



BOARD REPORT

REPORT No.: 2023-02

MEETING DATE: JANUARY 26, 2023

SUBJECT: TBDSSAB PROPOSED 2023 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 2023 Operating Budget for the Board's review and discussion.

The proposed 2023 TBDSSAB Operating Budget, as presented, totals \$111,663,500 (2022: \$99,102,600), an increase of \$12,560,900, or 12.7%, from the 2022 approved Budget.

The impact on the levy to Municipalities and Territories Without Municipal Organization (TWOMO) would be an increase of \$1,392,100, from \$23,054,300 to \$24,446,400, or 6.0% more than 2022.

This Report also presents the proposed 2023 TBDSSAB Capital Budget, for the Board's review and discussion. The proposed 2023 Capital Budget, as presented, totals \$4,499,000 (2022: \$4,237,900), with \$3,368,000 financed from the Housing Portfolio Capital Reserve Fund, \$106,000 financed from the Office Building Capital Reserve Fund, and \$1,025,000 financed from the Canada-Ontario Community Housing Initiative (COCHI).

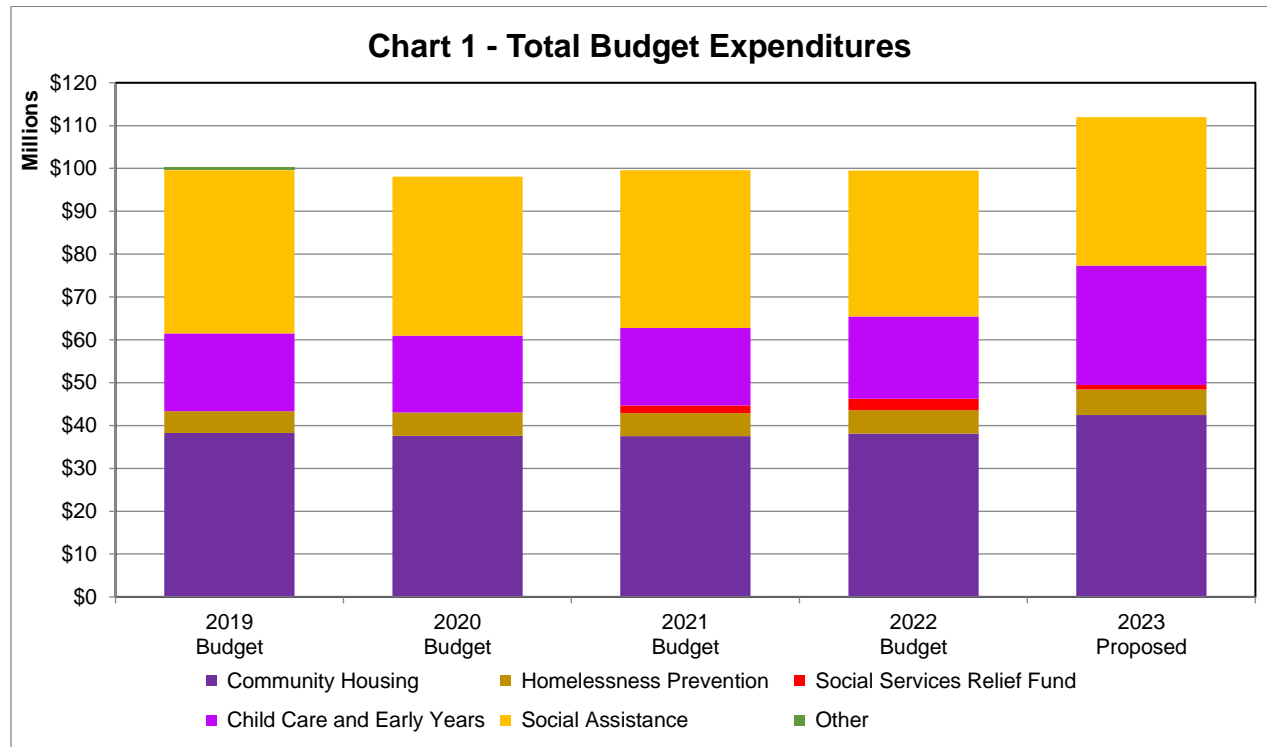
BACKGROUND

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. However, the Municipal share is optional.
Early Learning and Child Care (ELCC)	100% Federally funded.
Workforce Funding	100% Federally funded.
Canada-Wide Early Learning and Child Care (CWELCC)	100% Federally funded.
EarlyON	100% Provincially funded.
Administration	Cost-shared 50%/50% Provincial/Municipal, up to the established benchmark.
Community Housing and Homelessness Prevention	
Legacy Social Housing	Municipal responsibility, offset with Federal "block" funding which is declining over time.
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 Program (HPP)	100% Provincially funded.
Social Services Relief Fund (SSRF)	100% Provincially funded.

The proposed 2023 TBDSSAB Operating Budget is \$111,663,500 (2022: \$99,102,600) and represents an increase of \$12,560,900, or 12.7%, from the prior year.

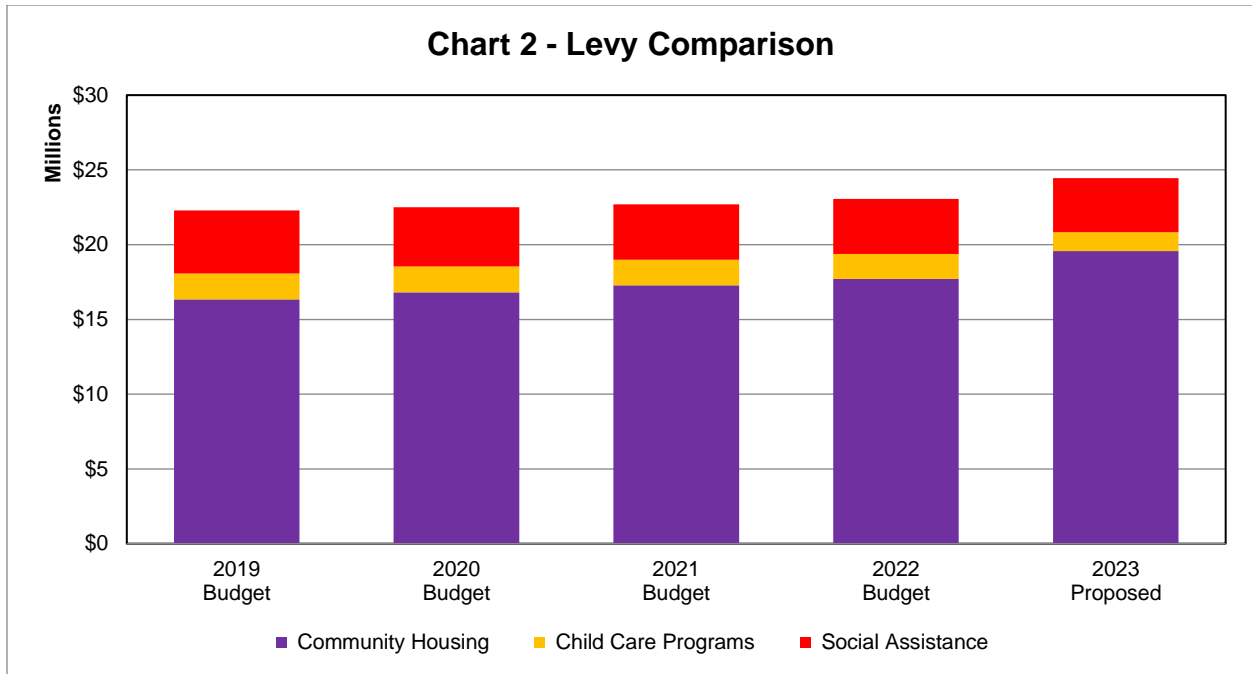
Chart 1 – Total Budget Expenditures (below) identifies the Operating Expenditure Budget for the years 2019, through to the proposed 2023 Budget, across the program areas: Social Assistance, Child Care and Early Years, Community Housing and Homelessness Prevention Programs.



The proposed 2023 Levy to Municipalities and TWOMO is \$24,446,400 (2022: \$23,054,300).

Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2019 through to the proposed 2023 Levy. This chart illustrates an overall levy increase of 9.7% since 2019.

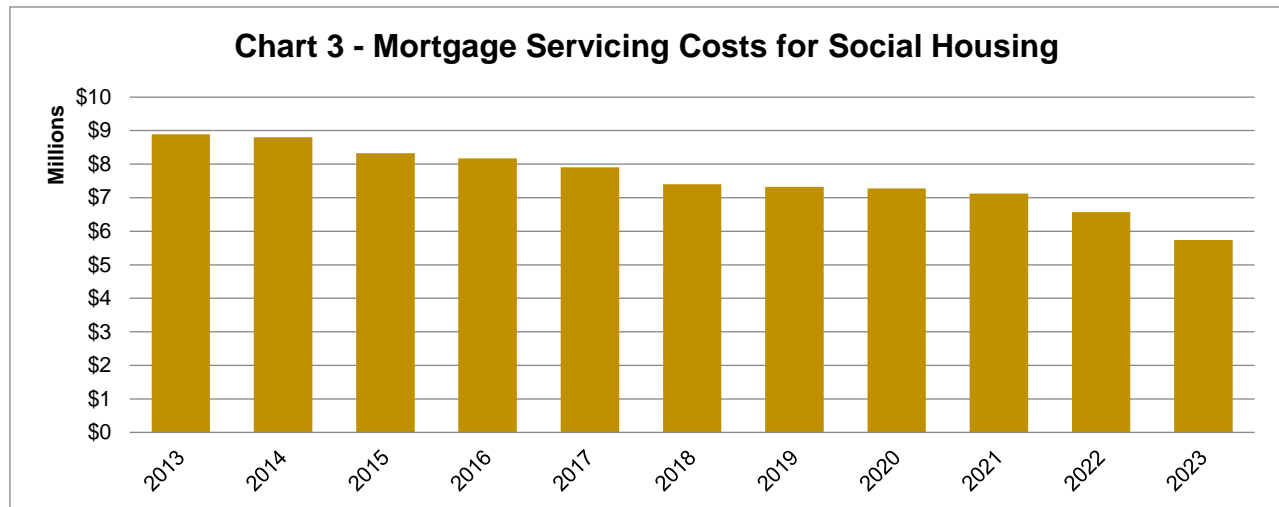
Inflation has accelerated since 2021 with the Consumer Price Index (CPI) forecast for 2022 at 6.9% and a further 4.2% anticipated for 2023. From 2019 through 2023 the cumulative CPI increase is estimated to be approximately 17%.



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 of administrative responsibility.

The impact of rising legacy Social Housing costs has been mitigated by mortgages renewing at more favourable rates since the devolution 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 \$8.9 million in 2013, to \$5.7 million estimated in 2023, 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, in the first year of a new Board's term, Administration presents the annual proposed TBDSSAB Operating and Capital Budgets for the Board's review at a regular January 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 February Board meeting.

COMMENTS

The proposed 2023 TBDSSAB Operating Budget totals \$111,663,500 and represents an increase of \$12,560,900, or 12.7%, from the 2022 approved Budget of \$99,102,600. Changes within each program area are outlined below. Attachment #1 provides the complete proposed 2023 Operating Budget Summary.

The proposed 2023 Operating Budget results in a total increase to the Municipal Levy of \$1,392,100 or 6.0%, compared to the Board-approved 2022 Levy. The proposed 2023 Budget Levy, by program area, is provided in Table 1 – Total Change in Proposed Levy by Program Funding Area (below):

Program	2022 Budget Levy (\$)	2023 Proposed Levy (\$)	Increase / (Decrease) (\$)	% Change
Social Assistance	3,688,900	3,667,600	(21,300)	(0.6%)
Child Care and Early Years	1,675,100	1,272,700	(402,400)	(24.0%)
Community Housing	17,790,300	19,806,100	2,015,800	11.3%
Income Earned on Unrestricted Funds	(100,000)	(300,000)	(200,000)	200.0%
Total Levy	23,054,300	24,446,400	1,392,100	6.0%

Staffing Resources

The proposed Full-Time-Equivalent (FTE) staffing resources for 2023 total 177.42, a net increase of 11.0 FTE from the 2022 budget. The specific staffing changes will be discussed in the respective Division sections, below.

The Board

The Budget for the Board includes Board member honorariums, travel and meeting expenses, insurance, and legal fees. The proposed 2023 Budget of \$142,600 is \$28,900 (25.4%) more than the 2022-approved budget (\$113,700). The 2023 Budget includes expenses related to the development of the Board's next strategic plan. As this cost is of a one-time nature, it will be financed from the Levy Stabilization Reserve Fund. 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 \$1,274,500 in 2023, an increase of \$42,100 (3.4%) from the 2022-approved Budget of \$1,232,400. Most of the increase is due to staff progressing through the salary grids. This Budget includes costs related to the organization's strategic leadership, communications and engagement, 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 2023 Budget for the Corporate Services Division totals \$5,181,400, an increase of \$222,100 (4.5%) over the 2022 approved Budget of \$4,959,300.

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 recommendations in Report No. 2022-63 - Environmental Sustainability Strategy, and Report No. 2022-65 - Physical Security Review, two (2) positions have been included in the 2023 Budget for consideration:

- 1.0 FTE Technical Services Officer – This enhancement represents support for the development and implementation of the Environmental Stewardship Strategy.

- 1.0 FTE Security and Risk Analyst – This enhancement aligns with the recommendation to provide a subject matter expert in matters related to security risk and related risk management practices.

The Budget also includes costs to complete a beautification, security, and environmental design study related to TBDSSAB's direct-owned housing portfolio. As this cost is of a one-time nature, it will be financed from the Levy Stabilization Reserve Fund.

Costs related to operation of TBDSSAB's office Headquarters in the City of Thunder Bay are also included in the Corporate Services budget. The budget for 2023 totals \$965,000 (2022: \$985,700) and covers all the expenditures related to the Headquarters building operations and maintenance.

Integrated Social Services Division

The total Integrated Social Services (ISS) Division Budget includes ISS Program Support, Social Assistance, Child Care and Early Years, and Community Housing and Homelessness Prevention.

Integrated Social Services Program Support

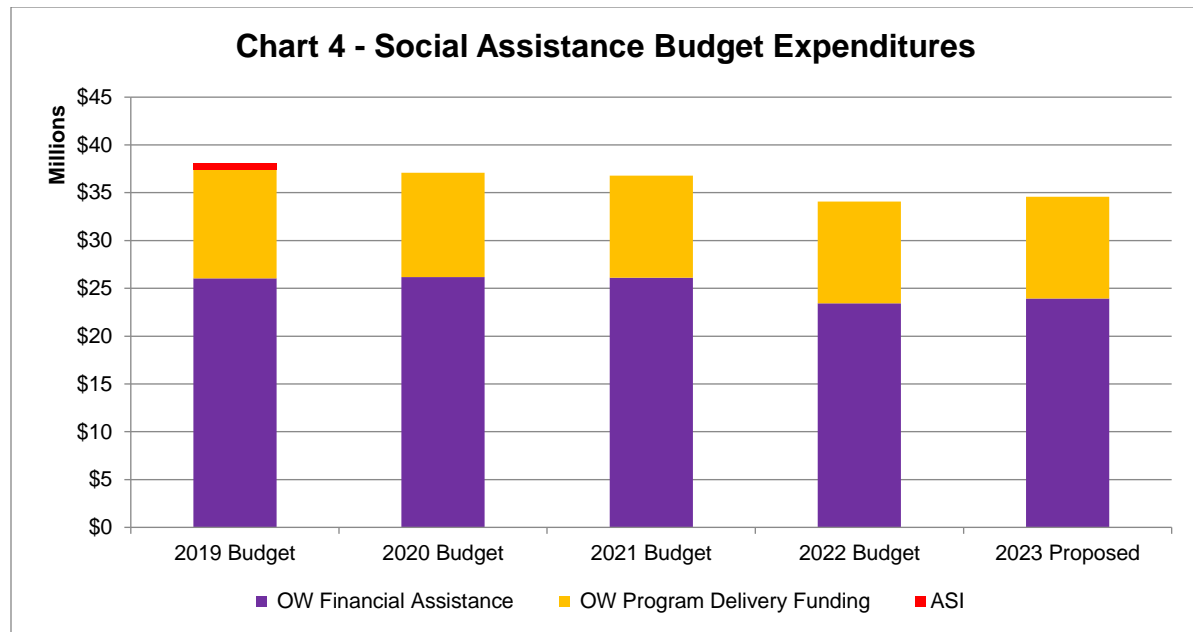
ISS Program Support includes the Director's office, Social Policy and Data Research, and Intake and Eligibility. The Intake and Eligibility area is responsible for TBDSSAB's integrated Intake, the area that serves those accessing TBDSSAB services, providing positive customer service experience to clients,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

The proposed ISS Program Support Budget is \$1,961,600 (2022: \$1,983,700). The 2023 Budget includes the 1.0 FTE Grants and Funding Intern (temporary) position that was established in 2022 and is financed by a Northern Ontario Heritage Fund Corporation grant. It also includes allowance for vacancies throughout the year based on historical experience.

Social Assistance

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

Total 2023 Social Assistance Budget expenditures of \$34,584,200 are \$503,900 (1.5%) higher than the 2022 approved Budget (\$34,080,300). The breakdown and comparison of years 2019 through to the proposed 2023 budget is depicted in Chart 4 – Social Assistance Budget Expenditures (below).



OW Financial Assistance

The largest component of the Social Assistance Budget is OW Financial Assistance provided directly to, or on behalf of, eligible individuals and families. In 2022, the average monthly caseload increased by 10% compared to the 2021 levels. Administration expects, locally, the caseload will increase approximately 1.9% in 2023. The Provincial budget did not include any increases in Ontario Works financial benefits for recipients for 2023.

The proposed 2023 OW client allowances and benefits budget of \$23,944,000 is \$503,900 less than the 2022-approved budget, which was based on a higher estimated caseload. As the full cost of OW client allowances and benefits is billed to the Province. 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 2023 OW Program Delivery Funding (PDF) allocation will be \$10,640,200.

Social Assistance Modernization, through legislative and technological changes and internal process improvements, is expected to continue through 2023.

In 2022, Administration piloted the “Going to Work” employment program which connects employment-ready individuals with potential employers and provides employers with financial incentives. Initial results have been positive, and the pilot will continue into 2023. To support the Going to Work pilot, two (2) temporary positions have been included in the 2023 Budget for consideration:

- 1.0 FTE Job Developer (temporary) – This position, established in-year 2022, develops connections with potential employers and prepares clients for interviews.
- 1.0 FTE Placement Support Worker (temporary) – This position will work with the Job Developer to identify suitable clients to participate in the program.

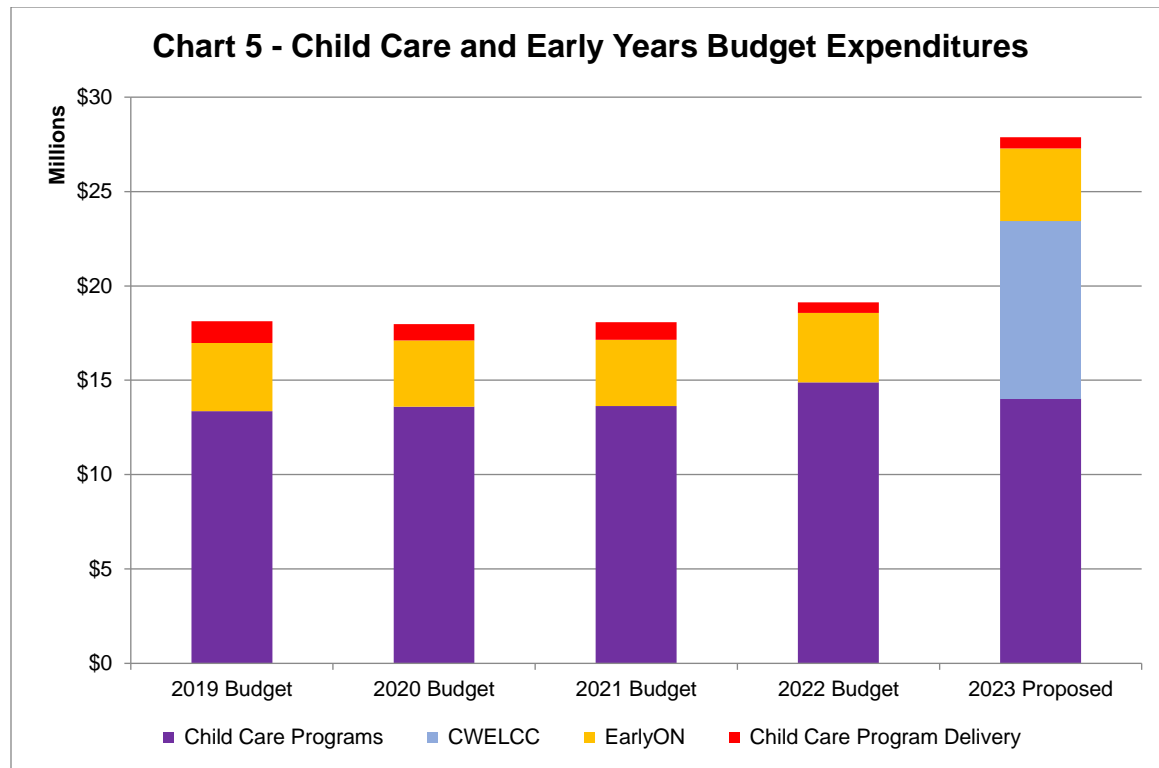
Child Care and Early Years

In 2022, the Province announced the Canada-Wide Early Learning and Child Care (CWELCC) program which aims to reduce child care rates to an average of \$10 per day. CWELCC is 100% Federally funding so there is no impact on the levy to Municipalities and TWOMO, however there are significant impacts on the total planning allocation. As a result of the fee reduction, the amount of Fee Subsidy provided to Operators on behalf of eligible families will be reduced. Also, the Province has rolled the former “Expansion Plan” funding allocation into the regular child care allocation, which further increases the amount of funding available.

In 2019, the Province announced that it would be reviewing and updating the Child Care Funding Formula. The new funding formula was delayed in 2022, with more information expected in 2023 to inform the development of the 2024 Budget.

Administration received the 2023 Child Care and Early Years planning allocation from the Province in December 2022. Total 2023 Child Care and Early Years Budget expenditures of \$27,878,700 are \$8,743,400 (45.7%) more than the 2022 approved budget (\$19,135,300) and represents the estimated Child Care and Early Years allocation, and CWELCC required to reduce Operator fees in accordance with Provincial direction. Administration is currently working with Operators to determine their 2023 Budget needs.

