



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

## **2022 Operating and Capital Budget**

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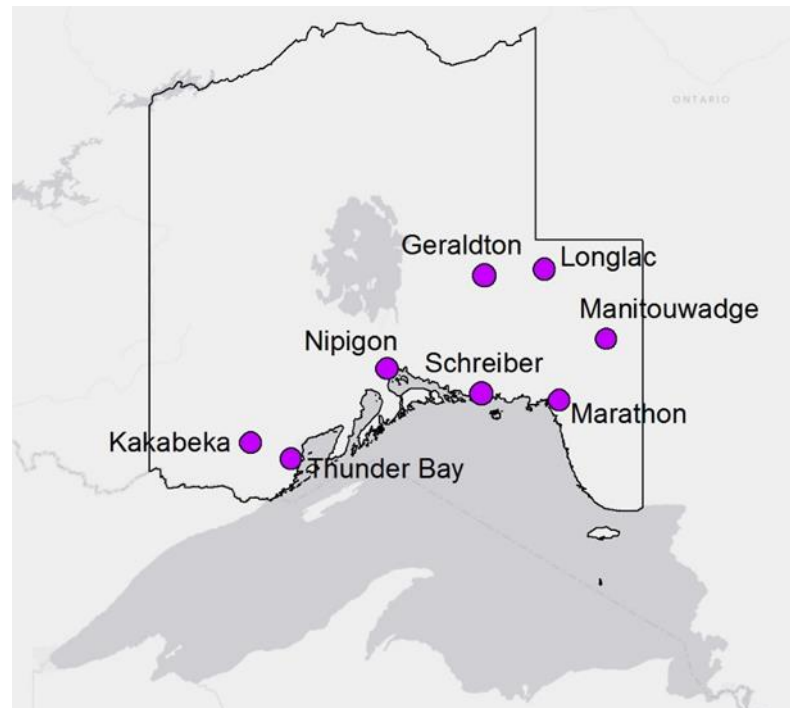
## Organization Profile

The District of Thunder Bay Social Services Administration Board (TBDSSAB) administers and delivers provincially-mandated services on behalf of the citizens of the District of Thunder Bay, in an equitable and cost-effective manner. These services include administration and service system management of Child Care and Early Years Programs, Housing and Homelessness Programs, delivery of the Ontario Works (OW) Program, and the direct operation of 2,493 TBDSSAB-owned housing units.

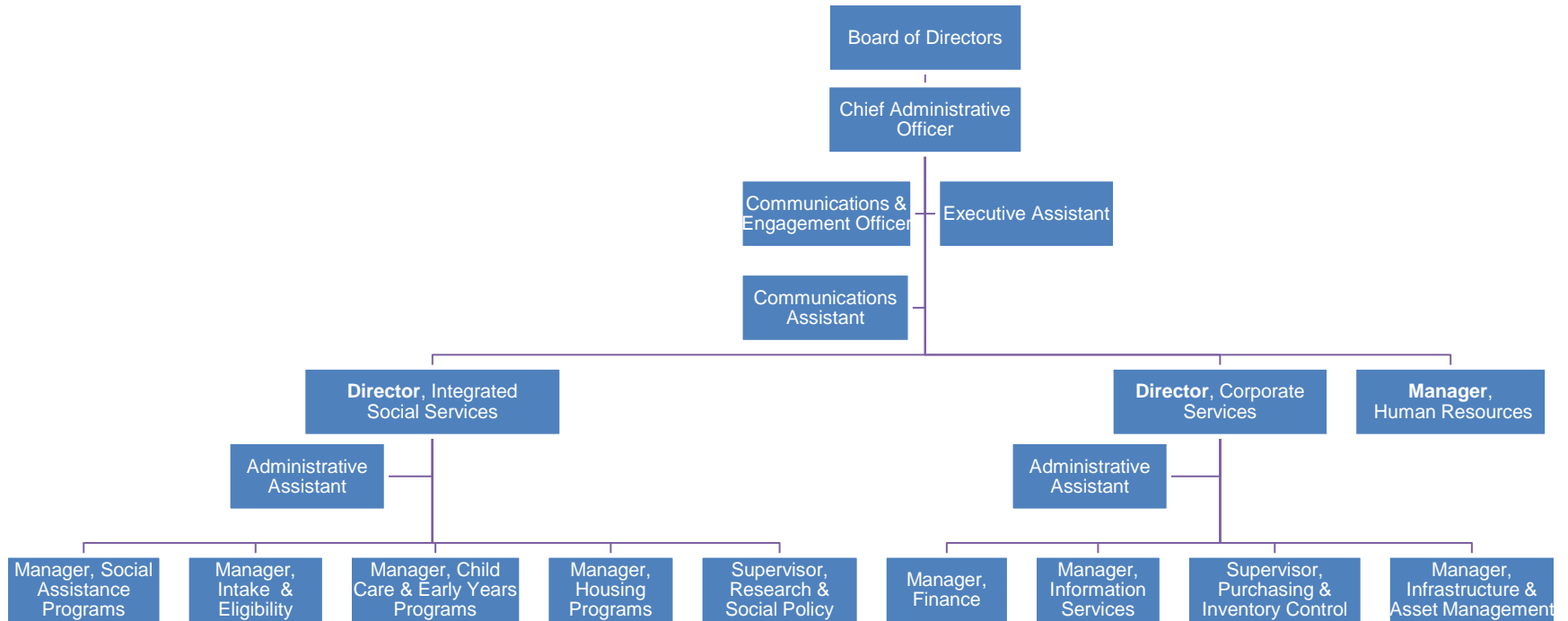
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

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

### TBDSSAB Office Locations



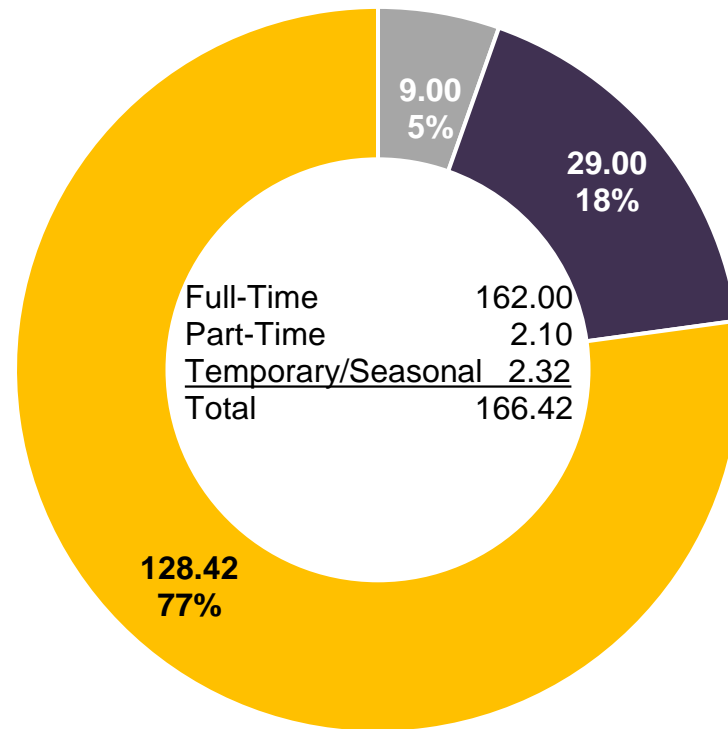
Corporate Organizational Structure



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

- Area 1: Conmee, Gillies, Neebing, O’Connor, Oliver Paipoonge and Shuniah (3 members)
- Area 2: Dorion, Nipigon, and Red Rock (1 member)
- Area 3: Greenstone (1 member)
- Area 4: Schreiber and Terrace Bay (1 member)
- Area 5: Manitouwadge and Marathon (1 member)
- Area 6: Thunder Bay (6 members)
- Area 7: TWOMO (1 member)

The 2022 TBDSSAB Operating Budget includes a staff complement totalling 166.42 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement by Division.



Full-Time	162.00
Part-Time	2.10
Temporary/Seasonal	2.32
<b>Total</b>	<b>166.42</b>

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

**Strategic Plan (2020 to 2023)**

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

**Nine Strategies and Three Strategic Directions**



## The Budget Process

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

### Operating Budget

Administration prepares an operating budget, annually, comprising estimated revenues and operating costs for the forthcoming year. Factors considered in determining the estimates include program and service requirements, client needs, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual municipal levy for that year. The Operating Budget for 2022 totals \$99,102,600.

### Capital Budget

Administration identifies the potential future costs of major repairs and replacement of building components related to the TBDSSAB direct-owned housing portfolio and Headquarters. These capital expenditures are financed using reserve funds and the capital components within certain Provincial/Federal programs. Administration prepares a capital budget and forecast, annually. The annual Capital Budget is the first year of a multi-year forecast of capital expenditures. The Capital Budget for 2022 totals \$4,237,900.

