



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

## 2021 Operating and Capital Budget

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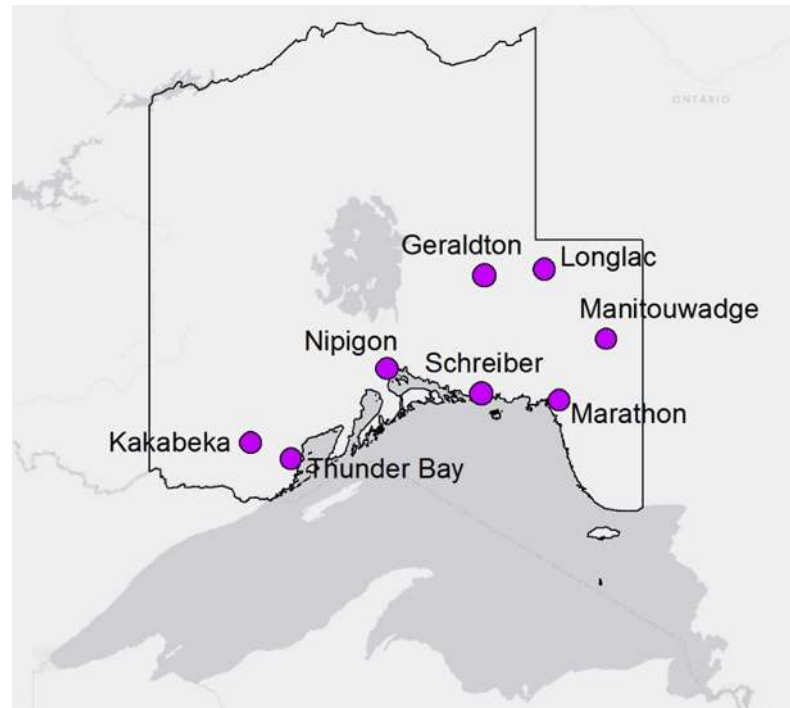
## Organization Profile

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.

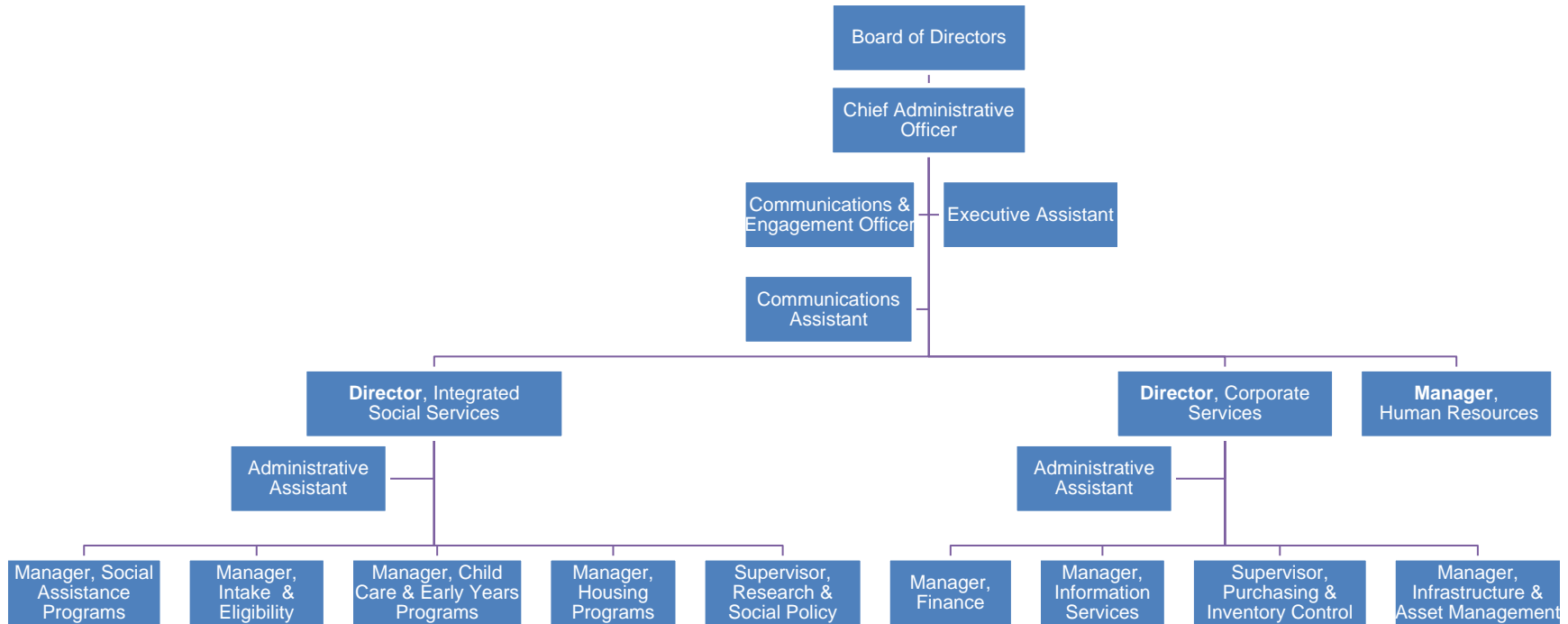
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

- 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



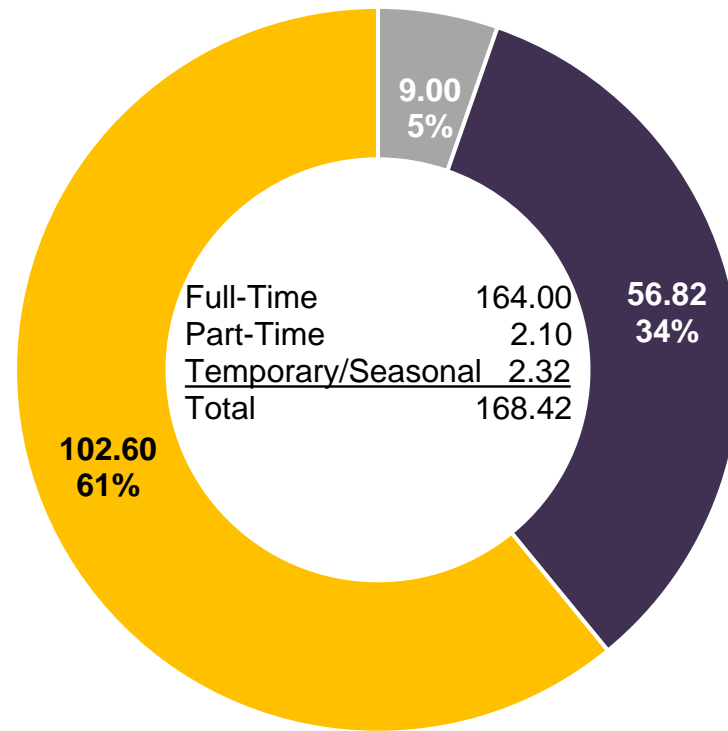
Corporate Organizational Structure



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 2021 TBDSSAB Operating Budget includes a staff complement totalling 168.42 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement by Division.



Full-Time	164.00
Part-Time	2.10
Temporary/Seasonal	2.32
<b>Total</b>	<b>168.42</b>

■ 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 and 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 2021 totals \$99,282,100.

## Capital Budget

Administration identifies the potential future costs of major repairs and replacement of building components related to the TBDSSAB direct-owned housing portfolio and Headquarters. These capital expenditures are financed using reserve funds and the capital components within certain Provincial/Federal programs. Administration prepares a capital budget and forecast, annually. The annual Capital Budget is the first year of a multi-year forecast of capital expenditures. The Capital Budget for 2021 totals \$3,845,000.

## 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 2021 Reserve Fund Strategy on October 15, 2020. The approved direction has been incorporated into the budget as appropriate.