The breakdown of expenditures for the years 2019 through to the proposed 2023 Budget 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 TBDSSAB's 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. With the introduction of CWELCC, rates for children from birth to five (5) years old have been frozen.

At the October 20, 2022, meeting, the Board approved increasing TBDSSAB's maximum rates for school-age children by 7.0% (Report No. 2022-58 – Child Care Maximum Daily Rates and Fee Subsidy Schedule).

Since CWELCC funding has lowered the Child Care Operator fees, the amount of Fee Subsidy issued on behalf of eligible families is significantly reduced. As a result, Administration estimates the amount of Fee Subsidy required will be about \$2.5 million less than the prior year budget of \$4.5 million.

Special Needs Resource Program

TBDSSAB has engaged Children's Centre Thunder Bay as the third-party administrator for Special Needs Resource Programs throughout the District of Thunder Bay. Through this partnership, Administration works with the service provider to ensure that goals and deliverables are met, and further enhance the Program offering. The proposed Special Needs Resource Program Budget for 2023 is \$1,543,600 (2022: \$1,590,600).

General Operating

TBDSSAB provides General Operating funding to Child Care Operators to subsidize child care operations. The 2023 General Operating budget amount, as presented, is an estimate of the total amount required to sustain the Child Care and Early Years system.

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, will continue in 2023. The proposed 2023 Wage Enhancement Budget of \$1,225,200 is the same as the 2022 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 \$499,800 and are \$13,000 less than the 2022 approved budget.

Workforce Funding

Workforce Funding is 100% Federally funded and is provided to support the retention of high quality child care and early years workforce. The 2023 Budget of \$696,300 (2022: \$1,044,500) represents the amount of Workforce Funding available to be spent. Target areas for this investment include support to expand new Registered Early Childhood Educators (RECE) through streamlined education for unlicensed childcare workers, bursaries for new RECE students and involvement in a pre-Early Childhood Educator (ECE) training program. Professional learning opportunities are also planned in this area.

CWELCC

CWELCC funding, which is 100% federally funded, is provided to replace the revenue lost as a result of Child Care Operators reducing their fees for providing care to children under the age of 6. Beginning in January through the end of 2023, on average the fee reduction will be 50%. The \$9.4 million Budget for 2023 represents Administration's estimate of the CWELCC requirement.

EarlyON

TBDSSAB provides EarlyON funding to Centres to offer high quality, drop-in programs for families and children, from birth to six (6) years old at no cost to parents. The proposed EarlyON Budget of \$3,837,300 is \$160,100 higher than the 2022 approved budget of \$3,677,200. The increase will allow TBDSSAB to maximize the Administrative recovery without significantly impacting service delivery. This Program is 100% Provincially funded.

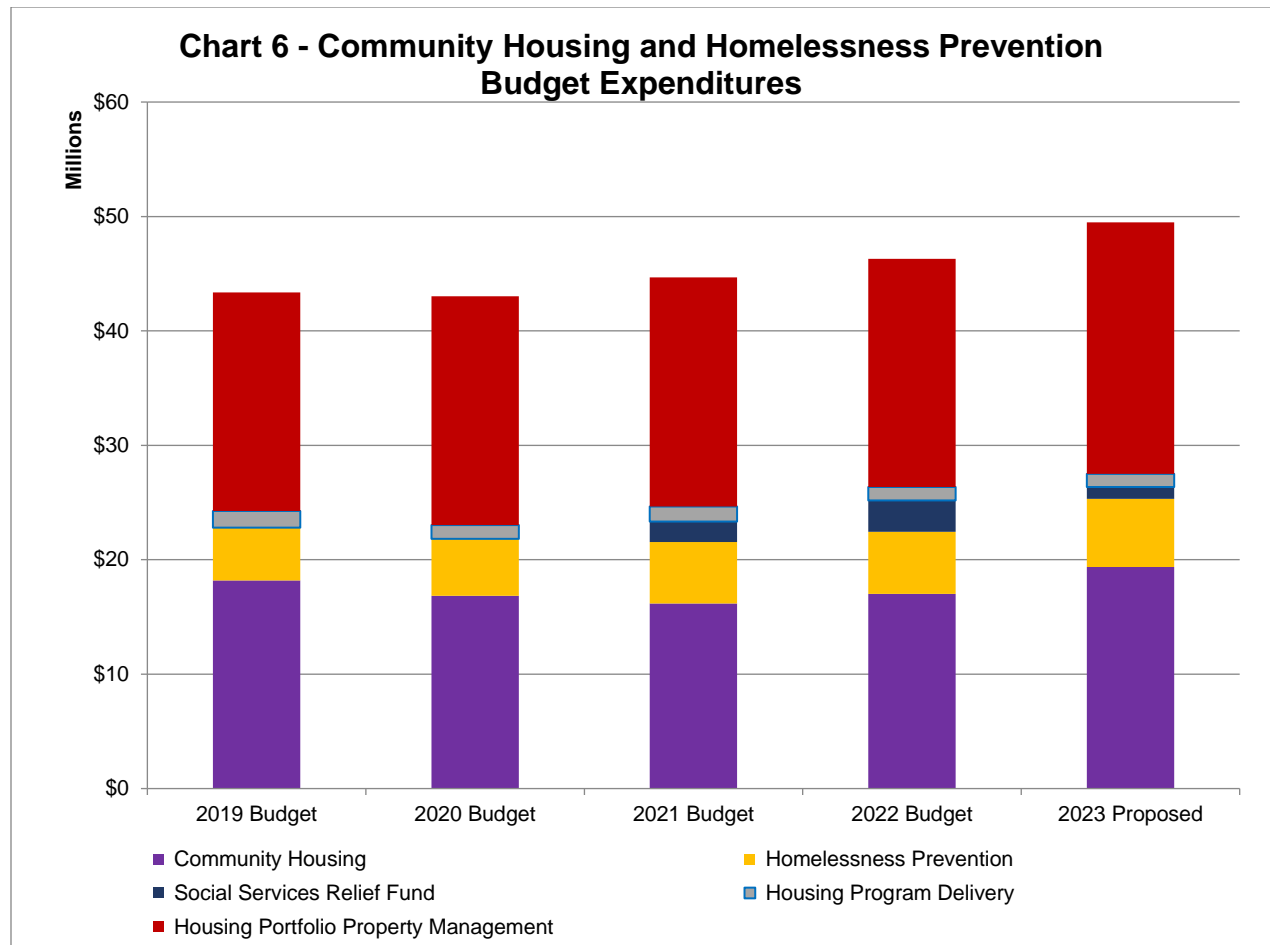
Child Care Program Delivery

Effective January 1, 2022, the Province reduced the total Administration benchmark from 10% to 5% of the total Provincial allocation. However additional one-time transitional funding was provided to effectively return the benchmark to 10%. Total 2023 Budget expenditures for Child Care Program Delivery are \$603,900 which are \$38,300 (6.8%) higher than the 2022 approved budget (\$565,600).

Overall, the proposed 2023 Levy attributable to Child Care and Early Years, of \$1,272,700, is \$402,400 (24.0%) less than the prior year (2022: \$1,675,1000).

Community Housing and Homelessness Prevention

The total proposed 2023 Community Housing and Homelessness Prevention Budget of \$49,480,000 is \$3,186,300 higher than the 2022 approved budget of \$46,293,700. The breakdown of expenses for the years 2019 through to the proposed 2023 budget is provided in Chart 6 – Community Housing and Homelessness Prevention Budget Expenditures (below). The proposed 2023 Levy attributable to Community Housing of \$19,806,100, is \$2,015,800 (11.3%) higher than the prior year (2022: \$17,790,300).



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

Community Housing

Provincial Reformed (100% RGI, Market Component, and Former)

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.

In 2022, upon mortgage expiry, two (2) housing provider operating agreements ended. In 2023 another two (2) will end. Administration is in the process of developing new Agreements to replace the downloaded operating agreements, as well as a new funding model to support housing providers to remain in the community housing portfolio. The 2023 Budget includes \$291,100 which will provide rent subsidy to the four (4) non-profit housing providers with expired mortgages.

After removing the four (4) former Provincial Reformed housing providers, and applying the MMAH indices to the remaining providers, the 2023 subsidy to Provincial Reformed housing providers will be \$5,627,800 which is \$457,000 less than the 2022 approved Budget (\$6,084,800). There is a corresponding decrease (\$676,600) in the Federal "block" funding as a result of operating agreement expiries.

Historically, 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, and continued in the 2023 Budget, Administration introduced 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 used only if the level of settlement recovery is lower than expected, creating a program levy operating deficit for the 2023 year.

Urban Native Housing Program

For 2023, there is a decrease of \$168,300 in subsidy to these housing providers to \$1,046,000 (2022: \$1,214,300). This decrease is due to the removal of the prorated subsidy for operating agreements that expired in 2022. No additional operating agreements are due to expire in 2023. Under the Canada-Ontario Community Housing Initiative (COCHI) Program, one of the priorities is to ensure continued funding of Urban Native housing units through rent supplement agreements (COCHI is described below).

Rent Supplement

The total proposed 2023 Rent Supplement Budget (Private Landlord and Non-Profit) of \$3,175,400 is \$509,400 less than the 2022 approved budget (\$3,684,800). The proposed 2023 Budget reflects a strategy to reduce 3+ bedroom rent supplement units as they arise and seek to engage more Portable Housing Benefits over time. The budget allows for an average of 642 rent supplement units per month, a decrease of 23 over the estimated 2022 Budget average units (665).

Portable Housing Benefit

Unlike rent supplements which are tied to an agreement with the landlord, the Portable Housing Benefit (PHB) is a financial benefit provided 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 2023, PHB budget expenditures of \$1,022,300 are \$422,900 higher than the 2022 approved budget (\$599,400) and support an average of 260 PHBs per month, an increase of 154 over the 2022 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 2023, \$72,400 will be spent, primarily on rent supplement (\$56,700) and Housing Allowance (\$25,700). The IAH program will end in 2023 and the remaining recipients will be offered PHB where appropriate.

Ontario Priorities Housing Initiative (OPHI)

Pending confirmation of the 2023/24 planning allocation, Administration proposes to allot \$500,000 to build new affordable rental housing units, with the remainder directed to the Ontario Renovates program to assist individuals and families remain living in their homes. Both initiatives will have a favourable impact on the community housing waitlist.

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.

Pending confirmation of the 2023/24 planning allocation, Administration will use COCHI funds to support rent supplement agreements for former Urban Native Housing Program units (\$889,000) and continue to provide transitional operating funding. The remaining COCHI allocation (\$3,758,300) will be split between TBDSSAB direct-owned housing and non-profit housing providers, in the form of forgivable loans, to address capital needs. This initiative supports the sustainability of community housing by maintaining the supply of affordable housing units in the portfolio.

Homelessness Prevention Program

In April 2022 the Province announced the Homelessness Prevention Program (HPP) which amalgamated the Community Homelessness Prevention Initiative, Home for Good, and Strong Communities Rent Supplement programs.

HPP funding is used to help prevent homelessness and to assist individuals in advancing along the housing continuum. The proposed 2023 HPP Budget of \$5,842,100 is \$522,500 (9.8%) higher than the 2022 approved Budget (restated to reflect amalgamated program) however part of that increase is due to timing of expenditures, as TBDSSAB's fiscal year is different than the Province's fiscal year and the allocation from MMAH for the 2023/24 Ontario fiscal year had not been communicated at the time of writing this Report. The spending plan for the April 1, 2023 to March 1, 2024 period will be presented to the Board for approval once the allocation notice has been received.

Social Services Relief Fund (SSRF)

In response to the COVID-19 Pandemic, the Province continued to provide supports through the SSRF in 2022, administered through the HPP Service Agreement. The \$1,050,000 SSRF Budget for 2023 represents the outstanding amounts to be paid to organizations under previously approved capital funding agreements to provide longer-term housing-based solutions to homelessness post-pandemic. No further SSRF allocations from MMAH are expected.

Housing Program Delivery

The proposed 2023 Budget for Housing Program Administration totals \$1,131,400 (2022: \$1,168,800), and includes costs associated with supporting community housing providers, and administering housing programs including rent supplement and affordable housing. The decrease in 2023 is due to the removal of consulting costs related to the Market Rent Study that was budgeted and completed in the prior year.

Housing Portfolio Property Management

The proposed 2023 Budget for Direct-Owned Housing totals \$23,197,600 (2022: \$21,126,200), 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:

- \$5,467,300 (2022: \$5,044,000) for Municipal property taxes,
- \$4,415,000 (2022: \$3,865,800) in utility costs (natural gas, water and electricity),
- \$2,191,000 (2022: \$2,430,900) in debt servicing costs,
- \$800,600 (2022: \$643,100) for property insurance.

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

The proposed 2023 Budget also includes amounts for:

- Repairs and Maintenance of \$2,252,000 which is \$403,300, or 22%, higher than the 2022-approved budget (\$1,848,700). Of this increase, \$224,600 relates to costs incurred for move-out related expenses and incidents that require extensive restoration but are not appropriate for an insurance claim. Additional financing in the amount of \$165,000 from the Housing Portfolio Capital Reserve Fund will be used as the expenses are of a capital nature. The remaining \$178,700 increase reflects the recent experience and requirements to repair and maintain the aging infrastructure.

- Operating Services Budget of \$2,284,100 which is \$533,100, or 30%, higher than the 2022-approved budget (\$1,751,000). Snow removal is the primary contributor (\$327,900) to the increase and reflects the current rates of service. The Budget also includes an enhancement to Building Security of \$134,000.

To support the Housing Portfolio, six (6) positions have been included in the 2023 Budget for consideration. The Tenant Support Worker and Custodian positions are referenced in recommendations from the Physical Security Review and feedback from the Tenant Satisfaction Survey, both completed in 2022:

- 1.0 FTE Tenant Support Worker – This position will provide support and community connections to tenants and provide additional presence at housing properties. There has been an increase in need for these services as shown by a 41% increase in interactions since 2019.
- 4.0 FTE Custodians – These additional positions will help maintain cleanliness of the buildings and provide an additional presence at the housing properties. The biennial tenant surveys conducted in 2020 and 2022 show a steady decline in tenant satisfaction with building maintenance with 62.5% responding excellent/good in 2020 and 53% responding excellent/good in 2022.
- 1.0 FTE Paralegal (temporary) – This position will assist with the significant backlog of cases going to the Landlord Tenant Board. It is anticipated this position will be required for up to two (2) years. Given the temporary nature of this position, financing is recommended from the Levy Stabilization Reserve Fund.

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 \$4,499,000 (2022: \$4,237,900) 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 136 projects: 132 across the housing portfolio, and four (4) for the Headquarters office building. The projects are identified through three (3) main categories:

Project Category	# of Projects	Budget (\$)
<i>Demand.</i> Projects that require annual allocations to maintain infrastructure and contribute to the long-term sustainability of services to the tenants / clients	39	1,525,800
<i>Planned.</i> Projects that require regular cyclical replacement	89	2,468,200
<i>Planned - Green.</i>	8	330,000

Planned Projects that impact the environment in a positive manner		
<i>Insurance Deductibles</i>		175,000
Total	136	\$4,499,000

A listing of all planned projects is outlined in Attachment #2.

Confidential Attachment #3 provides the budgeted amounts for these planned projects.

Reserve Funds

In accordance with Board Report No. 2023-01 – 2022 Reserve and Reserve Fund Strategy Update, the proposed 2023 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 \$2,964,400, net \$2,414,400, in accordance with the Community Housing funding model and related MMAH indices, for the Direct-Owned Housing portfolio; and
 - finance up to \$550,000 for expenditures of a capital nature related to tenant move-outs, accessibility modification, and extensive repairs where an insurance claim is not appropriate.
- Levy Stabilization Reserve Fund:
 - finance up to \$28,400 for one-time costs related to infrequently occurring events such the development of the next 4-year TBDSSAB strategic plan.
 - finance up to \$100,000 for consulting services to develop a beautification, security, and environmental design study.
 - 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.
 - finance up to \$68,200 to cover the cost of a temporary paralegal position to assist with the backlog of landlord tenant board cases.
- Office Building Reserve Fund: contribute \$203,000 in accordance with the BCA plan for future capital requirements to the Headquarters Office.

Capital Budget

- Housing Portfolio Capital Reserve Fund: finance up to \$3,368,000 to fund the 2023 Capital Expenditure Budget.
- Office Building Reserve Fund: finance up to \$106,000 in expenditures, of a capital nature, at TBDSSAB's office headquarters.

STRATEGIC PLAN IMPACT

This Report relates to the Board's strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources.

FINANCIAL IMPLICATIONS

The overall proposed 2023 TBDSSAB Budget, as presented, would result in a total Operating Budget of \$111,663,500, and includes a Municipal and TWOMO Levy of \$24,446,600, which represents an increase of \$1,392,100, or 6.0%, relative to the 2022 approved levy.

The proposed 2023 Capital Budget expenditures total \$4,499,000, with \$3,368,000 to be financed from the Housing Portfolio Capital Reserve Fund, and \$106,000 financed from the Office Building Capital Reserve Fund, consistent with the Reserve and Reserve Fund Strategy.



CONCLUSION

It is concluded that the proposed 2023 TBDSSAB Operating Budget, which totals \$111,663,500, provides for all core programs, 177.42 FTE staff resources, and includes financing from the Municipal and TWOMO Levy of \$24,446,600.

It is also concluded that the proposed 2023 Capital Budget, as presented, would result in total expenditures of \$4,499,000 for various direct-owned housing properties and the Headquarters office building.

REFERENCE MATERIALS

- Attachment #1 [2023 Proposed Operating Budget](#)
- #2 [Proposed 2023 Capital Budget Project Summary](#)
- #3 [Confidential Proposed 2023 Capital Budget Project Summary](#)
(Presented in Closed Session only)

PREPARED BY:	Keri Greaves, CPA, CMA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



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

2023 Proposed Operating Budget

Presented January 26, 2023

DRAFT

The District of Thunder Bay Social Services Administration Board

Operating Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Social Assistance	36,806,600	34,080,300	34,043,300	34,584,200	503,900	1.5%
Child Care and Early Years	18,068,700	19,135,300	22,334,300	27,878,700	8,743,400	45.7%
Community Housing and Homelessness Prevention Programs	44,676,800	46,293,700	47,205,300	49,480,000	3,186,300	6.9%
Other Recoveries	(270,000)	(406,700)	(417,900)	(279,400)	127,300	-31.3%
Total Expenditures	99,282,100	99,102,600	103,165,000	111,663,500	12,560,900	12.7%
Financing						
Grants						
Provincial Grants	56,633,900	54,598,300	56,658,900	54,077,900	(520,400)	-1.0%
Federal Grants	10,880,700	12,090,200	13,719,100	23,162,500	11,072,300	91.6%
Revenue						
Rents	10,925,900	11,102,100	11,292,600	11,410,200	308,100	2.8%
Other Revenue	417,700	412,200	730,100	377,300	(34,900)	-8.5%
Income Earned on Unrestricted Funds	100,000	100,000	100,000	300,000	200,000	200.0%
Income Earned on Reserve Funds	465,600	722,600	600,000	722,600	-	0.0%
Levy to Municipalities and TWOMO	22,691,800	23,054,300	23,054,300	24,446,400	1,392,100	6.0%
Reserve Funds						
From (to) Capital Regeneration Reserve Fund	35,000	-	(375,200)	-	-	n/a
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)	(2,365,400)	(2,365,400)	(2,414,400)	(49,000)	2.1%
From (to) Levy Stabilization Reserve Fund	49,300	300,000	470,800	496,600	196,600	65.5%
From (to) Office Building Reserve Fund	(195,200)	(199,100)	(199,100)	(203,000)	(3,900)	2.0%
From (to) Reserve Funds	(465,600)	(722,600)	(600,000)	(722,600)	-	0.0%
Total Financing	99,282,100	99,102,600	103,096,100	111,663,500	12,560,900	12.7%
			<i>Estimated 2022 Operating Levy Surplus/(Deficit)</i>			
			(68,900)			

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

	Board				Office of Chief Administrative Officer			
	2021 Bud	2022 Bud	2022 Est	2023 Bud	2021 Bud	2022 Bud	2022 Est	2023 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	-	-	-	28,400	-	-	-	-
Imputed rent adjustment	-	-	-	-	-	-	-	-
Total Financing	-	-	-	28,400	-	-	-	-
Expenditures								
Personnel services	53,400	53,400	51,600	55,900	1,000,600	1,004,500	1,006,100	1,041,400
Interest on long-term debt	-	-	-	-	-	-	-	-
Materials	56,500	55,300	40,600	56,700	173,900	152,600	147,300	157,800
Contracted services	6,000	5,000	5,000	30,000	81,300	75,300	73,200	75,300
Rents and financial expenses	-	-	-	-	-	-	-	-
External transfers	-	-	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-	-	-
Program administration recovery	-	-	-	-	-	-	-	-
Allocation of internal admin	(115,900)	(113,700)	(97,200)	(114,200)	(1,255,800)	(1,232,400)	(1,226,600)	(1,274,500)
Imputed rent recovery	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	28,400	-	-	-	-
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			
	2021 Bud	2022 Bud	2022 Est	2023 Bud	2021 Bud	2022 Bud	2022 Est	2023 Bud
Financing								
Levy to municipalities and TWOMO	(100,000)	(100,000)	(100,000)	(300,000)	-	-	-	-
Income on unrestricted funds	100,000	100,000	100,000	300,000	-	-	-	-
Income on restricted funds	465,600	722,600	600,000	722,600	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-
Other revenue	21,400	5,000	3,000	3,500	53,700	-	-	35,000
From (to) reserve funds	(625,800)	(921,700)	(799,100)	(825,600)	-	-	-	-
Imputed rent adjustment	(184,900)	(212,600)	(221,800)	(243,300)	-	-	-	-
Total Financing	(323,700)	(406,700)	(417,900)	(342,800)	53,700	-	-	35,000
Expenditures								
Personnel services	2,776,900	2,703,600	2,526,600	2,841,500	2,266,200	2,214,800	2,103,400	2,244,200
Interest on long-term debt	107,300	98,400	98,400	81,600	-	-	-	-
Materials	1,680,200	1,696,500	1,768,200	1,718,700	65,100	56,200	37,400	53,400
Contracted services	85,300	89,600	150,600	156,700	10,000	-	-	-
Rents and financial expenses	16,600	13,500	13,300	13,500	-	-	-	-
External transfers	-	-	-	-	-	-	-	-
Repayment of long-term debt	288,000	297,000	297,000	306,000	-	-	-	-
Program administration recovery	(68,900)	20,100	20,100	20,400	(474,700)	(287,300)	(148,300)	(301,000)
Allocation of internal admin	(3,828,700)	(3,931,500)	(3,898,200)	(4,073,400)	(1,812,900)	(1,983,700)	(1,992,500)	(1,961,600)
Imputed rent recovery	(1,380,400)	(1,393,900)	(1,393,900)	(1,407,800)	-	-	-	-
Total Expenditures	(323,700)	(406,700)	(417,900)	(342,800)	53,700	-	-	35,000
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			
	2021 Bud	2022 Bud	2022 Est	2023 Bud	2021 Bud	2022 Bud	2022 Est	2023 Bud
Financing								
Levy to municipalities and TWOMO	3,710,000	3,688,900	3,688,900	3,667,600	1,725,700	1,675,100	1,675,100	1,272,700
Income on unrestricted funds	-	-	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-
Provincial grants	32,921,600	30,244,700	30,216,400	30,748,700	15,669,100	15,454,400	15,357,900	15,504,500
Federal grants	-	-	-	-	662,800	1,995,200	5,290,200	11,089,400
Other revenue	-	-	-	-	-	-	-	-
From (to) reserve funds	49,300	-	-	-	-	-	-	-
Imputed rent adjustment	125,700	146,700	153,000	167,900	11,100	10,600	11,100	12,100
Total Financing	36,806,600	34,080,300	34,058,300	34,584,200	18,068,700	19,135,300	22,334,300	27,878,700
Expenditures								
Personnel services	3,910,800	3,957,100	3,749,600	4,077,900	426,900	437,800	467,000	457,600
Interest on long-term debt	-	-	-	-	-	-	-	-
Materials	738,100	552,700	464,100	523,900	41,900	36,800	38,000	42,500
Contracted services	10,000	10,000	7,500	5,000	1,000	1,000	-	1,000
Rents and financial expenses	118,200	112,800	101,900	107,400	-	-	-	-
External transfers	27,383,100	24,678,200	24,624,700	24,921,200	16,620,100	17,937,200	21,103,000	26,583,400
Repayment of long-term debt	-	-	-	-	-	-	-	-
Program administration recovery	6,200	6,400	271,300	237,000	167,000	-	-	-
Allocation of internal admin	3,701,500	3,801,300	3,862,400	3,740,400	729,000	652,800	656,600	723,800
Imputed rent recovery	938,700	961,800	961,800	971,400	82,800	69,700	69,700	70,400
Total Expenditures	36,806,600	34,080,300	34,043,300	34,584,200	18,068,700	19,135,300	22,334,300	27,878,700
Excess (deficiency) of Revenues over expenses	-	-	15,000	-	-	-	-	-