### Reserve Funds

The Board has approved a Reserve and Reserve Fund Policy CS-02:19, and a related Reserve Fund Strategy, which is integral to building financial sustainability. Reserve funds are established and maintained by TBDSSAB to mitigate financial implications associated with risks of potential known and unknown liabilities. An annual analysis of the Reserve and Reserve Funds is completed and provided to the Board each year, prior to budget deliberations. The Board reviewed and approved the 2022 Reserve Fund Strategy on October 21, 2021. The approved direction has been incorporated into the budget as appropriate.



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

## **2022 Operating Budget**



**2022 Operating Budget Overview**

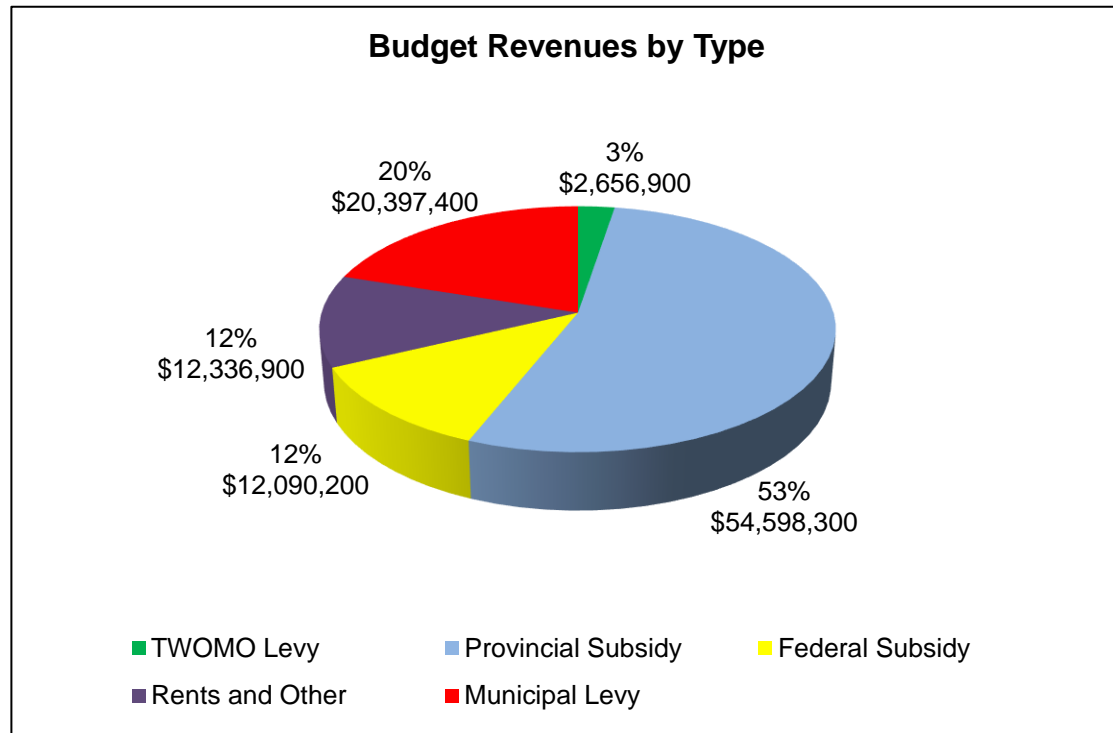
The total 2022 TBDSSAB Operating Budget of \$99.1 million represents a \$179,500 decrease from the prior year’s Budget, of \$99.3 million.

	<b>2020 Budget (\$)</b>	<b>2021 Budget (\$)</b>	<b>2022 Budget (\$)</b>
<b>Revenues</b>			
Levy to municipalities and TWOMO	22,512,500	22,691,800	<b>23,054,300</b>
Income on unrestricted funds	175,000	100,000	<b>100,000</b>
Income on restricted funds	200,000	465,600	<b>722,600</b>
Rents	10,987,900	10,925,900	<b>11,102,100</b>
Provincial grants	55,051,000	56,633,900	<b>54,598,300</b>
Federal grants	10,958,700	10,880,700	<b>12,090,200</b>
Other revenue	373,400	417,700	<b>412,200</b>
<b>Total Revenues</b>	<b>100,258,500</b>	<b>102,115,600</b>	<b>102,079,700</b>
<b>Expenditures</b>			
Personnel services	14,007,200	14,257,900	<b>14,170,900</b>
Interest on long-term debt	405,500	348,400	<b>286,100</b>
Materials	17,956,800	18,023,200	<b>18,412,900</b>
Contracted services	241,800	217,600	<b>260,900</b>
Rents and financial expenses	206,900	202,800	<b>194,300</b>
External transfers	62,393,800	63,534,300	<b>63,237,300</b>
Repayment of long-term debt	2,698,200	2,697,900	<b>2,540,200</b>
<b>Total Expenditures</b>	<b>97,910,200</b>	<b>99,282,100</b>	<b>99,102,600</b>
<b>Financing</b>			
To (from) reserve funds	2,348,300	2,833,500	<b>2,977,100</b>

**Revenues**

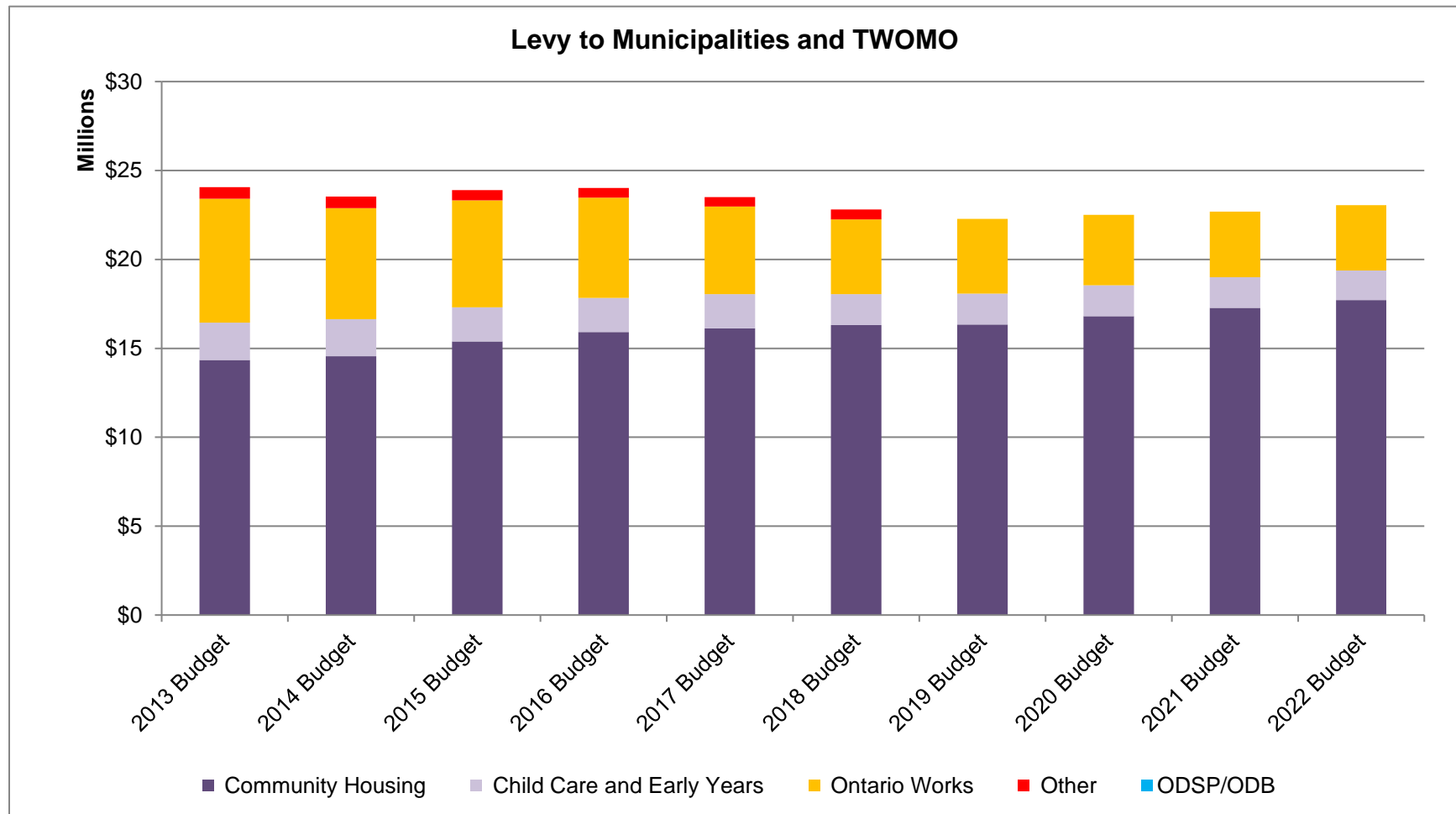
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 3% (\$2.7 million).
- Provincial funding accounts for the single largest category, at 53% (\$54.6 million).
- Federal funding accounts for an additional 12% (\$12.1 million) of funding.
- Tenant rents and other revenues account for 12%, (\$12.3 million).
- The levy to municipalities represent 20% (\$20.4 million) of the revenue.



