



	REPORT No.: 2021-55
MEETING DATE: NOVEMBER 19, 2021	DATE PREPARED: OCTOBER 25, 2021
SUBJECT: THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD PROPOSED 2022 OPERATING AND CAPITAL BUDGET	

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) proposed 2022 Operating Budget for the Board's review and discussion.

The proposed 2022 TBDSSAB Operating Budget, as presented, totals \$97,770,200 (2021: \$99,282,100), a decrease of \$1,511,900, or 1.5%, from the 2021 approved Budget.

The impact on the levy to Municipalities and Territories Without Municipal Organization (TWOMO) would be an increase of \$362,500, from \$22,691,800 to \$23,054,300, or 1.6% more than 2021.

This Report also presents the proposed 2022 TBDSSAB Capital Budget, for the Board's review and discussion. The proposed 2021 Capital Budget, as presented, totals \$3,897,900 (2021: \$3,845,000), with \$2,464,800 financed from the Housing Portfolio Capital Reserve Fund, \$65,000 funded from the Office Building Capital Reserve Fund, and \$1,367,100 financed from the Canada-Ontario Community Housing Initiative (COCHI).

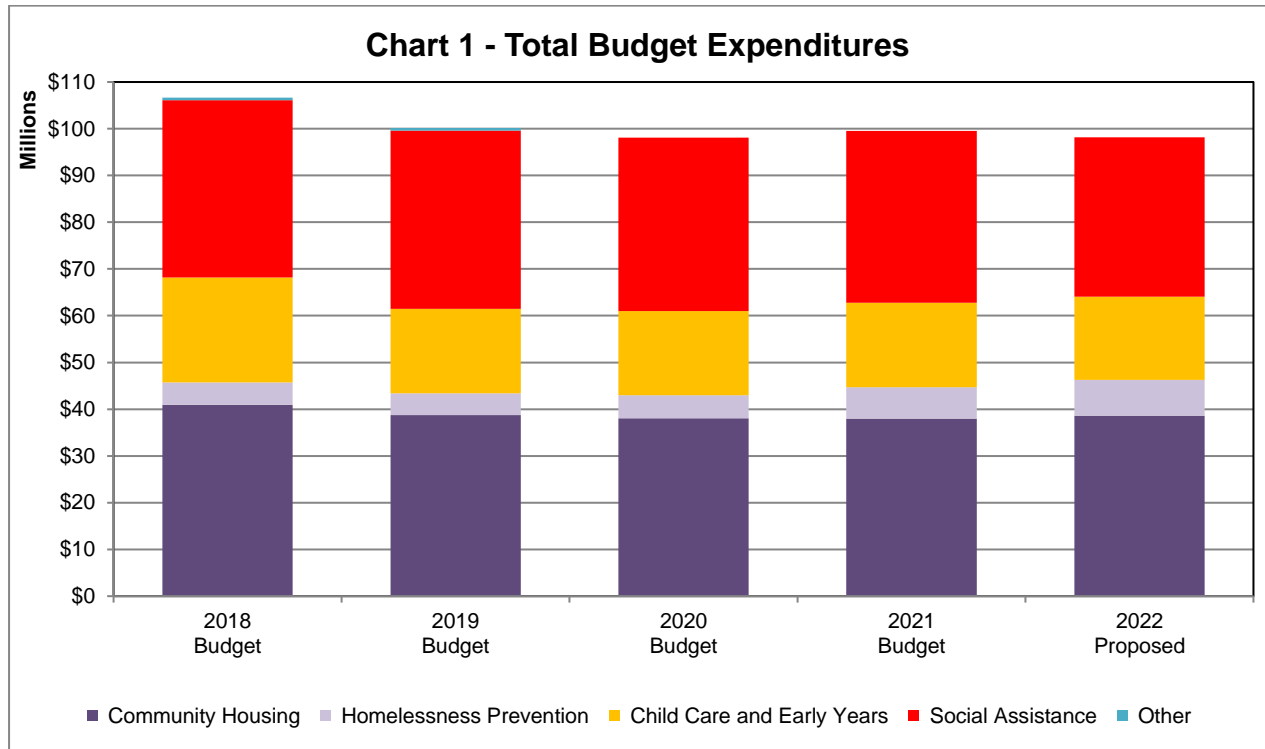
BACKGROUND

Each year, Administration prepares a Budget for the programs administered by TBDSSAB, including Social Assistance, 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
Social Assistance	
Ontario Works (OW) Financial Assistance	100% Provincially funded.
Ontario Works Program Delivery Funding	A portion is 100% Provincially funded, and a portion is cost-shared 50%/50% Provincial/Municipal.
Child Care and Early Years	
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.
Community Housing	
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.
Homelessness Prevention	
Community Homelessness Prevention Initiative (CHPI)	100% Provincially funded.
Home for Good (HFG)	100% Provincially funded.
Social Services Relief Fund (SSRF)	100% Provincially funded.

The proposed 2022 TBDSSAB Operating Budget is \$97,770,200 (2021: \$99,282,100) and represents a decrease of \$1,511,900, or 1.5%, from the prior year. This decrease is primarily due to lower OW financial assistance payments to participants compared to the prior year budget, due to a lower estimated caseload than was estimated with the 2021 budget, offset somewhat by additional SSRF and COCHI funding.

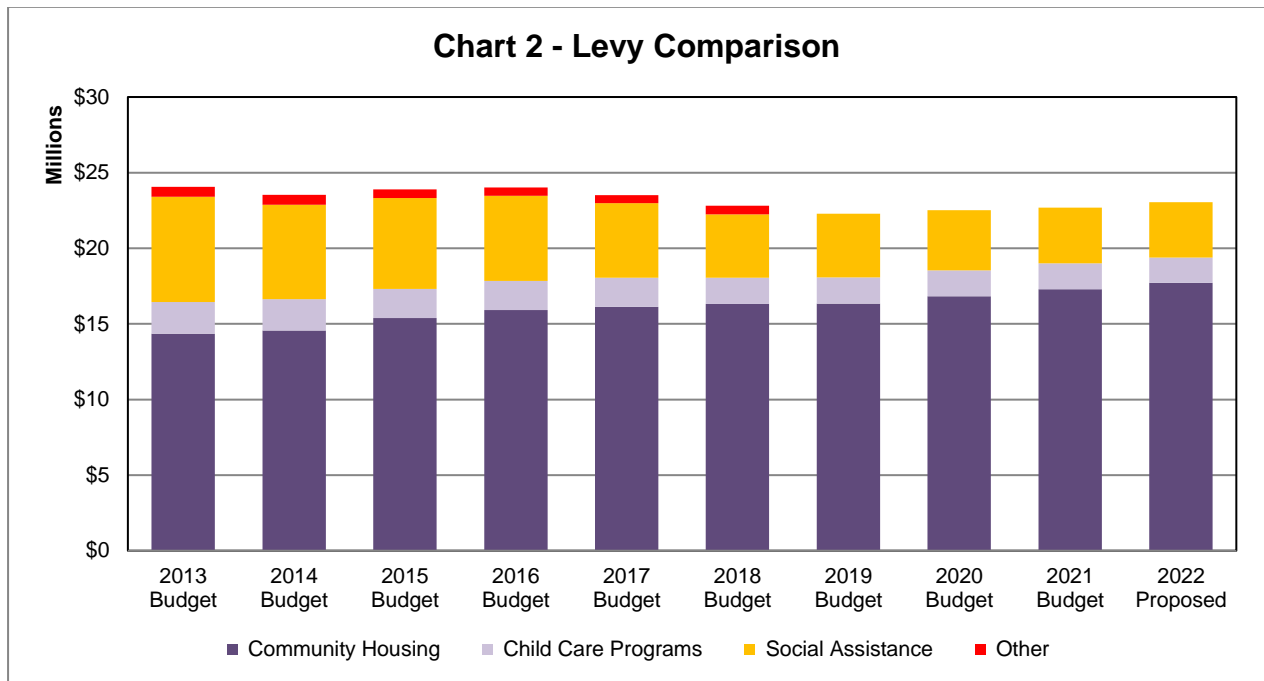
Chart 1 – Total Budget Expenditures (below) identifies the Operating Expenditure Budget for the years 2018, through to the proposed 2022 Budget, across the program areas: Social Assistance, Child Care and Early Years, Community Housing and Homelessness Prevention Programs.



The proposed 2022 Levy to Municipalities and TWOMO is \$23,054,300 (2021: \$22,691,800).

Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2013 through to the proposed 2022 Levy. This chart illustrates the overall levy decrease of 4.2% since 2013.

From 2013 to 2021 year-to-date, the Consumer Price Index (CPI) in Ontario has increased 14.2%, or, on average, 1.6% per year. Inflation has accelerated in recent months. Assuming similar CPI increases for the remainder of 2021 and 2022, the total Ontario CPI increase from 2013 through 2022 could be estimated to be approximately 16-18%.

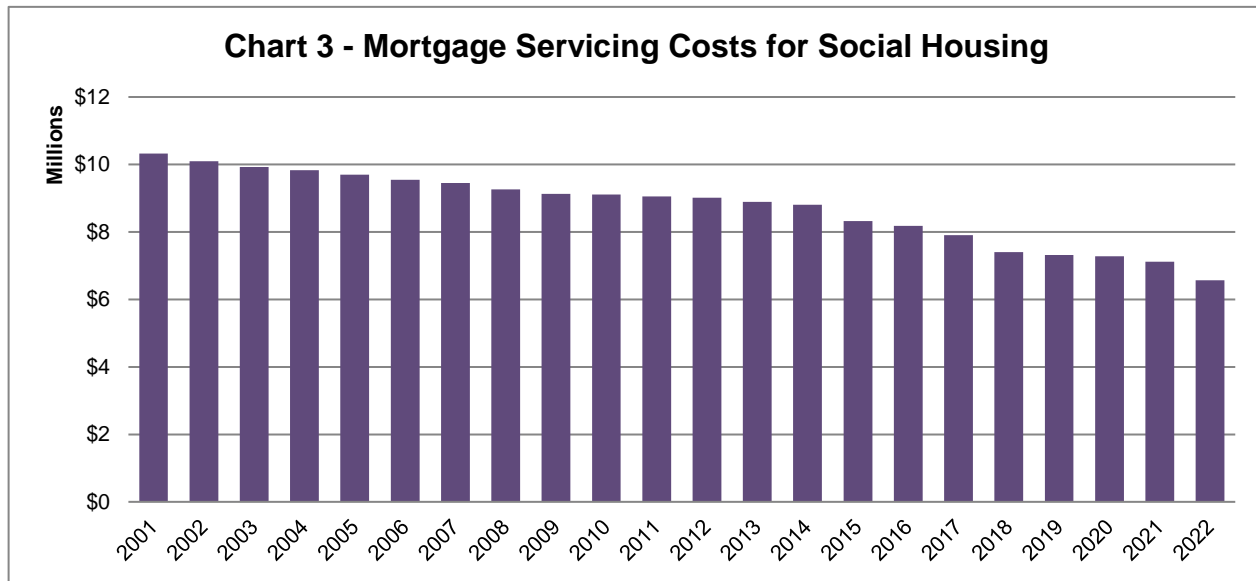


Beginning in the 2008 Budget year, the Province began uploading the cost of certain Provincially-delivered programs that had been part of the TBDSSAB levy since 1999. The cost of Ontario Disability Support Program (ODSP) was fully uploaded to the Province effective January 1, 2011, and the cost of OW 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 \$6.6 million estimated in 2022, 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 2022 TBDSSAB Operating Budget totals \$97,770,200 and represents a decrease of \$1,511,900, 1.5%, from the 2021 approved Budget of \$99,282,100. Changes within each program area are outlined below. Attachment #1 provides the complete proposed 2022 TBDSSAB Operating and Capital Budget Summary.

The proposed 2022 TBDSSAB Operating Budget results in a total increase to the Municipal Levy of \$362,500 or 1.6%, compared to the Board-approved 2021 Levy. The proposed 2022 Budget Levy, by program area, is provided in Table 1 – Total Change in Proposed Levy by Program Funding Area (below):

Program	2021 Budget Levy (\$)	2022 Proposed Levy (\$)	Increase / (Decrease) (\$)	% Change
Social Assistance	3,710,000	3,688,900	(21,100)	(0.6%)
Child Care and Early Years	1,725,700	1,675,100	(50,600)	(2.9%)
Community Housing	17,356,100	17,790,300	434,200	2.5%
Income Earned on Unrestricted Funds	(100,000)	(100,000)	-	-%
Total Levy	22,691,800	23,054,300	362,500	1.6%

Attachments #2, #3, and #4, provide the Proposed 2022 Estimated Levy Calculation (using the 2021 Weighted Assessment calculation), the Comparison of the Estimated Levy relative to 2021, and the Estimated Distribution, by Program, of the Proposed 2022 Budget Levy, respectively.

The proposed 2022 levy distribution in these attachments is for illustrative purposes only. The actual 2022 levy distribution will be calculated once the 2022 weighted assessment is calculated and the 2022 Budget is finalized.

STAFFING RESOURCES

The proposed Full-Time-Equivalent (FTE) staffing resources for 2022 total 166.42, a net decrease of 2.0 FTE from the 2021 budget. The specific staffing changes will be discussed in the respective Division sections, below.

PROGRAM ADMINISTRATION RECOVERIES

Through the proposed 2022 Budget, Administration has changed the treatment of program administration recoveries. Historically, when a program allows a recovery for administration, the recovery was applied against the cost centre(s) that performed work and incurred the related expense. As certain cost centres are allocated across the portfolio of TBDSSAB programs, any program administration recovery would be applied first, and the net expense would be allocated.

