

The District of Thunder Bay Social Services Administration Board

2020 Operating and Capital Budget



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

TABLE OF CONTENTS	PAGE NO.
Organization Profile.....	2
Corporate Organizational Structure.....	3
Strategic Plan (2020 to 2023).....	5
The Budget Process.....	6
2020 Operating Budget.....	7
2020 Operating Budget Overview.....	8
2020 Divisional Operating Budgets.....	13
The District of Thunder Bay Social Services Administration Board.....	14
Office of the Chief Administrative Officer.....	15
Corporate Services Division	16
Office Headquarters Building Operations.....	17
Direct-Owned Community Housing Building Operations.....	18
Integrated Social Services Division.....	19
2020 Program Budget Details.....	20
Social Assistance.....	21
Child Care and Early Years Programs.....	25
Housing Programs.....	31
2020 Capital Budget.....	39
2020 Operating Budget Overview.....	40

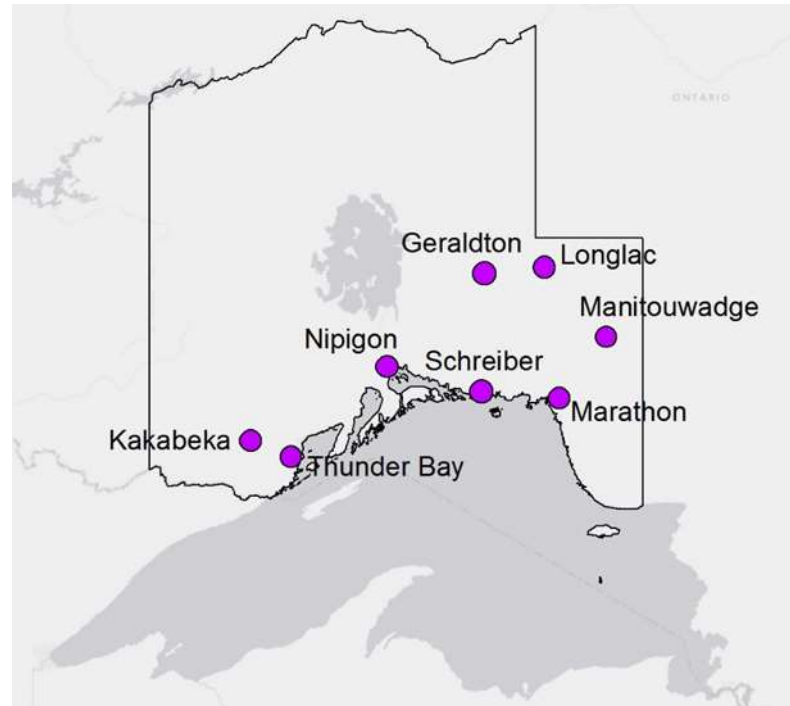
Organization Profile

The District of Thunder Bay Social Services Administration Board (TBDSSAB) administers and delivers provincially-mandated services on behalf of the citizens of the District of Thunder Bay, in an equitable and cost-effective manner. These services include administration and service system management of Child Care and Early Years Programs, Housing and Homelessness Programs, delivery of the Ontario Works (OW) Program, and the direct operation of 2,488 TBDSSAB-owned housing units.

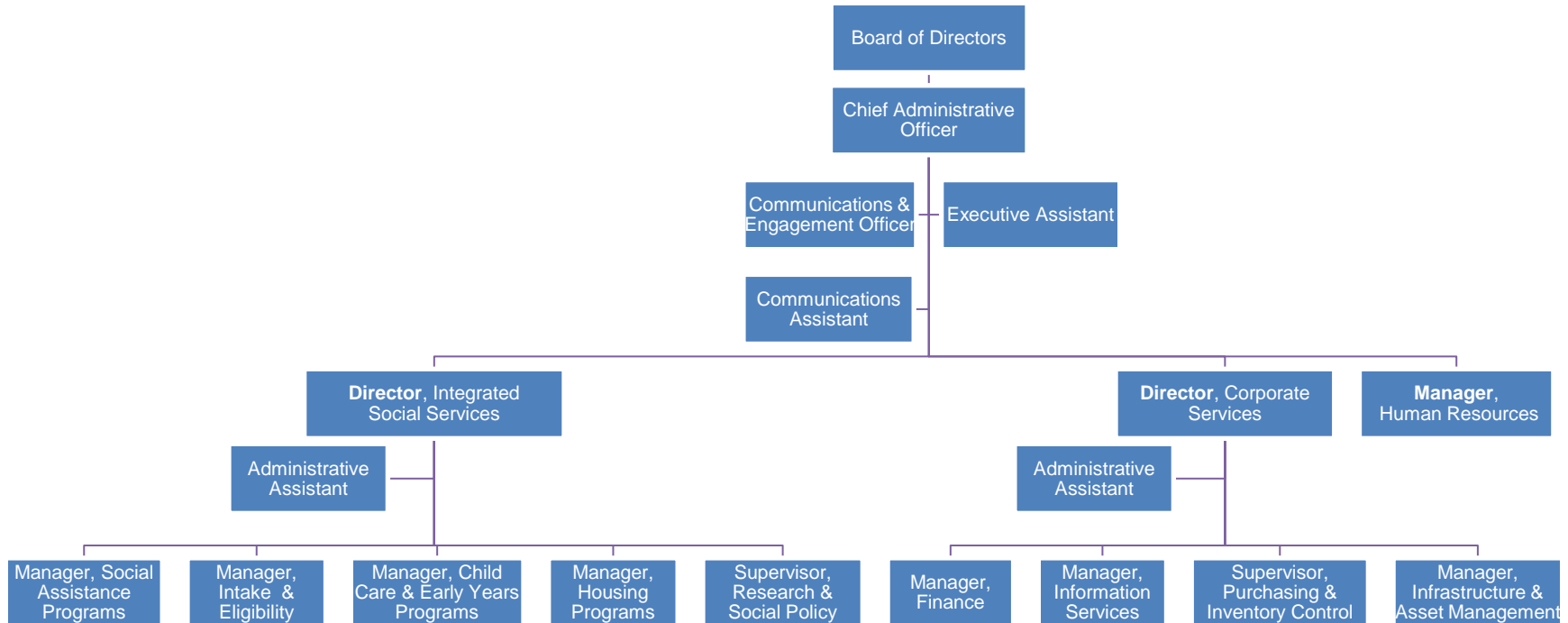
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

- Township of Conmee
- Township of Dorion
- Township of Gillies
- Municipality of Greenstone
- Township of Manitouwadge
- Town of Marathon
- Municipality of Neebing
- Township of Nipigon
- Township of O'Connor
- Municipality of Oliver Paipoonge
- Township of Red Rock
- Township of Schreiber
- Municipality of Shuniah
- Township of Terrace Bay
- City of Thunder Bay
- Territories Without Municipal Organization (TWOMO)

TBDSSAB Office Locations



Corporate Organizational Structure



The Board of Directors is comprised of fourteen members. Thirteen are appointed by their respective municipal councils and one is an elected representative from the TWOMO. These elected officials serve on the Board of Directors from areas defined in the *District Social Services Administration Board Act*:

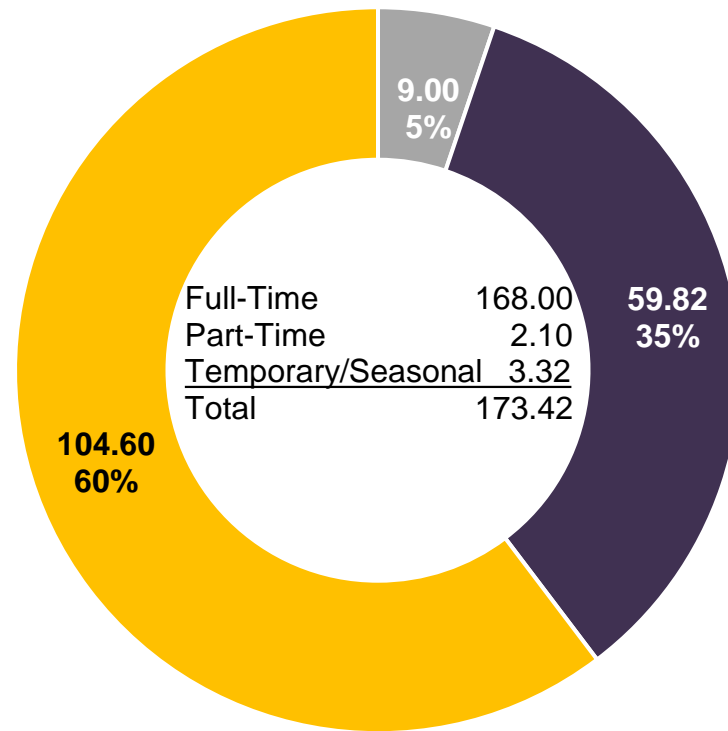
- Area 1: Conmee, Gillies, Neebing, O'Connor, Oliver Paipoonge and Shuniah (3 members)
- Area 2: Dorion, Nipigon, and Red Rock (1 member)
- Area 3: Greenstone (1 member)
- Area 4: Schreiber and Terrace Bay (1 member)

Area 5: Manitouwadge and Marathon (1 member)

Area 6: Thunder Bay (6 members)

Area 7: TWOMO (1 member)

The 2020 TBDSSAB Operating Budget includes a staff complement totalling 173.42 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement by Division.