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

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

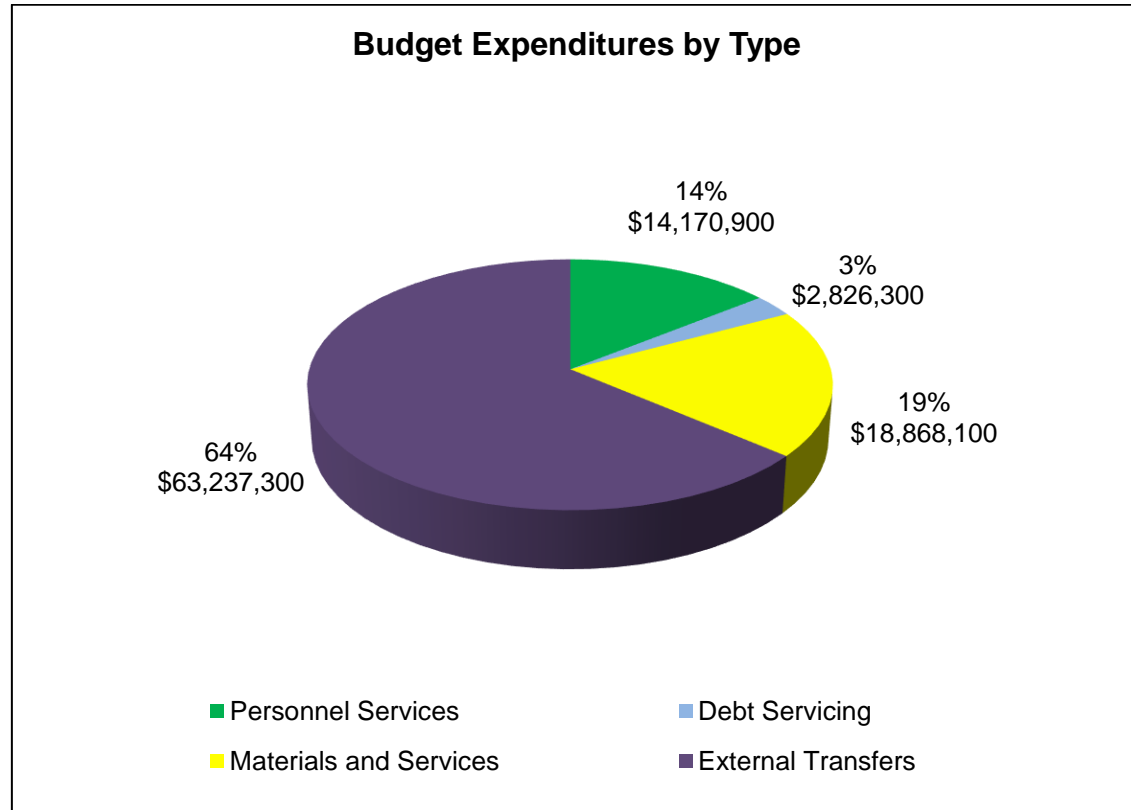


**Expenditures**

The largest component of the TBDSSAB Budget relates to external transfers to agencies and eligible individuals and families, at \$63.2 million, or 64% of the total. When combined with the materials and services, which include uncontrollable costs related to municipal property taxes (\$5.0 million) and utilities (\$3.9 million) for direct-owned housing properties, these categories account for 83%, or \$82.1 million, of the total budget.

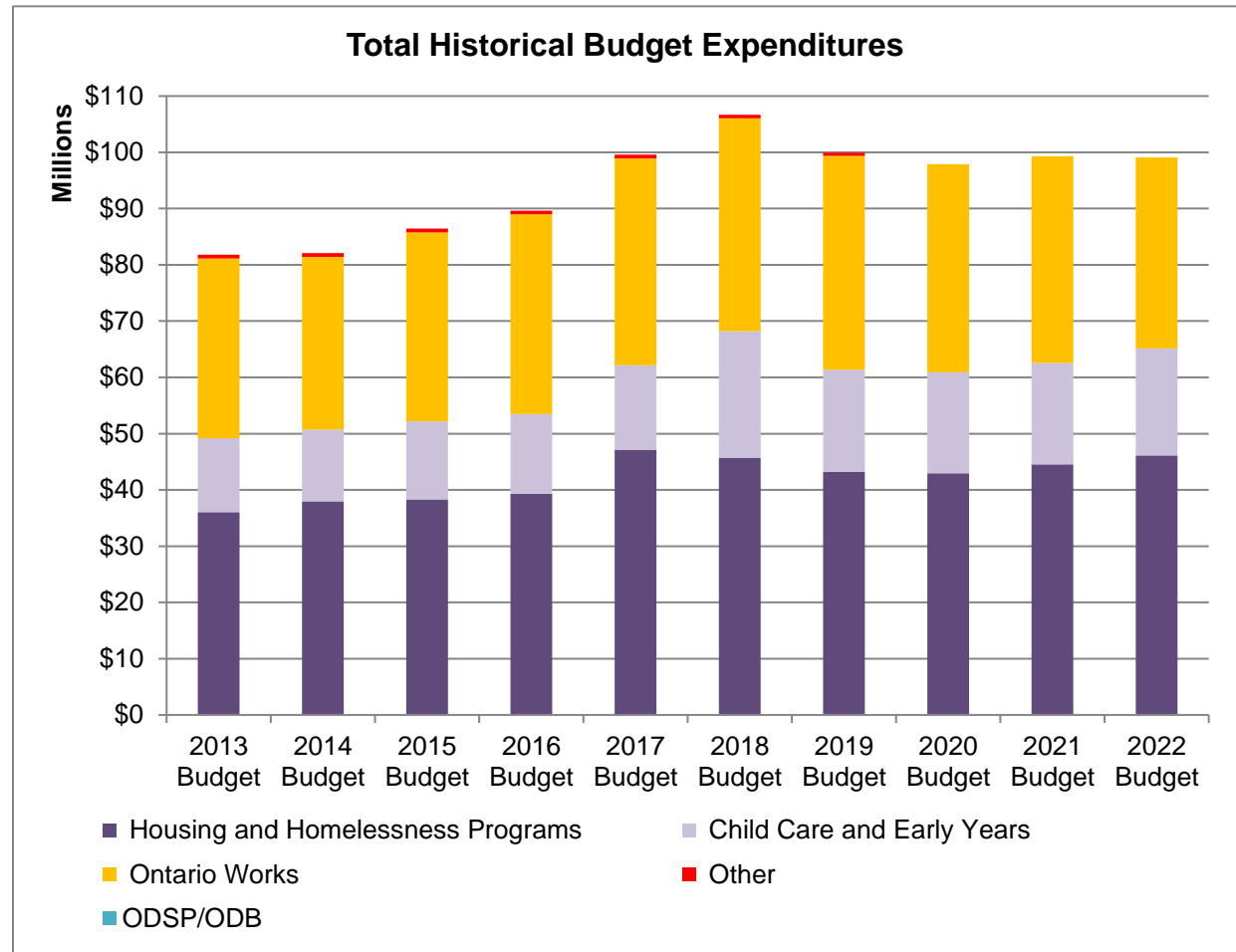
Personnel services accounts for 14%, or \$14.2 million, of the total budget.

The remaining 3%, or \$2.8 million, of the budget is required to service the long-term debt of owned properties.