Beginning in 2022, the full cost centre expense will be allocated to the portfolio of TBDSSAB programs, using pre-determined percentages. The administration recovery will be applied against that program's share of allocated expense. This change ensures that the full impact of the program administration recovery is realized by each specific program.

THE BOARD

The Budget for the Board includes Board member honorariums, travel and meeting expenses, insurance, and legal fees. The proposed 2022 Budget of \$113,700 is \$2,200 (1.9%) less than the 2021-approved budget (\$115,900) as expenses related to mileage and legal were reduced. 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 \$1,232,400 in 2022, a decrease of \$23,400 (1.9%) from the 2021-approved Budget of \$1,255,800. 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 2022 Budget for the Corporate Services Division totals \$4,959,300, a decrease of \$61,000 (1.2%) over the 2021 approved Budget of \$5,020,300 (restated to reflect organization realignment in 2021).

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 long-term asset planning and management within the direct-owned housing portfolio. These costs are allocated to the Property Management section within Community Housing and Homelessness Prevention.

As a result of process improvements resulting from the move to electronic document management, the previous year's budget included a reduction of 3.0 full-time equivalent (FTE) File Clerks. The reduction was staggered throughout the year as the electronic document management project progressed; the 2022 Budget includes the full impact of this direction. In addition, during 2021 the Information Service Department had a reduction of 1.0 FTE Supervisor, Information Management and a corresponding expansion of 1.0 FTE Server Administrator. This change further supports the move to electronic document management across the organization.

Office Headquarters Building Operations

TBDSSAB owns and operates its office Headquarters in the City of Thunder Bay. The budget for 2022 totals \$985,700 (2021: \$1,003,800) 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, Social Assistance, Child Care and Early Years, and Community Housing and Homelessness Prevention.

Integrated Social Services Program Support

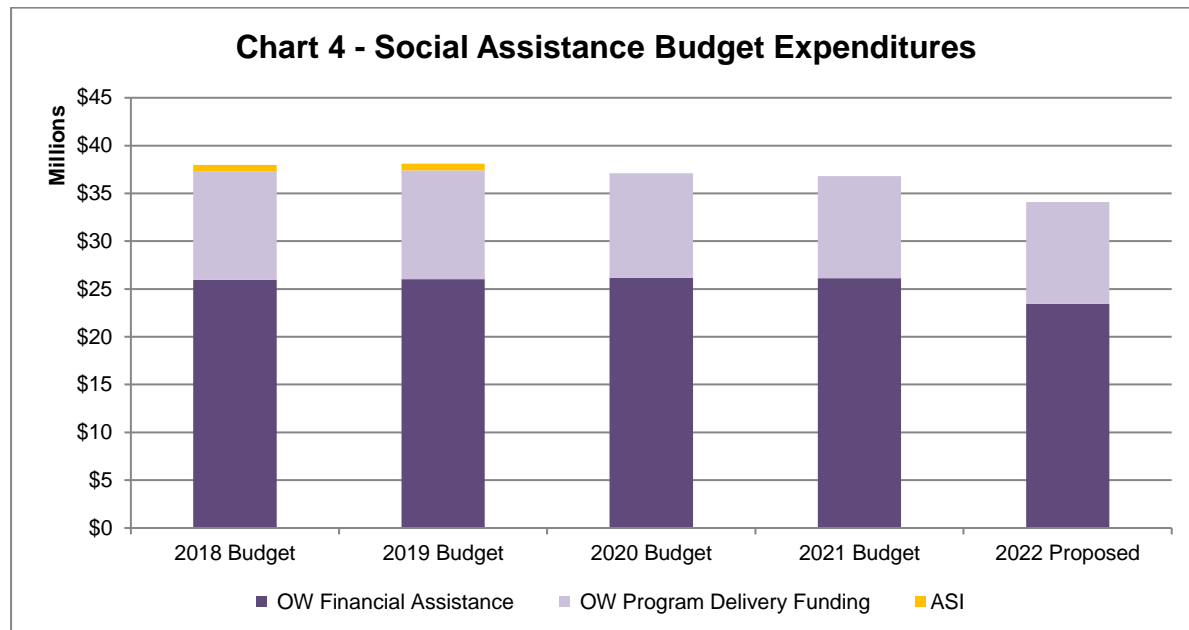
ISS Program Support includes the Director's office, Social Policy and Data Research, and Intake and Eligibility. The Intake and Eligibility area is responsible for TBDSSAB's integrated Intake, the area that serves those accessing TBDSSAB services, providing positive customer service experience to clients, tenants and the general public who attend the Headquarters office.

The proposed ISS Program Support Budget is \$1,983,700 (2021: \$1,812,900). The increase in 2022 is due, primarily, to the revised treatment of program administration recoveries discussed above. The increase is somewhat offset by a reduction of 1.0 FTE Child Care Worker position. This position is currently vacant, and the reduction reflects operational needs and funding constraints

Social Assistance

Social Assistance Programs includes Ontario Works (OW) Financial Assistance to eligible individuals and families and OW Program Delivery Funding (PDF).

Total 2022 Social Assistance Budget expenditures of \$34,080,300 are \$2,726,300 (7.4%) lower than the 2021 approved Budget (\$36,806,600). The breakdown is depicted in Chart 4 – Social Assistance 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 average monthly caseload has decreased by 14% compared to the 2020 average and 18% compared to the 2019 average. Part of the decrease is likely due to participants temporarily leaving social assistance in order to receive federal pandemic benefits, and participants returning to home communities not part of the TBDSSAB service area during the pandemic. Provincial analysis anticipates the total caseload in Ontario will return to pre-pandemic levels late in 2021 and 2022 as federal programs expire. However, Administration expects, locally, the caseload will not return to those levels immediately, given that the caseload has continued to decrease in the last 3 months and considering the employment opportunities available in the district.

The proposed 2022 OW client allowances and benefits Budget of \$23,440,100 is \$2,677,000 less than the 2021-approved budget and estimates approximately 60% of the caseload reduction will return to social assistance. 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 2022 OW PDF allocation will be equal to the 2021 allocation which was based on 2018 actuals. In the prior year, a small portion of OW PDF was financed from the Levy Stabilization Reserve Fund. In 2022 TBDSSAB has reduce its PDF expenses to meet the 2022 funding allocation and meet the provincial/municipal funding ratio. In that regard, total expenditures for OW PDF of \$10,640,200 are \$49,300 (0.5%) lower than the 2021 Board-approved budget (\$10,689,500). The Municipal Levy impact of the proposed 2022 OW PDF Budget is a reduction of \$21,100.

Social Assistance Modernization, through legislative and technological changes and internal process improvements, will continue through 2022:

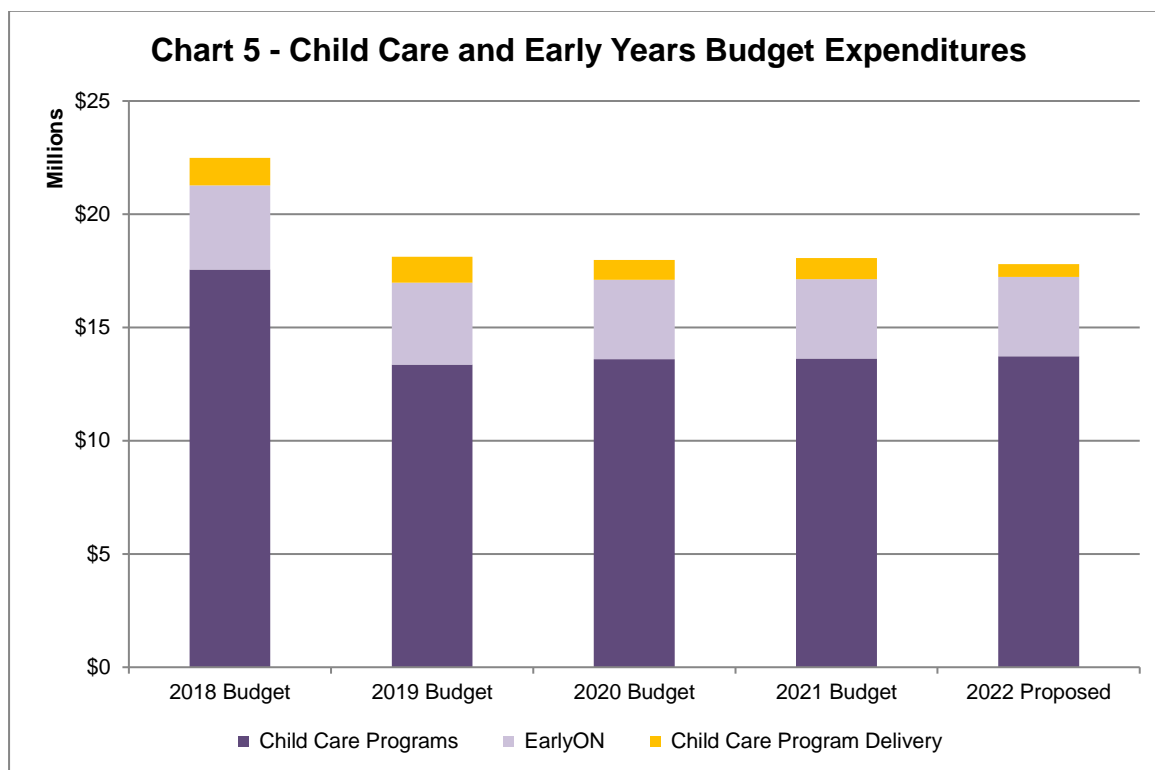
- In 2021, “My Benefits” launched 2-way communications allowing messaging between client and caseworker and the ability to send digital verification directly to the caseworker that can then be uploaded into the Social Assistance Management System (SAMS). TBDSSAB will continue to support implementation of this enhancement;
- While Direct Bank Deposit (DBD) is still the preferred method of payment, TBDSSAB continues to offer Reloadable Payment Cards (RPCs) as an alternate electronic method of payment to further facilitate the movement to electronic payment methods rather than paper cheques;
- Continue working with MCCSS on implementation of the centralized intake process;
- With an eye toward life stabilization, partnerships will be developed to move clients along the care continuum to independence;
- Piloting electronic signature for social assistance documents.

Child Care and Early Years

In 2019, the Province announced that it would be reviewing and updating the Child Care Funding Formula. The new funding formula was delayed in 2021 and Administration has not yet received confirmation of its 2022 funding allocation, as a result, the proposed 2022 budget has been developed based on the 2021 allocation.

Total 2022 Child Care and Early Years Budget expenditures of \$17,802,900 are \$265,800 (1.5%) less than the 2021 approved budget (\$18,068,700).

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 16, 2021, meeting, the Board approved increasing TBDSSAB's maximum rates by 3.6% (Report No. 2021-37 – Maximum Daily Rates for Child Care Fee Subsidy). However, considering the ongoing uncertainty that Covid-19 might have on the child care landscape in 2022, the proposed Fee Subsidy Budget for 2022 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 2022 is the same as the 2021 approved budget.

General Operating

TBDSSAB provides General Operating funding to Child Care Operators to subsidize child care operations. In 2022, 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 2022 Budget of \$5,603,400 is \$86,900 (1.6%) higher than the 2021 approved budget.

The Occupancy Incentive, established by TBDSSAB to assist Service Providers during the transition to an occupancy-based funding model, will continue in 2022. 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 2022 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 2022. The proposed 2022 Wage Enhancement Budget of \$1,225,200 is the same as the 2021 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 \$313,600 and are the same as the 2021 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 2021 approved budget. This Program is 100% Provincially funded.

Child Care Program Delivery

Effective January 1, 2022, the total Administration benchmark is reduced from 10% to 5% of the total Provincial allocation. In order to meet this threshold, 1.0 FTE Child Care Worker position was eliminated, and administrative recoveries have been maximized.

Total expenditures for Child Care Program Delivery of \$565,600 are \$367,000 (39.4%) lower than the 2021 approved budget (\$932,600).

