



	<b>REPORT No.: 2020-51</b>
<b>MEETING DATE: NOVEMBER 19, 2020</b>	<b>DATE PREPARED: OCTOBER 27, 2020</b>
<b>SUBJECT: THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD PROPOSED 2021 OPERATING AND CAPITAL BUDGETS</b>	

**RECOMMENDATION**

For information only.

**REPORT SUMMARY**

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) proposed 2021 Operating Budget for the Board’s review and discussion.

The proposed 2021 TBDSSAB Operating Budget, as presented, totals \$99,177,900 (2020: \$97,910,200), an increase of \$1,267,700, or 1.3%, from the 2020 approved Budget.

The impact on the levy to Municipalities and Territories Without Municipal Organization (TWOMO) would be an increase of \$256,800, from \$22,512,500 to \$22,769,300, or 1.1% more than 2020.

This Report also presents the proposed 2021 TBDSSAB Capital Budget, for the Board’s review and discussion. The proposed 2021 Capital Budget, as presented, totals \$3,845,000 (2020: \$3,573,000), with \$3,258,100 financed from the Housing Portfolio Capital Reserve Fund, \$80,000 funded from the Office Building Capital Reserve Fund, \$422,900 financed from the Canada-Ontario Community Housing Initiative, and \$84,000 to be financed from the Enabling Accessibility Fund if TBDSSAB’s application is successful.

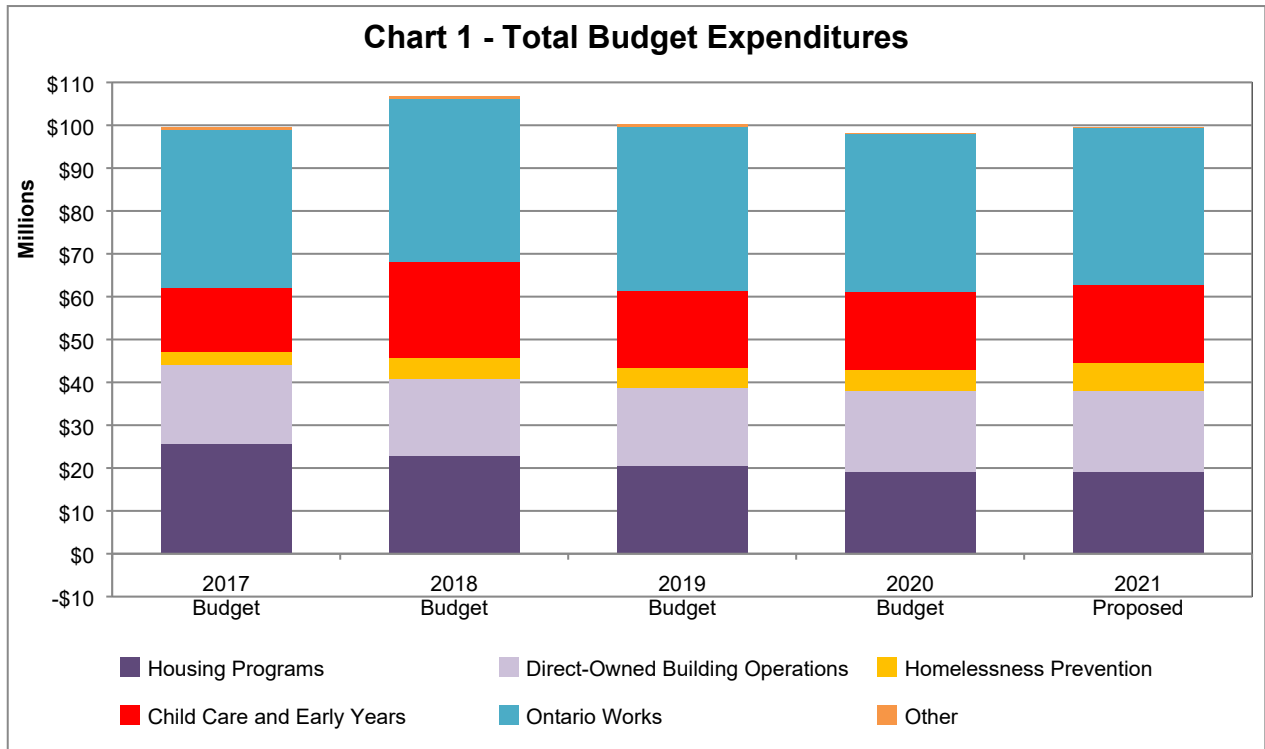
**BACKGROUND**

Each year, Administration prepares a Budget for the programs administered by TBDSSAB, including Ontario Works (OW), Child Care and Early Years, and Community Housing and Homelessness Prevention. The cost-sharing formulae of the various programs is presented in the table below:

Program	Cost-Sharing
<b>Ontario Works</b>	
Financial Assistance	100% Provincially funded.
OW Program Delivery Funding	A portion is 100% Provincially funded, and a portion is cost-shared 50%/50% Provincial/Municipal.
<b>Child Care and Early Years</b>	
Child Care Program	A portion is 100% Provincially funded, and a portion is cost-shared 80%/20% Provincial/Municipal.
Expansion Plan	Cost-shared 80%/20% Provincial/Municipal.
Early Learning and Child Care (ELCC)	100% Federally funded.
EarlyON	100% Provincially funded.
Administration	Cost-shared 50%/50% Provincial/Municipal, up to the established benchmark.
<b>Community Housing</b>	
Legacy Social Housing	Federal “block” funding toward the cost of Provincial Reformed, Urban Native Housing Program, Private Market and Non-Profit Rent Supplement, and the Direct-Owned Housing Portfolio and Administration.  Strong Communities Rent Supplement is 100% Provincially funded.
Portable Housing Benefit (PHB)	100% Municipally funded.
Investment in Affordable Housing (IAH)	Cost-shared 50%/50% Federal/Provincial.
Ontario Priorities Housing Initiative (OPHI)	Cost-shared 50%/50% Federal/Provincial.
Canada-Ontario Community Housing Initiative (COCHI)	100% Federally funded.
<b>Homelessness Prevention</b>	
Community Homelessness Prevention Initiative (CHPI)	100% Provincially funded.
Home for Good (HFG)	100% Provincially funded.

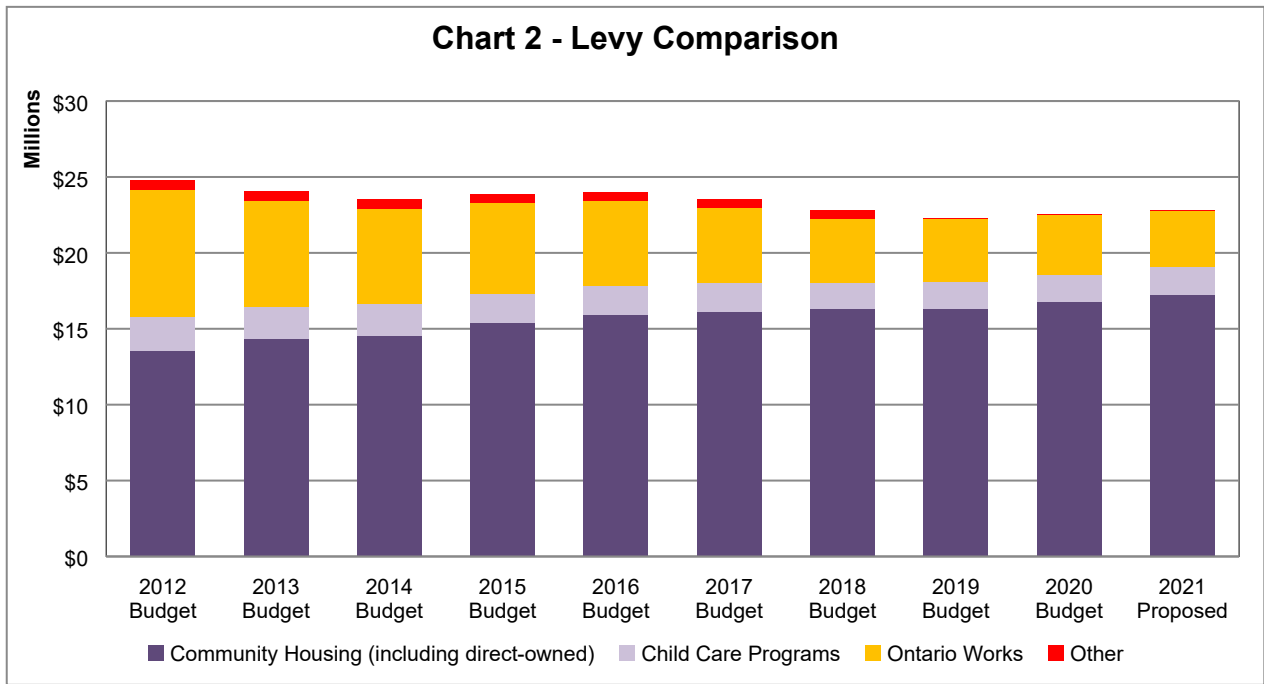
The proposed 2021 TBDSSAB Operating Budget is \$99,177,900 (2020: \$97,910,200), and represents an increase of \$1,267,700, or 1.3%, from the prior year. This increase is primarily due to additional Social Services Relief Fund (SSRF) provided under the Community Homelessness Prevention Initiative.

Chart 1 – Total Budget Expenditures (below) identifies the Operating Expenditure Budget for the years 2017, through to the proposed 2021 Budget, across the program areas: OW, Child Care and Early Years, Housing Programs and Homelessness Prevention Programs.



The proposed 2021 Levy to Municipalities and TWOMO is \$22,769,300 (2020: \$22,512,500). Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2012 through to the proposed 2021 Levy. This chart illustrates the overall levy decrease of 8.2% since 2012.

From 2012 to 2020 year-to-date, the Consumer Price Index (CPI) in Ontario has increased 13.5%, or, on average, 1.5% per year. Assuming similar CPI increases for the remainder of 2020 and 2021, the total Ontario CPI increase from 2012 through 2021 could be estimated to be approximately 15.0%.

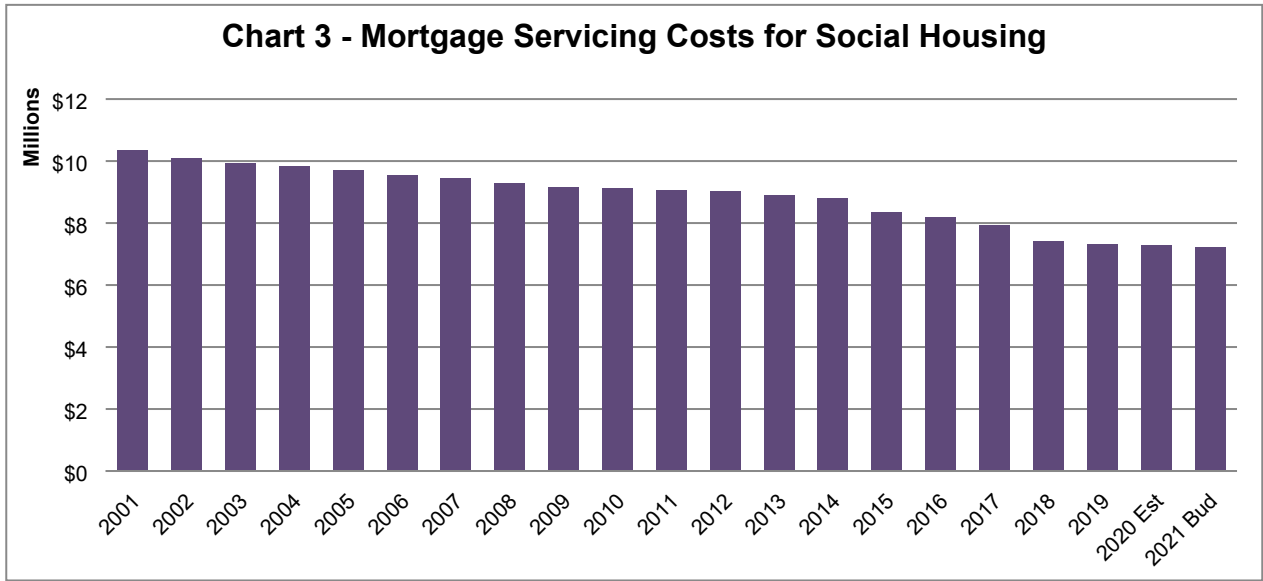


Beginning in the 2008 Budget year, the Province began uploading the cost of certain Provincially-delivered programs that had been part of the TBDSSAB levy since 1999. The cost of Ontario Disability Support Program (ODSP) was fully uploaded to the Province, effective January 1, 2011, and the cost of OW financial and employment assistance was fully uploaded to the Province, effective January 1, 2018.

The favourable impact on the Municipal Levy is partially offset by increases in legacy Social Housing costs. Unlike OW and Child Care and Early Years Programs, there is no cost-sharing funding framework, based on operating expenditures, for legacy Social Housing. The Federal Government provides block funding through the Provincial Government. This block funding is based on the subsidies that were paid to Federal Housing program providers and Federal/Provincial Housing program providers prior to devolution.

The impact of rising legacy Social Housing costs has been mitigated by mortgages renewing at more favourable rates since the devolution of administrative responsibility in 2001. Also, in recent years, certain mortgages have fully matured, further lowering the mortgage-servicing costs.

The cost of mortgage principal and interest payments has decreased from \$10.3 million at point of administrative responsibility transfer in 2001, to \$7.2 million estimated in 2021, as shown in Chart 3 – Mortgage Servicing Costs for Social Housing (below), excluding Urban Native Housing Programs:



In accordance with the Budget Policy CS-02:83, Administration presents the annual proposed TBDSSAB Operating and Capital Budgets for the Board’s review at the November Board meeting. Board Members have the opportunity to ask questions and provide direction to Administration to make any revisions. Administration will reflect the Board’s consensus changes in revised Operating and Capital Budget documents that will be presented for approval at the December Board meeting.

**COMMENTS**

The proposed 2021 TBDSSAB Operating Budget totals \$99,177,900 and represents an increase of \$1,267,700, 1.3%, from the 2020 approved Budget of \$97,910,200. Changes within each program area are outlined below. Attachment 1 provides the complete proposed 2021 TBDSSAB Operating and Capital Budget Summary.

The proposed 2021 TBDSSAB Operating Budget results in a total increase to the Municipal Levy of \$256,800 or 1.1%, compared to the Board-approved 2020 Levy. The proposed 2021 Budget Levy, by program area, is provided in Table 1 – Total Change in Proposed Levy by Program Funding Area (below):

Program	2020 Budget Levy (\$)	2021 Proposed Levy (\$)	Increase / (Decrease) (\$)	% Change
Ontario Works	4,002,100	3,710,000	(292,100)	(7.3%)
Child Care Programs	1,741,200	1,853,400	112,200	6.4%
Housing Programs	10,036,600	10,334,800	298,200	3.0%
Direct-Owned Building Operations	6,907,600	6,971,100	63,500	0.9%
Interest Revenue	(175,000)	(100,000)	75,000	(42.9%)
<b>Total Levy</b>	<b>22,512,500</b>	<b>22,769,300</b>	<b>256,800</b>	<b>1.1%</b>

Attachments #2, #3, and #4, provide the Proposed 2021 Estimated Levy Calculation (using the 2020 Weighted Assessment calculation), the Comparison of the Estimated Levy relative to 2020, and the Estimated Distribution, by Program, of the Proposed 2021 Budget Levy, respectively.

### **COVID-19 IMPACT ON 2021 BUDGET**

The Covid-19 Pandemic has had a significant impact on TBDSSAB operations in 2020 including:

- The Canada Emergency Response Benefit (CERB) is a Federal program that gives financial support to employed and self-employed Canadians who are directly affected by COVID-19. Administration estimates the OW caseload has decreased 2% in 2020 due to participants receiving this benefit. This impact is expected to be temporary.
- The Province closed all Child Care Operators in March 2020 due to Covid-19 and subsequently funded Emergency Child Care for front line workers. There was a gradual reopening beginning in late June, and the Province implemented a financial sustainability funding model during the closure and reopening period. Administration continues to work closely with Child Care Operators and EarlyON Providers to determine the impact Covid-19 continues to have on business operations.
- The Social Service Relief Fund (SSRF) was established to help social service providers such as shelters, food banks, emergency services, charities and non-profits continue to deliver their critical services, hire additional staff, and find ways to promote social distancing and self-isolation to keep clients safe and healthy. TBDSSAB received an initial allocation in 2020, and a second allocation (SSRF – Phase 2) based on a business plan, most of which will be distributed in 2021.
- The Province passed legislation which freezes rents in 2021 for residential tenants. This impacts the market rents that TBDSSAB and other Community Housing Providers can charge, rent-geared-to income revenue as well as the amount of rent supplement subsidy TBDSSAB would pay to landlords. As calculations are completed based on the actual income reported by tenants, a forecast for rent and RGI revenue cannot be supported by data at this time. Administration will provide the Board with actual revenue amounts throughout 2021. An estimated revenue difference of \$80,000 has been factored into the 2020 proposed budget.
- Most travel for training and conferences was cancelled in 2020 and is expected to be cancelled for much of 2021, although virtual conferences may still be available.