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

## **2021 Operating Budget**



### 2021 Operating Budget Overview

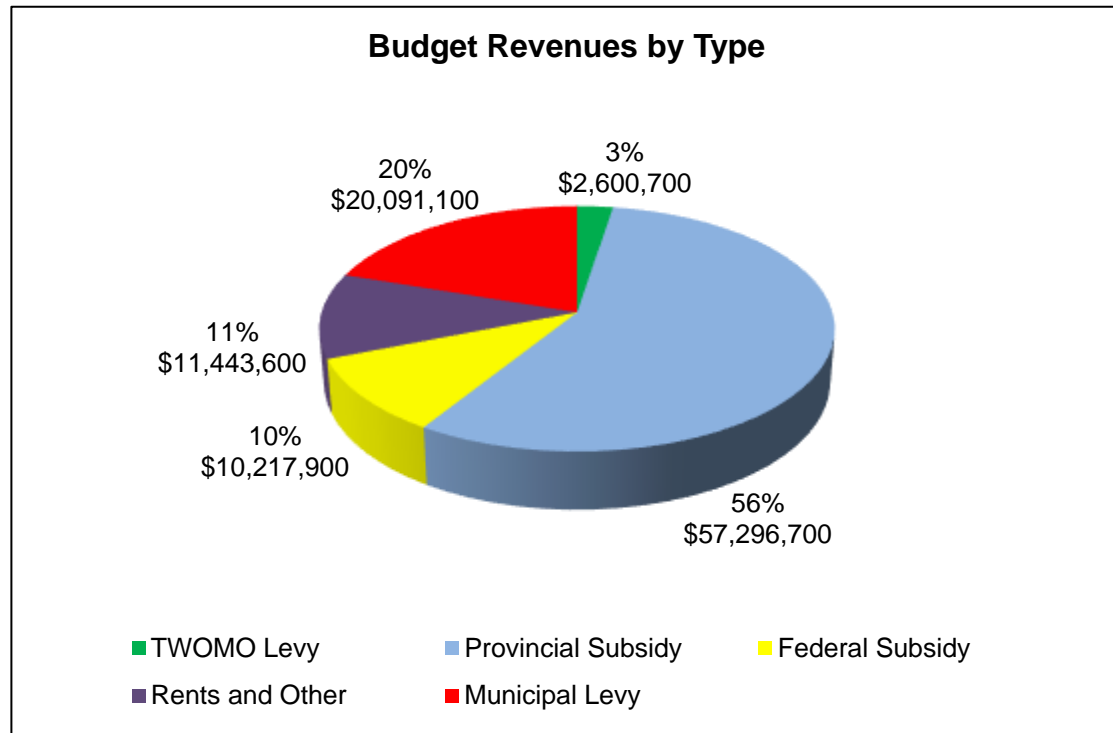
The total 2021 TBDSSAB Operating Budget of \$99.3 million represents a \$1.4 million increase from the prior year's Budget, of \$97.9 million. This increase is due primarily to additional funding under the Social Services Relief Fund, through the Community Homelessness Prevention Initiative, in response to the Covid-19 pandemic.

	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Revenues</b>			
Levy to municipalities and TWOMO	22,281,500	22,512,500	<b>22,691,800</b>
Income on unrestricted funds	175,000	175,000	<b>100,000</b>
Income on restricted funds	200,000	200,000	<b>465,600</b>
Rents	11,057,100	10,987,900	<b>10,925,900</b>
Provincial grants	57,761,800	55,713,800	<b>57,296,700</b>
Federal grants	9,852,500	10,295,900	<b>10,217,900</b>
Other revenue	376,500	373,400	<b>417,700</b>
From (to) reserve funds	(1,770,000)	(2,348,300)	<b>(2,833,500)</b>
<b>Total Revenues</b>	<b>99,934,400</b>	<b>97,910,200</b>	<b>99,282,100</b>
<b>Expenditures</b>			
Personnel services	14,777,100	14,007,200	<b>14,257,900</b>
Interest on long-term debt	480,500	405,500	<b>348,400</b>
Materials	17,274,900	17,680,300	<b>17,235,000</b>
Contracted services	291,000	241,800	<b>217,600</b>
Rents and financial expenses	175,300	206,900	<b>202,800</b>
External transfers	64,296,000	62,670,300	<b>64,322,500</b>
Repayment of long-term debt	2,639,600	2,698,200	<b>2,697,900</b>
<b>Total Expenditures</b>	<b>99,934,400</b>	<b>97,910,200</b>	<b>99,282,100</b>

**Revenues**

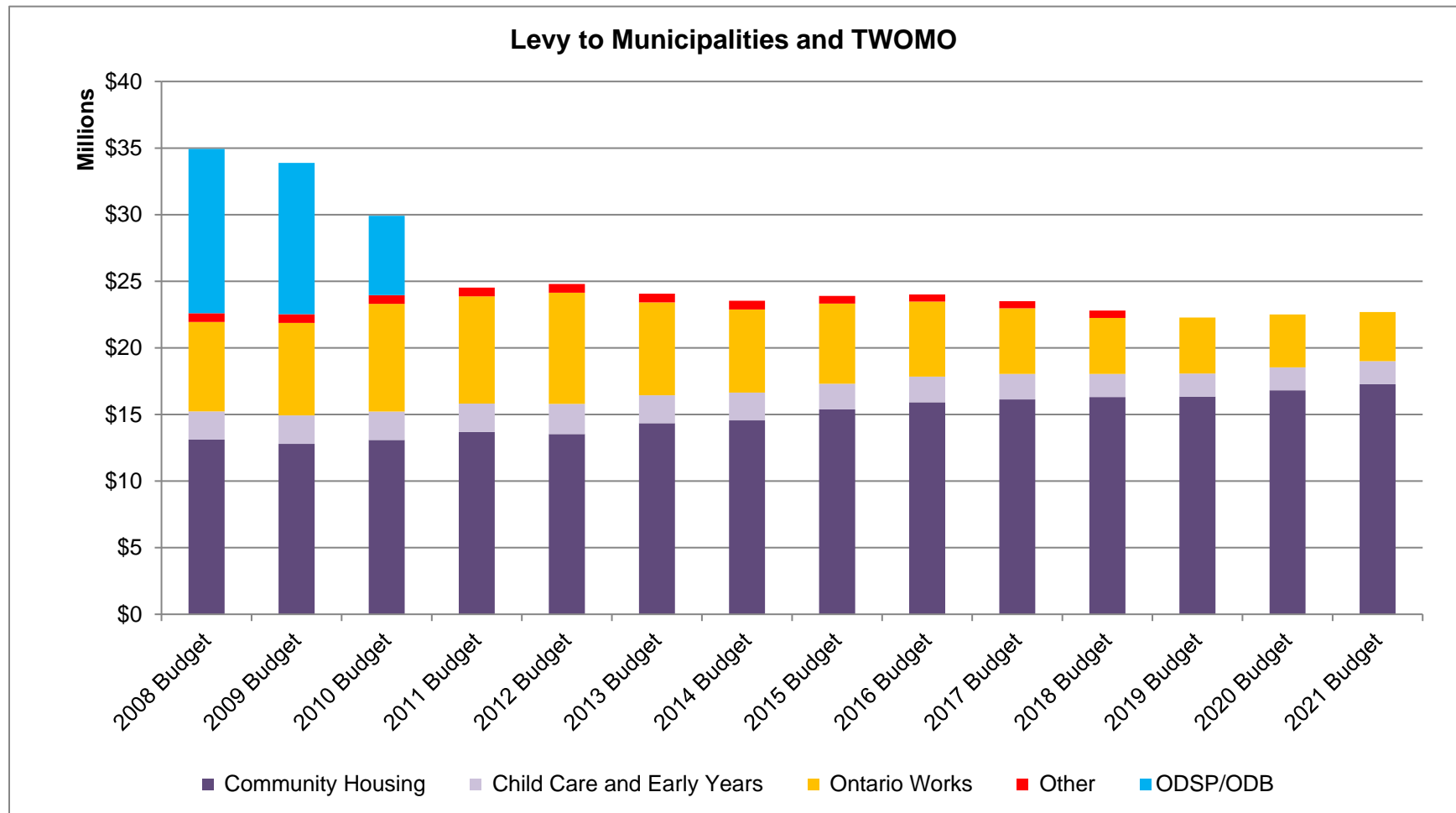
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 3% (\$2.6 million).
- Provincial funding accounts for the single largest category, at 56% (\$57.3 million).
- Federal funding accounts for an additional 10% (\$10.2 million) of funding.
- Tenant rents and other revenues account for 11%, (\$11.4 million).
- The levy to municipalities represent 20% (\$20.1 million) of the revenue.