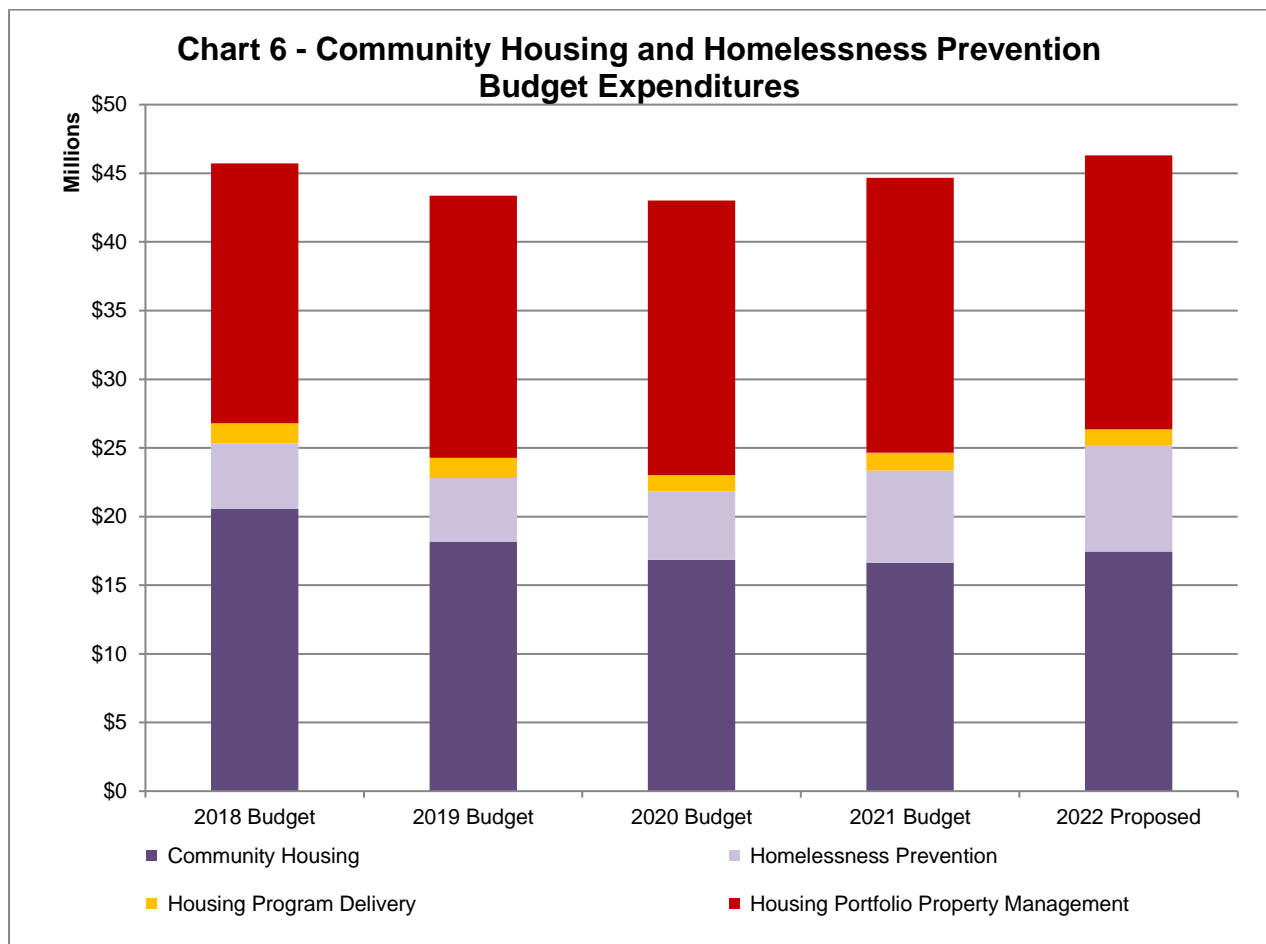
Overall, the proposed 2022 Levy attributable to Child Care and Early Years, of \$1,675,100, is \$50,600 (2.9%) less than the prior year (2021: \$1,725,700) due to the change in the funding model for Child Care Administration.

It is expected that the recently announced National Child Care Program will be detailed in late 2021 or early 2022 and may have significant impact on the overall child care and early years programming.

Community Housing and Homelessness Prevention

During 2021, Administration implemented an organization realignment which resulted in the conversion of 5.0 FTE Property Management Officer positions to 5.0 FTE Supervisor, Property Management positions. As well, 1.0 FTE Supervisor, Maintenance position, 8.0 FTE Repairperson positions, 14.5 FTE Custodian positions, and 1.0 FTE Maintenance Dispatch position were realigned from the Corporate Services Division to the ISS Division. The other 1.0 FTE Supervisor, Maintenance position has been vacated and is now reduced from the staff complement. The proposed 2022 Budget includes these changes and the prior years' Budgets have been restated accordingly.

The total proposed 2022 Community Housing and Homelessness Prevention Budget of \$46,293,700 is \$1,616,900 higher than the 2021 approved budget of \$44,676,800. The breakdown is provided in Chart 6 – Community Housing and Homelessness Prevention Budget Expenditures (below). The proposed 2021 Levy attributable to Community Housing of \$17,790,300, is \$434,200 (2.5%) higher than the prior year (2021: \$17,356,100).



The following are components of the Community Housing and Homelessness Prevention proposed Budget:

Community Housing

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.

Applying the MMAH indices results in 2022 estimated subsidy to Provincial Reformed housing providers of \$6,084,800 which is \$107,800 higher than the 2021 approved Budget (\$5,977,000).

During 2022, two (2) Housing Providers' mortgages will fully mature. As TBDSSAB awaits Provincial direction on the future relationship between Service Managers and housing providers post-mortgage, the 2022 budget will continue funding the Housing Providers in the same manner as previous years, less the mortgage subsidy that is no longer required, as approved by the Board in Report No. 2021-49 – Non-Profit Housing Provider Expiry of Mortgages.

In recent years, through the year-end settlement process, TBDSSAB has recovered significant amounts from Housing Providers, which contributes to the program levy operating surplus. Through the 2022 Budget, Administration has proposed the introduction of a settlement allowance of \$300,000 to be financed from the Levy Stabilization Reserve Fund. TBDSSAB will continue to calculate Housing Provider operating subsidy as it currently does, however the amount that is levied to Municipalities will be reduced by \$300,000 in anticipation of recovering prior year settlements. Financing from the Levy Stabilization Reserve Fund, would be available only if the level of settlement recovery is lower than expected, creating a program levy operating deficit for the 2022 year.

Urban Native Housing Program

During the 2022-year, Operating Agreements for 31 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 2022, there is a decrease of \$203,600 in subsidy to these providers to \$1,214,300 (2021: \$1,417,900); 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 2022 Rent Supplement Budget (including Private Landlord, Non-Profit, and Strong Communities Rent Supplement) of \$5,236,100 is \$323,600 less than the 2021

approved budget (\$5,559,700). Through the pandemic, the number of Private Landlord Rent Supplements has decreased. The proposed 2022 Budget reflects a shift from new rent supplements to more Portable Housing Benefits. The budget allows for an average of 721 rent supplement units per month, a decrease of 55 over the estimated 2021 Budget average units (776).

Portable Housing Benefit (PHB)

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 2022, PHB budget expenditures of \$599,400 are \$200,700 higher than the 2021 approved budget (\$398,700) and support an average of 154 PHBs per month, an increase of 48 over the 2021 budget average PHBs (106).

Investment in Affordable Housing (IAH)

The 100% Federally/Provincially-funded IAH Program (IAH, IAH Extension, IAH Social Infrastructure Fund) continues to wind down. In 2022, \$266,600 will be spent, primarily on rent supplement (\$141,400) and Housing Allowance (\$118,900).

Ontario Priorities Housing Initiative (OPHI)

OPHI is modeled after the previous Investment in Affordable Housing Programs. The proposed 2022 Budget of \$1,226,600 includes \$400,500 remaining from the prior year allocation for the regeneration of Bertrand Court II (Report No. 2020-48 – Bertrand Court Regeneration Strategy Update), and \$764,800 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 transitional operating support.

The proposed 2022 COCHI Budget of \$2,830,300 includes an allocation for capital projects on TBDSSAB's legacy Social Housing portfolio, and support for Urban Native housing (operating agreements expired in 2019-22) with transitional operating funds and rent supplement. COCHI funding will also be used to update the Building Condition Audit reports for TBDSSAB-owned units and Housing Providers.

Homelessness Prevention Programs

Community Homelessness Prevention Initiative (CHPI)

CHPI funding is used to help prevent homelessness and to assist individuals in advancing along the housing continuum. The annual CHPI allocation from MMAH has been set at \$3,542,466 since 2020/21. The proposed 2022 CHPI Budget of \$3,618,200 is \$86,100 (2.4%)

higher than the 2021 approved Budget however that increase is due to timing of expenditures, as the TBDSSAB's fiscal year is different than the Province's fiscal year.

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 proposed 2022 HFG Budget of \$1,374,800 is \$18,000 (1.3%) lower than the 2021 approved Budget however that decrease is also due to timing of expenditures, as the TBDSSAB's fiscal year is different than the Province.

Social Services Relief Fund (SSRF)

In response to the COVID-19 Pandemic, the Province continues to provide supports through the SSRF, administered through the CHPI Service Agreement. TBDSSAB has used the funding to assist partner organizations offering housing and related supports to individuals and households dealing with the COVID-19 Pandemic. The proposed 2022 SSRF Budget of \$2,722,400 will primarily be spent on capital projects to provide longer-term housing-based solutions to homelessness post-pandemic.

Housing Program Administration

The proposed 2022 Budget for Housing Program Administration totals \$1,168,800 (2021: \$1,312,600), and includes costs associated with supporting community housing providers, and administering housing programs including rent supplement and affordable housing. The decrease in 2022 is due, primarily, to the revised treatment of program administration recoveries discussed above.

Housing Portfolio Property Management

The proposed 2022 Budget for Direct-Owned Housing totals \$19,951,400 (2021: \$20,024,600), and includes costs associated with operating and maintaining the direct-owned housing projects, as well as providing supports to tenants within the housing portfolio.

Costs include certain elements over which TBDSSAB has limited control, including:

- \$5,106,600 (2021: \$5,044,000) for Municipal property taxes,
- \$3,865,800 (2021: \$3,826,200) in utility costs (natural gas, water and electricity),
- \$2,430,900 (2021: \$2,651,000) in debt servicing costs,
- \$643,100 (2021: \$573,800) for property insurance.

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

The proposed 2022 Budget also includes amounts for:

- Repairs and Maintenance of \$1,848,700 which is consistent with the 2021-approved budget (\$1,851,400).

- Operating Services Budget of \$1,751,000 which is lower than the 2021-approved budget (\$1,791,400) as the snow removal and pest control lines were reduced to be consistent with recent experience.

The proposed 2022 Budget includes Rent-Geared-to-Income (RGI), paid by tenants, of \$10,185,000, which is \$201,000 (2%) more than the 2021-approved budget. The provincially-mandated rent freeze for 2021 has been lifted and calculated increases to rent will be in effect January 1, 2022.

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 \$3,897,900 (2021: \$3,845,000) are planned through a review of the Direct-Owned Housing portfolio assets in conjunction with the Building Condition Assessment (BCA) Reports, as well as the Headquarters office building.

The Capital Budget includes 81 projects: 78 across the housing portfolio, and three (3) 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	12	285,000
<i>Planned.</i> Projects that require regular cyclical replacement	48	2,008,800
<i>Planned - Green.</i> Planned Projects that impact the environment in a positive manner	21	1,429,100
<i>Insurance Deductibles (6)</i>		175,000
Total	81	\$3,897,900

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. 2021-44 – 2021 Reserve and Reserve Fund Strategy Update, the proposed 2022 Budget includes strategic uses of various Reserve Funds, as follows:

Operating Budget

- 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 \$2,750,400 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 of a capital nature related to tenant move-outs and accessibility modification.
- Levy Stabilization Reserve Fund: finance up to \$300,000 to create an allowance for the potential year-end settlement recoveries from Housing Providers. This allowance reduces the levy in anticipation of recoveries, and the reserve fund would only be used if the recoveries are less than expected.
- Office Building Reserve Fund: contribute \$199,100 in accordance with the BCA plan for future capital requirements to the Headquarters Office.

Capital Budget

- Housing Portfolio Capital Reserve Fund: finance up to \$2,465,800 to finance the 2022 Capital Expenditure Budget.
- Office Building Reserve Fund: finance up to \$65,000 in expenditures, of a capital nature, at the TBDSSAB office headquarters.

FINANCIAL IMPLICATIONS

The overall proposed 2022 TBDSSAB Budget, as presented, would result in a total Operating Budget of \$97,770,200, and includes a Municipal and TWOMO Levy of \$23,054,300, which represents an increase in the levy of \$362,500, or 1.6%, relative to the 2021 approved level.

The proposed 2022 Capital Budget expenditures total \$3,897,900, with \$2,465,800 to be financed from the Housing Portfolio Capital Reserve Fund, and \$65,000 financed from the Office Building Capital Reserve Fund, consistent with the Reserve and Reserve Fund Strategy.



CONCLUSION

It is concluded that the proposed 2022 TBDSSAB Operating Budget, which totals \$97,770,200, provides for all core programs, 166.42 FTE staff resources, and includes financing from the Municipal and TWOMO Levy of \$23,054,300.

It is also concluded that the proposed 2022 Capital Budget, as presented, would result in total expenditures of \$3,897,900 for various direct-owned housing properties and the Headquarters office building.