### **STAFFING RESOURCES**

The proposed Full-Time-Equivalent (FTE) staffing resources for 2021 total 168.42, a net decrease of 5.0 FTE from the 2020 budget. The specific staffing changes will be discussed in the respective Division sections, below.

**THE BOARD**

The Budget for the Board includes Board member honorariums, travel and meeting expenses, insurance, and legal fees. The proposed 2021 Budget of \$115,900 is \$5,600 less than the 2020-approved budget (\$121,500) as expenses related to travel were reduced as Covid-19 restrictions are expected to continue into 2021. Board costs are allocated across the portfolio of TBDSSAB Programs.

**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

The proposed Office of the Chief Administrative Officer (CAO) Budget totals \$1,246,200 in 2021, an increase of \$77,500 (6.6%) from the 2020-approved Budget of \$1,168,700. The 2020 Budget included a staff expansion that was planned to begin part-way through the year; this position is included for the full year in 2021. This Budget includes costs related to the organizations' strategic leadership, communications, and human resources support, and is allocated across the portfolio of programs to reflect the support provided by these areas.

**CORPORATE SERVICES DIVISION**

The Corporate Services Division supports the organization through the Finance, Purchasing, Information Services, and Infrastructure and Asset Management functions, with the goal of establishing and maintaining an effective system of internal controls to safeguard the assets of TBDSSAB. The proposed 2021 Budget for the Corporate Services Division totals \$6,104,400, an increase of \$87,400 (1.5%) over the 2020 approved Budget of \$6,017,000.

The Corporate Services Division Budget includes various corporate-wide costs, for example, insurance premiums, audit fees, computer hardware costs, computer software licenses and maintenance, records management, and postage and courier costs. Based on the nature of the Division's costs, they are allocated across the portfolio of programs. The Corporate Services Division also includes costs related to maintaining the assets within the housing portfolio. These costs are allocated to the direct-owned building operations.

As a result of process improvements resulting from the move to electronic document management, Administration will reduce 3.0 full-time equivalent (FTE) File Clerks. The reduction will be staggered throughout the year as the electronic document management project progresses.

Also, to more closely align with the new asset management direction relative to long-term capital planning, Administration will reduce 1.0 FTE Asset and Risk Officer position and expand 1.0 FTE Technical Services Officer position.

### Office Headquarters Building Operations

TBDSSAB owns and operates its office Headquarters in the City of Thunder Bay. The budget for 2021 totals \$1,003,800 (2020: \$1,059,700) and covers all the expenditures related to the Headquarters building operations and maintenance.

### **INTEGRATED SOCIAL SERVICES DIVISION**

The total Integrated Social Services (ISS) Division Budget includes ISS Program Support, OW, Child Care and Early Years, and Housing Programs.

#### Integrated Social Services Program Support

ISS Program Support includes the Director's office, social policy and data research, and intake and eligibility. This area is responsible for TBDSSAB's integrated Intake, the area that serves those accessing TBDSSAB services, providing positive customer service experience to clients, tenants and the general public who attend the Headquarters office.

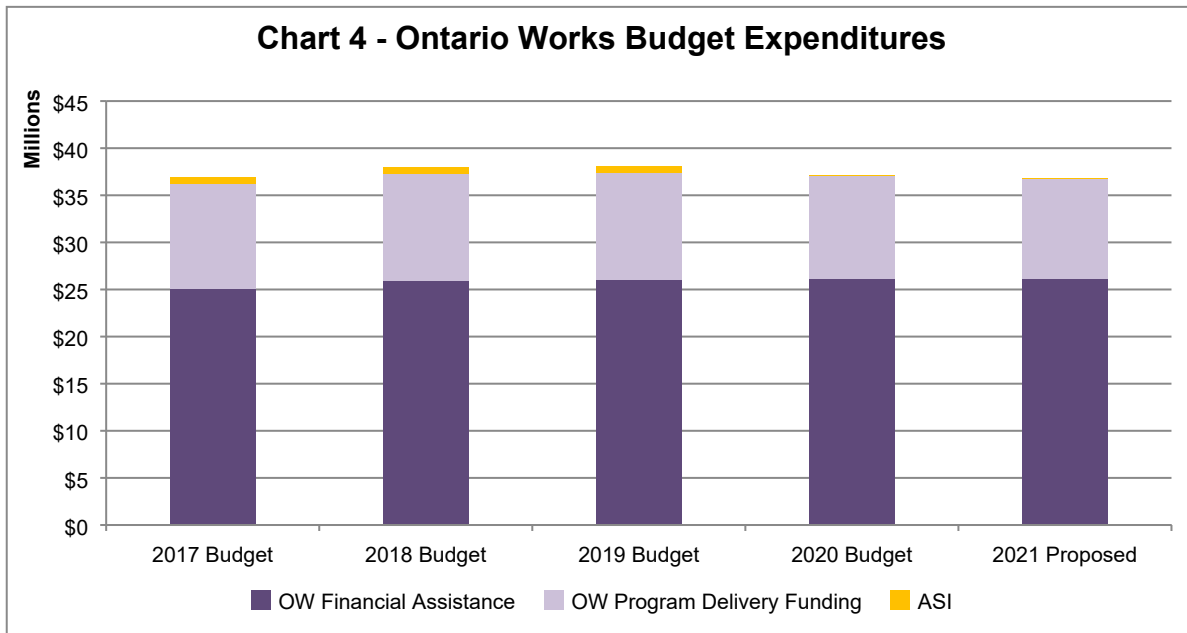
The proposed ISS Program Support Budget is \$1,790,700 (2020: \$1,938,100). The decrease in 2021 is due, primarily, to additional Community Homelessness Prevention Initiative administrative and program recoveries.

#### Social Assistance

Social Assistance Programs, including OW Financial Assistance to eligible individuals and families and OW Program Delivery Funding (PDF) represents the largest component of the total Integrated Social Services Division Budget.

Total 2021 OW Budget expenditures of \$36,757,300 are \$335,300 (0.9%) lower than the 2020 approved Budget (\$37,092,600). The breakdown is depicted in Chart 4 – Ontario Works Budget Expenditures (below).





*OW Financial Assistance*

The largest component of the OW Budget is OW Financial Assistance provided directly to, or on behalf of, eligible individuals and families. The caseload has decreased approximately 2% year-to-date in 2020, likely due to participants temporarily leaving social assistance in order to receive the CERB.

For 2021, Administration anticipates the caseload to return to pre-pandemic levels as Federal assistance programs wind down.

The proposed 2021 OW client allowances and Benefits Budget of \$26,117,100 is \$53,100 less than the 2020-approved budget. As the full cost of OW client allowances and benefits was uploaded by the Province in 2018, there is no impact on the Municipal Levy.

*OW Program Delivery Funding*

The Ministry of Children, Community and Social Services (MCCSS) has announced that the 2021 OW PDF allocation will be equal to the 2020 allocation which was based on 2018 actuals. As a result, TBDSSAB is required to reduce its PDF expenses to meet the 2021 funding allocation and meet the provincial/municipal funding ratio. In that regard, total expenditures for OW PDF of \$10,640,200 are \$282,200 (2.6%) lower than the 2020 Board-approved budget (\$10,922,400). As a result, the Municipal Levy impact of the proposed 2021 OW PDF Budget is a reduction of \$292,100.

To address the Budget constraints, TBDSSAB has reduced the staff complement attributable to OW. These reductions consist of 1.0 FTE Supervisor, Social Assistance and 1.0 FTE temporary Caseworker.

Social Assistance Modernization, through legislative and technological changes and internal process improvements, will continue through 2021 as TBDSSAB:

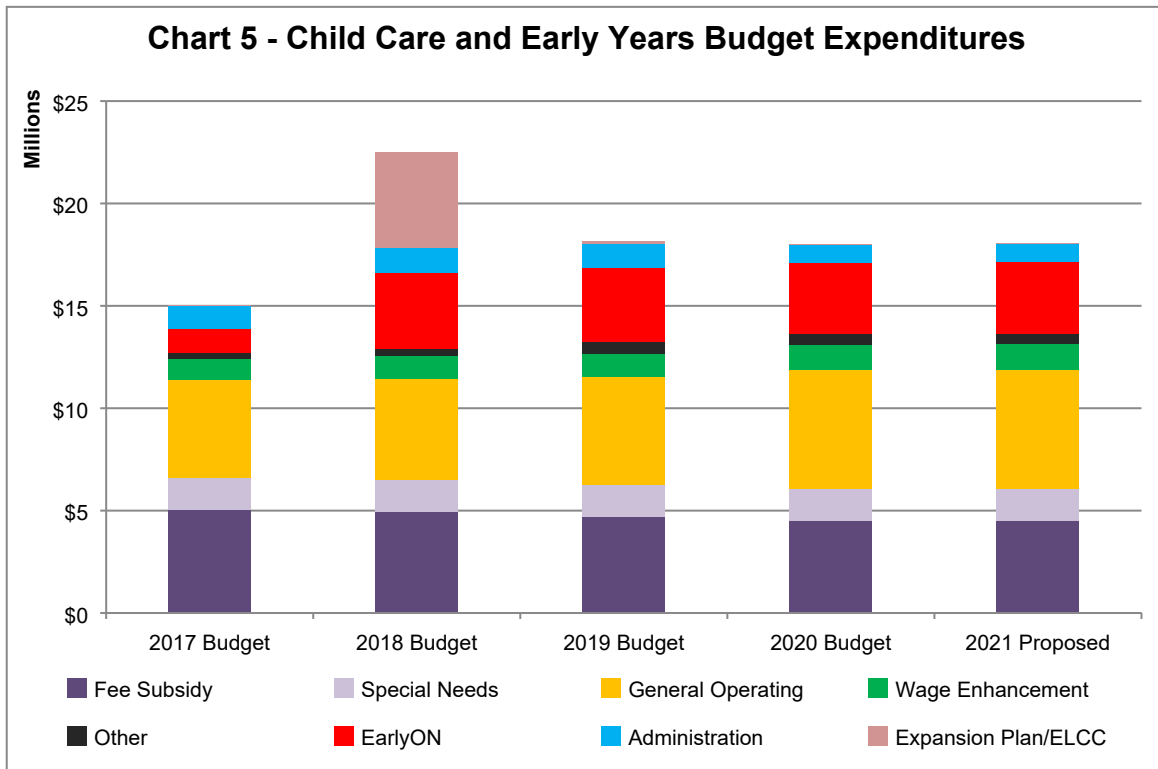
- continues to promote the “My Benefits” portal, which is an online service through which participants can report income or address changes, view payment information, and access letters and other communications;
- offers Reloadable Payment Cards (RPCs) as an alternate electronic method of payment for OW recipients unable to use direct bank deposit; and
- is currently implementing an electronic document management system for all OW client records.
- realizes the impacts of MCCSS implementing a centralized intake process. This is expected to result in some service and staffing role changes in the coming year.

### Child Care and Early Years

In 2019, the Province announced that it would be reviewing and updating the Child Care Funding Formula. Administration has been advised by senior Ministry officials that the new funding model will not be implemented in 2021 as previously planned. It is now expected that implementation will be in 2022.

Total 2021 Child Care and Early Years Budget expenditures of \$18,064,000 are \$86,500 (0.5%) more than the 2020 approved budget (\$17,977,500).

The proposed budget is based on the 2020 Child Care and Early Years planning allocation, as the 2021 planning allocation is not yet available. The breakdown is depicted in Chart 5 – Child Care and Early Years Budget Expenditures (below).



The following are the components of the Child Care and Early Years Budget:

*Fee Subsidy*

TBDSSAB provides Fee Subsidy to Child Care Operators to cover the difference between what the client (family) can pay based on their income, and the established child care rate.

Fee Subsidy is paid based upon the lower of the child care centre’s rate or the TBDSSAB maximum rate. Child Care Operators determine their per diem child care rates based on their own internal business model; however, TBDSSAB sets maximum per diem rates upon which it will provide a fee subsidy.

At the September 17, 2020, meeting, the Board approved keeping TBDSSAB’s maximum rates the same as 2020 (Report No. 2020-39 – Maximum Daily Rates for Child Care Fee Subsidy). Considering the uncertainty that Covid-19 might have on the child care landscape in 2021, the proposed Fee Subsidy Budget for 2021 is held at \$4,500,000.

*Special Needs Resource Program*

TBDSSAB has engaged Children’s Centre Thunder Bay and George Jeffrey Children’s Centre as the third-party administrators for Special Needs Resource Programs throughout the District of Thunder Bay. Through these partnerships, Administration works with the service providers to ensure that goals and deliverables are met, and further enhance the Program offering. The proposed Special Needs Resource Program Budget for 2021 is the same as the 2020 approved budget.

### *General Operating*

TBDSSAB provides General Operating funding to Child Care Operators to subsidize child care operations. In 2021, Administration will continue working with Child Care Operators to gain a better understanding of the financial challenges Operators face, especially regarding Covid-19 impacts, and ensure that the General Operating formula is responsive to these challenges. The proposed General Operating 2021 Budget of \$5,521,200 is \$33,100 (0.6%) higher than the 2020 approved budget.

The Occupancy Incentive, established by TBDSSAB to assist Service Providers during the transition to an occupancy-based funding model, will continue in 2021. In accordance with Report No. 2015-59 – Child Care Mitigation Funding, \$300,000 will be provided to Operators from 100% Provincial mitigation funding. As well, mitigation funding (\$74,800) will be used in 2021 to supplement the rural component of the General Operating funding model.

### *Wage Enhancement*

Wage Enhancement funding, designed to support an increase of up to \$2 per hour plus 17.5% benefits for eligible child care professionals working in licensed child care settings, is expected to continue in 2021. The proposed 2021 Wage Enhancement Budget of \$1,225,200 is the same as the 2020 approved budget. This maximizes the 100% Provincial allocation for Wage Enhancement.

### *Other*

Other child care program expenditures include Base Funding for Licensed Home Child Care, Repairs and Maintenance, Capacity Building, and other smaller funding components. In total, these proposed expenditures of \$498,500 are \$4,500 (0.9%) lower than the 2020 approved budget.

### *EarlyON*

TBDSSAB provides EarlyON funding to Centres to offer free, high quality, drop-in programs for families and children, from birth to six years old. The proposed EarlyON Budget of \$3,505,300 is the same as the 2020 approved budget. This Program is 100% Provincially funded.