■ Office of the CAO ■ Corporate Services ■ Integrated Social Services

Strategic Plan (2020 to 2023)

The Strategic Plan for the years 2020 through 2023 was developed, and adopted by the Board of Directors, in 2019. This plan identifies the practical vision, strategic objectives and strategic directions to guide Administration during that period. The plan emphasizes the long range vision of TBDSSAB to be a model of excellence in local solutions. The following diagram illustrates the strategic directions established by the Board of Directors:

Nine Strategies & Three Strategic Directions



The Budget Process

The Board-approved Budget Policy CS-02:83 supports the effective planning, analysis, and allocation of the TBDSSAB's resources, linking broad organizational goals to the annual budget. Administration has developed operational procedures to guide the budget development and ensure TBDSSAB resources are allocated and utilized effectively and efficiently. Through the underlying principles of transparency and accountability, Administration analyzes the costs that are required to implement the mandate, fulfill the Strategic Plan, and maintain effective operations. Each member of the Senior Management Team is responsible for establishing the goals and objectives of their respective divisions and determining the required resources (including staffing) to achieve those goals. They are also accountable for performance within their responsibility centre(s) during the year.

Operating Budget

Administration prepares an operating budget, annually, comprising estimated revenues and operating costs for the forthcoming year. Factors considered in determining the estimates include program and service requirements, client needs, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual municipal levy for that year. The Operating Budget for 2020 totals \$97,990,200.

Capital Budget

Administration identifies the potential future costs of major repairs and replacement of building components related to the TBDSSAB direct-owned housing portfolio. These capital expenditures are financed by the Housing Portfolio Capital Reserve Fund. Administration prepares a capital budget and forecast, annually, for the direct-owned housing portfolio, comprising these estimated capital project expenditures for the forthcoming year. The annual Capital Budget is the first year of a multi-year forecast of capital expenditures. In 2020, the Capital Projects to be financed from the Housing Portfolio Capital Reserve Fund total \$3,573,000.

Reserve Funds

The Board has approved a Reserve and Reserve Fund Policy CS-02:19, and a related Reserve Fund Strategy, which is integral to building financial sustainability. Reserve Funds are established and maintained by TBDSSAB to mitigate financial implications associated with risks of potential known and unknown liabilities. An annual analysis of the Reserve and Reserve Funds is completed and provided to the Board each year, prior to budget deliberations. The Board reviewed and approved the 2020 Reserve Fund Strategy on October 17, 2019. The approved direction has been incorporated into the budget as appropriate.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2020 Operating Budget

2020 Operating Budget Overview

The total 2020 TBDSSAB Operating Budget of \$98.0 million represents a \$2.1 million decrease from the prior year's Budget, of \$100.1 million. This decrease is due primarily to the cancellation of the Addiction Services Initiative (ASI) in 2019, the reduction of the maximum Ontario Works Program Delivery Funding, the discontinuation of the Community Social Reinvestment Program (CSRP), and the winding-down of the Investment in Affordable Housing (IAH) and Social Housing Apartment Improvement Program (SHAIP) programs.

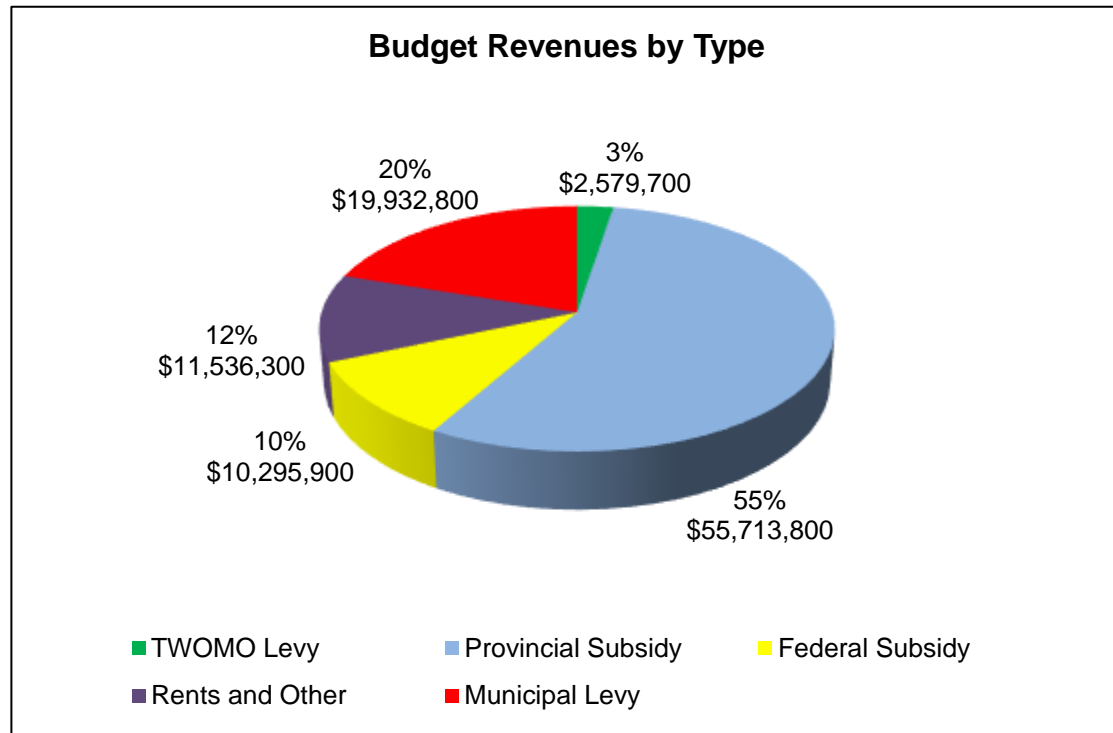
	2019 Budget	2020 Budget
Revenues		
Levy to municipalities and TWOMO	22,281,500	22,512,500
Income on unrestricted funds	175,000	175,000
Income on restricted funds	200,000	200,000
Rents	11,057,100	10,987,900
Provincial grants	57,761,800	55,713,800
Federal grants	9,852,500	10,295,900
Other revenue	376,500	373,400
From (to) reserve funds	(1,654,000)	(2,268,300)
Total Revenues	100,050,400	97,990,200
Expenditures		
Personnel services	14,777,100	14,007,200
Interest on long-term debt	480,500	405,500
Materials	17,390,900	18,036,800
Contracted services	291,000	241,800
Rents and financial expenses	175,300	206,900
External transfers	64,296,000	62,393,800
Repayment of long-term debt	2,639,600	2,698,200
Total Expenditures	100,050,400	97,990,200

In early 2020, TBDSSAB implemented an organization realignment which included, among other things, consolidation of the Client Services and Housing Services Divisions into the Integrated Social Services Division, and moving the Facilities Department into the Corporate Services Division. This Budget presentation reflects these impacts.

Revenues

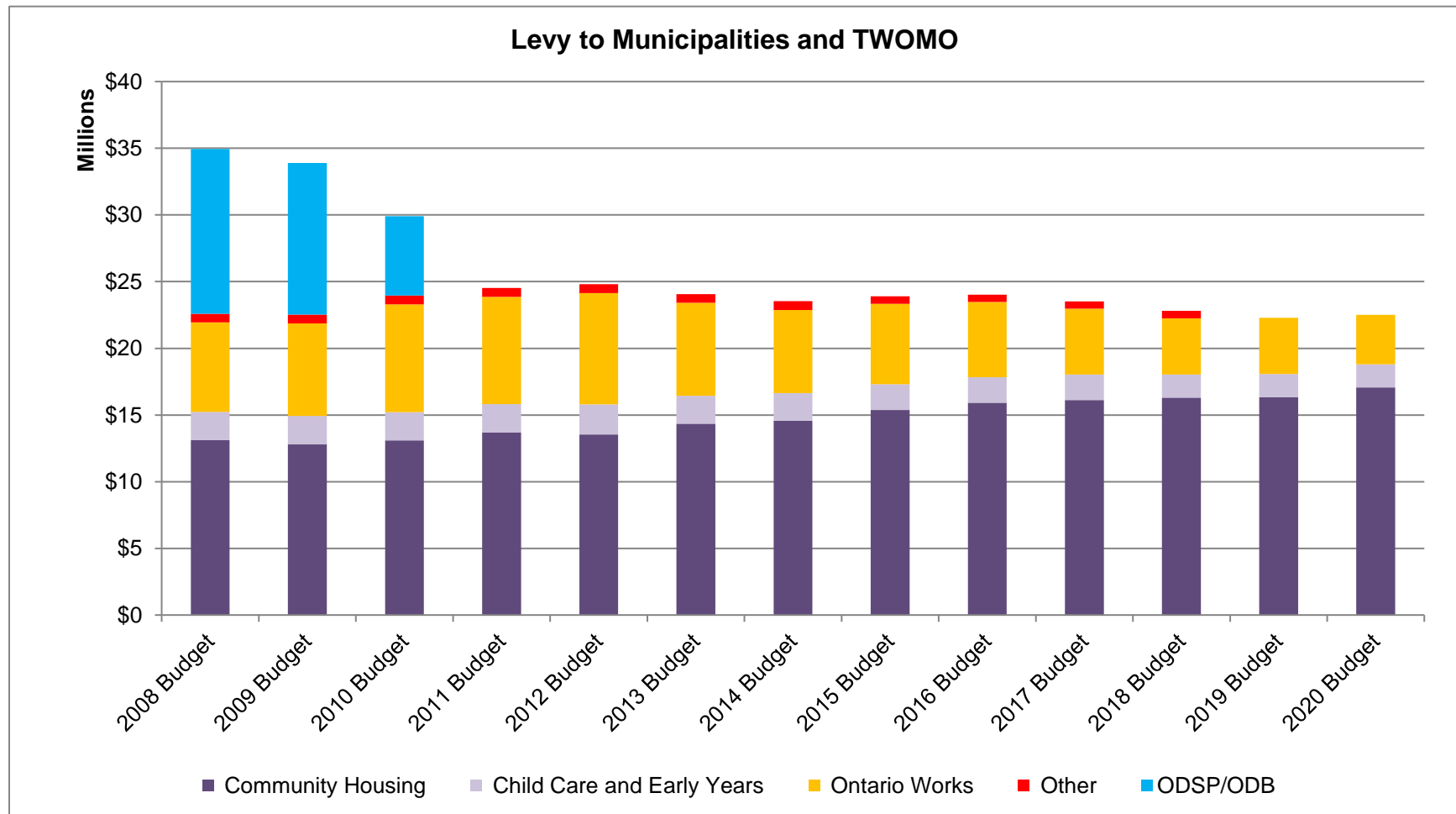
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 3% (\$2.6 million).
- Provincial funding accounts for the single largest category, at 55% (\$55.7 million).
- Federal funding accounts for an additional 10% (\$10.3 million) of funding.
- Tenant rents and other revenues account for 12%, (\$11.5 million).
- The levy to municipalities represent 20% (\$19.9 million) of the revenue.



