



Alternative formats and communication supports available upon request. Please contact accessibility@brantford.ca or 519-759-4150 for assistance.

Date November 26, 2024 **Report No.** 2024-708
To Mayor and Members of City Council
From Joelle Daniels
 Commissioner of Corporate Services/City Treasurer

1.0 Type of Report

Consent Item
 Item For Consideration

2.0 Topic 2025 Shared Social Services Budget Approval
 [Financial Impact – \$19,205,188 Operating Budget, \$3,973,829
 Capital Budget]

3.0 Recommendation

- A. THAT Report 2024-708 titled 2025 Shared Social Services Budget Approval BE RECEIVED;
- B. THAT the following 2025 budget BE APPROVED:
 - i. Shared Social Services Operating Budget - \$19,205,188
 - ii. Shared Social Services Capital Budget - \$3,973,829; and
- C. THAT the Director of Housing and Homelessness and the Purchasing Officer BE AUTHORIZED to award 2025 capital projects contained herein in accordance with the City of Brantford's Purchasing Policy; and
- D. THAT the City Clerk BE DIRECTED to deliver the final shared services budget to the County on or before December 1, 2024.

4.0 Executive Summary

This report has been deemed urgent to meet the timelines set out in Shared Services Agreement for the provision of Social Services between the City and the County for annual budget approval.

As required under the Shared Services Agreement for Social Services, the Social Services Committee (SSC) approved the 2025 Draft Shared Services Budget on September 4, 2024. Following the SSC meeting, staff was advised of additional funding that would be provided 2025, which would further reduce the draft budget approved by the SSC. The draft approved budget, along with a memo outlining further reductions resulting from the increased funding, was presented to the County of Brant Council on October 22, 2024 where it was approved in principle. The 2025 draft operating budget represents a 4.2% increase over last year and the capital budget totals \$3,973,829.

5.0 Purpose and Overview

As required under the Shared Services Agreement for Social Services, the purpose of this report is to notify City Council of the County's position and seek approval of the final 2025 Shared Social Services Budget prior to November 30, 2024. The approved budget must be delivered to the County for inclusion in their regular budget process by December 1, 2024.

6.0 Background

The City and the County entered into a Shared Services Agreement for Social Services in November 2021. This agreement outlines a budget approval process and timeline that ensures the Social Services Committee, County Council and City Council all have an opportunity to review, comment on, and ask questions about the proposed budget, before final approval by City Council.

Figure 1 below sets out the timeline for approval of the 2025 Social Services budget:

Figure 1 - Social Services Budget Timelines

Deadline	Deliverable
October 1, 2024	Social Services Committee is required to approve a draft budget prior to this date and deliver to both City and the County. If no recommended draft budget is provided, the prior year's budget is deemed to be the draft budget.
October 31, 2024	County Council is presented with the draft budget, and is required to either approve the budget in principle, or identify questions, comments or concerns. Notice of County Council's decision to be provided to the City by November 1. If no questions or comments are received, the County is deemed to have approved the draft budget.
November 30, 2024	Draft budget and notification of the County's position to be presented to City Council. City Council approves the final budget, inclusive of any amendments, giving consideration to the County position.
December 1, 2024	City approved budget to be delivered to the County for inclusion in their regular budget process.

7.0 Corporate Policy Context

This report aligns with the budget timelines set out in the Shared Services Agreement between the City and the County for Social Services.

8.0 Input From Other Sources

County of Brant staff provided confirmation that the draft 2025 Social Services budget was approved in principle by the County Council on October 22, 2024.

9.0 Analysis

On September 4th, 2024 staff made a presentation to the Social Services Committee on the draft 2025 shared social services budget to accompany the full report, both of which are attached as Appendix A and Appendix B respectively. The report included a breakdown of the operating budget by department and individual project detail sheets to support the capital budget. The SSC approved the draft budget as presented which included an operating budget increase 8.19% and a capital budget of \$3,973,829.

Subsequent to approval of the draft budget by the SSC, staff was advised that additional provincial funding would be provided for 2025. This increased funding would reduce the operating budget increase to 4.2% as outlined in a memo to members of the SSC attached as Appendix C.

In accordance with the Shared Services Agreement, County Council was provided the opportunity in October 2024 to either approve the draft budget in principle, or send its comments, concerns or questions back to the City prior to City Council's final adoption of the 2025 shared services budget. County Council was provided the draft SSC approved budget along with the memo outlining the enhanced funding contributions. County Council approved the draft budget in principle at its meeting on October 22, 2024.

At this time, City Council is required to approve the final 2025 shared social services budget and deliver the approved budget to the County for inclusion in their regular budget process by December 1, 2024.

10.0 Financial Implications

The 2025 operating budget represents a 4.2% increase over the previous year, and reflects the increased provincial funding announced after the approval of the draft budget by the SSC. The budget is apportioned between the City and the County on the basis of population. The population share has shifted slightly to be 72.3% City and 27.7% County (vs. 72.0% City and 28.0% County last year).

Figure 2 below summarizes the total municipal contribution to the 2024 draft operating budget.

Figure 2 - Municipal Contribution Summary

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	13,326,279	13,866,146	539,867	4.05%
COUNTY	5,105,642	5,339,042	233,400	4.57%
	<u>18,431,921</u>	<u>19,205,188</u>	<u>773,267</u>	<u>4.20%</u>

The 2025 proposed capital budget is focused on state-of-good repair, and is proposed to be funded from a combination of CMHC grants and City/County reserves (held by City). Figure 3 below summarizes the projects and funding sources that are proposed for the 2025 capital budget.