### *Administration*

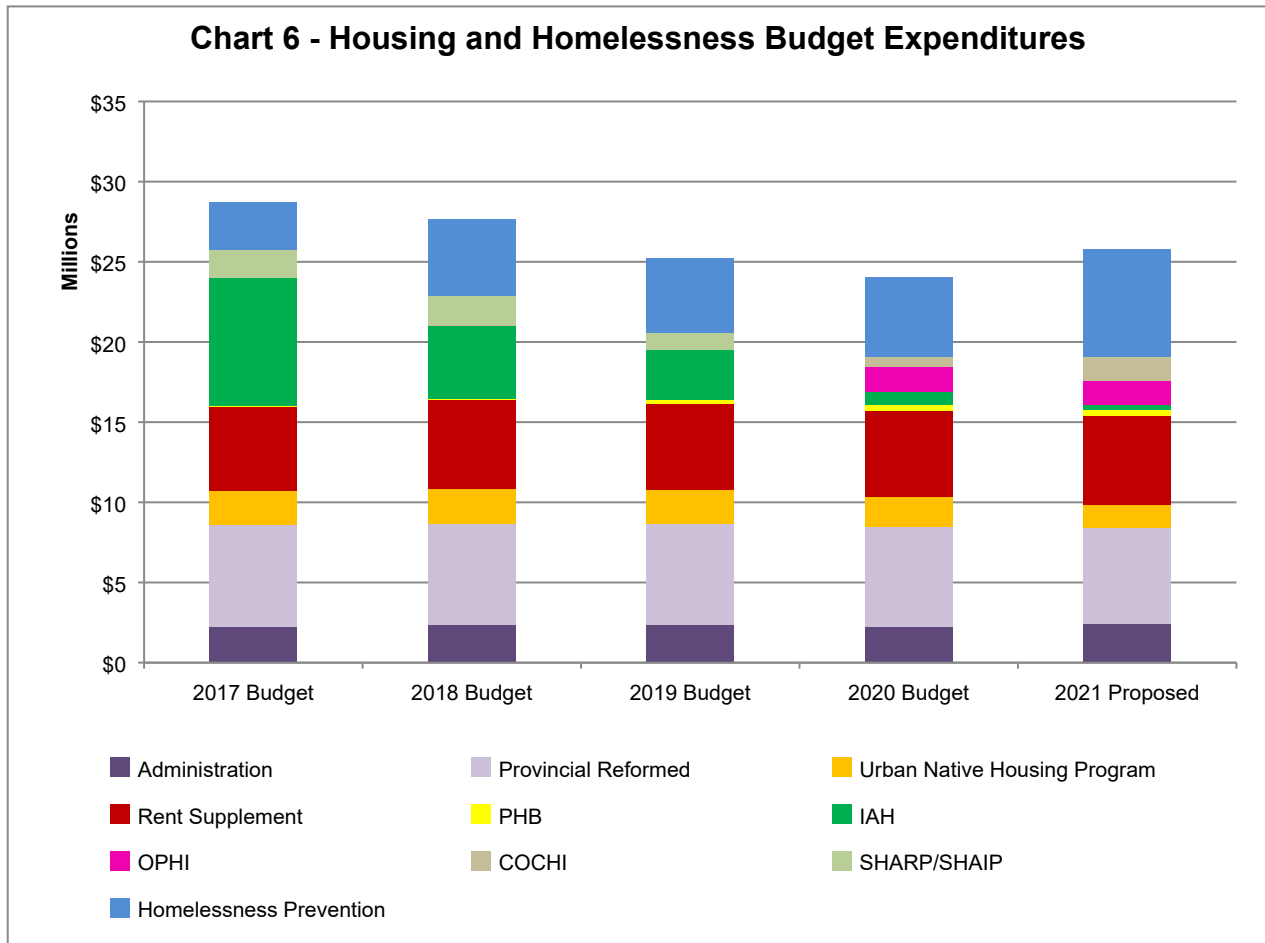
The Province has announced, effective January 1, 2021, all Administration costs would be cost-shared 50/50 with Municipalities and beginning in 2022 the total Administration benchmark would be reduced from 10% to 5% of the total Provincial allocation.

Total expenditures for Child Care Administration of \$923,200 are \$57,900 (6.7%) higher than the 2020 approved budget (\$865,300).

Overall, the proposed 2021 Levy attributable to Child Care and Early Years, of \$1,853,400, is \$112,200 (6.4%) higher than the prior year (2020: \$1,741,200) due to the change in the funding model for Child Care Administration.

Housing Programs

The total proposed 2020 Housing Programs Budget of \$25,775,700 is \$1,702,300 higher than the 2020 approved budget of \$24,073,400. The breakdown is provided in Chart 6 – Housing and Homelessness Budget Expenditures (below). The proposed 2020 Levy attributable to Housing and Homelessness Programs of \$10,334,800, is \$298,200 (3.0%) higher than the prior year (2020: \$10,036,600).



The Proposed Budget includes costs related to supporting Housing and Homelessness Prevention programming. The following are components of the Housing and Homelessness Prevention program budget:

*Provincial Reformed (100% RGI and Market Component)*

The *Housing Services Act, 2011*, requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the operating budgets for social housing providers. Estimated RGI revenue also factors into the calculation, as do mortgage payments and property taxes, which are finalized with providers based on actual expenses. The provincial rent freeze has also been taken into consideration.

For 2021, several MMAH indices are negative, including administration, electricity, natural gas, and contribution to capital reserve fund. Applying these indices, as well as considering the provincial rent freeze, results in 2021 estimated subsidy to Provincial Reformed housing providers of \$5,977,000. This is \$233,000 less than the 2020 approved Budget (\$6,210,000).

*Urban Native Housing Program*

During the 2021 year, Operating Agreements for 43 Urban Native Housing Units will expire, resulting in a corresponding decrease in Federal block funding for TBDSSAB. As the Federal subsidy for these Units is eliminated, the operating budgets for the Urban Native Housing Providers are decreased accordingly. For 2021, there is a decrease of \$438,600 in subsidy to these providers to \$1,417,900 (2020: \$1,856,500); However, under the COCHI Program, one of the priorities is to ensure continuation of Urban Native housing units through rent supplement agreements (COCHI is described below).

*Rent Supplement (Private Landlord, Non-Profit, and Strong Communities)*

The total proposed 2021 Rent Supplement Budget (including Private Landlord, Non-Profit, and Strong Communities Rent Supplement) of \$5,559,700 is \$146,300 higher than the 2020 approved budget (\$5,413,300). The budget allows for an average of 776 rent supplement units per month, an increase of 4 over the estimated 2020 average units (772). The average rent-per-unit amount experienced in 2020 has been higher than budget, contributing to the 2021 increase.

*Portable Housing Benefit*

Unlike rent supplements which are tied to the landlord, the Portable Housing Benefit (PHB) is a financial benefit tied to the applicant to help pay rent. Applicants continue to receive the PHB, even if they move. TBDSSAB continues to expand the utilization of the PHB, where appropriate. For 2021, PHB expenditures of \$398,700 are \$69,000 higher than the 2020 approved budget (\$329,700) and support an average of 106 PHBs per month, an increase of 20 over the estimated 2020 average PHBs (86).

*Investment in Affordable Housing (IAH)*

The 100% Federally/Provincially-funded IAH Program (IAH, IAH Extension, IAH Social Infrastructure Fund) continues to wind down. In 2021, \$305,800 will be spent, primarily on rent supplement (\$84,600), Housing Allowance (\$65,800), and Ontario Renovates programs (\$125,000).

*Ontario Priorities Housing Initiative (OPHI)*

OPHI is modeled after the previous Investment in Affordable Housing Programs. The proposed 2021 Budget of \$1,481,800 includes \$900,500 toward the regeneration of Bertrand Court II (Report No. 2020-48 – Bertrand Court Regeneration Strategy Update, and \$507,200 to be invested under the Ontario Renovates Program.

*Canada-Ontario Community Housing Initiative (COCHI)*

As legacy Social Housing mortgages mature and operating agreements expire, there is a corresponding reduction in Federal block funding provided to Service Managers. Through the COCHI, the Federal government is redirecting funding for Service Managers to stabilize the supply of community housing through repairs, renovations, and operating support.

The proposed 2021 COCHI Budget of \$1,486,500 includes an allocation for capital projects on TBDSSAB's legacy Social Housing portfolio, an amount that will be provided to non-profit housing providers to undertake necessary repairs on their properties, and support for Urban Native housing (operating agreements expired in 2019-21) with rent supplement.

*Community Homelessness Prevention Initiative (CHPI)*

CHPI funding is used to help prevent homelessness and to assist individuals in advancing along the housing continuum. The 2021 Budget is based on the 2020-21 CHPI planning allocation as the 2021-22 allocation is not yet available. The CHPI budget includes \$1,787,300 provided under the Social Services Relief Fund (SSRF) Phase 2 to continue to protect homeless shelter staff and residents, expand rent support programming and create longer-term housing solutions. The proposed Budget of \$5,319,400 is \$1,712,800 (47.5%) higher than the 2020 approved Budget.

*Home for Good (HFG)*

HFG funding is used to provide housing assistance and support services to people who are homeless or at imminent risk of homelessness. The 2021 HFG Budget of \$1,392,800 assumes funding for the Program will be consistent with the previous year's allocation.

*Administration*

The proposed 2021 Budget for Housing Programs Administration totals \$2,436,100 (2020: \$2,246,400), and includes costs associated with supporting community housing providers, administering housing programs including rent supplement and affordable housing, as well as providing supports to tenants of the direct-owned housing portfolio.

**DIRECT-OWNED COMMUNITY HOUSING BUILDING OPERATIONS**

The proposed 2021 Budget for Direct-Owned Housing totals \$19,973,600 (2020: \$20,032,400), and includes costs associated with operating and maintaining the direct-owned housing projects. Costs include certain elements over which TBDSSAB has limited control, including:

- \$5,106,600 (2020: \$5,361,800) for Municipal property taxes,
- \$3,826,200 (2020: \$3,714,900) in utility costs (natural gas, water and electricity),
- \$2,651,000 (2020: \$2,715,900) in debt servicing costs.

These areas continue to be the largest components of the Direct-Owned Housing Operating Budget.

The proposed 2021 Budget for repairs and maintenance of \$1,851,400 is \$82,300 less than the 2020-approved budget (\$1,933,700) as accessibility modifications and repairs have been moved to the Capital Budget. The proposed 2021 Operating Services Budget of \$1,791,400 is consistent with the 2020-approved budget (\$1,810,900).

The proposed 2021 Budget includes Rent-Geared-to-Income (RGI), paid by tenants, of \$9,984,000, which is \$60,500 less than the 2020-approved budget. This decrease reflects the actual rent revenues earned in 2020 which have been lower than budget. There has been a net increase in rent payments over the past three (3) years, however, with the requirement to not increase the tenant RGI portion from January 1 through December 31, 2021, it is expected that this will reduce the overall RGI revenue.

**CAPITAL BUDGET**

The Capital Budget, as presented, includes the proposed expenditures that are capital in nature and are to be financed from Reserve Funds or other external financing. Capital expenditures of \$3,845,000 (2020: \$3,653,000) are planned through a review of the Housing portfolio assets in conjunction with the Building Condition Assessment (BCA) Reports, as well as the Headquarters office building.



The Capital Budget includes 99 projects; 95 across the housing portfolio, and four (4) for the Headquarters office building. The projects are identified through three (3) main categories:

Project Category	# of Projects	Budget (\$)
<i>Demand.</i> Projects that require annual allocations to maintain infrastructure and contribute to the long-term sustainability of services to the tenants / clients	41	1,298,600
<i>Planned.</i> Projects that require regular cyclical replacement	42	1,375,200
<i>Planned - Green.</i> Planned Projects that impact the environment in a positive manner	16	1,171,200
Total	99	\$3,845,000

A listing of all planned projects is outlined in Attachment #5, including the forecast of planned capital expenditures for the following nine (9) years.

Confidential Attachment #6 provides the budgeted amounts for these planned projects.

**RESERVE FUNDS**

In accordance with Report No. 2020-44 – 2020 Reserve and Reserve Fund Strategy Update, the proposed 2021 Budget includes strategic uses of various Reserve Funds, as follows:

Operating Budget

- Capital Regeneration Reserve Fund: finance up to \$35,000 for consultant costs related to the development of plans and specifications in accordance with the TBDSSAB Property Portfolio Action Plan.
- Community Housing Reserve Fund: finance up to \$10,000 for consultant costs related to End-of-Operating discussions with Non-Profit Housing Providers.
- Housing Portfolio Capital Reserve Fund:
  - contribute \$2,652,000 in accordance with the Community Housing funding model and related MMAH indices, for the Direct-Owned Housing portfolio; and

- finance up to \$385,000 for expenditures related to tenant move-outs and accessibility modification.
- Office Building Reserve Fund: contribute \$195,200 in accordance with the BCA plan for future capital requirements to the Headquarters Office.

Capital Budget

- Housing Portfolio Capital Reserve Fund: finance up to \$3,258,100 to finance the planned 2021 Capital Expenditure Budget.
- Office Building Reserve Fund: finance up to \$80,000 in expenditures, of a capital nature, at the TBDSSAB office headquarters.

**FINANCIAL IMPLICATIONS**

The overall proposed 2021 TBDSSAB Budget, as presented, would result in a total Operating Budget of \$99,177,900, and includes a Municipal and TWOMO Levy of \$22,769,300, which represents an increase in the levy of \$256,800, or 1.1%, relative to the 2020 approved level.

The proposed 2021 Capital Budget expenditures total \$3,845,000, with \$3,258,100 to be financed from the Housing Portfolio Capital Reserve Fund, and \$80,000 financed from the Office Building Capital Reserve Fund, consistent with the Reserve and Reserve Fund Strategy. As well, \$422,900 will be financed under COCHI, and \$84,000 will be financed under the Enabling Accessibility Fund if TBDSSAB's application is successful.



**CONCLUSION**

It is concluded that the proposed 2021 TBDSSAB Operating Budget, which totals \$99,177,900, provides for all core programs, 168.42 FTE staff resources, and includes financing from the Municipal and TWOMO Levy of \$22,769,300.

It is also concluded that the proposed 2021 Capital Budget, as presented, would result in total expenditures of \$3,845,000 for various housing properties and the Headquarters office building.

**REFERENCE MATERIALS ATTACHED**

- Attachment #1      [2021 Proposed Operating Budget](#)
- Attachment #2      [Estimated Levy Calculation for Proposed 2021 Budget](#)
- Attachment #3      [Comparison of Estimated Levy for Proposed 2021 Budget with 2020 Budget](#)
- Attachment #4      [Estimated Distribution, by Program of Proposed 2021 Budget Levy](#)
- Attachment #5      [Proposed 2021 Capital Budget Summary](#)
- Attachment #6      [Confidential Proposed 2021 Capital Budget Summary](#)  
(Presented in Closed Session only)

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<b>APPROVED / SIGNATURE:</b>	
	Georgina Daniels, FCPA, FCA, Director – Corporate Services Division The District of Thunder Bay Social Services Administration Board
<b>SUBMITTED / SIGNATURE:</b>	
	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board



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

**2021 Proposed Operating Budget**

## The District of Thunder Bay Social Services Administration Board

### Operating Budget Summary

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Ontario Works	38,124,300	37,092,600	37,031,500	36,757,300	(335,300)	-0.9%
Child Care and Early Years	18,125,700	17,977,500	16,383,000	18,064,000	86,500	0.5%
Housing and Homelessness Prevention Programs	25,390,400	24,073,400	25,745,200	25,775,700	1,702,300	7.1%
Direct-Owned Building Operations	17,977,700	18,943,800	18,623,000	18,850,900	(92,900)	-0.5%
Community Social Reinvestment Fund	562,300	-	-	-	-	n/a
Other Recoveries	(246,000)	(177,100)	(147,100)	(270,000)	(92,900)	52.5%
<b>Total Expenditures</b>	<b>99,934,400</b>	<b>97,910,200</b>	<b>97,635,600</b>	<b>99,177,900</b>	<b>1,267,700</b>	<b>1.3%</b>
<b>Financing</b>						
<b>Grants</b>						
Provincial Grants	57,761,800	55,713,800	53,485,700	57,164,300	1,450,500	2.6%
Federal Grants	9,852,500	10,295,900	12,846,900	10,217,900	(78,000)	-0.8%
<b>Revenue</b>						
Rents	11,057,100	10,987,900	10,907,700	10,925,900	(62,000)	-0.6%
Other Revenue	376,500	373,400	472,500	417,700	44,300	11.9%
Income Earned on Unrestrict Funds	175,000	175,000	140,800	100,000	(75,000)	-42.9%
Income Earned on Reserve Funds	200,000	200,000	465,600	465,600	265,600	132.8%
<b>Levy to Municipalities and TWOMO</b>	<b>22,281,500</b>	<b>22,512,500</b>	<b>22,512,500</b>	<b>22,769,300</b>	<b>256,800</b>	<b>1.1%</b>
<b>Reserve Funds</b>						
From (to) Capital Regeneration Reserve Fund	50,000	300,000	300,000	35,000	(265,000)	-88.3%
From (to) Community Housing Reserve Fund	10,000	10,000	10,000	10,000	-	0.0%
From (to) Housing Portfolio Capital Reserve Fund	(2,206,000)	(2,267,000)	(2,497,200)	(2,267,000)	-	0.0%
From (to) Levy Stabilization Reserve Fund	763,600	-	-	-	-	n/a
From (to) Office Building Reserve Fund	(187,600)	(191,300)	(191,300)	(195,200)	(3,900)	2.0%
From (to) Reserve Funds	(200,000)	(200,000)	(465,600)	(465,600)	(265,600)	132.8%
<b>Total Financing</b>	<b>99,934,400</b>	<b>97,910,200</b>	<b>97,987,600</b>	<b>99,177,900</b>	<b>1,267,700</b>	<b>1.3%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>			
			<b>352,000</b>			

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Operating Budget Summary by Program**