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

	Community Housing and Homelessness Programs				Total			
	2021 Bud	2022 Bud	2022 Est	2023 Bud	2021 Bud	2022 Bud	2022 Est	2023 Bud
Financing								
Levy to municipalities and TWOMO	17,356,100	17,790,300	17,790,300	19,806,100	22,691,800	23,054,300	23,054,300	24,446,400
Income on unrestricted funds	-	-	-	-	100,000	100,000	100,000	300,000
Income on restricted funds	-	-	-	-	465,600	722,600	600,000	722,600
Rents	10,925,900	11,102,100	11,292,600	11,410,200	10,925,900	11,102,100	11,292,600	11,410,200
Provincial grants	8,043,200	8,899,200	11,084,600	7,824,700	56,633,900	54,598,300	56,658,900	54,077,900
Federal grants	10,217,900	10,095,000	8,428,900	12,073,100	10,880,700	12,090,200	13,719,100	23,162,500
Other revenue	342,600	407,200	727,100	338,800	417,700	412,200	730,100	377,300
From (to) reserve funds	(2,257,000)	(2,055,400)	(2,259,800)	(2,036,200)	(2,833,500)	(2,977,100)	(3,058,900)	(2,833,400)
Imputed rent adjustment	48,100	55,300	57,700	63,300	-	-	-	-
Total Financing	44,676,800	46,293,700	47,121,400	49,480,000	99,282,100	99,102,600	103,096,100	111,663,500
Expenditures								
Personnel services	3,823,100	3,799,700	3,755,100	4,200,700	14,257,900	14,170,900	13,659,400	14,919,200
Interest on long-term debt	241,100	187,700	187,700	145,100	348,400	286,100	286,100	226,700
Materials	15,267,500	15,362,800	15,190,200	20,884,100	18,023,200	17,912,900	17,685,800	23,437,100
Contracted services	24,000	80,000	294,300	30,000	217,600	260,900	530,600	298,000
Rents and financial expenses	68,000	68,000	6,800	9,600	202,800	194,300	122,000	130,500
External transfers	19,531,100	21,121,900	22,613,000	18,795,500	63,534,300	63,737,300	68,340,700	70,300,100
Repayment of long-term debt	2,409,900	2,243,200	2,243,400	2,045,900	2,697,900	2,540,200	2,540,400	2,351,900
Program administration recovery	370,400	260,800	(143,100)	43,600	-	-	-	-
Allocation of internal admin	2,582,800	2,807,200	2,695,500	2,959,500	-	-	-	-
Imputed rent recovery	358,900	362,400	362,400	366,000	-	-	-	-
Total Expenditures	44,676,800	46,293,700	47,205,300	49,480,000	99,282,100	99,102,600	103,165,000	111,663,500
Excess (deficiency) of Revenues over expenses	-	-	(83,900)	-	-	-	(68,900)	-



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

2023 Board Budget Summary

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	53,400	53,400	51,600	55,900	-	-	55,900	2,500	4.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	56,500	55,300	40,600	56,700	-	-	56,700	1,400	2.5%
Contracted services	6,000	5,000	5,000	30,000	-	-	30,000	25,000	500.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	115,900	113,700	97,200	142,600	-	-	142,600	28,900	25.4%
Financing									
From levy stabilization reserve fund	-	-	-	(28,400)	-	-	(28,400)	(28,400)	n/a
Allocation									
Direct-owned community housing building operations	(23,200)	(22,700)	(19,400)	(22,800)	-	-	(22,800)	(100)	0.4%
Ontario Works	(46,300)	(45,600)	(39,000)	(45,800)	-	-	(45,800)	(200)	0.4%
Child care and Early Years	(23,200)	(22,700)	(19,400)	(22,800)	-	-	(22,800)	(100)	0.4%
Housing Programs	(23,200)	(22,700)	(19,400)	(22,800)	-	-	(22,800)	(100)	0.4%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Board

Cost Center: 11010 - Board

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511200 Honorariums	50,900	50,900	49,600	53,400	-	-	53,400	4.9%
512150 Payroll remittances	2,500	2,500	2,000	2,500	-	-	2,500	0.0%
531150 Training	2,500	2,500	-	2,500	-	-	2,500	0.0%
531200 Mileage	13,000	12,300	9,000	12,200	-	-	12,200	-0.8%
531220 Travel (Board)	2,300	2,300	2,200	2,700	-	-	2,700	17.4%
531220 Travel (conference)	1,400	1,400	500	2,100	-	-	2,100	50.0%
531230 Registration fees	1,000	1,000	-	1,000	-	-	1,000	0.0%
531240 Paid meals	1,700	1,700	900	1,300	-	-	1,300	-23.5%
531250 Meeting expense	9,300	9,300	3,800	9,000	-	-	9,000	-3.2%
531530 Printing external	1,500	-	-	-	-	-	-	n/a
531550 Corporate memberships	9,300	9,300	9,800	9,800	-	-	9,800	5.4%
532110 Communications	200	200	100	-	-	-	-	-100.0%
532320 Insurance - public liability	14,300	15,300	14,300	16,100	-	-	16,100	5.2%
541120 Consultant fees	-	-	-	25,000	-	-	25,000	n/a
541130 Legal fees	6,000	5,000	5,000	5,000	-	-	5,000	0.0%
Total Expenditures	115,900	113,700	97,200	142,600	-	-	142,600	25.4%
Financing								
Transfer from Levy Stabilization Reserve Fund	-	-	-	(28,400)	-	-	(28,400)	n/a
Allocation								
481210 Direct-owned community housing building operations	(23,200)	(22,700)	(19,400)	(22,800)	-	-	(22,800)	0.4%
481210 Ontario Works	(46,300)	(45,600)	(39,000)	(45,800)	-	-	(45,800)	0.4%
481210 Child care and Early Years	(23,200)	(22,700)	(19,400)	(22,800)	-	-	(22,800)	0.4%
481210 Housing Programs	(23,200)	(22,700)	(19,400)	(22,800)	-	-	(22,800)	0.4%
Total Allocation	(115,900)	(113,700)	(97,200)	(114,200)	-	-	(114,200)	0.4%
Unallocated	-	-	-	-	-	-	-	n/a



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

**2023 Office of the Chief Administrative Officer
Budget Summary**

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	1,000,600	1,004,500	1,006,100	1,041,400	-	-	1,041,400	36,900	3.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	173,900	152,600	147,300	157,800	-	-	157,800	5,200	3.4%
Contracted services	81,300	75,300	73,200	75,300	-	-	75,300	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	1,255,800	1,232,400	1,226,600	1,274,500	-	-	1,274,500	42,100	3.4%
Allocation									
Direct-owned community housing building operations	(277,100)	(289,300)	(288,600)	(300,500)	-	-	(300,500)	(11,200)	3.9%
Ontario Works	(638,900)	(600,400)	(597,900)	(621,600)	-	-	(621,600)	(21,200)	3.5%
Child care and Early Years	(159,300)	(139,100)	(138,000)	(143,100)	-	-	(143,100)	(4,000)	2.9%
Housing Programs	(180,500)	(203,600)	(202,100)	(209,300)	-	-	(209,300)	(5,700)	2.8%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	506,100	514,700	515,000	525,100	-	-	525,100	10,400	2.0%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	67,000	47,000	40,900	50,600	-	-	50,600	3,600	7.7%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	573,100	561,700	555,900	575,700	-	-	575,700	14,000	2.5%
Allocation									
Direct-owned community housing building operations	(72,200)	(68,000)	(67,400)	(69,900)	-	-	(69,900)	(1,900)	2.8%
Ontario Works	(229,300)	(224,700)	(222,200)	(230,300)	-	-	(230,300)	(5,600)	2.5%
Child care and Early Years	(125,200)	(112,300)	(111,200)	(115,100)	-	-	(115,100)	(2,800)	2.5%
Housing Programs	(146,400)	(156,700)	(155,100)	(160,400)	-	-	(160,400)	(3,700)	2.4%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Office of the Chief Administrative Officer
Cost Center: 11020 - Office of the CAO

Account Description	2021	2022		2023			% Change	
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		Budget
Expenditures								
511110 Salary regular	399,500	405,500	405,800	412,600	-	-	412,600	1.8%
512150 Payroll remittances	24,400	25,900	25,900	27,300	-	-	27,300	5.4%
512160 OMERS expense	45,200	45,200	45,200	46,200	-	-	46,200	2.2%
512170 Group benefits	13,600	14,300	14,300	12,800	-	-	12,800	-10.5%
512180 Insured benefits	18,500	18,800	18,800	20,600	-	-	20,600	9.6%
512190 WSIB premiums	4,900	5,000	5,000	5,600	-	-	5,600	12.0%
531150 Employee training	2,100	1,600	1,500	1,600	-	-	1,600	0.0%
531200 Mileage	700	600	200	600	-	-	600	0.0%
531220 Travel	10,600	10,000	4,000	13,300	-	-	13,300	33.0%
531230 Registration fees	2,300	3,900	4,300	3,800	-	-	3,800	-2.6%
531240 Paid meals	1,600	1,200	800	2,800	-	-	2,800	133.3%
531250 Meeting expense	3,100	5,800	6,700	5,500	-	-	5,500	-5.2%
531360 Computer services	20,000	400	400	300	-	-	300	-25.0%
531510 Office supplies	1,200	600	800	600	-	-	600	0.0%
531530 Printing - external	3,200	1,200	1,200	900	-	-	900	-25.0%
531545 Association dues	1,100	1,100	1,000	1,200	-	-	1,200	9.1%
531550 Corporate memberships	14,100	13,400	14,100	14,200	-	-	14,200	6.0%
531570 Subscriptions	500	700	700	500	-	-	500	-28.6%
531580 Promotions	4,000	4,000	3,000	3,000	-	-	3,000	-25.0%
532110 Communications	2,500	2,500	2,200	2,300	-	-	2,300	-8.0%
Total Expenditures	573,100	561,700	555,900	575,700	-	-	575,700	2.5%
Allocation								
481210 Direct-owned community housing building operations	(72,200)	(68,000)	(67,400)	(69,900)	-	-	(69,900)	2.8%
481210 Ontario Works	(229,300)	(224,700)	(222,200)	(230,300)	-	-	(230,300)	2.5%
481210 Child care and Early Years	(125,200)	(112,300)	(111,200)	(115,100)	-	-	(115,100)	2.5%
481210 Housing Programs	(146,400)	(156,700)	(155,100)	(160,400)	-	-	(160,400)	2.4%
Total Allocation	(573,100)	(561,700)	(555,900)	(575,700)	-	-	(575,700)	2.5%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	494,500	489,800	491,100	516,300	-	-	516,300	26,500	5.4%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	106,900	105,600	106,400	107,200	-	-	107,200	1,600	1.5%
Contracted services	81,300	75,300	73,200	75,300	-	-	75,300	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Total Expenditures	682,700	670,700	670,700	698,800	-	-	698,800	28,100	4.2%
Allocation									
Direct-owned community housing building operations	(204,900)	(221,300)	(221,200)	(230,600)	-	-	(230,600)	(9,300)	4.2%
Ontario Works	(409,600)	(375,700)	(375,700)	(391,300)	-	-	(391,300)	(15,600)	4.2%
Child care and Early Years	(34,100)	(26,800)	(26,800)	(28,000)	-	-	(28,000)	(1,200)	4.5%
Housing Programs	(34,100)	(46,900)	(47,000)	(48,900)	-	-	(48,900)	(2,000)	4.3%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Office of the Chief Administrative Officer
Cost Center: 11030 - Human Resources

Account Description	2021	2022		2023			% Change	
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		Budget
Expenditures								
511110 Salary regular	386,500	353,000	342,600	401,800	-	-	401,800	13.8%
511170 Temporary hourly	-	40,400	45,200	-	-	-	-	-100.0%
512150 Payroll remittances	28,600	25,100	26,900	32,800	-	-	32,800	30.7%
512155 Payroll remittances (temp)	-	1,600	1,700	-	-	-	-	-100.0%
512160 OMERS expense	39,500	32,000	34,300	38,400	-	-	38,400	20.0%
512170 Group benefits	17,300	17,900	19,200	16,800	-	-	16,800	-6.1%
512180 Insured benefits	17,900	15,200	16,300	20,800	-	-	20,800	36.8%
512190 WSIB premiums	4,700	4,600	4,900	5,700	-	-	5,700	23.9%
531110 Health & safety	9,700	8,500	8,200	9,000	-	-	9,000	5.9%
531120 Wellness	27,100	27,100	25,200	26,100	-	-	26,100	-3.7%
531130 Recruitment	16,600	16,600	18,700	21,600	-	-	21,600	30.1%
531140 Corporate training	19,000	19,000	18,900	19,000	-	-	19,000	0.0%
531150 Employee training	2,800	2,800	100	2,800	-	-	2,800	0.0%
531200 Mileage	200	200	100	200	-	-	200	0.0%
531210 Parking	500	-	-	-	-	-	-	n/a
531220 Travel	2,100	1,100	900	3,300	-	-	3,300	200.0%
531230 Registration fees	5,300	5,300	6,100	5,300	-	-	5,300	0.0%
531240 Paid meals	500	300	200	700	-	-	700	133.3%
531250 Meeting expense	200	200	400	200	-	-	200	0.0%
531360 Computer services	7,000	11,800	13,900	11,800	-	-	11,800	0.0%
531425 Ergo assessment service	5,000	3,300	2,300	3,300	-	-	3,300	0.0%
531510 Office supplies	2,000	1,500	700	1,500	-	-	1,500	0.0%
531520 Postage and courier	100	100	100	100	-	-	100	0.0%
531530 Printing expense - external	500	500	700	500	-	-	500	0.0%
531545 Association dues	700	700	700	700	-	-	700	0.0%
531570 Subscriptions	6,900	400	400	400	-	-	400	0.0%
531600 Pandemic	-	5,500	8,100	-	-	-	-	-100.0%
532110 Communications	700	700	700	700	-	-	700	0.0%
541120 Consultant fees	66,300	64,800	64,700	64,800	-	-	64,800	0.0%
541130 Legal fees	15,000	10,500	8,500	10,500	-	-	10,500	0.0%
Total Expenditures	682,700	670,700	670,700	698,800	-	-	698,800	4.2%
Allocation								
481210 Direct-owned community housing building operations	(204,900)	(221,300)	(221,200)	(230,600)	-	-	(230,600)	4.2%
481210 Ontario Works	(409,600)	(375,700)	(375,700)	(391,300)	-	-	(391,300)	4.2%
481210 Child care and Early Years	(34,100)	(26,800)	(26,800)	(28,000)	-	-	(28,000)	4.5%
481210 Housing Programs	(34,100)	(46,900)	(47,000)	(48,900)	-	-	(48,900)	4.3%
Total Allocation	(682,700)	(670,700)	(670,700)	(698,800)	-	-	(698,800)	4.2%
Unallocated	-	-	-	-	-	-	-	n/a



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

**2023 Corporate Services Division
Budget Summary**

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	2,776,900	2,703,600	2,526,600	2,742,800	-	98,700	2,841,500	137,900	5.1%
Interest on long-term debt	107,300	98,400	98,400	81,600	-	-	81,600	(16,800)	-17.1%
Materials	1,680,200	1,696,500	1,768,200	1,718,700	-	-	1,718,700	22,200	1.3%
Contracted services	85,300	89,600	150,600	156,700	-	-	156,700	67,100	74.9%
Rents and financial expenses	16,600	13,500	13,300	13,500	-	-	13,500	-	0.0%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	288,000	297,000	297,000	306,000	-	-	306,000	9,000	3.0%
Internal administrative expense	66,000	60,700	60,700	63,400	-	-	63,400	2,700	4.4%
Total Expenditures	5,020,300	4,959,300	4,914,800	5,082,700	-	98,700	5,181,400	222,100	4.5%
Recoveries									
From homelessness programs (CHPI)	(4,900)	-	-	-	-	-	-	-	n/a
From homelessness programs (HFG)	(4,900)	-	-	-	-	-	-	-	n/a
From housing programs	(51,100)	-	-	-	-	-	-	-	n/a
From EarlyON	(33,900)	-	-	-	-	-	-	-	n/a
From building overhead	(40,100)	(40,600)	(40,600)	(43,000)	-	-	(43,000)	(2,400)	5.9%
Revenue									
Other revenue	(21,400)	(5,000)	(3,000)	(3,500)	-	-	(3,500)	1,500	-30.0%
Income earned on unrestricted funds	(100,000)	(100,000)	(100,000)	(300,000)	-	-	(300,000)	(200,000)	200.0%
Income earned on restricted funds	(465,600)	(722,600)	(600,000)	(722,600)	-	-	(722,600)	-	0.0%
Financing									
From capital regeneration reserve fund	(35,000)	-	-	-	-	-	-	-	n/a
From levy stabilization reserve fund	-	-	-	(100,000)	-	-	(100,000)	(100,000)	n/a
To office building reserve fund	195,200	199,100	199,100	203,000	-	-	203,000	3,900	2.0%
To reserve funds	465,600	722,600	600,000	722,600	-	-	722,600	-	0.0%
Allocation									
Direct-owned community housing building operations	(1,529,700)	(1,645,300)	(1,562,300)	(1,694,300)	-	(74,000)	(1,768,300)	(123,000)	7.5%
Ontario Works	(3,055,500)	(3,137,600)	(3,179,400)	(3,078,000)	-	(14,900)	(3,092,900)	44,700	-1.4%
Child care and Early Years	(222,300)	(198,000)	(200,800)	(241,000)	-	(4,900)	(245,900)	(47,900)	24.2%
Housing Programs	(401,600)	(344,500)	(349,600)	(369,200)	-	(4,900)	(374,100)	(29,600)	8.6%
Imputed Rent Adjustment	184,900	212,600	221,800	243,300	-	-	243,300	30,700	14.4%
Reduction to Levy	(100,000)	(100,000)	(100,000)	(300,000)	-	-	(300,000)	(200,000)	200.0%

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

Description	2021 Budget (\$)	2022 Base (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	251,000	255,900	255,500	260,400	-	-	260,400	4,500	1.8%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	21,300	29,200	30,000	35,000	-	-	35,000	5,800	19.9%
Contracted services	35,000	35,000	40,200	-	-	-	-	(35,000)	-100.0%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	307,300	320,100	325,700	295,400	-	-	295,400	(24,700)	-7.7%
Recoveries									
From building overhead	(17,400)	(17,400)	(17,400)	(18,200)	-	-	(18,200)	(800)	4.6%
Financing									
From capital regeneration reserve fund	(35,000)	-	-	-	-	-	-	-	n/a
Allocation									
Direct-owned community housing building operations	(102,000)	(121,100)	(123,300)	(94,200)	-	-	(94,200)	26,900	-22.2%
Ontario Works	(127,500)	(151,400)	(154,200)	(116,400)	-	-	(116,400)	35,000	-23.1%
Child care and Early Years	(12,700)	(15,100)	(15,400)	(33,300)	-	-	(33,300)	(18,200)	120.5%
Housing Programs	(12,700)	(15,100)	(15,400)	(33,300)	-	-	(33,300)	(18,200)	120.5%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Corporate Services

Cost Center: 11040 - Corporate Services (Director)