Figure 3 – 2025 Capital Budget

PROJECT ID and PROJECT Name	Prior Approved	2025 - 2025 Forecast Cost	FUNDING SOURCES	
			3rd Party	Joint Reserves Held by City
Housing Capital Repairs	83,650	3,973,829	1,585,418	2,388,411
001246 Northland Gardens - Roofing Replacement	-	975,000	685,769	289,231
001017 Daleview Gardens Roof Replacement	10,000	635,000	190,500	444,500
001702 Lucy Marco Place & Heritage House - Roof Replacement	-	624,000	187,200	436,800
000743 Northland Gardens - Windows & Doors & Entry-ways	32,200	485,000	145,500	339,500
002030 Trillium Way - Roof	-	325,000	97,500	227,500
002205 Trillium Way - Balcony Doors and Windows	15,000	225,000	67,500	157,500
002033 Albion Towers - Balcony Doors	13,000	130,000	39,000	91,000
001640 LHC - Exterior Walls	5,950	111,079	33,324	77,755
001234 Albion Towers - Hallway Flooring	-	110,250	33,075	77,175
001637 LHC Properties - Kitchen Renovations	-	100,000	30,000	70,000
000742 Lorne Towers - Paint Balcony Walls	-	94,000	28,200	65,800
001233 Willow St. (Paris) - Roofing	-	84,500	25,350	59,150
002204 Walkers Green - Balcony Doors	7,500	75,000	22,500	52,500
Grand Total	83,650	3,973,829	1,585,418	2,388,411

11.0 Climate and Environmental Implications

There are no quantifiable climate or environmental implications associated with this report.

12.0 Conclusion

Approval of the 2025 shared Social Services operating and capital budget is required prior to December 1, 2024 in accordance with the Shared Services Agreement between the City and the County. The net City share of this budget will be included in the city-wide budget to be prepared for the Estimates Committee on December 2, 2024.



Joelle Daniels

Commissioner of Corporate Services/City Treasurer

Prepared By:

Judy Moore, Director of Finance

Attachments (if applicable)

Appendix A – 2025 Shared Services Presentation

Appendix B – 2025 Shared Services Budget report 2024-522

Appendix C – Memo to Social Services Committee to update 2025 Shared Social Services Budget

Copy to:

County of Brant, Clerk

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required yes no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk yes no

Is the necessary by-law or agreement being sent concurrently to Council? yes no



2025 Budget Presentation:

Operating and Capital

City/County Cost Shared Social Services





2025 Operating Budgets

Children's Services & Early Years
Family & Income Stability
Housing
Homelessness





Cost Shared Social Services

Housing & Homelessness Services Department

- Housing Administration
- Housing Programs
- Housing Operations (city owned/operated buildings)
 - Local Housing Corporation
 - Affordable Housing & Market Rent Housing
- Housing Stability (Homelessness Prevention)
- Housing Initiatives and Development (Affordable Housing Development)

Community Strategies and Family Supports Department

- Licensed Child Care
- Canada Wide Early Learning (Avg \$10/day)
- EarlyON Child and Family Centres
- Indigenous Led Child Care and Early Learning
- Support for Special Needs Children
- Ontario Works Financial Assistance





2025 Initiatives

- CSEY: Continued implementation of the Canada Wide Early Learning and Child Care (Average \$10 / day)
- CSEY: Continued growth of licensed childcare spaces
- CSEY: Implementation of new provincial child care funding formula
- FIS: Implementation of best practices learned through Service Navigation pilot
- FIS: Continued implementation of Social Services Modernization Initiatives
- Housing: Continued development at 174 Trillium Way, commencing rehabilitation of 389 West Street (Fox Ridge); review and make recommendation on next affordable housing development
- Housing: ongoing enhancements to centralized waitlist management; continued program improvements
- Housing & Homelessness: review and recommend capital and operational needs for 389 West St
- Homelessness: HSW Pilot currently scheduled to end March 31 – undergoing program review for report-back and recommendations
- Homelessness: continuation of Encampment Network response and seeking enhanced partnerships





2025 Challenges

- Uncertainly regarding funding changes across all Ministries
- Increasing social assistance caseload and complexity of clients served:
 - 10% increase in the City between March 2023 to March 2024
 - 18% increase in the County between March 2023 to March 2024
 - 40% of adults applying for assistance do not have Gr 12; 80% have no post secondary
- Timelines and implementation of Ministry directives
- Expiration of various grants and funding streams
- Increasing number and complexity of households experiencing housing instability – increase in families experiencing homelessness
- Increasing costs including construction, repairs & maintenance, home ownership, and rental prices



Operating Budget Summary



2025 NET OPERATING BUDGET SUMMARY

	2024 Budget	2025 Budget	2024/2025 Variance	Percentage Variance
FAMILY AND INCOME STABILITY	3,994,344	4,467,392	473,048	11.84%
HOUSING	12,394,255	13,211,475	817,220	6.59%
HOMELESSNESS SERVICES	949,952	1,076,289	126,337	13.30%
CHILDREN SERVICES & EARLY YEARS PROGRAMS	1,093,370	1,186,024	92,654	8.47%
NET COMBINED MUNICIPAL BUDGET	18,431,921	19,941,180	1,509,259	8.19%

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	13,326,279	14,397,532	1,071,253	8.04%
COUNTY	5,105,642	5,543,648	438,006	8.58%
	18,431,921	19,941,180	1,509,259	8.19%



2025 Capital Forecast

City / County Cost Shared Services



2025 Capital Projects Overview



	2025 Budget	3 rd Party Funding	Reserves
Housing Capital Repairs	\$3,973,829	\$1,585,418	\$2,388,411

Housing Capital Repair Projects in 2025:

- Roof replacements at Northland Gardens, Daleview Gardens, Heritage House/Lucy Marco Place, 170 Trillium Way (Paris), and Willow Street (Paris);
- Window and/or door replacements at Northland Gardens, 170 Trillium Way (Paris), Albion Towers, and Walkers Green (Paris); and
- minor capital repairs at various Local Housing Corporation buildings.

