

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

www.tbdssab.ca

CORPORATE SERVICES
The District of Thunder Bay
Social Services Administration Board
(Also known as TBDSSAB)
34 North Cumberland Street, 4th Floor
Thunder Bay ON P7A 8B9
Telephone: 807-766-2107
Fax: 807-345-6146

Memorandum

Date: January 6, 2012

To: Members of the Board

From: William (Bill) Bradica, CGA
Director, Corporate Services

Subject: **One-time Costs Related to Implementation of Phase 1 of the New Organizational Structure**

Now that negotiations with those affected by the changes resulting from implementation of Phase 1 in September 2011 have concluded, the associated one-time costs can be disclosed.

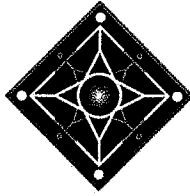
The total of severance costs for the nine individuals was \$657,839 funded from the 2011 operating budget and from reserve funds, therefore no additional municipal levy is required.

The total legal expenses related to the reorganization were \$48,643 with \$25,289 of that amount for the negotiation of severance costs. These expenses were covered from the 2011 operating budget.

Sincerely,

William (Bill) Bradica, CGA
Director
Corporate Services Division

WB



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Memorandum

Date: December 20, 2011
To: Board Members
From: Keri Greaves, CMA, Manager, Finance
Subject: Purchase of Switches for New Server Room

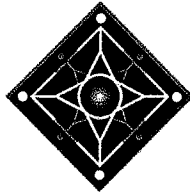
In December 2011, a purchase of computer equipment for use in the server room of the new TBDSSAB office building was initiated. The Board approved purchasing policy dictates that purchases in excess of \$40,000 should be made using a request for proposal (RFP) method. The policy also includes Article 6 "Emergency Method", which refers to a purchase of \$40,000 or more where an emergency situation exists, with approval from the Chief Administrative Officer and a report to the Board advising of the circumstances surrounding the purchase.

New switches for the server room were included in the 2011 operating budget. In light of the move to the new TBDSSAB building, the purchase was delayed as long as possible so that the new switches would not have to be stored and moved unnecessarily prior to installation in the server room. Prior to purchase, the switch configuration was re-evaluated in order to provide redundancy and flexibility in the new environment.

As a result of this process, the determination of the type and layout of the switches was not finalized until December 2011. To ensure the computer system is ready prior to the move, there was not enough time to proceed with a request for proposal. Although, for the reasons stated above, there was not sufficient time to complete a formal RFP process, written quotes for this hardware were requested from three vendors. The lowest quote received came from Compugen Inc., in the amount of \$81,788.27 including HST, with a 4 day turnaround time for delivery. This expenditure was included in the 2011 operating budget.

Sincerely

Keri Greaves, CMA
Manager, Finance
The District of Thunder Bay
Social Services Administration Board



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Our File No.: 260 (CAO)

Memorandum

Date: December 30, 2011
To: Members of the Board
From: James McMahon, Manager, Planning and Social Policy
Subject: Funding Request – John Howard Society (Resolution No. 10/88)

At the October 28, 2010, Board meeting Resolution No. 10/88 was passed deferring a request for funding for the John Howard Society "My Own Place" Homelessness Project until completion and implementation of the TBDSSAB Housing Strategy.

Given the recent announcement of the Investment in Affordable Housing in Ontario program, and the new application process for the TBDSSAB Community Social Reinvestment Fund, the John Howard Society may submit proposals under these programs if they are still seeking support from TBDSSAB for this initiative. The relevant information and documents have been provided to community partners including the John Howard Society.

Therefore the following resolution will be submitted for consideration at the January 19, 2012, Board meeting.

"THAT with respect to the funding request on October 28, 2010, from the John Howard Society for the "My Own Place" Homelessness Project, we approve Administration's response to the John Howard Society in providing relevant application information for funding under the Investment in Affordable Housing in Ontario Program, and the Community Social Reinvestment Fund;

AND THAT the funding request of October 28, 2010, be deemed closed;

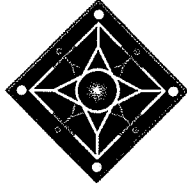
AND THAT the John Howard Society be advised accordingly."

Sincerely,



James McMahon
Manager, Planning & Social Policy
Service System Planning Division

JM/sml



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

BOARD REPORT

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

DATE PREPARED	January 6, 2012	REPORT NO.: 2012-01
MEETING DATE	January 19, 2012	TBDSSAB File No.: 1300.00
SUBJECT	Housing Security Enhancement Strategy	

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or 'the Board') with an update on security measures implemented to date in TBDSSAB-owned housing properties in Thunder Bay, and present options for an ongoing security enhancement strategy.

BACKGROUND

At the November 2010 meeting, the Board requested a report be presented providing options with respect to a security policy, and recommendations relative to associated costs upon completion of a review by a consultant with respect to updated security for all buildings.

Between November 2010 and December 2011, staff completed a security assessment of each building within the Thunder Bay District Housing Corporation (TBDHC) portfolio in the City of Thunder Bay. The scope of the audit included an evaluation of interior and exterior doors, windows, exterior lighting, and security cameras. The actions taken to improve security in these buildings as a result of this assessment are included in Attachment 1. The total cost for the improvements was \$206,055 and was funded through the Social Housing Renovation and Retrofit Program. Recommendations for the 2012 budget include piloting a key card access system and installing elevator cameras in Andras Court.

Since this review was initiated, two high profile incidents at TBDHC properties has renewed public and tenant concern with the safety of social housing. There is a need to systematically review options to improve safety and address the concerns of residents in our housing for both the immediate and long-term.

COMMENTS

Three core considerations regarding improving safety and addressing resident concerns in TBDSSAB-owned housing are physical

improvements to the property, neighborhood revitalization and community development, and solutions for both the short and long-term.

Despite the comprehensive review and work already completed by TBDSSAB staff to improve the physical security of our buildings as outlined in Attachment 1, Administration believes there is still value in contracting a consultant to complete an objective third party review employing an approach known as 'crime prevention through environmental design.' This approach considers elements in the natural and built environment that can be manipulated to discourage abnormal use and criminal behavior. As TBDSSAB staff have already completed many improvements that would likely be recommended through a consultant's review, the incremental capital or minor capital costs added through hiring a consultant may be minimal, but would provide endorsement and enhancement of the changes already undertaken.