Overall, 69% 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.

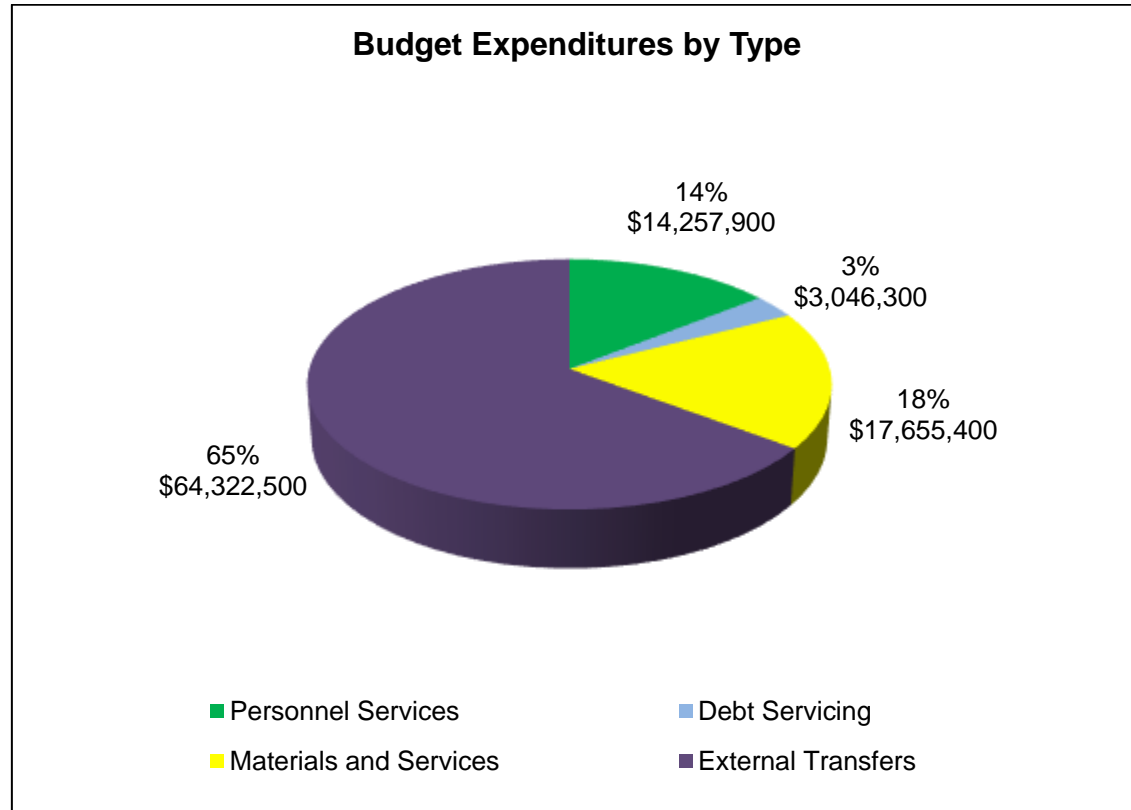


**Expenditures**

The largest component of the TBDSSAB Budget relates to external transfers to agencies and eligible individuals and families, at \$64.3 million, or 65% of the total. When combined with the materials and services, which include uncontrollable costs related to municipal property taxes (\$5.1 million) and utilities (\$3.9 million) for direct-owned housing properties, these categories account for 83%, or \$82.0 million, of the total budget.

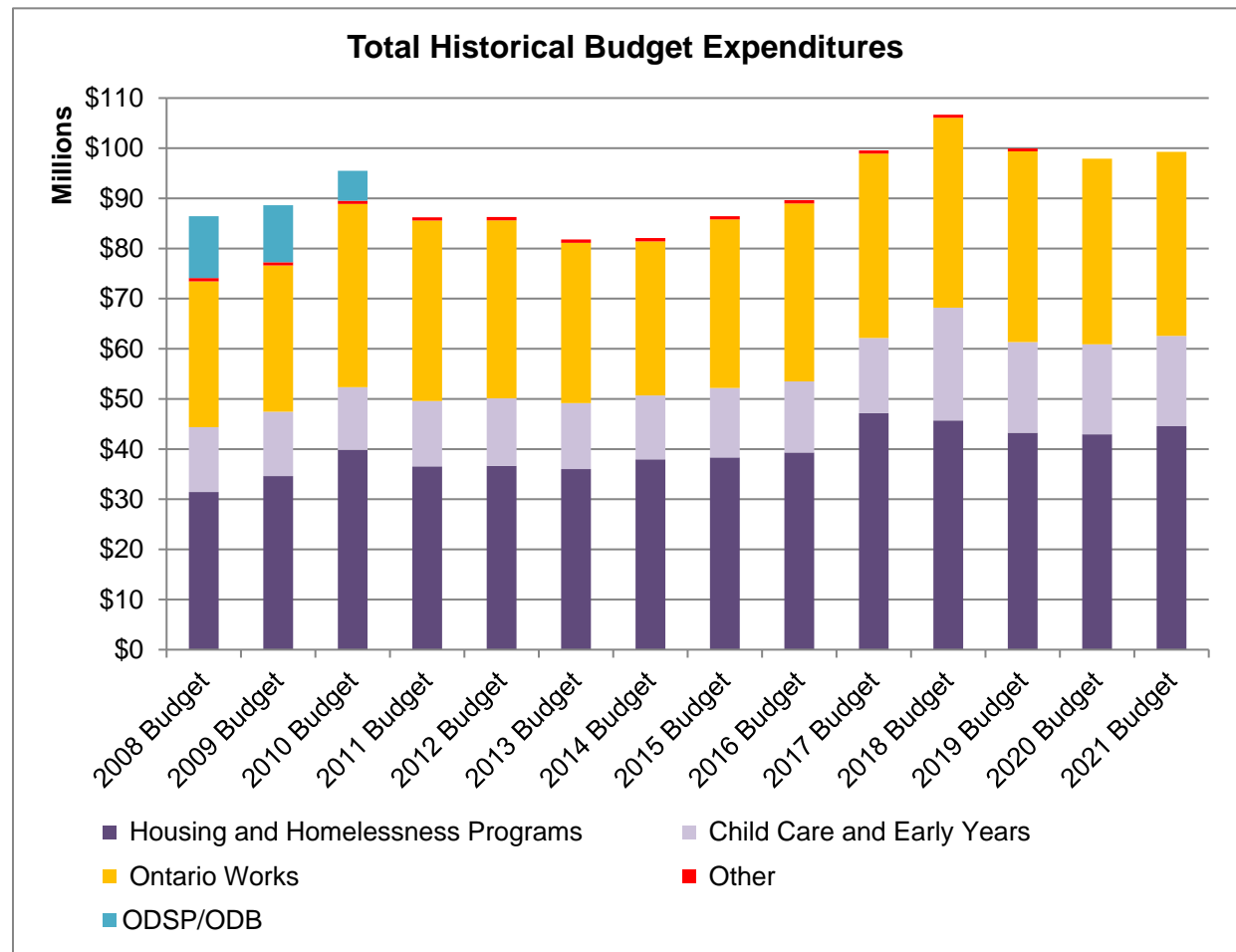
Personnel services accounts for 14%, or \$14.3 million, of the total budget.

The remaining 3%, or \$3.0 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 – Ontario Works, Child Care and Early Years, Housing and Homelessness Programs, and Ontario Disability Support Program (ODSP) and Ontari Dental Benefit (ODB) prior to 2011.