Mayors' Housing Partnership Task Force Affordable Housing Action Plan - Progress



Development Site	Units	Status
5 Marlene Ave	30	Completed 2020
18 Stirton Ave	4	Completed 2021
177 Colborne St. W.	26	Completed 2023
174 Trillium Way, Paris	49	Underway for completion in Q1 2025
Lucy Marco Place	41	Underway for completion in Q3 2024
389 West St. (Fox Ridge)	100 *	In Planning
	250	Total Units Completed or Underway (49%)
Final Site TBD	50	To commence in 2026
Final Site TBD	50	To commence in 2027
Final Site TBD	50	To commence in 2028
Final Site TBD	50	To commence in 2029
Final Site TBD	56	To commence in 2030
	256	Units Required (51%)
	506	Total Units

* Estimated



Future Capital Challenges / Goals



- Construction and labour costs continue to increase
- Grant funding from other levels of government is unpredictable with strict timelines for applications
- Building repairs and maintenance continue to increase with age of buildings
- Transfers to reserves in order to plan for future capital repairs need to be increased to offset the rising costs



Thank you





Alternative formats and communication supports available upon request. Please contact accessibility@brantford.ca or 519-759-4150 for assistance.

Date September 4, 2024 **Report No.** 2024-522

To Chair and Members
Social Services Committee

From Brian Hutchings, Chief Administrative Officer

1.0 Type of Report

Consent Item

Item For Consideration

2.0 Topic 2025 Shared Social Services Budget [Financial Impact – \$19,941,180 Operating Budget, \$3,973,829 Capital Budget]

3.0 Recommendation

- A. THAT Report 2024-522 - 2024 Shared Services Budget BE RECEIVED; and
- B. THAT the 2025 draft operating and capital Shared Social Services budgets as contained in report 2024-522 BE APPROVED as follows:
 - i. Base budget totaling \$19,756,116, representing a 7.18% increase; and
 - ii. Addition of two full-time Community Initiatives Coordinators totaling \$185,064, representing an additional 1.01% increase; and
 - iii. Capital budget totaling \$3,973,829; and
- C. THAT the City Clerk BE DIRECTED to deliver a copy of this report and the Committee's recommendations to the County of Brant prior to October 1, 2024.

4.0 Executive Summary

As required under the Shared Services Agreement for Social Services, the Social Services Committee is required to approve a draft budget prior to the end of September. The 2025 draft base operating budget being proposed in this report represents a 7.18% increase over last year. An additional recommendation to add 2 Community Initiatives Coordinator positions would increase the operating budget to 8.19%. Also provided for Committee's approval is a draft 2025 capital budget totaling \$3,973,829.

5.0 Purpose and Overview

The purpose of this report is to present the draft 2025 Shared Services operating and capital budget to the Social Services Committee for approval.

6.0 Background

The City and the County entered into a Shared Services Agreement for Social Services in November 2021. This agreement outlines a budget approval process and timeline that ensures the Social Services Committee, County Council and City Council all have an opportunity to review, comment on, and ask questions about the proposed budget, before final approval by City Council.

Figure 1 below sets out the timeline for approval of the 2025 Social Services budget:

Figure 1 - Social Services Budget Timelines

Deadline	Deliverable
October 1, 2024	Social Services Committee is required to approve a draft budget prior to this date and deliver to both City and the County. If no recommended draft budget is provided, the prior year's budget is deemed to be the draft budget.
October 31, 2024	County Council is presented with the draft budget, and is required to either approve the budget in principle, or identify questions, comments or concerns. Notice of County Council's decision to be provided to the City by November 1. If no questions or comments are received, the County is deemed to have approved the draft budget.
November 30, 2024	Draft budget and notification of the County's position to be presented to City Council. City Council approves the final budget, inclusive of any amendments, giving consideration to the County position.
December 1, 2024	City approved budget to be delivered to the County for inclusion in their regular budget process.

7.0 Corporate Policy Context

City Council's 2023-2026 Strategic Theme 6 (b): invest in a long-term strategy and plan to manage the homelessness crisis, inclusive of the related issues of mental health and addiction issues and safety and security concerns.

County of Brant's 2019-2023 Strategic Priorities: "Healthy, safe, and engaged citizens".

[Brantford-Brant Housing Stability Plan \(2014-2024\)](#)

[Municipal Housing Master Plan \(2020-2030\)](#)

[Mayors' Housing Partnerships Task Force Affordable Housing Action Plan](#)

Building our Community from the Kids Up: A 10-Year Strategic Vision for Children's Services and Early Years.

8.0 Input From Other Sources

City of Brantford Finance Department

9.0 Analysis

The City of Brantford is the Consolidated Municipal Service Manager (CMSM) for Ontario Works, Housing and Homelessness Services, and Children's Services (Child Care and Early Years). These programs are jointly funded by the Province of Ontario, City of Brantford and County of Brant. The City fulfills the joint roles of Service System Manager (planning, oversight) and Service Delivery Partner (assessing recipient eligibility, direct delivery of programs and services).

As a Service Delivery partner, all provincial programs are delivered subject to provincial guidelines and governed by Accountability Agreements. As such, how services are delivered is influenced significantly by direction set by the Province. How services are delivered, monitored and evaluated and our performance is critical to maintaining provincial funding and credibility as a CMSM.

9.1 Family and Income Stability

The Family & Income Stability Division is responsible for the delivery of services to provide financial assistance, stability supports and navigation services that assist residents of the City of Brantford and County of Brant, through the provincially legislated Ontario Works social assistance program. The goal is to help individuals and families meet basic financial needs, accurately assess the client's needs and connect them with community partners to support a successful referral to Employment Ontario services.

The Ministry of Children, Community and Social Services (MCCSS) and the City of Brantford and the County of Brant share administration costs with municipal contributions governed by the 2021 Shared Services Agreement.

Provincial funding for the Ontario Works Program, known as Program Delivery Funding or PDF for all municipalities in Ontario has been frozen at the level of 2018 actual expenditures since 2019.

This results in pressures associated with such expenditures as

- costs to service caseloads (which are increasing in both absolute numbers and complexity),
- labour costs such as collective agreement wage and benefit increases, and

-
- mitigating the transfer of funding to the new Employment Ontario System Service Managers

falling to municipalities to bear. The Family and Income Stability division has been diligent in identifying offsetting efficiencies in consecutive budgets. Most recently, a potential municipal pressure due to a reduction in Ministry Time Limited Funding from 2024 to 2025 was offset through efficiencies found in a reorganization within the division.