Another approach to improve safety and address resident concerns in our housing communities is through neighborhood revitalization and community development. This approach seeks to foster tenant engagement in their building and community through venues such as tenant associations, tenant-led initiatives, and common events that encourage the development of relationships between neighbors. TBDSSAB staff have already met with the tenant association in Andras Court and have engaged the Crime Prevention Council through the City of Thunder Bay towards facilitating community development initiatives. There is considerable interest from other community organizations to work with TBDSSAB on this approach.

While the impact of the two approaches described above would be felt gradually as they were implemented, it is important to provide an immediate, if interim, solution to buildings that have a higher concentration of police calls: Limbrick Place, Andras Court, Picton Avenue, and Windsor Street. The two highest priorities are Limbrick Place and Andras Court. This would provide reassurance to our tenants and the public that TBDSSAB as landlord is taking action on this issue. Two options would be to contract police officers to intermittently patrol those buildings, or contract a security guard for a more consistent presence.

Given these considerations, Administration recommends:

1. Hire a security consultant through an RFP process to undertake a review of all TBDHC properties in Thunder Bay utilizing a 'crime prevention through environmental design' approach.
2. Contract with either paid-duty police officers or private security firms to provide a presence at Limbrick Place and Andras Court properties.

TBDSSAB staff will:

- Consult with residents of all TBDSSAB properties in Thunder Bay to determine specific safety concerns and actions to alleviate these concerns.
- Review community safety initiatives from other jurisdictions to ensure our recommended activities are evidence-based.
- Partner with community organizations like the Crime Prevention Council and Evergreen: A United Neighborhood, to implement ongoing neighborhood revitalization efforts.

Approximate Cost

a) Enhancement	Type of Expense	Approximate Cost	Total in 2012
Security Consultant	One time	\$85,000	\$115,000
Police Officers – presence at Limbrick & Andras, last weekend (Fri-Sun) of each month	Ongoing	\$30,000 *Approx. \$138 per hour	
OR			
b) Enhancement	Type of Expense	Approximate Cost	Total in 2012
Security Consultant	One time	\$85,000	\$235,000
Security Guard – presence at Limbrick & Andras, 12 hours/day, 365 days	Ongoing	\$150,000 *Approx. \$17 per hour	

Staff costs for community development activities are anticipated to be covered by enhancements as part of the organizational review, to be presented for approval as part of the 2012 budget.

CONCLUSION

It is concluded that implementation of Option B would provide a comprehensive balance of an immediate response to perceived security concerns in the two highest-need properties, a thorough review of additional security measures in the physical environment by hiring a security consultant, and long-term ongoing community development efforts by TBDSSAB staff and community partners. Contracting security guards rather than police officers provides a longer and more consistent presence at the property for less cost per hour. The cost for this option for 2012 would be approximately \$235,000. Following the results of the consultant’s work and community consultations, further recommendations

to enhance the safety of TBDHC properties will be presented to the Board in fall 2012.

RECOMMENDATION

THAT with respect to Report No. 2012-01 (Service System Planning), we recommend Administration proceed with Option B as recommended and costs be presented for approval as part of the 2012 budget;

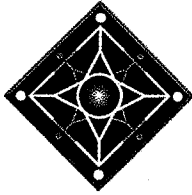
AND THAT a request for proposals to hire a security consultant be issued as soon as possible thereafter;

AND THAT a report be presented to the Board in fall 2012 presenting the findings of the consultant's recommendations and progress to date on additional safety measures undertaken by TBDSSAB staff.

REFERENCE MATERIALS ATTACHED

Attachment #1: Confidential Security Audit – Summary of Work
Completed to December 1, 2011
(Presented in Closed Session Only)

PREPARED BY:	Dianne Lampi, Supervisor, Housing Portfolio Aaron Park, Senior Planning and Social Policy Analyst James McMahon, Manager, Planning and Social Policy The District of Thunder Bay Social Services Administration Board
APPROVED BY:	Sandy Isfeld, Director, Service System Planning The District of Thunder Bay Social Services Administration Board
SUBMITTED BY:	Melissa Harrison, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board



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Memorandum

Date: January 9, 2012
To: Members of the Board
From: Sandy Isfeld, Director, Service System Planning Division
Subject: Community Social Reinvestment Fund Application Process

I am writing further to the attached letter, which was distributed to community stakeholders December 22, 2011 concerning the application process and timelines for 2012 allocation of the Community Social Reinvestment Fund (CSRF). The notice and application documents were attached to the letter and have been available on the TBDSSAB website since December 22, 2011.

Please note that although it is the goal to have CSRF allocations coincide with TBDSSAB's fiscal year and budget process, Administration has established the deadline for proposals under the program as March 2, 2012 based on feedback from community partners to allow proponents more time to develop comprehensive proposals. The Fund has historically been allocated much later in the year and has not been based on a formal application process, so the new method of allocation represents a significant change in timing as well as process for applicants.

The application process for 2013 will have closing date of early fall 2012, and 2013 allocations are intended to be made as part of the 2013 budget process.

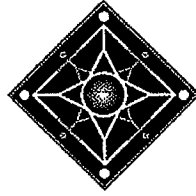
Interested proponents may be referred to the TBDSSAB website for information, application forms, and updates.

Sincerely,


Sandy Isfeld,
Director, Service System Planning Division

SI

Attachment



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Our File No.: 260

December 22, 2011

Dear Community Partners:

Re: Community Social Reinvestment Fund – 2012 Application Process

The District of Thunder Bay Social Services Administration Board is implementing an application-based allocation process for the Community Social Reinvestment Fund (CSRF) beginning in 2012.

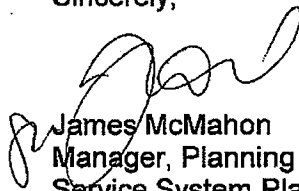
The purpose of the CSRF program is to support initiatives that help to reduce the depth and breadth of child poverty in the District of Thunder Bay. Organizations interested in receiving funding under this program in 2012 must now complete the enclosed application form and submit it by March 2, 2012. Organizations that have received CSRF funds previously must also apply by the deadline if they wish to receive funds in 2012 or in future. Applications for multi-year funding (up to three years) will now be considered in some cases.

As the funds available under the program are limited, applications for funding will be evaluated as part of a competitive process based on criteria and priorities approved by the Board of TBDSSAB. The application form and information on priorities, eligibility and evaluation criteria are attached and are also available on our website at www.tbdssab.ca.