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

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



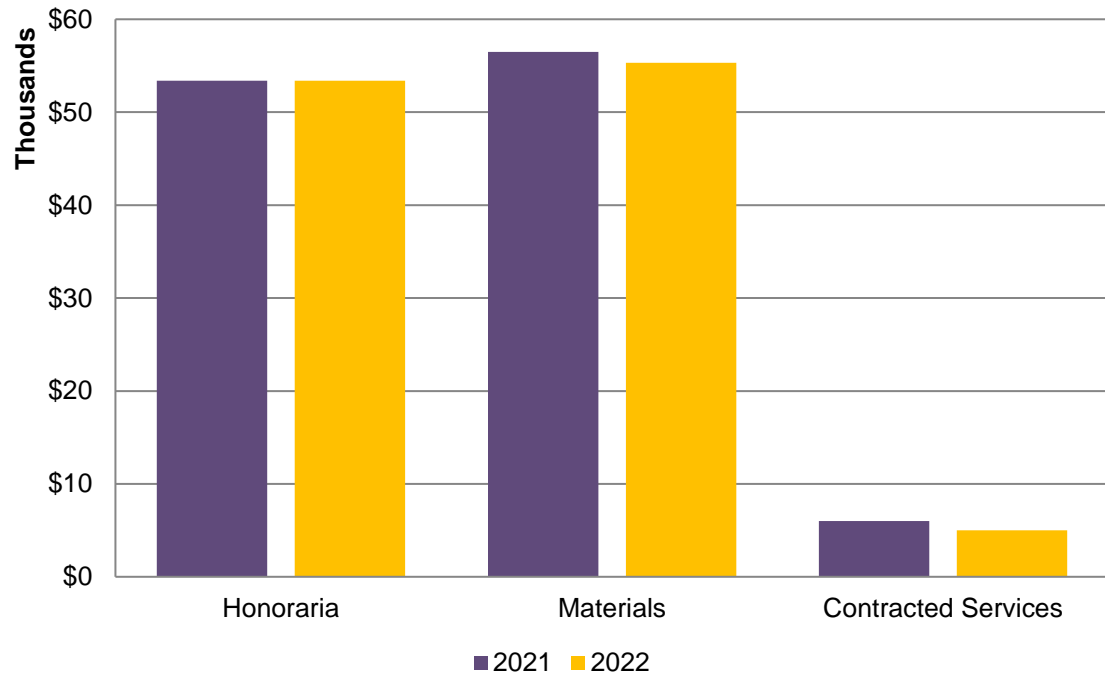


**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

## **2022 Divisional Operating Budgets**

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

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



Description	2020 Budget (\$)	2021 Budget (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	53,400	53,400	53,400	-	-	<b>53,400</b>
Materials	62,100	56,500	55,300	-	-	<b>55,300</b>
Contracted services	6,000	6,000	5,000	-	-	<b>5,000</b>
<b>Total Expenditures</b>	<b>121,500</b>	<b>115,900</b>	<b>113,700</b>	-	-	<b>113,700</b>

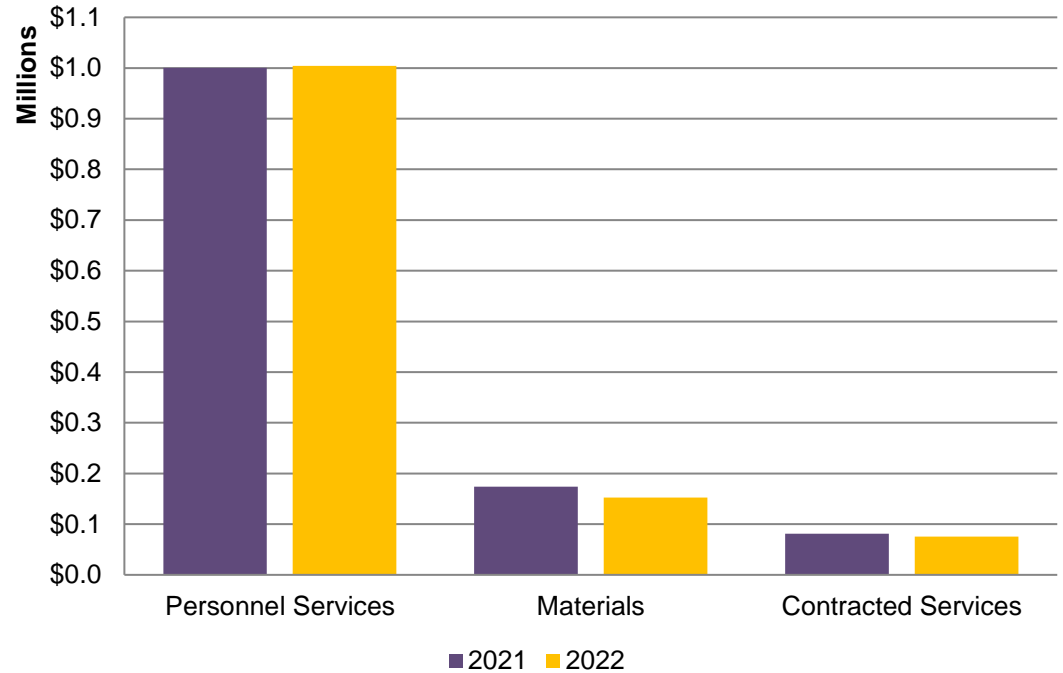
**Office of the Chief Administrative Officer**

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

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

**Key Divisional Goal**

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



Description	2020 Budget (\$)	2021 Budget (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	900,100	1,000,600	1,004,500	-	-	<b>1,004,500</b>
Materials	177,300	173,900	152,600	-	-	<b>152,600</b>
Contracted services	91,300	81,300	75,300	-	-	<b>75,300</b>
<b>Total Expenditures</b>	<b>1,168,700</b>	<b>1,255,800</b>	<b>1,232,400</b>	-	-	<b>1,232,400</b>