REFERENCE MATERIALS ATTACHED

- Attachment #1 [2022 Proposed Operating Budget](#)
- Attachment #2 [Estimated Levy Calculation for Proposed 2022 Budget](#)
- Attachment #3 [Comparison of Estimated Levy for Proposed 2022 Budget with 2021 Budget](#)
- Attachment #4 [Estimated Distribution, by Program of Proposed 2022 Budget Levy](#)
- Attachment #5 [Proposed 2022 Capital Budget Project Summary and Forecast](#)
- Attachment #6 Confidential Proposed 2022 Capital Budget Project Summary
(Presented in Closed Session only)

PREPARED BY:	Keri Greaves, CPA, CMA, Manager, Finance The District of Thunder Bay Social Services Administration Board
APPROVED / SIGNATURE:	
	Georgina Daniels, FCPA, FCA, Director, Corporate Services Division The District of Thunder Bay Social Services Administration Board
SUBMITTED / SIGNATURE:	
	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board



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

2022 Proposed Operating Budget

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The District of Thunder Bay Social Services Administration Board

Operating Budget Summary

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Social Assistance	37,092,600	36,806,600	31,928,200	34,080,300	(2,726,300)	-7.4%
Child Care and Early Years	17,977,500	18,068,700	18,807,000	17,802,900	(265,800)	-1.5%
Community Housing and Homelessness Prevention Programs	43,017,200	44,676,800	49,058,200	46,293,700	1,616,900	3.6%
Other Recoveries	(177,100)	(270,000)	(341,200)	(406,700)	(136,700)	50.6%
Total Expenditures	97,910,200	99,282,100	99,452,200	97,770,200	(1,511,900)	-1.5%
Financing						
Grants						
Provincial Grants	55,051,000	56,633,900	57,449,700	54,598,300	(2,035,600)	-3.6%
Federal Grants	10,958,700	10,880,700	11,387,200	10,757,800	(122,900)	-1.1%
Revenue						
Rents	10,987,900	10,925,900	10,555,100	11,102,100	176,200	1.6%
Other Revenue	373,400	417,700	755,300	412,200	(5,500)	-1.3%
Income Earned on Unrestricted Funds	175,000	100,000	142,800	100,000	-	0.0%
Income Earned on Reserve Funds	200,000	465,600	800,000	722,600	257,000	55.2%
Levy to Municipalities and TWOMO	22,512,500	22,691,800	21,604,900	23,054,300	362,500	1.6%
Reserve Funds						
From (to) Capital Regeneration Reserve Fund	300,000	35,000	52,200	-	(35,000)	-100.0%
From (to) Community Housing Reserve Fund	10,000	10,000	10,000	10,000	-	0.0%
From (to) Housing Portfolio Capital Reserve Fund	(2,267,000)	(2,267,000)	(2,267,000)	(2,365,400)	(98,400)	4.3%
From (to) Levy Stabilization Reserve Fund	-	49,300	(42,800)	300,000	250,700	508.5%
From (to) Office Building Reserve Fund	(191,300)	(195,200)	(195,200)	(199,100)	(3,900)	2.0%
From (to) Reserve Funds	(200,000)	(465,600)	(800,000)	(722,600)	(257,000)	55.2%
Total Financing	97,910,200	99,282,100	99,452,200	97,770,200	(1,511,900)	-1.5%

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

	Board				Office of Chief Administrative Officer			
	2020 Bud	2021 Bud	2021 Est	2022 Bud	2020 Bud	2021 Bud	2021 Est	2022 Bud
Financing								
Levy to municipalities and TWOMO	-	-	-	-	-	-	-	-
Income on unrestricted funds	-	-	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-	-
From (to) reserve funds	-	-	-	-	-	-	-	-
Imputed rent adjustment	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	-	-	-
Expenditures								
Personnel services	53,400	53,400	51,700	53,400	900,100	1,000,600	993,100	1,004,500
Interest on long-term debt	-	-	-	-	-	-	-	-
Materials	62,100	56,500	32,600	55,300	177,300	173,900	157,100	152,600
Contracted services	6,000	6,000	8,000	5,000	91,300	81,300	47,500	75,300
Rents and financial expenses	-	-	-	-	-	-	-	-
External transfers	-	-	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-	-	-
Program administration recovery	-	-	-	-	-	-	-	-
Allocation of internal admin	(121,500)	(115,900)	(92,300)	(113,700)	(1,168,700)	(1,255,800)	(1,197,700)	(1,232,400)
Imputed rent recovery	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Excess (Deficiency) of Revenues Over Expenses	-	-	-	-	-	-	-	-

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

	Corporate Services				Integrated Social Services Program Support			
	2020 Bud	2021 Bud	2021 Est	2022 Bud	2020 Bud	2021 Bud	2021 Est	2022 Bud
Financing								
Levy to municipalities and TWOMO	(175,000)	(100,000)	(100,000)	(100,000)	-	-	-	-
Income on unrestricted funds	175,000	100,000	142,800	100,000	-	-	-	-
Income on restricted funds	200,000	465,600	800,000	722,600	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-
Other revenue	22,800	21,400	23,100	5,000	53,700	53,700	58,900	-
From (to) reserve funds	(341,300)	(625,800)	(1,038,000)	(921,700)	-	-	-	-
Imputed rent adjustment	(112,300)	(184,900)	(228,000)	(212,600)	-	-	-	-
Total Financing	(230,800)	(323,700)	(400,100)	(406,700)	53,700	53,700	58,900	-
Expenditures								
Personnel services	2,807,400	2,776,900	2,726,900	2,703,600	2,213,300	2,266,200	2,156,100	2,214,800
Interest on long-term debt	116,800	107,300	100,200	98,400	-	-	-	-
Materials	1,582,300	1,680,200	1,635,900	1,696,500	52,600	65,100	34,700	56,200
Contracted services	104,500	85,300	166,700	89,600	5,000	10,000	10,000	-
Rents and financial expenses	19,500	16,600	16,500	13,500	-	-	-	-
External transfers	-	-	-	-	-	-	-	-
Repayment of long-term debt	271,000	288,000	288,000	297,000	-	-	-	-
Program administration recovery	29,900	(68,900)	(57,800)	20,100	(279,100)	(474,700)	(457,600)	(287,300)
Allocation of internal admin	(3,802,400)	(3,828,700)	(3,896,100)	(3,931,500)	(1,938,100)	(1,812,900)	(1,684,300)	(1,983,700)
Imputed rent recovery	(1,359,800)	(1,380,400)	(1,380,400)	(1,393,900)	-	-	-	-
Total Expenditures	(230,800)	(323,700)	(400,100)	(406,700)	53,700	53,700	58,900	-
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-	-	-

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

	Social Assistance				Child Care and Early Years Programs			
	2020 Bud	2021 Bud	2021 Est	2022 Bud	2020 Bud	2021 Bud	2021 Est	2022 Bud
Financing								
Levy to municipalities and TWOMO	4,002,100	3,710,000	3,710,000	3,688,900	1,741,200	1,725,700	1,725,700	1,675,100
Income on unrestricted funds	-	-	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	33,013,100	32,921,600	28,401,300	30,244,700	15,567,900	15,669,100	15,656,400	15,454,400
Federal grants	-	-	-	-	662,800	662,800	1,413,800	662,800
Other revenue	-	-	-	-	-	-	-	-
From (to) reserve funds	-	49,300	-	-	-	-	-	-
Imputed rent adjustment	77,400	125,700	154,900	146,700	5,600	11,100	13,700	10,600
Total Financing	37,092,600	36,806,600	32,266,200	34,080,300	17,977,500	18,068,700	18,809,600	17,802,900
Expenditures								
Personnel services	3,978,000	3,910,800	3,897,500	3,957,100	404,100	426,900	410,000	437,800
Interest on long-term debt	-	-	-	-	-	-	-	-
Materials	724,800	738,100	525,400	552,700	49,100	41,900	37,600	36,800
Contracted services	10,000	10,000	5,000	10,000	1,000	1,000	-	1,000
Rents and financial expenses	118,200	118,200	109,000	112,800	-	-	-	-
External transfers	27,448,600	27,383,100	22,886,000	24,678,200	16,605,400	16,620,100	17,436,900	16,604,800
Repayment of long-term debt	-	-	-	-	-	-	-	-
Program administration recovery	6,100	6,200	(100)	6,400	131,100	167,000	167,000	-
Allocation of internal admin	3,868,700	3,701,500	3,566,700	3,801,300	718,800	729,000	672,700	652,800
Imputed rent recovery	938,200	938,700	938,700	961,800	68,000	82,800	82,800	69,700
Total Expenditures	37,092,600	36,806,600	31,928,200	34,080,300	17,977,500	18,068,700	18,807,000	17,802,900
Excess (deficiency) of Revenues over expenses	-	-	338,000	-	-	-	2,600	-

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

	Community Housing and Homelessness Programs				Total			
	2020 Bud	2021 Bud	2021 Est	2022 Bud	2020 Bud	2021 Bud	2021 Est	2022 Bud
Financing								
Levy to municipalities and TWOMO	16,944,200	17,356,100	17,356,100	17,790,300	22,512,500	22,691,800	22,691,800	23,054,300
Income on unrestricted funds	-	-	-	-	175,000	100,000	142,800	100,000
Income on restricted funds	-	-	-	-	200,000	465,600	800,000	722,600
Rents	10,987,900	10,925,900	10,555,100	11,102,100	10,987,900	10,925,900	10,555,100	11,102,100
Provincial grants	6,470,000	8,043,200	13,392,000	8,899,200	55,051,000	56,633,900	57,449,700	54,598,300
Federal grants	10,295,900	10,217,900	9,973,400	10,095,000	10,958,700	10,880,700	11,387,200	10,757,800
Other revenue	296,900	342,600	673,300	407,200	373,400	417,700	755,300	412,200
From (to) reserve funds	(2,007,000)	(2,257,000)	(2,204,800)	(2,055,400)	(2,348,300)	(2,833,500)	(3,242,800)	(2,977,100)
Imputed rent adjustment	29,300	48,100	59,400	55,300	-	-	-	-
Total Financing	43,017,200	44,676,800	49,804,500	46,293,700	97,910,200	99,282,100	100,539,100	97,770,200
Expenditures								
Personnel services	3,650,900	3,823,100	3,826,900	3,799,700	14,007,200	14,257,900	14,062,200	14,170,900
Interest on long-term debt	288,700	241,100	238,700	187,700	405,500	348,400	338,900	286,100
Materials	15,308,600	15,267,500	15,005,300	15,862,800	17,956,800	18,023,200	17,428,600	18,412,900
Contracted services	24,000	24,000	31,000	80,000	241,800	217,600	268,200	260,900
Rents and financial expenses	69,200	68,000	(144,300)	68,000	206,900	202,800	(18,800)	194,300
External transfers	18,339,800	19,531,100	24,350,500	20,621,900	62,393,800	63,534,300	64,673,400	61,904,900
Repayment of long-term debt	2,427,200	2,409,900	2,411,700	2,243,200	2,698,200	2,697,900	2,699,700	2,540,200
Program administration recovery	112,000	370,400	348,500	260,800	-	-	-	-
Allocation of internal admin	2,443,200	2,582,800	2,631,000	2,807,200	-	-	-	-
Imputed rent recovery	353,600	358,900	358,900	362,400	-	-	-	-
Total Expenditures	43,017,200	44,676,800	49,058,200	46,293,700	97,910,200	99,282,100	99,452,200	97,770,200
Excess (deficiency) of Revenues over expenses	-	-	746,300	-	-	-	1,086,900	-



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

2022 Board Budget Summary

DRAFT

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	53,400	53,400	51,700	53,400	-	-	53,400	-	0.0%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	62,100	56,500	32,600	55,300	-	-	55,300	(1,200)	-2.1%
Contracted services	6,000	6,000	8,000	5,000	-	-	5,000	(1,000)	-16.7%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	121,500	115,900	92,300	113,700	-	-	113,700	(2,200)	-1.9%
Allocation									
Direct-owned community housing building operations	(24,300)	(23,200)	(18,500)	(22,700)	-	-	(22,700)	500	-2.2%
Ontario Works	(48,600)	(46,300)	(36,800)	(45,600)	-	-	(45,600)	700	-1.5%
Child care and Early Years	(24,300)	(23,200)	(18,500)	(22,700)	-	-	(22,700)	500	-2.2%
Housing Programs	(24,300)	(23,200)	(18,500)	(22,700)	-	-	(22,700)	500	-2.2%
Unallocated	-	-	-	-	-	-	-	-	n/a



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

**2022 Office of the Chief Administrative Officer
Budget Summary**

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	900,100	1,000,600	993,100	1,004,500	-	-	1,004,500	3,900	0.4%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	177,300	173,900	157,100	152,600	-	-	152,600	(21,300)	-12.2%
Contracted services	91,300	81,300	47,500	75,300	-	-	75,300	(6,000)	-7.4%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	1,168,700	1,255,800	1,197,700	1,232,400	-	-	1,232,400	(23,400)	-1.9%
Allocation									
Direct-owned community housing building operations	(235,500)	(277,100)	(263,000)	(289,300)	-	-	(289,300)	(12,200)	4.4%
Ontario Works	(573,300)	(638,900)	(609,100)	(600,400)	-	-	(600,400)	38,500	-6.0%
Child care and Early Years	(163,700)	(159,300)	(151,500)	(139,100)	-	-	(139,100)	20,200	-12.7%
Housing Programs	(196,200)	(180,500)	(174,100)	(203,600)	-	-	(203,600)	(23,100)	12.8%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	488,000	506,100	492,100	514,700	-	-	514,700	8,600	1.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	55,600	67,000	55,900	47,000	-	-	47,000	(20,000)	-29.9%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	543,600	573,100	548,000	561,700	-	-	561,700	(11,400)	-2.0%
Allocation									
Direct-owned community housing building operations	(67,300)	(72,200)	(68,100)	(68,000)	-	-	(68,000)	4,200	-5.8%
Ontario Works	(217,400)	(229,300)	(219,200)	(224,700)	-	-	(224,700)	4,600	-2.0%
Child care and Early Years	(118,000)	(125,200)	(119,100)	(112,300)	-	-	(112,300)	12,900	-10.3%
Housing Programs	(140,900)	(146,400)	(141,600)	(156,700)	-	-	(156,700)	(10,300)	7.0%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	412,100	494,500	501,000	489,800	-	-	489,800	(4,700)	-1.0%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	121,700	106,900	101,200	105,600	-	-	105,600	(1,300)	-1.2%
Contracted services	91,300	81,300	47,500	75,300	-	-	75,300	(6,000)	-7.4%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	625,100	682,700	649,700	670,700	-	-	670,700	(12,000)	-1.8%
Allocation									
Direct-owned community housing building operations	(168,200)	(204,900)	(194,900)	(221,300)	-	-	(221,300)	(16,400)	8.0%
Ontario Works	(355,900)	(409,600)	(389,900)	(375,700)	-	-	(375,700)	33,900	-8.3%
Child care and Early Years	(45,700)	(34,100)	(32,400)	(26,800)	-	-	(26,800)	7,300	-21.4%
Housing Programs	(55,300)	(34,100)	(32,500)	(46,900)	-	-	(46,900)	(12,800)	37.5%
Unallocated	-	-	-	-	-	-	-	-	n/a