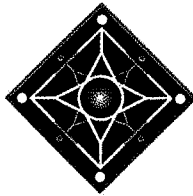
We are confident this process will improve the effectiveness and transparency of these investments. Please do not hesitate to contact me with any questions you may have about these changes or the application process.

We look forward to working with you to improve the lives of vulnerable children in the District of Thunder Bay.

Sincerely,


James McMahon
Manager, Planning and Social Policy
Service System Planning Division
The District of Thunder Bay
Social Services Administration Board

JM/gf



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Fax: 807-345-6146

Memorandum

Date: January 3, 2012
To: Members of the Board
From: James McMahon, Manager, Planning and Social Policy
Subject: One-time Additional Funds for the Consolidated Homelessness Prevention Program and Emergency Energy Fund


On November 29, 2011 Administration was notified of the potential availability of surplus funds for both the provincial Consolidated Homelessness Prevention Program and the Emergency Energy Fund. In consultation with community partners, a business case was submitted (see attached) within 24 hours recommending the following:

- Emergency Energy Fund top-up: \$30,000
- Shelter House – replacement mattresses: \$10,000
- Salvation Army – soup van menu enhancement: \$10,000

Total: \$50,000

On December 20, 2011 we received approval of our business case. Funds will be made part of our 2012 service contracts with the Ministry of Community and Social Services for both the Emergency Energy Fund and Consolidated Homelessness Prevention Program.

Sincerely,

for 
James McMahon
Manager, Planning and Social Policy
Service System Planning Division

JM

Attachment

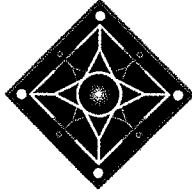


THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

**Business Case:
Immediate CHPP/EEF Pressures**

- 1) \$30,000 – Emergency Energy Fund: Demand for this program to date has already exceeded our 2011 allocation by \$14,350. Every year funds under EEF are fully expensed before the cold winter months have passed. Our allocation from the Ministry of \$30,300 for 2011 was fully expended by the 2nd quarter of 2011. We have regularly requested enhanced funding for EEF to meet this demand yet have continued to receive the same amount. Based on strong demand in prior years and a colder than normal winter forecast for the District of Thunder Bay, we anticipate excess demand to total approximately \$30,000 beyond the initial EEF allocation for 2011. This demand and resulting funding shortfall is chronic and should be considered an ongoing cost. This funding will provide assistance to an estimated 25 additional households.
- 2) \$10,000 – Replacement Mattresses for Shelter House: Shelter House is in desperate need for new mattresses for resident beds. Mattresses are heavily worn and have become a health and safety risk due to high usage and issues with bed bugs and MRSA (drug-resistant bacteria). Replacement mattresses cost approximately \$254 each, which would allow Shelter House to purchase 40 mattresses with this funding. Approximately 2000 unique individuals per year sleep at least one night at Shelter House. This would be a one-time purchase.
- 3) \$10,000 – Salvation Army Soup Van: The meal provided through the soup van is often the only meal those individuals will eat that day. To meet increasing demand and to address the lack of nutritional value in what is currently offered, Salvation Army would like to provide greater quantities of more nutritious foods through the soup van to men, women, and children who are homeless or at risk of homelessness. This will include fresh fruits and vegetables, soup & sandwiches, chilli, and stew, and will increase the amount of food provided. The soup van serves an average of up to 100 people each night, however lately the numbers have climbed to 150 some nights. This would provide a 3 month supply of more nutritious food.

Total Request: \$50,000



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Memorandum

Date: January 9, 2012
To: Members of the Board
From: Sandy Isfeld, Director, Service System Planning Division
Subject: Investments in Affordable Housing Program – Expression of Interest

I am writing further to the attached memo, which was distributed to housing partners and community stakeholders December 19, 2011 (amended January 6, 2012) concerning the Expression of Interest process and timelines for allocation of Investments in Affordable Housing Program (IAH) funds. The notice and EOI documents were released subsequent to receipt of confirmation of the District of Thunder Bay IAH allocation December 9, 2011 (attached).

Please note that Administration has been able to extend the deadline for proposals under the program to April 2, 2012 due to clarification of Ministry expectations for the Program Development and Fiscal Plan, and in order to allow proponents more time to develop comprehensive proposals. This extension is within IAH program guidelines and will not impact the submission of the Program Development and Fiscal Plan, due to the Ministry February 28, 2012.

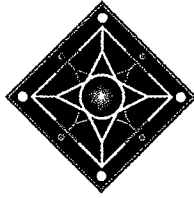
The Expression of Interest documents have been publicly available on the TBDSSAB website (www.tbdssab.ca) since December 20, 2011, and a notice will appear in the tenders section of the Chronicle Journal once per week until closing. Interested proponents may be referred to the TBDSSAB website for information and updates.

Sincerely,

Sandy Isfeld,
Director, Service System Planning Division

SI

Attachments



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Thunder Bay ON P7A 8B9
Tel: 807-766-2104 / Fax: 807-345-6146

Our File No.: 1000.00

January 6, 2012

Dear Housing Partners,

I am writing further to TBDSSAB CAO Melissa Harrison's memo to you of October 19, 2011, outlining planned implementation of TBDSSAB's Housing Strategy in alignment with the anticipated CMHC-Ontario Investments in Affordable Housing Program (IAH).

The IAH allocation for Thunder Bay District was confirmed by the Minister of Municipal Affairs and Housing on December 9, 2011 as follows:

	<u>2011</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>Total</u>
Total Notional Allocation	-	\$1,841,511	\$1,844,807	\$ 801,854	\$4,487,472

Funds may be committed by TBDSSAB under the IAH for all or some of the following purposes, according to local priorities:

- Rental Housing
- Homeownership
- Northern Home Repair/Ontario Renovates
- Rent Supplement
- Housing Allowances

At its November 17, 2011 meeting, based on recommendations from its Housing Strategy (*Under One Roof*) and IAH program objectives, TBDSSAB prioritized capital development of affordable rental housing units, with a view towards development of supportive housing projects.

In order to allocate funds under the IAH program TBDSSAB will be conducting an Expression of Interest (EOI) process. The EOI documents will be available on our website (www.tbdssab.ca) on December 20, 2011.

The closing date for submission of proposals is **4:30 PM EST April 2, 2012**.

Proponents should note that all IAH allocations and projects are subject to approval by the Ministry of Municipal Affairs and Housing (MMAH) subsequent to selection and recommendation to MMAH by TBDSSAB.