As referenced in reports [Ontario Works Quarterly Update Q4 2022-60](#) and [Ontario Works Quarterly Update Q1 2022-339](#) the Ontario Works program is undergoing a provincially mandated transformation (“Social Assistance Renewal”). The City of Brantford is currently an early adopter site for Employment Services Transformation (EST) and Centralized Intake (CI). Previous reports have informed the Social Services Committee and Council of these prototype/pilot projects. These projects have yet to demonstrate appreciable workload reduction or administrative efficiencies.

In 2024, the FIS Division undertook a Service Navigation Pilot Program with a goal of creating faster, more successful referrals to employment services and other needed supports. The pilot is being evaluated by Wilfrid Laurier University and results will be shared with both Social Service Committee and the Province of Ontario after its completion in December 2024 with full results available in Q1 2025.

While program outcomes are not currently available, preliminary data demonstrates a significant increase in client contact and referrals, with anecdotal feedback suggesting that there has been increased connections with employment services and the job market. This best practices from this pilot will inform a working model in 2025 with goals to (1) improve client service delivery (2) better meet Ministry service targets, and (3) align staffing resources to the work with resulting efficiencies.

Additionally, 2025 provincial funding allocations for Family and Income Supports are unknown to date. Staff expect further information in late fall and any significant municipal budget impacts will be reported to the Social Service Committee once known.

The 2025 budget increase of \$473,048 is driven by (a) contractual wage and benefit increases and (b) increased IT and administrative overhead costs.

These pressures have been partially offset by efficiencies gained largely through accommodation savings resulting from relocation to 225 Colborne Street. As noted above, because Ministry funding is frozen at 2018 levels, unavoidable increased costs are borne entirely by the municipalities.

9.2 Children's Services & Early Years Programs

The CMSM is responsible and accountable for managing a coordinated and responsive child care and early years system in the City of Brantford and County of Brant in accordance with Section 56 of the Child Care and Early Years Act.

In February 2022, Council approved a 10-year strategic vision, *Building Our Community from the Kids Up* that outlines goals and actions for the enhancement of children's programs in the City and County ([Report 2022-20, Building Our Community from the Kids Up](#)).

As noted in [Report 2024-63 Building Our Community from the Kids Up 2024 Update](#), significant milestones within this vision are underway, including: the development and implementation of an Inclusion and Access Pathway for Early Learning and Child Care; an anticipated fall launch of "The Messiness of Parenting" an early years podcast; and increased wages for Early Childhood Educators.

The City also continues to partner with Community Living Brant and Child and Family Services for EarlyON programs and with Six Nations of the Grand River for inclusive programming at both the Family Gatherings drop-in site (Harmony Square), and the delivery of Indigenous-led programming at all EarlyON locations.

In addition to these local program enhancements, staff continue to work closely with the Ministry of Education and local child care providers to implement the Canada Wide Early Learning and Child Care Plan (CWELCC). The intent of the CWELCC is to achieve average child care fees of \$10 per day by March 31, 2026 and to increase the number of licensed 0-5 spaces by 985 in the City of Brantford and the County of Brant. As of December 31, 2023, 66 new spaces were opened and 232 were approved to open in 2024.

As noted in [Report 2024-54 Child Care Funding Update](#), the Ministry of Education announced a reduction in administrative funding for municipal children's services. Originally announced in April 2019, the implementation was delayed through annual one-time transition funding for the years of 2021, 2022,

and 2023. Since 2019, staff have reduced administrative costs through a series of continuous improvement projects (i.e. use of technology and elimination of paper documents), staffing realignments, and strategic use of the One-Time Transitional Funding grants, resulting in no municipal budget impact in 2024.

In August of 2024, the Ministry of Education provided information indicating a \$39,446,907 2025 provincial allocation to support child care and the implementation of CWELCC, which includes the lowering of child care fees and the growth of child care spaces. Allocations related to EarlyON and Indigenous programs are unknown at this time.

The increase in the CSEY budget is largely offset in 2025 through utilization of unconditional provincial funding deferred from prior years. (See Report 2019-313).

The 2025 budget projects a \$92,654 increase driven by (a) contractual wage and benefit increases, (b) increased IT and administrative overhead costs, and (c) provincial funding reductions.

9.3 Housing and Homelessness Services

In 2001, the Province began transferring responsibility for delivery of community housing programs and their administration to 47 local Service Managers¹ across Ontario. This transfer of programs and responsibility was enacted through the *Social Housing Reform Act, 2000*, which has since been replaced by the *Housing Services Act, 2011* (HSA).

Through this legislation, the City of Brantford, as Service Manager for Housing and Homelessness Services in the City of Brantford and the County of Brant, is responsible for the delivery of housing and homelessness-related services in collaboration with many frontline service delivery organizations.

Service Managers are responsible for establishing policies that create an environment that promotes affordable housing development; setting the local vision for housing through local Housing and Homelessness Plans; contributing to and coordinating housing funding; developing and administering housing and homelessness programs; managing social housing portfolios; and, reporting on progress in addressing needs/producing outcomes.

Additional responsibilities of the City of Brantford as the Service Manager includes maintaining at least 1,645 Rent Geared to Income (RGI) units² and maintaining a centralized waiting list for applicant households in need of RGI housing subsidy.

All Service Managers are experiencing an annual funding decline from the Canada-Ontario Social Housing Agreement. The Social Housing Agreement funding to be received by Service Managers is published in the [Ontario Gazette](#). Projected allocations published for the City of Brantford are shown in Figure 2 below and are projecting a full reduction by 2030. Published allocations are an estimate and actual net payments are adjusted and paid in accordance with the *Housing Services Act, 2011* and Section 43 of the *Financial Administration Act*.