Account Description	2021	2022		2023			% Change	
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		Budget
Expenditures								
511110 Salary regular	198,100	201,600	201,300	204,500	-	-	204,500	1.4%
512150 Payroll remittances	12,100	12,900	12,900	13,600	-	-	13,600	5.4%
512160 OMERS expense	22,300	22,500	22,400	22,800	-	-	22,800	1.3%
512170 Group benefits	6,900	7,100	7,100	6,400	-	-	6,400	-9.9%
512180 Insured benefits	9,200	9,300	9,300	10,200	-	-	10,200	9.7%
512190 WSIB premiums	2,400	2,500	2,500	2,900	-	-	2,900	16.0%
531150 Employee training	1,200	1,200	1,700	2,200	-	-	2,200	83.3%
531220 Travel	1,400	1,400	1,000	1,500	-	-	1,500	7.1%
531230 Registration fees	-	-	-	300	-	-	300	n/a
531240 Paid meals	300	300	100	300	-	-	300	0.0%
531250 Meeting expense	-	-	-	100	-	-	100	n/a
531510 Office supplies	400	400	200	300	-	-	300	-25.0%
531545 Association dues	1,500	1,300	1,300	1,300	-	-	1,300	0.0%
531570 Subscriptions	300	300	500	300	-	-	300	0.0%
532110 Communications	900	900	700	900	-	-	900	0.0%
532320 Insurance - public liability	15,300	23,400	24,500	27,800	-	-	27,800	18.8%
541120 Consulting fees	35,000	35,000	40,200	-	-	-	-	-100.0%
Total Expenditures	307,300	320,100	325,700	295,400	-	-	295,400	-7.7%
Recoveries								
481240 Recovery from building overhead	(17,400)	(17,400)	(17,400)	(18,200)	-	-	(18,200)	4.6%
Financing								
Transfer from Capital Regeneration Reserve Fund	(35,000)	-	-	-	-	-	-	n/a
Allocation								
481210 Direct-owned community housing building operations	(102,000)	(121,100)	(123,300)	(94,200)	-	-	(94,200)	-22.2%
481210 Ontario Works	(127,500)	(151,400)	(154,200)	(116,400)	-	-	(116,400)	-23.1%
481210 Child care and Early Years	(12,700)	(15,100)	(15,400)	(33,300)	-	-	(33,300)	120.5%
481210 Housing Programs	(12,700)	(15,100)	(15,400)	(33,300)	-	-	(33,300)	120.5%
Total Allocation	(254,900)	(302,700)	(308,300)	(277,200)	-	-	(277,200)	-8.4%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Base (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	275,500	257,100	256,300	270,500	-	-	270,500	13,400	5.2%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	45,800	42,400	33,600	36,000	-	-	36,000	(6,400)	-15.1%
Contracted services	2,000	3,000	12,300	3,000	-	-	3,000	-	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	323,300	302,500	302,200	309,500	-	-	309,500	7,000	2.3%
Allocation									
Direct-owned community housing building operations	(258,600)	(242,000)	(241,800)	(260,000)	-	-	(260,000)	(18,000)	7.4%
Ontario Works	(58,300)	(54,500)	(54,400)	(43,300)	-	-	(43,300)	11,200	-20.6%
Child care and Early Years	(3,200)	(3,000)	(3,000)	(3,100)	-	-	(3,100)	(100)	3.3%
Housing Programs	(3,200)	(3,000)	(3,000)	(3,100)	-	-	(3,100)	(100)	3.3%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Corporate Services
Cost Center: 11045 - Purchasing

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	214,900	199,200	198,600	209,600	-	-	209,600	5.2%
512150 Payroll remittances	16,000	16,200	16,100	17,600	-	-	17,600	8.6%
512160 OMERS expense	22,100	19,500	19,400	20,600	-	-	20,600	5.6%
512170 Group benefits	10,200	10,700	10,700	9,600	-	-	9,600	-10.3%
512180 Insured benefits	9,700	9,100	9,100	10,200	-	-	10,200	12.1%
512190 WSIB premiums	2,600	2,400	2,400	2,900	-	-	2,900	20.8%
531150 Employee training	1,500	1,000	-	400	-	-	400	-60.0%
531200 Mileage	300	300	100	100	-	-	100	-66.7%
531220 Travel	800	800	-	1,000	-	-	1,000	25.0%
531230 Registration fees	500	500	500	600	-	-	600	20.0%
531240 Paid meals	100	100	-	100	-	-	100	0.0%
531250 Meeting expense	100	100	-	100	-	-	100	0.0%
531510 Office supplies	33,400	30,500	28,100	27,600	-	-	27,600	-9.5%
531545 Association dues	700	700	900	400	-	-	400	-42.9%
532110 Communications	900	900	700	700	-	-	700	-22.2%
533250 Furniture	7,500	7,500	3,300	5,000	-	-	5,000	-33.3%
541130 Legal fees	2,000	3,000	12,300	3,000	-	-	3,000	0.0%
Total Expenditures	323,300	302,500	302,200	309,500	-	-	309,500	2.3%
Allocation								
481210 Direct-owned community housing building operations	(258,600)	(242,000)	(241,800)	(260,000)	-	-	(260,000)	7.4%
481210 Ontario Works	(58,300)	(54,500)	(54,400)	(43,300)	-	-	(43,300)	-20.6%
481210 Child care and Early Years	(3,200)	(3,000)	(3,000)	(3,100)	-	-	(3,100)	3.3%
481210 Housing Programs	(3,200)	(3,000)	(3,000)	(3,100)	-	-	(3,100)	3.3%
Total Allocation	(323,300)	(302,500)	(302,200)	(309,500)	-	-	(309,500)	2.3%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Base (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	1,229,800	1,261,300	1,257,600	1,285,300	-	-	1,285,300	24,000	1.9%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	17,100	14,000	16,300	17,400	-	-	17,400	3,400	24.3%
Contracted services	33,500	33,900	56,400	36,000	-	-	36,000	2,100	6.2%
Rents and financial expenses	16,600	13,500	13,300	13,500	-	-	13,500	-	0.0%
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Total Expenditures	1,297,000	1,322,700	1,343,600	1,352,200	-	-	1,352,200	29,500	2.2%
Recoveries									
From homelessness programs (CHPI)	(4,900)	-	-	-	-	-	-	-	n/a
From homelessness programs (HFG)	(4,900)	-	-	-	-	-	-	-	n/a
From housing programs	(14,000)	-	-	-	-	-	-	-	n/a
From EarlyON	(33,900)	-	-	-	-	-	-	-	n/a
Revenue									
Other revenue	(1,600)	(1,500)	(2,100)	-	-	-	-	1,500	-100.0%
Allocation									
Direct-owned community housing building operations	(318,600)	(323,800)	(330,400)	(352,500)	-	-	(352,500)	(28,700)	8.9%
Ontario Works	(764,700)	(798,900)	(808,600)	(775,500)	-	-	(775,500)	23,400	-2.9%
Child care and Early Years	(57,900)	(62,700)	(63,900)	(85,400)	-	-	(85,400)	(22,700)	36.2%
Housing Programs	(96,500)	(135,800)	(138,600)	(138,800)	-	-	(138,800)	(3,000)	2.2%
Unallocated	-	-	-	-	-	-	-	-	n/a

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Corporate Services
Cost Center: 11050 - Finance

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	748,000	781,200	776,300	792,600	-	-	792,600	1.5%
512150 Payroll remittances	58,300	62,800	63,500	66,200	-	-	66,200	5.4%
512160 OMERS expense	74,400	67,000	67,700	67,700	-	-	67,700	1.0%
512170 Group benefits	38,000	35,800	36,200	32,000	-	-	32,000	-10.6%
512180 Insured benefits	32,800	29,900	30,200	32,900	-	-	32,900	10.0%
512190 WSIB premiums	9,100	9,500	9,600	11,300	-	-	11,300	18.9%
531150 Employee training	1,000	1,000	2,400	2,200	-	-	2,200	120.0%
531220 Travel	900	900	900	800	-	-	800	-11.1%
531230 Registration fees	800	1,000	-	-	-	-	-	-100.0%
531240 Paid meals	100	100	100	100	-	-	100	0.0%
531320 Software Maintenance	-	-	1,400	2,700	-	-	2,700	n/a
531410 Deposit service	2,800	2,900	3,900	4,200	-	-	4,200	44.8%
531510 Office supplies	4,400	3,500	3,600	3,500	-	-	3,500	0.0%
531520 Postage and courier	200	200	300	200	-	-	200	0.0%
531530 Printing - external	900	-	-	-	-	-	-	n/a
531545 Association dues	2,000	2,000	1,200	1,200	-	-	1,200	-40.0%
531570 Subscriptions	200	200	200	200	-	-	200	0.0%
532110 Communications	700	700	700	700	-	-	700	0.0%
541110 Audit fees	32,100	33,100	36,300	35,100	-	-	35,100	6.0%
541120 Consultant fees	1,000	500	13,000	600	-	-	600	20.0%
541130 Legal fees	400	300	7,100	300	-	-	300	0.0%
551120 Bank service charges	16,600	13,500	13,300	13,500	-	-	13,500	0.0%
Total Expenditures	1,024,700	1,046,100	1,067,900	1,068,000	-	-	1,068,000	2.1%
Revenue								
451120 Other revenue (MasterCard rebate)	(1,600)	(1,500)	(2,100)	-	-	-	-	-100.0%
Recoveries								
481240 Recovery from homelessness programs (CHPI)	(4,900)	-	-	-	-	-	-	n/a
481240 Recovery from homelessness programs (HFG)	(4,900)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (SIF)	(4,200)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (OPHI)	(4,900)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (COCHI)	(4,900)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (EarlyON)	(33,900)	-	-	-	-	-	-	n/a
Allocation								
481210 Direct-owned community housing building operations	(318,600)	(323,800)	(330,400)	(352,500)	-	-	(352,500)	8.9%
481210 Ontario Works	(492,400)	(522,300)	(532,900)	(491,300)	-	-	(491,300)	-5.9%
481210 Child care and Early Years	(57,900)	(62,700)	(63,900)	(85,400)	-	-	(85,400)	36.2%
481210 Housing Programs	(96,500)	(135,800)	(138,600)	(138,800)	-	-	(138,800)	2.2%
Total Allocation	(965,400)	(1,044,600)	(1,065,800)	(1,068,000)	-	-	(1,068,000)	2.2%
Unallocated	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Corporate Services
Cost Center: 11051 - Finance (OW)

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	209,700	213,800	213,500	219,200	-	-	219,200	2.5%
512150 Payroll remittances	16,700	18,100	17,900	19,300	-	-	19,300	6.6%
512160 OMERS expense	20,500	20,400	20,200	20,800	-	-	20,800	2.0%
512170 Group benefits	10,400	10,700	10,600	9,600	-	-	9,600	-10.3%
512180 Insured benefits	9,300	9,500	9,400	10,600	-	-	10,600	11.6%
512190 WSIB premiums	2,600	2,600	2,500	3,100	-	-	3,100	19.2%
531200 Mileage	100	100	200	100	-	-	100	0.0%
531220 Travel	1,200	500	-	600	-	-	600	20.0%
531230 Registration fees	400	400	700	400	-	-	400	0.0%
531240 Paid meals	300	100	-	100	-	-	100	0.0%
531510 Office supplies	-	-	300	-	-	-	-	n/a
532110 Communications	1,100	400	400	400	-	-	400	0.0%
Total Expenditures	272,300	276,600	275,700	284,200	-	-	284,200	2.7%
Allocation								
481210 Direct-owned community housing building operations	-	-	-	-	-	-	-	n/a
481210 Ontario Works	(272,300)	(276,600)	(275,700)	(284,200)	-	-	(284,200)	2.7%
481210 Child care and Early Years	-	-	-	-	-	-	-	n/a
481210 Housing Programs	-	-	-	-	-	-	-	n/a
Total Allocation	(272,300)	(276,600)	(275,700)	(284,200)	-	-	(284,200)	2.7%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Base (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	623,200	519,100	473,700	533,300	-	-	533,300	14,200	2.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	1,020,700	1,045,700	1,130,000	1,076,000	-	-	1,076,000	30,300	2.9%
Contracted services	14,800	17,700	19,200	17,700	-	-	17,700	-	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	1,658,700	1,582,500	1,622,900	1,627,000	-	-	1,627,000	44,500	2.8%
Revenue									
Other revenue	(16,300)	-	(200)	-	-	-	-	-	n/a
Allocation									
Direct-owned community housing building operations	(328,300)	(284,900)	(292,400)	(325,400)	-	-	(325,400)	(40,500)	14.2%
Ontario Works	(1,166,300)	(1,171,000)	(1,200,400)	(1,171,400)	-	-	(1,171,400)	(400)	0.0%
Child care and Early Years	(65,700)	(47,500)	(48,800)	(48,800)	-	-	(48,800)	(1,300)	2.7%
Housing Programs	(82,100)	(79,100)	(81,100)	(81,400)	-	-	(81,400)	(2,300)	2.9%
Unallocated	-	-	-	-	-	-	-	-	n/a

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Corporate Services

Cost Center: 11060 - Information Services

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	481,400	399,300	365,800	409,900	-	-	409,900	2.7%
511190 Overtime	5,000	5,000	11,900	5,000	-	-	5,000	0.0%
512150 Payroll remittances	36,400	32,100	26,800	34,600	-	-	34,600	7.8%
512160 OMERS expense	48,800	39,400	33,000	40,000	-	-	40,000	1.5%
512170 Group benefits	24,100	21,500	18,000	19,200	-	-	19,200	-10.7%
512180 Insured benefits	20,600	16,900	14,100	18,800	-	-	18,800	11.2%
512190 WSIB premiums	6,900	4,900	4,100	5,800	-	-	5,800	18.4%
531150 Employee training	5,400	5,400	4,500	5,200	-	-	5,200	-3.7%
531200 Mileage	700	700	100	700	-	-	700	0.0%
531220 Travel	1,600	1,600	1,600	3,200	-	-	3,200	100.0%
531230 Registration fees	2,400	2,400	1,200	2,400	-	-	2,400	0.0%
531240 Paid meals	300	300	500	500	-	-	500	66.7%
531300 Computer leases	213,300	229,600	225,200	177,000	-	-	177,000	-22.9%
531310 Computer software	40,200	22,400	54,300	7,500	-	-	7,500	-66.5%
531320 Software maintenance	399,300	441,500	491,800	496,300	-	-	496,300	12.4%
531330 Computer hardware	4,500	3,000	5,600	5,400	-	-	5,400	80.0%
531340 Hardware maintenance	119,500	124,500	80,900	124,500	-	-	124,500	0.0%
531350 Computer supplies	11,300	11,300	22,700	11,400	-	-	11,400	0.9%
531360 Computer services	18,600	18,600	49,900	45,200	-	-	45,200	143.0%
531400 Record management services	29,800	29,300	24,300	26,500	-	-	26,500	-9.6%
531510 Office supplies	3,600	2,600	1,100	-	-	-	-	-100.0%
531520 Postage and courier	117,300	98,700	93,900	85,300	-	-	85,300	-13.6%
531540 Printing and photocopy	40,000	40,000	56,300	64,600	-	-	64,600	61.5%
531545 Association dues	1,900	1,900	1,900	1,500	-	-	1,500	-21.1%
532110 Communications	7,100	8,000	8,200	10,400	-	-	10,400	30.0%
533240 Equipment miscellaneous	3,900	3,900	6,000	8,400	-	-	8,400	115.4%
541130 Legal fees	800	500	500	500	-	-	500	0.0%
541140 Administrative services	14,000	17,200	18,700	17,200	-	-	17,200	0.0%
Total Expenditures	1,658,700	1,582,500	1,622,900	1,627,000	-	-	1,627,000	2.8%
451120 Other revenue	(16,300)	-	(200)	-	-	-	-	n/a
Allocation								
481210 Direct-owned community housing building operations	(328,300)	(284,900)	(292,400)	(325,400)	-	-	(325,400)	14.2%
481210 Ontario Works	(1,166,300)	(1,171,000)	(1,200,400)	(1,171,400)	-	-	(1,171,400)	0.0%
481210 Child care and Early Years	(65,700)	(47,500)	(48,800)	(48,800)	-	-	(48,800)	2.7%
481210 Housing Programs	(82,100)	(79,100)	(81,100)	(81,400)	-	-	(81,400)	2.9%
Total Allocation	(1,642,400)	(1,582,500)	(1,622,700)	(1,627,000)	-	-	(1,627,000)	2.8%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Base (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	397,400	410,200	283,500	393,300	-	98,700	492,000	81,800	19.9%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	32,800	35,600	40,700	40,300	-	-	40,300	4,700	13.2%
Contracted services	-	-	22,500	100,000	-	-	100,000	100,000	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	430,200	445,800	346,700	533,600	-	98,700	632,300	186,500	41.8%
Recoveries									
From housing programs	(37,100)	-	-	-	-	-	-	-	n/a
From building overhead	(22,700)	(23,200)	(23,200)	(24,800)	-	-	(24,800)	(1,600)	6.9%
Financing									
From levy stabilization reserve fund	-	-	-	(100,000)	-	-	(100,000)	(100,000)	n/a
Allocation									
Direct-owned community housing building operations	(370,400)	(422,600)	(323,500)	(408,800)	-	(74,000)	(482,800)	(60,200)	14.2%
Ontario Works	-	-	-	-	-	(14,900)	(14,900)	(14,900)	n/a
Child care and Early Years	-	-	-	-	-	(4,900)	(4,900)	(4,900)	n/a
Housing Programs	-	-	-	-	-	(4,900)	(4,900)	(4,900)	n/a
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Corporate Services

Cost Center: 11065 - Infrastructure and Asset Management

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	310,600	320,100	221,300	305,200	-	-	305,200	-4.7%
512150 Payroll remittances	22,900	24,500	16,800	25,900	-	-	25,900	5.7%
512160 OMERS expense	31,900	32,600	22,300	29,800	-	-	29,800	-8.6%
512170 Group benefits	13,800	14,300	9,800	12,800	-	-	12,800	-10.5%
512180 Insured benefits	14,400	14,800	10,100	15,300	-	-	15,300	3.4%
512190 WSIB premiums	3,800	3,900	2,700	4,300	-	-	4,300	10.3%
513120 Clothing allowance	-	-	500	-	-	-	-	n/a
531130 Employee training	1,500	1,500	3,000	3,000	-	-	3,000	100.0%
531200 Mileage	7,000	7,000	5,400	7,000	-	-	7,000	0.0%
531220 Travel	1,100	600	400	600	-	-	600	0.0%
531230 Registration fees	300	300	300	300	-	-	300	0.0%
531240 Paid meals	400	300	200	300	-	-	300	0.0%
531320 Software maintenance	17,400	20,300	28,700	23,500	-	-	23,500	15.8%
531530 Printing-external	500	1,000	500	1,000	-	-	1,000	0.0%
532110 Communications	4,600	4,600	2,200	4,600	-	-	4,600	0.0%
541120 Consulting fees	-	-	11,700	100,000	-	-	100,000	n/a
541130 Legal fees	-	-	10,800	-	-	-	-	n/a
Total Expenditures	430,200	445,800	346,700	533,600	-	-	533,600	19.7%
Recoveries								
481240 Recovery from housing programs (OPHI)	(4,900)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (COCHI)	(32,200)	-	-	-	-	-	-	n/a
481240 Recovery from building overhead	(22,700)	(23,200)	(23,200)	(24,800)	-	-	(24,800)	6.9%
Financing								
Transfer from Levy Stabilization Reserve Fund	-	-	-	(100,000)	-	-	(100,000)	n/a
Allocation								
481210 Direct-owned community housing building operations	(370,400)	(422,600)	(323,500)	(408,800)	-	-	(408,800)	-3.3%
Unallocated	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Corporate Services

Cost Center: 11066 - Environmental Sustainability

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	-	-	-	-	-	75,800	75,800	n/a
512150 Payroll remittances	-	-	-	-	-	7,200	7,200	n/a
512160 OMERS expense	-	-	-	-	-	6,900	6,900	n/a
512170 Group benefits	-	-	-	-	-	3,900	3,900	n/a
512180 Insured benefits	-	-	-	-	-	3,800	3,800	n/a
512190 WSIB premiums	-	-	-	-	-	1,100	1,100	n/a
Total Expenditures	-	-	-	-	-	98,700	98,700	n/a
Allocation								
481210 Direct-owned community housing building operations	-	-	-	-	-	(74,000)	(74,000)	n/a
481210 Ontario Works	-	-	-	-	-	(14,900)	(14,900)	n/a
481210 Child care and Early Years	-	-	-	-	-	(4,900)	(4,900)	n/a
481210 Housing Programs	-	-	-	-	-	(4,900)	(4,900)	n/a
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	-	-	-	-	-	-	-	-	n/a
Interest on long-term debt	107,300	98,400	98,400	81,600	-	-	81,600	(16,800)	-17.1%
Materials	542,500	529,600	517,600	514,000	-	-	514,000	(15,600)	-2.9%
Contracted services	-	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	288,000	297,000	297,000	306,000	-	-	306,000	9,000	3.0%
Internal administrative expense	66,000	60,700	60,700	63,400	-	-	63,400	2,700	4.4%
Total Expenditures	1,003,800	985,700	973,700	965,000	-	-	965,000	(20,700)	-2.1%
Revenue									
Other revenue	(3,500)	(3,500)	(700)	(3,500)	-	-	(3,500)	-	0.0%
Allocation									
Direct-owned community housing building operations	(151,800)	(250,900)	(250,900)	(253,400)	-	-	(253,400)	(2,500)	1.0%
Ontario Works	(938,700)	(961,800)	(961,800)	(971,400)	-	-	(971,400)	(9,600)	1.0%
Child care and Early Years	(82,800)	(69,700)	(69,700)	(70,400)	-	-	(70,400)	(700)	1.0%
Housing Programs	(207,100)	(111,500)	(111,500)	(112,600)	-	-	(112,600)	(1,100)	1.0%
Financing									
To office building reserve fund	195,200	199,100	199,100	203,000	-	-	203,000	3,900	2.0%
Imputed Rent Adjustment	(184,900)	(212,600)	(221,800)	(243,300)	-	-	(243,300)	(30,700)	14.4%

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Corporate Services
Cost Center: 11090 - Office HQ Building Operations