As the IAH program and EOI requirements are quite extensive, TBDSSAB will be hosting an information session for interested proponents on January 20, 2012 (time and location to be confirmed). The session is intended to assist potential proponents to decide whether or not to submit a formal proposal, and to provide some guidance on proposal preparation. Attendance is not mandatory for proponents, but is strongly suggested as TBDSSAB will be unable to assist or advise proponent groups on an individual basis during the proposal preparation stage.

In order to plan for the information session, we ask that interested groups submit a brief Letter of Intent to submit a proposal prior to **4:30 PM EST January 13, 2012**. The letter may be sent by email to gflank@thunderbay.ca, by fax to (807) 345-6146, or by regular mail to my attention at 34 N. Cumberland Street, Thunder Bay, Ontario, P7A 8B9.

The letter of intent is not binding on potential proponents and should include:

- A brief description of the project you would like to propose (please refer to the EOI document for a description of eligible projects)
- The proposed project location
- A list of partners to be involved in the proposal (partners do not need to be confirmed by a signed agreement at this stage, but please indicate the stage of partnership development)
- Contact information for the proponents' lead organization or designated contact person
- List of people likely to attend the information session and their contact information.

Subsequent to receipt of Letters of Intent, the exact time and location of the information session will be determined and invitations sent to respondents.

If you have any questions or require additional information, please contact either myself at (807) 766-2104 or James McMahon, Manager, Planning and Social Policy, at (807) 766-2111 ext. 4006.

Sincerely,



Sandy Isfeld, Director
Service System Planning
The District of Thunder Bay
Social Services Administration Board

//

Copy to: TBDSSAB Board Members

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

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Fax 416-585-6470
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**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

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Toronto ON M5G 2E5
Tél. 416-585-7000
Télééc. 416-585-6470
www.ontario.ca/MAH



Ontario

December 9, 2011

11-4168

Iain F. Angus, Chair
Thunder Bay District Social Services Administration Board
4th Floor - 34 Cumberland Street North
Thunder Bay ON P7A 8B9

Dear Chair Angus:

On November 8, 2011, the province announced the new Investment in Affordable Housing for Ontario (IAH) program, a joint initiative between our government and the federal government. The IAH will provide over \$480 million in federal and provincial funding for the creation and repair of affordable housing over four years.

The IAH builds on the success of the Canada-Ontario Affordable Housing Program (AHP) and the principles of Ontario's Long-Term Affordable Housing Strategy. The IAH complements and supports our new vision for affordable housing – helping to build a strong foundation and better futures for Ontarians, and supporting our economy in communities across the province.

This new initiative will offer a variety of program components aimed at addressing affordable housing needs across the housing continuum and provides increased flexibility, with accountability, to municipal Service Managers, housing proponents, and other housing partners to deliver affordable housing in their communities.

To assist with the planning and delivery of the program, Service Managers have been provided with a three-year (2012-13 to 2014-15) notional funding allocation for their area.

I am pleased to advise that the total three-year notional funding allocation for the The District of Thunder Bay Social Services Administration Board is up to \$4,487,472.

Each Service Manager's total notional funding allocation is divided by fiscal year and must be committed within that fiscal year. Funding that is not committed by the end of each fiscal year will lapse.

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Iain F. Angus, Chair

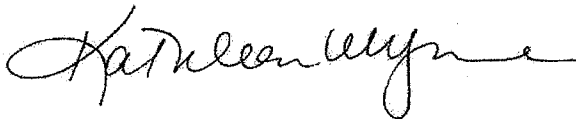
Year 1 (2011-12) of the program is designed as a transitional year and as such, no allocation has been provided for this year.

Instead, Service Managers that have the capacity to commit funds in Year 1 are encouraged to bring forward funding from their overall total notional allocation to be used in this year. Service Managers are encouraged to submit business cases outlining their plans for Year 1 to the ministry for funding approval consideration.

Service Managers have also been provided with the *Investment in Affordable Housing for Ontario Program Guidelines*, which outline the program's requirements. The Guidelines are available on the ministry's website for your reference at <http://www.mah.gov.on.ca/AssetFactory.aspx?did=9288>.

Our government continues to recognize the need for affordable housing across Ontario and we believe that the future of housing depends on sustained funding. While the IAH will provide funding for housing over the next four years, I encourage you to support the province's call for a national housing strategy and a long-term funding commitment from the federal government that is fair to Ontarians and will help meet the needs of Ontario families.

Sincerely,



Kathleen Wynne
Minister

c: Sandy Isfeld, Director, Service System Planning
The District of Thunder Bay Social Services Administration Board