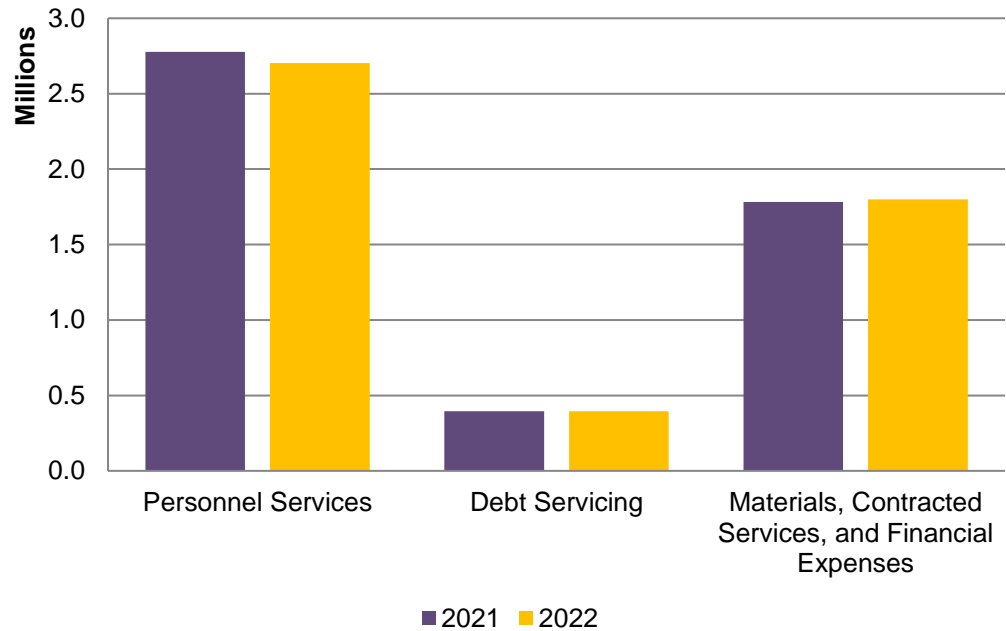


**Corporate Services Division**

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

**Key Divisional Goal**

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



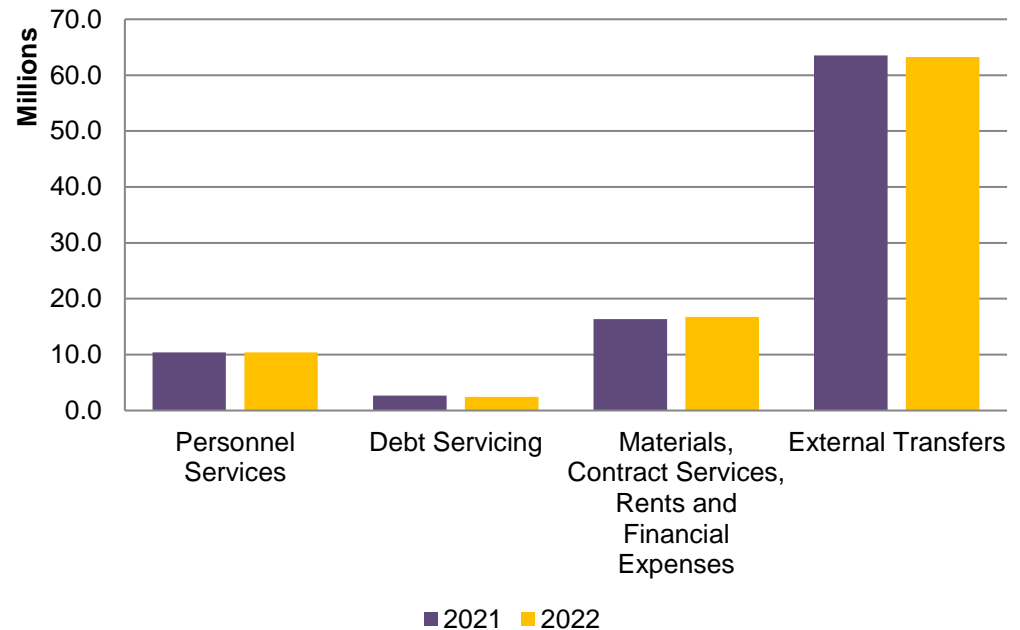
Description	2020 Budget (\$)	2021 Budget (\$)	2022			
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)
<b>Expenditures</b>						
Personnel services	2,807,400	2,776,900	2,703,600	-	-	<b>2,703,600</b>
Interest on long-term debt	116,800	107,300	98,400	-	-	<b>98,400</b>
Materials	1,582,300	1,680,200	1,696,500	-	-	<b>1,696,500</b>
Contracted services	104,500	85,300	89,600	-	-	<b>89,600</b>
Rents and financial expenses	19,500	16,600	13,500	-	-	<b>13,500</b>
Repayment of long-term debt	271,000	288,000	297,000	-	-	<b>297,000</b>
<b>Total Expenditures</b>	<b>4,901,500</b>	<b>4,954,300</b>	<b>4,898,600</b>	-	-	<b>4,898,600</b>

**Integrated Social Services Division**

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

**Key Divisional Goal**

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



Description	2020 Budget (\$)	2021 Budget (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	10,246,300	10,427,000	10,491,200	(81,800)	-	<b>10,409,400</b>
Interest on long-term debt	288,700	241,100	187,700	-	-	<b>187,700</b>
Materials and services	16,135,100	16,112,600	16,508,500	-	-	<b>16,508,500</b>
Contracted services	40,000	45,000	91,000	-	-	<b>91,000</b>
Rents and financial expenses	187,400	186,200	180,800	-	-	<b>180,800</b>
External transfers	62,393,800	63,534,300	63,237,300	-	-	<b>63,237,300</b>
Repayment of long-term debt	2,427,200	2,409,900	2,243,200	-	-	<b>2,243,200</b>
<b>Total Expenditures</b>	<b>91,718,500</b>	<b>92,956,100</b>	<b>92,939,700</b>	<b>(81,800)</b>	-	<b>92,857,900</b>



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

## **2022 Program Budget Details**

**Social Assistance**

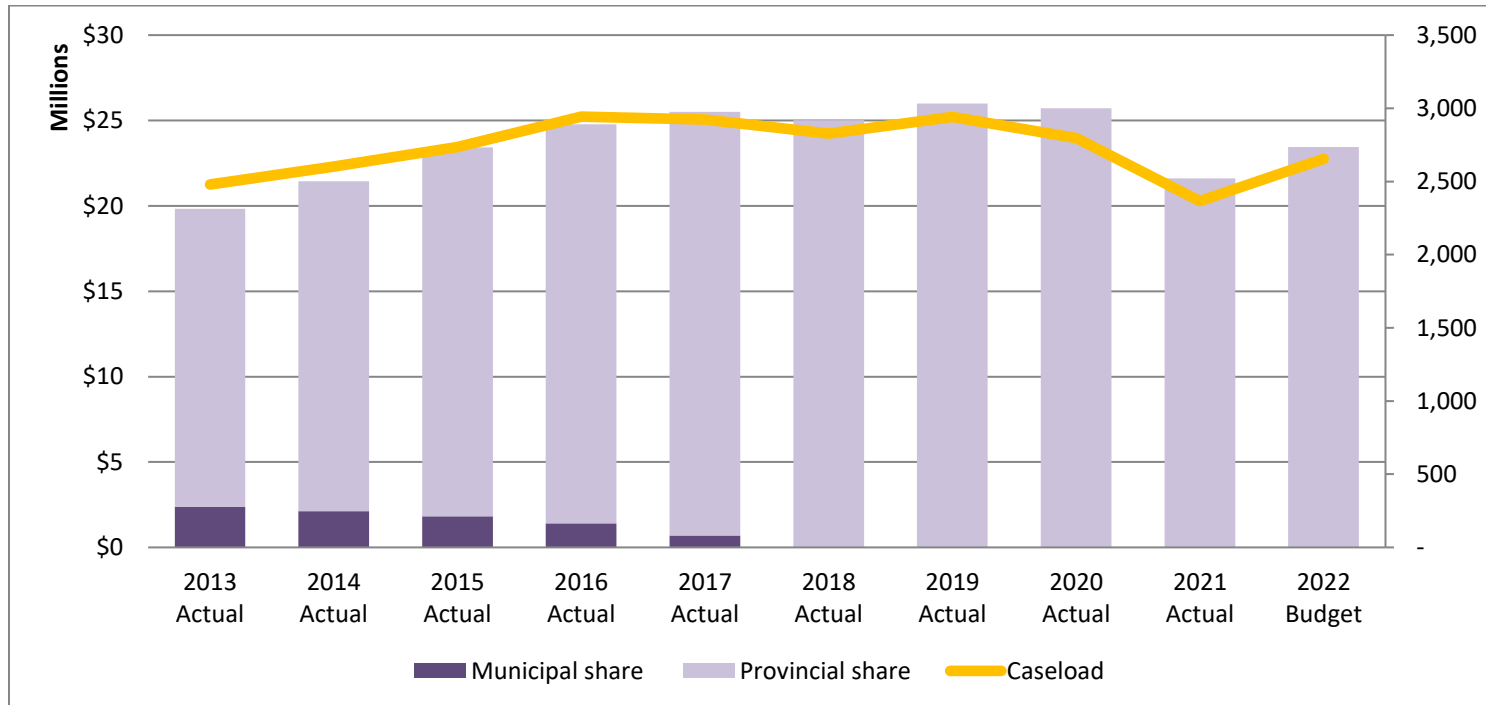
The largest component of the Integrated Social Services Division budget relates to the delivery of Ontario Works (OW) programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits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

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Ontario Works Financial Assistance	26,170,200	26,117,100	<b>23,440,100</b>
Ontario Works Program Delivery	10,922,400	10,689,500	<b>10,640,200</b>
<b>Total Expenditures</b>	<b>37,092,600</b>	<b>36,806,600</b>	<b>34,080,300</b>
<b>Grants</b>			
Provincial Grants - OW	(33,013,100)	(32,921,600)	<b>(30,244,700)</b>
<b>Financing</b>			
From Levy Stabilization Reserve Fund	-	(49,300)	-
Imputed Rent Adjustment	(77,400)	(125,700)	<b>(146,700)</b>
<b>Cost to be Levied</b>	<b>4,002,100</b>	<b>3,710,000</b>	<b>3,688,900</b>

**Ontario Works Financial Assistance**

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Basic allowance	14,339,200	14,310,100	<b>12,866,600</b>
Shelter	12,114,800	12,090,200	<b>10,828,300</b>
Start-up benefits	141,900	141,600	<b>127,400</b>
Health-related benefits	354,700	354,000	<b>318,500</b>
Mandatory special necessities	496,600	495,600	<b>477,700</b>
Special assistance	922,300	920,400	<b>828,000</b>
Transitional child benefit	70,900	70,800	<b>63,700</b>
<b>Total Expenditures</b>	<b>28,440,400</b>	<b>28,382,700</b>	<b>25,510,200</b>
<b>Client Revenue and Recovery</b>			
Income revenue	(1,206,000)	(1,203,600)	<b>(1,082,800)</b>
OW recovery	(674,000)	(672,600)	<b>(605,100)</b>
Repayments and reimbursements	(390,200)	(389,400)	<b>(382,200)</b>
<b>Total Client Revenue &amp; Recovery</b>	<b>(2,270,200)</b>	<b>(2,265,600)</b>	<b>(2,070,100)</b>
<b>Gross Cost For Cost Sharing</b>	<b>26,170,200</b>	<b>26,117,100</b>	<b>23,440,100</b>
<b>Grants</b>			
Provincial grants - OW	(26,170,200)	(26,117,100)	(23,440,100)
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

The TBDSSAB average monthly OW caseload in 2021 (2,366) decreased 15% versus the prior year (2,796 cases). The 2021 Provincial Budget did not include any increase in Social Assistance rates. It is expected that the OW caseload will increase during 2022 as Federal pandemic-relief programs have ended, however, not return to previous highs. The 2022 Budget for OW financial assistance represents a decrease of \$2,677,000 (-10.2%) versus 2021; However, because these costs have been uploaded to the Province as a result of the Provincial cost uploading of financial assistance, there is no impact on the levy for municipalities and TWOMO.