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

**2022 Corporate Services Division
Budget Summary**

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	2,807,400	2,776,900	2,726,900	2,703,600	-	-	2,703,600	(73,300)	-2.6%
Interest on long-term debt	116,800	107,300	100,200	98,400	-	-	98,400	(8,900)	-8.3%
Materials	1,582,300	1,680,200	1,635,900	1,696,500	-	-	1,696,500	16,300	1.0%
Contracted services	104,500	85,300	166,700	89,600	-	-	89,600	4,300	5.0%
Rents and financial expenses	19,500	16,600	16,500	13,500	-	-	13,500	(3,100)	-18.7%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	271,000	288,000	288,000	297,000	-	-	297,000	9,000	3.1%
Internal administrative expense	161,200	66,000	66,000	60,700	-	-	60,700	(5,300)	-8.0%
Total Expenditures	5,062,700	5,020,300	5,000,200	4,959,300	-	-	4,959,300	(61,000)	-1.2%
Recoveries									
From homelessness programs (CHPI)	(4,800)	(4,900)	(5,000)	-	-	-	-	4,900	-100.0%
From homelessness programs (HFG)	(4,800)	(4,900)	(4,900)	-	-	-	-	4,900	-100.0%
From housing programs	(57,700)	(51,100)	(39,900)	-	-	-	-	51,100	-100.0%
From EarlyON	(16,600)	(33,900)	(33,900)	-	-	-	-	33,900	-100.0%
From building overhead	(47,400)	(40,100)	(40,100)	(40,600)	-	-	(40,600)	(500)	1.2%
Revenue									
Other revenue	(22,800)	(21,400)	(23,100)	(5,000)	-	-	(5,000)	16,400	-76.6%
Income earned on unrestricted funds	(175,000)	(100,000)	(142,800)	(100,000)	-	-	(100,000)	-	0.0%
Income earned on restricted funds	(200,000)	(465,600)	(800,000)	(722,600)	-	-	(722,600)	(257,000)	55.2%
Financing									
From capital regeneration reserve fund	(50,000)	(35,000)	-	-	-	-	-	35,000	-100.0%
To levy stabilization reserve fund	-	-	42,800	-	-	-	-	-	n/a
To office building reserve fund	191,300	195,200	195,200	199,100	-	-	199,100	3,900	2.0%
To reserve funds	200,000	465,600	800,000	722,600	-	-	722,600	257,000	55.2%
Allocation									
Direct-owned community housing building operations	(1,480,800)	(1,529,700)	(1,618,300)	(1,645,300)	-	-	(1,645,300)	(115,600)	7.6%
Ontario Works	(3,083,200)	(3,055,500)	(3,034,200)	(3,137,600)	-	-	(3,137,600)	(82,100)	2.7%
Child care and Early Years	(204,500)	(222,300)	(222,400)	(198,000)	-	-	(198,000)	24,300	-10.9%
Housing Programs	(393,700)	(401,600)	(401,600)	(344,500)	-	-	(344,500)	57,100	-14.2%
Imputed Rent Adjustment	112,300	184,900	228,000	212,600	-	-	212,600	27,700	15.0%
Reduction to Levy	(175,000)	(100,000)	(100,000)	(100,000)	-	-	(100,000)	-	0.0%

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

Description	2020 Budget (\$)	2021 Base (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	244,100	251,000	254,100	255,900	-	-	255,900	4,900	2.0%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	20,500	21,300	22,800	29,200	-	-	29,200	7,900	37.1%
Contracted services	50,000	35,000	-	35,000	-	-	35,000	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	314,600	307,300	276,900	320,100	-	-	320,100	12,800	4.2%
Recoveries									
From building overhead	-	(17,400)	(17,400)	(17,400)	-	-	(17,400)	-	0.0%
Financing									
From capital regeneration reserve fund	(50,000)	(35,000)	-	-	-	-	-	35,000	-100.0%
Allocation									
Direct-owned community housing building operations	(79,400)	(102,000)	(103,800)	(121,100)	-	-	(121,100)	(19,100)	18.7%
Ontario Works	(158,800)	(127,500)	(129,700)	(151,400)	-	-	(151,400)	(23,900)	18.7%
Child care and Early Years	(13,200)	(12,700)	(13,000)	(15,100)	-	-	(15,100)	(2,400)	18.9%
Housing Programs	(13,200)	(12,700)	(13,000)	(15,100)	-	-	(15,100)	(2,400)	18.9%
Reduction to Levy	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Base (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	267,900	275,500	242,300	257,100	-	-	257,100	(18,400)	-6.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	54,300	45,800	42,600	42,400	-	-	42,400	(3,400)	-7.4%
Contracted services	2,500	2,000	4,000	3,000	-	-	3,000	1,000	50.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	324,700	323,300	288,900	302,500	-	-	302,500	(20,800)	-6.4%
Allocation									
Direct-owned community housing building operations	(259,900)	(258,600)	(231,100)	(242,000)	-	-	(242,000)	16,600	-6.4%
Ontario Works	(58,400)	(58,300)	(52,000)	(54,500)	-	-	(54,500)	3,800	-6.5%
Child care and Early Years	(3,200)	(3,200)	(2,900)	(3,000)	-	-	(3,000)	200	-6.3%
Housing Programs	(3,200)	(3,200)	(2,900)	(3,000)	-	-	(3,000)	200	-6.3%
Reduction to Levy	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Base (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	1,191,900	1,229,800	1,207,200	1,261,300	-	-	1,261,300	31,500	2.6%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	16,300	17,100	15,400	14,000	-	-	14,000	(3,100)	-18.1%
Contracted services	35,100	33,500	32,900	33,900	-	-	33,900	400	1.2%
Rents and financial expenses	19,500	16,600	16,500	13,500	-	-	13,500	(3,100)	-18.7%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	1,262,800	1,297,000	1,272,000	1,322,700	-	-	1,322,700	25,700	2.0%
Recoveries									
From homelessness programs (CHPI)	(4,800)	(4,900)	(5,000)	-	-	-	-	4,900	-100.0%
From homelessness programs (HFG)	(4,800)	(4,900)	(4,900)	-	-	-	-	4,900	-100.0%
From housing programs	(19,200)	(14,000)	(12,900)	-	-	-	-	14,000	-100.0%
From EarlyON	(16,600)	(33,900)	(33,900)	-	-	-	-	33,900	-100.0%
Revenue									
Other revenue	(3,000)	(1,600)	(1,600)	(1,500)	-	-	(1,500)	100	-6.3%
Allocation									
Direct-owned community housing building operations	(337,300)	(318,600)	(317,000)	(323,800)	-	-	(323,800)	(5,200)	1.6%
Ontario Works	(734,900)	(764,700)	(742,900)	(798,900)	-	-	(798,900)	(34,200)	4.5%
Child care and Early Years	(52,900)	(57,900)	(57,700)	(62,700)	-	-	(62,700)	(4,800)	8.3%
Housing Programs	(89,300)	(96,500)	(96,100)	(135,800)	-	-	(135,800)	(39,300)	40.7%
Reduction to Levy	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Base (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	732,100	623,200	637,300	519,100	-	-	519,100	(104,100)	-16.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	947,500	1,020,700	1,015,000	1,045,700	-	-	1,045,700	25,000	2.4%
Contracted services	16,900	14,800	14,800	17,700	-	-	17,700	2,900	19.6%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	1,696,500	1,658,700	1,667,100	1,582,500	-	-	1,582,500	(76,200)	-4.6%
Revenue									
Other revenue	(16,300)	(16,300)	(18,000)	-	-	-	-	16,300	-100.0%
Allocation									
Direct-owned community housing building operations	(336,100)	(328,300)	(329,700)	(284,900)	-	-	(284,900)	43,400	-13.2%
Ontario Works	(1,192,900)	(1,166,300)	(1,170,900)	(1,171,000)	-	-	(1,171,000)	(4,700)	0.4%
Child care and Early Years	(67,200)	(65,700)	(66,000)	(47,500)	-	-	(47,500)	18,200	-27.7%
Housing Programs	(84,000)	(82,100)	(82,500)	(79,100)	-	-	(79,100)	3,000	-3.7%
Reduction to Levy	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Base (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	371,400	397,400	386,000	410,200	-	-	410,200	12,800	3.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	33,000	32,800	33,600	35,600	-	-	35,600	2,800	8.5%
Contracted services	-	-	115,000	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	404,400	430,200	534,600	445,800	-	-	445,800	15,600	3.6%
Recoveries									
From housing programs	(38,500)	(37,100)	(27,000)	-	-	-	-	37,100	-100.0%
From building overhead	(47,400)	(22,700)	(22,700)	(23,200)	-	-	(23,200)	(500)	2.2%
Allocation									
Direct-owned community housing building operations	(318,500)	(370,400)	(484,900)	(422,600)	-	-	(422,600)	(52,200)	14.1%
Ontario Works	-	-	-	-	-	-	-	-	n/a
Child care and Early Years	-	-	-	-	-	-	-	-	n/a
Housing Programs	-	-	-	-	-	-	-	-	n/a
Reduction to Levy	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	-	-	-	-	-	-	-	-	n/a
Interest on long-term debt	116,800	107,300	100,200	98,400	-	-	98,400	(8,900)	-8.3%
Materials	510,700	542,500	506,500	529,600	-	-	529,600	(12,900)	-2.4%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	271,000	288,000	288,000	297,000	-	-	297,000	9,000	3.1%
Internal administrative expense	161,200	66,000	66,000	60,700	-	-	60,700	(5,300)	-8.0%
Total Expenditures	1,059,700	1,003,800	960,700	985,700	-	-	985,700	(18,100)	-1.8%
Revenue									
Other revenue	(3,500)	(3,500)	(3,500)	(3,500)	-	-	(3,500)	-	0.0%
Allocation									
Direct-owned community housing building operations	(149,600)	(151,800)	(151,800)	(250,900)	-	-	(250,900)	(99,100)	65.3%
Ontario Works	(938,200)	(938,700)	(938,700)	(961,800)	-	-	(961,800)	(23,100)	2.5%
Child care and Early Years	(68,000)	(82,800)	(82,800)	(69,700)	-	-	(69,700)	13,100	-15.8%
Housing Programs	(204,000)	(207,100)	(207,100)	(111,500)	-	-	(111,500)	95,600	-46.2%
Financing									
To office building reserve fund	191,300	195,200	195,200	199,100	-	-	199,100	3,900	2.0%
Imputed Rent Adjustment	(112,300)	(184,900)	(228,000)	(212,600)	-	-	(212,600)	(27,700)	15.0%