	Board				Office of Chief Administrative Officer			
	2019 Bud	2020 Bud	2020 Est	2021 Bud	2019 Bud	2020 Bud	2020 Est	2021 Bud
<b>Financing</b>								
Levy to municipalities and TWOMO	-	-	-	-	-	-	-	-
Income on unrestricted funds	-	-	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-
Other revenue	-	-	-	-	20,000	-	-	-
From (to) reserve funds	-	-	-	-	-	-	-	-
Imputed rent adjustment	-	-	-	-	-	-	-	-
<b>Total Financing</b>	-	-	-	-	20,000	-	-	-
<b>Expenditures</b>								
Personnel services	53,400	53,400	51,700	<b>53,400</b>	1,223,700	900,100	875,600	<b>991,000</b>
Interest on long-term debt	-	-	-	-	-	-	-	-
Materials	60,000	62,100	38,200	<b>56,500</b>	199,300	177,300	115,500	<b>173,900</b>
Contracted services	27,000	6,000	6,000	<b>6,000</b>	102,100	91,300	67,200	<b>81,300</b>
Rents and financial expenses	-	-	-	-	-	-	-	-
External transfers	-	-	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-	-	-
Program administration recovery	-	-	-	-	(105,700)	-	-	-
Allocation of internal admin	(140,400)	(121,500)	(95,900)	<b>(115,900)</b>	(1,399,400)	(1,168,700)	(1,058,300)	<b>(1,246,200)</b>
Imputed rent recovery	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	20,000	-	-	-
<b>Excess (Deficiency) of Revenues Over Expenses</b>	-	-	-	-	-	-	-	-

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Operating Budget Summary by Program**

	Corporate Services				Integrated Social Services Program Support			
	2019 Bud	2020 Bud	2020 Est	2021 Bud	2019 Bud	2020 Bud	2020 Est	2021 Bud
<b>Financing</b>								
Levy to municipalities and TWOMO	(175,000)	(175,000)	(175,000)	<b>(100,000)</b>	-	-	-	-
Income on unrestricted funds	175,000	175,000	140,800	<b>100,000</b>	-	-	-	-
Income on restricted funds	200,000	200,000	465,600	<b>465,600</b>	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-
Other revenue	3,500	22,800	38,100	<b>21,400</b>	-	53,700	68,400	<b>53,700</b>
From (to) reserve funds	(387,600)	(341,300)	(606,900)	<b>(625,800)</b>	-	-	-	-
Imputed rent adjustment	(81,900)	(112,300)	(112,300)	<b>(184,900)</b>	-	-	-	-
<b>Total Financing</b>	<b>(266,000)</b>	<b>(230,800)</b>	<b>(249,700)</b>	<b>(323,700)</b>	-	53,700	68,400	<b>53,700</b>
<b>Expenditures</b>								
Personnel services	4,593,800	4,699,000	4,693,300	<b>4,721,500</b>	1,012,100	2,213,300	2,155,700	<b>2,244,000</b>
Interest on long-term debt	124,000	116,800	101,900	<b>107,300</b>	-	-	-	-
Materials	1,687,600	1,704,700	1,692,200	<b>1,823,500</b>	25,800	52,600	20,500	<b>65,100</b>
Contracted services	60,900	104,500	119,100	<b>85,300</b>	-	5,000	6,000	<b>10,000</b>
Rents and financial expenses	16,700	19,500	15,300	<b>16,600</b>	-	-	-	-
External transfers	-	-	-	-	-	-	-	-
Repayment of long-term debt	271,000	271,000	271,000	<b>288,000</b>	-	-	-	-
Program administration recovery	(53,400)	(66,800)	(82,300)	<b>(94,800)</b>	(25,100)	(279,100)	(269,500)	<b>(474,700)</b>
Allocation of internal admin	(5,626,900)	(5,719,700)	(5,666,200)	<b>(5,890,700)</b>	(1,012,800)	(1,938,100)	(1,844,300)	<b>(1,790,700)</b>
Imputed rent recovery	(1,339,700)	(1,359,800)	(1,359,800)	<b>(1,380,400)</b>	-	-	-	-
<b>Total Expenditures</b>	<b>(266,000)</b>	<b>(230,800)</b>	<b>(215,500)</b>	<b>(323,700)</b>	-	53,700	68,400	<b>53,700</b>
<b>Excess (deficiency) of Revenues over expenses</b>	-	-	<b>(34,200)</b>	-	-	-	-	-

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Operating Budget Summary by Program**

	Ontario Works				Child Care and Early Years Programs			
	2019 Bud	2020 Bud	2020 Est	2021 Bud	2019 Bud	2020 Bud	2020 Est	2021 Bud
<b>Financing</b>								
Levy to municipalities and TWOMO	4,244,100	4,002,100	4,002,100	<b>3,710,000</b>	1,743,300	1,741,200	1,741,200	<b>1,853,400</b>
Income on unrestricted funds	-	-	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	33,794,100	33,013,100	33,105,200	<b>32,921,600</b>	16,272,900	16,230,700	12,237,400	<b>16,199,500</b>
Federal grants	-	-	-	-	104,600	-	2,408,800	-
Other revenue	-	-	-	-	-	-	-	-
From (to) reserve funds	24,600	-	-	-	-	-	-	-
Imputed rent adjustment	61,500	77,400	77,400	<b>125,700</b>	4,900	5,600	5,600	<b>11,100</b>
<b>Total Financing</b>	<b>38,124,300</b>	<b>37,092,600</b>	<b>37,184,700</b>	<b>36,757,300</b>	<b>18,125,700</b>	<b>17,977,500</b>	<b>16,393,000</b>	<b>18,064,000</b>
<b>Expenditures</b>								
Personnel services	4,959,400	3,978,000	3,865,300	<b>3,870,800</b>	720,400	404,100	407,400	<b>422,900</b>
Interest on long-term debt	-	-	-	-	-	-	-	-
Materials	760,900	724,800	1,082,300	<b>738,100</b>	49,900	49,100	39,000	<b>41,900</b>
Contracted services	10,000	10,000	65,200	<b>10,000</b>	1,000	1,000	1,000	<b>1,000</b>
Rents and financial expenses	89,400	118,200	113,300	<b>118,200</b>	-	-	-	-
External transfers	27,438,500	27,448,600	27,236,800	<b>27,383,100</b>	16,642,900	16,605,400	15,045,300	<b>16,624,800</b>
Repayment of long-term debt	-	-	-	-	-	-	-	-
Program administration recovery	(182,000)	6,100	16,900	<b>6,200</b>	106,000	131,100	131,200	<b>167,000</b>
Allocation of internal admin	4,056,800	3,868,700	3,713,500	<b>3,692,200</b>	525,100	718,800	691,100	<b>723,600</b>
Imputed rent recovery	991,300	938,200	938,200	<b>938,700</b>	80,400	68,000	68,000	<b>82,800</b>
<b>Total Expenditures</b>	<b>38,124,300</b>	<b>37,092,600</b>	<b>37,031,500</b>	<b>36,757,300</b>	<b>18,125,700</b>	<b>17,977,500</b>	<b>16,383,000</b>	<b>18,064,000</b>
<b>Excess (deficiency) of Revenues over expenses</b>	-	-	<b>153,200</b>	-	-	-	<b>10,000</b>	-

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.



**The District of Thunder Bay Social Services Administration Board  
Operating Budget Summary by Program**

	Community Housing and Homelessness Programs				Direct-Owned Community Housing Building Operations			
	2019 Bud	2020 Bud	2020 Est	2021 Bud	2019 Bud	2020 Bud	2020 Est	2021 Bud
<b>Financing</b>								
Levy to municipalities and TWOMO	9,964,000	10,027,600	10,027,600	<b>10,334,800</b>	6,505,100	6,916,600	6,916,600	<b>6,971,100</b>
Income on unrestricted funds	-	-	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-	-	-
Rents	-	-	-	-	11,057,100	10,987,900	10,907,700	<b>10,925,900</b>
Provincial grants	7,694,800	6,470,000	8,143,100	<b>8,043,200</b>	-	-	-	-
Federal grants	7,434,400	7,289,200	7,431,400	<b>7,299,900</b>	2,313,500	3,006,700	3,006,700	<b>2,918,000</b>
Other revenue	45,000	9,700	89,200	<b>60,000</b>	308,000	287,200	276,800	<b>282,600</b>
From (to) reserve funds	236,700	260,000	260,000	<b>10,000</b>	(2,206,000)	(2,267,000)	(2,497,200)	<b>(2,267,000)</b>
Imputed rent adjustment	15,500	16,900	16,900	<b>27,800</b>	-	12,400	12,400	<b>20,300</b>
<b>Total Financing</b>	<b>25,390,400</b>	<b>24,073,400</b>	<b>25,968,200</b>	<b>25,775,700</b>	<b>17,977,700</b>	<b>18,943,800</b>	<b>18,623,000</b>	<b>18,850,900</b>
<b>Expenditures</b>								
Personnel services	2,214,300	1,759,300	1,790,300	<b>1,845,400</b>	-	-	-	-
Interest on long-term debt	-	-	-	-	356,500	288,700	291,100	<b>241,100</b>
Materials	1,225,100	1,452,300	1,911,400	<b>1,103,200</b>	13,266,300	13,457,400	13,184,500	<b>13,232,800</b>
Contracted services	90,000	24,000	34,000	<b>24,000</b>	-	-	-	-
Rents and financial expenses	10,800	10,800	10,800	<b>9,600</b>	58,400	58,400	110,700	<b>58,400</b>
External transfers	19,652,300	18,616,300	19,791,800	<b>20,319,300</b>	-	-	-	-
Repayment of long-term debt	-	-	-	-	2,368,600	2,427,200	2,426,200	<b>2,409,900</b>
Program administration recovery	1,392,700	1,297,300	1,323,700	<b>1,519,000</b>	(1,132,500)	(1,088,600)	(1,120,000)	<b>(1,122,700)</b>
Allocation of internal admin	537,200	709,400	679,200	<b>748,100</b>	3,060,400	3,651,100	3,580,900	<b>3,879,600</b>
Imputed rent recovery	268,000	204,000	204,000	<b>207,100</b>	-	149,600	149,600	<b>151,800</b>
<b>Total Expenditures</b>	<b>25,390,400</b>	<b>24,073,400</b>	<b>25,745,200</b>	<b>25,775,700</b>	<b>17,977,700</b>	<b>18,943,800</b>	<b>18,623,000</b>	<b>18,850,900</b>
<b>Excess (deficiency) of Revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>223,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Operating Budget Summary by Program**

	Community Social Reinvestment Fund				Total			
	2019 Bud	2020 Bud	2020 Est	2021 Bud	2019 Bud	2020 Bud	2020 Est	2021 Bud
<b>Financing</b>								
Levy to municipalities and TWOMO	-	-	-	-	22,281,500	22,512,500	22,512,500	<b>22,769,300</b>
Income on unrestricted funds	-	-	-	-	175,000	175,000	140,800	<b>100,000</b>
Income on restricted funds	-	-	-	-	200,000	200,000	465,600	<b>465,600</b>
Rents	-	-	-	-	11,057,100	10,987,900	10,907,700	<b>10,925,900</b>
Provincial grants	-	-	-	-	57,761,800	55,713,800	53,485,700	<b>57,164,300</b>
Federal grants	-	-	-	-	9,852,500	10,295,900	12,846,900	<b>10,217,900</b>
Other revenue	-	-	-	-	376,500	373,400	472,500	<b>417,700</b>
From (to) reserve funds	562,300	-	-	-	(1,770,000)	(2,348,300)	(2,844,100)	<b>(2,882,800)</b>
Imputed rent adjustment	-	-	-	-	-	-	-	-
<b>Total Financing</b>	<b>562,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>99,934,400</b>	<b>97,910,200</b>	<b>97,987,600</b>	<b>99,177,900</b>
<b>Expenditures</b>								
Personnel services	-	-	-	-	14,777,100	14,007,200	13,839,300	<b>14,149,000</b>
Interest on long-term debt	-	-	-	-	480,500	405,500	393,000	<b>348,400</b>
Materials	-	-	-	-	17,274,900	17,680,300	18,083,600	<b>17,235,000</b>
Contracted services	-	-	-	-	291,000	241,800	298,500	<b>217,600</b>
Rents and financial expenses	-	-	-	-	175,300	206,900	250,100	<b>202,800</b>
External transfers	562,300	-	-	-	64,296,000	62,670,300	62,073,900	<b>64,327,200</b>
Repayment of long-term debt	-	-	-	-	2,639,600	2,698,200	2,697,200	<b>2,697,900</b>
Program administration recovery	-	-	-	-	-	-	-	-
Allocation of internal admin	-	-	-	-	-	-	-	-
Imputed rent recovery	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>562,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>99,934,400</b>	<b>97,910,200</b>	<b>97,635,600</b>	<b>99,177,900</b>
<b>Excess (deficiency) of Revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>352,000</b>	<b>-</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.



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

**2021 Board Budget Summary**

**The District of Thunder Bay Social Services Administration Board  
Board Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	53,400	53,400	51,700	53,400	-	-	<b>53,400</b>	-	0.0%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	60,000	62,100	38,200	56,500	-	-	<b>56,500</b>	(5,600)	-9.0%
Contracted services	27,000	6,000	6,000	6,000	-	-	<b>6,000</b>	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>140,400</b>	<b>121,500</b>	<b>95,900</b>	<b>115,900</b>	-	-	<b>115,900</b>	<b>(5,600)</b>	<b>-4.6%</b>
<b>Allocation</b>									
Direct-owned community housing building operations	(7,000)	(24,300)	(19,200)	(23,200)	-	-	<b>(23,200)</b>	1,100	-4.5%
Ontario Works	(70,200)	(48,600)	(38,300)	(46,300)	-	-	<b>(46,300)</b>	2,300	-4.7%
Child care and Early Years	(35,100)	(24,300)	(19,200)	(23,200)	-	-	<b>(23,200)</b>	1,100	-4.5%
Housing Programs	(28,100)	(24,300)	(19,200)	(23,200)	-	-	<b>(23,200)</b>	1,100	-4.5%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.



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

**2021 Office of the Chief Administrative Officer  
Budget Summary**

**The District of Thunder Bay Social Services Administration Board**  
**Office of the Chief Administrative Officer Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	1,223,700	900,100	875,600	991,000	-	-	<b>991,000</b>	90,900	10.1%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	199,300	177,300	115,500	173,900	-	-	<b>173,900</b>	(3,400)	-1.9%
Contracted services	102,100	91,300	67,200	81,300	-	-	<b>81,300</b>	(10,000)	-11.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,525,100</b>	<b>1,168,700</b>	<b>1,058,300</b>	<b>1,246,200</b>	-	-	<b>1,246,200</b>	<b>77,500</b>	<b>6.6%</b>
<b>Recoveries</b>									
From child care programs (EarlyON)	(92,700)	-	-	-	-	-	-	-	n/a
From homelessness programs	(13,000)	-	-	-	-	-	-	-	n/a
<b>Revenue</b>									
Other revenue	(20,000)	-	-	-	-	-	-	-	n/a
<b>Allocation</b>									
Direct-owned community housing building operations	(143,500)	(235,500)	(207,500)	(275,000)	-	-	<b>(275,000)</b>	(39,500)	16.8%
Ontario Works	(853,000)	(573,300)	(513,000)	(634,000)	-	-	<b>(634,000)</b>	(60,700)	10.6%
Addiction Services Initiative	(6,100)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(215,000)	(163,700)	(153,800)	(158,100)	-	-	<b>(158,100)</b>	5,600	-3.4%
Housing Programs	(181,800)	(196,200)	(184,000)	(179,100)	-	-	<b>(179,100)</b>	17,100	-8.7%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Chief Administrative Officer Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	842,200	488,000	490,300	501,200	-	-	<b>501,200</b>	13,200	2.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	69,800	55,600	41,500	67,000	-	-	<b>67,000</b>	11,400	20.5%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>912,000</b>	<b>543,600</b>	<b>531,800</b>	<b>568,200</b>	-	-	<b>568,200</b>	<b>24,600</b>	<b>4.5%</b>
<b>Recoveries</b>									
From child care programs (EarlyON)	(92,700)	-	-	-	-	-	-	-	n/a
From homelessness programs	(13,000)	-	-	-	-	-	-	-	n/a
<b>Revenue</b>									
Other revenue	(20,000)	-	-	-	-	-	-	-	n/a
<b>Allocation</b>									
Direct-owned community housing building operations	(39,200)	(67,300)	(65,900)	(71,600)	-	-	<b>(71,600)</b>	(4,300)	6.4%
Ontario Works	(393,200)	(217,400)	(212,700)	(227,200)	-	-	<b>(227,200)</b>	(9,800)	4.5%
Addiction Services Initiative	-	-	-	-	-	-	-	-	n/a
Child care and Early Years	(196,600)	(118,000)	(115,500)	(124,200)	-	-	<b>(124,200)</b>	(6,200)	5.3%
Housing Programs	(157,300)	(140,900)	(137,700)	(145,200)	-	-	<b>(145,200)</b>	(4,300)	3.1%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Human Resources Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	381,500	412,100	385,300	489,800	-	-	<b>489,800</b>	77,700	18.9%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	129,500	121,700	74,000	106,900	-	-	<b>106,900</b>	(14,800)	-12.2%
Contracted services	102,100	91,300	67,200	81,300	-	-	<b>81,300</b>	(10,000)	-11.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>613,100</b>	<b>625,100</b>	<b>526,500</b>	<b>678,000</b>	-	-	<b>678,000</b>	<b>52,900</b>	<b>8.5%</b>
<b>Recoveries</b>									
From child care programs (EarlyON)	-	-	-	-	-	-	-	-	n/a
From homelessness programs	-	-	-	-	-	-	-	-	n/a
<b>Revenue</b>									
Other revenue	-	-	-	-	-	-	-	-	n/a
<b>Allocation</b>									
Direct-owned community housing building operations	(104,300)	(168,200)	(141,600)	(203,400)	-	-	<b>(203,400)</b>	(35,200)	20.9%
Ontario Works	(459,800)	(355,900)	(300,300)	(406,800)	-	-	<b>(406,800)</b>	(50,900)	14.3%
Addiction Services Initiative	(6,100)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(18,400)	(45,700)	(38,300)	(33,900)	-	-	<b>(33,900)</b>	11,800	-25.8%
Housing Programs	(24,500)	(55,300)	(46,300)	(33,900)	-	-	<b>(33,900)</b>	21,400	-38.7%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.