¹ Service Managers include Consolidated Municipal Service Managers, which may be regional governments, counties or separated cities, and District Social Services Administration Boards, which are boards established in each of the 10 districts in Northern Ontario.

² These are the minimum Service Level Standards (SLS) as set out by the HSA. The City of Brantford has consistently maintained more than the minimum SLS.

Figure 2 - Projected Amount of Federal Funding for 2021-2030

Year	Allocation	Change from Previous Year
2021	\$ 1,546,715	
2022	\$ 1,643,341	\$ 96,626
2023	\$ 1,627,729	\$ (15,612)
2024	\$ 916,048	\$ (711,681)
2025	\$ 515,551	\$ (400,497)
2026	\$ 426,328	\$ (89,223)
2027	\$ 291,836	\$ (134,492)
2028	\$ 40,862	\$ (250,974)
2029	\$ 1,658	\$ (39,204)
2030	\$ -	\$ (1,658)

Annual reductions are based on housing providers within the Service Manager area reaching End of Mortgage / End of Operating and with the onus on Service Managers and housing providers to negotiate and enter into new Service Agreements in order to preserve community housing (see report 2023-116 *Service Agreement Framework for Community Housing Providers*).

Service Managers are required to utilize grant funding issued under the [National Housing Strategy](#) to offset the ongoing annual funding decline from the Canada-Ontario Social Housing Agreement (see report 2024-423 *2024-25 COCHI and OPHI Investment Plan*). Housing stability (homelessness) services are primarily funded through Reaching Home Federal funding, Homelessness Prevention Program provincial funding along with City and County Contributions (see report 2024-228 [Financial Funding Sources for Housing Stability \(Homelessness\) Programs](#)).

There has been a reduction in Reaching Home federal grant funding of \$50,680 in FY 2024-25, and there is currently a \$741,187 reduction in funding beginning in FY 2026-27.

On April 12, 2024, the federal government announced additional Reaching Home Federal funding by way of [Solving the Housing Crisis: Canada's Housing Plan](#). The federal government is proposing an additional \$1 billion over four years to Reaching Home Community Entities across Canada to introduce more supports to address homelessness, as well as proposing to invest an additional \$250 million, with an intended cost-matching by provinces and territories, for a total of \$500 million to address encampments and unsheltered homelessness.

Funding allocations to Community Entities and program guidelines remain unknown as of the drafting of this report.

The Homelessness Prevention Program (HPP) is a provincial funding stream designed to support Ontarians that are homeless or are at risk of experiencing homelessness to obtain and/or retain housing and support services. The HPP was launched April 1, 2022 and consolidated three previous funding programs:

- Community Homelessness Prevention Initiative (CHPI);
- Strong Communities Rent Supplement Program (SCRSP); and
- Home for Good Program (HFG).

Homelessness Prevention Program provincial grant funding has not increased based on inflation despite growing costs to maintain current service levels and an increase in local need for homelessness and housing services. Allocations to Service Managers have been set by the province until FY 2026-27. The province update the funding model for HPP in FY 2023-24 and the allocation amount for the City of Brantford is \$7,019,400 from FY 2023-24 until FY 2026-27 (see report 2024-150 *Homelessness Prevention Program*).

The majority of HPP funding is used to support core homelessness services including the emergency sheltering system (intake, emergency shelters, motels, and, system oversight), the Housing Resource Centre, Housing Stability Fund, community homelessness programs and staffing positions that ensure that the system runs effectively, efficiently, and with a continuous quality improvement approach.

The 2025 combined Housing and Homelessness budget projects an increase of \$758,493 driven by (a) contractual wage and benefit increases, (b) increased IT and administrative overhead, and (c) net impact of contracted emergency intake line.

The request for 2 FTE Community Initiatives Coordinator positions that were directed to the budget process by way of Report 2024-127 [*The City of Brantford Encampment Network \(COBEN\) Housing-Bylaw Pilot Program Evaluation*](#) would add an additional \$185,064.

9.4 Shared Services Operating Budget Summary

The communities of Brant and Brantford are rapidly growing both in population and demographics and with that increase comes a need for increased demand for services. Along with the growth, the communities are facing an increase in housing instability and homelessness, and increased need for mental health and addictions services. The complexity of those served is evident.

Provincial mandates, accountability agreements, changes in budget formulas and strategic changes continue to impact the services and how they are provided.

Inflationary pressures are impacting both the operating and capital budgets for Social Services, and Federal and Provincial funding is not keeping pace with the cost of providing these services. The combined 2025 operating budget impact on the services described in Sections 9.1-9.3 of this report represents a 7.18% increase over last year. As noted, a request for two additional full-time Community Initiative Coordinators was also directed to this Committee for consideration, and would increase the budget to 8.19%. Figure 3 below provides a summary of the total municipal cost shared budget for 2025. Business unit budgets by department are included in Appendix A.

Figure 3 - 2025 Operating Budget

Department	2024 Budget	2025 Proposed Budget	% Change
Family and Income Stability	3,994,344	4,467,392	11.84%
Housing	12,394,255	13,211,475	6.59%
Homelessness	949,952	891,225	-6.18%
Children's Services & Early Year's Programs	1,093,370	1,186,024	8.47%
Net Levy Prior to Additional Investments	18,431,921	19,756,116	7.18%
Strategic Budget Investment - 2 Community Initiative Coordinators		185,064	
Total Net Levy Include Additional Investments	18,431,921	19,941,180	8.19%

Figure 4 provides a summary of the drivers impacting the draft budget.