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



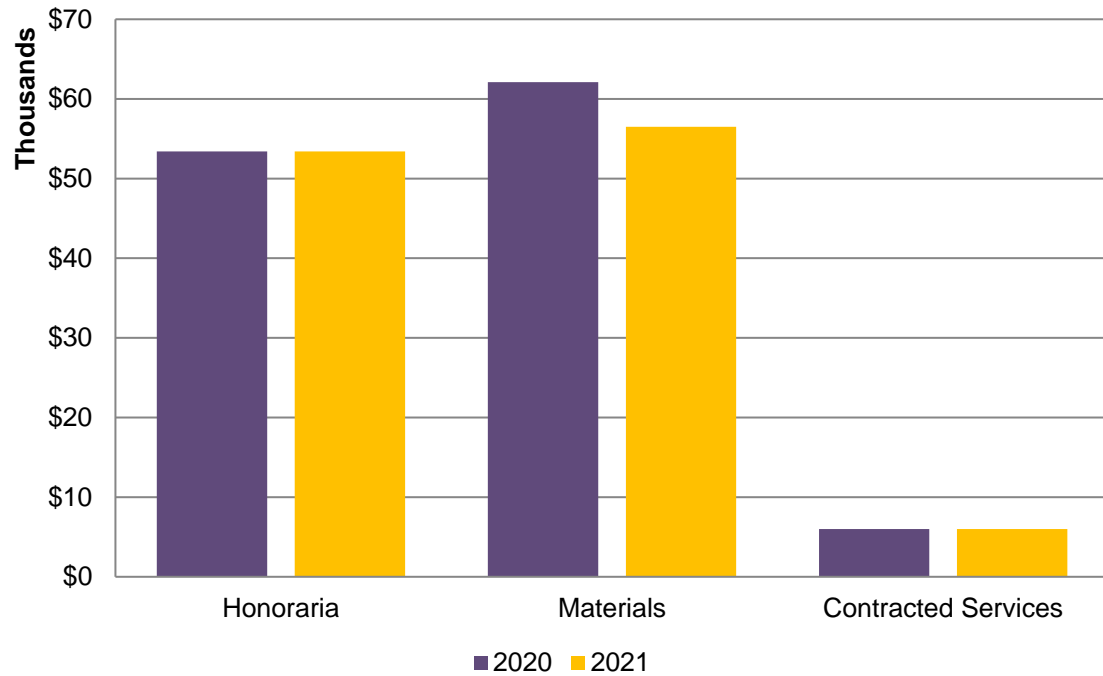


THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

## 2021 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	2019 Budget (\$)	2020 Budget (\$)	2021			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	53,400	53,400	53,400	-	-	<b>53,400</b>
Materials	60,000	62,100	56,500	-	-	<b>56,500</b>
Contracted services	27,000	6,000	6,000	-	-	<b>6,000</b>
<b>Total Expenditures</b>	<b>140,400</b>	<b>121,500</b>	<b>115,900</b>	-	-	<b>115,900</b>

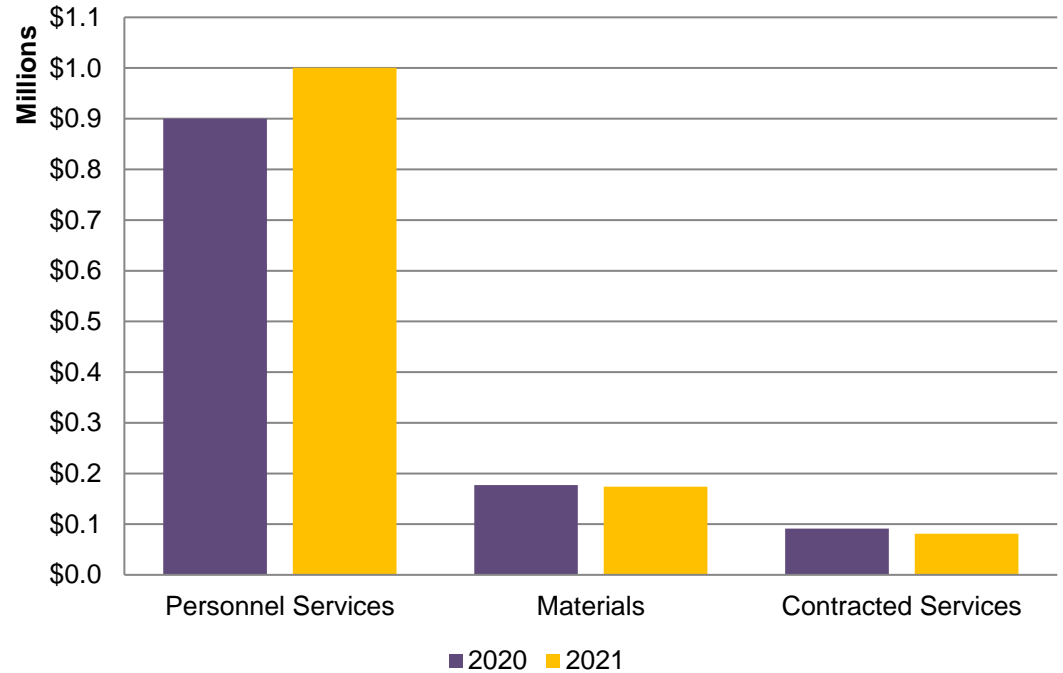
**Office of the Chief Administrative Officer**

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	2019 Budget (\$)	2020 Budget (\$)	2021			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	1,223,700	900,100	1,000,600	-	-	<b>1,000,600</b>
Materials	199,300	177,300	173,900	-	-	<b>173,900</b>
Contracted services	102,100	91,300	81,300	-	-	<b>81,300</b>
<b>Total Expenditures</b>	<b>1,525,100</b>	<b>1,168,700</b>	<b>1,255,800</b>	-	-	<b>1,255,800</b>

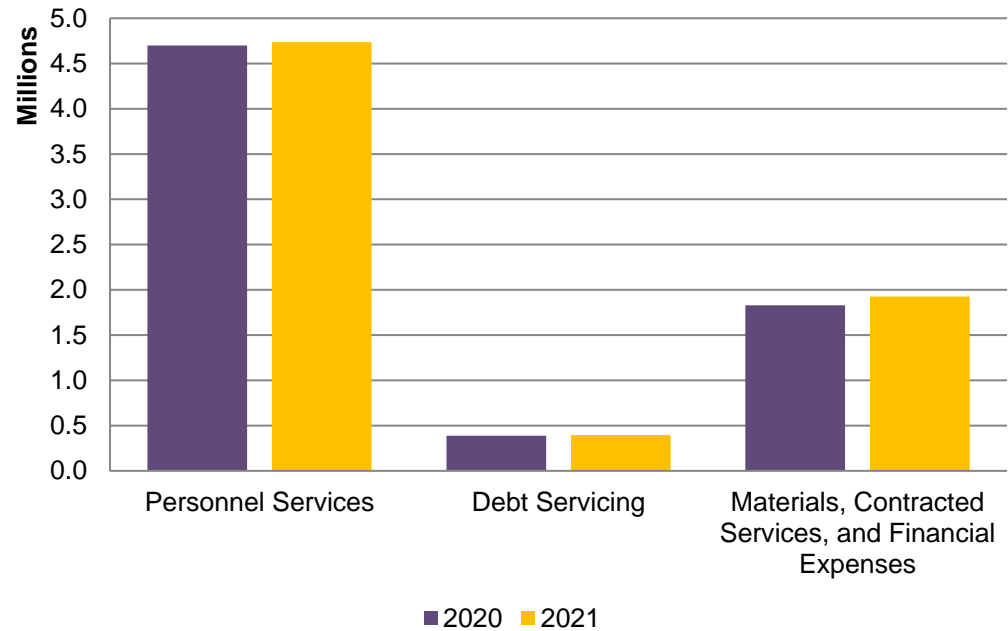


**Corporate Services Division**

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.