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

**2021 Corporate Services Division  
Budget Summary**

**The District of Thunder Bay Social Services Administration Board  
Corporate Services Division Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	4,593,800	4,699,000	4,693,300	4,795,000	(157,400)	83,900	<b>4,721,500</b>	22,500	0.5%
Interest on long-term debt	124,000	116,800	101,900	107,300	-	-	<b>107,300</b>	(9,500)	-8.1%
Materials	1,687,600	1,704,700	1,692,200	1,823,500	-	-	<b>1,823,500</b>	118,800	7.0%
Contracted services	60,900	104,500	119,100	85,300	-	-	<b>85,300</b>	(19,200)	-18.4%
Rents and financial expenses	16,700	19,500	15,300	16,600	-	-	<b>16,600</b>	(2,900)	-14.9%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	271,000	271,000	271,000	288,000	-	-	<b>288,000</b>	17,000	6.3%
Internal administrative expense	158,500	161,200	161,200	66,000	-	-	<b>66,000</b>	(95,200)	-59.1%
<b>Total Expenditures</b>	<b>6,912,500</b>	<b>7,076,700</b>	<b>7,054,000</b>	<b>7,181,700</b>	<b>(157,400)</b>	<b>83,900</b>	<b>7,108,200</b>	<b>31,500</b>	<b>0.4%</b>
<b>Recoveries</b>									
From homelessness programs (CHPI)	(11,500)	(4,800)	(4,900)	(4,900)	-	-	<b>(4,900)</b>	(100)	2.1%
From homelessness programs (HFG)	(6,400)	(4,800)	(4,800)	(4,900)	-	-	<b>(4,900)</b>	(100)	2.1%
From housing programs	(52,400)	(57,700)	(73,100)	(51,100)	-	-	<b>(51,100)</b>	6,600	-11.4%
From EarlyON	-	(16,600)	(16,600)	(33,900)	-	-	<b>(33,900)</b>	(17,300)	104.2%
From building overhead	(141,600)	(144,100)	(144,100)	(66,000)	-	-	<b>(66,000)</b>	78,100	-54.2%
<b>Revenue</b>									
Other revenue	(3,500)	(22,800)	(38,100)	(21,400)	-	-	<b>(21,400)</b>	1,400	-6.1%
Income earned on unrestricted funds	(175,000)	(175,000)	(140,800)	(100,000)	-	-	<b>(100,000)</b>	75,000	-42.9%
Income earned on restricted funds	(200,000)	(200,000)	(465,600)	(465,600)	-	-	<b>(465,600)</b>	(265,600)	132.8%
<b>Financing</b>									
From capital regeneration reserve fund	-	(50,000)	(50,000)	(35,000)	-	-	<b>(35,000)</b>	15,000	-30.0%
To office building reserve fund	187,600	191,300	191,300	195,200	-	-	<b>195,200</b>	3,900	2.0%
To reserve funds	200,000	200,000	465,600	465,600	-	-	<b>465,600</b>	265,600	132.8%
<b>Allocation</b>									
Direct-owned community housing building operations	(2,844,100)	(3,398,100)	(3,367,800)	(3,595,400)	95,600	(83,900)	<b>(3,583,700)</b>	(185,600)	5.5%
Ontario Works	(3,305,500)	(3,083,200)	(3,063,500)	(3,117,800)	54,800	-	<b>(3,063,000)</b>	20,200	-0.7%
Addiction Services Initiative	(55,000)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(281,800)	(204,500)	(203,900)	(225,700)	3,100	-	<b>(222,600)</b>	(18,100)	8.9%
Housing Programs	(480,200)	(393,700)	(390,800)	(405,700)	3,900	-	<b>(401,800)</b>	(8,100)	2.1%
<b>Imputed Rent Adjustment</b>	<b>81,900</b>	<b>112,300</b>	<b>112,300</b>	<b>184,900</b>	<b>-</b>	<b>-</b>	<b>184,900</b>	<b>72,600</b>	<b>64.6%</b>
<b>Reduction to Levy</b>	<b>(175,000)</b>	<b>(175,000)</b>	<b>(140,800)</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>	<b>75,000</b>	<b>-42.9%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>						
			<b>(34,200)</b>						

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Director, Corporate Services Division Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	242,600	244,100	256,900	248,600	-	-	<b>248,600</b>	4,500	1.8%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	22,600	20,500	18,600	21,300	-	-	<b>21,300</b>	800	3.9%
Contracted services	-	50,000	50,000	35,000	-	-	<b>35,000</b>	(15,000)	-30.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>265,200</b>	<b>314,600</b>	<b>325,500</b>	<b>304,900</b>	-	-	<b>304,900</b>	<b>(9,700)</b>	<b>-3.1%</b>
<b>Recoveries</b>									
From building overhead	-	-	-	(17,400)	-	-	<b>(17,400)</b>	(17,400)	n/a
<b>Revenue</b>									
Other revenue	-	-	-	-	-	-	-	-	n/a
<b>Financing</b>									
From capital regeneration reserve fund	-	(50,000)	(50,000)	(35,000)	-	-	<b>(35,000)</b>	15,000	-30.0%
<b>Allocation</b>									
Direct-owned community housing building operations	(15,900)	(79,400)	(82,700)	(101,000)	-	-	<b>(101,000)</b>	(21,600)	27.2%
Ontario Works	(212,100)	(158,800)	(165,200)	(126,300)	-	-	<b>(126,300)</b>	32,500	-20.5%
Child care and Early Years	(18,600)	(13,200)	(13,800)	(12,600)	-	-	<b>(12,600)</b>	600	-4.5%
Housing Programs	(18,600)	(13,200)	(13,800)	(12,600)	-	-	<b>(12,600)</b>	600	-4.5%
<b>Reduction to Levy</b>	-	-	-	-	-	-	-	-	n/a

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Purchasing Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	266,100	267,900	269,900	272,900	-	-	<b>272,900</b>	5,000	1.9%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	54,400	54,300	41,900	45,800	-	-	<b>45,800</b>	(8,500)	-15.7%
Contracted services	1,000	2,500	17,400	2,000	-	-	<b>2,000</b>	(500)	-20.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>321,500</b>	<b>324,700</b>	<b>329,200</b>	<b>320,700</b>	-	-	<b>320,700</b>	<b>(4,000)</b>	<b>-1.2%</b>
<b>Allocation</b>									
Direct-owned community housing building operations	(160,700)	(259,900)	(263,400)	(256,600)	-	-	<b>(256,600)</b>	3,300	-1.3%
Ontario Works	(128,600)	(58,400)	(59,200)	(57,700)	-	-	<b>(57,700)</b>	700	-1.2%
Child care and Early Years	(16,100)	(3,200)	(3,300)	(3,200)	-	-	<b>(3,200)</b>	-	0.0%
Housing Programs	(16,100)	(3,200)	(3,300)	(3,200)	-	-	<b>(3,200)</b>	-	0.0%
<b>Reduction to Levy</b>	-	-	-	-	-	-	-	-	n/a

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Finance Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	1,029,300	1,191,900	1,179,700	1,218,100	-	-	<b>1,218,100</b>	26,200	2.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	12,700	16,300	14,700	17,100	-	-	<b>17,100</b>	800	4.9%
Contracted services	47,100	35,100	33,100	33,500	-	-	<b>33,500</b>	(1,600)	-4.6%
Rents and financial expenses	16,700	19,500	15,300	16,600	-	-	<b>16,600</b>	(2,900)	-14.9%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,105,800</b>	<b>1,262,800</b>	<b>1,242,800</b>	<b>1,285,300</b>	-	-	<b>1,285,300</b>	<b>22,500</b>	<b>1.8%</b>
<b>Recoveries</b>									
From homelessness programs (CHPI)	(11,500)	(4,800)	(4,900)	(4,900)	-	-	<b>(4,900)</b>	(100)	2.1%
From homelessness programs (HFG)	(6,400)	(4,800)	(4,800)	(4,900)	-	-	<b>(4,900)</b>	(100)	2.1%
From housing programs	(8,400)	(19,200)	(19,000)	(14,000)	-	-	<b>(14,000)</b>	5,200	-27.1%
From EarlyON	-	(16,600)	(16,600)	(33,900)	-	-	<b>(33,900)</b>	(17,300)	104.2%
From building overhead	-	-	-	-	-	-	-	-	n/a
<b>Revenue</b>									
Other revenue	-	(3,000)	(1,700)	(1,600)	-	-	<b>(1,600)</b>	1,400	-46.7%
<b>Allocation</b>									
Direct-owned community housing building operations	(183,500)	(337,300)	(329,500)	(315,600)	-	-	<b>(315,600)</b>	21,700	-6.4%
Ontario Works	(680,000)	(734,900)	(726,700)	(757,400)	-	-	<b>(757,400)</b>	(22,500)	3.1%
Addiction Services Initiative	(10,800)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(97,200)	(52,900)	(52,600)	(57,400)	-	-	<b>(57,400)</b>	(4,500)	8.5%
Housing Programs	(108,000)	(89,300)	(87,000)	(95,600)	-	-	<b>(95,600)</b>	(6,300)	7.1%
<b>Reduction to Levy</b>	-	-	-	-	-	-	-	-	n/a

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Information Services Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	801,100	732,100	714,800	724,100	(77,300)	-	<b>646,800</b>	(85,300)	-11.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	923,400	947,500	945,200	1,020,700	-	-	<b>1,020,700</b>	73,200	7.7%
Contracted services	12,800	16,900	16,900	14,800	-	-	<b>14,800</b>	(2,100)	-12.4%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,737,300</b>	<b>1,696,500</b>	<b>1,676,900</b>	<b>1,759,600</b>	<b>(77,300)</b>	-	<b>1,682,300</b>	<b>(14,200)</b>	<b>-0.8%</b>
<b>Revenue</b>									
Other revenue	-	(16,300)	(23,000)	(16,300)	-	-	<b>(16,300)</b>	-	0.0%
<b>Allocation</b>									
Direct-owned community housing building operations	(260,600)	(336,100)	(330,800)	(348,700)	15,500	-	<b>(333,200)</b>	2,900	-0.9%
Ontario Works	(1,320,300)	(1,192,900)	(1,174,200)	(1,237,700)	54,800	-	<b>(1,182,900)</b>	10,000	-0.8%
Addiction Services Initiative	(17,400)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(69,500)	(67,200)	(66,200)	(69,700)	3,100	-	<b>(66,600)</b>	600	-0.9%
Housing Programs	(69,500)	(84,000)	(82,700)	(87,200)	3,900	-	<b>(83,300)</b>	700	-0.8%
<b>Reduction to Levy</b>	-	-	-	-	-	-	-	-	n/a

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Infrastructure and Asset Management Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	2,254,700	2,263,000	2,272,000	2,331,300	(80,100)	83,900	<b>2,335,100</b>	72,100	3.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	154,300	155,400	146,500	176,100	-	-	<b>176,100</b>	20,700	13.3%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>2,409,000</b>	<b>2,418,400</b>	<b>2,418,500</b>	<b>2,507,400</b>	<b>(80,100)</b>	<b>83,900</b>	<b>2,511,200</b>	<b>92,800</b>	<b>3.8%</b>
<b>Recoveries</b>									
From housing programs	(44,000)	(38,500)	(54,100)	(37,100)	-	-	<b>(37,100)</b>	1,400	-3.6%
From building overhead	(141,600)	(144,100)	(144,100)	(48,600)	-	-	<b>(48,600)</b>	95,500	-66.3%
<b>Revenue</b>									
Other revenue	-	-	(8,500)	-	-	-	-	-	n/a
<b>Allocation</b>									
Direct-owned community housing building operations	(2,223,400)	(2,235,800)	(2,211,800)	(2,421,700)	80,100	(83,900)	<b>(2,425,500)</b>	(189,700)	8.5%
Ontario Works	-	-	-	-	-	-	-	-	n/a
Child care and Early Years	-	-	-	-	-	-	-	-	n/a
Housing Programs	-	-	-	-	-	-	-	-	n/a
<b>Reduction to Levy</b>	-	-	-	-	-	-	-	-	n/a

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Office Headquarters Building Operations Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	-	-	-	-	-	-	-	-	n/a
Interest on long-term debt	124,000	116,800	101,900	107,300	-	-	<b>107,300</b>	(9,500)	-8.1%
Materials	520,200	510,700	525,300	542,500	-	-	<b>542,500</b>	31,800	6.2%
Contracted services	-	-	1,700	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	271,000	271,000	271,000	288,000	-	-	<b>288,000</b>	17,000	6.3%
Internal administrative expense	158,500	161,200	161,200	66,000	-	-	<b>66,000</b>	(95,200)	-59.1%
<b>Total Expenditures</b>	<b>1,073,700</b>	<b>1,059,700</b>	<b>1,061,100</b>	<b>1,003,800</b>	-	-	<b>1,003,800</b>	<b>(55,900)</b>	<b>-5.3%</b>
<b>Revenue</b>									
Other revenue	(3,500)	(3,500)	(4,900)	(3,500)	-	-	<b>(3,500)</b>	-	0.0%
<b>Allocation</b>									
Direct-owned community housing building operations	-	(149,600)	(149,600)	(151,800)	-	-	<b>(151,800)</b>	(2,200)	1.5%
Ontario Works	(964,500)	(938,200)	(938,200)	(938,700)	-	-	<b>(938,700)</b>	(500)	0.1%
Addiction Services Initiative	(26,800)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(80,400)	(68,000)	(68,000)	(82,800)	-	-	<b>(82,800)</b>	(14,800)	21.8%
Housing Programs	(268,000)	(204,000)	(204,000)	(207,100)	-	-	<b>(207,100)</b>	(3,100)	1.5%
<b>Financing</b>									
To office building reserve fund	187,600	191,300	191,300	195,200	-	-	<b>195,200</b>	3,900	2.0%
From office building reserve fund	-	-	-	-	-	-	-	-	n/a
<b>Imputed Rent Adjustment</b>	<b>(81,900)</b>	<b>(112,300)</b>	<b>(112,300)</b>	<b>(184,900)</b>	-	-	<b>(184,900)</b>	<b>(72,600)</b>	<b>64.6%</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.