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
532110 Communications	165,500	165,500	131,000	142,700	-	-	142,700	-13.8%
531110 Health & Safety			5,100					
532120 Natural gas	13,500	14,100	20,000	24,500	-	-	24,500	73.8%
532130 Sewer and water	12,400	10,600	10,000	10,800	-	-	10,800	1.9%
532140 Electrical expense	119,000	105,000	81,600	91,100	-	-	91,100	-13.2%
532310 Insurance - building and contents	36,200	34,700	35,300	38,400	-	-	38,400	10.7%
533110 Roofing system	2,000	2,000	1,500	2,000	-	-	2,000	0.0%
533120 Windows	500	500	500	500	-	-	500	0.0%
533130 Doors	1,500	1,500	1,500	1,500	-	-	1,500	0.0%
533150 Elevator repairs and maintenance	8,300	12,100	1,000	3,000	-	-	3,000	-75.2%
533160 Flooring repairs and maintenance	3,300	3,300	-	3,300	-	-	3,300	0.0%
533170 Electrical system	4,000	4,000	2,400	4,000	-	-	4,000	0.0%
533180 Mechanical system	5,000	5,000	10,200	5,000	-	-	5,000	0.0%
533200 Plumbing system	5,000	5,000	19,300	5,000	-	-	5,000	0.0%
533210 Painting	6,000	6,000	-	6,000	-	-	6,000	0.0%
533240 Equipment - Miscellaneous	-	-	1,500	-	-	-	-	n/a
533350 Interior upgrade	10,400	10,400	20,100	5,400	-	-	5,400	-48.1%
533360 Exterior upgrade	10,000	10,000	3,900	10,000	-	-	10,000	0.0%
534110 Snow removal	10,000	10,000	7,300	10,000	-	-	10,000	0.0%
534130 Landscape services	5,000	5,000	5,000	5,000	-	-	5,000	0.0%
534140 Building janitorial	53,300	53,300	57,700	61,600	-	-	61,600	15.6%
534150 Pest control	1,000	1,000	500	1,000	-	-	1,000	0.0%
534160 Elevator Service	-	-	20,000	9,800	-	-	9,800	n/a
534170 Life safety system service	5,700	5,700	4,800	4,800	-	-	4,800	-15.8%
534180 Mechanical system service	2,400	2,400	800	3,000	-	-	3,000	25.0%
534190 Plumbing service	3,000	3,000	900	3,000	-	-	3,000	0.0%
534200 Waste removal (Recool)	4,000	4,000	2,300	3,200	-	-	3,200	-20.0%
534210 Building security	49,000	49,000	66,700	52,400	-	-	52,400	6.9%
534230 Electrical system service	1,500	1,500	300	1,500	-	-	1,500	0.0%
534240 Janitorial supplies	5,000	5,000	4,900	5,500	-	-	5,500	10.0%
521120 Interest expense	107,300	98,400	98,400	81,600	-	-	81,600	-17.1%
571130 Loan principal	288,000	297,000	297,000	306,000	-	-	306,000	3.0%
581110 Internal admin expense	66,000	60,700	60,700	63,400	-	-	63,400	4.4%
Total Expenditures	1,003,800	985,700	973,700	965,000	-	-	965,000	-2.1%
Revenue								
451100 Other revenue	(3,500)	(3,500)	(700)	(3,500)	-	-	(3,500)	0.0%
Imputed Rent Recovery								
481260 Direct-owned community housing building operations	(151,800)	(250,900)	(250,900)	(253,400)	-	-	(253,400)	1.0%
481260 Ontario Works	(938,700)	(961,800)	(961,800)	(971,400)	-	-	(971,400)	1.0%
481260 Child care	(82,800)	(69,700)	(69,700)	(70,400)	-	-	(70,400)	1.0%
481260 Housing Programs	(207,100)	(111,500)	(111,500)	(112,600)	-	-	(112,600)	1.0%
Reduction to Rent Expense in Summary	(380,100)	(411,700)	(420,900)	(446,300)	-	-	(446,300)	8.4%
Financing								
612150 To office building reserve fund	195,200	199,100	199,100	203,000	-	-	203,000	2.0%
Imputed Rent Adjustment	(184,900)	(212,600)	(221,800)	(243,300)	-	-	(243,300)	14.4%



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

**2023 Integrated Social Services Division
Budget Summary**

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	2,266,200	2,214,800	2,103,400	2,244,200	-	-	2,244,200	29,400	1.3%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	65,100	56,200	37,400	53,400	-	-	53,400	(2,800)	-5.0%
Contracted services	10,000	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
Total Expenditures	2,341,300	2,271,000	2,140,800	2,297,600	-	-	2,297,600	26,600	1.2%
Recoveries									
From EarlyON	(133,100)	-	-	-	-	-	-	-	n/a
From homelessness programs	(295,800)	(287,300)	(148,300)	(301,000)	-	-	(301,000)	(13,700)	4.8%
From housing programs	(45,800)	-	-	-	-	-	-	-	n/a
Revenues									
Other revenue	(53,700)	-	-	(35,000)	-	-	(35,000)	(35,000)	n/a
Total Expenditures Less Revenues and Recoveries	1,812,900	1,983,700	1,992,500	1,961,600	-	-	1,961,600	(22,100)	-1.1%
Allocation									
Direct-owned community housing building operations	(151,200)	(168,800)	(162,000)	(167,400)	-	-	(167,400)	1,400	-0.8%
Ontario Works	(899,500)	(979,500)	(1,007,900)	(951,500)	-	-	(951,500)	28,000	-2.9%
Child care and Early Years	(407,000)	(362,700)	(368,100)	(382,400)	-	-	(382,400)	(19,700)	5.4%
Housing Programs	(355,200)	(472,700)	(454,500)	(460,300)	-	-	(460,300)	12,400	-2.6%
Unallocated	-	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	558,200	581,600	584,700	626,600	-	-	626,600	45,000	7.7%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	42,800	34,400	22,000	26,700	-	-	26,700	(7,700)	-22.4%
Contracted services	10,000	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	-	n/a
Total Expenditures	611,000	616,000	606,700	653,300	-	-	653,300	37,300	6.1%
Recoveries									
From EarlyON	(133,100)	-	-	-	-	-	-	-	n/a
From homelessness programs	(17,400)	-	-	-	-	-	-	-	n/a
From housing programs	(17,400)	-	-	-	-	-	-	-	n/a
Revenues									
Other revenue	(53,700)	-	-	(35,000)	-	-	(35,000)	(35,000)	n/a
Total Expenditures Less Revenues and Recoveries	389,400	616,000	606,700	618,300	-	-	618,300	2,300	0.4%
Allocation									
Direct-owned community housing building operations	(54,900)	(73,100)	(72,000)	(73,500)	-	-	(73,500)	(400)	0.5%
Ontario Works	(155,700)	(229,700)	(226,300)	(230,400)	-	-	(230,400)	(700)	0.3%
Child care and Early Years	(92,100)	(156,600)	(154,200)	(157,200)	-	-	(157,200)	(600)	0.4%
Housing Programs	(86,700)	(156,600)	(154,200)	(157,200)	-	-	(157,200)	(600)	0.4%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services
Cost Center: 11070 - Integrated Social Services (Director)

Account Description	2021	2022		2023			% Change	
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		Budget
Expenditures								
511110 Salary regular	198,100	211,800	211,000	214,500	-	-	214,500	1.3%
512150 Payroll remittances	12,100	13,100	13,200	13,800	-	-	13,800	5.3%
512160 OMERS expense	22,300	24,000	24,200	24,200	-	-	24,200	0.8%
512170 Group benefits	6,900	7,200	7,300	6,400	-	-	6,400	-11.1%
512180 Insured benefits	9,200	9,800	9,900	10,700	-	-	10,700	9.2%
512190 WSIB premiums	2,400	2,500	2,500	3,000	-	-	3,000	20.0%
531150 Employee training	900	400	200	400	-	-	400	0.0%
531200 Mileage	1,100	800	300	500	-	-	500	-37.5%
531220 Travel	11,200	7,600	6,200	4,300	-	-	4,300	-43.4%
531230 Registration fees	3,500	2,200	1,200	2,200	-	-	2,200	0.0%
531240 Paid meals	2,000	1,300	500	800	-	-	800	-38.5%
531250 Meeting expense	1,000	400	300	400	-	-	400	0.0%
531510 Office supplies	800	300	600	300	-	-	300	0.0%
532110 Communications	1,100	1,100	700	1,000	-	-	1,000	-9.1%
541130 Legal fees	10,000	-	-	-	-	-	-	n/a
Total Expenditures	282,600	282,500	278,100	282,500	-	-	282,500	0.0%
Recoveries								
481240 Recovery from homelessness programs (CHPI)	(8,700)	-	-	-	-	-	-	n/a
481240 Recovery from homelessness programs (HFG)	(8,700)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (OPHI)	(8,700)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (COCHI)	(8,700)	-	-	-	-	-	-	n/a
481240 Recovery from EarlyON	(34,800)	-	-	-	-	-	-	n/a
Allocation								
481210 Direct-owned community housing building operations	(42,600)	(56,500)	(55,600)	(56,500)	-	-	(56,500)	0.0%
481210 Ontario Works	(85,100)	(113,000)	(111,300)	(113,000)	-	-	(113,000)	0.0%
481210 Child care and Early Years	(42,700)	(56,500)	(55,600)	(56,500)	-	-	(56,500)	0.0%
481210 Housing Programs	(42,600)	(56,500)	(55,600)	(56,500)	-	-	(56,500)	0.0%
Total Allocation	(213,000)	(282,500)	(278,100)	(282,500)	-	-	(282,500)	0.0%
Unallocated	-	-	-	-	-	-	-	n/a

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Integrated Social Services

Cost Center: 11025 - Research and Social Policy

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	240,500	244,600	228,100	238,500	-	-	238,500	-2.5%
511170 Temporary hourly	-	-	21,700	42,600	-	-	42,600	n/a
512150 Payroll remittances	17,300	18,600	17,500	19,600	-	-	19,600	5.4%
512155 Payroll remittances (temp)	-	-	2,100	4,100	-	-	4,100	n/a
512160 OMERS expense	25,000	24,900	23,500	23,600	-	-	23,600	-5.2%
512170 Group benefits	10,400	10,700	10,100	9,600	-	-	9,600	-10.3%
512180 Insured benefits	11,100	11,400	10,800	12,000	-	-	12,000	5.3%
512190 WSIB premiums	2,900	3,000	2,800	4,000	-	-	4,000	33.3%
531150 Employee training	1,400	1,400	-	1,400	-	-	1,400	0.0%
531200 Mileage	200	200	-	-	-	-	-	-100.0%
531220 Travel	2,600	2,600	-	1,100	-	-	1,100	-57.7%
531230 Registration fees	800	800	-	800	-	-	800	0.0%
531240 Paid meals	400	400	-	100	-	-	100	-75.0%
531250 Meeting expense	500	500	-	-	-	-	-	-100.0%
531320 Software maintenance	8,000	6,300	1,500	6,300	-	-	6,300	0.0%
531360 Computer services	-	-	300	-	-	-	-	n/a
531510 Office supplies	400	400	200	400	-	-	400	0.0%
531520 Postage and courier	5,900	5,900	9,200	5,900	-	-	5,900	0.0%
531545 Association dues	1,000	1,000	-	-	-	-	-	-100.0%
532110 Communications	-	800	800	800	-	-	800	0.0%
541120 Consulting fees	-	-	-	-	-	-	-	n/a
Total Expenditures	328,400	333,500	328,600	370,800	-	-	370,800	11.2%
Recoveries								
Recovery from child care program (EarlyON)	(98,300)	-	-	-	-	-	-	n/a
Revenues								
Other revenue (HIFIS)	(53,700)	-	-	-	-	-	-	n/a
Other revenue (NOHFC)	-	-	-	(35,000)	-	-	(35,000)	n/a
Allocation								
481210 Direct-owned community housing building operations	(12,300)	(16,600)	(16,400)	(17,000)	-	-	(17,000)	2.4%
481210 Ontario Works	(70,600)	(116,700)	(115,000)	(117,400)	-	-	(117,400)	0.6%
481210 Child care and Early Years	(49,400)	(100,100)	(98,600)	(100,700)	-	-	(100,700)	0.6%
481210 Housing Programs	(44,100)	(100,100)	(98,600)	(100,700)	-	-	(100,700)	0.6%
Total Allocation	(176,400)	(333,500)	(328,600)	(335,800)	-	-	(335,800)	0.7%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	1,708,000	1,633,200	1,518,700	1,617,600	-	-	1,617,600	(15,600)	-1.0%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	22,300	21,800	15,400	26,700	-	-	26,700	4,900	22.5%
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	1,730,300	1,655,000	1,534,100	1,644,300	-	-	1,644,300	(10,700)	-0.6%
Recoveries									
From homelessness programs	(278,400)	(287,300)	(148,300)	(301,000)	-	-	(301,000)	(13,700)	4.8%
From housing programs	(28,400)	-	-	-	-	-	-	-	n/a
Total Expenditures Less Revenues and Recoveries	1,423,500	1,367,700	1,385,800	1,343,300	-	-	1,343,300	(24,400)	-1.8%
Allocation									
Direct-owned community housing building operations	(96,300)	(95,700)	(90,000)	(93,900)	-	-	(93,900)	1,800	-1.9%
Ontario Works	(743,800)	(749,800)	(781,600)	(721,100)	-	-	(721,100)	28,700	-3.8%
Child care and Early Years	(314,900)	(206,100)	(213,900)	(225,200)	-	-	(225,200)	(19,100)	9.3%
Housing Programs	(268,500)	(316,100)	(300,300)	(303,100)	-	-	(303,100)	13,000	-4.1%
Unallocated	-	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services
Cost Center: 11080 - Intake and Eligibility

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	715,200	705,100	665,100	686,300	-	-	686,300	-2.7%
511170 Temporary hourly	49,200	47,500	47,500	50,800	-	-	50,800	6.9%
512150 Payroll remittances	56,300	59,100	53,900	58,500	-	-	58,500	-1.0%
512155 Payroll remittances (temp)	4,500	4,500	4,500	4,800	-	-	4,800	6.7%
512160 OMERS expense	58,300	59,000	53,800	57,700	-	-	57,700	-2.2%
512170 Group benefits	32,800	35,800	32,600	30,400	-	-	30,400	-15.1%
512180 Insured benefits	25,600	26,500	24,100	27,900	-	-	27,900	5.3%
512190 WSIB premiums	9,600	9,200	8,400	10,400	-	-	10,400	13.0%
513110 Employee tuition reimbursement	400	-	200	-	-	-	-	n/a
531150 Employee training	3,700	3,300	700	3,200	-	-	3,200	-3.0%
531200 Mileage	500	100	-	100	-	-	100	0.0%
531220 Travel	600	1,200	2,200	3,200	-	-	3,200	166.7%
531230 Registration fees	-	-	900	800	-	-	800	n/a
531240 Paid meals	100	100	300	300	-	-	300	200.0%
531250 Meeting expense	100	100	100	100	-	-	100	0.0%
531510 Office supplies	2,600	2,600	2,800	2,600	-	-	2,600	0.0%
531530 Printing - external	700	700	300	100	-	-	100	-85.7%
531560 General expense	-	-	1,000	-	-	-	-	n/a
531570 Subscriptions	300	300	300	300	-	-	300	0.0%
532110 Communications	2,100	1,700	1,500	1,700	-	-	1,700	0.0%
Total Expenditures	962,600	956,800	900,200	939,200	-	-	939,200	-1.8%
Allocation								
481210 Direct-owned community housing building operations	(96,300)	(95,700)	(90,000)	(93,900)	-	-	(93,900)	-1.9%
481210 Ontario Works	(567,900)	(564,500)	(531,100)	(554,100)	-	-	(554,100)	-1.8%
481210 Child care and Early Years	(67,400)	(47,800)	(45,000)	(56,400)	-	-	(56,400)	18.0%
481210 Housing Programs	(231,000)	(248,800)	(234,100)	(234,800)	-	-	(234,800)	-5.6%
Total Allocation	(962,600)	(956,800)	(900,200)	(939,200)	-	-	(939,200)	-1.8%
Unallocated	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services

Cost Center: 11081 - Intake and Eligibility (OW)

Account Description	2021	2022		2023			% Change	
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		Budget
Expenditures								
511110 Salary regular	344,000	357,400	310,600	351,300	-	-	351,300	-1.7%
512150 Payroll remittances	29,700	32,600	25,700	33,300	-	-	33,300	2.1%
512160 OMERS expense	31,900	32,300	25,500	31,700	-	-	31,700	-1.9%
512170 Group benefits	20,700	21,500	17,000	19,200	-	-	19,200	-10.7%
512180 Insured benefits	14,000	14,500	11,400	15,500	-	-	15,500	6.9%
512190 WSIB premiums	4,200	4,400	3,500	5,000	-	-	5,000	13.6%
531150 Employee training	700	700	600	800	-	-	800	14.3%
531200 Mileage	1,800	1,800	1,200	2,700	-	-	2,700	50.0%
531220 Travel	4,500	4,500	1,100	5,500	-	-	5,500	22.2%
531240 Paid meals	1,100	1,100	600	1,300	-	-	1,300	18.2%
531250 Meeting expense	-	100	-	-	-	-	-	-100.0%
531510 Office supplies	100	100	100	100	-	-	100	0.0%
532110 Communications	1,600	1,600	1,500	1,600	-	-	1,600	0.0%
Total Expenditures	454,300	472,600	398,800	468,000	-	-	468,000	-1.0%
Recoveries								
481240 Recovery from HPP (admin)	(196,400)	(202,800)	(84,500)	(129,200)	-	-	(129,200)	-36.3%
481240 Recovery from HPP (TOSW)	(82,000)	(84,500)	(63,800)	(171,800)	-	-	(171,800)	103.3%
Allocation								
481210 Ontario Works	(175,900)	(185,300)	(250,500)	(167,000)	-	-	(167,000)	-9.9%
Total Allocation	(175,900)	(185,300)	(250,500)	(167,000)	-	-	(167,000)	-9.9%
Unallocated	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services

Cost Center: 11082 - Intake and Eligibility (CC)

Account Description	2021	2022		2023			% Change	
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		Budget
Expenditures								
511110 Salary regular	202,500	121,100	131,600	128,800	-	-	128,800	6.4%
512150 Payroll remittances	16,600	11,000	11,500	12,300	-	-	12,300	11.8%
512160 OMERS expense	12,100	11,000	11,400	11,600	-	-	11,600	5.5%
512170 Group benefits	6,900	7,200	7,500	6,400	-	-	6,400	-11.1%
512180 Insured benefits	5,300	4,900	5,100	5,800	-	-	5,800	18.4%
512190 WSIB premiums	2,500	1,500	1,600	1,800	-	-	1,800	20.0%
531150 Employee training	600	500	200	400	-	-	400	-20.0%
531200 Mileage	200	300	-	300	-	-	300	0.0%
531220 Travel	500	500	-	1,100	-	-	1,100	120.0%
531240 Paid meals	100	100	-	100	-	-	100	0.0%
531250 Meeting expense	200	200	-	200	-	-	200	0.0%
Total Expenditures	247,500	158,300	168,900	168,800	-	-	168,800	6.6%
Allocation								
481210 Child care and Early Years	(247,500)	(158,300)	(168,900)	(168,800)	-	-	(168,800)	6.6%
Total Allocation	(247,500)	(158,300)	(168,900)	(168,800)	-	-	(168,800)	6.6%
Unallocated	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services

Cost Center: 11083 - Intake and Eligibility (HS)

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	50,500	51,400	50,700	52,100	-	-	52,100	1.4%
512150 Payroll remittances	4,600	4,800	4,700	4,900	-	-	4,900	2.1%
512160 OMERS expense	4,500	4,600	4,500	4,900	-	-	4,900	6.5%
512170 Group benefits	3,400	3,600	3,600	3,200	-	-	3,200	-11.1%
512180 Insured benefits	2,100	2,100	2,100	2,300	-	-	2,300	9.5%
512190 WSIB premiums	600	600	600	700	-	-	700	16.7%
531150 Employee training	200	200	-	200	-	-	200	0.0%
Total Expenditures	65,900	67,300	66,200	68,300	-	-	68,300	1.5%
Recoveries								
481240 Recovery from homelessness programs (OPHI)	(28,400)	-	-	-	-	-	-	n/a
Allocation								
481210 Housing Programs	(37,500)	(67,300)	(66,200)	(68,300)	-	-	(68,300)	1.5%
Total Allocation	(37,500)	(67,300)	(66,200)	(68,300)	-	-	(68,300)	1.5%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Ontario Works Financial Assistance	26,117,100	23,440,100	23,420,400	23,944,000	503,900	2.1%
Ontario Works Program Delivery	10,689,500	10,640,200	10,622,900	10,640,200	-	0.0%
Total Expenditures	36,806,600	34,080,300	34,043,300	34,584,200	503,900	1.5%
Grants						
Provincial Grants - OW	(32,921,600)	(30,244,700)	(30,216,400)	(30,748,700)	(504,000)	1.7%
Financing						
From Levy Stabilization Reserve Fund	(49,300)	-	-	-	-	n/a
Imputed Rent Adjustment	(125,700)	(146,700)	(153,000)	(167,900)	(21,200)	14.5%
Cost to be Levied	3,710,000	3,688,900	3,673,900	3,667,600	(21,300)	-0.6%

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Basic allowance	14,310,100	12,866,600	12,800,600	13,083,500	216,900	1.7%
Shelter	12,090,200	10,828,300	10,781,200	11,019,400	191,100	1.8%
Start-up benefits	141,600	127,400	155,400	158,800	31,400	24.6%
Health-related benefits	354,000	318,500	372,900	381,100	62,600	19.7%
Mandatory special necessities	495,600	477,700	279,600	285,800	(191,900)	-40.2%
Special assistance	920,400	828,000	901,000	920,900	92,900	11.2%
Transitional child benefit	70,800	63,700	124,300	127,000	63,300	99.4%
Total Expenditures	28,382,700	25,510,200	25,415,000	25,976,500	466,300	1.8%
Client Revenue and Recovery						
Income revenue	(1,203,600)	(1,082,800)	(1,028,500)	(1,048,000)	34,800	-3.2%
OW recovery	(672,600)	(605,100)	(592,100)	(603,400)	1,700	-0.3%
Repayments and reimbursements	(389,400)	(382,200)	(374,000)	(381,100)	1,100	-0.3%
Total Client Revenue & Recovery	(2,265,600)	(2,070,100)	(1,994,600)	(2,032,500)	37,600	-1.8%
Gross Cost For Cost Sharing	26,117,100	23,440,100	23,420,400	23,944,000	503,900	2.1%
Grants						
Provincial grants - OW	(26,117,100)	(23,440,100)	(23,420,400)	(23,944,000)	(503,900)	2.1%
Cost to be Levied	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	3,910,800	3,957,100	3,749,600	4,041,900	-	36,000	4,077,900	120,800	3.1%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials and services	738,100	552,700	464,100	523,900	-	-	523,900	(28,800)	-5.2%
Contracted services	10,000	10,000	7,500	5,000	-	-	5,000	(5,000)	-50.0%
Rents and financial expenses	118,200	112,800	101,900	107,400	-	-	107,400	(5,400)	-4.8%
External transfers	1,266,000	1,238,100	1,204,300	977,200	-	-	977,200	(260,900)	-21.1%
Internal administrative expense	3,824,500	3,928,100	4,133,700	4,005,300	-	14,900	4,020,200	92,100	2.3%
Imputed rent recovery	938,700	961,800	961,800	971,400	-	-	971,400	9,600	1.0%
Total Expenditures	10,806,300	10,760,600	10,622,900	10,632,100	-	50,900	10,683,000	(77,600)	-0.7%
Recoveries									
From homelessness programs	(116,800)	(120,400)	-	(42,800)	-	-	(42,800)	77,600	-64.5%
Total Expenditures Less Recoveries	10,689,500	10,640,200	10,622,900	10,589,300	-	50,900	10,640,200	-	0.0%
Grants									
Provincial grants - OW	(6,804,500)	(6,804,600)	(6,796,000)	(6,779,200)	-	(25,500)	(6,804,700)	(100)	0.0%
Financing									
From Levy Stabilization Reserve Fund	(49,300)	-	-	-	-	-	-	-	n/a
Imputed rent adjustment	(125,700)	(146,700)	(153,000)	(167,900)	-	-	(167,900)	(21,200)	14.5%
Cost to be Levied	3,710,000	3,688,900	3,673,900	3,642,200	-	25,400	3,667,600	(21,300)	-0.6%