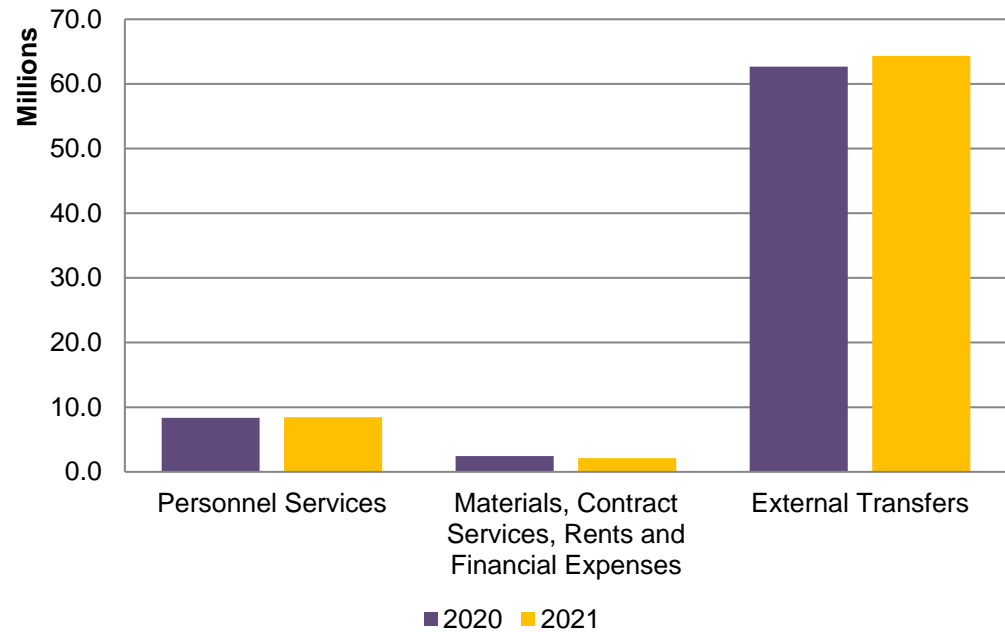
Description	2019 Budget (\$)	2020 Budget (\$)	2021			
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)
<b>Expenditures</b>						
Personnel services	4,593,800	4,699,000	4,841,000	(187,900)	83,900	<b>4,737,000</b>
Interest on long-term debt	124,000	116,800	107,300	-	-	<b>107,300</b>
Materials	1,687,600	1,704,700	1,823,500	-	-	<b>1,823,500</b>
Contracted services	60,900	104,500	85,300	-	-	<b>85,300</b>
Rents and financial expenses	16,700	19,500	16,600	-	-	<b>16,600</b>
Repayment of long-term debt	271,000	271,000	288,000	-	-	<b>288,000</b>
<b>Total Expenditures</b>	<b>6,754,000</b>	<b>6,915,500</b>	<b>7,161,700</b>	<b>(187,900)</b>	<b>83,900</b>	<b>7,057,700</b>

**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**

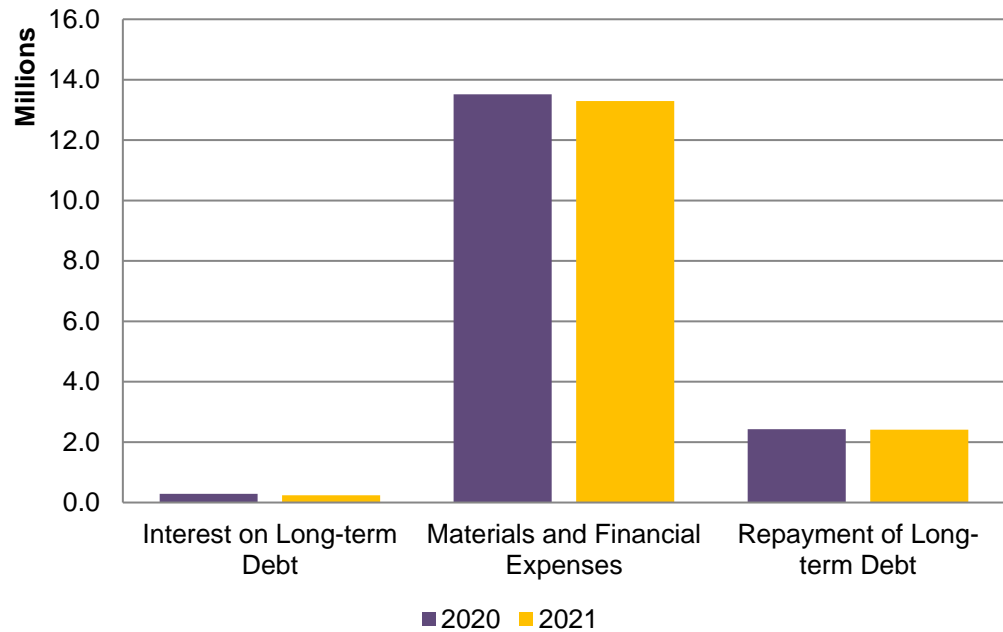
The Key Divisional Goal is to provide sensitive, responsive and professional client services throughout all Program areas, while recognizing and responding to the unique and individual needs of our diverse clients and communities.



Description	2019 Budget (\$)	2020 Budget (\$)	2021			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	8,906,200	8,354,700	8,650,600	(183,700)	-	<b>8,466,900</b>
Materials	2,061,700	2,278,800	1,948,300	-	-	<b>1,948,300</b>
Contracted services	101,000	40,000	45,000	-	-	<b>45,000</b>
Rents and financial expenses	100,200	129,000	127,800	-	-	<b>127,800</b>
External transfers	64,296,000	62,670,300	64,322,500	-	-	<b>64,322,500</b>
<b>Total Expenditures</b>	<b>75,465,100</b>	<b>73,472,800</b>	<b>75,094,200</b>	<b>(183,700)</b>	<b>-</b>	<b>74,910,500</b>

**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 2021 Budget for Direct-Owned Housing includes costs associated with operating and maintaining these housing units.



Description	2019 Budget (\$)	2020 Budget (\$)	2021			
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)
<b>Expenditures</b>						
Interest on long-term debt	356,500	288,700	241,100	-	-	<b>241,100</b>
Materials	13,266,300	13,457,400	13,232,800	-	-	<b>13,232,800</b>
Rents and financial expenses	58,400	58,400	58,400	-	-	<b>58,400</b>
Repayment of long-term debt	2,368,600	2,427,200	2,409,900	-	-	<b>2,409,900</b>
<b>Total Expenditures</b>	<b>16,049,800</b>	<b>16,231,700</b>	<b>15,942,200</b>	-	-	<b>15,942,200</b>



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

## **2021 Program Budget Details**

## Social Assistance

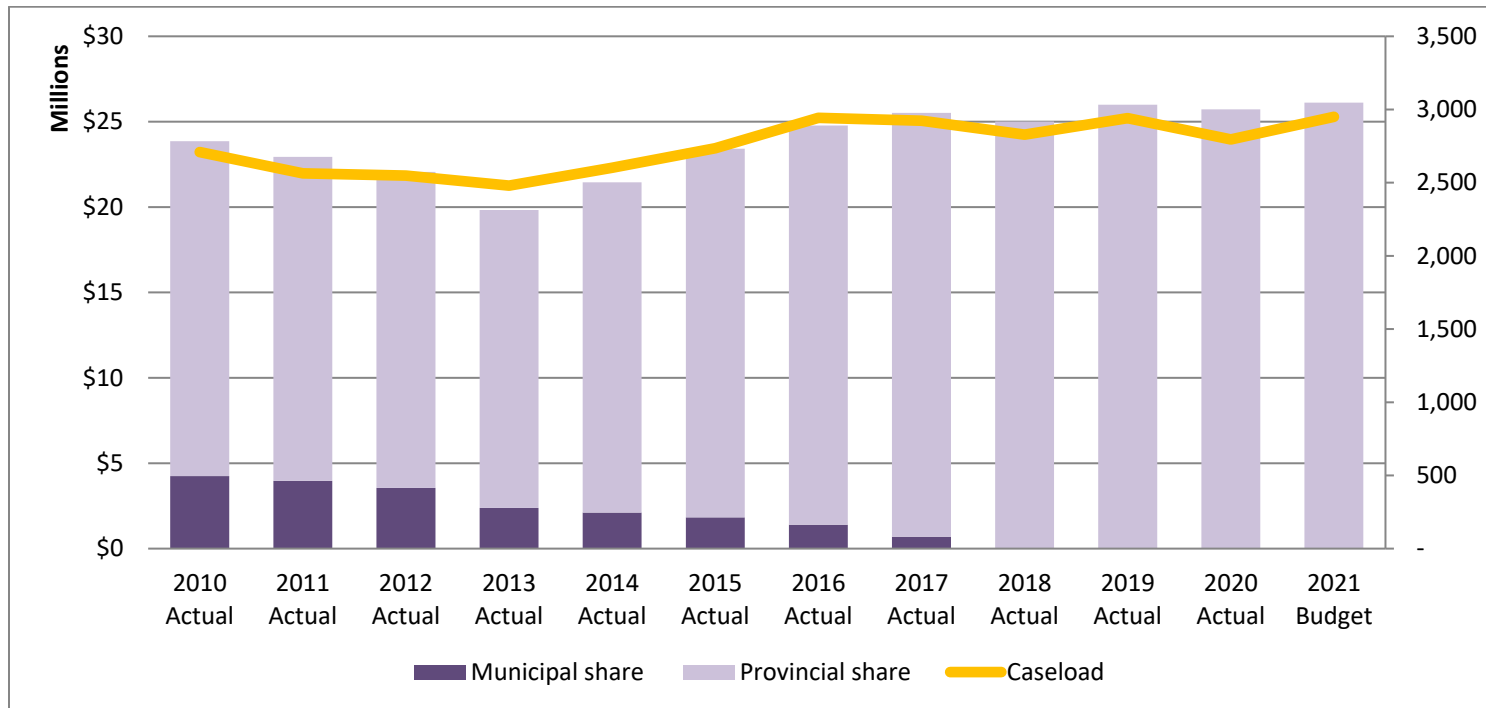
The largest component of the Integrated Social Services Division budget relates to the provision of Ontario Works (OW) programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits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