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

**2022 Integrated Social Services Division
Budget Summary**

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	2,213,300	2,266,200	2,156,100	2,296,600	(81,800)	-	2,214,800	(51,400)	-2.3%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	52,600	65,100	34,700	56,200	-	-	56,200	(8,900)	-13.7%
Contracted services	5,000	10,000	10,000	-	-	-	-	(10,000)	-100.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
Total Expenditures	2,270,900	2,341,300	2,200,800	2,352,800	(81,800)	-	2,271,000	(70,300)	-3.0%
Recoveries									
From EarlyON	(114,500)	(133,100)	(133,100)	-	-	-	-	133,100	-100.0%
From homelessness programs	(113,500)	(295,800)	(302,400)	(287,300)	-	-	(287,300)	8,500	-2.9%
From housing programs	(34,000)	(45,800)	(22,100)	-	-	-	-	45,800	-100.0%
From building operating	(17,100)	-	-	-	-	-	-	-	n/a
Revenues									
Other revenue (HIFIS)	(53,700)	(53,700)	(58,900)	-	-	-	-	53,700	-100.0%
Total Expenditures Less Revenues and Recoveries	1,938,100	1,812,900	1,684,300	2,065,500	(81,800)	-	1,983,700	170,800	9.4%
Allocation									
Direct-owned community housing building operations	(142,800)	(151,200)	(147,200)	(168,800)	-	-	(168,800)	(17,600)	11.6%
Ontario Works	(1,101,800)	(899,500)	(825,300)	(979,500)	-	-	(979,500)	(80,000)	8.9%
Child care and Early Years	(394,300)	(407,000)	(363,100)	(444,500)	81,800	-	(362,700)	44,300	-10.9%
Housing Programs	(299,200)	(355,200)	(348,700)	(472,700)	-	-	(472,700)	(117,500)	33.1%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	542,700	558,200	568,900	581,600	-	-	581,600	23,400	4.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	40,100	42,800	19,400	34,400	-	-	34,400	(8,400)	-19.6%
Contracted services	5,000	10,000	10,000	-	-	-	-	(10,000)	-100.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
Total Expenditures	587,800	611,000	598,300	616,000	-	-	616,000	5,000	0.8%
Recoveries									
From EarlyON	(114,500)	(133,100)	(133,100)	-	-	-	-	133,100	-100.0%
From homelessness programs	(17,000)	(17,400)	(17,900)	-	-	-	-	17,400	-100.0%
From housing programs	(34,000)	(17,400)	(12,000)	-	-	-	-	17,400	-100.0%
From building operating	(17,100)	-	-	-	-	-	-	-	n/a
Revenues									
Other revenue (HIFIS)	(53,700)	(53,700)	(58,900)	-	-	-	-	53,700	-100.0%
Total Expenditures Less Revenues and Recoveries	351,500	389,400	376,400	616,000	-	-	616,000	226,600	58.2%
Allocation									
Direct-owned community housing building operations	(57,800)	(54,900)	(54,400)	(73,100)	-	-	(73,100)	(18,200)	33.2%
Ontario Works	(170,000)	(155,700)	(150,600)	(229,700)	-	-	(229,700)	(74,000)	47.5%
Child care and Early Years	(40,700)	(92,100)	(88,100)	(156,600)	-	-	(156,600)	(64,500)	70.0%
Housing Programs	(83,000)	(86,700)	(83,300)	(156,600)	-	-	(156,600)	(69,900)	80.6%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	1,670,600	1,708,000	1,587,200	1,715,000	(81,800)	-	1,633,200	(74,800)	-4.4%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	12,500	22,300	15,300	21,800	-	-	21,800	(500)	-2.2%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
Total Expenditures	1,683,100	1,730,300	1,602,500	1,736,800	(81,800)	-	1,655,000	(75,300)	-4.4%
Recoveries									
From homelessness programs	(96,500)	(278,400)	(284,500)	(287,300)	-	-	(287,300)	(8,900)	3.2%
From housing programs	-	(28,400)	(10,100)	-	-	-	-	28,400	-100.0%
Total Expenditures Less Revenues and Recoveries	1,586,600	1,423,500	1,307,900	1,449,500	(81,800)	-	1,367,700	(55,800)	-3.9%
Allocation									
Direct-owned community housing building operations	(85,000)	(96,300)	(92,800)	(95,700)	-	-	(95,700)	600	-0.6%
Ontario Works	(931,800)	(743,800)	(674,700)	(749,800)	-	-	(749,800)	(6,000)	0.8%
Child care and Early Years	(353,600)	(314,900)	(275,000)	(287,900)	81,800	-	(206,100)	108,800	-34.6%
Housing Programs	(216,200)	(268,500)	(265,400)	(316,100)	-	-	(316,100)	(47,600)	17.7%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Ontario Works Financial Assistance	26,170,200	26,117,100	21,905,300	23,440,100	(2,677,000)	-10.2%
Ontario Works Program Delivery	10,922,400	10,689,500	10,022,900	10,640,200	(49,300)	-0.5%
Total Expenditures	37,092,600	36,806,600	31,928,200	34,080,300	(2,726,300)	-7.4%
Grants						
Provincial Grants - OW	(33,013,100)	(32,921,600)	(28,401,300)	(30,244,700)	2,676,900	-8.1%
Financing						
From Levy Stabilization Reserve Fund	-	(49,300)	-	-	49,300	-100.0%
Imputed Rent Adjustment	(77,400)	(125,700)	(154,900)	(146,700)	(21,000)	16.7%
Cost to be Levied	4,002,100	3,710,000	3,372,000	3,688,900	(21,100)	-0.6%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>	338,000		

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Basic allowance	14,339,200	14,310,100	11,980,500	12,866,600	(1,443,500)	-10.1%
Shelter	12,114,800	12,090,200	9,738,100	10,828,300	(1,261,900)	-10.4%
Start-up benefits	141,900	141,600	92,500	127,400	(14,200)	-10.0%
Health-related benefits	354,700	354,000	352,900	318,500	(35,500)	-10.0%
Mandatory special necessities	496,600	495,600	410,000	477,700	(17,900)	-3.6%
Special assistance	922,300	920,400	879,900	828,000	(92,400)	-10.0%
Transitional child benefit	70,900	70,800	68,100	63,700	(7,100)	-10.0%
Total Expenditures	28,440,400	28,382,700	23,522,000	25,510,200	(2,872,500)	-10.1%
Client Revenue and Recovery						
Income revenue	(1,206,000)	(1,203,600)	(540,800)	(1,082,800)	120,800	-10.0%
OW recovery	(674,000)	(672,600)	(760,400)	(605,100)	67,500	-10.0%
Repayments and reimbursements	(390,200)	(389,400)	(315,500)	(382,200)	7,200	-1.8%
Total Client Revenue & Recovery	(2,270,200)	(2,265,600)	(1,616,700)	(2,070,100)	195,500	-8.6%
Gross Cost For Cost Sharing	26,170,200	26,117,100	21,905,300	23,440,100	(2,677,000)	-10.2%
Grants						
Provincial grants - OW	(26,170,200)	(26,117,100)	(21,905,300)	(23,440,100)	2,677,000	-10.2%
Cost to be Levied	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	3,978,000	3,910,800	3,897,500	3,957,100	-	-	3,957,100	46,300	1.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	724,800	738,100	525,400	552,700	-	-	552,700	(185,400)	-25.1%
Contracted services	10,000	10,000	5,000	10,000	-	-	10,000	-	0.0%
Rents and financial expenses	118,200	118,200	109,000	112,800	-	-	112,800	(5,400)	-4.6%
External transfers	1,278,400	1,266,000	980,700	1,238,100	-	-	1,238,100	(27,900)	-2.2%
Internal administrative expense	3,989,300	3,824,500	3,689,700	3,928,100	-	-	3,928,100	103,600	2.7%
Imputed rent recovery	938,200	938,700	938,700	961,800	-	-	961,800	23,100	2.5%
Total Expenditures	11,036,900	10,806,300	10,146,000	10,760,600	-	-	10,760,600	(45,700)	-0.4%
Recoveries									
From homelessness programs	(114,500)	(116,800)	(123,100)	(120,400)	-	-	(120,400)	(3,600)	3.1%
Total Expenditures Less Recoveries	10,922,400	10,689,500	10,022,900	10,640,200	-	-	10,640,200	(49,300)	-0.5%
Grants									
Provincial grants - OW	(6,842,900)	(6,804,500)	(6,496,000)	(6,804,600)	-	-	(6,804,600)	(100)	0.0%
Financing									
From Levy Stabilization Reserve Fund	-	(49,300)	-	-	-	-	-	49,300	-100.0%
Imputed rent adjustment	(77,400)	(125,700)	(154,900)	(146,700)	-	-	(146,700)	(21,000)	16.7%
Cost to be Levied	4,002,100	3,710,000	3,372,000	3,688,900	-	-	3,688,900	(21,100)	-0.6%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>	338,000					

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Child Care Programs	13,606,900	13,630,800	14,447,600	13,732,000	101,200	0.7%
EarlyON	3,505,300	3,505,300	3,505,300	3,505,300	-	0.0%
Child Care Program Delivery	865,300	932,600	854,100	565,600	(367,000)	-39.4%
Total Expenditures	17,977,500	18,068,700	18,807,000	17,802,900	(265,800)	-1.5%
Grants						
Provincial Grants - Child Care	(15,567,900)	(15,669,100)	(15,656,400)	(15,454,400)	214,700	-1.4%
Federal Grants - Child Care	(662,800)	(662,800)	(1,413,800)	(662,800)	-	0.0%
Financing						
Imputed Rent Adjustment	(5,600)	(11,100)	(13,700)	(10,600)	500	-4.5%
Cost to be Levied	1,741,200	1,725,700	1,723,100	1,675,100	(50,600)	-2.9%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>			
			2,600			

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Fee subsidy	4,500,000	4,500,000	2,812,100	4,500,000	-	0.0%
Special needs resourcing	1,590,600	1,590,600	1,590,600	1,590,600	-	0.0%
General operating	5,488,100	5,516,500	7,141,900	5,603,400	86,900	1.6%
Occupancy incentive	300,000	300,000	300,000	300,000	-	0.0%
Wage enhancement	1,225,200	1,225,200	1,165,100	1,225,200	-	0.0%
Child Care Program Officers (Capacity Building)	181,300	184,900	184,900	199,200	14,300	7.7%
Other	321,700	313,600	502,000	313,600	-	0.0%
Safe restart	-	-	751,000	-	-	n/a
Total Expenditures	13,606,900	13,630,800	14,447,600	13,732,000	101,200	0.7%
Grants						
Provincial grants - child care	(11,829,200)	(11,853,100)	(11,918,900)	(11,954,300)	(101,200)	0.9%
Provincial grants - child care (mitigation)	(374,800)	(374,800)	(374,800)	(374,800)	-	0.0%
Federal grants - child care	-	-	(751,000)	-	-	n/a
Total Financing	(12,204,000)	(12,227,900)	(13,044,700)	(12,329,100)	(101,200)	0.8%
Cost to be Levied	1,402,900	1,402,900	1,402,900	1,402,900	-	0.0%

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Ontario early years centres	1,945,000	1,939,400	1,967,200	1,927,600	(11,800)	-0.6%
Early child development planning	57,400	57,400	29,600	23,000	(34,400)	-59.9%
Data analysis services	92,700	98,300	98,300	101,100	2,800	2.8%
Early Years Officer	-	89,600	89,600	92,400	2,800	3.1%
Internal administrative expense	232,800	143,200	143,200	183,800	40,600	28.4%
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	1,177,400	1,121,400	(56,000)	-4.8%
Internal administrative expense	-	-	-	56,000	56,000	n/a
Safe restart	-	-	-	-	-	n/a
Total Expenditures	3,505,300	3,505,300	3,505,300	3,505,300	-	0.0%
Grants						
Provincial grants - child care (EarlyON)	(2,842,500)	(2,842,500)	(2,842,500)	(2,842,500)	-	0.0%
Federal grants - child care (EarlON)	(662,800)	(662,800)	(662,800)	(662,800)	-	0.0%
Federal grants - safe restart	-	-	-	-	-	n/a
Total Financing	(3,505,300)	(3,505,300)	(3,505,300)	(3,505,300)	-	0.0%
Cost to be Levied	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	404,100	426,900	410,000	437,800	-	-	437,800	10,900	2.6%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	49,100	41,900	37,600	36,800	-	-	36,800	(5,100)	-12.2%
Contracted services	1,000	1,000	-	1,000	-	-	1,000	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	718,800	729,000	672,700	734,600	(81,800)	-	652,800	(76,200)	-10.5%
Imputed rent recovery	68,000	82,800	82,800	69,700	-	-	69,700	(13,100)	-15.8%
Total Expenditures	1,241,000	1,281,600	1,203,100	1,279,900	(81,800)	-	1,198,100	(83,500)	-6.5%
Recoveries									
From EarlyON	(194,400)	(74,500)	(74,500)	(284,900)	-	-	(284,900)	(210,400)	282.4%
From EarlyON (Early Years Officer)	-	(89,600)	(89,600)	(92,400)	-	-	(92,400)	(2,800)	3.1%
From Indigeneous-Led EarlyON	-	-	-	(56,000)	-	-	(56,000)	(56,000)	n/a
From capacity building (Child Care Program Officers)	(181,300)	(184,900)	(184,900)	(199,200)	-	-	(199,200)	(14,300)	7.7%
Total Expenditures Less Recoveries	865,300	932,600	854,100	647,400	(81,800)	-	565,600	(367,000)	-39.4%
Grants									
Provincial grants - child care	(521,400)	(598,700)	(520,200)	(323,700)	40,900	-	(282,800)	315,900	-52.8%
Federal grants - child care (ELCC)	-	-	-	-	-	-	-	-	n/a
Financing									
Imputed rent adjustment	(5,600)	(11,100)	(13,700)	(10,600)	-	-	(10,600)	500	-4.5%
Cost to be Levied	338,300	322,800	320,200	313,100	(40,900)	-	272,200	(50,600)	-15.7%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>	2,600					

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Community Housing	16,850,300	16,627,400	15,689,800	17,458,100	830,700	5.0%
Homelessness Prevention	4,976,700	6,712,200	12,237,400	7,715,400	1,003,200	14.9%
Housing Program Delivery	1,200,600	1,312,600	1,226,700	1,168,800	(143,800)	-11.0%
Housing Portfolio Property Management	19,989,600	20,024,600	19,904,300	19,951,400	(73,200)	-0.4%
Total Expenditures	43,017,200	44,676,800	49,058,200	46,293,700	1,616,900	3.6%
Revenue						
Rent revenue	(10,987,900)	(10,925,900)	(10,555,100)	(11,102,100)	(176,200)	1.6%
Other revenue	(296,900)	(342,600)	(673,300)	(407,200)	(64,600)	18.9%
Grants						
Provincial Grants - Housing	(1,493,300)	(1,331,000)	(1,154,600)	(1,183,800)	147,200	-11.1%
Provincial Grants - Homelessness	(4,976,700)	(6,712,200)	(12,237,400)	(7,715,400)	(1,003,200)	14.9%
Federal Grants - Housing	(1,734,600)	(2,380,300)	(2,135,800)	(3,576,900)	(1,196,600)	50.3%
Federal Block Funding	(8,561,300)	(7,837,600)	(7,837,600)	(6,518,100)	1,319,500	-16.8%
Financing						
From Capital Regeneration Reserve Fund	(250,000)	-	(52,200)	-	-	n/a
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	(10,000)	-	0.0%
From Levy Stabilization Reserve Fund	-	-	-	(300,000)	(300,000)	n/a
To Housing Portfolio Capital Reserve Fund	2,267,000	2,267,000	2,267,000	2,365,400	98,400	4.3%
Imputed Rent Adjustment	(29,300)	(48,100)	(59,400)	(55,300)	(7,200)	15.0%
Cost to be Levied	16,944,200	17,356,100	16,609,800	17,790,300	434,200	2.5%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>			
			746,300			