Overall, 68% of TBDSSAB revenues are from senior levels of government.

Prior to 2011, TBDSSAB was responsible for a portion of the Province’s Ontario Disability Support Program (ODSP) and Ontario Drug Benefit (ODB) Program costs. These costs were included in the annual levy to Municipalities and TWOMO. ODSP and ODB were fully uploaded to the Province in 2011. Effective January 1, 2018, the cost of OW Financial and Employment assistance was also fully uploaded to the Province. The Levy to Municipalities and TWOMO chart provides a breakdown of the levy by program since 2008, when uploading of the ODSP and ODB began.

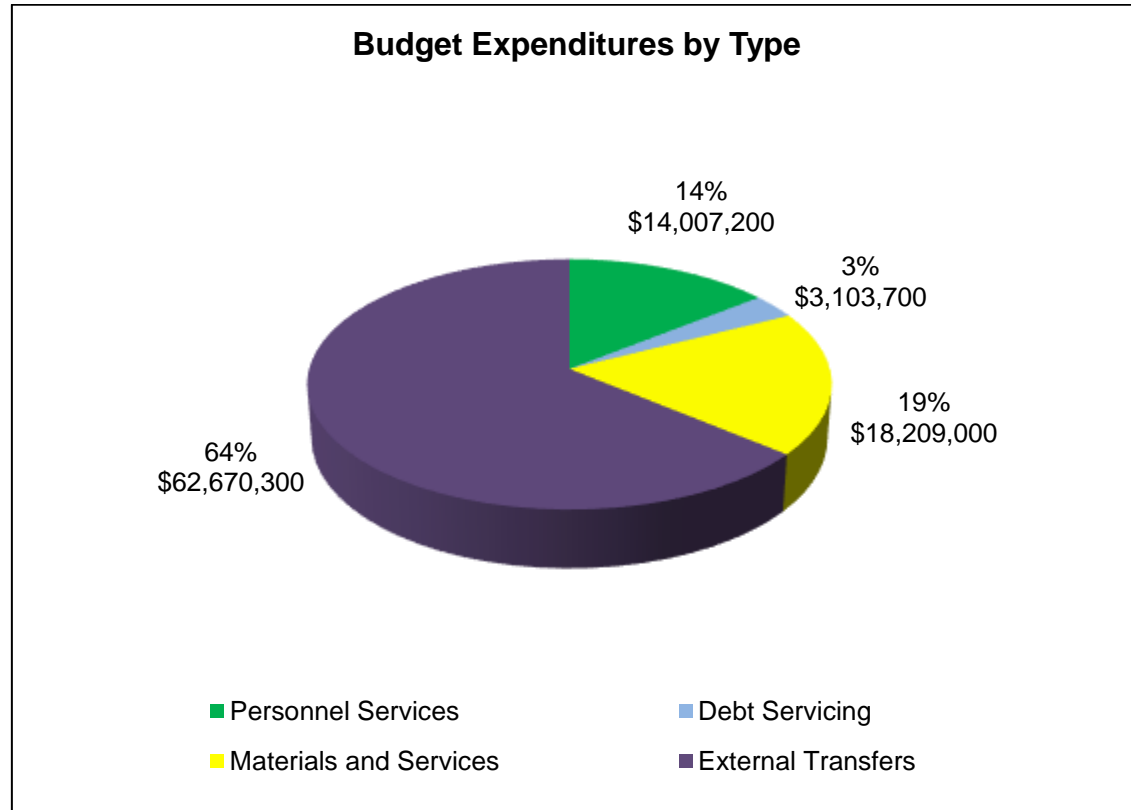


Expenditures

The largest component of the TBDSSAB Budget relates to external transfers to agencies and eligible individuals and families, at \$62.7 million, or 64% of the total. When combined with the materials and services, which include uncontrollable costs related to municipal property taxes (\$5.4 million) and utilities (\$3.8 million) for direct-owned housing properties, these categories account for 83%, or \$80.9 million, of the total budget.

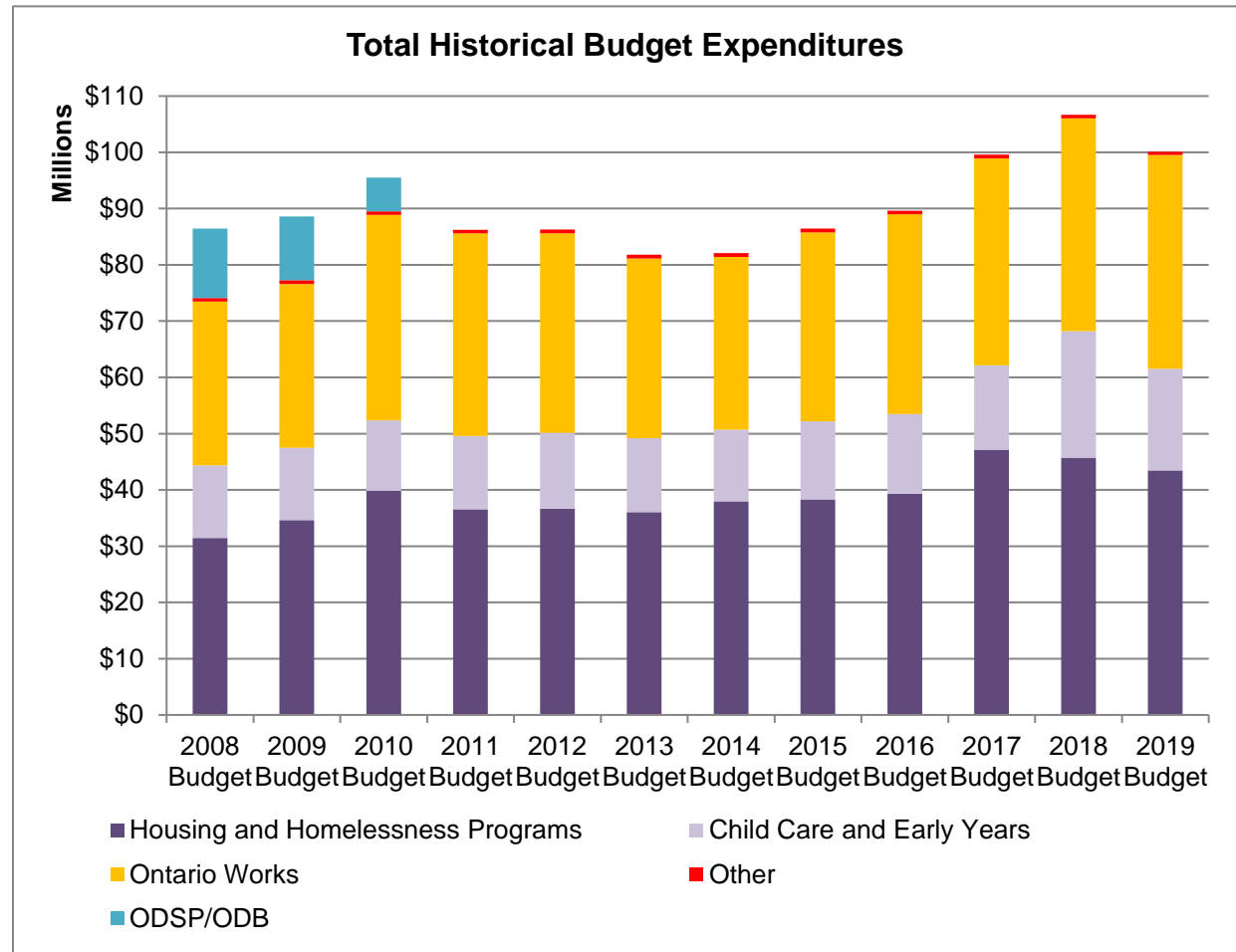
Personnel services accounts for 14%, or \$14.0 million, of the total budget.

The remaining 3%, or \$3.1 million, of the budget is required to service the long-term debt of owned properties.



The Total Historical Budget Expenditures chart identifies the distribution across the three program areas – OW, Child Care and Early Years, Housing and Homelessness Programs, and ODSP and ODB prior to 2011.

This chart provides a breakdown of total expenditures, by program, since 2008, when uploading of the ODSP and ODB began.