Description	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Financial Assistance	26,034,900	26,170,200	<b>26,117,100</b>
Program Delivery Funding	11,375,800	10,922,400	<b>10,689,500</b>
Addiction Services Initiative	713,600	-	-
<b>Total Expenditures</b>	<b>38,124,300</b>	<b>37,092,600</b>	<b>36,806,600</b>
<b>Grants</b>			
Provincial Grants - OW	(33,794,100)	(33,013,100)	<b>(32,921,600)</b>
<b>Financing</b>			
From Levy Stabilization Reserve Fund	(24,600)	-	<b>(49,300)</b>
Imputed Rent Adjustment	(61,500)	(77,400)	<b>(125,700)</b>
<b>Cost to be Levied</b>	<b>4,244,100</b>	<b>4,002,100</b>	<b>3,710,000</b>

## Ontario Works Financial Assistance

Description	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Basic allowance	14,046,300	14,339,200	<b>14,310,100</b>
Shelter	12,058,200	12,114,800	<b>12,090,200</b>
Start-up benefits	173,500	141,900	<b>141,600</b>
Health-related benefits	347,000	354,700	<b>354,000</b>
Mandatory special necessities	485,900	496,600	<b>495,600</b>
Special assistance	1,075,800	922,300	<b>920,400</b>
Transitional child benefit	69,400	70,900	<b>70,800</b>
<b>Total Expenditures</b>	<b>28,256,100</b>	<b>28,440,400</b>	<b>28,382,700</b>
<b>Client Revenue and Recovery</b>			
Income revenue	(1,214,700)	(1,206,000)	<b>(1,203,600)</b>
OW recovery	(520,600)	(674,000)	<b>(672,600)</b>
Repayments and reimbursements	(485,900)	(390,200)	<b>(389,400)</b>
<b>Total Client Revenue &amp; Recovery</b>	<b>(2,221,200)</b>	<b>(2,270,200)</b>	<b>(2,265,600)</b>
<b>Gross Cost For Cost Sharing</b>	<b>26,034,900</b>	<b>26,170,200</b>	<b>26,117,100</b>
<b>Grants</b>			
Provincial grants - OW	(26,034,900)	(26,170,200)	(26,117,100)
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

The TBDSSAB average monthly OW caseload in 2020 (2,796) decreased 5% versus the prior year (2,941 cases). The 2020 Provincial Budget did not include any increase in Social Assistance rates. It is expected that the OW caseload would return to more historical levels during 2021 as Federal pandemic-relief programs end. The 2021 Budget for OW financial assistance represents a decrease of \$53,100 versus 2020 (0.2%). 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 2021, 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	2019 Budget (\$)	2020 Budget (\$)	2021			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	4,733,400	3,978,000	4,094,500	(183,700)	-	<b>3,910,800</b>
Interest on long-term debt	-	-	-	-	-	-
Materials and services	508,100	724,800	738,100	-	-	<b>738,100</b>
Contracted services	10,000	10,000	10,000	-	-	<b>10,000</b>
Rents and financial expenses	89,400	118,200	118,200	-	-	<b>118,200</b>
External transfers	1,246,300	1,278,400	1,266,000	-	-	<b>1,266,000</b>
Internal administrative expense	4,126,100	3,989,300	3,900,900	(76,400)	-	<b>3,824,500</b>
Imputed rent recovery	964,500	938,200	938,700	-	-	<b>938,700</b>
<b>Total Expenditures</b>	<b>11,677,800</b>	<b>11,036,900</b>	<b>11,066,400</b>	<b>(260,100)</b>	-	<b>10,806,300</b>
<b>Recoveries</b>						
From homelessness programs	(288,700)	(114,500)	(116,800)	-	-	<b>(116,800)</b>
From child care programs	(13,300)	-	-	-	-	-
<b>Total Expenditures Less Recoveries</b>	<b>11,375,800</b>	<b>10,922,400</b>	<b>10,949,600</b>	<b>(260,100)</b>	-	<b>10,689,500</b>
<b>Grants</b>						
Provincial grants - OW	(7,045,600)	(6,842,900)	(6,934,600)	130,100	-	<b>(6,804,500)</b>
<b>Financing</b>						
From Levy Stabilization Reserve Fund	(24,600)	-	(49,300)	-	-	<b>(49,300)</b>
Imputed rent adjustment	(61,500)	(77,400)	(125,700)	-	-	<b>(125,700)</b>
<b>Cost to be Levied</b>	<b>4,244,100</b>	<b>4,002,100</b>	<b>3,840,000</b>	<b>(130,000)</b>	-	<b>3,710,000</b>



### 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	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Child Care Programs	13,359,900	13,606,900	<b>13,630,800</b>
EarlyON	3,613,200	3,505,300	<b>3,505,300</b>
Administration	1,152,600	865,300	<b>932,600</b>
<b>Total Expenditures</b>	<b>18,125,700</b>	<b>17,977,500</b>	<b>18,068,700</b>
<b>Grants</b>			
Provincial Grants - Child Care	(16,272,900)	(16,230,700)	<b>(16,331,900)</b>
Federal Grants - Child Care	(104,600)	-	-
<b>Financing</b>			
Imputed Rent Adjustment	(4,900)	(5,600)	<b>(11,100)</b>
<b>Cost to be Levied</b>	<b>1,743,300</b>	<b>1,741,200</b>	<b>1,725,700</b>

## Child Care Programs

Description	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Fee subsidy	4,700,000	4,500,000	<b>4,500,000</b>
Special needs resourcing	1,590,600	1,590,600	<b>1,590,600</b>
General operating	4,932,500	5,488,100	<b>5,516,500</b>
Occupancy incentive	300,000	300,000	<b>300,000</b>
Wage enhancement	1,113,200	1,225,200	<b>1,225,200</b>
Early Learning Child Care (ELCC)	102,200	-	-
Other	621,400	503,000	<b>498,500</b>
<b>Total Expenditures</b>	<b>13,359,900</b>	<b>13,606,900</b>	<b>13,630,800</b>
<b>Grants</b>			
Provincial grants - child care	(11,480,000)	(11,829,200)	<b>(11,853,100)</b>
Provincial grants - child care (mitigation)	(374,800)	(374,800)	<b>(374,800)</b>
Federal grants - child care	(102,200)	-	-
<b>Total Financing</b>	<b>(11,957,000)</b>	<b>(12,204,000)</b>	<b>(12,227,900)</b>
<b>Cost to be Levied</b>	<b>1,402,900</b>	<b>1,402,900</b>	<b>1,402,900</b>

## 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 maintain 2021 rates at 2020 levels:

<b>TBDSSAB Maximum Child Care Daily Rates</b>			
	2020 Rates	2021 Rates	Increase
Infant	\$71	\$71	0.0%
Toddler	\$53	\$53	0.0%
Pre-School	\$47	\$47	0.0%
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 relatively 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 2021, 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. Beginning in 2020, 100% of the allocated points are based on licensed spaces.