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

**2021 Integrated Social Services Division  
Budget Summary**

**The District of Thunder Bay Social Services Administration Board**  
**Integrated Social Services Program Support Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	1,012,100	2,213,300	2,155,700	2,244,000	-	-	<b>2,244,000</b>	30,700	1.4%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	25,800	52,600	20,500	65,100	-	-	<b>65,100</b>	12,500	23.8%
Contracted services	-	5,000	6,000	10,000	-	-	<b>10,000</b>	5,000	100.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,037,900</b>	<b>2,270,900</b>	<b>2,182,200</b>	<b>2,319,100</b>	-	-	<b>2,319,100</b>	<b>48,200</b>	<b>2.1%</b>
<b>Recoveries</b>									
From EarlyON	-	(114,500)	(114,500)	(133,100)	-	-	<b>(133,100)</b>	(18,600)	16.2%
From homelessness programs	(25,100)	(113,500)	(105,000)	(295,800)	-	-	<b>(295,800)</b>	(182,300)	160.6%
From housing programs	-	(34,000)	(32,900)	(45,800)	-	-	<b>(45,800)</b>	(11,800)	34.7%
From building operating	-	(17,100)	(17,100)	-	-	-	-	17,100	-100.0%
<b>Revenues</b>									
Other revenue (HIFIS)	-	(53,700)	(68,400)	(53,700)	-	-	<b>(53,700)</b>	-	0.0%
<b>Total Expenditures Less Revenues and Recoveries</b>	<b>1,012,800</b>	<b>1,938,100</b>	<b>1,844,300</b>	<b>1,790,700</b>	-	-	<b>1,790,700</b>	<b>(147,400)</b>	<b>-7.6%</b>
<b>Financing</b>									
From Capital Regeneration Reserve Fund	-	-	-	-	-	-	-	-	n/a
<b>Allocation</b>									
Direct-owned community housing building operations	(65,800)	(142,800)	(136,000)	(149,500)	-	-	<b>(149,500)</b>	(6,700)	4.7%
Ontario Works	(741,900)	(1,101,800)	(1,036,900)	(887,600)	-	-	<b>(887,600)</b>	214,200	-19.4%
Addiction Services Initiative	(16,400)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(73,600)	(394,300)	(382,200)	(402,500)	-	-	<b>(402,500)</b>	(8,200)	2.1%
Housing Programs	(115,100)	(299,200)	(289,200)	(351,100)	-	-	<b>(351,100)</b>	(51,900)	17.3%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Director, Integrated Social Services Division Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	179,700	542,700	544,900	552,900	-	-	<b>552,900</b>	10,200	1.9%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	11,000	40,100	15,400	42,800	-	-	<b>42,800</b>	2,700	6.7%
Contracted services	-	5,000	5,000	10,000	-	-	<b>10,000</b>	5,000	100.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>190,700</b>	<b>587,800</b>	<b>565,300</b>	<b>605,700</b>	-	-	<b>605,700</b>	<b>17,900</b>	<b>3.0%</b>
<b>Recoveries</b>									
From EarlyON	-	(114,500)	(114,500)	(133,100)	-	-	<b>(133,100)</b>	(18,600)	16.2%
From homelessness programs	-	(17,000)	(16,100)	(17,400)	-	-	<b>(17,400)</b>	(400)	2.4%
From housing programs	-	(34,000)	(32,900)	(17,400)	-	-	<b>(17,400)</b>	16,600	-48.8%
From building operating	-	(17,100)	(17,100)	-	-	-	-	17,100	-100.0%
<b>Revenues</b>									
Other revenue (HIFIS)	-	(53,700)	(68,400)	(53,700)	-	-	<b>(53,700)</b>	-	0.0%
<b>Total Expenditures Less Revenues and Recoveries</b>	<b>190,700</b>	<b>351,500</b>	<b>316,300</b>	<b>384,100</b>	-	-	<b>384,100</b>	<b>32,600</b>	<b>9.3%</b>
<b>Allocation</b>									
Direct-owned community housing building operations	-	(57,800)	(53,500)	(54,200)	-	-	<b>(54,200)</b>	3,600	-6.2%
Ontario Works	(133,500)	(170,000)	(154,500)	(153,600)	-	-	<b>(153,600)</b>	16,400	-9.6%
Child care and Early Years	(57,200)	(40,700)	(34,200)	(90,800)	-	-	<b>(90,800)</b>	(50,100)	123.1%
Housing Programs	-	(83,000)	(74,100)	(85,500)	-	-	<b>(85,500)</b>	(2,500)	3.0%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Intake and Eligibility Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	832,400	1,670,600	1,610,800	1,691,100	-	-	<b>1,691,100</b>	20,500	1.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	14,800	12,500	5,100	22,300	-	-	<b>22,300</b>	9,800	78.4%
Contracted services	-	-	1,000	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>847,200</b>	<b>1,683,100</b>	<b>1,616,900</b>	<b>1,713,400</b>	-	-	<b>1,713,400</b>	<b>30,300</b>	<b>1.8%</b>
<b>Recoveries</b>									
From homelessness programs	(25,100)	(96,500)	(88,900)	(278,400)	-	-	<b>(278,400)</b>	(181,900)	188.5%
From housing programs	-	-	-	(28,400)	-	-	<b>(28,400)</b>	(28,400)	n/a
<b>Total Expenditures Less Revenues and Recoveries</b>	<b>822,100</b>	<b>1,586,600</b>	<b>1,528,000</b>	<b>1,406,600</b>	-	-	<b>1,406,600</b>	<b>(180,000)</b>	<b>-11.3%</b>
<b>Allocation</b>									
Direct-owned community housing building operations	(65,800)	(85,000)	(82,500)	(95,300)	-	-	<b>(95,300)</b>	(10,300)	12.1%
Ontario Works	(608,400)	(931,800)	(882,400)	(734,000)	-	-	<b>(734,000)</b>	197,800	-21.2%
Addiction Services Initiative	(16,400)	-	-	-	-	-	-	-	n/a
Child care and Early Years	(16,400)	(353,600)	(348,000)	(311,700)	-	-	<b>(311,700)</b>	41,900	-11.8%
Housing Programs	(115,100)	(216,200)	(215,100)	(265,600)	-	-	<b>(265,600)</b>	(49,400)	22.8%
<b>Unallocated</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Ontario Works Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Financial Assistance	26,034,900	26,170,200	26,025,600	<b>26,117,100</b>	(53,100)	-0.2%
Program Delivery Funding	11,375,800	10,922,400	11,005,900	<b>10,640,200</b>	(282,200)	-2.6%
Addiction Services Initiative	713,600	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>38,124,300</b>	<b>37,092,600</b>	<b>37,031,500</b>	<b>36,757,300</b>	<b>(335,300)</b>	<b>-0.9%</b>
<b>Grants</b>						
Provincial Grants - OW	(33,794,100)	(33,013,100)	(33,105,200)	<b>(32,921,600)</b>	91,500	-0.3%
<b>Financing</b>						
From Levy Stabilization Reserve Fund	(24,600)	-	-	-	-	n/a
Imputed Rent Adjustment	(61,500)	(77,400)	(77,400)	<b>(125,700)</b>	(48,300)	62.4%
<b>Cost to be Levied</b>	<b>4,244,100</b>	<b>4,002,100</b>	<b>3,848,900</b>	<b>3,710,000</b>	<b>(292,100)</b>	<b>-7.3%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	<b>153,200</b>		

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
OW Financial Assistance Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Basic allowance	14,046,300	14,339,200	13,624,400	<b>14,310,100</b>	(29,100)	-0.2%
Shelter	12,058,200	12,114,800	11,450,400	<b>12,090,200</b>	(24,600)	-0.2%
Start-up benefits	173,500	141,900	89,200	<b>141,600</b>	(300)	-0.2%
Health-related benefits	347,000	354,700	369,300	<b>354,000</b>	(700)	-0.2%
Mandatory special necessities	485,900	496,600	516,200	<b>495,600</b>	(1,000)	-0.2%
Special assistance	1,075,800	922,300	1,910,600	<b>920,400</b>	(1,900)	-0.2%
Transitional child benefit	69,400	70,900	51,400	<b>70,800</b>	(100)	-0.1%
<b>Total Expenditures</b>	<b>28,256,100</b>	<b>28,440,400</b>	<b>28,011,500</b>	<b>28,382,700</b>	<b>(57,700)</b>	<b>-0.2%</b>
<b>Client Revenue and Recovery</b>						
Income revenue	(1,214,700)	(1,206,000)	(903,600)	<b>(1,203,600)</b>	2,400	-0.2%
OW recovery	(520,600)	(674,000)	(710,000)	<b>(672,600)</b>	1,400	-0.2%
Repayments and reimbursements	(485,900)	(390,200)	(372,300)	<b>(389,400)</b>	800	-0.2%
<b>Total Client Revenue &amp; Recovery</b>	<b>(2,221,200)</b>	<b>(2,270,200)</b>	<b>(1,985,900)</b>	<b>(2,265,600)</b>	<b>4,600</b>	<b>-0.2%</b>
<b>Gross Cost For Cost Sharing</b>	<b>26,034,900</b>	<b>26,170,200</b>	<b>26,025,600</b>	<b>26,117,100</b>	<b>(53,100)</b>	<b>-0.2%</b>
<b>Grants</b>						
Provincial grants - OW	(26,034,900)	(26,170,200)	(26,025,600)	(26,117,100)	53,100	-0.2%
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Ontario Works Program Delivery Funding Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	4,733,400	3,978,000	3,865,300	4,054,500	(183,700)	-	<b>3,870,800</b>	(107,200)	-2.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	508,100	724,800	1,082,300	738,100	-	-	<b>738,100</b>	13,300	1.8%
Contracted services	10,000	10,000	65,200	10,000	-	-	<b>10,000</b>	-	0.0%
Rents and financial expenses	89,400	118,200	113,300	118,200	-	-	<b>118,200</b>	-	0.0%
External transfers	1,246,300	1,278,400	1,211,200	1,266,000	-	-	<b>1,266,000</b>	(12,400)	-1.0%
Internal administrative expense	4,126,100	3,989,300	3,834,100	3,870,000	(54,800)	-	<b>3,815,200</b>	(174,100)	-4.4%
Imputed rent recovery	964,500	938,200	938,200	938,700	-	-	<b>938,700</b>	500	0.1%
<b>Total Expenditures</b>	<b>11,677,800</b>	<b>11,036,900</b>	<b>11,109,600</b>	<b>10,995,500</b>	<b>(238,500)</b>	-	<b>10,757,000</b>	<b>(279,900)</b>	<b>-2.5%</b>
<b>Recoveries</b>									
From homelessness programs	(288,700)	(114,500)	(103,700)	(116,800)	-	-	<b>(116,800)</b>	(2,300)	2.0%
From child care programs	(13,300)	-	-	-	-	-	-	-	n/a
<b>Total Expenditures Less Recoveries</b>	<b>11,375,800</b>	<b>10,922,400</b>	<b>11,005,900</b>	<b>10,878,700</b>	<b>(238,500)</b>	-	<b>10,640,200</b>	<b>(282,200)</b>	<b>-2.6%</b>
<b>Grants</b>									
Provincial grants - OW	(7,045,600)	(6,842,900)	(7,079,600)	(6,923,800)	119,300	-	<b>(6,804,500)</b>	38,400	-0.6%
<b>Financing</b>									
From Levy Stabilization Reserve Fund	(24,600)	-	-	-	-	-	-	-	n/a
Imputed rent adjustment	(61,500)	(77,400)	(77,400)	(125,700)	-	-	<b>(125,700)</b>	(48,300)	62.4%
<b>Cost to be Levied</b>	<b>4,244,100</b>	<b>4,002,100</b>	<b>3,848,900</b>	<b>3,829,200</b>	<b>(119,200)</b>	-	<b>3,710,000</b>	<b>(292,100)</b>	<b>-7.3%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	<b>153,200</b>					

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Addiction Services Initiative Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021				2020 to 2021	
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	226,000	-	-	-	-	-	-	-	n/a
Materials and services	252,800	-	-	-	-	-	-	-	n/a
External transfers - persons	157,300	-	-	-	-	-	-	-	n/a
Internal administrative expense	50,700	-	-	-	-	-	-	-	n/a
Imputed rent recovery	26,800	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>713,600</b>	-	-	-	-	-	-	-	<b>n/a</b>
<b>Grants</b>									
Provincial grants - OW	(713,600)	-	-	-	-	-	-	-	n/a
<b>Financing</b>									
Imputed rent adjustment	-	-	-	-	-	-	-	-	n/a
<b>Cost to be Levied</b>	-	-	-	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.



**The District of Thunder Bay Social Services Administration Board**  
**Child Care and Early Years Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Child Care Programs	13,359,900	13,606,900	12,755,900	<b>13,635,500</b>	28,600	0.2%
EarlyON	3,613,200	3,505,300	2,796,300	<b>3,505,300</b>	-	0.0%
Administration	1,152,600	865,300	830,800	<b>923,200</b>	57,900	6.7%
<b>Total Expenditures</b>	<b>18,125,700</b>	<b>17,977,500</b>	<b>16,383,000</b>	<b>18,064,000</b>	<b>86,500</b>	<b>0.5%</b>
<b>Grants</b>						
Provincial Grants - Child Care	(16,272,900)	(16,230,700)	(12,237,400)	<b>(16,199,500)</b>	31,200	-0.2%
Federal Grants - Child Care	(104,600)	-	(2,408,800)	-	-	n/a
<b>Financing</b>						
Imputed Rent Adjustment	(4,900)	(5,600)	(5,600)	<b>(11,100)</b>	(5,500)	98.2%
<b>Cost to be Levied</b>	<b>1,743,300</b>	<b>1,741,200</b>	<b>1,731,200</b>	<b>1,853,400</b>	<b>112,200</b>	<b>6.4%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>			
			<b>10,000</b>			

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Child Care Program Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Fee subsidy	4,700,000	4,500,000	2,619,300	<b>4,500,000</b>	-	0.0%
Special needs resourcing	1,590,600	1,590,600	1,582,300	<b>1,590,600</b>	-	0.0%
General operating	4,932,500	5,488,100	5,109,500	<b>5,521,200</b>	33,100	0.6%
Occupancy incentive	300,000	300,000	173,100	<b>300,000</b>	-	0.0%
Wage enhancement	1,113,200	1,225,200	702,300	<b>1,225,200</b>	-	0.0%
Early Learning Child Care (ELCC)	102,200	-	788,800	-	-	n/a
Other	621,400	503,000	260,600	<b>498,500</b>	(4,500)	-0.9%
Safe restart	-	-	1,520,000	-	-	n/a
<b>Total Expenditures</b>	<b>13,359,900</b>	<b>13,606,900</b>	<b>12,755,900</b>	<b>13,635,500</b>	<b>28,600</b>	<b>0.2%</b>
<b>Grants</b>						
Provincial grants - child care	(11,480,000)	(11,829,200)	(8,669,400)	<b>(11,857,800)</b>	(28,600)	0.2%
Provincial grants - child care (mitigation)	(374,800)	(374,800)	(374,800)	<b>(374,800)</b>	-	0.0%
Federal grants - child care	(102,200)	-	(2,308,800)	-	-	n/a
<b>Total Financing</b>	<b>(11,957,000)</b>	<b>(12,204,000)</b>	<b>(11,353,000)</b>	<b>(12,232,600)</b>	<b>(28,600)</b>	<b>0.2%</b>
<b>Cost to be Levied</b>	<b>1,402,900</b>	<b>1,402,900</b>	<b>1,402,900</b>	<b>1,402,900</b>	-	<b>0.0%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	-		

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

## The District of Thunder Bay Social Services Administration Board EarlyON Budget Summary

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Ontario early years centres	1,987,800	1,945,000	1,224,000	<b>1,939,400</b>	(5,600)	-0.3%
Early child development planning	57,400	57,400	4,300	<b>57,400</b>	-	0.0%
Data analysis services	92,700	92,700	92,700	<b>98,300</b>	5,600	6.0%
Early Years Officer	-	-	-	<b>89,600</b>	89,600	n/a
Internal administrative expense	237,500	232,800	232,900	<b>143,200</b>	(89,600)	-38.5%
Indigenous-Led Child and Family Programs	1,237,800	1,177,400	1,142,400	<b>1,177,400</b>	-	0.0%
Safe restart	-	-	100,000	-	-	n/a
<b>Total Expenditures</b>	<b>3,613,200</b>	<b>3,505,300</b>	<b>2,796,300</b>	<b>3,505,300</b>	-	<b>0.0%</b>
<b>Grants</b>						
Provincial grants - child care (EarlyON)	(3,613,200)	(3,505,300)	(2,696,300)	<b>(3,505,300)</b>	-	0.0%
Federal grants - safe restart	-	-	(100,000)	-	-	n/a
<b>Total Financing</b>	<b>(3,613,200)</b>	<b>(3,505,300)</b>	<b>(2,796,300)</b>	<b>(3,505,300)</b>	-	<b>0.0%</b>
<b>Cost to be Levied</b>	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Child Care Administration Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	720,400	404,100	407,400	422,900	-	-	<b>422,900</b>	18,800	4.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	49,900	49,100	39,000	41,900	-	-	<b>41,900</b>	(7,200)	-14.7%
Contracted services	1,000	1,000	1,000	1,000	-	-	<b>1,000</b>	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	-
Internal administrative expense	538,400	718,800	691,100	726,700	(3,100)	-	<b>723,600</b>	4,800	0.7%
Imputed rent recovery	80,400	68,000	68,000	82,800	-	-	<b>82,800</b>	14,800	21.8%
<b>Total Expenditures</b>	<b>1,390,100</b>	<b>1,241,000</b>	<b>1,206,500</b>	<b>1,275,300</b>	<b>(3,100)</b>	-	<b>1,272,200</b>	<b>31,200</b>	<b>2.5%</b>
<b>Recoveries</b>									
From EarlyON	(237,500)	(194,400)	(194,400)	(74,500)	-	-	<b>(74,500)</b>	119,900	-61.7%
From EarlyON (Early Years Officer)	-	-	-	(89,600)	-	-	<b>(89,600)</b>	(89,600)	n/a
From capacity building (Child Care Program Officers)	-	(181,300)	(181,300)	(184,900)	-	-	<b>(184,900)</b>	(3,600)	2.0%
<b>Total Expenditures Less Recoveries</b>	<b>1,152,600</b>	<b>865,300</b>	<b>830,800</b>	<b>926,300</b>	<b>(3,100)</b>	-	<b>923,200</b>	<b>57,900</b>	<b>6.7%</b>
<b>Grants</b>									
Provincial grants - child care	(804,900)	(521,400)	(496,900)	(463,200)	1,600	-	<b>(461,600)</b>	59,800	-11.5%
Federal grants - child care (ELCC)	(2,400)	-	-	-	-	-	-	-	n/a
<b>Financing</b>									
Imputed rent adjustment	(4,900)	(5,600)	(5,600)	(11,100)	-	-	<b>(11,100)</b>	(5,500)	98.2%
<b>Cost to be Levied</b>	<b>340,400</b>	<b>338,300</b>	<b>328,300</b>	<b>452,000</b>	<b>(1,500)</b>	-	<b>450,500</b>	<b>112,200</b>	<b>33.2%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	<b>10,000</b>					