Figure 4 - Summary of Budget Drivers

Category	Budget Adjustment	% Incr/ (Decr)
Base Wages and Benefits	674,006	3.66%
Base Federal/Provincial Funding changes:		
Reduced net Provincial funding reduction for Children's services	144,000	
Reduced Federal funding for Social Housing per Ontario Gazette	313,990	
Reduced Provincial Funding for Family and Income Stability	243,227	1.57%
Reduced Reaching Home Administrative funding	38,197	
Increased COCHI funding for operating budget	(450,000)	
One Time carryover of child care provincial grant funding	(312,328)	-1.69%
Administrative and technology overhead	210,244	1.14%
LHC/Affordable Housing - Existing Properties		
Rental and Other Revenue Increases	(114,903)	
Increased Capital Reserve Transfer	159,249	1.96%
Property costs including taxes, repairs and maintenance, utilites, insurance	317,125	
Net revenue from New Affordable Housing Units at Lucy Marco and Trillium Way	(367,438)	-1.99%
Net Cost for Emergency Intake Line after HPP allocation	518,666	2.81%
Accommodation Savings	(47,057)	-0.26%
Other efficiencies and reductions	(2,783)	-0.02%
Subtotal	1,324,195	7.18%
Plus: Budget Investment of two full-time Community Initiative Coordinators	185,064	1.01%
Total Net Budget Increase	1,509,259	8.19%

9.5 Capital Budget

In late 2023, the City entered into a contribution agreement with Canada Mortgage and Housing Corporation to receive up to \$6 million under the National Housing Co-Investment Fund for eligible renovation, repair and renewal projects completed between 2023-2026. The 2025 capital budget includes a number of renewal projects made possible through this funding.

The 2025 shared services capital budget totals \$3,973,829. Major projects comprising the 2025 capital budget include the following:

- Roof replacements at Northland Gardens, Daleview Gardens, Lucy Marco Place and Heritage House, Trillium Way and Willow St. Paris
- Window and/or door replacements at Northland Gardens, Trillium Way, Albion Towers, and Walkers Green

- Various minor capital upgrades at various LHC properties

Capital project detail sheets can be found in Appendix B. Figure 5 provides a list of projects included in the 2025 capital budget. Funding for these projects is provided from both CMHC grants and joint City/County reserves held by the City.

Figure 5 - 2025 Capital Budget

PROJECT ID and PROJECT Name	Prior Approved	2025 - 2025 Forecast Cost	FUNDING SOURCES	
			3rd Party	Joint Reserves Held by City
Housing Capital Repairs	83,650	3,973,829	1,585,418	2,388,411
001246 Northland Gardens - Roofing Replacement	-	975,000	685,769	289,231
001017 Daleview Gardens Roof Replacement	10,000	635,000	190,500	444,500
001702 Lucy Marco Place & Heritage House - Roof Replacement	-	624,000	187,200	436,800
000743 Northland Gardens - Windows & Doors & Entry-ways	32,200	485,000	145,500	339,500
002030 Trillium Way - Roof	-	325,000	97,500	227,500
002205 Trillium Way - Balcony Doors and Windows	15,000	225,000	67,500	157,500
002033 Albion Towers - Balcony Doors	13,000	130,000	39,000	91,000
001640 LHC - Exterior Walls	5,950	111,079	33,324	77,755
001234 Albion Towers - Hallway Flooring	-	110,250	33,075	77,175
001637 LHC Properties - Kitchen Renovations	-	100,000	30,000	70,000
000742 Lorne Towers - Paint Balcony Walls	-	94,000	28,200	65,800
001233 Willow St. (Paris) - Roofing	-	84,500	25,350	59,150
002204 Walkers Green - Balcony Doors	7,500	75,000	22,500	52,500
Grand Total	83,650	3,973,829	1,585,418	2,388,411

The Brantford-Brant Municipal Housing Master Plan (BBMHMP) established a housing development target of 843 affordable housing units by 2030. Of this total figure, 506 units were identified as municipally-developed and 337 units were projected to be developed by non-profit organizations.

Since 2020, sixty (60) units have reached construction completion and attained occupancy. There are currently 250 municipal housing developments completed or in progress which is 49% towards the municipal housing development goals set by the BBMHMP.

Since 2020, the per unit cost has also increased by 107%. Construction of the units at 5 Marlene Ave., Brantford was at \$174,427 per unit. Estimated cost per

unit is now projected to be \$361,429. The average percentage of development costs covered by federal and/or provincial grant funding for development projects since 2020 is 12%.

Since the inception of the Brantford-Brant Municipal Housing Master Plan, and the approval of the Mayors' Housing Task Force, Affordable Housing Action Plan, the original financial plan to fund housing development has had to be revised annually. Factors placing additional pressures on municipal contributions include the removal of Housing as an eligible service for the collection of Development Charges (\$42,000,000), continuous increase of construction costs, and the reduction in grant funding received from other levels of government.

Figure 6 - Housing Developments Completed and Underway (2020-2030)

Development Site	Units	Status
5 Marlene Ave	30	Completed 2020
18 Stirton Ave	4	Completed 2021
177 Colborne St. W.	26	Completed 2023
174 Trillium Way, Paris	49	In Progress
Lucy Marco Place	41	In Progress
389 West St. (Fox Ridge)	100 ³	In Planning
	250	Units Completed or In Progress (49%)
Final Site TBD - City	50	To commence in 2026
Final Site TBD - County	50	To commence in 2027
Final Site TBD - City	50	To commence in 2028
Final Site TBD - County	50	To commence in 2029
Final Site TBD – City	26	To commence in 2030
	226	Units Required (51%)
	506	Total Units

10.0 Financial Implications

The 2025 draft operating budget represents a 7.18% base increase over the previous year. Additional investments being requested would increase the overall budget increase to 8.19%. The budget is apportioned between the City and the

³ Current estimated number of units that will be developed over time using a phased approach. Housing to be developed will include temporary and permanent housing options.

County on the basis of population. The population share has shifted slightly to be 72.2% City and 27.8% County (vs. 72.3% City and 27.7% County last year).

Figure 7 below summarizes the total municipal contribution to the 2025 draft operating budget.