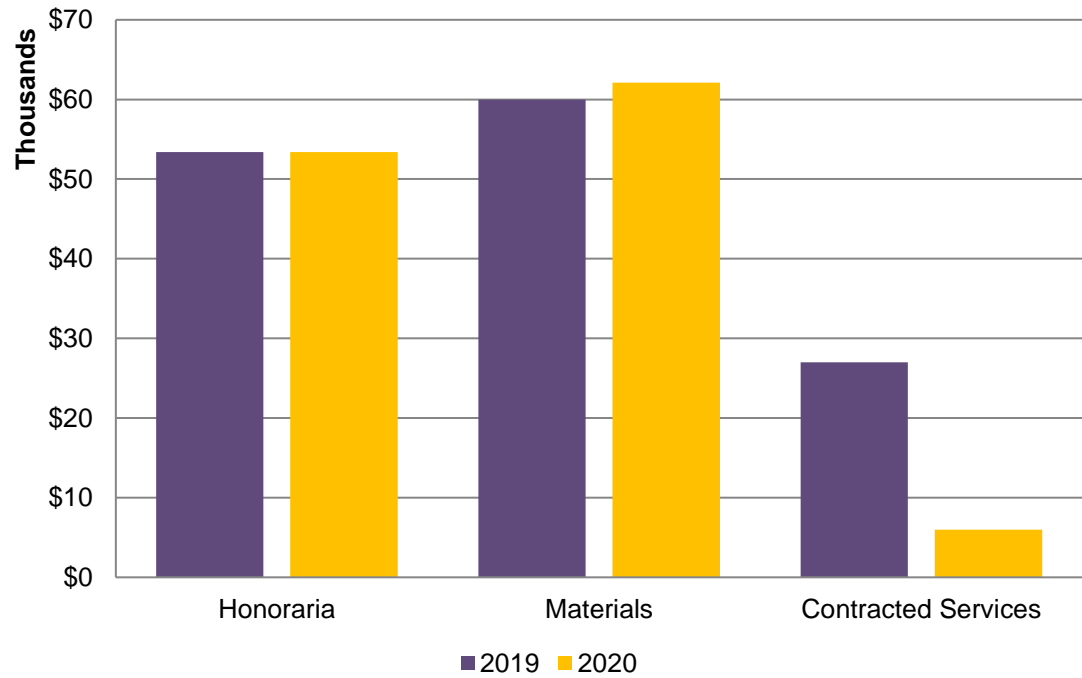


THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2020 Divisional Operating Budgets

The District of Thunder Bay Social Services Administration Board

The Board is responsible for establishing the strategic goals and governing policies for the organization, and to provide direction to the Chief Administrative Officer.



Description	2018 Budget (\$)	2019 Budget (\$)	2020			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
Expenditures						
Personnel services	51,100	53,400	53,400	-	-	53,400
Materials	60,300	60,000	62,100	-	-	62,100
Contracted services	6,000	27,000	6,000	-	-	6,000
Total Expenditures	117,400	140,400	121,500	-	-	121,500

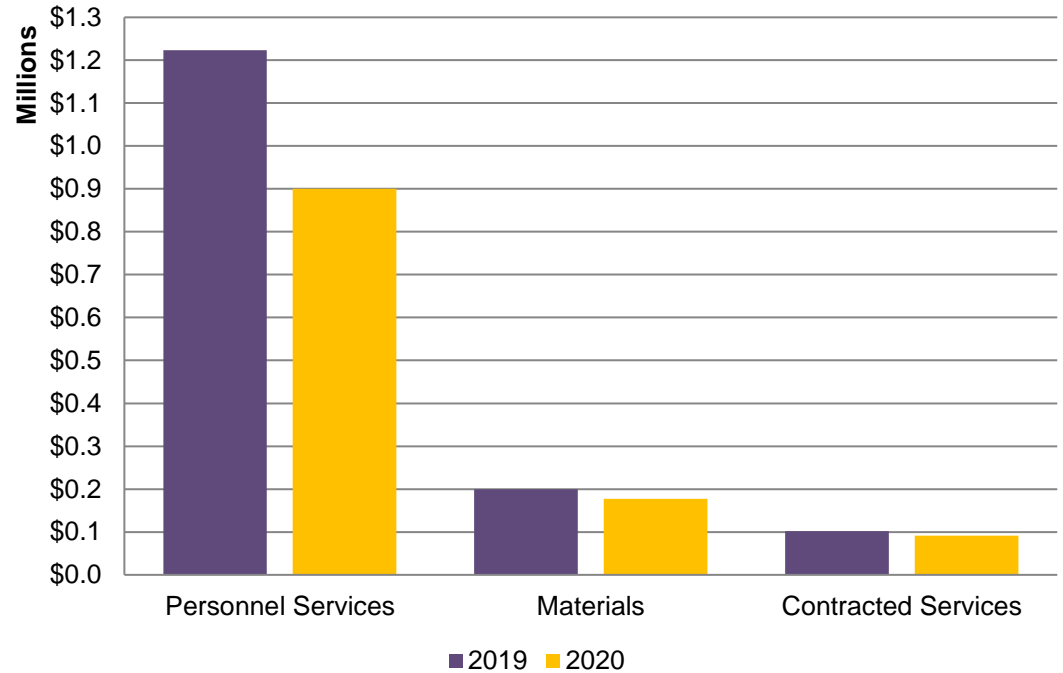
Office of the Chief Administrative Officer

Responsible for the overall operation of the organization and implementation of the Board’s Strategic Direction.

Responsible for the implementation of the communications and engagement plan and for delivery of human resources programs, including employee and labour relations, health and safety, compensation and benefits services for the organization.

Key Divisional Goal

The key objectives for the CAO’s office are to oversee the operation of the organization and to provide relevant, timely information to the Board of Directors to assist them in making evidence-based decisions.



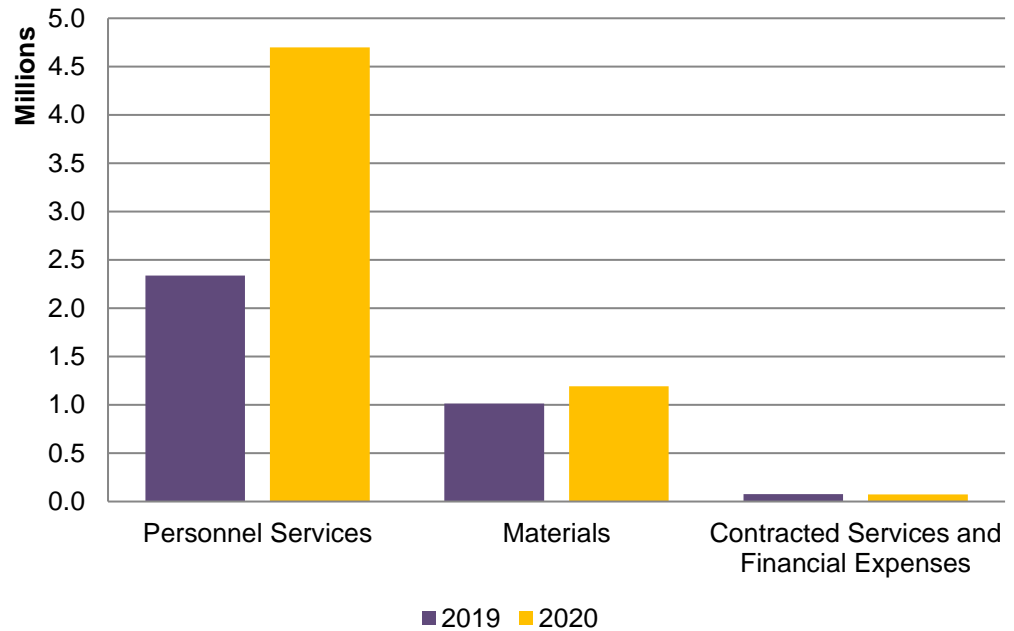
Description	2018 Budget (\$)	2019 Budget (\$)	2020					
			Base (\$)	Reductions (\$)	Expansions (\$)	Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures								
Personnel services	1,185,200	1,223,700	1,102,400	-	96,300	1,198,700	(298,600)	900,100
Materials	199,400	199,300	193,200	-	-	193,200	(15,900)	177,300
Contracted services	122,800	102,100	91,300	-	-	91,300	-	91,300
Total Expenditures	1,507,400	1,525,100	1,386,900	-	96,300	1,483,200	(314,500)	1,168,700

Corporate Services Division

Responsible for the Finance, Information Services, Procurement, and Infrastructure and Asset Management Departments, Corporate Services maximizes the effectiveness of its capacity through a comprehensive administrative infrastructure to support the delivery of services to the community.

Key Divisional Goal

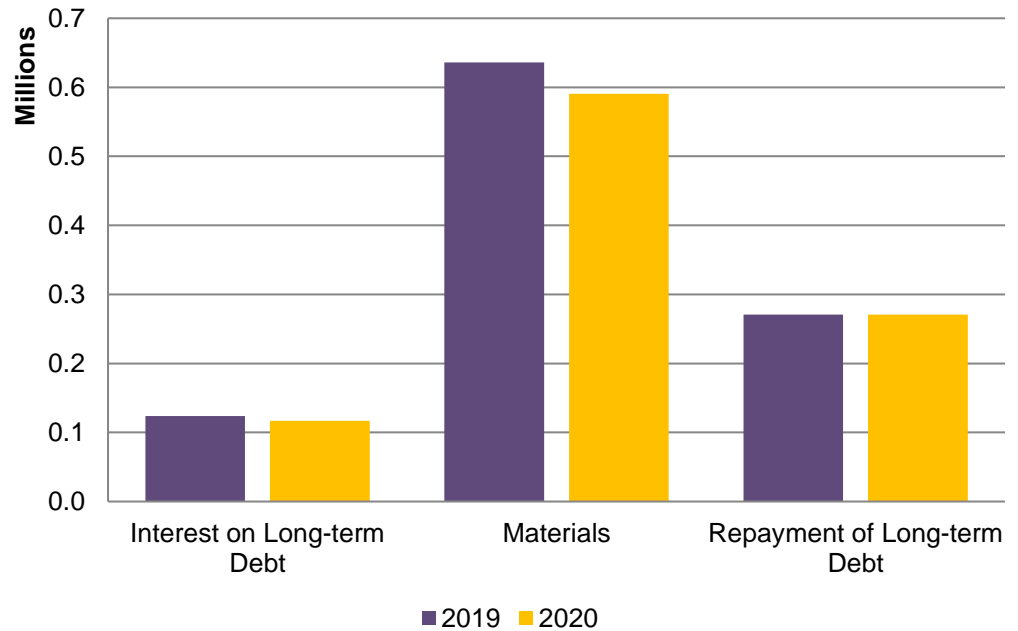
The Key Divisional Goal of Corporate Services is to establish and maintain an effective system of internal controls to safeguard the assets of the organization.