**Ontario Works Program Delivery Funding**

The OW Program Delivery Funding Budget includes the resources available to deliver Ontario Works. In 2022, TBDSSAB will continue to develop programs and partnerships with community agencies to deliver focused, employment-related services to clients. This will be combined with a focus on individual needs' assessments and reviewing employers' responsibilities and TBDSSAB programming, so that they complement each other, ensuring successful placements.

Description	2020 Budget (\$)	2021 Budget (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	3,978,000	3,910,800	3,957,100	-	-	<b>3,957,100</b>
Materials and services	724,800	738,100	552,700	-	-	<b>552,700</b>
Contracted services	10,000	10,000	10,000	-	-	<b>10,000</b>
Rents and financial expenses	118,200	118,200	112,800	-	-	<b>112,800</b>
External transfers	1,278,400	1,266,000	1,238,100	-	-	<b>1,238,100</b>
Internal administrative expense	3,989,300	3,824,500	3,928,100	-	-	<b>3,928,100</b>
Imputed rent recovery	938,200	938,700	961,800	-	-	<b>961,800</b>
<b>Total Expenditures</b>	<b>11,036,900</b>	<b>10,806,300</b>	<b>10,760,600</b>	-	-	<b>10,760,600</b>
<b>Recoveries</b>						
From homelessness programs	(114,500)	(116,800)	(120,400)	-	-	<b>(120,400)</b>
<b>Total Expenditures Less Recoveries</b>	<b>10,922,400</b>	<b>10,689,500</b>	<b>10,640,200</b>	-	-	<b>10,640,200</b>
<b>Grants</b>						
Provincial grants - OW	(6,842,900)	(6,804,500)	(6,804,600)	-	-	<b>(6,804,600)</b>
<b>Financing</b>						
From Levy Stabilization Reserve Fund	-	(49,300)	-	-	-	-
Imputed rent adjustment	(77,400)	(125,700)	(146,700)	-	-	<b>(146,700)</b>
<b>Cost to be Levied</b>	<b>4,002,100</b>	<b>3,710,000</b>	<b>3,688,900</b>	-	-	<b>3,688,900</b>

### Child Care and Early Years Programs

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

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Child Care Programs	13,606,900	13,630,800	<b>14,892,500</b>
EarlyON	3,505,300	3,505,300	<b>3,677,200</b>
Child Care Program Delivery	865,300	932,600	<b>565,600</b>
<b>Total Expenditures</b>	<b>17,977,500</b>	<b>18,068,700</b>	<b>19,135,300</b>
<b>Grants</b>			
Provincial Grants - Child Care	(15,567,900)	(15,669,100)	<b>(15,454,400)</b>
Federal Grants - Child Care	(662,800)	(662,800)	<b>(1,995,200)</b>
<b>Financing</b>			
Imputed Rent Adjustment	(5,600)	(11,100)	<b>(10,600)</b>
<b>Cost to be Levied</b>	<b>1,741,200</b>	<b>1,725,700</b>	<b>1,675,100</b>



**Child Care Programs**

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)	2021 to 2022	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Fee subsidy	4,500,000	4,500,000	<b>4,500,000</b>	-	0.0%
Special needs resourcing	1,590,600	1,590,600	<b>1,590,600</b>	-	0.0%
General operating	5,488,100	5,516,500	<b>5,603,400</b>	86,900	1.6%
Occupancy incentive	300,000	300,000	<b>300,000</b>	-	0.0%
Wage enhancement	1,225,200	1,225,200	<b>1,225,200</b>	-	0.0%
Child Care Program Officers (Capacity Building)	181,300	184,900	<b>199,200</b>	14,300	7.7%
Other	321,700	313,600	<b>313,600</b>	-	0.0%
Workforce funding	-	-	<b>1,044,500</b>	1,044,500	n/a
Internal administrative expense (Workforce)	-	-	<b>116,000</b>	116,000	n/a
<b>Total Expenditures</b>	<b>13,606,900</b>	<b>13,630,800</b>	<b>14,892,500</b>	<b>1,261,700</b>	<b>9.3%</b>
<b>Grants</b>					
Provincial grants - child care	(11,829,200)	(11,853,100)	<b>(11,954,300)</b>	(101,200)	0.9%
Provincial grants - child care (mitigation)	(374,800)	(374,800)	<b>(374,800)</b>	-	0.0%
Federal grants - child care	-	-	<b>(1,160,500)</b>	(1,160,500)	n/a
<b>Total Financing</b>	<b>(12,204,000)</b>	<b>(12,227,900)</b>	<b>(13,489,600)</b>	<b>(1,261,700)</b>	<b>10.3%</b>
<b>Cost to be Levied</b>	<b>1,402,900</b>	<b>1,402,900</b>	<b>1,402,900</b>	-	<b>0.0%</b>

Fee Subsidy

Fee Subsidy is income-tested financial assistance provided toward the cost of child care for parents, or legal guardians, of children between 0 and 12 years. TBDSSAB provides funding to Child Care Centres to cover the difference between what the client can pay based on their income and the lower of the TBDSSAB-established rate, or the Child Care Centre's rate. TBDSSAB will increase 2022 rates as follows:

<b>TBDSSAB Maximum Child Care Daily Rates</b>			
	2021 Rates	2022 Rates	Increase
Infant	\$71	\$74	3.6%
Toddler	\$53	\$55	3.6%
Pre-School	\$47	\$49	3.6%
Kindergarten	\$40	\$41	3.6%
School Age	\$36	\$37	3.6%

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

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

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

Special Needs Resource Programs

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

In particular:

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

In 2022, Administration will continue to work with the Service Providers to encourage continued comprehensive data collection to support the long-term Child Care and Early Years Service System Plan.

### General Operating

The General Operating funding component is a points-based model which equitably distributes available funds based on each Centre's relative share of spaces, and the age of the children in those spaces. In 2016, TBDSSAB began transitioning from funding Child Care Centres based on licensed capacity, to a utilization-based funding model. Beginning in 2020, 100% of the allocated points will be based on licensed spaces.

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

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

**EarlyON**

Effective January 1, 2018, TBDSSAB is responsible for administering the EarlyON programs, with the following budgeted resources for 2022:

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Ontario early years centres	1,945,000	1,939,400	<b>2,155,600</b>
Early child development planning	57,400	57,400	<b>26,900</b>
Data analysis services	92,700	98,300	<b>101,100</b>
Early Years Officer	-	89,600	<b>92,400</b>
Internal administrative expense	232,800	143,200	<b>123,800</b>
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	<b>1,177,400</b>
<b>Total Expenditures</b>	<b>3,505,300</b>	<b>3,505,300</b>	<b>3,677,200</b>
<b>Grants</b>			
Provincial grants - child care (EarlyON)	(2,842,500)	(2,842,500)	<b>(2,842,500)</b>
Federal grants - child care (EarlON)	(662,800)	(662,800)	<b>(834,700)</b>
<b>Total Financing</b>	<b>(3,505,300)</b>	<b>(3,505,300)</b>	<b>(3,677,200)</b>
<b>Cost to be Levied</b>	-	-	-

**Child Care Administration**

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

Description	2020 Budget (\$)	2021 Budget (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	404,100	426,900	437,800	-	-	<b>437,800</b>
Materials	49,100	41,900	36,800	-	-	<b>36,800</b>
Contracted services	1,000	1,000	1,000	-	-	<b>1,000</b>
Internal administrative expense	718,800	729,000	734,600	(81,800)	-	<b>652,800</b>
Imputed rent recovery	68,000	82,800	69,700	-	-	<b>69,700</b>
<b>Total Expenditures</b>	<b>1,241,000</b>	<b>1,281,600</b>	<b>1,279,900</b>	<b>(81,800)</b>	-	<b>1,198,100</b>
<b>Recoveries</b>						
From EarlyON	(194,400)	(74,500)	(224,900)	-	-	<b>(224,900)</b>
From EarlyON (Early Years Officer)	-	(89,600)	(92,400)	-	-	<b>(92,400)</b>
From workforce funding	-	-	(116,000)	-	-	<b>(116,000)</b>
From capacity building (Child Care Program Officers)	(181,300)	(184,900)	(199,200)	-	-	<b>(199,200)</b>
<b>Total Expenditures Less Recoveries</b>	<b>865,300</b>	<b>932,600</b>	<b>647,400</b>	<b>(81,800)</b>	-	<b>565,600</b>
<b>Grants</b>						
Provincial grants - child care	(521,400)	(598,700)	(323,700)	40,900	-	<b>(282,800)</b>
<b>Financing</b>						
Imputed rent adjustment	(5,600)	(11,100)	(10,600)	-	-	<b>(10,600)</b>
<b>Cost to be Levied</b>	<b>338,300</b>	<b>322,800</b>	<b>313,100</b>	<b>(40,900)</b>	-	<b>272,200</b>