Figure 7 - Municipal Contribution Summary

	2024 Budget	2025 Proposed Budget	\$ Variance	% Variance	2025 Budget with 2 CIC Positions	% Variance
City	13,326,279	14,263,916	937,637	7.04%	14,397,532	8.04%
County	5,105,642	5,492,200	386,558	7.57%	5,543,648	8.58%
Total	18,431,921	19,756,116	1,324,195	7.18%	19,941,180	8.19%

The 2025 proposed capital budget is focused on state-of-good repair, and is proposed to be funded from a combination of CMHC grants and City/County reserves (held by City). Figure 8 below summarizes the funding sources that are proposed to be utilized towards the 2025 capital budget.

Figure 8 - Capital Funding Sources

	2025 Capital Budget
CMHC Grant Funding	1,585,418
City/County Reserves	2,388,411
Total Capital Funding	3,973,829

No additional funding from the City or County is needed to fund the proposed capital budget for 2025.

11.0 Climate and Environmental Implications

Climate and/or environmental impacts will be addressed through each specific project and development with the goal to align with the City's climate goals to reduce Greenhouse gas (GHG) emissions from electricity and natural gas use.

12.0 Conclusion

The budget has been prepared based on current operational service levels with growth in affordable housing development considering social, provincial and economic impacts and to support the strategic priorities set forth by the City of Brantford and County of Brant Councils. These impacts and opportunities result in a 7.18% base operating increase over last year, with a request for two additional positions that would put the overall operating budget increase at

8.19%. The proposed capital budget for 2025 is \$3,973,829 and is fully funded from grants and existing reserves.



Brian Hutchings, CAO

Prepared By:

Michelle Connor, Director, Community Strategies and Family Supports

Mary Musson, Senior Director, Community Services and Social Development

Joelle Daniels, City Treasurer

Attachments:

Appendix A: CSSD Operating Cost Shared Financial Summaries

Appendix B: 2025 Shared Services Capital Budget

Copy to:

County of Brant, Clerk

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required yes no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk yes no

Is the necessary by-law or agreement being sent concurrently to Council? yes no



2025 NET OPERATING BUDGET SUMMARY

	2024 Budget	2025 Budget	2024/2025 Variance	Percentage Variance
FAMILY AND INCOME STABILITY	3,994,344	4,467,392	473,048	11.84%
HOUSING	12,394,255	13,211,475	817,220	6.59%
HOMELESSNESS SERVICES	949,952	1,076,289	126,337	13.30%
CHILDREN SERVICES & EARLY YEARS PROGRAMS	1,093,370	1,186,024	92,654	8.47%
NET COMBINED MUNICIPAL BUDGET	18,431,921	19,941,180	1,509,259	8.19%

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	13,326,279	14,397,532	1,071,253	8.04%
COUNTY	5,105,642	5,543,648	438,006	8.58%
	18,431,921	19,941,180	1,509,259	8.19%



2025 Business Unit Financial Summary

FAMILY AND INCOME STABILITY

	2024 Budget	2025 Budget	2024/2025 Variance	Percentage Variance
FAMILY AND INCOME STABILITY				
133100 - ONTARIO WORKS ADMIN	3,894,344	4,367,392	473,048	12.15 %
133220 - 100% PROVINCIAL ASSISTANCE	-	-	-	-
133221 - ONTARIO WORKS ASSISTANCE	-	-	-	-
133222 - DISCRETIONARY ASSISTANCE	-	-	-	-
133250 - ASSISTANCE-100% MUNICIPAL	100,000	100,000	-	-
133402 - OW PRIOR PERIOD ADJUSTMENTS	-	-	-	-
Net (Revenues)/Expenses	3,994,344	4,467,392	473,048	11.84%

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	2,887,911	3,225,457	337,546	11.69%
COUNTY	1,106,433	1,241,935	135,502	12.25%
	3,994,344	4,467,392	473,048	11.84%



2025 Business Unit Financial Summary

HOUSING

	2024 Budget	2025 Budget	2024/2025 Variance	Percentage Variance
134100 - HOUSING ADMINISTRATION	1,930,612	2,154,012	223,400	11.57 %
134115 - BHOMES PROGRAM	-	-	-	-
134119 - IAH RENOVATE REVOLVING	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	-	-	-	-
134125 - IAH RENT SUPPLEMENT YR 3 13/14	-	-	-	-
134128 - IAH RENT SUPPLEMENT YR 4 14/15	-	-	-	-
134130 - IAH RENT SUPP EXT 14/15	-	-	-	-
134141 - IAH HOUSING ALLOW-DIRECT	-	-	-	-
134151 - COCHI	-	-	-	-
134152 - OPHI	-	-	-	-
134203 - HOMES FOR GOOD	-	-	-	-
134271 - AFFORDABLE HOUSING CITY/COUNTY	-	-	-	-
134303 - RENT SUPPLEMENT: STRONG COMMUNITIES	124,695	391,111	266,416	213.65 %
134320 - COMMERCIAL RENT SUPPLEMENT - FEDERAL	952,024	989,961	37,937	3.98 %
134322 - LOCAL PORTABLE HOUSING BENEFIT	140,400	140,400	-	-
134323 - CANADA ONTARIO HOUSING BENEFIT	-	-	-	-
134324 - TRAP RENT SUPPLEMENT	-	-	-	-
134350 - NON-PROFIT HOUSING - FEDERAL	5,887,597	6,158,604	271,007	4.6 %
134600 - HOUSING OPERATIONS ADMIN	1,448,593	1,562,067	113,474	7.83 %
134614 - LOCAL HOUSING PROPERTIES	2,099,546	2,377,602	278,056	13.24 %
134640 - AFFORDABLE HOUSING PROPERTIES	(189,212)	(562,282)	(373,070)	197.17 %
Net (Revenues)/Expenses	12,394,255	13,211,475	817,220	6.59 %

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	8,961,046	9,538,685	577,639	6.45%
COUNTY	3,433,209	3,672,790	239,581	6.98%
	12,394,255	13,211,475	817,220	6.59%