Description	2018 Budget (\$)	2019 Base (\$)	2020					
			Base (\$)	Reductions (\$)	Expansions (\$)	Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures								
Personnel services	2,318,900	2,339,100	2,354,800	(157,800)	-	2,197,000	2,502,000	4,699,000
Materials	1,049,300	1,013,100	1,038,600	-	-	1,038,600	155,400	1,194,000
Contracted services	49,900	60,900	54,500	-	-	54,500	-	54,500
Rents and financial expenses	17,500	16,700	19,500	-	-	19,500	-	19,500
Total Expenditures	3,435,600	3,429,800	3,467,400	(157,800)	-	3,309,600	2,657,400	5,967,000

Office Headquarters Building Operations

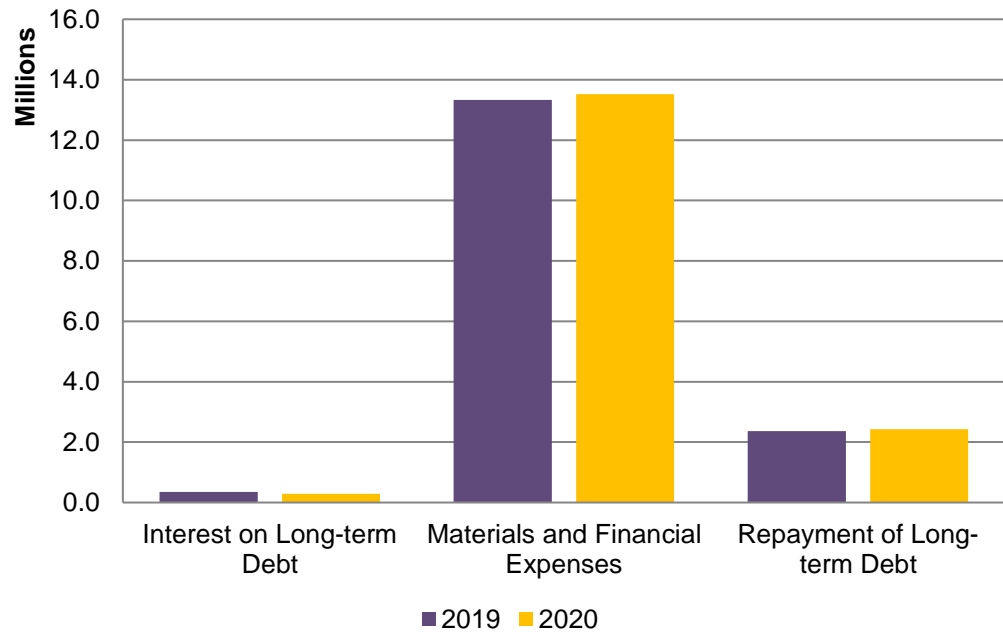
TBDSSAB owns and operates its office Headquarters in the City of Thunder Bay. The budget includes all the expenditures related to the Headquarters building operations and maintenance.



Description	2018 Budget (\$)	2019 Budget (\$)	2020			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
Expenditures						
Interest on long-term debt	131,900	124,000	116,800	-	-	116,800
Materials	608,700	636,200	590,700	-	-	590,700
Repayment of long-term debt	263,000	271,000	271,000	-	-	271,000
Internal administrative expense	155,600	158,500	161,200	-	-	161,200
Total Expenditures	1,159,200	1,189,700	1,139,700	-	-	1,139,700

Direct-Owned Community Housing Building Operations

TBDSSAB owns and operates 2,488 units in 53 community housing projects in the District of Thunder Bay. The 2020 Budget for Direct-Owned Housing includes costs associated with operating and maintaining these housing units.



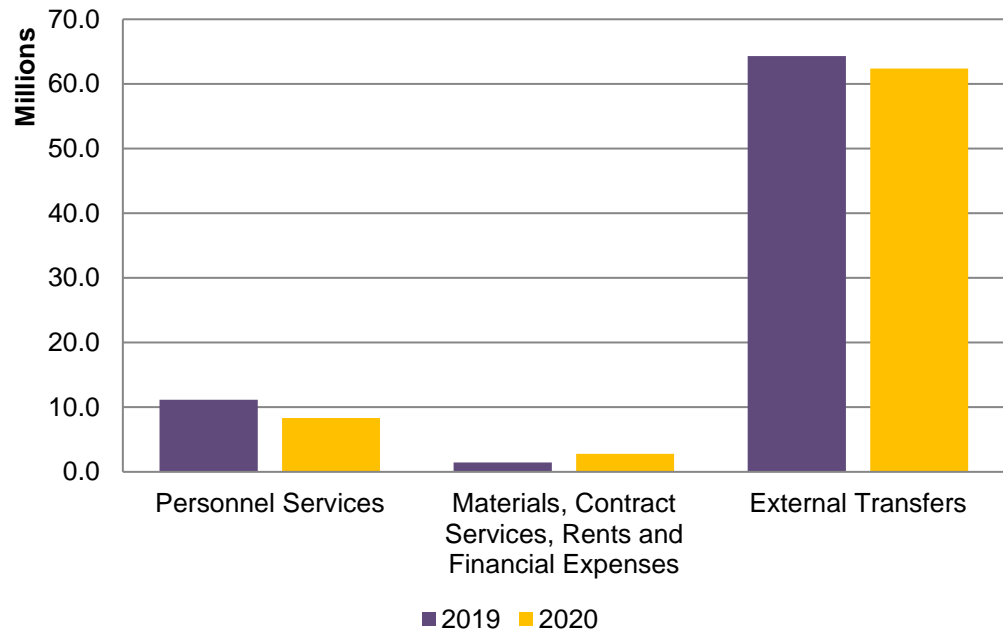
Description	2018 Budget (\$)	2019 Base (\$)	2020					
			Base (\$)	Reductions (\$)	Expansions (\$)	Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures								
Interest on long-term debt	410,400	356,500	288,700	-	-	288,700	-	288,700
Materials	13,034,900	13,266,300	13,457,400	-	-	13,457,400	-	13,457,400
Rents and financial expenses	58,400	58,400	58,400	-	-	58,400	-	58,400
Repayment of long-term debt	2,387,000	2,368,600	2,427,200	-	-	2,427,200	-	2,427,200
Total Expenditures	15,890,700	16,049,800	16,231,700	-	-	16,231,700	-	16,231,700

Integrated Social Services Division

The Integrated Social Services Division focuses on delivery of Ontario Works, Child Care and Early Years Programs, Housing and Homelessness Programs, and a common Integrated Intake Service.

Key Divisional Goal

The Key Divisional Goal is to provide sensitive, responsive and professional client services throughout all Program areas, while recognizing and responding to the unique and individual needs of our diverse clients and communities.



Description	2018 Budget (\$)	2019 Budget (\$)	2020					
			Base (\$)	Reductions (\$)	Expansions (\$)	Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures								
Personnel services	11,213,000	11,160,900	10,859,300	(209,900)	67,400	10,716,800	(2,362,100)	8,354,700
Materials and services	1,241,900	1,231,400	2,694,800	-	-	2,694,800	(139,500)	2,555,300
Contracted services	68,000	101,000	90,000	-	-	90,000	-	90,000
Rents and financial expenses	88,200	100,200	99,000	-	-	99,000	30,000	129,000
External transfers	70,251,800	64,296,000	62,265,100	-	-	62,265,100	128,700	62,393,800
Total Expenditures	82,862,900	76,889,500	76,008,200	(209,900)	67,400	75,865,700	(2,342,900)	73,522,800