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Housing and Homelessness Program Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Community Housing	18,177,800	16,850,300	17,277,000	<b>16,627,400</b>	(222,900)	-1.3%
Homelessness Prevention	4,638,400	4,976,700	6,131,700	<b>6,712,200</b>	1,735,500	34.9%
Administration	2,574,200	2,246,400	2,336,500	<b>2,436,100</b>	189,700	8.4%
<b>Total Expenditures</b>	<b>25,390,400</b>	<b>24,073,400</b>	<b>25,745,200</b>	<b>25,775,700</b>	<b>1,702,300</b>	<b>7.1%</b>
<b>Revenue</b>						
Other revenue	(45,000)	(9,700)	(89,200)	<b>(60,000)</b>	(50,300)	518.6%
<b>Grants</b>						
Provincial Grants - Housing	(3,056,400)	(1,493,300)	(2,011,400)	<b>(1,331,000)</b>	162,300	-10.9%
Provincial Grants - Homelessness	(4,638,400)	(4,976,700)	(6,131,700)	<b>(6,712,200)</b>	(1,735,500)	34.9%
Federal Grants - Housing	(1,582,800)	(1,734,600)	(1,876,800)	<b>(2,380,300)</b>	(645,700)	37.2%
Federal Block Funding	(5,851,600)	(5,554,600)	(5,554,600)	<b>(4,919,600)</b>	635,000	-11.4%
<b>Financing</b>						
From Capital Regeneration Reserve Fund	(50,000)	(250,000)	(250,000)	-	250,000	-100.0%
From Levy Stabilization Reserve Fund	(176,700)	-	-	-	-	n/a
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	<b>(10,000)</b>	-	0.0%
Imputed Rent Adjustment	(15,500)	(16,900)	(16,900)	<b>(27,800)</b>	(10,900)	64.5%
<b>Allocation</b>						
Direct-owned community housing building operations	-	-	-	-	-	n/a
<b>Cost to be Levied</b>	<b>9,964,000</b>	<b>10,027,600</b>	<b>9,804,600</b>	<b>10,334,800</b>	<b>307,200</b>	<b>3.1%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>		<b>223,000</b>	

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Housing Programs Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Provincial Reformed (with market component)	4,056,900	4,022,500	3,895,966	<b>3,896,500</b>	(126,000)	-3.1%
Provincial Reformed (100% RGI)	2,214,500	2,187,500	2,144,334	<b>2,080,500</b>	(107,000)	-4.9%
Urban Native housing program	2,082,600	1,856,500	1,743,800	<b>1,417,900</b>	(438,600)	-23.6%
Private landlord rent supplement	3,236,700	3,203,400	3,227,500	<b>3,309,800</b>	106,400	3.3%
Non-profit rent supplement	1,749,000	1,772,800	1,806,700	<b>1,812,700</b>	39,900	2.3%
Strong Communities rent supplement	437,200	437,200	416,600	<b>437,200</b>	-	0.0%
Portable Housing Benefit	198,900	329,700	320,500	<b>398,700</b>	69,000	20.9%
Investment in Affordable Housing	3,165,600	841,900	1,303,000	<b>305,800</b>	(536,100)	-63.7%
Ontario Priorities Housing Initiative	-	1,520,200	1,493,300	<b>1,481,800</b>	(38,400)	-2.5%
Canada-Ontario Community Housing Initiative	-	678,600	603,700	<b>1,486,500</b>	807,900	119.1%
Social Housing Apartment Improvement Program	1,036,400	-	321,600	-	-	n/a
<b>Total Expenditures</b>	<b>18,177,800</b>	<b>16,850,300</b>	<b>17,277,000</b>	<b>16,627,400</b>	<b>(222,900)</b>	<b>-1.3%</b>
<b>Grants</b>						
Provincial grants - housing	(3,056,400)	(1,493,300)	(2,011,400)	<b>(1,331,000)</b>	162,300	-10.9%
Federal grants - housing	(1,582,800)	(1,734,600)	(1,876,800)	<b>(2,380,300)</b>	(645,700)	37.2%
Federal Block Funding	(5,851,600)	(5,554,600)	(5,554,600)	<b>(4,919,600)</b>	635,000	-11.4%
<b>Financing</b>						
From Capital Regeneration Reserve Fund	-	(250,000)	(250,000)	-	250,000	-100.0%
From Levy Stabilization Reserve Fund	(161,900)	-	-	-	-	0.0%
<b>Total Financing</b>	<b>(10,652,700)</b>	<b>(9,032,500)</b>	<b>(9,692,800)</b>	<b>(8,630,900)</b>	<b>401,600</b>	<b>-4.4%</b>
<b>Cost to be Levied</b>	<b>7,525,100</b>	<b>7,817,800</b>	<b>7,584,200</b>	<b>7,996,500</b>	<b>178,700</b>	<b>2.3%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	<b>233,600</b>		

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Homelessness Prevention Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Community Homelessness Prevention Initiative	3,263,300	3,606,600	4,737,500	<b>5,319,400</b>	1,712,800	47.5%
Home for Good	1,375,100	1,370,100	1,394,200	<b>1,392,800</b>	22,700	1.7%
<b>Total Expenditures</b>	<b>4,638,400</b>	<b>4,976,700</b>	<b>6,131,700</b>	<b>6,712,200</b>	<b>1,735,500</b>	<b>34.9%</b>
<b>Grants</b>						
Provincial grants - homelessness	(4,638,400)	(4,976,700)	(6,131,700)	<b>(6,712,200)</b>	(1,735,500)	34.9%
<b>Cost to be Levied</b>	-	-	-	-	-	n/a

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Housing Programs Administration Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	2,214,300	1,759,300	1,790,300	1,845,400	-	-	<b>1,845,400</b>	86,100	4.9%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	240,500	229,600	214,800	202,700	-	-	<b>202,700</b>	(26,900)	-11.7%
Contracted services	90,000	24,000	34,000	24,000	-	-	<b>24,000</b>	-	0.0%
Rents and financial expenses	10,800	10,800	10,800	9,600	-	-	<b>9,600</b>	(1,200)	-11.1%
External transfers	45,000	11,100	90,600	61,400	-	-	<b>61,400</b>	50,300	453.2%
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	537,200	709,400	679,200	752,000	(3,900)	-	<b>748,100</b>	38,700	5.5%
Imputed rent recovery	268,000	204,000	204,000	207,100	-	-	<b>207,100</b>	3,100	1.5%
<b>Total Expenditures</b>	<b>3,405,800</b>	<b>2,948,200</b>	<b>3,023,700</b>	<b>3,102,200</b>	<b>(3,900)</b>	-	<b>3,098,300</b>	<b>150,100</b>	<b>5.1%</b>
<b>Recoveries</b>									
From housing and homelessness programs	(694,700)	(581,200)	(566,600)	(539,200)	-	-	<b>(539,200)</b>	42,000	-7.2%
From Ontario Works	(120,000)	(120,600)	(120,600)	(123,000)	-	-	<b>(123,000)</b>	(2,400)	2.0%
To building operating	(16,900)	-	-	-	-	-	-	-	n/a
<b>Total Expenditures Less Recoveries</b>	<b>2,574,200</b>	<b>2,246,400</b>	<b>2,336,500</b>	<b>2,440,000</b>	<b>(3,900)</b>	-	<b>2,436,100</b>	<b>189,700</b>	<b>8.4%</b>
<b>Revenue</b>									
Other revenue (Housing Partnering Strategy)	(45,000)	(9,700)	(89,200)	(60,000)	-	-	<b>(60,000)</b>	(50,300)	518.6%
<b>Financing</b>									
From Capital Regeneration Reserve Fund	(50,000)	-	-	-	-	-	-	-	n/a
From Levy Stabilization Reserve Fund	(14,800)	-	-	-	-	-	-	-	n/a
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	(10,000)	-	-	<b>(10,000)</b>	-	0.0%
Imputed rent adjustment	(15,500)	(16,900)	(16,900)	(27,800)	-	-	<b>(27,800)</b>	-	64.5%
<b>Allocation</b>									
Direct-owned community housing building operations	-	-	-	-	-	-	-	-	n/a
<b>Cost to be Levied</b>	<b>2,438,900</b>	<b>2,209,800</b>	<b>2,220,400</b>	<b>2,342,200</b>	<b>(3,900)</b>	-	<b>2,338,300</b>	<b>139,400</b>	<b>5.8%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	<b>(10,600)</b>					

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.





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

**2021 Direct-Owned Community Housing  
Building Operations Budget Summary**

**The District of Thunder Bay Social Services Administration Board  
Direct-Owned Community Housing Building Operations Budget Summary**

Description	2019 Budget (\$)	2020 Base (\$)	2020 Est Actuals (\$)	2021			2020 to 2021		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>									
Personnel services	-	-	-	-	-	-	-	-	n/a
Interest on long-term debt	356,500	288,700	291,100	241,100	-	-	<b>241,100</b>	(47,600)	-16.5%
Materials	13,266,300	13,457,400	13,184,500	13,232,800	-	-	<b>13,232,800</b>	(224,600)	-1.7%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses (net of tenant recoveries)	58,400	58,400	110,700	58,400	-	-	<b>58,400</b>	-	0.0%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	2,368,600	2,427,200	2,426,200	2,409,900	-	-	<b>2,409,900</b>	(17,300)	-0.7%
Internal administrative expense	3,060,400	3,651,100	3,580,900	3,891,300	(95,600)	83,900	<b>3,879,600</b>	228,500	6.3%
Imputed rent recovery	-	149,600	149,600	151,800	-	-	<b>151,800</b>	2,200	1.5%
<b>Total Expenditures</b>	<b>19,110,200</b>	<b>20,032,400</b>	<b>19,743,000</b>	<b>19,985,300</b>	<b>(95,600)</b>	<b>83,900</b>	<b>19,973,600</b>	<b>(58,800)</b>	<b>-0.3%</b>
<b>Recoveries</b>									
From rent supplement program	(1,132,500)	(1,088,600)	(1,120,000)	(1,122,700)	-	-	<b>(1,122,700)</b>	(34,100)	3.1%
<b>Total Expenditures Less Recoveries</b>	<b>17,977,700</b>	<b>18,943,800</b>	<b>18,623,000</b>	<b>18,862,600</b>	<b>(95,600)</b>	<b>83,900</b>	<b>18,850,900</b>	<b>(92,900)</b>	<b>-0.5%</b>
<b>Revenue</b>									
RGI rent	(10,132,600)	(10,044,500)	(10,000,000)	(9,984,000)	-	-	<b>(9,984,000)</b>	60,500	-0.6%
Market rent	(876,000)	(904,000)	(859,000)	(888,000)	-	-	<b>(888,000)</b>	16,000	-1.8%
Commercial rent	(48,500)	(39,400)	(48,700)	(53,900)	-	-	<b>(53,900)</b>	(14,500)	36.8%
Miscellaneous tenant revenue	(190,300)	(169,500)	(170,500)	(164,900)	-	-	<b>(164,900)</b>	4,600	-2.7%
Revenue-generating projects	(117,700)	(117,700)	(106,300)	(117,700)	-	-	<b>(117,700)</b>	-	0.0%
<b>Grants</b>									
Federal Block Funding	(2,313,500)	(3,006,700)	(3,006,700)	(2,918,000)	-	-	<b>(2,918,000)</b>	88,700	-3.0%
<b>Financing</b>									
To Housing Porfolio Capital Reserve Fund	2,206,000	2,267,000	2,497,200	2,267,000	-	-	<b>2,267,000</b>	-	0.0%
From Levy Stabilization Reserve Fund	-	-	-	-	-	-	-	-	n/a
Imputed rent adjustment	-	(12,400)	(12,400)	(20,300)	-	-	<b>(20,300)</b>	(7,900)	63.7%
<b>Cost to be Levied</b>	<b>6,505,100</b>	<b>6,916,600</b>	<b>6,916,600</b>	<b>6,982,800</b>	<b>(95,600)</b>	<b>83,900</b>	<b>6,971,100</b>	<b>54,500</b>	<b>0.8%</b>
			<i>Estimated 2020 Operating Levy Surplus/(Deficit)</i>	-					

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board  
Community Social Reinvestment Program Budget Summary**

Description	2019 Budget (\$)	2020 Budget (\$)	2020 Est Actuals (\$)	2021 Budget (\$)	2020 to 2021	
					Change (\$)	Change (%)
<b>Expenditures</b>						
Extraordinary needs	63,100	-	-	-	-	n/a
Employment related expenses	27,800	-	-	-	-	n/a
Reduce child poverty - nutrition	362,900	-	-	-	-	n/a
Reduce child poverty - recreation	108,500	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>562,300</b>	-	-	-	-	<b>n/a</b>
<b>Financing</b>						
From Levy Stabilization Reserve Fund	(562,300)	-	-	-	-	n/a
<b>Cost to be Levied</b>	-	-	-	-	-	<b>n/a</b>

\*Note, 2019 Budget has been restated to align with 2020 organization restructuring.

**The District of Thunder Bay Social Services Administration Board**  
**Estimated Levy Calculation for Proposed 2021 Budget**  
(Based on 2020 Weighted Assessment)

Municipality	2020 Weighted Assessment		Proposed Annual Distribution (\$)
	(\$)	(%)	
Conmee	70,781,505	0.3538%	80,558
Dorion	50,225,071	0.2510%	57,151
Gillies	40,501,572	0.2024%	46,085
Greenstone	686,754,387	3.4327%	781,602
Manitouwadge	53,154,814	0.2657%	60,498
Marathon	158,151,147	0.7905%	179,991
Neebing	346,489,391	1.7319%	394,342
Nipigon	99,656,535	0.4981%	113,414
O'Connor	75,598,875	0.3779%	86,045
Oliver Paipooonge	845,415,933	4.2258%	962,185
Red Rock	39,108,852	0.1955%	44,514
Schreiber	46,379,404	0.2318%	52,779
Shuniah	799,051,587	3.9941%	909,429
Terrace Bay	122,019,289	0.6099%	138,870
Thunder Bay	14,280,272,808	71.3800%	16,252,726
Territory without municipal organization (TWOMO) (1)	2,292,461,941	11.4589%	2,609,111
<b>Total</b>	<b>20,006,023,111</b>	<b>100.0000%</b>	<b>22,769,300</b>

<b>(1) TWOMO levy billed as follows:</b>	
Ministry of Children, Community & Social Services	423,269
Ministry of Education	211,451
Ministry of Municipal Affairs & Housing	1,974,391
<b>Total TWOMO</b>	<b>2,609,111</b>

**The District of Thunder Bay Social Services Administration Board**  
**Comparison of Estimated Levy for Proposed 2021 Budget with 2020 Budget**  
(Based on 2020 Weighted Assessment)

Municipality	2020 Weighted Assessment		Distribution of 2020 Budget Levy (\$)	Distribution of Proposed 2021 Budget Levy (\$)	Increase/ (Decrease) (\$)	Increase/ (Decrease) (%)
	(\$)	(%)				
Conmee	70,781,505	0.3538%	79,649	80,558	909	1.1%
Dorion	50,225,071	0.2510%	56,506	57,151	645	1.1%
Gillies	40,501,572	0.2024%	45,565	46,085	520	1.1%
Greenstone	686,754,387	3.4327%	772,787	781,602	8,815	1.1%
Manitouwadge	53,154,814	0.2657%	59,816	60,498	682	1.1%
Marathon	158,151,147	0.7905%	177,961	179,991	2,030	1.1%
Neebing	346,489,391	1.7319%	389,894	394,342	4,448	1.1%
Nipigon	99,656,535	0.4981%	112,135	113,414	1,279	1.1%
O'Connor	75,598,875	0.3779%	85,075	86,045	970	1.1%
Oliver Paipoonge	845,415,933	4.2258%	951,333	962,185	10,852	1.1%
Red Rock	39,108,852	0.1955%	44,012	44,514	502	1.1%
Schreiber	46,379,404	0.2318%	52,184	52,779	595	1.1%
Shuniah	799,051,587	3.9941%	899,172	909,429	10,257	1.1%
Terrace Bay	122,019,289	0.6099%	137,304	138,870	1,566	1.1%
Thunder Bay	14,280,272,808	71.3800%	16,069,422	16,252,726	183,304	1.1%
TWOMO	2,292,461,941	11.4589%	2,579,685	2,609,111	29,426	1.1%
<b>Total</b>	<b>20,006,023,111</b>	<b>100.0000%</b>	<b>22,512,500</b>	<b>22,769,300</b>	<b>256,800</b>	<b>1.1%</b>