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Provincial Reformed (with market component)	4,022,500	3,896,500	3,768,500	3,937,700	41,200	1.1%
Provincial Reformed (100% RGI)	2,187,500	2,080,500	1,971,400	2,147,100	66,600	3.2%
Urban Native housing program	1,856,500	1,417,900	1,355,100	1,214,300	(203,600)	-14.4%
Private landlord rent supplement	3,203,400	3,309,800	3,007,500	2,918,400	(391,400)	-11.8%
Non-profit rent supplement	1,772,800	1,812,700	1,842,800	1,880,500	67,800	3.7%
Strong Communities rent supplement	437,200	437,200	411,600	437,200	-	0.0%
Portable Housing Benefit	329,700	398,700	406,900	599,400	200,700	50.3%
Investment in Affordable Housing	841,900	305,800	420,800	266,600	(39,200)	-12.8%
Ontario Priorities Housing Initiative	1,520,200	1,481,800	1,112,400	1,226,600	(255,200)	-17.2%
Canada-Ontario Community Housing Initiative	678,600	1,486,500	1,392,800	2,830,300	1,343,800	90.4%
Total Expenditures	16,850,300	16,627,400	15,689,800	17,458,100	830,700	5.0%
Grants						
Provincial grants - housing	(1,493,300)	(1,331,000)	(1,152,100)	(1,183,800)	147,200	-11.1%
Federal grants - housing	(1,734,600)	(2,380,300)	(2,133,300)	(3,576,900)	(1,196,600)	50.3%
Federal block funding	(5,554,600)	(4,919,600)	(4,919,600)	(4,044,700)	874,900	-17.8%
Financing						
From Capital Regeneration Reserve Fund	(250,000)	-	(52,200)	-	-	0.0%
From Levy Stabilization Reserve Fund	-	-	-	(300,000)	(300,000)	0.0%
Total Financing	(9,032,500)	(8,630,900)	(8,257,200)	(9,105,400)	(474,500)	5.5%
Cost to be Levied	7,817,800	7,996,500	7,432,600	8,352,700	356,200	4.5%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>			
			563,900			

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022 Budget (\$)	2021 to 2022	
					Change (\$)	Change (%)
Expenditures						
Community Homelessness Prevention Initiative	3,606,600	3,532,100	3,720,400	3,618,200	86,100	2.4%
Home for Good	1,370,100	1,392,800	1,378,900	1,374,800	(18,000)	-1.3%
Social Services Relief Fund	-	1,787,300	7,138,100	2,722,400	935,100	52.3%
Total Expenditures	4,976,700	6,712,200	12,237,400	7,715,400	1,003,200	14.9%
Grants						
Provincial grants - homelessness	(4,976,700)	(6,712,200)	(12,237,400)	(7,715,400)	(1,003,200)	14.9%
Cost to be Levied	-	-	-	-	-	n/a

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

Description	2020 Budget (\$)	2021 Budget (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	400,400	420,800	420,200	436,500	-	-	436,500	15,700	3.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	54,200	28,800	20,700	25,900	-	-	25,900	(2,900)	-10.1%
Contracted services	20,500	17,000	31,000	70,000	-	-	70,000	53,000	311.8%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	9,700	60,000	157,500	60,000	-	-	60,000	-	0.0%
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	709,400	753,400	735,800	932,000	-	-	932,000	178,600	23.7%
Imputed rent recovery	204,000	207,100	207,100	111,500	-	-	111,500	(95,600)	-46.2%
Total Expenditures	1,398,200	1,487,100	1,572,300	1,635,900	-	-	1,635,900	148,800	10.0%
Recoveries									
From housing and homelessness programs	(197,600)	(174,500)	(345,600)	(467,100)	-	-	(467,100)	(292,600)	167.7%
Total Expenditures Less Recoveries	1,200,600	1,312,600	1,226,700	1,168,800	-	-	1,168,800	(143,800)	-11.0%
Revenue									
Other revenue (HIFIS)	-	-	-	(70,000)	-	-	(70,000)	(70,000)	n/a
Other revenue (Housing Partnering Strategy)	(9,700)	(60,000)	(157,500)	(60,000)	-	-	(60,000)	-	0.0%
Grants									
Provincial grants - housing	-	-	(2,500)	-	-	-	-	-	n/a
Federal grants - housing	-	-	(2,500)	-	-	-	-	-	n/a
Financing									
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	(10,000)	-	-	(10,000)	-	0.0%
Imputed rent adjustment	(16,900)	(27,800)	(34,300)	(17,000)	-	-	(17,000)	10,800	-38.8%
Cost to be Levied	1,164,000	1,214,800	1,019,900	1,011,800	-	-	1,011,800	(203,000)	-16.7%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>	194,900					

**The District of Thunder Bay Social Services Administration Board
Housing Portfolio Property Management Budget Summary**

Description	2020 Budget (\$)	2021 Base (\$)	2021 Est Actuals (\$)	2022			2021 to 2022		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	3,250,500	3,402,300	3,406,700	3,363,200	-	-	3,363,200	(39,100)	-1.1%
Interest on long-term debt	288,700	241,100	238,700	187,700	-	-	187,700	(53,400)	-22.1%
Materials	13,755,200	13,550,000	13,617,100	13,569,300	-	-	13,569,300	19,300	0.1%
Contracted services	3,500	7,000	-	10,000	-	-	10,000	3,000	42.9%
Rents and financial expenses (net of tenant recoveries)	69,200	68,000	(144,300)	68,000	-	-	68,000	-	0.0%
External transfers	1,400	1,400	400	1,400	-	-	1,400	-	0.0%
Repayment of long-term debt	2,427,200	2,409,900	2,411,700	2,243,200	-	-	2,243,200	(166,700)	-6.9%
Internal administrative expense	1,733,800	1,829,400	1,895,200	1,875,200	-	-	1,875,200	45,800	2.5%
Imputed rent recovery	149,600	151,800	151,800	250,900	-	-	250,900	99,100	65.3%
Total Expenditures	21,679,100	21,660,900	21,577,300	21,568,900	-	-	21,568,900	(92,000)	-0.4%
Recoveries									
From rent supplement program	(1,088,600)	(1,122,700)	(1,158,300)	(1,174,800)	-	-	(1,174,800)	(52,100)	4.6%
From housing and homelessness programs	(383,600)	(364,700)	(365,800)	(295,800)	-	-	(295,800)	68,900	-18.9%
From Ontario Works	(120,600)	(123,000)	(123,000)	(126,800)	-	-	(126,800)	(3,800)	3.1%
From building operating	(96,700)	(25,900)	(25,900)	(20,100)	-	-	(20,100)	5,800	-22.4%
Total Expenditures Less Recoveries	19,989,600	20,024,600	19,904,300	19,951,400	-	-	19,951,400	(73,200)	-0.4%
Revenue									
RGI rent	(10,044,500)	(9,984,000)	(9,644,300)	(10,185,000)	-	-	(10,185,000)	(201,000)	2.0%
Market rent	(904,000)	(888,000)	(854,000)	(863,200)	-	-	(863,200)	24,800	-2.8%
Commercial rent	(39,400)	(53,900)	(56,800)	(53,900)	-	-	(53,900)	-	0.0%
Miscellaneous tenant revenue	(169,500)	(164,900)	(157,300)	(159,500)	-	-	(159,500)	5,400	-3.3%
Other	-	-	(204,000)	-	-	-	-	-	n/a
Revenue-generating projects	(117,700)	(117,700)	(154,500)	(117,700)	-	-	(117,700)	-	0.0%
Grants									
Federal Block Funding	(3,006,700)	(2,918,000)	(2,918,000)	(2,473,400)	-	-	(2,473,400)	444,600	-15.2%
Financing									
To Housing Portfolio Capital Reserve Fund	2,267,000	2,267,000	2,267,000	2,365,400	-	-	2,365,400	98,400	4.3%
Imputed rent adjustment	(12,400)	(20,300)	(25,100)	(38,300)	-	-	(38,300)	(18,000)	88.7%
Cost to be Levied	7,962,400	8,144,800	8,157,300	8,425,800	-	-	8,425,800	281,000	3.5%
			<i>Estimated 2021 Operating Levy Surplus/(Deficit)</i>	(12,500)					

The District of Thunder Bay Social Services Administration Board
Estimated Levy Calculation for Proposed 2022 Budget
(Based on 2021 Weighted Assessment)

Municipality	2021 Weighted Assessment		Proposed Annual Distribution* (\$)
	(\$)	(%)	
Conmee	71,104,580	0.3551%	81,866
Dorion	52,709,608	0.2633%	60,702
Gillies	40,424,167	0.2019%	46,547
Greenstone	701,719,924	3.5048%	808,007
Manitouwadge	52,354,748	0.2615%	60,287
Marathon	161,729,551	0.8078%	186,233
Neebing	353,185,128	1.7640%	406,678
Nipigon	103,884,138	0.5189%	119,629
O'Connor	75,879,350	0.3790%	87,376
Oliver Paipooonge	859,589,145	4.2933%	989,790
Red Rock	39,880,027	0.1992%	45,924
Schreiber	46,256,295	0.2310%	53,255
Shuniah	802,464,877	4.0080%	924,016
Terrace Bay	122,681,575	0.6127%	141,254
Thunder Bay	14,243,218,360	71.1386%	16,400,506
Territory without municipal organization (TWOMO) (1)	2,294,684,430	11.4609%	2,642,230
Total	20,021,765,903	100.0000%	23,054,300

(1) TWOMO levy billed as follows:	
Ministry of Children, Community & Social Services	420,959
Ministry of Education	191,156
Ministry of Municipal Affairs & Housing	2,030,115
Total TWOMO	2,642,230

***2022 Proposed Budget Levy distribution is based on the 2021 Weighted Assessment for illustrative purposes only. The final distribution will be determined once the 2022 Weighted Assessment is calculated and 2022 Budget is finalized.**

The District of Thunder Bay Social Services Administration Board
Comparison of Estimated Levy for Proposed 2022 Budget with 2021 Budget
 (Based on 2021 Weighted Assessment)

Municipality	2021 Weighted Assessment		Distribution of 2021 Budget Levy (\$)	Distribution of Proposed 2022 Budget Levy* (\$)	Increase/ (Decrease) (\$)	Increase/ (Decrease) (%)
	(\$)	(%)				
Conmee	71,104,580	0.3551%	80,579	81,866	1,287	1.6%
Dorion	52,709,608	0.2633%	59,748	60,702	954	1.6%
Gillies	40,424,167	0.2019%	45,815	46,547	732	1.6%
Greenstone	701,719,924	3.5048%	795,302	808,007	12,705	1.6%
Manitouwadge	52,354,748	0.2615%	59,339	60,287	948	1.6%
Marathon	161,729,551	0.8078%	183,304	186,233	2,929	1.6%
Neebing	353,185,128	1.7640%	400,283	406,678	6,395	1.6%
Nipigon	103,884,138	0.5189%	117,748	119,629	1,881	1.6%
O'Connor	75,879,350	0.3790%	86,002	87,376	1,374	1.6%
Oliver Paipoonge	859,589,145	4.2933%	974,227	989,790	15,563	1.6%
Red Rock	39,880,027	0.1992%	45,202	45,924	722	1.6%
Schreiber	46,256,295	0.2310%	52,418	53,255	837	1.6%
Shuniah	802,464,877	4.0080%	909,487	924,016	14,529	1.6%
Terrace Bay	122,681,575	0.6127%	139,033	141,254	2,221	1.6%
Thunder Bay	14,243,218,360	71.1386%	16,142,628	16,400,506	257,878	1.6%
TWOMO	2,294,684,430	11.4609%	2,600,685	2,642,230	41,545	1.6%
Total	20,021,765,903	100.0000%	22,691,800	23,054,300	362,500	1.6%

*2022 Proposed Budget Levy distribution is based on the 2021 Weighted Assessment for illustrative purposes only. The final distribution will be determined once the 2022 Weighted Assessment is calculated and 2022 Budget is finalized.

The District of Thunder Bay Social Services Administration Board
Estimated Distribution by Program of Proposed 2022 Budget Levy
(Based on 2021 Weighted Assessment)

Municipality	2021 Weighted Assessment		Ontario Works* (\$)	Child Care Programs* (\$)	Community Housing* (\$)	Interest Revenue* (\$)	Total* (\$)
	(\$)	(%)					
Conmee	71,104,580	0.3551%	13,099	5,948	63,174	(355)	81,866
Dorion	52,709,608	0.2633%	9,713	4,411	46,842	(264)	60,702
Gillies	40,424,167	0.2019%	7,448	3,382	35,919	(202)	46,547
Greenstone	701,719,924	3.5048%	129,289	58,709	623,514	(3,505)	808,007
Manitouwadge	52,354,748	0.2615%	9,646	4,380	46,522	(261)	60,287
Marathon	161,729,551	0.8078%	29,799	13,531	143,710	(807)	186,233
Neebing	353,185,128	1.7640%	65,072	29,549	313,821	(1,764)	406,678
Nipigon	103,884,138	0.5189%	19,142	8,692	92,314	(519)	119,629
O'Connor	75,879,350	0.3790%	13,981	6,349	67,425	(379)	87,376
Oliver Paipoonge	859,589,145	4.2933%	158,376	71,917	763,791	(4,294)	989,790
Red Rock	39,880,027	0.1992%	7,348	3,337	35,438	(199)	45,924
Schreiber	46,256,295	0.2310%	8,521	3,869	41,096	(231)	53,255
Shuniah	802,464,877	4.0080%	147,851	67,138	713,035	(4,008)	924,016
Terrace Bay	122,681,575	0.6127%	22,602	10,263	109,001	(612)	141,254
Thunder Bay	14,243,218,360	71.1386%	2,624,232	1,191,643	12,655,770	(71,139)	16,400,506
TWOMO	2,294,684,430	11.4609%	422,781	191,982	2,038,928	(11,461)	2,642,230
Total	20,021,765,903	100.0000%	3,688,900	1,675,100	17,790,300	(100,000)	23,054,300

*2022 Proposed Budget Levy distribution is based on the 2021 Weighted Assessment for illustrative purposes only. The final distribution will be determined once the 2022 Weighted Assessment is calculated and 2022 Budget is finalized.