2025 Business Unit Financial Summary

HOMELESSNESS SERVICES

	2024 Budget	2025 Budget	2024/2025 Variance	Percentage Variance
133450 - REACHING HOME	-	-	-	-
134521 - COMM HOMELESSNESS PREVENTION	568,758	609,389	40,631	7.14 %
134522 - HOMELESSNESS ADMINISTRATION	381,194	466,900	85,706	22.48 %
Net (Revenues)/Expenses	949,952	1,076,289	126,337	13.3 %

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	686,815	777,081	90,265	13.14%
COUNTY	263,137	299,208	36,072	13.71%
	949,952	1,076,289	126,337	13.30%



2025 Business Unit Financial Summary

CHILDREN SERVICES & EARLY YEARS PROGRAMS

	2024 Budget	2025 Budget	2024/2025 Variance	Percentage Variance
135100 - CHILD CARE ADMINISTRATION	159,709	252,363	92,654	58.01 %
135150 - EMERGENCY CHILD CARE	-	-	-	-
135155 - CWELCC: ADMINISTRATION	-	-	-	-
135156 - CWELCC: WORKFORCE	-	-	-	-
135157 - CWELCC: FEE REDUCTION	-	-	-	-
135202 - FEE SUBSIDY	490,101	490,101	-	-
135220 - ONTARIO WORKS CHILDCARE	-	-	-	-
135260 - ELCC - FEDERAL	-	-	-	-
135315 - BASE FUNDING - LICENSED HCC	-	-	-	-
135317 - REINVESTMENT FUNDING	-	-	-	-
135320 - CC GENERAL OPERATING	326,734	326,734	-	-
135326 - WAGE ENHANCEMENT GRANT	-	-	-	-
135340 - CHILDCARE PAY EQUITY	-	-	-	-
135400 - SPECIAL NEEDS RESOURCING	-	-	-	-
135401 - TRANSFORMATION	-	-	-	-
135402 - CAPACITY	-	-	-	-
135403 - SMALL WATER WORKS	-	-	-	-
135404 - REPAIRS & MAINTENANCE	-	-	-	-
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	-	-	-	-
135406 - CCEY WORKFORCE - FEDERAL	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	-	-	-	-
135502 - EARLY ON CENTRES	116,826	116,826	-	-
135515 - JOURNEY TOGETHER	-	-	-	-
135550 - CHILD CARE ADMIN CHARGES	-	-	-	-
135551 - CHILD CARE PRIOR PERIOD ADJ	-	-	-	-
Net (Revenues)/Expenses	1,093,370	1,186,024	92,654	8.47 %

	2024 Budget	2025 Budget Population (72.2%/27.8%)	2024/2025 Variance	Percentage Variance
CITY	790,507	856,309	65,802	8.32%
COUNTY	302,863	329,715	26,852	8.87%
	1,093,370	1,186,024	92,654	8.47%

2025 Shared Services Capital Budget

PROJECT ID and PROJECT Name	Prior Approved	2025	FUNDING SOURCES	
			3rd Party	Tax Reserves
Non-Growth	83,650	3,973,829	1,585,418	2,388,411
COMMUNITY SERVICES AND SOCIAL DEVELOPMENT [130]	83,650	3,973,829	1,585,418	2,388,411
Housing Capital Repairs	83,650	3,973,829	1,585,418	2,388,411
001246 Northland Gardens - Roofing Replacement	-	975,000	685,769	289,231
001017 Daleview Gardens Roof Replacement	10,000	635,000	190,500	444,500
001702 Lucy Marco Place & Heritage House - Roof Replacement	-	624,000	187,200	436,800
000743 Northland Gardens - Windows & Doors & Entry-ways	32,200	485,000	145,500	339,500
002030 Trillium Way - Roof	-	325,000	97,500	227,500
002205 Trillium Way - Balcony Doors and Windows	15,000	225,000	67,500	157,500
002033 Albion Towers - Balcony Doors	13,000	130,000	39,000	91,000
001640 LHC - Exterior Walls	5,950	111,079	33,324	77,755
001234 Albion Towers - Hallway Flooring	-	110,250	33,075	77,175
001637 LHC Properties - Kitchen Renovations	-	100,000	30,000	70,000
000742 Lorne Towers - Paint Balcony Walls	-	94,000	28,200	65,800
001233 Willow St. (Paris) - Roofing	-	84,500	25,350	59,150
002204 Walkers Green - Balcony Doors	7,500	75,000	22,500	52,500
Grand Total	83,650	3,973,829	1,585,418	2,388,411



Date: September 27, 2024

To: Social Services Committee

From: Michelle Connor,
Director of Community Strategies and Family Supports

Re: Update to Report 2024-522, 2025 Shared Social Services Budget

This memo serves as an update to Report 2024-522, *2025 Shared Social Services Budget*.

After the presentation of Report 2024-522, *2025 Shared Social Services Budget* to Social Services Committee on September 4, 2024, the City received information from the Ministry of Children Community and Social Services that they are no longer holding Ontario Works delivery partners' funding at their 2018 expenditure actuals and provincial funding will increase in 2025. As a result, the Family Income Stability 2025 budget can be decreased for the combined municipal share by \$735,992.

	2024 Budget	2025 Draft Budget Sept 4/24	Adjustment	2025 Revised Budget
Family Income Stability	\$3,994,344	\$4,467,392	(\$735,992)	\$3,731,300

This reduction would result in a decrease in the Shared Services draft combined municipal budget from \$19,941,180 to \$19,205,188.

2024 Budget	2025 Draft Budget Sept 4, 2024	2025 Draft Budget Variance	Adjustment	2025 Revised Budget	2025 Revised Budget Variance
\$18,431,921	\$19,941,180	1,509,259	(\$735,992)	\$19,205,188	\$773,267
	8.19%			4.2%	

While the City will make the recommendation to reduce the Shared Services budget when it comes to City Council for approval, a recommendation can be made by County

Council to include in their comments back to the City to recommend that the Shared Services budget be revised to include the funding and reduce the overall impact of the budget. In accordance with the Shared Services Agreement, comments received by the City by November 1, 2024, will be presented to the City's Estimates Committee for consideration and subsequent approval by City Council.