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: n/a

Cost Center: 12010 - OW Allocated

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
581110 Internal admin - Board	46,300	45,600	39,000	45,800	-	-	45,800	0.4%
581110 Internal admin - CAO	638,900	600,400	597,900	621,600	-	-	621,600	3.5%
581110 Internal admin - Corporate Services	2,116,800	2,175,800	2,217,600	2,106,600	-	14,900	2,121,500	-2.5%
581110 Internal admin - ISS Program Support	899,500	979,500	1,007,900	951,500	-	-	951,500	-2.9%
551140 Imputed rent recovery	938,700	961,800	961,800	971,400	-	-	971,400	1.0%
Total Expenditures	4,640,200	4,763,100	4,824,200	4,696,900	-	14,900	4,711,800	-1.1%
Grants								
421110 Provincial Grants - OW	(2,315,400)	(2,381,500)	(2,412,100)	(2,348,500)	-	(7,500)	(2,356,000)	-1.1%
Financing								
From Levy Stabilization Reserve Fund	(9,300)	-	-	-	-	-	-	n/a
Imputed rent adjustment	(125,700)	(146,700)	(153,000)	(167,900)	-	-	(167,900)	14.5%
Cost to be Levied	2,189,800	2,234,900	2,259,100	2,180,500	-	7,400	2,187,900	-2.1%

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Integrated Social Services
Cost Center: 12020 - Social Assistance

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	2,715,400	2,711,400	2,637,500	2,814,100	-	27,500	2,841,600	4.8%
512150 Payroll remittances	220,900	232,700	210,400	253,300	-	2,600	255,900	10.0%
512160 OMERS expense	239,200	256,100	231,600	263,700	-	2,500	266,200	3.9%
512170 Group benefits	126,400	143,100	129,400	131,600	-	1,700	133,300	-6.8%
512180 Insured benefits	103,600	113,100	102,300	127,600	-	1,300	128,900	14.0%
512190 WSIB premiums	34,300	33,100	29,900	40,100	-	400	40,500	22.4%
513110 Employee tuition reimbursement	4,200	1,400	700	1,400	-	-	1,400	0.0%
531150 Employee training	7,800	5,400	30,800	2,800	-	-	2,800	-48.1%
531200 Mileage	1,700	1,700	200	1,800	-	-	1,800	5.9%
531210 Parking	100	100	100	100	-	-	100	0.0%
531220 Travel	8,800	6,700	10,100	7,500	-	-	7,500	11.9%
531230 Registration fees	3,000	2,700	4,500	1,000	-	-	1,000	-63.0%
531240 Paid meals	2,400	2,200	800	2,100	-	-	2,100	-4.5%
531250 Meeting expense	400	400	-	-	-	-	-	-100.0%
531310 Computer software	-	-	2,100	2,100	-	-	2,100	n/a
531320 Software maintenance	4,000	1,500	-	-	-	-	-	-100.0%
531360 Computer services	-	-	1,300	-	-	-	-	n/a
531400 Records management services	59,600	61,900	40,500	44,400	-	-	44,400	-28.3%
531420 Collection service	3,000	1,000	7,200	1,000	-	-	1,000	0.0%
531430 Miscellaneous services	9,400	8,200	2,300	4,300	-	-	4,300	-47.6%
531450 Food services	99,700	73,400	23,100	48,000	-	-	48,000	-34.6%
531460 Dental services admin fee	8,400	7,600	6,300	6,000	-	-	6,000	-21.1%
531490 Employment services	341,000	201,500	142,300	204,900	-	-	204,900	1.7%
531510 Office supplies	16,000	12,500	15,200	12,600	-	-	12,600	0.8%
531520 Postage and courier	800	500	300	500	-	-	500	0.0%
531530 Printing - external	3,700	2,700	1,400	2,700	-	-	2,700	0.0%
531555 User licenses	41,800	41,800	44,400	41,800	-	-	41,800	0.0%
532110 Communications	6,000	6,400	6,400	7,200	-	-	7,200	12.5%
532140 Electrical expense	1,200	1,200	1,000	1,200	-	-	1,200	0.0%
532330 Insurance - fleet	2,400	2,200	2,600	2,500	-	-	2,500	13.6%
533260 Vehicle	3,100	2,700	900	2,400	-	-	2,400	-11.1%
533270 Vehicle - fuel	2,400	1,900	900	1,500	-	-	1,500	-21.1%
534140 Building janitorial	2,400	2,400	2,700	3,200	-	-	3,200	33.3%
541130 Legal fees	10,000	10,000	7,500	5,000	-	-	5,000	-50.0%
551110 Building rent	9,600	9,600	8,100	10,000	-	-	10,000	4.2%
551120 Bank service charges	48,000	40,000	31,300	34,200	-	-	34,200	-14.5%
561120 Employment related expenses	1,237,200	1,233,300	1,188,900	950,400	-	-	950,400	-22.9%
561130 Client transportation	24,800	4,800	14,400	26,800	-	-	26,800	458.3%
561150 LEAP incentive	4,000	-	1,000	-	-	-	-	n/a
571140 Vehicle lease	-	7,900	7,900	10,000	-	-	10,000	26.6%
581112 Internal admin allocation	123,000	126,800	271,300	279,800	-	-	279,800	120.7%
Total Expenditures	5,529,700	5,371,900	5,219,600	5,349,600	-	36,000	5,385,600	0.3%
Financing								
From Levy Stabilization Reserve Fund	(34,300)	-	-	-	-	-	-	n/a
Recoveries								
481240 Recovery from HPP	(116,800)	(120,400)	-	(42,800)	-	-	(42,800)	-64.5%
Grants								
421110 Ontario Works (Upload)	(2,969,000)	(2,969,000)	(2,969,000)	(2,969,000)	-	-	(2,969,000)	0.0%
421110 Ontario Works (Admin 50/50)	(1,204,800)	(1,141,300)	(1,125,300)	(1,168,900)	-	(18,000)	(1,186,900)	4.0%
Cost to be Levied	1,204,800	1,141,200	1,125,300	1,168,900	-	18,000	1,186,900	4.0%

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services

Cost Center: 12030 Social Assistance Satellite Offices

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	360,700	361,000	315,900	316,600	-	-	316,600	-12.3%
511190 Overtime	1,000	-	-	-	-	-	-	n/a
512150 Payroll remittances	30,900	32,900	28,700	30,000	-	-	30,000	-8.8%
512160 OMERS expense	33,700	32,700	28,600	28,500	-	-	28,500	-12.8%
512170 Group benefits	20,700	21,200	18,500	17,100	-	-	17,100	-19.3%
512180 Insured benefits	14,100	14,000	12,300	13,300	-	-	13,300	-5.0%
512190 WSIB premiums	5,700	4,400	3,800	4,600	-	-	4,600	4.5%
513110 Employee tuition reimbursement	-	-	-	-	-	-	-	n/a
531150 Employee training	1,100	1,100	200	1,100	-	-	1,100	0.0%
531200 Mileage	4,300	4,300	5,500	4,300	-	-	4,300	0.0%
531220 Travel	5,200	5,200	2,300	4,700	-	-	4,700	-9.6%
531240 Paid meals	2,600	2,600	2,100	1,900	-	-	1,900	-26.9%
531400 Record management service	600	600	-	600	-	-	600	0.0%
531510 Office supplies	2,000	2,000	1,400	2,000	-	-	2,000	0.0%
531520 Postage and courier	5,400	5,400	2,500	5,400	-	-	5,400	0.0%
531540 Printing and photocopy	1,800	500	200	1,100	-	-	1,100	120.0%
531570 Subscriptions	100	100	100	100	-	-	100	0.0%
532110 Communications	45,500	46,300	67,500	60,400	-	-	60,400	30.5%
532120 Natural gas	2,400	1,300	1,200	1,300	-	-	1,300	0.0%
532140 Electrical expense	2,400	2,000	1,600	2,000	-	-	2,000	0.0%
532330 Insurance - fleet	2,200	1,100	1,500	1,700	-	-	1,700	54.5%
533260 Vehicle	1,600	1,200	1,000	1,100	-	-	1,100	-8.3%
533270 Vehicle - fuel	3,800	3,100	1,300	2,200	-	-	2,200	-29.0%
534110 Snow removal	1,200	1,200	2,200	1,200	-	-	1,200	0.0%
534140 Building janitorial	10,200	10,200	10,300	11,200	-	-	11,200	9.8%
534240 Janitorial supplies	100	100	-	-	-	-	-	-100.0%
551110 Building rent	60,600	63,200	62,500	63,200	-	-	63,200	0.0%
571140 Vehicle lease	16,500	7,900	7,900	10,000	-	-	10,000	26.6%
Total Expenditures	636,400	625,600	579,100	585,600	-	-	585,600	-6.4%
Financing								
From Levy Stabilization Reserve Fund	(5,700)	-	-	-	-	-	-	n/a
Grants								
421110 Ontario Works (Admin 50/50)	(315,300)	(312,800)	(289,600)	(292,800)	-	-	(292,800)	-6.4%
Cost to be Levied	315,400	312,800	289,500	292,800	-	-	292,800	-6.4%

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Child Care Programs	13,630,800	14,892,500	18,112,400	23,437,500	8,545,000	57.4%
EarlyON	3,505,300	3,677,200	3,623,100	3,837,300	160,100	4.4%
Child Care Program Delivery	932,600	565,600	598,800	603,900	38,300	6.8%
Total Expenditures	18,068,700	19,135,300	22,334,300	27,878,700	8,743,400	45.7%
Grants						
Provincial Grants - Child Care	(15,669,100)	(15,454,400)	(15,357,900)	(15,504,500)	(50,100)	0.3%
Federal Grants - Child Care	(662,800)	(1,995,200)	(5,290,200)	(11,089,400)	(9,094,200)	455.8%
Financing						
Imputed Rent Adjustment	(11,100)	(10,600)	(11,100)	(12,100)	(1,500)	14.2%
Cost to be Levied	1,725,700	1,675,100	1,675,100	1,272,700	(402,400)	-24.0%

The District of Thunder Bay Social Services Administration Board

Child Care Program Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Fee subsidy	4,500,000	4,500,000	2,662,800	2,000,000	(2,500,000)	-55.6%
Special needs resourcing	1,590,600	1,590,600	1,567,000	1,543,600	(47,000)	-3.0%
General operating	5,516,500	5,603,400	7,386,200	8,028,600	2,425,200	43.3%
Occupancy incentive	300,000	300,000	300,000	-	(300,000)	-100.0%
Wage enhancement	1,225,200	1,225,200	1,214,400	1,225,200	-	0.0%
Other	498,500	512,800	478,200	499,800	(13,000)	-2.5%
Emergency child care	-	-	21,400	-	-	n/a
Safe restart	-	-	-	-	-	n/a
Workforce funding	-	1,044,500	725,300	696,300	(348,200)	-33.3%
Internal administrative expense (Workforce)	-	116,000	116,000	29,000	(87,000)	-75.0%
CWELCC	-	-	3,641,100	9,415,000	9,415,000	n/a
Total Expenditures	13,630,800	14,892,500	18,112,400	23,437,500	8,545,000	57.4%
Grants						
Provincial grants - child care	(11,853,100)	(11,954,300)	(12,227,100)	(12,314,300)	(360,000)	3.0%
Provincial grants - child care (mitigation)	(374,800)	(374,800)	-	-	374,800	-100.0%
Federal grants - child care	-	(1,160,500)	(4,482,400)	(10,140,300)	(8,979,800)	773.8%
Total Financing	(12,227,900)	(13,489,600)	(16,709,500)	(22,454,600)	(8,965,000)	66.5%
Cost to be Levied	1,402,900	1,402,900	1,402,900	982,900	(420,000)	-29.9%

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Ontario early years centres	1,939,400	2,155,600	2,155,600	2,123,900	(31,700)	-1.5%
Early child development planning	57,400	26,900	-	34,100	7,200	26.8%
Data analysis services	98,300	101,100	101,100	103,100	2,000	2.0%
Early Years Officer	89,600	92,400	92,400	103,100	10,700	11.6%
Mental Health	-	-	-	45,700	45,700	n/a
Internal administrative expense	143,200	123,800	123,800	250,000	126,200	101.9%
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	1,150,200	1,177,400	-	0.0%
Total Expenditures	3,505,300	3,677,200	3,623,100	3,837,300	160,100	4.4%
Grants						
Provincial grants - child care (EarlyON)	(2,842,500)	(2,842,500)	(2,815,300)	(2,888,200)	(45,700)	1.6%
Federal grants - child care (EarlON)	(662,800)	(834,700)	(807,800)	(949,100)	(114,400)	13.7%
Total Financing	(3,505,300)	(3,677,200)	(3,623,100)	(3,837,300)	(160,100)	4.4%
Cost to be Levied	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	426,900	437,800	467,000	457,600	-	-	457,600	19,800	4.5%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	41,900	36,800	38,000	42,500	-	-	42,500	5,700	15.5%
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	729,000	652,800	656,600	718,900	-	4,900	723,800	71,000	10.9%
Imputed rent recovery	82,800	69,700	69,700	70,400	-	-	70,400	700	1.0%
Total Expenditures	1,281,600	1,198,100	1,231,300	1,290,400	-	4,900	1,295,300	97,200	8.1%
Recoveries									
From EarlyON	(74,500)	(224,900)	(224,900)	(353,100)	-	-	(353,100)	(128,200)	57.0%
From EarlyON (Early Years Officer)	(89,600)	(92,400)	(92,400)	(103,100)	-	-	(103,100)	(10,700)	11.6%
From workforce funding	-	(116,000)	(116,000)	(29,000)	-	-	(29,000)	87,000	-75.0%
From capacity building (Child Care Program Officers)	(184,900)	(199,200)	(199,200)	(206,200)	-	-	(206,200)	(7,000)	3.5%
Total Expenditures Less Recoveries	932,600	565,600	598,800	599,000	-	4,900	603,900	38,300	6.8%
Grants									
Provincial grants - child care	(598,700)	(282,800)	(315,500)	(299,500)	-	(2,500)	(302,000)	(19,200)	6.8%
Financing									
Imputed rent adjustment	(11,100)	(10,600)	(11,100)	(12,100)	-	-	(12,100)	(1,500)	14.2%
Cost to be Levied	322,800	272,200	272,200	287,400	-	2,400	289,800	17,600	6.5%
			<i>Estimated 2022 Operating Levy Surplus/(Deficit)</i>	-					

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: n/a

Cost Center: 13010 - Child Care Allocated

Account Description	2021	2022		2023				% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions	Budget	
Expenditures								
581110 Internal admin - Board	23,200	22,700	19,400	22,800	-	-	22,800	0.4%
581110 Internal admin - CAO	159,300	139,100	138,000	143,100	-	-	143,100	2.9%
581110 Internal admin - Corporate Services	139,500	128,300	131,100	170,600	-	4,900	175,500	36.8%
581110 Internal admin - ISS Program Support	407,000	362,700	368,100	382,400	-	-	382,400	5.4%
551140 Imputed rent recovery	82,800	69,700	69,700	70,400	-	-	70,400	1.0%
Total Expenditures	811,800	722,500	726,300	789,300	-	4,900	794,200	9.9%
Recoveries								
481240 Recovery from EarlyON	-	(224,900)	(224,900)	(353,100)	-	-	(353,100)	57.0%
481240 Recovery from capacity building	-	(199,200)	(199,200)	(206,200)	-	-	(206,200)	3.5%
Grants								
421130 Provincial grants - child care (50/50%)	(273,500)	(149,200)	(151,100)	(115,000)	-	(2,500)	(117,500)	-21.2%
421130 Provincial grants - child care (50/50% core)	(101,200)	-	-	-	-	-	-	n/a
421130 Provincial grants - child care (1X)	(132,400)	-	-	-	-	-	-	n/a
421130 Provincial grants - child care (100% core)	-	-	-	-	-	-	-	n/a
421130 Provincial grants - child care (Wage Enhancement)	(31,200)	-	-	-	-	-	-	n/a
Financing								
Imputed rent adjustment	(11,100)	(10,600)	(11,100)	(12,100)	-	-	(12,100)	14.2%
Cost to be Levied	262,400	138,600	140,000	102,900	-	2,400	105,300	-24.0%

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services

Cost Center: 13020 - Child Care and Early Years Services

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	334,800	342,600	376,200	357,500	-	-	357,500	4.3%
512150 Payroll remittances	23,400	25,200	23,700	27,000	-	-	27,000	7.1%
512160 OMERS expense	35,400	35,600	33,500	37,200	-	-	37,200	4.5%
512170 Group benefits	13,800	14,300	13,400	12,800	-	-	12,800	-10.5%
512180 Insured benefits	15,500	15,900	14,900	18,000	-	-	18,000	13.2%
512190 WSIB premiums	4,000	4,200	4,000	5,100	-	-	5,100	21.4%
513110 Employee tuition reimbursement	-	-	1,300	-	-	-	-	n/a
531150 Employee training	800	800	700	800	-	-	800	0.0%
531200 Mileage	3,300	3,300	2,200	3,800	-	-	3,800	15.2%
531220 Travel	5,100	1,500	4,300	6,400	-	-	6,400	326.7%
531230 Registration fees	800	800	1,000	800	-	-	800	0.0%
531240 Paid meals	800	300	1,300	2,100	-	-	2,100	600.0%
531250 Meeting expense	100	-	-	-	-	-	-	n/a
531360 Computer services	24,400	24,400	24,300	24,400	-	-	24,400	0.0%
531430 Miscellaneous services	600	600	600	600	-	-	600	0.0%
531510 Office supplies	400	500	200	500	-	-	500	0.0%
531530 Printing - external	1,000	1,000	-	-	-	-	-	-100.0%
532110 Communications	4,600	3,600	3,000	3,100	-	-	3,100	-13.9%
533250 Furniture	-	-	400	-	-	-	-	n/a
541130 Legal fees	1,000	1,000	-	1,000	-	-	1,000	0.0%
Total Expenditures	469,800	475,600	505,000	501,100	-	-	501,100	5.4%
Recoveries								
481240 Recovery from EarlyON	(74,500)	-	-	-	-	-	-	n/a
481240 Recovery from EarlyON (Early Years Officer)	(89,600)	(92,400)	(92,400)	(103,100)	-	-	(103,100)	11.6%
481240 Recovery from Workforce funding	-	(116,000)	(116,000)	(29,000)	-	-	(29,000)	-75.0%
481240 Recovery from capacity building	(184,900)	-	-	-	-	-	-	n/a
Grants								
421130 Provincial grants - child care (wage enhancement)	-	(17,400)	(31,200)	(34,705)	-	-	(34,705)	99.5%
421130 Provincial grants - child care (50/50%)	(60,400)	(116,200)	(133,200)	(149,795)	-	-	(149,795)	28.9%
Cost to be Levied	60,400	133,600	132,200	184,500	-	-	184,500	38.1%

The District of Thunder Bay Social Services Administration Board

Housing and Homelessness Program Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Community Housing	15,079,500	15,852,000	13,711,400	18,154,200	2,302,200	14.5%
Homelessness Prevention	5,350,100	5,424,300	5,403,000	5,946,800	522,500	9.6%
Social Services Relief Fund	1,787,300	2,722,400	4,871,100	1,050,000	(1,672,400)	-61.4%
Housing Program Delivery	1,312,600	1,168,800	928,700	1,131,400	(37,400)	-3.2%
Housing Portfolio Property Management	21,147,300	21,126,200	22,291,100	23,197,600	2,071,400	9.8%
Total Expenditures	44,676,800	46,293,700	47,205,300	49,480,000	3,186,300	6.9%
Revenue						
Rent revenue	(10,925,900)	(11,102,100)	(11,292,600)	(11,410,200)	(308,100)	2.8%
Other revenue	(342,600)	(407,200)	(727,100)	(338,800)	68,400	-16.8%
Grants						
Provincial Grants - Housing	(893,800)	(746,600)	(804,900)	(827,900)	(81,300)	10.9%
Provincial Grants - Homelessness	(7,149,400)	(8,152,600)	(10,279,700)	(6,996,800)	1,155,800	-14.2%
Federal Grants - Housing	(2,380,300)	(3,576,900)	(1,910,800)	(6,186,700)	(2,609,800)	73.0%
Federal Block Funding	(7,837,600)	(6,518,100)	(6,518,100)	(5,886,400)	631,700	-9.7%
Financing						
To Capital Regeneration Reserve Fund	-	-	375,200	-	-	n/a
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	(10,000)	-	0.0%
From Levy Stabilization Reserve Fund	-	(300,000)	(470,800)	(368,200)	(68,200)	22.7%
To Housing Portfolio Capital Reserve Fund	2,267,000	2,365,400	2,365,400	2,414,400	49,000	2.1%
Imputed Rent Adjustment	(48,100)	(55,300)	(57,700)	(63,300)	(8,000)	14.5%
Cost to be Levied	17,356,100	17,790,300	17,874,200	19,806,100	2,015,800	11.3%
			<i>Estimated 2022 Operating Levy Surplus/(Deficit)</i>	(83,900)		