**The District of Thunder Bay Social Services Administration Board
Proposed 2022 Capital Budget Project Summary**

	Project Name	Location	Project Type	Project Category	Project Description
1	Andras Court	Thunder Bay	Elevator System	Planned	Full modernization of both elevators.
2	Andras Court	Thunder Bay	Life Safety System	Green	Upgrade sprinkler system throughout property.
3	Andras Court	Thunder Bay	Building Exterior	Demand	Repointing of fluted brick.
4	Andras Court	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork of fourteen (14) selected units
5	Andras Court	Thunder Bay	Building Interior	Planned	Replace and relocate fibreglass reinforced polyester panels in common areas.
6	Andras Court	Thunder Bay	Building Security	Planned	Install Enterphone system on the side entrance and to existing infrastructure.
7	McLaughlin Court	Thunder Bay	Building Exterior	Demand	Install bird netting for twelve (12) apartment balconies.
8	McLaughlin Court	Thunder Bay	Electrical System	Green	Replacement of baseboard and space heaters.
9	McLaughlin Court	Thunder Bay	Life Safety System	Green	Replacement of emergency lighting.
10	Glenwood Court	Thunder Bay	Windows	Green	Replacement of all exterior wood framed windows.
11	Paterson Court	Thunder Bay	Doors	Planned	Replacement of solid wood interior apartment doors.
12	Paterson Court	Thunder Bay	Elevator System	Planned	Elevator Upgrade to machine guarding.
13	Blucher	Thunder Bay	Sitework	Planned	Phased repair of precast concrete front walkways and levelling of precast entrance stairs for nine (9) units.
14	Ruskin/Hall	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork in seven (7) units.
15	Ruskin/Hall	Thunder Bay	Electrical System	Planned	Replacement of washroom exhaust fans in twenty-three (23) units.
16	Ruskin/Hall	Thunder Bay	Mechanical System	Green	Replacement of twenty (20) gas-fired furnaces from mid-efficiency to high-efficiency furnaces.
17	Ruskin/Hall	Thunder Bay	Sitework	Planned	Phased replacement of two (2) asphalt surfaces .
18	East Moodie/McGregor	Thunder Bay	Electrical System	Planned	Replacement of washroom exhaust fans in sixteen (16) units.
19	East Moodie/McGregor	Thunder Bay	Mechanical System	Green	Replacement of sixteen (16) gas-fired furnaces from mid-efficiency to high-efficiency furnaces.
20	Matthews Court	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork in six (6) units.
21	Matthews Court	Thunder Bay	Sitework	Demand	Replacement/ Repair of existing retaining wall on the southeast corner of the building.
22	Manion Court	Thunder Bay	Painting	Planned	Replacement of paint coverings for all common areas.
23	Manion Court	Thunder Bay	Sitework	Planned	Pave existing Fire lane.
24	North James	Thunder Bay	Building Interior	Planned	Replacement of stair tread and flooring throughout common area.

The District of Thunder Bay Social Services Administration Board
Proposed 2022 Capital Budget Project Summary

	Project Name	Location	Project Type	Project Category	Project Description
25	North James	Thunder Bay	Painting	Demand	Replacement of paint coverings and install fibreglass reinforced polyester (FRP) panels in common areas.
26	Academy-Trillium	Thunder Bay	Building Exterior	Demand	Replacement of existing balcony railings.
27	Academy-Trillium	Thunder Bay	Building Exterior	Planned	Continued phased replacement of exterior vinyl siding on two (2) select townhome blocks at Academy-Trillium.
28	Academy-Trillium	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork in nine (9) units.
29	Fisher Court	Geraldton	Plumbing System	Green	Replacement of one (1) gas-fired domestic water heater and domestic water storage tank.
30	Elizabeth Court	Thunder Bay	Mechanical System	Green	Replacement of Make Up Air System (to be completed at the same time as the roof system replacement).
31	Elizabeth Court	Thunder Bay	Roofing System	Green	Replacement of roofing system (to be completed at the same time as the MUA replacement).
32	Assef Court	Thunder Bay	Doors	Planned	Replacement of all existing patio doors.
33	Assef Court	Thunder Bay	Life Safety System	Planned	Replace all unit smoke/heat detectors devices.
34	Mclvor Court	Thunder Bay	Building Exterior	Demand	Replacement of parging and steel flashing on the garage.
35	Mclvor Court	Thunder Bay	Elevator System	Planned	Elevator Upgrade - Elevator Pit and door operator work.
36	Limbrick	Thunder Bay	Plumbing System	Green	Replacement of twenty-two (22) sump pumps.
37	Limbrick	Thunder Bay	Sitework	Planned	Phased maintenance and repairs of exterior interlocking brick walkways through lift and level Walkway areas with highest demand for repair will be prioritized in 2022.
38	John-Windsor	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork in eight (8) selected townhouse units.
39	John-Windsor	Thunder Bay	Roofing System	Green	Replacement of roofing system for six (6) blocks.
40	John-Windsor	Thunder Bay	Sitework	Planned	Enhancement to existing harbour infrastructure (Trees).
41	John-Windsor	Thunder Bay	Sitework	Planned	Phased lift and level of exterior interlocking stone walkways. Walkway areas with highest demand for repair will be prioritized in 2022.
42	Legion Houses	Thunder Bay	Electrical System	Green	Upgrade new electrical panels, light switches and receptacles.
43	Legion Houses	Thunder Bay	Mechanical System	Green	Replacement of twelve (12) gas-fired furnaces from mid-efficiency to high-efficiency furnaces.
44	Badanai Court	Thunder Bay	Sitework	Demand	Upgrade of existing garden beds.
45	Sjolander Court	Nipigon	Roofing System	Green	Replacement of shingled roofing systems.

**The District of Thunder Bay Social Services Administration Board
Proposed 2022 Capital Budget Project Summary**

	Project Name	Location	Project Type	Project Category	Project Description
46	Neill Court	Geraldton	Sitework	Planned	Repair existing concrete stone walkways provided along the perimeter of the building.
47	Spence Court	Thunder Bay	Sitework	Planned	Install raised beds and tear down concrete wall.
48	Spence Court	Thunder Bay	Building Security	Demand	Install one (1) security camera to existing camera security infrastructure to suit indoor location.
49	Spence Court	Thunder Bay	Electrical Systems	Planned	Replacement of distribution panel.
50	Spence Court	Thunder Bay	Flooring	Demand	Partial replacement of carpet flooring throughout common area corridors.
51	Collingwood Court	Schreiber	Painting	Planned	Replacement of paint coverings for all common areas.
52	Collingwood Court	Schreiber	Sitework	Planned	Replacement of alcove and tree removal.
53	Clark Towers	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork and interior wall paneling in five (5) selected units.
54	Clark Towers	Thunder Bay	Building Interior	Planned	Phased replacement of bathroom cabinetry millwork and interior wall paneling in five (5) selected units.
55	Clark Towers	Thunder Bay	Doors repairs and maintenance	Planned	Phased replacement of existing patio doors at forty-five (45) apartments.
56	Clark Towers	Thunder Bay	Mechanical System	Planned	Refurbishment of one (1) garbage carousel.
57	Cumberland Court	Thunder Bay	Elevator System	Planned	Elevator Upgrade from an electronic safety edge to an infrared electronic detector, repairs to air conditioning systems, and repair/replacement of the cylinders.
58	The Habitat	Thunder Bay	Building Interior	Planned	Phased replacement of paint coverings for all common areas.
59	The Habitat	Thunder Bay	Elevator System	Planned	Elevator Upgrade from an electronic safety edge to an infrared electronic detector, repairs to ensure efficiency of air conditioning systems, and repair/replacement for the cylinders.
60	Frederica	Thunder Bay	Building Exterior	Green	Replacement of downspouts in select areas.
61	Lendrum Court	Thunder Bay	Elevator System	Planned	Elevator Upgrade - replacement of elevator cylinder.
62	Lendrum Court	Thunder Bay	Flooring System	Planned	Phased Replacement of common room vinyl floor tiles.
63	Lendrum Court	Thunder Bay	Plumbing System	Green	Replacement of three (3) gas-fired domestic water heater and domestic water storage tank.
64	Lendrum Court	Thunder Bay	Building Interior	Green	Lighting upgrade.
65	Jasper Place	Thunder Bay	Life Safety System	Green	Replacement of emergency generator.
66	Picton-Tamarack 1	Thunder Bay	Doors	Green	Phased replacement of solid wood interior apartment doors.
67	Picton-Tamarack 1	Thunder Bay	Painting	Planned	Phased replacement of exterior paint for nine (9) units.

**The District of Thunder Bay Social Services Administration Board
Proposed 2022 Capital Budget Project Summary**

	Project Name	Location	Project Type	Project Category	Project Description
68	Picton 2	Thunder Bay	Painting	Planned	Phased replacement of exterior paint for ten (10) units.
69	Picton 2	Thunder Bay	Sitework	Planned	Phased Replacement of two (2) asphalt-surfaced driveway.
70	Parsons/Melvin/Kenwood	Thunder Bay	Painting	Planned	Phased Replacement of exterior paint for nine (9) units.
71	Parsons/Melvin/Kenwood	Thunder Bay	Roofing System	Planned	Replacement of eavestroughs for sixteen (16) units.
72	Picton 3	Thunder Bay	Painting	Planned	Phased replacement of exterior paint for eight (8) units.
73	Picton 3	Thunder Bay	Sitework	Planned	Replacement of two (2) asphalt-surfaced driveway.
74	Scattered Duplexes	Thunder Bay	Doors	Green	Replacement of exterior hollow metal doors for fourteen (14) units.
75	Diversified	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork for two (2) select units.
76	Walkover	Thunder Bay	Building Interior	Planned	Phased replacement of kitchen cabinetry millwork in three (3) units. .
77	Wadsworth	Nipigon	Roofing System	Green	Replacement of roofing system for six (6) blocks.
78	Sequoia Park	Thunder Bay	Sitework	Planned	Phased Replacement of three (3) asphalt-surfaced driveway.
79	HQ Office	Thunder Bay	Building Interior	Demand	Replacement of various counter tops throughout the building.
80	HQ Office	Thunder Bay	Building Interior	Demand	Conversion of former file rooms to meet current requirements.
81	HQ Office	Thunder Bay	Painting	Demand	Replacement of stucco on the south east and north west corner of the building and paint the exterior.

The District of Thunder Bay Social Services Administration Board
Capital Budget and Forecast

Direct-Owned Capital Budget and Forecast	Budget			Forecast								
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Roofing	150,000	133,000	430,000	-	130,000	237,000	-	361,400	313,200	874,000	530,000	235,000
Windows	-	192,000	200,000	343,000	340,000	212,000	390,000	782,000	177,000	76,400	160,000	30,000
Doors	86,000	323,200	285,000	442,000	240,000	307,000	190,000	54,000	5,000	108,300	170,000	20,000
Sitework	455,000	415,400	295,600	267,000	319,000	95,000	361,000	125,000	426,250	335,000	217,000	14,000
Elevator	255,000	135,000	650,000	-	40,000	-	50,000	20,000	7,500	203,000	704,000	-
Flooring	375,000	125,000	55,000	124,000	180,000	155,000	80,000	120,500	109,456	53,400	206,500	6,000
Electrical	359,000	150,000	118,800	207,000	463,000	230,000	280,000	143,000	31,000	100,500	746,000	402,000
Mechanical	90,000	898,200	301,000	52,000	65,000	60,000	115,000	28,000	493,000	374,400	630,000	150,600
Life Safety	90,000	55,000	278,000	208,000	341,000	5,000	90,000	72,000	425,800	150,800	90,000	-
Accessibility Modifications	-	54,000	-	-	-	-	-	-	-	-	-	-
Plumbing	103,000	-	95,000	160,500	763,000	160,000	8,000	210,000	394,150	172,200	172,000	3,000
Painting	136,000	130,000	212,500	127,500	115,000	159,000	140,000	52,000	855,150	577,100	80,000	40,000
Appliances	332,000	80,200	-	63,000	123,000	205,000	110,000	26,000	89,050	282,500	352,500	142,000
Building Interior Upgrades	803,000	542,000	625,000	878,500	1,146,000	1,188,000	628,000	936,000	331,300	94,500	-	35,000
Building Exterior Repairs	289,000	228,000	159,000	650,000	312,000	230,000	101,000	414,000	96,350	197,200	454,800	892,850
Security	-	209,000	18,000	78,700	-	-	-	-	-	70,000	-	25,000
TOTAL	\$ 3,523,000	\$ 3,670,000	\$ 3,722,900	\$ 3,601,200	\$ 4,577,000	\$ 3,243,000	\$ 2,543,000	\$ 3,343,900	\$ 3,754,206	\$ 3,669,300	\$ 4,512,800	\$ 1,995,450
Insurance	70,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Total	\$ 3,593,000	\$ 3,845,000	\$ 3,897,900	\$ 3,776,200	\$ 4,752,000	\$ 3,418,000	\$ 2,718,000	\$ 3,518,900	\$ 3,929,206	\$ 3,844,300	\$ 4,687,800	\$ 2,170,450