Beginning in 2017, an Occupancy incentive was 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.

<b>Description</b>	<b>2019 Budget (\$)</b>	<b>2020 Budget (\$)</b>	<b>2021 Budget (\$)</b>
<b>Expenditures</b>			
Ontario early years centres	1,987,800	1,945,000	<b>1,939,400</b>
Early child development planning	57,400	57,400	<b>57,400</b>
Data analysis services	92,700	92,700	<b>98,300</b>
Early Years Officer	-	-	<b>89,600</b>
Internal administrative expense	237,500	232,800	<b>143,200</b>
Indigenous-Led Child and Family Programs	1,237,800	1,177,400	<b>1,177,400</b>
<b>Total Expenditures</b>	<b>3,613,200</b>	<b>3,505,300</b>	<b>3,505,300</b>
<b>Grants</b>			
Provincial grants - child care (EarlyON)	(3,613,200)	(3,505,300)	<b>(3,505,300)</b>
<b>Total Financing</b>	<b>(3,613,200)</b>	<b>(3,505,300)</b>	<b>(3,505,300)</b>
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Child Care Administration**

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

Description	2019 Budget (\$)	2020 Budget (\$)	2021			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	720,400	404,100	426,900	-	-	<b>426,900</b>
Materials	49,900	49,100	41,900	-	-	<b>41,900</b>
Contracted services	1,000	1,000	1,000	-	-	<b>1,000</b>
Internal administrative expense	538,400	718,800	733,300	(4,300)	-	<b>729,000</b>
Imputed rent recovery	80,400	68,000	82,800	-	-	<b>82,800</b>
<b>Total Expenditures</b>	<b>1,390,100</b>	<b>1,241,000</b>	<b>1,285,900</b>	<b>(4,300)</b>	-	<b>1,281,600</b>
<b>Recoveries</b>						
From EarlyON	(237,500)	(194,400)	(74,500)	-	-	<b>(74,500)</b>
From EarlyON (Early Years Officer)	-	-	(89,600)	-	-	<b>(89,600)</b>
From capacity building (Child Care Program Officers)	-	(181,300)	(184,900)	-	-	<b>(184,900)</b>
<b>Total Expenditures Less Recoveries</b>	<b>1,152,600</b>	<b>865,300</b>	<b>936,900</b>	<b>(4,300)</b>	-	<b>932,600</b>
<b>Grants</b>						
Provincial grants - child care	(804,900)	(521,400)	(600,900)	2,200	-	<b>(598,700)</b>
Federal grants - child care (ELCC)	(2,400)	-	-	-	-	<b>-</b>
<b>Financing</b>						
Imputed rent adjustment	(4,900)	(5,600)	(11,100)	-	-	<b>(11,100)</b>
<b>Cost to be Levied</b>	<b>340,400</b>	<b>338,300</b>	<b>324,900</b>	<b>(2,100)</b>	-	<b>322,800</b>

## 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	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Community Housing	18,177,800	16,850,300	<b>16,627,400</b>
Homelessness Prevention	4,638,400	4,976,700	<b>6,712,200</b>
Administration	2,574,200	2,246,400	<b>2,459,000</b>
<b>Total Expenditures</b>	<b>25,390,400</b>	<b>24,073,400</b>	<b>25,798,600</b>
<b>Revenue</b>			
Other revenue	(45,000)	(9,700)	<b>(60,000)</b>
<b>Grants</b>			
Provincial Grants - Housing	(3,056,400)	(1,493,300)	<b>(1,331,000)</b>
Provincial Grants - Homelessness	(4,638,400)	(4,976,700)	<b>(6,712,200)</b>
Federal Grants - Housing	(1,582,800)	(1,734,600)	<b>(2,380,300)</b>
Federal Block Funding	(5,851,600)	(5,554,600)	<b>(4,919,600)</b>
<b>Financing</b>			
From Capital Regeneration Reserve Fund	(50,000)	(250,000)	-
From Levy Stabilization Reserve Fund	(176,700)	-	-
From Community Housing Reserve Fund	(10,000)	(10,000)	<b>(10,000)</b>
Imputed Rent Adjustment	(15,500)	(16,900)	<b>(27,800)</b>
<b>Cost to be Levied</b>	<b>9,964,000</b>	<b>10,027,600</b>	<b>10,357,700</b>

## Community Housing

Description	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Provincial Reformed (with market component)	4,056,900	4,022,500	<b>3,896,500</b>
Provincial Reformed (100% RGI)	2,214,500	2,187,500	<b>2,080,500</b>
Urban Native housing program	2,082,600	1,856,500	<b>1,417,900</b>
Private landlord rent supplement	3,236,700	3,203,400	<b>3,309,800</b>
Non-profit rent supplement	1,749,000	1,772,800	<b>1,812,700</b>
Strong Communities rent supplement	437,200	437,200	<b>437,200</b>
Portable Housing Benefit	198,900	329,700	<b>398,700</b>
Investment in Affordable Housing	3,165,600	841,900	<b>305,800</b>
Ontario Priorities Housing Initiative	-	1,520,200	<b>1,481,800</b>
Canada-Ontario Community Housing Initiative	-	678,600	<b>1,486,500</b>
Social Housing Apartment Improvement Program	1,036,400	-	-
<b>Total Expenditures</b>	<b>18,177,800</b>	<b>16,850,300</b>	<b>16,627,400</b>
<b>Grants</b>			
Provincial grants - housing	(3,056,400)	(1,493,300)	<b>(1,331,000)</b>
Federal grants - housing	(1,582,800)	(1,734,600)	<b>(2,380,300)</b>
Federal Block Funding	(5,851,600)	(5,554,600)	<b>(4,919,600)</b>
<b>Financing</b>			
From Capital Regeneration Reserve Fund	-	(250,000)	-
From Levy Stabilization Reserve Fund	(161,900)	-	-
<b>Total Financing</b>	<b>(10,652,700)</b>	<b>(9,032,500)</b>	<b>(8,630,900)</b>
<b>Cost to be Levied</b>	<b>7,525,100</b>	<b>7,817,800</b>	<b>7,996,500</b>



Provincial Reformed Housing Providers

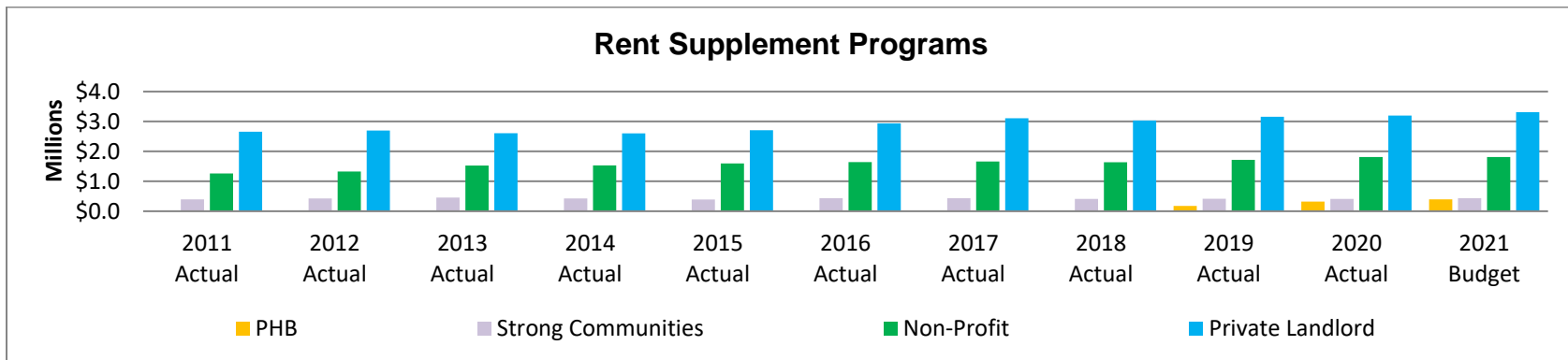
The *Housing Services Act, 2011* requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the Operating Budgets for Social Housing Providers. The benchmark cost indices are based on the prior year’s Ontario Consumer Price Index and sub-indices. The total 2021 Budget related to Housing Providers is \$5,977,000, a decrease of 4% over the 2020 Budget of \$6,210,000.

