the overall increases by Program.

Net Increase (decrease) per Municipality Excluding Supplemental Levy:

Municipality	Change in Assessment	Change in Cost %	Change in Annual Costs
Alberton	2171129	0.1005	37,709.07
Atikokan	(37244)	0.0090	75,167.35
Chapple	2307840	0.1082	49,212.35
Dawson	1307948	0.0605	22,052.82
Emo	1770613	0.0836	42,061.08
Fort Frances	(12057826)	(0.5057)	162,264.56
Lake of the Woods	907934	0.0452	38,295.72
LaVallee	1605153	0.0743	27,505.95
Morley	1080656	0.0501	18,903.33
Rainy River	161679	0.0085	9,921.95
Unincorporated*	(1303545)	(0.0342)	204,888.81
Total	(2085663)		687,983.00

483,094.19 excluding TWOMO

Changes in Municipal Share by Department:

Ontario Works	↑	39,876.29
Children's Services	↑	102.19
EMS	↑	179,099.25
Community Housing	↑	215,942.46
Central Admin	↑	48,074.00
Total	↑	483,094.19

Figure 10: Changes in Municipal Share

To alleviate the impact of the one-time expenditures on the municipal levy, we are proposing the use of unexpended working capital funds to offset these costs. These funds will be paid back to the municipalities based on the current year apportionment. For 2023, we are proposing to refund \$250,000 which will lower the increase to the municipalities to 4.80%, excluded the EMS supplemental levy, as noted in *Figure 11: Impact of proposed refund on levy estimate*, below.

	Assessment	Cost %	2022 Approved Levy	2023 Levy Estimate	Proposed Refund	2023 Levy Estimate with Refund
Alberton	106920102	4.7317	308,036.70	345,745.78	(15,872.00)	329,873.78
Atikokan	261110251	11.5553	752,258.36	827,425.72	(38,761.11)	788,664.61
Chapple	145313854	6.4308	418,649.06	467,861.41	(21,571.45)	446,289.97
Dawson	62108116	2.7486	178,933.42	200,986.24	(9,219.78)	191,766.46
Emo	126416542	5.5945	364,205.93	406,267.01	(18,766.19)	387,500.81
Fort Frances	695318383	30.7709	2,003,211.55	2,165,476.11	(103,218.14)	2,062,257.97
Lake of the Woods	122839895	5.4362	353,901.61	392,197.33	(18,235.25)	373,962.08
LaVallee	77754148	3.4410	224,009.62	251,515.57	(11,542.39)	239,973.18
Morley	53683226	2.3757	154,661.32	173,564.65	(7,969.13)	165,595.52
Rainy River	32634828	1.4442	94,020.91	103,942.86	(4,844.55)	99,098.30
Unincorporated*	575561275	25.4711	2,562,546.51	2,767,435.32	-	2,767,435.32
	2259660620	100.0000	7,414,435.00	8,102,418.00	(250,000.00)	8,352,418.00
Increase from 2022 excluding TWOMO				483,094.19		233,094.19
				9.96%		4.80%

Figure 11: Impact of proposed refund on levy estimate

10.0 CONCLUSION

This budget and levy proposal improves essential services for children, families, seniors and our districts most vulnerable with enhancements to Children’s Services, Community Paramedicine and Community Housing and Homelessness. 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.

Respectfully submitted by:

Leanne Gurski, Director of Finance & Asset Management

Shelley Shute, Director of Integrated Services

Management Team

Reviewed by:

Dan McCormick, CAO