**Housing Programs**

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

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Community Housing	16,850,300	16,627,400	<b>17,458,100</b>
Homelessness Prevention	4,976,700	6,712,200	<b>7,715,400</b>
Housing Program Delivery	1,200,600	1,312,600	<b>1,168,800</b>
Housing Portfolio Property Management	19,989,600	20,024,600	<b>19,951,400</b>
<b>Total Expenditures</b>	<b>43,017,200</b>	<b>44,676,800</b>	<b>46,293,700</b>
<b>Revenue</b>			
Rent revenue	(10,987,900)	(10,925,900)	<b>(11,102,100)</b>
Other revenue	(296,900)	(342,600)	<b>(407,200)</b>
<b>Grants</b>			
Provincial Grants - Housing	(1,493,300)	(1,331,000)	<b>(1,183,800)</b>
Provincial Grants - Homelessness	(4,976,700)	(6,712,200)	<b>(7,715,400)</b>
Federal Grants - Housing	(1,734,600)	(2,380,300)	<b>(3,576,900)</b>
Federal Block Funding	(8,561,300)	(7,837,600)	<b>(6,518,100)</b>
<b>Financing</b>			
From Capital Regeneration Reserve Fund	(250,000)	-	-
From Community Housing Reserve Fund	(10,000)	(10,000)	<b>(10,000)</b>
From Levy Stabilization Reserve Fund	-	-	<b>(300,000)</b>
To Housing Portfolio Capital Reserve Fund	2,267,000	2,267,000	<b>2,365,400</b>
Imputed Rent Adjustment	(29,300)	(48,100)	<b>(55,300)</b>
<b>Cost to be Levied</b>	<b>16,944,200</b>	<b>17,356,100</b>	<b>17,790,300</b>

**Community Housing**

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Provincial Reformed (with market component)	4,022,500	3,896,500	<b>3,937,700</b>
Provincial Reformed (100% RGI)	2,187,500	2,080,500	<b>2,147,100</b>
Urban Native housing program	1,856,500	1,417,900	<b>1,214,300</b>
Private landlord rent supplement	3,203,400	3,309,800	<b>2,918,400</b>
Non-profit rent supplement	1,772,800	1,812,700	<b>1,880,500</b>
Strong Communities rent supplement	437,200	437,200	<b>437,200</b>
Portable Housing Benefit	329,700	398,700	<b>599,400</b>
Investment in Affordable Housing	841,900	305,800	<b>266,600</b>
Ontario Priorities Housing Initiative	1,520,200	1,481,800	<b>1,226,600</b>
Canada-Ontario Community Housing Initiative	678,600	1,486,500	<b>2,830,300</b>
<b>Total Expenditures</b>	<b>16,850,300</b>	<b>16,627,400</b>	<b>17,458,100</b>
<b>Grants</b>			
Provincial grants - housing	(1,493,300)	(1,331,000)	<b>(1,183,800)</b>
Federal grants - housing	(1,734,600)	(2,380,300)	<b>(3,576,900)</b>
Federal block funding	(5,554,600)	(4,919,600)	<b>(4,044,700)</b>
<b>Financing</b>			
From Capital Regeneration Reserve Fund	(250,000)	-	-
From Levy Stabilization Reserve Fund	-	-	<b>(300,000)</b>
<b>Total Financing</b>	<b>(9,032,500)</b>	<b>(8,630,900)</b>	<b>(9,105,400)</b>
<b>Cost to be Levied</b>	<b>7,817,800</b>	<b>7,996,500</b>	<b>8,352,700</b>

Provincial Reformed Housing Providers

The *Housing Services Act, 2011* requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the Operating Budgets for Social Housing Providers. The benchmark cost indices are based on the prior year’s Ontario Consumer Price Index and sub-indices. The total 2022 Budget related to Housing Providers is \$6,084,800, an increase of 2% over the 2021 Budget of \$5,977,000.

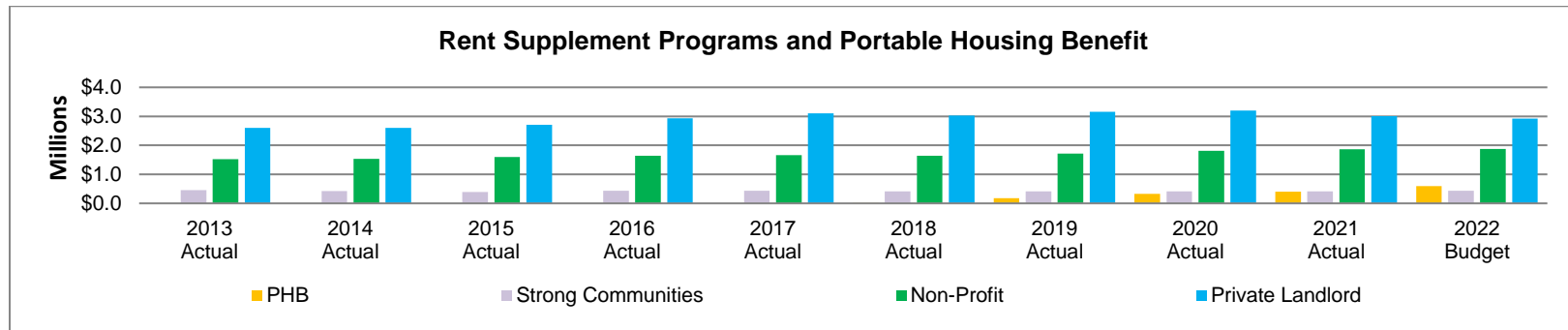
Urban Native Housing

The Urban Native Housing Program Budget for 2022 totals \$1,214,300 (2021 - \$1,417,900). This Program includes two Housing Providers: Geraldton Native Housing Corporation, and Native People of Thunder Bay Development Corporation. These Budgets are developed, based upon the Housing Provider’s Budget submissions, historical trends and management estimates. In accordance with the terms of the Operating Agreements, this subsidy ends once the mortgages have been paid out, although TBDSSAB will work with the housing providers to provide subsidy under other programs (see Canada-Ontario Community Housing Initiative below).

Rent Supplement and Portable Housing Benefit

The Rent Supplement Budgets, which total \$5,236,100 in 2022 (2021 - \$5,559,700), include 550 private landlord, non-profit and Strong Communities’ rent-supplement units, as well as 171 arrangements within Direct-Owned Housing projects (116-Andras Court, 48-Sequoia Park, 7-Paterson Court).

The Portable Housing Benefit (PHB) totals \$599,400 in 2022 (2021 - \$398,700), and would support an estimated 154 individuals and families.





Investment in Affordable Housing

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

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>IAH</b>			
Rent Supplement	63,000	84,600	<b>120,400</b>
Internal Allocation Rent Supplement	9,000	12,000	<b>21,000</b>
Reinvested Ontario Renovates	-	125,000	-
<b>IAH Extension</b>			
Rental Housing	114,000	-	-
Internal administrative expense	40,200	-	-
<b>IAH - Social Infrastructure Fund</b>			
Housing Allowance	38,200	65,800	<b>85,100</b>
Internal Allocation Housing Allowance	17,000	14,200	<b>33,800</b>
Rental Housing	529,700	-	-
Internal administrative expense	30,800	4,200	<b>6,300</b>
<b>Total Expenditures</b>	<b>841,900</b>	<b>305,800</b>	<b>266,600</b>
<b>Grants</b>			
Provincial grants - housing	(421,000)	(152,900)	(133,300)
Federal grants - housing	(420,900)	(152,900)	(133,300)
<b>Cost to be Levied</b>	-	-	-

Ontario Priorities Housing Initiative

The Ontario Priorities Housing Initiative (OPHI), announced in 2019 under Ontario's Community Housing Renewal Strategy, is modeled after the previous Affordable Housing Programs. The proposed 2022 Budget of \$1,226,600 includes \$764,800 to be invested under the Ontario Renovates Program. A breakdown is provided in the table, below:

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
Rental Housing	1,000,000	900,500	<b>400,500</b>
Ontario Renovates	456,700	507,200	<b>764,800</b>
Internal administrative expense	63,500	74,100	<b>61,300</b>
<b>Total Expenditures</b>	<b>1,520,200</b>	<b>1,481,800</b>	<b>1,226,600</b>
<b>Financing</b>			
From Capital Regeneration Reserve Fund	(250,000)	-	-
<b>Grants</b>			
Provincial grants - housing	(635,100)	(740,900)	<b>(613,300)</b>
Federal grants - housing	(635,100)	(740,900)	<b>(613,300)</b>
<b>Cost to be Levied</b>	-	-	-

Canada-Ontario Community Housing Initiative

As social housing mortgages mature and operating agreements expire, there is a corresponding reduction in Federal block funding provided to Service Managers. Through the Canada-Ontario Community Housing Initiative (COCHI), the Federal government is redirecting funding for Service Managers to stabilize the supply of community housing through repairs, renovations, and operating support.