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Provincial Reformed (with market component)	3,896,500	3,937,700	3,865,400	3,656,900	(280,800)	-7.1%
Provincial Reformed (100% RGI)	2,080,500	2,147,100	2,126,100	1,970,900	(176,200)	-8.2%
Former Provincial Reformed (post mortgage expiry)	-	-	-	291,100	291,100	n/a
Urban Native housing program	1,417,900	1,214,300	1,287,200	1,046,000	(168,300)	-13.9%
Private landlord rent supplement	3,309,800	2,918,400	2,502,100	2,385,800	(532,600)	-18.2%
Non-profit rent supplement	728,200	766,400	736,800	789,600	23,200	3.0%
Strong Communities rent supplement	-	-	-	-	-	n/a
Portable Housing Benefit	398,700	599,400	549,500	1,022,300	422,900	70.6%
Investment in Affordable Housing	279,600	211,800	149,600	72,400	(139,400)	-65.8%
Ontario Priorities Housing Initiative	1,481,800	1,226,600	1,388,800	1,560,400	333,800	27.2%
Canada-Ontario Community Housing Initiative	1,486,500	2,830,300	1,105,900	5,358,800	2,528,500	89.3%
Total Expenditures	15,079,500	15,852,000	13,711,400	18,154,200	2,302,200	14.5%
Grants						
Provincial grants - housing	(880,700)	(719,200)	(769,200)	(816,400)	(97,200)	13.5%
Federal grants - housing	(2,367,200)	(3,549,500)	(1,875,100)	(6,175,200)	(2,625,700)	74.0%
Federal block funding	(4,919,600)	(4,044,700)	(4,044,700)	(3,368,100)	676,600	-16.7%
Financing						
From Levy Stabilization Reserve Fund	-	(300,000)	(300,000)	(300,000)	-	0.0%
Total Financing	(8,167,500)	(8,613,400)	(6,989,000)	(10,659,700)	(2,046,300)	23.8%
Cost to be Levied	6,912,000	7,238,600	6,722,400	7,494,500	255,900	3.5%
			<i>Estimated 2022 Operating Levy Surplus/(Deficit)</i>	516,200		

The District of Thunder Bay Social Services Administration Board Provincial Reformed (With Market Component) Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Indexed operating costs	1,792,544	1,855,159	1,855,159	1,768,379	(86,780)	-4.7%
Utilities	849,727	956,623	956,623	865,780	(90,843)	-9.5%
Capital reserve allocation	480,369	497,062	497,062	468,142	(28,920)	-5.8%
Mortgage payments	2,617,582	2,531,546	2,531,546	2,086,526	(445,020)	-17.6%
Total costs (A)	5,740,222	5,840,390	5,840,390	5,188,827	(651,563)	-11.2%
Less:						
Indexed benchmarked market rents	4,524,132	4,576,164	4,597,836	3,966,186	(609,978)	-13.3%
Less: indexed benchmarked vacancy loss	(40,678)	(41,159)	(41,159)	(32,840)	8,319	-20.2%
Add: benchmarked non-rental revenue	35,097	35,097	35,097	31,612	(3,485)	-9.9%
Total indexed benchmarked revenue (B)	4,518,551	4,570,102	4,591,774	3,964,958	(605,144)	-13.2%
Operating subsidy (A-B)	1,221,671	1,270,288	1,248,616	1,223,869	(46,419)	-3.7%
Benchmarked market rent for RGI Units	3,333,222	3,329,772	3,342,924	2,990,430	(339,342)	-10.2%
Less: RGI rent revenue	(1,680,094)	(1,625,713)	(1,604,237)	(1,371,410)	254,303	-15.6%
Rent subsidy	1,653,128	1,704,059	1,738,687	1,619,020	(85,039)	-5.0%
Property taxes	915,176	862,618	859,058	721,439	(141,179)	-16.4%
Settlements	-	-	(108,996)	-	-	n/a
Additional subsidy / adjustment	105,625	100,835	125,835	87,972	(12,863)	-12.8%
Estimated mortgage increase / (savings)	900	(100)	2,200	4,600	4,700	-4700.0%
Total Subsidy from TBDSSAB	3,896,500	3,937,700	3,865,400	3,656,900	(280,800)	-7.1%

**The District of Thunder Bay Social Services Administration Board
Provincial Reformed (100% RGI) Budget Summary**

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Indexed operating costs	796,883	824,852	824,852	758,902	(65,950)	-8.0%
Utilities	343,706	381,410	381,410	333,793	(47,617)	-12.5%
Capital reserve allocation	187,462	194,021	194,021	178,750	(15,271)	-7.9%
Total operating costs	1,328,051	1,400,283	1,400,283	1,271,445	(128,838)	-9.2%
Less: non-rental revenue	(5,980)	(5,980)	(5,980)	(6,000)	(20)	0.3%
Less: RGI rent revenue	(725,951)	(685,467)	(685,467)	(620,988)	64,479	-9.4%
Operating subsidy (A)	596,120	708,836	708,836	644,457	(64,379)	-9.1%
Mortgage payments (B)	1,057,772	1,013,491	1,013,491	954,552	(58,939)	-5.8%
Property taxes (C)	410,608	413,373	413,373	371,891	(41,482)	-10.0%
Settlement	-	-	(28,553)	-	-	n/a
Additional subsidy / adjustment	16,000	16,000	16,000	-	(16,000)	-100.0%
Estimated mortgage increase / (savings)	-	(4,600)	2,953	-	4,600	-100.0%
Total Subsidy from TBDSSAB	2,080,500	2,147,100	2,126,100	1,970,900	(176,200)	-8.2%

The District of Thunder Bay Social Services Administration Board Former Provincial Reformed Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Indexed operating costs	-	-	-	-	-	n/a
Utilities	-	-	-	-	-	n/a
Capital reserve allocation	-	-	-	-	-	n/a
Mortgage payments	-	-	-	-	-	n/a
Total costs (A)	-	-	-	-	-	n/a
Less:						
Indexed benchmarked market rents	-	-	-	-	-	n/a
Less: indexed benchmarked vacancy loss	-	-	-	-	-	n/a
Add: benchmarked non-rental revenue	-	-	-	-	-	n/a
Total indexed benchmarked revenue (B)	-	-	-	-	-	n/a
Operating subsidy (A-B)	-	-	-	-	-	n/a
Benchmarked market rent for RGI Units	-	-	-	717,200	717,200	n/a
Less: RGI rent revenue	-	-	-	(426,100)	(426,100)	n/a
Rent subsidy	-	-	-	291,100	291,100	n/a
Property taxes	-	-	-	-	-	n/a
Settlements	-	-	-	-	-	n/a
Additional subsidy / adjustment	-	-	-	-	-	n/a
Estimated mortgage increase / (savings)	-	-	-	-	-	n/a
Total Subsidy from TBDSSAB	-	-	-	291,100	291,100	n/a

**The District of Thunder Bay Social Services Administration Board
Investment in Affordable Housing Budget Summary**

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
IAH						
Rent Supplement	84,600	120,400	122,200	46,700	(73,700)	-61.2%
Reinvested Ontario Renovates	125,000	-	(23,500)	-	-	n/a
IAH - Social Infrastructure Fund						
Housing Allowance	65,800	85,100	46,300	23,600	(61,500)	-72.3%
Internal administrative expense	4,200	6,300	4,600	2,100	(4,200)	-66.7%
Total Expenditures	279,600	211,800	149,600	72,400	(139,400)	-65.8%
Grants						
Provincial grants - housing	(139,800)	(105,900)	(74,800)	(36,200)	69,700	-65.8%
Federal grants - housing	(139,800)	(105,900)	(74,800)	(36,200)	69,700	-65.8%
Cost to be Levied	-	-	-	-	-	0.0%

The District of Thunder Bay Social Services Administration Board Ontario Priorities Housing Initiative Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Rental Housing	900,500	400,500	-	1,482,400	317,100	27.2%
Ontario Renovates - Internal	-	-	900,500			
Ontario Renovates - External	507,200	764,800	418,900	78,000	16,700	27.2%
Internal administrative expense	74,100	61,300	69,400			
Total Expenditures	1,481,800	1,226,600	1,388,800	1,560,400	333,800	27.2%
Grants						
Provincial grants - housing	(740,900)	(613,300)	(694,400)	(780,200)	(166,900)	27.2%
Federal grants - housing	(740,900)	(613,300)	(694,400)	(780,200)	(166,900)	27.2%
Cost to be Levied	-	-	-	-	-	0.0%

The District of Thunder Bay Social Services Administration Board Canada-Ontario Community Housing Initiative Budget Summary

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
<u>Capital Component:</u>						
Repairs - Internal	788,200	1,367,100	159,900	5,213,200	2,524,400	93.9%
Repairs - External	-	-	-			
<u>Operating Component:</u>						
Rent Supplement	624,000	730,800	674,800	145,600	4,100	2.9%
Transitional operating	-	90,900	90,900			
Building Condition Assessment	-	500,000	125,000			
Internal administrative expense	74,300	141,500	55,300			
Total Expenditures	1,486,500	2,830,300	1,105,900	5,358,800	2,528,500	89.3%
Grants						
Federal grants - housing	(1,486,500)	(2,830,300)	(1,105,900)	(5,358,800)	(2,528,500)	89.3%
Cost to be Levied	-	-	-	-	-	0.0%

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023 Budget (\$)	2022 to 2023	
					Change (\$)	Change (%)
Expenditures						
Homelessness Prevention Program	5,245,400	5,319,600	5,298,300	5,842,100	522,500	9.8%
Home for Good (capital)	104,700	104,700	104,700	104,700	-	0.0%
Social Services Relief Fund	1,787,300	2,722,400	4,871,100	1,050,000	(1,672,400)	-61.4%
Total Expenditures	7,137,400	8,146,700	10,274,100	6,996,800	(1,149,900)	-14.1%
Grants						
Provincial grants - homelessness	(7,137,400)	(8,146,700)	(10,274,100)	(6,996,800)	1,149,900	-14.1%
Cost to be Levied	-	-	-	-	-	n/a

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

Description	2021 Budget (\$)	2022 Budget (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	420,800	436,500	486,900	452,200	-	-	452,200	15,700	3.6%
Interest on long-term debt	-	-	-	-	-	-	-	-	n/a
Materials	28,800	25,900	21,500	27,400	-	-	27,400	1,500	5.8%
Contracted services	17,000	70,000	41,600	20,000	-	-	20,000	(50,000)	-71.4%
Rents and financial expenses	-	-	-	-	-	-	-	-	n/a
External transfers	60,000	60,000	56,300	60,000	-	-	60,000	-	0.0%
Repayment of long-term debt	-	-	-	-	-	-	-	-	n/a
Internal administrative expense	753,400	932,000	914,100	949,000	-	4,900	953,900	21,900	2.3%
Imputed rent recovery	207,100	111,500	111,500	112,600	-	-	112,600	1,100	1.0%
Total Expenditures	1,487,100	1,635,900	1,631,900	1,621,200	-	4,900	1,626,100	(9,800)	-0.6%
Recoveries									
From housing and homelessness programs	(174,500)	(467,100)	(703,200)	(494,700)	-	-	(494,700)	(27,600)	5.9%
Total Expenditures Less Recoveries	1,312,600	1,168,800	928,700	1,126,500	-	4,900	1,131,400	(37,400)	-3.2%
Revenue									
Other revenue (HIFIS)	-	(70,000)	(32,600)	-	-	-	-	70,000	-100.0%
Other revenue (Housing Partnering Strategy)	(60,000)	(60,000)	(56,300)	(60,000)	-	-	(60,000)	-	0.0%
Financing									
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	(10,000)	-	-	(10,000)	-	0.0%
Inputed rent adjustment	(27,800)	(17,000)	(17,800)	(19,500)	-	-	(19,500)	(2,500)	14.7%
Cost to be Levied	1,214,800	1,011,800	812,000	1,037,000	-	4,900	1,041,900	30,100	3.0%
			<i>Estimated 2022 Operating Levy Surplus/(Deficit)</i>	199,800					

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: n/a

Cost Center: 14010 - Housing Programs Allocated

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
581110 Internal admin - Board	23,200	22,700	19,400	22,800	-	-	22,800	0.4%
581110 Internal admin - CAO	180,500	203,600	202,100	209,300	-	-	209,300	2.8%
581110 Internal admin - Corporate Services	194,500	233,000	238,100	256,600	-	4,900	261,500	12.2%
581110 Internal admin - Integrated Social Services	355,200	472,700	454,500	460,300	-	-	460,300	-2.6%
551140 Imputed rent recovery	207,100	111,500	111,500	112,600	-	-	112,600	1.0%
Total Expenditures	960,500	1,043,500	1,025,600	1,061,600	-	4,900	1,066,500	2.2%
Recoveries								
481240 Recovery from homelessness programs (HPP admin)	-	(84,100)	(330,300)	(172,300)	-	-	(172,300)	104.9%
481240 Recovery from homelessness programs (SSRF)	-	(81,700)	(151,400)	-	-	-	-	-100.0%
481240 Recovery from housing programs (COCHI)	-	(141,500)	(55,300)	(145,600)	-	-	(145,600)	2.9%
481240 Recovery from housing programs (SIF)	-	(6,300)	(4,600)	(2,100)	-	-	(2,100)	-66.7%
481240 Recovery from housing programs (OPHI)	-	(61,300)	(69,400)	(78,000)	-	-	(78,000)	27.2%
Financing								
Imputed rent adjustment	(27,800)	(17,000)	(17,800)	(19,500)	-	-	(19,500)	14.7%
Cost to be Levied	932,700	651,600	396,800	644,100	-	4,900	649,000	-0.4%

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: Integrated Social Services

Cost Center: 14020 - Housing Programs Administration

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actual	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	328,300	339,900	381,000	351,800	-	-	351,800	3.5%
512150 Payroll remittances	24,700	26,600	29,200	28,300	-	-	28,300	6.4%
512160 OMERS expense	33,300	34,100	37,400	35,300	-	-	35,300	3.5%
512170 Group benefits	15,500	16,100	17,600	14,400	-	-	14,400	-10.6%
512180 Insured benefits	15,000	15,600	17,100	17,400	-	-	17,400	11.5%
512190 WSIB premiums	4,000	4,200	4,600	5,000	-	-	5,000	19.0%
531150 Employee training	1,000	1,000	-	1,000	-	-	1,000	0.0%
531200 Mileage	900	500	600	1,000	-	-	1,000	100.0%
531220 Travel	2,800	1,700	300	2,200	-	-	2,200	29.4%
531230 Registration fees	1,400	300	100	500	-	-	500	66.7%
531240 Paid meals	800	500	100	500	-	-	500	0.0%
531250 Meeting expense	1,300	1,300	500	1,300	-	-	1,300	0.0%
531360 Computer services	14,300	14,300	14,300	14,700	-	-	14,700	2.8%
531430 Miscellaneous services	400	400	-	400	-	-	400	0.0%
531510 Office supplies	300	300	400	300	-	-	300	0.0%
531555 User licenses	3,800	3,800	3,800	4,000	-	-	4,000	5.3%
532110 Communications	1,800	1,800	1,400	1,500	-	-	1,500	-16.7%
541120 Consultant fees	10,000	60,000	36,200	10,000	-	-	10,000	-83.3%
541130 Legal fees	7,000	10,000	5,400	10,000	-	-	10,000	0.0%
561120 Emergency rent (HPS)	60,000	60,000	56,300	60,000	-	-	60,000	0.0%
Total Expenditures	526,600	592,400	606,300	559,600	-	-	559,600	-5.5%
Financing								
612145 From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	(10,000)	-	-	(10,000)	0.0%
451120 Other Revenue (Housing Partnering Strategy)	(60,000)	(60,000)	(56,300)	(60,000)	-	-	(60,000)	0.0%
451120 Other Revenue (HIFIS)	-	(70,000)	(32,600)	-	-	-	-	-100.0%
Recoveries								
481240 Recovery from HPP (Homelessness Prevention Office)	(84,200)	(92,200)	(92,200)	(96,700)	-	-	(96,700)	4.9%
481240 Recovery from SSRF	(52,100)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs	(38,200)	-	-	-	-	-	-	n/a
Cost to be Levied	282,100	360,200	415,200	392,900	-	-	392,900	9.1%

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

Description	2021 Budget (\$)	2022 Base (\$)	2022 Est Actuals (\$)	2023			2022 to 2023		
				Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures									
Personnel services	3,402,300	3,363,200	3,268,200	3,447,200	-	301,300	3,748,500	385,300	11.5%
Interest on long-term debt	241,100	187,700	187,700	145,100	-	-	145,100	(42,600)	-22.7%
Materials	13,550,000	13,569,300	14,883,800	15,692,300	-	(48,800)	15,643,500	2,074,200	15.3%
Contracted services	7,000	10,000	252,700	10,000	-	-	10,000	-	0.0%
Rents and financial expenses (net of tenant recoveries)	68,000	68,000	6,800	9,600	-	-	9,600	(58,400)	-85.9%
External transfers	1,400	1,400	3,500	1,400	-	-	1,400	-	0.0%
Repayment of long-term debt	2,409,900	2,243,200	2,243,400	2,045,900	-	-	2,045,900	(197,300)	-8.8%
Internal administrative expense	1,829,400	1,875,200	1,781,400	1,931,600	-	74,000	2,005,600	130,400	7.0%
Imputed rent recovery	151,800	250,900	250,900	253,400	-	-	253,400	2,500	1.0%
Total Expenditures	21,660,900	21,568,900	22,878,400	23,536,500	-	326,500	23,863,000	2,294,100	10.6%
Recoveries									
From rent supplement program	-	-	-	-	-	-	-	-	n/a
From housing and homelessness programs	(364,700)	(295,800)	(295,800)	(300,700)	-	(64,500)	(365,200)	(69,400)	23.5%
From Ontario Works	(123,000)	(126,800)	(271,400)	(279,800)	-	-	(279,800)	(153,000)	120.7%
From building operating	(25,900)	(20,100)	(20,100)	(20,400)	-	-	(20,400)	(300)	1.5%
Total Expenditures Less Recoveries	21,147,300	21,126,200	22,291,100	22,935,600	-	262,000	23,197,600	2,071,400	9.8%
Revenue									
RGI rent	(9,984,000)	(10,185,000)	(10,161,100)	(10,271,700)	-	-	(10,271,700)	(86,700)	0.9%
Market rent	(888,000)	(863,200)	(1,077,600)	(1,084,500)	-	-	(1,084,500)	(221,300)	25.6%
Commercial rent	(53,900)	(53,900)	(53,900)	(54,000)	-	-	(54,000)	(100)	0.2%
Miscellaneous tenant revenue	(164,900)	(159,500)	(520,500)	(152,100)	-	-	(152,100)	7,400	-4.6%
Revenue-generating projects	(117,700)	(117,700)	(117,700)	(126,700)	-	-	(126,700)	(9,000)	7.6%
Grants									
Provincial Grants	(25,100)	(33,300)	(41,300)	(11,500)	-	-	(11,500)	21,800	-65.5%
Federal Grants	(13,100)	(27,400)	(35,700)	(11,500)	-	-	(11,500)	15,900	-58.0%
Federal Block Funding	(2,918,000)	(2,473,400)	(2,473,400)	(2,518,300)	-	-	(2,518,300)	(44,900)	1.8%
Financing									
From Levy Stabilization Reserve Fund	-	-	(170,800)	-	-	(68,200)	(68,200)	(68,200)	n/a
To Capital Regeneration Reserve Fund	-	-	375,200	-	-	-	-	-	n/a
To Housing Portfolio Capital Reserve Fund	2,267,000	2,365,400	2,365,400	2,414,400	-	-	2,414,400	49,000	2.1%
Imputed rent adjustment	(20,300)	(38,300)	(39,900)	(43,800)	-	-	(43,800)	(5,500)	14.4%
Cost to be Levied	9,229,300	9,539,900	10,339,800	11,075,900	-	193,800	11,269,700	1,729,800	18.1%
			<i>Estimated 2022 Operating Levy Surplus/(Deficit)</i>	(799,900)					

**The District of Thunder Bay Social Services Administration Board
Cost Centre Summary**

Division: n/a

Cost Center: 15010 - Direct-Owned Community Housing Building Operations - Internal Admin

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions		
Expenditures								
581110 Internal admin - Board	23,200	22,700	19,400	22,800	-	-	22,800	0.4%
581110 Internal admin - CAO	277,100	289,300	288,600	300,500	-	-	300,500	3.9%
581110 Internal admin - Corporate Services	1,377,900	1,394,400	1,311,400	1,440,900	-	74,000	1,514,900	8.6%
581110 Internal admin - Integrated Client Services	151,200	168,800	162,000	167,400	-	-	167,400	-0.8%
551140 Imputed rent recovery	151,800	250,900	250,900	253,400	-	-	253,400	1.0%
Total Expenditures	1,981,200	2,126,100	2,032,300	2,185,000	-	74,000	2,259,000	6.3%
Financing								
Imputed rent adjustment	(20,300)	(38,300)	(39,900)	(43,800)	-	-	(43,800)	14.4%
Cost to be Levied	1,960,900	2,087,800	1,992,400	2,141,200	-	74,000	2,215,200	6.1%

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Integrated Social Services
Cost Center: 15030 -Property Management

Account Description	2021	2022		2023			Budget	% Change
	Budget	Budget	Est Actual	Base	Reductions	Expansions		
Expenditures								
511110 Salary regular	2,589,300	2,541,000	2,467,800	2,598,800	-	177,700	2,776,500	9.3%
511170 Temporary hourly	33,600	34,400	13,800	37,200	-	62,300	99,500	189.2%
511190 Overtime	21,000	21,000	25,200	25,000	-	-	25,000	19.0%
512150 Payroll remittances	216,700	222,300	221,200	235,700	-	16,700	252,400	13.5%
512155 Payroll remittances - Temp	2,400	2,500	1,000	2,900	-	4,900	7,800	212.0%
512160 OMERS expense	238,500	237,500	236,200	242,200	-	16,300	258,500	8.8%
512170 Group benefits	152,000	157,500	156,700	141,100	-	12,000	153,100	-2.8%
512180 Insured benefits	104,600	105,600	105,100	116,900	-	8,000	124,900	18.3%
512190 WSIB premiums	32,200	31,400	31,200	37,400	-	3,400	40,800	29.9%
513120 Clothing allowance	12,000	10,000	10,000	10,000	-	-	10,000	0.0%
531110 Health and Safety	-	-	700	-	-	-	-	n/a
531150 Employee training	4,500	4,500	1,300	4,500	-	-	4,500	0.0%
531200 Mileage	21,000	19,500	10,900	19,500	-	-	19,500	0.0%
531220 Travel	800	800	800	1,600	-	-	1,600	100.0%
531230 Registration fees	300	300	800	1,000	-	-	1,000	233.3%
531240 Paid meals	400	400	400	500	-	-	500	25.0%
531250 Meeting expense	7,500	7,500	6,200	7,500	-	-	7,500	0.0%
531310 Computer software	83,000	83,000	82,600	83,000	-	-	83,000	0.0%
531420 Collection service	7,500	15,000	12,200	15,000	-	-	15,000	0.0%
531430 Miscellaneous services	600	600	600	600	-	-	600	0.0%
531470 Eviction fees	45,000	45,000	23,900	30,000	-	-	30,000	-33.3%
531510 Office supplies	2,000	1,500	4,000	2,500	-	-	2,500	66.7%
531530 Printing external	4,800	4,900	6,500	4,900	-	-	4,900	0.0%
531545 Association dues	100	100	100	100	-	-	100	0.0%
532110 Communications	49,800	45,800	32,300	34,700	-	-	34,700	-24.2%
532330 Insurance Fleet	11,100	11,000	13,100	11,000	-	-	11,000	0.0%
533260 Vehicle	19,600	12,600	9,900	12,600	-	-	12,600	0.0%
533270 Vehicle Fuel	21,600	21,600	24,400	24,000	-	-	24,000	11.1%
541130 Legal fees	7,000	10,000	1,200	10,000	-	-	10,000	0.0%
551120 Bank service charges	9,600	9,600	6,800	9,600	-	-	9,600	0.0%
561130 Client transportation	400	400	200	400	-	-	400	0.0%
565100 Extraordinary needs	1,000	1,000	3,300	1,000	-	-	1,000	0.0%
571140 Vehicle lease	37,600	59,200	37,600	66,400	-	-	66,400	12.2%
Total Expenditures	3,737,500	3,717,500	3,548,000	3,787,600	-	301,300	4,088,900	10.0%
Financing								
Transfer from Levy Stabilization Reserve Fund	-	-	-	-	-	(68,200)	(68,200)	n/a
451120 Other Revenue	-	-	(9,700)	-	-	-	-	n/a
Recoveries								
481240 Recovery from homelessness programs (HPP)	(338,500)	(295,800)	(295,800)	(300,700)	-	(64,500)	(365,200)	23.5%
481240 Recovery from housing programs (COCHI)	(18,700)	-	-	-	-	-	-	n/a
481240 Recovery from housing programs (OPHI)	(7,500)	-	-	-	-	-	-	n/a
481240 Recovery from building overhead	(25,900)	(20,100)	(20,100)	(20,400)	-	-	(20,400)	1.5%
481240 Recovery from OW	(123,000)	(126,800)	(234,100)	(241,500)	-	-	(241,500)	90.5%
Cost to be Levied	3,223,900	3,274,800	2,988,300	3,225,000	-	168,600	3,393,600	3.6%