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

2020 Program Budget Details

Social Assistance

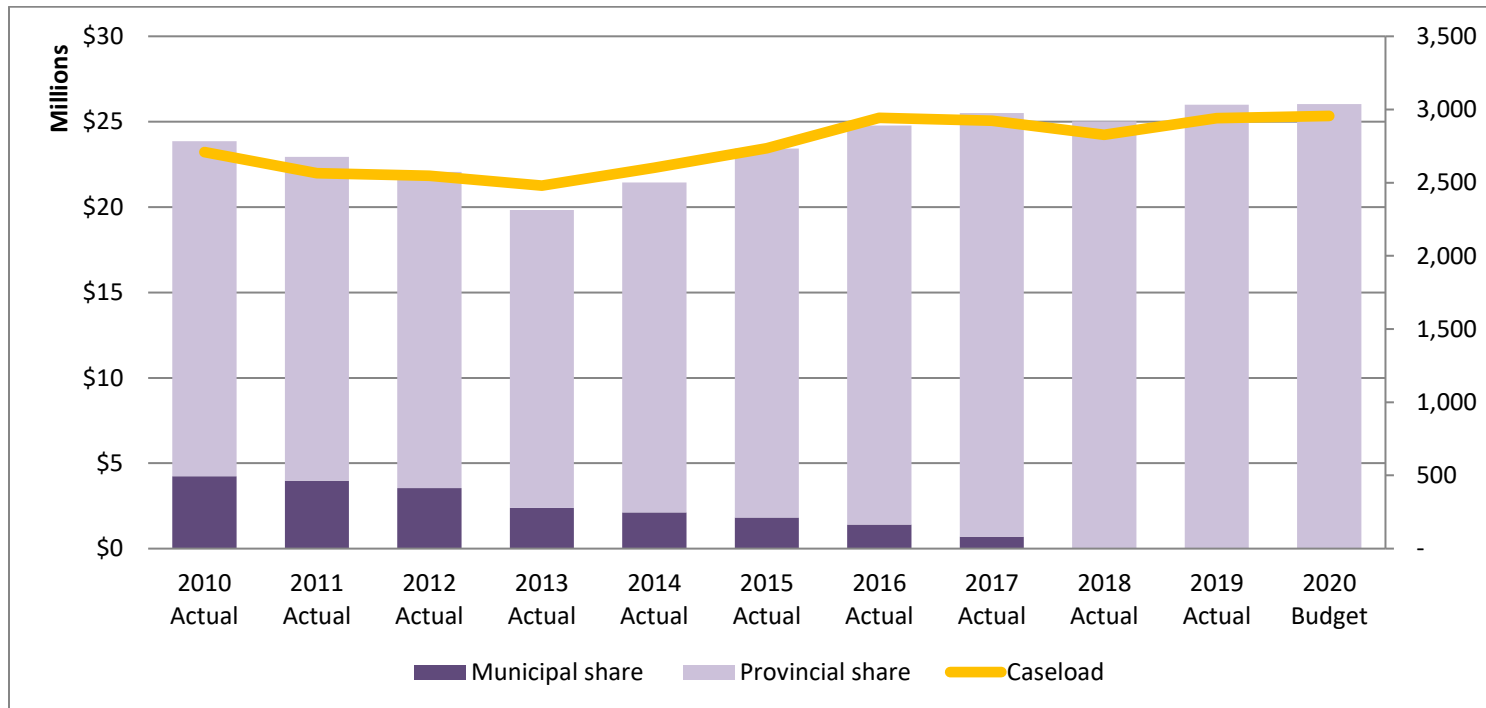
The largest component of the Integrated Social Services Division budget relates to the provision of Ontario Works (OW) programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits to assist eligible recipients reach financial independence through employment.

Description	2018 Budget (\$)	2019 Budget (\$)	2020		
			Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures					
Financial Assistance	25,972,000	26,034,900	26,170,200	-	26,170,200
Program Delivery Funding	11,307,000	11,375,800	10,660,300	262,100	10,922,400
Addiction Services Initiative	713,600	713,600	-	-	-
Total Expenditures	37,992,600	38,124,300	36,830,500	262,100	37,092,600
Grants					
Provincial Grants - OW	(33,696,900)	(33,794,100)	(33,013,100)	-	(33,013,100)
Financing					
From Employment Compensation and Benefits Reserve Fund	(35,000)	-	-	-	-
From Levy Stabilization Reserve Fund	-	(24,600)	-	-	-
Imputed Rent Adjustment	(40,300)	(61,500)	(77,400)	-	(77,400)
Cost to be Levied	4,220,400	4,244,100	3,740,000	262,100	4,002,100

Ontario Works Financial Assistance

Description	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)
Expenditures			
Basic allowance	13,914,900	14,046,300	14,339,200
Shelter	12,408,700	12,058,200	12,114,800
Start-up benefits	175,800	173,500	141,900
Health-related benefits	351,600	347,000	354,700
Mandatory special necessities	316,400	485,900	496,600
Special assistance	984,500	1,075,800	922,300
Transitional child benefit	105,500	69,400	70,900
Total Expenditures	28,257,400	28,256,100	28,440,400
Client Revenue and Recovery			
Income revenue	(1,265,800)	(1,214,700)	(1,206,000)
OW recovery	(597,700)	(520,600)	(674,000)
Repayments and reimbursements	(421,900)	(485,900)	(390,200)
Total Client Revenue & Recovery	(2,285,400)	(2,221,200)	(2,270,200)
Gross Cost For Cost Sharing	25,972,000	26,034,900	26,170,200
Grants			
Provincial grants - OW	(25,972,000)	(26,034,900)	(26,170,200)
Cost to be Levied	-	-	-

The TBDSSAB average monthly OW caseload in 2019 (2,941) increased 4% over the prior year (2,828 cases). Based on current trends the caseload is expected to be about the same for 2020. The 2019 Provincial Budget did not include any increase in Social Assistance rates. The 2020 Budget for OW financial assistance represents an increase of \$135,300 over 2019 (0.5%). However, as a result of the Provincial cost uploading of financial assistance, there is no impact on the levy for municipalities and TWOMO.



Ontario Works Program Delivery Funding

The OW Program Delivery Funding Budget includes the resources available to deliver Ontario Works. In 2020, TBDSSAB will continue to develop programs and partnerships with community agencies to deliver focused, employment-related services to clients. This will be combined with a focus on individual needs’ assessments and reviewing employers’ responsibilities and TBDSSAB programming, so that they complement each other, ensuring successful placements.

Description	2018 Budget (\$)	2019 Budget (\$)	2020					
			Base (\$)	Reductions (\$)	Expansions (\$)	Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures								
Personnel services	4,627,700	4,733,400	4,700,700	(82,600)	-	4,618,100	(640,100)	3,978,000
Materials and services	416,500	508,100	724,800	-	-	724,800	-	724,800
Contracted services	10,000	10,000	10,000	-	-	10,000	-	10,000
Rents and financial expenses	88,200	89,400	88,200	-	-	88,200	30,000	118,200
External transfers	1,348,200	1,246,300	1,230,100	-	-	1,230,100	48,300	1,278,400
Internal administrative expense	4,156,200	4,126,100	3,419,000	(115,200)	38,500	3,342,300	647,000	3,989,300
Imputed rent recovery	963,400	964,500	938,200	-	-	938,200	-	938,200
Total Expenditures	11,610,200	11,677,800	11,111,000	(197,800)	38,500	10,951,700	85,200	11,036,900
Recoveries								
From homelessness programs	(303,200)	(288,700)	(291,400)	-	-	(291,400)	176,900	(114,500)
From child care programs	-	(13,300)	-	-	-	-	-	-
Total Expenditures Less Recoveries	11,307,000	11,375,800	10,819,600	(197,800)	38,500	10,660,300	262,100	10,922,400
Grants								
Provincial grants - OW	(7,011,300)	(7,045,600)	(6,922,600)	98,900	(19,200)	(6,842,900)	-	(6,842,900)
Financing								
From Employment Compensation and Benefits Reserve Fund	(35,000)	-	-	-	-	-	-	-
From Levy Stabilization Reserve Fund	-	(24,600)	-	-	-	-	-	-
Imputed rent adjustment	(40,300)	(61,500)	(77,400)	-	-	(77,400)	-	(77,400)
Cost to be Levied	4,220,400	4,244,100	3,819,600	(98,900)	19,300	3,740,000	262,100	4,002,100

Child Care and Early Years Programs

TBDSSAB is the Service System Manager for child care services in the District of Thunder Bay, and administers Child Care and Early Years’ Programs to create a comprehensive, consistent, quality-driven system to support children and families. The following table provides the total Child Care and Early Years’ Program Budget:

Description	2018 Budget (\$)	2019 Budget (\$)	2020		
			Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures					
Child Care Programs	17,552,200	13,359,900	13,694,700	(87,800)	13,606,900
EarlyON	3,723,500	3,613,200	3,505,300	-	3,505,300
Administration	1,229,300	1,152,600	777,500	87,800	865,300
Total Expenditures	22,505,000	18,125,700	17,977,500	-	17,977,500
Grants					
Provincial Grants - Child Care	(19,452,500)	(16,272,900)	(16,230,700)	-	(16,230,700)
Federal Grants - Child Care	(1,304,100)	(104,600)	-	-	-
Financing					
From Employment Compensation and Benefits Reserve Fund	(4,800)	-	-	-	-
Imputed Rent Adjustment	(3,200)	(4,900)	(5,600)	-	(5,600)
Cost to be Levied	1,740,400	1,743,300	1,741,200	-	1,741,200

Child Care Programs

Description	2018 Budget (\$)	2019 Budget (\$)	2020		
			Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures					
Fee subsidy	4,930,100	4,700,000	4,500,000	-	4,500,000
Special needs resourcing	1,590,600	1,590,600	1,590,600	-	1,590,600
General operating	4,612,900	4,932,500	5,575,900	(87,800)	5,488,100
Occupancy incentive	300,000	300,000	300,000	-	300,000
Wage enhancement	1,133,700	1,113,200	1,225,200	-	1,225,200
Expansion plan	3,346,100	-	-	-	-
Early Learning Child Care (ELCC)	1,304,100	102,200	-	-	-
Other	334,700	621,400	503,000	-	503,000
Total Expenditures	17,552,200	13,359,900	13,694,700	(87,800)	13,606,900
Grants					
Provincial grants - child care	(11,120,700)	(11,480,000)	(11,917,000)	87,800	(11,829,200)
Provincial grants - child care (mitigation)	(378,400)	(374,800)	(374,800)	-	(374,800)
Provincial grants - child care (expansion)	(3,346,100)	-	-	-	-
Federal grants - child care (ELCC)	(1,304,100)	(102,200)	-	-	-
Total Financing	(16,149,300)	(11,957,000)	(12,291,800)	87,800	(12,204,000)
Cost to be Levied	1,402,900	1,402,900	1,402,900	-	1,402,900

Fee Subsidy

Fee Subsidy is income-tested financial assistance provided toward the cost of child care for parents, or legal guardians, of children between 0 and 12 years. TBDSSAB provides funding to Child Care Centres to cover the difference between what the client can pay, based on their income and the lower of the TBDSSAB-established rate, or the Child Care Centre's rate. TBDSSAB rates will increase in 2020 as follows:

TBDSSAB Maximum Child Care Daily Rates			
	2019 Rates	2020 Rates	Increase
Infant	\$69	\$71	2.9%
Toddler	\$52	\$53	2.0%
Pre-School	\$46	\$47	2.2%
Kindergarten	\$40	\$40	0.0%
School Age	\$36	\$36	0.0%

There are several variables to consider when developing the Fee Subsidy Budget:

- Each Child Care Centre's rates,
- Ages of children,
- Parent/guardian income,
- Attendance of eligible children at each Centre,
- Impact of School Board delivering After-School Programs.