Investment in Affordable Housing Allocations 2011-2015

No		Notional Allocation				
		2011-12	2012-13	2013-14	2014-15	Total
Central						
1	City of Toronto	\$0	\$44,458,138	\$44,537,721	\$19,341,625	\$108,337,484
2	Regional Municipality of Peel	\$0	\$13,021,889	\$13,045,199	\$5,665,205	\$31,732,293
3	Regional Municipality of Durham	\$0	\$6,141,449	\$6,152,443	\$2,671,853	\$14,965,745
4	Regional Municipality of Halton	\$0	\$4,409,633	\$4,417,526	\$1,918,422	\$10,745,580
5	Regional Municipality of York	\$0	\$9,099,060	\$9,115,348	\$3,958,569	\$22,172,978
6	County of Simcoe	\$0	\$5,160,148	\$5,169,385	\$2,244,936	\$12,574,469
7	District Municipality of Muskoka	\$0	\$716,239	\$717,521	\$311,602	\$1,745,363
Eastern						
8	City of Cornwall	\$0	\$1,427,744	\$1,430,300	\$621,144	\$3,479,188
9	County of Hastings	\$0	\$1,745,045	\$1,748,169	\$759,186	\$4,252,401
10	City of Kawartha Lakes	\$0	\$1,193,659	\$1,195,795	\$519,304	\$2,908,758
11	City of Kingston	\$0	\$1,951,708	\$1,955,202	\$849,096	\$4,756,006
12	County of Lanark	\$0	\$757,643	\$758,999	\$329,614	\$1,846,256
13	UC of Leeds & Grenville	\$0	\$1,124,019	\$1,126,031	\$489,007	\$2,739,058
14	County of Lennox & Addington	\$0	\$758,107	\$759,464	\$329,816	\$1,847,388
15	County of Northumberland	\$0	\$889,947	\$891,540	\$387,174	\$2,168,661
16	City of Ottawa	\$0	\$10,621,057	\$10,640,070	\$4,620,718	\$25,881,845
17	City of Peterborough	\$0	\$1,820,893	\$1,824,152	\$792,184	\$4,437,229
18	UC of Prescott & Russell	\$0	\$961,461	\$963,182	\$418,286	\$2,342,930
19	County of Renfrew	\$0	\$1,162,188	\$1,164,269	\$505,613	\$2,832,070
Southwestern						
20	City of Brantford	\$0	\$1,502,848	\$1,505,538	\$653,818	\$3,662,204
21	County of Bruce	\$0	\$748,661	\$750,002	\$325,707	\$1,824,370
22	Municipality of Chatham-Kent	\$0	\$1,435,817	\$1,438,387	\$624,656	\$3,498,860
23	County of Dufferin	\$0	\$590,243	\$591,300	\$256,787	\$1,438,330
24	County of Grey	\$0	\$1,102,266	\$1,104,239	\$479,544	\$2,686,049
25	County of Norfolk	\$0	\$1,143,135	\$1,145,181	\$497,324	\$2,785,639
26	City of Hamilton	\$0	\$6,924,937	\$6,937,333	\$3,012,711	\$16,874,982
27	County of Huron	\$0	\$614,256	\$615,356	\$267,234	\$1,496,845
28	County of Lambton	\$0	\$1,529,071	\$1,531,809	\$665,226	\$3,726,106
29	City of London	\$0	\$5,611,306	\$5,621,351	\$2,441,213	\$13,673,870
30	Regional Municipality of Niagara	\$0	\$5,400,360	\$5,410,028	\$2,349,440	\$13,159,828
31	County of Oxford	\$0	\$1,022,612	\$1,024,442	\$444,890	\$2,491,943
32	City of St. Thomas	\$0	\$992,576	\$994,353	\$431,823	\$2,418,752
33	City of Stratford	\$0	\$787,745	\$789,155	\$342,710	\$1,919,609
34	Regional Municipality of Waterloo	\$0	\$5,269,384	\$5,278,817	\$2,292,459	\$12,840,659
35	County of Wellington	\$0	\$2,223,678	\$2,227,658	\$967,417	\$5,418,752
36	City of Windsor	\$0	\$4,859,996	\$4,868,696	\$2,114,353	\$11,843,045
Northeastern						
37	Algoma DSSAB	\$0	\$468,439	\$469,277	\$203,795	\$1,141,511
38	City of Greater Sudbury	\$0	\$1,932,681	\$1,936,141	\$840,818	\$4,709,640
39	Cochrane DSSAB	\$0	\$1,022,513	\$1,024,343	\$444,847	\$2,491,703
40	Manitoulin-Sudbury DSSAB	\$0	\$416,595	\$417,341	\$181,241	\$1,015,176
41	Nipissing DSSAB	\$0	\$1,226,187	\$1,228,382	\$533,456	\$2,988,024
42	Parry Sound DSSAB	\$0	\$547,650	\$548,630	\$238,257	\$1,334,537
43	Sault Ste. Marie	\$0	\$1,031,764	\$1,033,610	\$448,871	\$2,514,245
44	Timiskaming DSSAB	\$0	\$433,304	\$434,080	\$188,510	\$1,055,894
Northwestern						
45	Kenora DSSAB	\$0	\$592,370	\$593,431	\$257,712	\$1,443,513
46	Rainy River DSSAB	\$0	\$258,177	\$258,640	\$112,321	\$629,138
47	Thunder Bay DSSAB	\$0	\$1,841,511	\$1,844,807	\$801,154	\$4,487,472
	CMSM Planning Allocation	\$0	\$158,950,111	\$159,234,643	\$69,151,648	\$387,336,400
	Total CMSM Allocation	\$47,009,400	\$139,659,000	\$139,908,000	\$60,759,000	\$387,336,400
Aboriginal Housing						
	Ontario Aboriginal Housing Services	\$0	\$8,811,000	\$8,811,000	\$8,811,000	\$26,433,000
	Mizwe Biik Development Corporation	\$0	\$2,202,750	\$2,202,750	\$2,202,750	\$6,608,250
	RRAP Allocation - Year 1	\$36,440,000	\$0	\$0	\$0	\$36,440,000
	Northern Remote Communities	\$0	\$750,000	\$750,000	\$0	\$1,500,000
	CMSM Start-up Delivery Costs	\$4,700,000	\$0	\$0	\$0	\$4,700,000
	MMAH Program Administration	\$6,950,600	\$5,980,000	\$5,730,000	\$5,530,000	\$24,190,600
	Total Allocation	\$85,100,000	\$155,200,000	\$155,200,000	\$75,100,000	\$480,500,000

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December 22, 2011

Mr. Ian Angus, Chair
The District of Thunder Bay Social Services Administration Board
c/o Bill Bradica
34N Cumberland Street, 5th floor
Thunder Bay ON P7A 8B9

Dear Mr. Angus:

RE: **December 31, 2008 Year End Settlement
Ontario Works Programs**

We have completed our review of your model financial statements and fourth quarter reports prepared for the calendar year ended December 31, 2008.

Based on this review and reconciliation as shown on the attached schedule, there is a final settlement due to the Ministry of \$ 3,326.00. An adjustment for this amount will be made to the cash flow payment within 6 to 8 weeks.

If you disagree with this reconciliation, contact Beth Goodmurphy in writing, at the above address or by e-mail beth.goodmurphy@ontario.ca, no later than **January 20, 2012**. Please provide details to support your position. If she does not hear from you, I will consider that you are in agreement with these calculations.