The proposed 2022 COCHI Budget of \$2,830,300 includes \$1,367,100 to undertake necessary capital repairs, and \$730,800 to support Urban Native Housing Programs (with operating agreements expired in 2019-22) with rent supplement.

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<u>Capital Component:</u>			
Repairs	499,200	788,200	<b>1,367,100</b>
<u>Operating Component:</u>			
Rent Supplement	145,500	624,000	<b>730,800</b>
Transitional operating	-	-	<b>90,900</b>
Building condition assessments			<b>500,000</b>
Internal administrative expense	33,900	74,300	<b>141,500</b>
<b>Total Expenditures</b>	678,600	1,486,500	<b>2,830,300</b>
<b>Grants</b>			
Federal grants - housing	(678,600)	(1,486,500)	<b>(2,830,300)</b>
<b>Cost to be Levied</b>	-	-	-

**Homelessness Prevention**

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

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

In response to the COVID-19 pandemic, the Province announced the Social Services Relief Fund to assist Service Managers to address community needs and pressures.

Description	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)
<b>Expenditures</b>			
Community Homelessness Prevention Initiative	3,606,600	3,532,100	<b>3,618,200</b>
Home for Good	1,370,100	1,392,800	<b>1,374,800</b>
Social Services Relief Fund	-	1,787,300	<b>2,722,400</b>
<b>Total Expenditures</b>	<b>4,976,700</b>	<b>6,712,200</b>	<b>7,715,400</b>
<b>Grants</b>			
Provincial grants - homelessness	(4,976,700)	(6,712,200)	<b>(7,715,400)</b>
<b>Cost to be Levied</b>	-	-	-

**Housing Program Delivery**

Housing Program Delivery includes costs related to the administration of the Housing Programs discussed above.

Description	2020 Budget (\$)	2021 Budget (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	400,400	420,800	436,500	-	-	<b>436,500</b>
Materials	54,200	28,800	25,900	-	-	<b>25,900</b>
Contracted services	20,500	17,000	70,000	-	-	<b>70,000</b>
External transfers	9,700	60,000	60,000	-	-	<b>60,000</b>
Internal administrative expense	709,400	753,400	932,000	-	-	<b>932,000</b>
Imputed rent recovery	204,000	207,100	111,500	-	-	<b>111,500</b>
<b>Total Expenditures</b>	<b>1,398,200</b>	<b>1,487,100</b>	<b>1,635,900</b>	-	-	<b>1,635,900</b>
<b>Recoveries</b>						
From housing and homelessness programs	(197,600)	(174,500)	(467,100)	-	-	<b>(467,100)</b>
<b>Total Expenditures Less Recoveries</b>	<b>1,200,600</b>	<b>1,312,600</b>	<b>1,168,800</b>	-	-	<b>1,168,800</b>
<b>Revenue</b>						
Other revenue (HIFIS)	-	-	(70,000)	-	-	<b>(70,000)</b>
Other revenue (Housing Partnering Strategy)	(9,700)	(60,000)	(60,000)	-	-	<b>(60,000)</b>
<b>Financing</b>						
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	-	<b>(10,000)</b>
Imputed rent adjustment	(16,900)	(27,800)	(17,000)	-	-	<b>(17,000)</b>
<b>Cost to be Levied</b>	<b>1,164,000</b>	<b>1,214,800</b>	<b>1,011,800</b>	-	-	<b>1,011,800</b>

**Housing Portfolio Property Management**

TBDSSAB owns and operates 2,493 units in 53 community housing projects in the District of Thunder Bay. The 2022 Budget for Direct-Owned Housing includes costs associated with operating and maintaining these housing units.

Description	2020 Budget (\$)	2021 Base (\$)	2022			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	3,250,500	3,402,300	3,363,200	-	-	3,363,200
Interest on long-term debt	288,700	241,100	187,700	-	-	187,700
Materials	13,755,200	13,550,000	13,569,300	-	-	13,569,300
Contracted services	3,500	7,000	10,000	-	-	10,000
Rents and financial expenses (net of tenant recoveries)	69,200	68,000	68,000	-	-	68,000
External transfers	1,400	1,400	1,400	-	-	1,400
Repayment of long-term debt	2,427,200	2,409,900	2,243,200	-	-	2,243,200
Internal administrative expense	1,733,800	1,829,400	1,875,200	-	-	1,875,200
Imputed rent recovery	149,600	151,800	250,900	-	-	250,900
<b>Total Expenditures</b>	<b>21,679,100</b>	<b>21,660,900</b>	<b>21,568,900</b>	-	-	<b>21,568,900</b>
<b>Recoveries</b>						
From rent supplement program	(1,088,600)	(1,122,700)	(1,174,800)	-	-	(1,174,800)
From housing and homelessness programs	(383,600)	(364,700)	(295,800)	-	-	(295,800)
From Ontario Works	(120,600)	(123,000)	(126,800)	-	-	(126,800)
From building operating	(96,700)	(25,900)	(20,100)	-	-	(20,100)
<b>Total Expenditures Less Recoveries</b>	<b>19,989,600</b>	<b>20,024,600</b>	<b>19,951,400</b>	-	-	<b>19,951,400</b>
<b>Revenue</b>						
RGI rent	(10,044,500)	(9,984,000)	(10,185,000)	-	-	(10,185,000)
Market rent	(904,000)	(888,000)	(863,200)	-	-	(863,200)
Commercial rent	(39,400)	(53,900)	(53,900)	-	-	(53,900)
Miscellaneous tenant revenue	(169,500)	(164,900)	(159,500)	-	-	(159,500)
Revenue-generating projects	(117,700)	(117,700)	(117,700)	-	-	(117,700)
<b>Grants</b>						
Federal Block Funding	(3,006,700)	(2,918,000)	(2,473,400)	-	-	(2,473,400)
<b>Financing</b>						
To Housing Portfolio Capital Reserve Fund	2,267,000	2,267,000	2,365,400	-	-	2,365,400
Imputed rent adjustment	(12,400)	(20,300)	(38,300)	-	-	(38,300)
<b>Cost to be Levied</b>	<b>7,962,400</b>	<b>8,144,800</b>	<b>8,425,800</b>	-	-	<b>8,425,800</b>



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

## **2022 Capital Budget**

2022 Capital Budget Overview

For budgeting purposes, the Capital Budget includes planned expenditures that will be financed from the Housing Portfolio Capital Reserve Fund, the Office Building Capital Reserve Fund, and the Canada-Ontario Community Housing Initiative. Projects have been identified and prioritized through the use of the Building Condition Assessments, aligned with the strategic direction of the organization, to maintain a long-term vision for capital improvement, revitalization and environmental stewardship.

Description	Budget 2022	Forecast				
		2023	2024	2025	2026	2027
Roofing	430,000	-	130,000	237,000	-	361,400
Windows	200,000	343,000	340,000	212,000	390,000	782,000
Doors	285,000	442,000	240,000	307,000	190,000	54,000
Sitework	295,600	267,000	319,000	95,000	361,000	125,000
Elevator	650,000	-	40,000	-	50,000	20,000
Flooring	55,000	124,000	180,000	155,000	80,000	120,500
Electrical	118,800	207,000	463,000	230,000	280,000	143,000
Mechanical	301,000	52,000	65,000	60,000	115,000	28,000
Life Safety	278,000	208,000	341,000	5,000	90,000	72,000
Plumbing	95,000	160,500	763,000	160,000	8,000	210,000
Painting	212,500	127,500	115,000	159,000	140,000	52,000
Appliances	-	63,000	123,000	175,000	110,000	26,000
Building Interior Upgrades	625,000	878,500	1,146,000	1,188,000	628,000	936,000
Building Exterior Repairs	499,000	650,000	312,000	230,000	101,000	414,000
Security	18,000	78,700	-	-	-	-
<b>Subtotal</b>	<b>\$ 4,062,900</b>	<b>\$ 3,601,200</b>	<b>\$ 4,577,000</b>	<b>\$ 3,213,000</b>	<b>\$ 2,543,000</b>	<b>\$ 3,343,900</b>
Insurance Deductibles	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total</b>	<b>\$ 4,237,900</b>	<b>\$ 3,776,200</b>	<b>\$ 4,752,000</b>	<b>\$ 3,388,000</b>	<b>\$ 2,718,000</b>	<b>\$ 3,518,900</b>