The District of Thunder Bay Social Services Administration Board
Cost Centre Summary

Division: Corporate Services

Cost Center: 25010..25100 - Direct-Owned Community Housing Building Operations

Units: 2494

Account Description	2022		2022		2022 to 2023			% Change
	Budget	Budget	Est Actuals	Base	Reductions	Expansions	Budget	
Expenditures								
551150 Bad debts	156,400	156,400	385,200	300,000	-	-	300,000	91.8%
481270 Tenant recovery	(98,000)	(98,000)	(385,200)	(300,000)	-	-	(300,000)	206.1%
532110 Communications	133,900	142,200	155,400	161,100	-	-	161,100	13.3%
532120 Gas	594,500	601,700	659,600	740,700	-	-	740,700	23.1%
532140 Electricity	2,527,000	2,109,300	2,146,500	2,249,400	-	-	2,249,400	9.5%
532145 Hydro rebate	(803,600)	(398,800)	(358,300)	(375,900)	-	-	(375,900)	-
532130 Water	1,508,300	1,553,600	1,663,700	1,800,800	-	-	1,800,800	15.9%
532150 Water tank rental	83,400	83,400	123,500	105,200	-	-	105,200	26.1%
532210 Municipal taxes	5,106,600	5,044,000	5,194,700	5,467,300	-	-	5,467,300	8.4%
532310 Insurance - property	573,800	643,100	669,100	800,600	-	-	800,600	24.5%
533110 Roofing repairs and maintenance	25,100	21,700	14,300	14,100	-	-	14,100	-35.0%
533120 Windows repairs and maintenance	85,200	69,500	68,900	70,100	-	-	70,100	0.9%
533130 Doors repairs and maintenance	83,500	100,000	189,200	125,200	-	-	125,200	25.2%
533140 Sitework repairs and maintenance	12,100	38,900	20,600	39,900	-	-	39,900	2.6%
533150 Elevator repairs and maintenance	49,300	62,100	94,200	76,100	-	-	76,100	22.5%
533160 Flooring repairs and maintenance	20,000	16,100	9,800	21,700	-	-	21,700	34.8%
533170 Electrical repairs and maintenance	66,500	84,100	167,900	98,900	-	-	98,900	17.6%
533180 Mechanical repairs and maintenance	70,700	75,800	117,500	82,900	-	-	82,900	9.4%
533190 Life safety repairs and maintenance	38,400	56,700	113,400	73,500	-	-	73,500	29.6%
533200 Plumbing repairs and maintenance	256,300	256,300	380,800	343,900	-	-	343,900	34.2%
533210 Painting	17,000	15,100	11,600	15,100	-	-	15,100	0.0%
533350 Interior repairs and maintenance	54,900	60,300	40,800	53,300	-	-	53,300	-11.6%
533360 Exterior repairs and maintenance	29,800	21,000	7,400	19,700	-	-	19,700	-6.2%
533230 Equipment appliance	20,000	20,000	62,500	39,300	-	-	39,300	96.5%
533240 Equipment miscellaneous	15,700	15,700	17,800	18,200	-	-	18,200	15.9%
533320 Restoration repairs	134,000	134,000	336,000	250,000	-	-	250,000	86.6%
533325 Accessibility modifications	10,000	10,000	1,700	10,000	-	-	10,000	0.0%
533390 Moveout - painting	318,400	317,000	281,400	317,200	-	-	317,200	0.1%
533400 Moveout - flooring	142,000	148,800	328,500	148,700	-	-	148,700	-0.1%
533410 Moveout - repairs	209,000	144,700	47,600	253,400	-	-	253,400	75.1%
533420 Moveout - building janitorial	94,000	81,100	66,000	81,000	-	-	81,000	-0.1%
533430 Waste removal - tenant contents	99,500	99,800	74,700	99,700	-	-	99,700	-0.1%
534110 Snow removal	472,400	450,000	683,900	777,900	-	-	777,900	72.9%
534120 Grounds maintenance	56,600	60,000	77,800	68,500	-	-	68,500	14.2%
534130 Landscape services	9,000	9,000	30,400	25,200	-	-	25,200	180.0%
534140 Janitorial	191,300	193,400	195,900	208,100	-	(48,800)	159,300	-17.6%
534150 Pest control	342,900	300,000	245,500	275,100	-	-	275,100	-8.3%
534160 Elevator service	55,100	59,800	52,100	79,400	-	-	79,400	32.8%
534170 Life safety system service	114,000	123,800	120,000	121,700	-	-	121,700	-1.7%
534180 Mechanical system service	12,700	12,300	23,500	24,200	-	-	24,200	96.7%
534190 Plumbing service	4,100	4,200	2,000	4,000	-	-	4,000	-4.8%
534200 Waste removal - regular	120,000	125,000	128,100	134,100	-	-	134,100	7.3%
534205 Waste removal - callout	64,400	59,400	127,500	108,000	-	-	108,000	81.8%
534210 Building security	157,100	154,000	164,400	288,000	-	-	288,000	87.0%
534240 Janitorial supplies	57,900	57,900	57,600	57,600	-	-	57,600	-0.5%
541120 Consulting Services	-	-	251,500	-	-	-	-	n/a
521110 Mortgage interest	241,100	187,700	187,700	145,100	-	-	145,100	-22.7%
571120 Mortgage principal	2,409,900	2,243,200	2,243,400	2,045,900	-	-	2,045,900	-8.8%
Total Expenditures	15,942,200	15,725,300	17,298,100	17,563,900	-	(48,800)	17,515,100	11.4%
Recoveries								
481250 Rent supplement recovery	-	-	-	-	-	-	-	n/a
481240 Rent recovery (Hubs from OW)	-	-	(37,300)	(38,300)	-	-	(38,300)	n/a
Revenue								
431110 Rentals - RGI	(9,984,000)	(10,185,000)	(10,161,100)	(10,271,700)	-	-	(10,271,700)	0.9%
431130 Market rent	(888,000)	(863,200)	(1,077,600)	(1,084,500)	-	-	(1,084,500)	25.6%
431140 Commercial rent	(53,900)	(53,900)	(53,900)	(54,000)	-	-	(54,000)	0.2%
431210 Miscellaneous revenue	(21,100)	(32,100)	(411,300)	(32,100)	-	-	(32,100)	0.0%
431230 Parking revenue	(95,800)	(95,600)	(90,000)	(95,400)	-	-	(95,400)	-0.2%
431240 Laundry revenue	(48,000)	(31,800)	(19,200)	(24,600)	-	-	(24,600)	-22.6%
451130 Solar project revenue	(75,000)	(75,000)	(75,000)	(75,000)	-	-	(75,000)	0.0%
451140 Cell tower revenue	(42,700)	(42,700)	(42,700)	(51,700)	-	-	(51,700)	21.1%
Grants								
Federal Block Funding	(2,918,000)	(2,473,400)	(2,473,400)	(2,518,300)	-	-	(2,518,300)	1.8%
Federal Grants (IAH)	(13,100)	(27,400)	(35,700)	(11,500)	-	-	(11,500)	-58.0%
Provincial Grants (IAH)	(13,100)	(27,400)	(35,700)	(11,500)	-	-	(11,500)	-58.0%
Provincial Grants (HPP)	(12,000)	(5,900)	(5,600)	-	-	-	-	-100.0%
Financing								
Transfer from Levy Stabilization Reserve Fund	-	-	(170,800)	-	-	-	-	n/a
Transfer to Capital Regeneration Reserve Fund	-	-	375,200	-	-	-	-	n/a
Transfer to Housing Portfolio Capital Reserve Fund	2,652,000	2,750,400	2,750,400	2,964,400	-	-	2,964,400	7.8%
Transfer from Housing Portfolio Capital Reserve Fund	(385,000)	(385,000)	(385,000)	(550,000)	-	-	(550,000)	42.9%
Cost to be Levied	4,044,500	4,177,300	5,349,400	5,709,700	-	(48,800)	5,660,900	35.5%

	Project Name	Location	Project Type	Project Category	Project Description
1	Various	Thunder Bay	Equipment - Appliances	Green	Replace Appliances (Fridges and Ranges)
2	Various	Thunder Bay	Life Safety System	Demand	Replace Fire Door Release (12 locations)
3	Mclvor Court	Thunder Bay	Building Security	Planned	Add Surveillance Cameras
4	Mclvor Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
5	Mclvor Court	Thunder Bay	Elevator System	Demand	Rebuild Machine Gaskets
6	Mclvor Court	Thunder Bay	Equipment - Misc	Planned	Common Room Furniture
7	Mclvor Court	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns
8	Mclvor Court	Thunder Bay	Sitework	Planned	Lift and Level (around doorway)
9	Manion Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
10	Manion Court	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns
11	Manion Court	Thunder Bay	Life Safety System	Demand	Sprinkers Repairs/Updates
12	Manion Court	Thunder Bay	Plumbing System	Demand	Repair/ Replace Water line
13	Manion Court	Thunder Bay	Sitework	Demand	Realign Asphalt to Catch Basin
14	Manion Court	Thunder Bay	Sitework	Planned	Install Garden Boxes and address Sump Drainage
15	131 Wadsworth	Nipigon	Doors	Planned	Replace Interior Entrance Door
16	131 Wadsworth	Nipigon	Electrical Systems	Planned	GFI Upgrades in Common Rooms
17	131 Wadsworth	Nipigon	Flooring System	Planned	Common Area Flooring
18	131 Wadsworth	Nipigon	Sitework	Planned	Clean and Repair Eavestrough
19	Badanai Manor	Thunder Bay	Doors	Planned	Replace Interior Entrance Door
20	Badanai Manor	Thunder Bay	Life Safety System	Demand	Update Sprinkler Heads and Isolate Mini-horns
21	Sjolander Court	Nipigon	Building Exterior	Planned	Seal Windows and Doors
22	Matthews Court	Thunder Bay	Electrical System	Planned	Upgrade Exit and Emergency Lighting
23	Matthews Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
24	Matthews Court	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns
25	Matthews Court	Thunder Bay	Sitework	Planned	Update Paving, and Outside Plugs in North and South Parking Lot
26	The Habitat	Thunder Bay	Building Interior	Planned	Common Room Window Coverings
27	The Habitat	Thunder Bay	Electrical Systems	Planned	GFI Upgrades in Common Rooms
28	Spence Court	Thunder Bay	Building Exterior	Planned	Exterior Painting
29	Spence Court	Thunder Bay	Building Interior	Planned	Common Room Kitchen Cabinet Hardware Upgrade
30	Spence Court	Thunder Bay	Building Security	Demand	Relocate Surveillance Cameras
31	Spence Court	Thunder Bay	Electrical Systems	Green	Upgrade Exterior Lighting
32	Spence Court	Thunder Bay	Electrical Systems	Planned	GFI Upgrades in Common Rooms
33	Spence Court	Thunder Bay	Equipment - Appliances	Green	Replace Appliances (Fridges and Ranges)
34	Spence Court	Thunder Bay	Flooring	Planned	Interior Painting of stairwells and Common Area Hallways
35	Spence Court	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns

	Project Name	Location	Project Type	Project Category	Project Description
36	Spence Court	Thunder Bay	Painting	Planned	Common room painting
37	Elizabeth Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
38	Elizabeth Court	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns
39	Elizabeth Court	Thunder Bay	Life Safety System	Demand	Repair/ Update Sprinklers
40	Elizabeth Court	Thunder Bay	Life Safety System	Planned	Upgrade Exit and Emergency Lighting
41	Lendrum Court	Thunder Bay	Electrical Systems	Planned	Upgrade Common Area Lighting (Phased)
42	Lendrum Court	Thunder Bay	Elevator System	Demand	Elevator Modernization
43	425 Vickers	Thunder Bay	Doors	Planned	Update Suite Entrance Doors
44	425 Vickers	Thunder Bay	Flooring System	Planned	Replace Flooring - Common area/Corridor
45	Wardrope Court	Thunder Bay	Doors	Planned	Replace Entrance Doors
46	Wardrope Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
47	Wardrope Court	Thunder Bay	Elevators	Demand	Elevator Maintenance
48	Seppala Court	Thunder Bay	Electrical Systems	Planned	GFI Upgrades in Common Rooms
49	Seppala Court	Thunder Bay	Life Safety System	Demand	New Automatic Transfer Switch (ATS)
50	Collingwood Court	Schreiber	Life Safety System	Planned	Update Smoke Detectors
51	Collingwood Court	Schreiber	Painting	Planned	Common room painting
52	Collingwood Court	Schreiber	Sitework	Demand	Install Chainlink Fence around Existing Generator
53	707 John/288 Windsor	Thunder Bay	Building Exterior	Demand	Brickwork Repairs (288 Windsor)
54	707 John/288 Windsor	Thunder Bay	Electrical System	Planned	Relocate Power for Surveillance Cameras
55	Cumberland Court	Thunder Bay	Elevator System	Demand	Elevator Modernization
56	Cumberland Court	Thunder Bay	Sitework	Planned	Seal Parking Lot
57	Cumberland Court	Thunder Bay	Roofing System	Planned	Replace Roof
58	824 McLaughlin Street	Thunder Bay	Doors	Planned	Replace Patio Doors
59	824 McLaughlin Street	Thunder Bay	Plumbing System	Demand	Repair Lines
60	Clark Towers	Thunder Bay	Electrical Systems	Planned	GFI Upgrades in Common Rooms
61	Clark Towers	Thunder Bay	Life Safety System	Demand	Update Devices in Common Area; and Isolation of Apartment Mini-horns
62	Clark Towers	Thunder Bay	Life Safety System	Planned	Upgrade Smoke Detectors
63	Clark Towers	Thunder Bay	Roofing System	Demand	Repair Roof (Common Room area)
64	Assef Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
65	Assef Court	Thunder Bay	Life Safety System	Demand	New Automatic Transfer Switch (ATS)
66	Assef Court	Thunder Bay	Life Safety System	Planned	Upgrade Smoke Detectors
67	Assef Court	Thunder Bay	Painting	Planned	Common room painting
68	Assef Court	Thunder Bay	Sitework	Planned	Repair Parking Lot
69	Academy/Trillium	Thunder Bay	Building Exterior	Planned	Upgrade Exterior Siding (Phased)
70	Academy/Trillium	Thunder Bay	Electrical System	Demand	Relocate Power for Surveillance Cameras
71	Academy/Trillium	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms

	Project Name	Location	Project Type	Project Category	Project Description
72	Andras Court	Thunder Bay	Building Interior	Planned	Common Room Kitchen Cabinet Hardware Upgrade
73	Andras Court	Thunder Bay	Building Security	Planned	Upgrade System (electronics)
74	Andras Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
75	Andras Court	Thunder Bay	Elevator System	Planned	Elevator Modernization - Access Component
76	Andras Court	Thunder Bay	Flooring System	Planned	Replace Common Area Carpet (3 floors)
77	Andras Court	Thunder Bay	Painting	Planned	Common Area Hallways
78	Andras Court	Thunder Bay	Plumbing System	Planned	Replace Sump Pumps in Elevator Pits
79	Andras Court	Thunder Bay	Sitework	Demand	Realign Asphalt to Catch Basin
80	Blucher	Thunder Bay	Plumbing System	Demand	Replace Sump Pumps
81	Blucher	Thunder Bay	Roofing System	Planned	Repair Eavestroughs (Phased)
82	Blucher	Thunder Bay	Sitework	Planned	Lift and Level (8 Units)
83	Diversified	Thunder Bay	Electrical System	Planned	GFI upgrades in kitchen and bath (near sinks)
84	Fisher Court	Geraldton	Building Exterior	Planned	Caulking/Weather Stripping
85	Fisher Court	Geraldton	Doors	Demand	Update Unit Doors and Closures
86	Fisher Court	Geraldton	Electrical System	Green	Upgrade Common Area Lighting
87	Fisher Court	Geraldton	Equipment - Appliances	Green	Replace Appliances (Fridges and Ranges)
88	Fisher Court	Geraldton	Painting	Planned	Common room painting
89	Glenwood Court	Thunder Bay	Doors	Demand	Replace Fire Door Releases (12 locations)
90	Glenwood Court	Thunder Bay	Doors	Planned	Upgrade Entrance Door
91	Glenwood Court	Thunder Bay	Life Safety System	Planned	Upgrade Fire Panel
92	Glenwood Court	Thunder Bay	Sitework	Planned	Repair Retaining Wall
93	Gore/Neebing /Stephens /Grenville	Thunder Bay	Life Safety System	Green	Upgrade Exit and Emergency Lighting
94	Gore/Neebing /Stephens /Grenville	Thunder Bay	Roofing System	Planned	Replace Shingles (Stephens/ Grenville)
95	HQ Office	Thunder Bay	Building Interior	Planned	Replace Stair Treads (Brodie St.)
96	HQ Office	Thunder Bay	Building Interior	Planned	Upgrade 3rd Floor (former file room)
97	HQ Office	Thunder Bay	Building Security	Demand	Install FOB access to Mechanical, Electrical and Key Rooms
98	HQ Office	Thunder Bay	Sitework	Planned	Develop Plan and Upgrade Grounds
99	Jasper Place	Thunder Bay	Electrical Systems	Planned	GFI Upgrades in Common Rooms
100	Jasper Place	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns; Upgrade Smoke Detectors
101	Limbrick Place	Thunder Bay	Building Security	Planned	Add Surveillance Cameras
102	Limbrick Place	Thunder Bay	Doors	Planned	Replace Exterior Doors
103	Limbrick Place	Thunder Bay	Electrical Systems	Planned	GFI Upgrades in Common Rooms
104	Centennial Drive	Longlac	Life Safety System	Planned	Upgrade Smoke Detectors
105	Neill Court	Geraldton	Doors	Demand	Upgrade Unit Doors and Closures
106	Neill Court	Geraldton	Electrical System	Green	Upgrade Distribution Panel and Lighting

	Project Name	Location	Project Type	Project Category	Project Description
107	Neill Court	Geraldton	Painting	Planned	Common room painting
108	Neill Court	Geraldton	Sitework	Planned	Repair existing Cement walkway at entrance
109	Nipigon Houses	Nipigon	Sitework	Demand	Repair Retaining Wall (Greenmantle)
110	North James Street	Thunder Bay	Building Exterior	Planned	Paint Exterior Siding
111	North James Street	Thunder Bay	Building Security	Planned	Add Surveillance Cameras
112	North James Street	Thunder Bay	Plumbing System	Planned	Sewer Line Maintenance
113	Parsons/Melvin/Kenwood	Thunder Bay	Painting	Planned	Paint Exterior Siding (Phased)
114	Paterson Court	Thunder Bay	Building Exterior	Demand	Repoint Brickwork
115	Paterson Court	Thunder Bay	Doors	Planned	Upgrade Keying System
116	Paterson Court	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
117	Paterson Court	Thunder Bay	Electrical System	Planned	Upgrade Panels
118	277 Pearl	Thunder Bay	Electrical Systems	Demand	Upgrade Panel
119	Picton 2	Thunder Bay	Building Exterior	Planned	Repair Caulking
120	Picton 2	Thunder Bay	Painting	Planned	Paint Exterior Siding (Phased)
121	Picton 2	Thunder Bay	Roofing System	Planned	Repair Eavestroughs (Phased)
122	Picton 3	Thunder Bay	Painting	Planned	Paint Exterior Siding (Phased)
123	Picton 3	Thunder Bay	Roofing System	Planned	Repair Eavestroughs (Phased)
124	Picton/Tamarack	Thunder Bay	Painting	Planned	Paint Exterior Siding (Phased)
125	Picton/Tamarack	Thunder Bay	Roofing System	Planned	Repair Eavestroughs (Phased)
126	Ross Court	Thunder Bay	Life Safety System	Demand	Isolate Apartment Mini-horns
127	Rupert/Ray/Hill	Thunder Bay	Sitework	Planned	Beautification (Tree Trimming)
128	Ruskin/Hall	Thunder Bay	Building Exterior	Demand	Repair Parging
129	Scattered Duplexes	Thunder Bay	Electrical System	Planned	GFI upgrades in kitchen and bath (near sinks)
130	Sequoia Park	Thunder Bay	Building Exterior	Demand	Remove and Replace Wood Back Steps (Phased)
131	Sequoia Park	Thunder Bay	Building Exterior	Planned	Paint Exterior Siding (Phased)
132	Sequoia Park	Thunder Bay	Plumbing System	Demand	Replace Sump Pumps
133	Wade Crescent	Nipigon	Electrical Systems	Green	Upgrade Exterior Lighting
134	Wade Crescent	Nipigon	Flooring System	Demand	Replace Laundry Room Flooring
135	Windsor/Clarkson/John	Thunder Bay	Electrical System	Planned	GFI Upgrades in Common Rooms
136	Windsor/Clarkson/John	Thunder Bay	Life Safety System	Planned	Update Smoke Detectors