Sincerely,

John Manarin
Regional Business Manager

c.c. Melissa Harrison, Chief Administration Officer
Janis Yahn, Program Supervisor
Sante Bergamin, Regional Business Analyst
Finance Unit TPR 42091

Thunder Bay District Social Services Administration Board
ANNUAL PROGRAM EXPENDITURE RECONCILIATION - 2008 SUMMARY

TPR # 42091
TPBE # 365223

Program Name	Dtl Subline Code	APPROVED FUNDS per 2008 Contract		PAID 2008	"PERFORMANCE" or ACTUAL per attached schedules		Ministry Subsidy PAYABLE (RECOVERY) (F)	Notes	Refer #
		Gross Cost (A)	MCSS Subsidy (B)		Gross Cost (D)	MCSS Subsidy (E)			
OW ADMINISTRATION									
OW Administration	7953	8648	4,415,326	2,207,663	2,207,663	2,228,794			A
OW Administration - Time Limited									
SA Restructuring Implementation			29,287	29,287	29,287	29,287			A
Manual Pay Directs - admin suppt			44,700	44,700	44,700	44,700			A
Total - Time Limited Projects	7953	9285	73,987	73,987	73,987	73,987	0		
Eligibility Review Officer Init.	7953	8652	57,000	57,000	57,000	57,000			A
Enhancement to Family Support	7953	8653	37,500	37,500	37,500	37,500			D
CVP Incentive Funding	7953	8656	122,054	122,054	122,054	122,054			A
Total Administration Services			4,705,867	2,498,204	2,498,204	4,748,129	0		
OW EMPLOYMENT SERVICES									
<i>Investment Plan</i>									
OW Employment Assistance	7972	8693	3,132,377	2,505,902	2,505,902	3,145,197	2,516,158		B
LEAP Incentives	7962	8668	4,000	3,200	3,200	1,000	800		B
Total Employment Services			3,136,377	2,509,102	2,509,102	3,146,197	2,516,958		
<i>Outcome Measures Performance</i>									
Total Weighted Performance Score			1 YRS - Target Score	1,000		2,000	200%		C
Recoverable Subsidy			1 YRS - Max. Recovery	\$501,660		0	0%		C
						Potential Recovery	\$0		C
OW PARTICIPATING IN OW EMPLOYMENT									
Delivery Agent Incentive Payments	7972	8695	104,187	41,675	41,124	102,808	41,123		E
ADDITION SERVICES INITIATIVE									
Assessment & Treatment	7970	8689	311,300	311,300	311,300	301,820	301,820	-3,326	F
Screening & Participation	7970	8688	883,025	706,420	706,420	890,718	712,574		F
Early Sites Start Up Funding	7970	8686	n/a	n/a	n/a				F
Total Addition Services			1,194,325	1,017,720	1,017,720	1,192,538	1,014,394	-3,326	
TOTALS			9,036,569	6,025,026	6,025,026	9,086,864	6,050,687	-3,326	

Notes :

- Reference Schedules :
- A) 2008 Consolidated Ontario Works Budget Package - Year To Date Report and Reconciliation - Administration (Admin-YTD Tab, Pgs 1 & 2)
 - B) 2008 Consolidated Ontario Works Budget Package - Year To Date Report - Employment Assistance (EA-YTD Tab, Pgs 1)
 - C) 2008 Consolidated Ontario Works Budget Package - Reconciliation Report - Employment Assistance (EA-Reconciliation Tab, Pgs 1 & 2)
 - D) Ontario Works Year To Date Budget Report and Reconciliation (EFSI) (Reconciliation Tab)
 - E) 2008 Ontario Works Monthly Year to Date Reconciliation - Savings Resulting from ODSP Participation in OW EA (Reconciliation Tab, Pgs 1 to 4)
 - F) 2008 Ontario Works Year To Date Report - Service/Budget Reconciliation (ASI) (Reconciliation Tab, Page 1)

MCSS/MCYS NORTHERN REGION

TRANSFER PAYMENT INFORMATION

Thunder Bay District Social Services Administration Board
December 31, 2008

TPR # 42091
TPBE # 365223

Program Name	Subline	Dtl Code	Notes	2008/09 MCSS Fiscal Payments	ADD: Jan-Mar 2008 (Paid in 2007/08)	LESS: Jan-Mar 2009 (Paid in 2008/09)	Reverse Prior Period Adjustments Comment	Amount	Other Adjustments Comment	Amount	2008 MCSS Calendar Payments
OW ADMINISTRATION											
OW Administration	7953	8648		2,207,860	551,916	-551,913					2,207,863
OW Administration (funded @ 100%)	7953	9285		18,737	20,763	0	2007 Settlement	34,487			73,987
Eligibility Review Officer Init.	7953	8652		57,000	14,250	-14,250					57,000
Enhancement to Family Support	7953	8653		37,500	9,375	-9,375					37,500
TWOMO Election Costs	7953	8654									0
CVP Incentive Funding	7953	8656		121,346	31,221	-30,513					122,054
Total Administration Services				2,442,243	627,825	-606,051		34,487		0	2,498,204
OW EMPLOYMENT SERVICES											
OW Employment Assistance	7972	8683		2,376,182	708,771	-579,051					2,505,902
LEAP Incentives	7962	8668		3,200	798	-798					3,200
Total Employment Services				2,379,382	709,569	-579,849		0		0	2,509,102
ODSP PARTICIPATING IN OW EMPLOYMENT											
Delivery Agent Incentive Payments	7972	8695		52,292	6,708	-10,281	2007 incentive pymt balance	-6,595			41,124
ADDDITION SERVICES INITIATIVE											
Assessment & Treatment	7970	8689		311,300	77,823	-77,823					311,300
Screening & Participation	7970	8688		650,960	218,198	-162,738					706,420
Early Sites Start Up Funding	7970	8686		-1,004			2007 Settlement	1,004			0
Total Addition Services				961,256	296,021	-240,561		1,004		0	1,017,720

Notes :

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December 22, 2011

Mr. Ian Angus, Chair
The District of Thunder Bay Social Services Administration Board
c/o Bill Bradica
34N Cumberland Street, 5th floor
Thunder Bay ON P7A 8B9

Dear Mr. Angus:

RE: **December 31, 2010 Year End Settlement
Ontario Works Programs**

We have completed our review of your Quarter 4 YTD report and model financial statements prepared for the calendar year ended December 31, 2010.

Based on this review and reconciliation as shown on the attached schedule, there is a final settlement due to the Ministry of \$ 13,523.00. An adjustment for this amount will be made to the cash flow payment within 6 to 8 weeks.

We draw your attention to the following deficiencies experienced in reviewing this year's documents:

- A copy of your post audit management letter, prepared by your auditor, is a mandatory requirement. Please forward a copy to your Program Supervisor by **January 20, 2012**. If you did not receive this letter from your auditor, confirmation of such should be forwarded in place of the letter.

If you disagree with this reconciliation, contact Beth Goodmurphy in writing, at the above address or by e-mail beth.goodmurphy@ontario.ca, no later than **January 20, 2012**. Please provide details to support your position. If she does not hear from you, I will consider that you are in agreement with these calculations.