**The District of Thunder Bay Social Services Administration Board**  
**Estimated Distribution by Program of Proposed 2021 Budget Levy**

(Based on 2020 Weighted Assessment)

Municipality	2020 Weighted Assessment		Ontario Works (\$)	Child Care Programs (\$)	Community Housing (\$)	Interest Revenue (\$)	Total (\$)
	(\$)	(%)					
Conmee	70,781,505	0.3538%	13,127	6,557	61,228	(354)	80,558
Dorion	50,225,071	0.2510%	9,312	4,652	43,438	(251)	57,151
Gillies	40,501,572	0.2024%	7,509	3,751	35,027	(202)	46,085
Greenstone	686,754,387	3.4327%	127,353	63,622	594,060	(3,433)	781,602
Manitouwadge	53,154,814	0.2657%	9,857	4,925	45,982	(266)	60,498
Marathon	158,151,147	0.7905%	29,328	14,651	136,803	(791)	179,991
Neebing	346,489,391	1.7319%	64,253	32,099	299,721	(1,731)	394,342
Nipigon	99,656,535	0.4981%	18,480	9,232	86,200	(498)	113,414
O'Connor	75,598,875	0.3779%	14,020	7,004	65,399	(378)	86,045
Oliver Paipoonge	845,415,933	4.2258%	156,777	78,321	731,313	(4,226)	962,185
Red Rock	39,108,852	0.1955%	7,253	3,623	33,833	(195)	44,514
Schreiber	46,379,404	0.2318%	8,600	4,296	40,115	(232)	52,779
Shuniah	799,051,587	3.9941%	148,181	74,027	691,215	(3,994)	909,429
Terrace Bay	122,019,289	0.6099%	22,627	11,304	105,549	(610)	138,870
Thunder Bay	14,280,272,808	71.3800%	2,648,198	1,322,957	12,352,951	(71,380)	16,252,726
TWOMO	2,292,461,941	11.4589%	425,125	212,379	1,983,066	(11,459)	2,609,111
<b>Total</b>	<b>20,006,023,111</b>	<b>100.0000%</b>	<b>3,710,000</b>	<b>1,853,400</b>	<b>17,305,900</b>	<b>(100,000)</b>	<b>22,769,300</b>

**The District of Thunder Bay Social Services Administration Board  
2021 Capital Budget Project Summary**

Attachment #5  
Report No. 2020-51

	<b>Project Name</b>	<b>Location</b>	<b>Project Type</b>	<b>Project Category</b>	<b>Project Description</b>
1	Ruskin/Hall	Thunder Bay	Windows repairs and maintenance	Green	Replacement of 108 exterior windows at twenty-two (22) Ruskin Hall units
2	Ruskin/Hall	Thunder Bay	Sitework	Demand	Replacement of one (1) asphalt-surfaced driveway at 709 Hall Place
3	Ruskin/Hall	Thunder Bay	Accessibility modifications	Demand	Relacement of two (2) wood-construction accessible entrance ramps at 715 & 722 Ruskin Crescent
4	Ruskin/Hall	Thunder Bay	Interior upgrade	Planned	Phased replacement of kitchen cabinetry millwork in eight (8) units
5	Isabella /Ridgeway/ McGregor	Thunder Bay	Roofing repairs and maintenance	Planned	Replacement of two (2) shingled roofing systems at 2137 Isabella and 2125 McGregor
6	Isabella /Ridgeway/ McGregor	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of twenty-three (23) gas-fired furnaces for all units
7	Rupert-Ray-Hill	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of twenty-eight (28) gas-fired furnaces for all units
8	Matthews Court	Thunder Bay	Doors repairs and maintenance	Demand	Replacement of two (2) main entrance doors
9	Matthews Court	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of one (1) east-stairwell exterior door
10	Matthews Court	Thunder Bay	Elevator repairs and maintenance	Demand	Replacement of elevator ropes and pulleys for its two (2) elevators
11	Manion Court	Thunder Bay	Sitework	Demand	Addition of wood privacy fence along south-east property corner
12	Manion Court	Thunder Bay	Mechanical repairs and maintenance	Demand	Replacement of one (1) garbage carousel
13	Manion Court	Thunder Bay	Equipment - appliances	Demand	Replacement of one-hundred and two (102) apartment refrigerators
14	Manion Court	Thunder Bay	Exterior upgrade	Demand	Installation of bird netting for one hundred and two (102) apartment balconies
15	North James	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of door hardware on twelve (12) exterior entrance doors
16	Academy-Trillium	Thunder Bay	Sitework	Demand	Repair of concrete paver walkways and landscaping along front of all fifty-one (51) townhome units
17	Academy-Trillium	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of forty-three (43) gas-fired furnaces for select townhome units
18	Academy-Trillium	Thunder Bay	Exterior upgrade	Planned	Phased replacement of exterior vinyl siding on two (2) select townhome blocks
19	Wardrope Court	Thunder Bay	Sitework	Demand	Replacement of four (4) sections of exterior handrails along walkways and parking areas
20	Wardrope Court	Thunder Bay	Sitework	Planned	Replacement of one (1) precast concrete block retaining wall along north-east property corner
21	Wardrope Court	Thunder Bay	Life safety repairs and maintenance	Demand	Fire alarm system upgrades to the wiring of pull stations and apartment mini-horns

**The District of Thunder Bay Social Services Administration Board  
2021 Capital Budget Project Summary**

Attachment #5  
Report No. 2020-51

	<b>Project Name</b>	<b>Location</b>	<b>Project Type</b>	<b>Project Category</b>	<b>Project Description</b>
22	Fisher Court	Geraldton	Building security	Demand	Install seven (7) security cameras and one (1) monitoring station to suit indoor and outdoor locations
23	Elizabeth Court	Thunder Bay	Electrical repairs and maintenance	Green	Replacement of interior common area light fixtures throughout corridors, lobby areas and stairwells
24	Nipigon Houses	Nipigon	Mechanical repairs and maintenance	Green	Replacement of six (6) gas-fired furnaces
25	Nipigon Houses	Nipigon	Interior upgrade	Planned	Replacement of kitchen cabinetry millwork and interior wall paneling for all nine (9) units
26	Assef Court	Thunder Bay	Elevator repairs and maintenance	Demand	Replacement of elevator ropes and pulleys
27	Assef Court	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of two (2) gas-fired domestic water heaters and two (2) domestic water storage tanks
28	Assef Court	Thunder Bay	Interior upgrade	Planned	Replacement of acoustic ceiling tiles throughout all common areas
29	Mclvor Court	Thunder Bay	Doors repairs and maintenance	Demand	Replacement of nine (9) main floor apartment unit patio doors
30	Mclvor Court	Thunder Bay	Electrical repairs and maintenance	Green	Replacement of interior light fixtures throughout all units
31	Mclvor Court	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of two (2) gas-fired domestic water heaters and two (2) domestic water storage tanks
32	Mclvor Court	Thunder Bay	Building security	Demand	Install eight (8) security cameras to existing camera security infrastructure
33	Longlac	Longlac	Roofing repairs and maintenance	Planned	Replacement of shingled roofing systems for two (2) blocks of row housing
34	Longlac	Longlac	Exterior upgrade	Planned	Repair of exterior brickwork throughout two (2) row housing blocks
35	John-Clarkson-Windsor	Thunder Bay	Roofing repairs and maintenance	Planned	Replacement of eleven (11) shingled roofing systems
36	John-Clarkson-Windsor	Thunder Bay	Sitework	Planned	Replacement of one (1) asphalt surfaced driveway
37	John-Clarkson-Windsor	Thunder Bay	Sitework	Planned	Replacement of chain-link fencing and re-grading of backyards
38	John-Clarkson-Windsor	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of twenty-five (25) gas-fired furnaces for all units
39	Limbrick	Thunder Bay	Roofing repairs and maintenance	Demand	Repair of downspouts and eavestrough in select areas
40	Limbrick	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of hollow wood interior doors for select units
41	Limbrick	Thunder Bay	Sitework	Planned	Repair of exterior interlocking brick walkways through lift & level
42	Limbrick	Thunder Bay	Exterior upgrade	Planned	Repair of exterior stucco walls for three (3) housing blocks including parging repairs and painting



**The District of Thunder Bay Social Services Administration Board  
2021 Capital Budget Project Summary**

Attachment #5  
Report No. 2020-51

	<b>Project Name</b>	<b>Location</b>	<b>Project Type</b>	<b>Project Category</b>	<b>Project Description</b>
43	John-Windsor	Thunder Bay	Sitework	Planned	Repair of exterior interlocking stone walkways through lift & level
44	John-Windsor	Thunder Bay	Mechanical repairs and maintenance	Planned	Replacement of standard bathroom exhaust fans with humidity sensing fans for all units
45	John-Windsor	Thunder Bay	Interior upgrade	Planned	Replacement of kitchen cabinetry millwork for eight (8) select townhome units
46	Legion Houses	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of twelve (12) gas-fired furnaces for all units
47	Badanai Court	Thunder Bay	Sitework	Demand	Replacement of three (3) parking lot catch basins and infrastructure; and damaged parking lot posts and receptacles
48	Sjolander Court	Nipigon	Equipment - appliances	Planned	Replacement of eleven (11) refrigerators for select units
49	Neill Court	Geraldton	Building security	Demand	Install ten (10) security cameras and one (1) monitoring station to suit indoor and outdoor locations
50	Spence Court	Thunder Bay	Painting	Demand	Partial replacement of common area paint coverings for apartment doors and frames including installation of door kickplates for select apartments
51	Collingwood Court	Schreiber	Equipment - appliances	Planned	Replacement of twelve (12) refrigerators for units
52	Collingwood Court	Schreiber	Building security	Demand	Install twelve (12) security cameras and one (1) monitoring station to suit indoor and outdoor locations
53	Clark Towers	Thunder Bay	Doors repairs and maintenance	Planned	Partial replacement of an estimated ten (10) solid wood interior apartment doors
54	Clark Towers	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of three (3) exterior entrance doors
55	Clark Towers	Thunder Bay	Elevator repairs and maintenance	Demand	Replacement of elevator ropes and pulleys
56	Seppala Court	Thunder Bay	Building security	Demand	Install seven (7) security cameras and one (1) monitoring station to suit indoor and outdoor locations
57	Ross Court	Thunder Bay	Windows repairs and maintenance	Demand	Replacement of sealant on all exterior windows and doors
58	Ross Court	Thunder Bay	Accessibility modifications	Demand	Extension of existing interlocking stone walkway
59	Cumberland Court	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of two (2) main entrance doors
60	The Habitat	Thunder Bay	Accessibility modifications	Planned	Replacement of two (2) main entrance doors
61	The Habitat	Thunder Bay	Life safety repairs and maintenance	Planned	Replacement of fire alarm panel, common area smoke and heat detectors and unit heat detectors

**The District of Thunder Bay Social Services Administration Board  
2021 Capital Budget Project Summary**

Attachment #5  
Report No. 2020-51

	<b>Project Name</b>	<b>Location</b>	<b>Project Type</b>	<b>Project Category</b>	<b>Project Description</b>
62	Gore-Neebing	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of all apartment entrance door hardware
63	Gore-Neebing	Thunder Bay	Painting	Planned	Replacement of paint coverings for all common areas
64	Gore-Neebing	Thunder Bay	Painting	Planned	Replacement of exterior hardboard siding paint coverings
65	Gore-Neebing	Thunder Bay	Building security	Demand	Install twenty-four (24) security cameras and two (2) monitoring stations to suit indoor and outdoor locations
66	Frederica	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of all exterior entrance door hardware
67	Frederica	Thunder Bay	Building security	Demand	Install thirty-six (36) security cameras including internet connection to suit indoor and outdoor locations
68	Lendrum Court	Thunder Bay	Doors repairs and maintenance	Planned	Replacement of apartment, common area and exterior entrance door hardware
69	Lendrum Court	Thunder Bay	Elevator repairs and maintenance	Demand	Replacement of elevator cylinder
70	North Vickers	Thunder Bay	Interior upgrade	Planned	Replacement of kitchen cabinetry millwork for all twelve (12) units
71	North Vickers	Thunder Bay	Building security	Demand	Install twelve (12) security cameras and one (1) monitoring station to suit indoor and outdoor locations
72	Jasper Place	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of one (1) make-up air (MUA) system
73	Jasper Place	Thunder Bay	Painting	Demand	Replacement of paint coverings throughout common areas
74	Picton-Tamarack 1	Thunder Bay	Sitework	Planned	Replacement of one (1) asphalt surfaced driveway
75	Picton-Tamarack 1	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of thirty-five (35) gas-fired furnaces at all units
76	Picton 2	Thunder Bay	Mechanical repairs and maintenance	Green	Replacement of fourteen (14) furnaces at select units
77	Scattered Duplexes	Thunder Bay	Sitework	Planned	Replacement of four (4) asphalt surfaced driveway
78	Diversified	Thunder Bay	Interior upgrade	Planned	Replacement of kitchen cabinetry millwork for two (2) select units
79	Wade	Nipigon	Interior upgrade	Planned	Replacement of kitchen cabinetry millwork for all ten (10) units
80	Wadsworth	Nipigon	Windows repairs and maintenance	Green	Replacement of approximately fifteen (15) exterior windows
81	Wadsworth	Nipigon	Doors repairs and maintenance	Planned	Replacement of two (2) main entrance doors
82	Wadsworth	Nipigon	Electrical repairs and maintenance	Green	Replacement of pole and wall mounted exterior lighting

**The District of Thunder Bay Social Services Administration Board  
2021 Capital Budget Project Summary**

Attachment #5  
Report No. 2020-51

	<b>Project Name</b>	<b>Location</b>	<b>Project Type</b>	<b>Project Category</b>	<b>Project Description</b>
83	McLaughlin Court	Thunder Bay	Painting	Demand	Replacement of paint coverings throughout common area corridors and stairwells
84	McLaughlin Court	Thunder Bay	Interior upgrade	Planned	Partial replacement of kitchen cabinetry millwork for six (6) select units
85	McLaughlin Court	Thunder Bay	Interior upgrade	Planned	Replacement of carpet flooring throughout common area corridors and stairwells
86	McLaughlin Court	Thunder Bay	Building security	Demand	Install eight (8) security cameras and one (1) monitoring station to suit indoor and outdoor locations
87	Paterson Court	Thunder Bay	Doors repairs and maintenance	Demand	Replacement of all apartment entrance door hardware
88	Paterson Court	Thunder Bay	Interior upgrade	Demand	Replacement of interior window coverings throughout corridors and common rooms
89	Blucher	Thunder Bay	Sitework	Demand	Repair of exterior concrete steps and eavestrough/downspouts for select units
90	Blucher	Thunder Bay	Sitework	Planned	Replacement of five (5) asphalt-surfaced driveways
91	Andras Court	Thunder Bay	Flooring repairs and maintenance	Planned	Partial replacement of common area carpet flooring
92	Andras Court	Thunder Bay	Interior upgrade	Demand	Replacement of paint coverings throughout four (4) stairwells
93	Sequoia Park	Thunder Bay	Sitework	Demand	Phased replacement of three (3) asphalt-surfaced driveways
94	Sequoia Park	Thunder Bay	Sitework	Demand	Repair of precast concrete front walkways and levelling of precast entrance stairs for nine (9) units
95	8-Plex Pearl	Thunder Bay	Sitework	Demand	Installation of two (2) asphalt surfaced pedestrian walkways
96	HQ Office	Thunder Bay	Windows repairs and maintenance	Planned	Replacement of door and window sealant throughout exterior of HQ
97	HQ Office	Thunder Bay	Flooring repairs and maintenance	Demand	Partial replacement of carpet tile flooring throughout select common areas
98	HQ Office	Thunder Bay	Exterior upgrade	Demand	Replacement of paint coverings on all exterior steel solar system support racks
99	HQ Office	Thunder Bay	Exterior upgrade	Demand	Repair to exterior hardboard siding
					Insurance Deductibles