Given these variables, Administration relies on a mix of historical trends, current conditions and management estimates to determine an appropriate Budget amount. The actual Fee Subsidy issued over the past few years has been fairly consistent.

Special Needs Resource Programs

TBDSSAB has engaged Children's Centre Thunder Bay (CCTB) and George Jeffrey Children's Centre (GJCC) as the third-party administrators for Special Needs' Resource Programs for children within licensed child care centres. Through these partnership, children with special needs receive co-ordinated, high-quality Child Care services.

In particular:

1. CCTB - Resource Consultants are deployed to Child Care Centers, within the District of Thunder Bay, according to need, and enhanced Program supports are provided to meet the needs of individualized children. Resource Consultants receive mentorship from a supervisor with a background in Early Childhood Inclusive Practices within a team approach.
2. GJCC - Occupational Therapist Assistant provides early intervention for both fine and gross motor skills. The program is available to support children in their development with motor skills necessary for activities of daily living, school-related skills, and leisure activities. The Assistant supports the Resource Consultants and educators by building capacity through engagement in early intervention programming.

In 2020, Administration will continue to work with the Service Provider to encourage continued comprehensive data collection to support the long-term Child Care and Early Years Service System Plan.

General Operating

The General Operating funding component is a points-based model which equitably distributes available funds based on each Centre's relative share of spaces, and the age of the children in those spaces. In 2016, TBDSSAB began transitioning from funding Child Care Centres based on licensed capacity, to a utilization-based funding model.

In 2020, 100% of the allocated points will be based on licensed spaces. Beginning in 2017, an Occupancy incentive has been established to assist Service Providers in the transition; \$300,000 per year, for 5 years, will be provided to Centres, financed from 100% Provincial Mitigation Funding, in accordance with the approach approved by the Board, per Report No. 2015-59 - Child Care Mitigation funding.

The General Operating funding model also incorporates a rural factor which provides additional funding to Centres geographically located in communities other than the City of Thunder Bay.

EarlyON

Effective January 1, 2018, TBDSSAB is responsible for administering the EarlyON programs.

Description	2018 Budget (\$)	2019 Budget (\$)	2020		
			Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures					
Ontario early years centres	1,987,800	1,987,800	1,857,200	87,800	1,945,000
Early child development planning	57,400	57,400	57,400	-	57,400
Data analysis services	92,700	92,700	92,700	-	92,700
Early Years Officer	-	-	87,800	(87,800)	-
Internal administrative expense	237,500	237,500	232,800	-	232,800
Indigenous-Led Child and Family Programs	1,348,100	1,237,800	1,177,400	-	1,177,400
Total Expenditures	3,723,500	3,613,200	3,505,300	-	3,505,300
Grants					
Provincial grants - child care (EarlyON)	(3,723,500)	(3,613,200)	(3,505,300)	-	(3,505,300)
Total Financing	(3,723,500)	(3,613,200)	(3,505,300)	-	(3,505,300)
Cost to be Levied	-	-	-	-	-

Child Care Administration

As the Service System Manager, TBDSSAB ensures quality administration of the Child Care Program through appropriate Child Care Administration expenses.

Housing Programs

In 2014, the Board approved Under One Roof: A Housing and Homelessness Plan. TBDSSAB continues to make progress in responding to the recommendations outlined in this 10-year Plan.

Description	2018 Budget (\$)	2019 Budget (\$)	2020		
			Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures					
Community Housing	20,560,200	18,177,800	16,850,300	-	16,850,300
Homelessness Prevention	4,772,300	4,638,400	4,976,700	-	4,976,700
Administration	4,658,400	4,797,600	4,977,900	(2,581,900)	2,396,000
Total Expenditures	29,990,900	27,613,800	26,804,900	(2,581,900)	24,223,000
Revenue					
Other revenue	-	(45,000)	(9,700)	-	(9,700)
Grants					
Provincial Grants - Housing	(4,602,800)	(3,056,400)	(1,493,300)	-	(1,493,300)
Provincial Grants - Homelessness	(4,772,300)	(4,638,400)	(4,976,700)	-	(4,976,700)
Federal Grants - Housing	(2,303,000)	(1,582,800)	(1,734,600)	-	(1,734,600)
Federal Block Funding	(6,011,200)	(5,851,600)	(5,554,600)	-	(5,554,600)
Financing					
From Capital Regeneration Reserve Fund	-	(50,000)	(300,000)	50,000	(250,000)
From Employment Compensation and Benefits Reserve Fund	(25,200)	-	-	-	-
From Levy Stabilization Reserve Fund	-	(176,700)	-	-	-
From Community Housing Reserve Fund	-	(10,000)	(10,000)	-	(10,000)
Imputed Rent Adjustment	(10,100)	(15,500)	(29,300)	-	(29,300)
Allocation					
Direct-owned community housing building operations	(2,203,200)	(2,223,400)	(2,235,800)	2,235,800	-
Cost to be Levied	10,063,100	9,964,000	10,460,900	(296,100)	10,164,800

Community Housing

Description	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)
Expenditures			
Provincial Reformed (with market component)	4,105,400	4,056,900	4,022,500
Provincial Reformed (100% RGI)	2,223,000	2,214,500	2,187,500
NHA Section 95 (Provincial non-profit and Municipal non-profit)	1,100	-	-
Urban Native housing program	2,157,900	2,082,600	1,856,500
Private landlord rent supplement	3,338,800	3,236,700	3,203,400
Non-profit rent supplement	1,771,200	1,749,000	1,772,800
Strong Communities rent supplement	437,200	437,200	437,200
Portable Housing Benefit	57,000	198,900	329,700
Investment in Affordable Housing	4,606,000	3,165,600	841,900
Ontario Priorities Housing Initiative	-	-	1,520,200
Canada-Ontario Community Housing Initiative	-	-	678,600
Social Housing Apartment Improvement Program	1,862,600	1,036,400	-
Total Expenditures	20,560,200	18,177,800	16,850,300
Grants			
Provincial grants - housing	(4,602,800)	(3,056,400)	(1,493,300)
Federal grants - housing	(2,303,000)	(1,582,800)	(1,734,600)
Federal Block Funding	(6,011,200)	(5,851,600)	(5,554,600)
Financing			
From Capital Regeneration Reserve Fund	-	-	(250,000)
From Levy Stabilization Reserve Fund	-	(161,900)	-
Total Financing	(12,917,000)	(10,652,700)	(9,032,500)
Cost to be Levied	7,643,200	7,525,100	7,817,800

Provincial Reformed Housing Providers

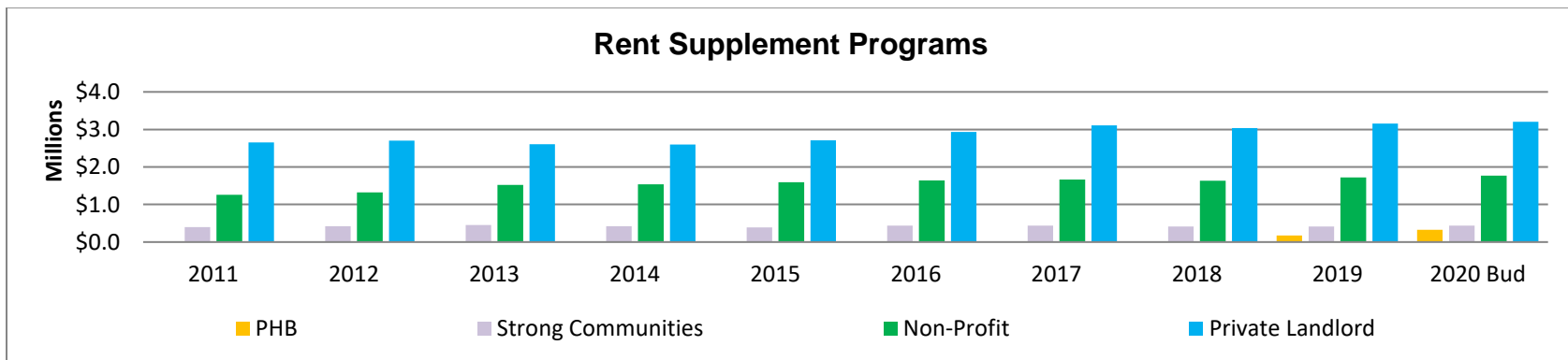
The *Housing Services Act, 2011* requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the Operating Budgets for Social Housing Providers. The benchmark cost indices are based on the prior year’s Ontario Consumer Price Index and sub-indices. The total 2020 Budget related to Housing Providers is \$6,210,000, a decrease of 1% over the 2019 Budget of \$6,271,400.