Sincerely,

John Manarin
Regional Business Manager

c.c. Melissa Harrison, Chief Administration Officer
Janis Yahn, Program Supervisor
Sante Bergamin, Regional Business Analyst
Finance Unit TPR 42091

ANNUAL PROGRAM EXPENDITURE RECONCILIATION SUMMARY

For The Year Ended: December 31, 2010

The District of Thunder Bay Social Services Administration Board

TPR # 42091 TPBE # 365223

Program Name	Subline	Dtl Code	APPROVED FUNDS PER CONTRACT		PAID (C)	"PERFORMANCE" or ACTUAL per attached schedules		Ministry Subsidy RECOVERY (F)	Refer Sched
			Gross Cost (A)	MCSS Subsidy (B)		Gross Cost (D)	MCSS Subsidy (E)		
OW ADMINISTRATION									
OW Administration - Time Limited	7953	8648	5,200,800	2,600,400	2,600,400	Actuals	5,200,800	2,600,400	A
-SAIL Training			29,000	14,500	14,500		29,000	14,500	A
OW Incentive funds			233,536	233,536	233,536	Actuals	233,536	233,536	A
Additional administration			68,442	34,221	34,221		68,442	34,221	A
Total - Time Limited Projects	7953	9285	<u>330,978</u>	<u>282,257</u>	<u>282,257</u>		<u>330,978</u>	<u>282,257</u>	
TWOMO Election Costs	7953	8654	11,000	11,000	11,000	Actuals	1,894	1,894	A
Total Administration Services			<u>5,542,778</u>	<u>2,893,657</u>	<u>2,893,657</u>		<u>5,533,672</u>	<u>2,884,551</u>	
OW EMPLOYMENT SERVICES									
<i>Investment Plan</i>									
OW Employment Assistance	7972	8693	3,041,795	2,451,687	2,451,687		3,043,795	2,453,299	B
LEAP Incentives	7962	8668	4,000	3,224	3,224		2,000	1,612	B
Total Employment Services			<u>3,045,795</u>	<u>2,454,911</u>	<u>2,454,911</u>		<u>3,045,795</u>	<u>2,454,911</u>	
<i>Outcome Measures Performance</i>									
Total Weighted Performance Score			1 YRS - Target Score	1,000	1,000	1 YRS -Performance	2,000	200%	C
Recoverable Subsidy			1 YRS - Max. Recovery	\$456,390	\$456,390	1 YRS - Shortfall	0	0%	C
						Potential Recovery	\$0	\$0	C
ENHANCED EMPLOYMENT SERVICES									
Enhanced Employment Services	7972	8731	330,400	330,400	330,400	Actuals	325,983	325,983	D
ADDITION SERVICES INITIATIVE									
Assessment & Treatment	7970	8689	311,300	311,300	311,300	Actuals	311,300	311,300	E
Screening & Participation	7970	8688	813,700	655,842	655,842	Actuals	813,700	655,842	E
Total Addition Services			<u>1,125,000</u>	<u>967,142</u>	<u>967,142</u>		<u>1,125,000</u>	<u>967,142</u>	
TOTALS			10,043,973	6,646,110	6,646,110		10,030,450	6,632,587	

Notes :

- Reference Schedules :
- A) 2010 Consolidated Ontario Works Budget Package - Year To Date Report and Reconciliation - Administration (Admin-YTD Tab, Pgs 1)
 - B) 2010 Consolidated Ontario Works Budget Package - Year To Date Report - Employment Assistance (EA-YTD Tab, Pgs 1)
 - C) 2010 Consolidated Ontario Works Budget Package - Reconciliation Report - Employment Assistance (EA-Reconciliation Tab, Pgs 1,2,3)
 - D) 2010 Enhanced Employment Services for Vulnerable Persons Budget Package - Year to Date Report - Service/Budget Reconciliation (Reconciliation Tab, Page 1)
 - E) 2010 Ontario Works Year To Date Report - Service/Budget Reconciliation (ASI) (Reconciliation Tab, Page 1)

MCSS TRANSFER PAYMENT INFORMATION

For The Year Ended: December 31, 2010

The District of Thunder Bay Social Services Administration Board

TPR # 42091 TPBE # 365223

Program Name	Dtl Subline Code	Notes	2010/11 MCSS Fiscal Payments		ADD: Jan-Mar 2010 (Paid In 2009/10)	LESS: Jan-Mar 2011 (Paid In 2010/11)	Reverse Prior Period Adjustments		Other Adjustments		2009 MCSS Calendar Payments
			Amount	Amount			Comment	Amount	Comment	Amount	
OW ADMINISTRATION											
OW Administration	7953 8648		2,484,125		623,400	-623,400	YE Settlements - 2009	2010 addit one time admin	106,800	2,600,400	
OW Administration (funded @ 100%)	7953 9285	1	285,282		56,050		YE Settlements - 2009	See note 1	-92,834	282,257	
Eligibility Review Officer Init.	7953 8652									0	
Enhancement to Family Support	7953 8653		11,000							0	
TWOMO Election Costs	7953 8654									11,000	
CVP Incentive Funding	7953 8656									0	
Total Administration Services			2,780,407		678,450	-623,400			13,966	2,893,657	
OW EMPLOYMENT SERVICES											
OW Employment Assistance	7972 8683	2	2,375,526		579,051	-587,739		See note 2	86,849	2,451,687	
LEAP Incentives	7962 8668		3,236		798	-810				3,224	
Total Employment Services			2,376,762		579,849	-588,549			86,849	2,454,911	
ENHANCED EMPLOYMENT SERVICES											
Enhanced Employment Services	7972 8731		282,772					See note 3	47,628	330,400	
ADDITION SERVICES INITIATIVE											
Assessment & Treatment	7970 8689		279,849		77,823	-50,160	YE Settlements - 2009	Jan-Mar/10 incr to 80.6%	1,221	311,300	
Screening & Participation	7970 8688		582,863		162,738	-105,878	YE Settlements - 2009		1,221	655,842	
Total Addition Services			862,712		240,561	-155,838			1,221	967,142	

Notes:
 1) Adjustment includes \$56,384 2011 Q1 incentive, \$34,450 2011 Q1 additional administration
 2) Adjustment includes \$4,349 Jan-Mar/10 incr to 80.6%, \$118,100 2010 one time EA, less \$35,600 2011 one time EA
 3) Adjustment includes \$121,879 balance from 2009/10, less \$74,051 balance for 2011

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December 22, 2011

Mr. Ian Angus, Chair
The District of Thunder Bay Social Services Administration Board
c/o Bill Bradica
34N Cumberland Street, 5th floor
Thunder Bay ON P7A 8B9

Dear Mr. Angus:

RE: **December 31, 2008 Year End Settlement
Adult Community Services (Homelessness) Programs**

We have completed our review of your model financial statements prepared for the calendar year ended December 31, 2008.