Urban Native Housing

The Urban Native Housing Program Budget for 2021 totals \$1,417,900 (2020 - \$1,856,500). 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 \$5,559,700 in 2021 (2020 - \$5,413,400), include 605 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 \$398,700 in 2021 (2020 - \$329,700), and would support an estimated 106 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	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>IAH</b>			
Rent Supplement	111,500	63,000	<b>84,600</b>
Internal Allocation Rent Supplement	8,500	9,000	<b>12,000</b>
Reinvested Ontario Renovates	200,000	-	<b>125,000</b>
<b>IAH Extension</b>			
Rental Housing	1,282,100	114,000	-
Ontario Renovates	761,800	-	-
Housing Allowance	53,400	-	-
Internal Allocation Housing Allowance	25,400	-	-
Internal administrative expense	84,100	40,200	-
<b>IAH - Social Infrastructure Fund</b>			
Ontario Renovates	-	-	-
Housing Allowance	76,400	38,200	<b>65,800</b>
Internal Allocation Housing Allowance	-	17,000	<b>14,200</b>
Rental Housing	529,700	529,700	-
Survivors of Domestic Violence	-	-	-
Internal administrative expense	32,700	30,800	<b>4,200</b>
<b>Total Expenditures</b>	<b>3,165,600</b>	<b>841,900</b>	<b>305,800</b>
<b>Grants</b>			
Provincial grants - housing	(1,582,800)	(421,000)	(152,900)
Federal grants - housing	(1,582,800)	(420,900)	(152,900)
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

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 2021 Budget of \$1,481,800 includes \$900,500 towards the Bertrand Court Redevelopment project, and \$507,200 to be invested under the Ontario Renovates Program. A breakdown is provided in the table, below:

Description	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
Rental Housing	-	1,000,000	<b>900,500</b>
Ontario Renovates	-	456,700	<b>507,200</b>
Internal administrative expense	-	63,500	<b>74,100</b>
<b>Total Expenditures</b>	-	<b>1,520,200</b>	<b>1,481,800</b>
<b>Financing</b>			
From Capital Regeneration Reserve Fund	-	(250,000)	-
<b>Grants</b>			
Provincial grants - housing	-	(635,100)	<b>(740,900)</b>
Federal grants - housing	-	(635,100)	<b>(740,900)</b>
<b>Cost to be Levied</b>	-	-	-

Canada-Ontario Community Housing Initiative

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 2021 COCHI Budget of \$1,486,500 includes \$788,200 to undertake necessary capital repairs, and \$624,000 to support Urban Native Housing Programs (with operating agreements expired in 2019-21) with rent supplement.

Description	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<u>Capital Component:</u>			
Repairs	-	499,200	<b>788,200</b>
<u>Operating Component:</u>			
Rent Supplement	-	145,500	<b>624,000</b>
Internal administrative expense	-	33,900	<b>74,300</b>
<b>Total Expenditures</b>	-	678,600	<b>1,486,500</b>
<b>Grants</b>			
Federal grants - housing	-	(678,600)	<b>(1,486,500)</b>
<b>Cost to be Levied</b>	-	-	-

## 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	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)
<b>Expenditures</b>			
Community Homelessness Prevention Initiative	3,263,300	3,606,600	<b>5,319,400</b>
Home for Good	1,375,100	1,370,100	<b>1,392,800</b>
<b>Total Expenditures</b>	<b>4,638,400</b>	<b>4,976,700</b>	<b>6,712,200</b>
<b>Grants</b>			
Provincial grants - homelessness	(4,638,400)	(4,976,700)	<b>(6,712,200)</b>
<b>Cost to be Levied</b>	-	-	-

**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	2019 Budget (\$)	2020 Budget (\$)	2021			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	2,214,300	1,759,300	1,863,000	-	-	<b>1,863,000</b>
Materials	240,500	229,600	202,700	-	-	<b>202,700</b>
Contracted services	90,000	24,000	24,000	-	-	<b>24,000</b>
Rents and financial expenses	10,800	10,800	9,600	-	-	<b>9,600</b>
External transfers	45,000	11,100	61,400	-	-	<b>61,400</b>
Internal administrative expense	537,200	709,400	758,800	(5,400)	-	<b>753,400</b>
Imputed rent recovery	268,000	204,000	207,100	-	-	<b>207,100</b>
<b>Total Expenditures</b>	<b>3,405,800</b>	<b>2,948,200</b>	<b>3,126,600</b>	<b>(5,400)</b>	-	<b>3,121,200</b>
<b>Recoveries</b>						
From housing and homelessness programs	(694,700)	(581,200)	(539,200)	-	-	<b>(539,200)</b>
From Ontario Works	(120,000)	(120,600)	(123,000)	-	-	<b>(123,000)</b>
To building operating	(16,900)	-	-	-	-	-
<b>Total Expenditures Less Recoveries</b>	<b>2,574,200</b>	<b>2,246,400</b>	<b>2,464,400</b>	<b>(5,400)</b>	-	<b>2,459,000</b>
<b>Revenue</b>						
Other revenue (Housing Partnering Strategy)	(45,000)	(9,700)	(60,000)	-	-	<b>(60,000)</b>
<b>Financing</b>						
From Capital Regeneration Reserve Fund	(50,000)	-	-	-	-	-
From Levy Stabilization Reserve Fund	(14,800)	-	-	-	-	-
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	-	<b>(10,000)</b>
Imputed rent adjustment	(15,500)	(16,900)	(27,800)	-	-	<b>(27,800)</b>
<b>Cost to be Levied</b>	<b>2,438,900</b>	<b>2,209,800</b>	<b>2,366,600</b>	<b>(5,400)</b>	-	<b>2,361,200</b>



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

## **2021 Capital Budget**

2021 Capital Budget Overview

For budgeting purposes, the Capital Budget includes planned expenditures that will be financed from the Housing Portfolio Capital Reserve Fund, the Office Building Capital Reserve Fund, and the Canada-Ontario Community Housing Initiative. 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.

Description	Budget 2021	Forecast				
		2022	2023	2024	2025	2026
Roofing	133,000	370,000	-	130,000	462,000	-
Windows	192,000	20,000	135,000	340,000	312,000	460,000
Doors	323,200	492,000	353,000	240,000	422,000	130,000
Sitework	415,400	241,000	242,000	310,000	115,000	371,000
Elevator	135,000	370,000	150,000	40,000	-	50,000
Flooring	125,000	135,000	260,000	225,000	410,000	230,000
Electrical	150,000	185,000	204,000	550,000	230,000	280,000
Mechanical	898,200	618,000	92,000	94,000	174,000	115,000
Life Safety	55,000	215,000	310,000	341,000	5,000	30,000
Accessibility Modifications	54,000	-	-	-	-	-
Plumbing	-	726,500	205,500	113,000	160,000	8,000
Painting	130,000	305,000	249,000	250,000	199,000	140,000
Appliances	80,200	158,000	98,000	158,000	90,000	280,000
Building Interior Upgrades	542,000	686,500	965,000	1,146,000	1,147,000	538,000
Building Exterior Repairs	228,000	379,000	568,000	457,000	155,000	101,000
Security	209,000	63,700	-	-	-	-
<b>Subtotal</b>	<b>\$ 3,670,000</b>	<b>\$ 4,964,700</b>	<b>\$ 3,831,500</b>	<b>\$ 4,394,000</b>	<b>\$ 3,881,000</b>	<b>\$ 2,733,000</b>
Insurance Deductibles	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total</b>	<b>\$ 3,845,000</b>	<b>\$ 5,139,700</b>	<b>\$ 4,006,500</b>	<b>\$ 4,569,000</b>	<b>\$ 4,056,000</b>	<b>\$ 2,908,000</b>