Urban Native Housing

The Urban Native Housing Program Budget for 2020 totals \$1,856,500 (2019 - \$2,082,600). This Program includes two Housing Providers: Geraldton Native Housing Corporation, and Native People of Thunder Bay Development Corporation. These Budgets are developed, based upon the Housing Provider’s Budget submissions, historical trends and management estimates. In accordance with the terms of the Operating Agreements, this subsidy ends once the mortgages have been paid out, although TBDSSAB will work with the housing providers to provide subsidy under other programs (see Canada-Ontario Community Housing Initiative below).

Rent Supplement and Portable Housing Benefit

The Rent Supplement Budgets, which total \$5,413,400 in 2020 (2019 - \$5,422,900), include 612 private landlord, non-profit and Strong Communities’ rent-supplement units, as well as 171 arrangements within Direct-Owned Housing projects (116-Andras Court, 48-Sequoia Park, 7-Paterson Court). The Portable Housing Benefit (PHB) totals \$329,700 in 2020 (2019 - \$198,900), and would support an estimated 80 individuals and families.



Investment in Affordable Housing

In 2014, the Province announced an extension to the 100%-Provincially-funded Investment in Affordable Housing (IAH) Program, from 2014 to 2020, and, in 2016, announced a third component: Social Infrastructure Fund (SIF). A breakdown of the three components is provided in the table, below:

Description	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)
IAH			
Rent Supplement	90,000	111,500	63,000
Internal Allocation Rent Supplement	-	8,500	9,000
Reinvested Ontario Renovates	-	200,000	-
IAH Extension			
Rental Housing	2,098,800	1,282,100	114,000
Ontario Renovates	227,200	761,800	-
Housing Allowance	225,600	53,400	-
Internal Allocation Housing Allowance	20,400	25,400	-
Internal administrative expense	84,300	84,100	40,200
IAH - Social Infrastructure Fund			
Ontario Renovates	569,400	-	-
Housing Allowance	-	76,400	38,200
Internal Allocation Housing Allowance	-	-	17,000
Rental Housing	1,147,900	529,700	529,700
Survivors of Domestic Violence	47,300	-	-
Internal administrative expense	95,100	32,700	30,800
Total Expenditures	4,606,000	3,165,600	841,900
Grants			
Provincial grants - housing	(2,303,000)	(1,582,800)	(421,000)
Federal grants - housing	(2,303,000)	(1,582,800)	(420,900)
Cost to be Levied	-	-	-

Ontario Priorities Housing Initiative

The Ontario Priorities Housing Initiative (OPHI), announced in 2019 under Ontario’s Community Housing Renewal Strategy, is modeled after the previous Affordable Housing Programs. The proposed 2020 Budget of \$1,520,200 includes \$1,000,000 toward converting space at Mclvor Court into six (6) accessible units (\$750,000 from OPHI and \$250,000 from the Capital Regeneration Reserve Fund), and \$456,800 to be invested under the Ontario Renovates Program. A breakdown is provided in the table, below:

Description	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)
Rental Housing	-	-	1,000,000
Ontario Renovates	-	-	456,700
Internal administrative expense	-	-	63,500
Total Expenditures	-	-	1,520,200
Financing			
From Capital Regeneration Reserve Fund	-	-	(250,000)
Grants			
Provincial grants - housing	-	-	(635,100)
Federal grants - housing	-	-	(635,100)
Cost to be Levied	-	-	-

As social housing mortgages mature and operating agreements expire, there is a corresponding reduction in Federal block funding provided to Service Managers. Through the Canada-Ontario Community Housing Initiative (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 2020 COCHI Budget of \$678,600 includes \$499,200 to undertake necessary capital repairs, and \$145,500 to support Urban Native Housing Programs (with operating agreements expired in 2019-20) with rent supplement.

Description	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)
<u>Capital Component:</u>			
Repairs	-	-	499,200
<u>Operating Component:</u>			
Rent Supplement	-	-	145,500
Internal administrative expense	-	-	33,900
Total Expenditures	-	-	678,600
Grants			
Federal grants - housing	-	-	(678,600)
Cost to be Levied	-	-	-

Homelessness Prevention

Community Homelessness Prevention Initiative (CHPI) funding is used to support emergency shelters and other programs designed to address and prevent homelessness, and to assist in moving individuals along the housing continuum.

In 2017, the Province approved TBDSSAB's application to the 100%-Provincially-funded Home for Good (HFG) Program, to provide supportive housing to meet the needs of chronically-homeless people in the District of Thunder Bay.

Description	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)
Expenditures			
Community Homelessness Prevention Initiative	3,502,200	3,263,300	3,606,600
Home for Good	1,270,100	1,375,100	1,370,100
Total Expenditures	4,772,300	4,638,400	4,976,700
Grants			
Provincial grants - homelessness	(4,772,300)	(4,638,400)	(4,976,700)
Cost to be Levied	-	-	-

Housing Programs Administration

Housing Programs Administration includes costs related to the administration of the Housing Programs discussed above, as well as providing tenant support in the Direct-Owned housing properties.

Description	2018 Budget (\$)	2019 Budget (\$)	2020					
			Base (\$)	Reductions (\$)	Expansions (\$)	Approved Budget (\$)	Realign (\$)	Working Budget (\$)
Expenditures								
Personnel services	4,418,600	4,469,000	4,485,800	(96,200)	67,400	4,457,000	(2,697,700)	1,759,300
Materials	447,500	394,800	399,500	-	-	399,500	(169,900)	229,600
Contracted services	55,000	90,000	79,000	-	-	79,000	(55,000)	24,000
Rents and financial expenses	-	10,800	10,800	-	-	10,800	-	10,800
External transfers	-	45,000	11,100	-	-	11,100	-	11,100
Internal administrative expense	592,700	537,200	608,000	(17,500)	28,900	619,400	90,000	709,400
Imputed rent recovery	250,800	268,000	353,600	-	-	353,600	-	353,600
Total Expenditures	5,764,600	5,814,800	5,947,800	(113,700)	96,300	5,930,400	(2,832,600)	3,097,800
Recoveries								
From housing and homelessness program	(831,600)	(738,700)	(670,700)	-	-	(670,700)	89,500	(581,200)
From Ontario Works	(119,000)	(120,000)	(120,600)	-	-	(120,600)	-	(120,600)
To building operating	(155,600)	(158,500)	(161,200)	-	-	(161,200)	161,200	-
Total Expenditures Less Recoveries	4,658,400	4,797,600	4,995,300	(113,700)	96,300	4,977,900	(2,581,900)	2,396,000
Revenue								
Other revenue (HPS)	-	(45,000)	(9,700)	-	-	(9,700)	-	(9,700)
Financing								
From Capital Regeneration Reserve Fund	-	(50,000)	(50,000)	-	-	(50,000)	50,000	-
From Employment Compensation and Benefits Reserve Fund	(25,200)	-	-	-	-	-	-	-
From Levy Stabilization Reserve Fund	-	(14,800)	-	-	-	-	-	-
From Community Housing Reserve Fund	-	(10,000)	(10,000)	-	-	(10,000)	-	(10,000)
Imputed rent adjustment	(10,100)	(15,500)	(29,300)	-	-	(29,300)	-	(29,300)
Allocation								
Direct-owned community housing building operations	(2,203,200)	(2,223,400)	(2,264,600)	96,200	(67,400)	(2,235,800)	2,235,800	-
Cost to be Levied	2,419,900	2,438,900	2,631,700	(17,500)	28,900	2,643,100	(296,100)	2,347,000



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2020 Capital Budget

For budgeting purposes, the Direct-Owned Housing Portfolio Capital Budget includes planned expenditures that will be financed from the Housing Portfolio Capital Reserve Fund. Projects have been identified and prioritized through the use of the Building Condition Assessments, to maintain a long-term vision for capital improvement and revitalization.

Direct-Owned Capital Budget and Forecast	Budget 2020	Forecast				
		2021	2022	2023	2024	2025
Roofing	150,000	290,000	365,000	-	230,000	462,000
Windows	-	228,000	90,000	235,000	445,000	247,000
Doors	86,000	432,000	705,000	250,000	234,000	177,000
Sitework	455,000	529,600	316,000	212,000	425,000	120,000
Elevator	255,000	135,000	370,000	150,000	40,000	-
Flooring	375,000	556,000	330,000	501,000	160,000	91,000
Electrical	359,000	1,150,200	300,000	144,000	622,000	45,000
Mechanical	90,000	680,000	412,000	160,000	74,000	410,000
Life Safety	90,000	145,000	325,000	150,000	341,000	5,000
Plumbing	103,000	166,500	808,500	192,500	163,000	160,000
Painting	136,000	229,000	360,000	375,000	470,000	175,000
Appliances	312,000	54,000	203,000	205,000	250,000	-
Building Interior Upgrades	803,000	1,555,500	1,250,500	1,100,000	755,000	308,000
Building Exterior Repairs	289,000	598,000	382,000	210,000	352,000	130,000
Security	-	10,000	-	-	-	-
TOTAL	\$ 3,503,000	\$ 6,758,800	\$ 6,217,000	\$ 3,884,500	\$ 4,561,000	\$ 2,330,000
Insurance	70,000	70,000	70,000	70,000	70,000	70,000
Total	\$ 3,573,000	\$ 6,828,800	\$ 6,287,000	\$ 3,954,500	\$ 4,631,000	\$ 2,400,000