Based on this review and reconciliation as shown on the attached schedule, there is no material amount owing to or from the Ministry.

If you disagree with this reconciliation, contact Beth Goodmurphy in writing, at the above address or by e-mail beth.goodmurphy@ontario.ca, no later than **January 20, 2012**. Please provide details to support your position. If she does not hear from you, I will consider that you are in agreement with these calculations.

Sincerely,

John Manarin
Regional Business Manager

c.c. Melissa Harrison, Chief Administration Officer
Janis Yahn, Program Supervisor
Sante Bergamin, Regional Business Analyst
Finance Unit TPR 42091

**Thunder Bay District Social Services Administration Board
FINAL SETTLEMENT FOR THE YEAR ENDED December 31, 2008**

TPBE # =>	SUBLINE # =>	DETAIL CODE =>	SERVICE NAME =>				TOTAL
	365223	8052	Energy Emergency Fund		365223	8052	
		8758			8770	Consolidated Homelessness Prevention Program (CHPP)	
APPROVED BUDGET C42091-3A1	33,630				365,208		398,838
TOTAL	33,630				365,208		398,838
EXPENDITURES PER FINANCIAL STATEMENTS							
	33,628				379,824		413,452
LESS OTHER INCOME & EXPENDITURE RECOVERIES							
LESS INADMISSIBLE EXPENDITURES							
	33,628				379,824		413,452
GROSS OPERATING EXPENDITURES							
	33,628				(14,612)		(14,612)
LESS EXPENDITURES IN EXCESS OF APPROVED BUDGET							
	33,628				365,212		398,840
NET ALLOWABLE EXPENDITURES							
LESS MINISTRY SUBSIDY							
	33,630				367,007		400,637
CASH FLOWED - 2008/09							
PRIOR PERIOD ADJUSTMENT							
	8,406				89,952		98,358
Add: Jan to Mar 2008 (Paid in 2007/08)							
	(8,406)				(91,749)		(100,155)
Less: Jan to Mar 2009 (Included in "Cash Flowed 2008/09" above)							
DEFERRED FROM PREVIOUS YEAR							
	33,630				365,210		398,840
TOTAL							
AMOUNT DUE <TO> FROM MINISTRY							
	(2)				2		
*LESS AMOUNT APPROVED TO BE DEFERRED							
BALANCE DUE <TO> FROM MINISTRY							
	(2)				2		
SURPLUS APPROVED TO OFFSET DEFICIT							
	2				(2)		
EXPENDITURES IN EXCESS OF APPROVED BUDGET							
					(14,612)		(14,612)
REVISED BALANCE DUE <TO> FROM MINISTRY							

NOTE: * DEFERRALS INTO THE FOLLOWING FISCAL PERIOD ONLY.

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December 22, 2011

Mr. Ian Angus, Chair
The District of Thunder Bay Social Services Administration Board
c/o Bill Bradica
34N Cumberland Street, 5th floor
Thunder Bay ON P7A 8B9

Dear Mr. Angus:

**RE: December 31, 2010 Year End Settlement
Adult Community Services (Homelessness) Programs**

We have completed our review of your Quarter 4 YTD report and model financial statements and prepared for the calendar year ended December 31, 2010.

Based on this review and reconciliation as shown on the attached schedule, there is no material amount owing to or from the Ministry.

We draw your attention to the following deficiencies experienced in reviewing this year's documents:

- A copy of your post audit management letter, prepared by your auditor, is a mandatory requirement. Please forward a copy to your Program Supervisor by **January 20, 2012**. If you did not receive this letter from your auditor, confirmation of such should be forwarded in place of the letter.

If you disagree with this reconciliation, contact Beth Goodmurphy in writing, at the above address or by e-mail beth.goodmurphy@ontario.ca, no later than **January 20, 2012**. Please provide details to support your position. If she does not hear from you, I will consider that you are in agreement with these calculations.

Sincerely,

John Manarin
Regional Business Manager

c.c. Melissa Harrison, Chief Administration Officer
Janis Yahn, Program Supervisor
Sante Bergamin, Regional Business Analyst
Finance Unit TPR 42091

**The District of Thunder Bay Social Services Administration Board
FINAL SETTLEMENT FOR THE YEAR ENDED DECEMBER 31, 2010**

TPBE # =>	365223	365223	365223	TOTAL
SUBLINE # =>	8052	8052	8052	
DETAIL CODE =>	8758	8770	9291	
SERVICE NAME =>	Energy Emergency Fund	Consolidated Homelessness Prevention Program (CHPP)	Water Filter Fund	

APPROVED BUDGET C42091-3	33,630	379,635		413,265
TOTAL	33,630	379,635	-	413,265

EXPENDITURES PER 2010 Q4 YTD REPORT	33,630	439,635		473,265
LESS OTHER INCOME & EXPENDITURE RECOVERIES				-
LESS INADMISSIBLE EXPENDITURES				-
GROSS OPERATING EXPENDITURES	33,630	439,635	-	473,265
LESS EXPENDITURES IN EXCESS OF APPROVED BUDGET		(60,000)		(60,000)
NET ALLOWABLE EXPENDITURES	33,630	379,635	-	413,265

LESS MINISTRY SUBSIDY				
CASH FLOWED - 2010/11	33,630	429,635	(91,190)	372,075
PRIOR PERIOD ADJUSTMENT			91,190	91,190
Add: Jan to Mar 2010 (Paid in 2009/10)	8,406	94,908		103,314
Less: Jan to Mar 2011 (Included in "Cash Flowed 2010/11" above)	(8,406)	(94,908)		(103,314)
One time funding approved for 2011		(50,000)		(50,000)
TOTAL	33,630	379,635	-	413,265

AMOUNT DUE <TO> FROM MINISTRY	-	-	-	-
*LESS AMOUNT APPROVED TO BE DEFERRED				-
BALANCE DUE <TO> FROM MINISTRY	-	-	-	-

SURPLUS APPROVED TO OFFSET DEFICIT				-
EXPENDITURES IN EXCESS OF APPROVED BUDGET		(60,000)		(60,000)
REVISED BALANCE DUE <TO> FROM MINISTRY	-	-	-	-

NOTE: * DEFERRALS INTO THE FOLLOWING FISCAL PERIOD ONLY.